

DEALING WITH SALES OBJECTIONS: THEORY AND PRACTICE FOR THE ARCHITECTURAL AND CONSTRUCTION MANAGER

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The study examines the theoretical and practical aspects of the work of managers of architectural and construction companies with client objections. The importance for the competitiveness of companies in the market of architectural and construction services of the ability of a modern manager to work effectively with clients' objections is demonstrated. The article considers the peculiarities of a modern manager's communicative competence, which is the basis of his/her professionalism and includes the ability to effectively interact with clients, understand their needs and motives, and find optimal solutions for the resolution of objections. The article analyses the types of client objections, in particular true, false and conditionally objective, and suggests approaches for dealing with them effectively. A number of effective techniques for dealing with objections are considered, such as active listening, empathy, clarifying questions, turning objections into questions, using evidence and statistics, rephrasing objections in your own words, suggesting alternatives, etc. Examples of typical objections raised by architectural and construction clients (financial, stylistic, time related, technical, legal) are given and approaches to resolving them are suggested. Special attention is given to the creation of a positive communication context in which the client objections are not perceived as an obstacle, but rather as an opportunity to offer additional benefits and alternative solutions. The importance of investment in training and development of managers in effective handling of client objections, development of their communication skills and marketing strategies is emphasised. The result will be an increase in customer satisfaction, an increase in sales and a strengthening of the company's reputation in the marketplace. In order to deal effectively with client objections, the article formulates a number of practical recommendations for managers of architectural and construction companies. Implementing these recommendations will help to build trusting relationships with clients, increase selling efficiency and strengthen the company's competitiveness.

Keywords: client objections, architectural and construction company, manager, communication skills, personal selling, competitiveness.

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INTRODUCTION

It is important to be able to work effectively with objections in today's competitive environment in the market of architectural and construction services. It is important not only to recognise them, but also to be able to respond to them in a way which helps to persuade the client to accept what you offer. The cost of the services, their necessity, the quality of the work, the deadlines, etc. The client's shortcomings or doubts can be related to different aspects. Each objection requires an individual approach and arguments on the part of the manager. Effectively dealing with objections requires the manager not only to listen to the client, but also to actively identify his needs and motives. It is important to have an understanding of the characteristics of each customer, as well as the necessary communication and persuasion skills.

Because it plays an important role in the process of closing successful and profitable deals, the topic of dealing with sales objections remains relevant. A competitive advantage in the marketplace is enjoyed by a company that has highly skilled managers who are able to effectively influence customer decisions by working with objections.

Therefore, an important and relevant area for managers of architectural and construction companies is the study and practice of working with objections in sales. The result will be an increase in sales efficiency, an increase in the volume of orders and an improvement in the company's reputation in the market.

LITERATURE REVIEW

Various aspects of this problem have been the subject of study and presentation in the works of Ukrainian and foreign scientists, such as V. Stadnichenko [1]; S. Reshmedilova [2]; A. Grigorenko [3]; R. Fedorovych [4]; B. Barchi, N. Pirov [5]; I. Klymenko [6]; A. Uskova [7]; O. Dyachun, S. Radynskiy [8]; O. Borodienko [9]; I. Babiy, O. Baksalova, O. Ostapchuk [10]; O. Myhal [11]; M. Demko [11], etc.

An effective personal selling strategy helps to increase the competitiveness of a company and improve customer satisfaction, as recent studies have shown. The ability of the manager of an architectural and construction company to deal effectively with the client objections is an important component of a

successful sale. This is not just about technical training, but also about their ability to communicate, interact and build mutually beneficial relationships with clients.

Experience and research in this area show that the improvement of the level of communication skills of the management team of architectural and construction companies can lead to improved business performance and foster long-term client relationships. Therefore, for the development of modern sales strategies in the architecture and construction industry, research in the area of personal selling and dealing with client objections is of great importance.

The purpose of the study is to determine the theoretical aspects of dealing with objections in sales and to develop practical recommendations for the manager of an architectural and construction company to improve the efficiency of negotiations and successfully conclude agreements with clients.

MAIN PART

Presentation of the main research material. Successful sales management involves the implementation of a customer relationship management system based on a customer-focused approach. A customer relationship management system is an approach and strategy for building a sustainable business where the fulfilment of client needs and expectations is central. Although it involves the use of management technologies, the customer relationship management system is not a software product or a specific management technology [8].

The reasons for the implementation of such a system are the increase in customer requirements for the product, the increase in competitiveness in the market, the loss of customers to competitors and the high costs of new customer acquisition. Improving the efficiency of business processes by attracting and retaining customers is the aim of a customer relationship management system. One of the key aspects of this system is how managers deal with client objections. This requires the ability to effectively influence the customer and resolve conflict situations that arise during the sale of products or services. You can increase sales effectiveness and ensure long-term customer relationships by understanding client needs and expectations and being able to adapt your strategy to meet those needs.

It involves using personal selling techniques, which differ from advertising in that it is a form of two-way dialogue between the seller and the buyer, rather than a one-sided monologue as in advertising [11]. This approach makes it possible to establish a more in-depth communication with the customer, to understand his or her needs and requirements and, at the same time, to achieve a more successful delivery of a product or service that meets the needs of the buyer [12].

It should be stressed that the communicative skills of a modern manager are the very basis of his or her professionalism. For example, the communicative interaction of a manager is a process of purposeful exchange of information, ideas and emotions between the manager and other participants in the activities of the organisation, including subordinates, management, partners and customers. This process aims to coordinate actions, make managerial decisions, resolve conflicts and achieve the strategic goals of the organisation using verbal and non-verbal means of communication. The effectiveness of a manager's communicative interaction depends on his or her ability to communicate, to give and receive feedback, to take into account the individual characteristics of interlocutors and the dynamics of situations in a professional environment. Successful communicative interaction contributes to the increase in professional efficiency, the assurance of high-quality problem solving and the achievement of the organisation's goals [13].

An important part of a manager's communication skills is dealing with client objections. This means knowing how to deal effectively with customers who may disagree or feel upset about a product or service. A competent manager must be able to listen to the customer, understand the situation from the customer's point of view, actively work to eliminate negative feelings and find a solution that is appropriate to the specific situation [14].

Undoubtedly, objection management is an important part of the customer interaction process in the modern world of marketing and sales. At each stage of the proposal process, sales managers often have to deal with different types of objections that customers may raise. Customers are looking for justification for their decision and to be convinced that the purchase is beneficial when comparing different aspects of a product or service [1]. Therefore, objections are a necessary step in any sales process that allows managers to identify the potential difficulties that customers may face and to provide them with the appropriate arguments to solve these problems. Sometimes objections can be the decisive factor in a customer's purchase decision for a particular product or service.

Dealing with objections becomes an important aspect of selling for the manager. It requires the ability to answer questions and confidently persuade the customer, as well as communication skills and

product knowledge. In theory, dealing with objections is considered a stage in selling. A manager can avoid objections by properly assessing the client needs and presenting the product in a way that meets the customer's expectations. In practice, objections can arise at any time and it is important to be able to respond effectively [2].

Dealing with objections is not just about resolving conflicts or refusals; it is an opportunity to demonstrate professionalism, listening skills and understanding of the client needs. This can help build lasting relationships with customers and ensure they stay loyal [15]. Dealing with objections in sales is a necessary skill that contributes to increased efficiency and success in marketing. Companies can ensure stable sales growth and build a successful reputation in the marketplace by integrating this aspect into their sales strategy.

Dealing with objections is a key component of a successful sales process, and the ability to distinguish between different types of objections helps a salesperson to interact effectively with customers. In particular, a confident and experienced salesperson will be able to quickly identify what exactly is causing a customer to raise an objection and how best to respond to it [3]. Thus, an important step in interacting with customers is to distinguish between true, false and conditional objections.

The first type of objection is a true objection, which is when a customer is honest in expressing his or her concerns about a product or service. These concerns can include not needing the item, payment terms or other specific factors. By offering rational solutions to the customer, such as instalment payments or additional services that will help solve the customer's problem, the salesperson can effectively address such objections.

The second type of objection is a false objection, in which the customer is hiding the real reason for his or her doubts. In this case, instead of taking the customer at his word, the salesperson should identify the real cause of the problem. It is important to pay attention to the customer's passive-aggressive behaviour and look for indirect clues to the real motives. This approach allows the salesperson to work effectively with spurious objections and achieve the desired outcome.

The third type of objection is a conditional objective objection, where the customer justifies his doubts on the basis of unstable circumstances that will take time to resolve. In this case, the salesperson can use the technique of isolating the objection by asking the customer about other possible problems that may arise in the future. This will help the salesperson to find out if the reasons for the objection are really objective and to find the solution that is best for the customer.

An important skill in working with customers that helps to effectively resolve conflict situations and achieve successful transactions is the ability to distinguish between different types of objection. The salesperson can build trust and ensure quality service by skilfully identifying the client's true motives and understanding what lies behind their concerns [4].

In particular, the following types of client objections may be encountered by the manager of an architectural and construction company:

1. Financial objections: the client may say that he or she has a limited budget for the construction or repair at the moment. The manager should be ready to offer alternative solutions or the possibility of funding for the project.

2. Style objections: the client may have doubts about the design or architectural style of the company's proposal. The manager should be aware of the client's requirements and wishes, and offer options that are in line with their needs.

3. Time related objections: the client may want the project to be completed very quickly, which may have an impact on the quality of the work or the ability to deliver within a tight time frame. The manager should explain the importance of quality in construction to the client and offer a realistic deadline.

4. Technical objections: the client may have technical questions or concerns about the performance of certain technical aspects of the project. In order to answer all questions and resolve technical issues, the manager must have in-depth knowledge of the technical aspects of construction.

5. Legal objections: the client may express concerns or uncertainties about legislation and licensing. In order to provide the client with comprehensive answers and to assist in the preparation of the necessary documents, the manager should have a clear understanding of the legal requirements in construction.

These types of objections may arise during the work of an architectural and construction company manager and it is important to be able to respond to them effectively and find the best solutions for the client.

The handling of objections in sales is an important part of successful business, especially for the manager of an architectural and construction company, where it is important to be able to interact effectively with clients and to be able to distinguish between different types of objections. To ensure

maximum efficiency and reduce the number of unsuccessful cases, the objection resolution process can be broken down into four stages. The first step is to be a listener to the customer. This is a key point where it is important to have empathy and a deep understanding of the client needs and desires. A positive attitude and attentiveness will help to build trust and confidence and will effectively guide the objection resolution process. The second step is to be in agreement with the customer. It's important to show your understanding of the complexity of the situation and that you're on the customer's side. This will enable you to establish positive communication and mutual understanding, essential for resolving objections. The third stage is to apply the technique for dealing with objections. The success of this stage will depend on the previous stages and on the ability of the salesperson to interact effectively with the customer. It is important to try to find the best solution for all parties, and to find out if the customer still has any questions. The fourth stage is the presentation of the proposal. After successful resolution of the objections, it is important not to delay the presentation of an offer to the customer. Making a clear and specific offer will enable the client to decide and increase the likelihood of a successful transaction. It should be stressed that the psychological mechanism of creating expectations in the client, based on the Zeigarnik effect, is involved in the defined stages of dealing with objections. This strategy involves deliberately creating situations that arouse the customer's curiosity, indignation or expectation, which increases their interest in the issue and stimulates further engagement. This can have a positive impact on customer engagement and the development of communication between the manager and the customer [5]. For maximum efficiency, the list of sales objections can be structured and broken down into separate stages. The salesperson can effectively resolve issues and achieve the desired results, starting with conditional agreement, continuing with clarification and argumentation, and ending with a call to action.

As an important part of successful sales, the manager of an architectural and construction company must be able to deal effectively with objections. There are a number of techniques that can be used to be effective in the resolution of objections and the building of trust with the client.

Technique number one. One of the most important techniques is the active listening technique. This involves more than just listening. It also requires sensitivity to the customer's non-verbal cues and emotions. This allows you to understand why they're objecting and to respond appropriately. Nonverbal indicators, such as gaze and facial expressions, can provide additional information about the client's emotional state. For example, a customer may be unhappy or unsure about your offer if his or her eyebrows are drawn together or he or she is sighing. Being sensitive to your customer's non-verbal cues will not only help you to understand the true motives behind their objections, but will also have a positive impact on your interaction with them, helping to build a relationship based on mutual respect and trust. Successful resolution of objections and achievement of common goals can be based on such support and openness.

Technique number two. Empathy is a key part of the objection resolution process. You can build trust and openness by putting yourself in the customer's shoes and trying to understand them. In particular, understanding the client needs and objections, but also feeling their feelings and emotions, is part of putting yourself in the customer's shoes. Empathy and understanding are important, as they are the building blocks of trust and openness in communication. Customers are often in search of understanding and acceptance, and this can have a significant impact on their decisions and attitudes towards your company. It's important to recognise the uniqueness and individuality of your customers and to develop a deep understanding of their needs and expectations. This will be the basis for effective relationship building and successful project delivery. Using empathy to communicate with customers also helps to reduce conflict and improve service quality. The ability to put oneself in the other person's shoes can broaden the horizons of communication and facilitate the search for compromise in difficult situations. Empathy is an important component of successful customer relations and can be the key to the building of long-term relationships and the expansion of your customer base. It can help build a positive reputation and generate referrals from satisfied customers.

Technique number three. You can understand the customer's motives better by asking clarifying questions. Ask questions to help clarify their point of view and the reasons for their objections.

Here are some examples:

1. What are the specific aspects of the project or proposal that you doubt or object to?
2. When you look at the design project/proposal, what would be your first impression?
3. To address this issue/design detail, what alternative options would you consider?
4. What is the ideal outcome of this project/collaboration with us?
5. Is it possible that your objections are related to your changing corporate or personal vision of the project?
6. To ensure that your needs and expectations are fully met, what would you like to see?

7. In the project process, what factors are most important to you?
8. To address your concerns, how can we improve communication and collaboration?
9. To ensure the success of the project, what guarantees or support would you suggest we provide?
10. What limitations or difficulties do you see that might have an impact on your decision to do business with our company?

Technique number four. Another effective technique is to turn an objection into a question. Rather than rejecting the objection, you can rephrase it as a question in order to move the dialogue forward.

Here are some examples:

1. Instead of 'You don't understand my needs', you can formulate a question: 'What exactly is wrong with my proposal that would be more in line with your needs?'
2. Instead of saying 'It's too expensive for me', you can ask: 'What aspects of the project are you concerned about the cost of? Perhaps we could look at some alternative options?'
3. Instead of objecting 'It looks too complicated', ask: 'What are your concerns about this part of the project? Perhaps we could look at options that are more simplified?'
4. Instead of saying 'I'm not sure you're experienced enough', ask: 'What specific details or stages of the project are you most concerned about? Perhaps I can give you some more information about what our experience has been in this area?'

Technique number five. This technique allows you to acknowledge what your customer is saying while adding your own context.

Here are some examples:

1. Client: 'This project seems to me to be a little bit too expensive'.
Manager: 'Yes, but it is worth bearing in mind that the choice of high-quality materials can significantly increase the life of the building and reduce future repair costs?'
2. Client: 'I am not sure that your company will be able to deliver this project on time'.
Manager: 'Yes, but we have a track record of on-time delivery of similar projects and have action plans in place to ensure that your project will be completed accurately and on time?'
3. Client: 'Do you want to give my idea a try?'
Manager: 'Yes, but at the same time we are always open to working with our clients and we are willing to take your ideas and wishes into account to create a project that is in line with your vision?'
4. Client: 'In my opinion, this design could be more innovative'.
Manager: 'Yes, at the same time we're always open to new ideas and technologies, and we're ready to consider the possibility of innovating in designing your project?'
5. Client: 'I don't like the palette of colours for the facade of the building'.
Manager: 'Yes, in order to ensure that you are more satisfied with the design of the facade, we can consider alternative colour and shade options?'

Technique number six. The use of evidence, statistics and examples can strengthen your arguments and position and provide the client with convincing evidence.

Here are some examples:

1. Demonstrate the impact of choosing high quality materials on the life of the building: e.g. research shows that investing in high quality materials reduces the risk of failure and ensures the longevity of the building.
2. Provide statistics on past projects where the company has completed work on time: for example, state that 95% of projects have been completed on time with no delays.
3. Give an example of a previous successful collaboration with clients who insisted on their own ideas: tell about a project where the client made important changes that improved the result.
4. Provide statistics that confirm the effectiveness of innovative solutions. For example, studies have shown that the introduction of innovation in construction leads to a reduction in the cost of maintaining buildings.
5. Present examples of the successful use of colour solutions in the design of facades: show photos of projects where well-chosen colours have improved the aesthetics of the building and have attracted attention.

Technique number seven. Show that you understand and are willing to cooperate by rephrasing the client objection in your own words.

Here are some examples:

1. Instead of saying, 'You're not sure we're going to get this done,' say, 'I understand your concerns about the timeline, but we've got everything we need to deliver on time?'

2. Instead of, 'You are of the opinion that our prices are too high', the manager can say 'I understand your concerns about the cost of the project, but you should remember that our prices reflect the quality of the work we're doing and the high-quality materials we use'.

3. Instead of the words, 'You are of the opinion that the design could be more innovative', the manager can say, 'This is an innovative design. As we work on the project, we are open to your vision and willing to consider your suggestions'.

4. Instead of saying: 'You don't like the colour palette for the façade', the manager can say, 'I can see that you would like to see other colour options on the façade. We are willing to look at alternatives and select colours that are in line with your preferences'.

Technique number eight. The offer of alternatives is a way of finding a compromise and a solution that is beneficial to both parties.

Here are some examples:

1. Instead of offering only one option for the design of the façade, the manager can offer several alternative colour solutions, highlighting in particular the advantages of each option and inviting the client to choose the one that corresponds to his or her preferences.

2. The manager can offer different options for materials and construction techniques that will affect the final cost when discussing the project budget. There should be an explanation of the advantages of each option and an attempt to find the best compromise.

3. You can offer different options for the layout of the premises, particularly considering changes in the location of rooms or functional areas, if the client expresses doubts about the project plan. The client should be allowed to choose the option that satisfies him/her.

4. You can offer different options, including the possibility of accelerated completion for an additional fee, depending on the conditions and possibilities when discussing the schedule of works. This approach allows you to find a solution that is favourable to both parties.

Technique number nine. Specification of the questions helps to formulate the objection clearly and concisely.

Here are some examples:

1. Instead of a general question about the client's interior design requirements, you can ask: 'Do you have any specific colour and style preferences for each room?'

2. Instead of asking a general question about the project budget, you can ask: 'What specific amounts would you like to allocate to decorating and choosing materials?'

3. Instead of asking a general question about the client needs regarding the project's completion, you can ask: 'By when do you need the project to be completed? Do you have any critical deadlines for certain stages of the work to be completed?'

4. Instead of asking a general question about the requirements for the functional areas of the building, you can ask: 'What specific requirements do you have for the layout of the space? For example, do you have a need for a separate work area at home?'

In general, an understanding of the client needs, empathy, active listening and the effective use of various communication techniques are required when dealing with objections in sales. It is an important part of success in sales and business development to understand the mechanisms of objection resolution and how to work with them.

By using consistent dualistic constructs, the objection handling of an architectural and construction company manager can be optimised. For example, dealing with objections can be turned into an opportunity to offer additional benefits and alternative options. Instead of dismissing objections, the manager can focus on the project's positives and open dialogue to find a solution. For customers who have concerns about the project, support staff can offer additional services or advice. Doing this will help to build mutually beneficial relationships and help to keep the customer satisfied.

Here are some examples:

1. Objection: 'Your project is too expensive'.

Argument: 'Yes, but it also has the following benefits. Your house will be reliable, energy efficient and will retain its value in the future thanks to the use of high-quality materials and innovative technologies'.

2. Objections: 'I don't like the colour scheme / room sizes / shape of the house'.

Argument: 'We have a wide range of alternatives to choose from. We are ready to offer you a different colour, a different size or a different shape that will suit your preferences and your design ideas'.

3. Objection: 'I'm not sure that what you're proposing is going to work for me'.

Argument: 'Let's make a test reproduction of part of the project or visit the objects we have already realised so that you can evaluate our experience and the quality of our work. We guarantee your satisfaction or your money back'.

4. Objections: 'I need time to think about it'.

Argument: 'We are ready to provide you with more information, 3D models, structural details or sample materials to help you get to know the project better. How can we be of assistance to you in the solution of your problem?'

It is important to note that a lack of opportunity to interact and communicate can be a barrier to achieving a positive outcome for an architectural and engineering client [6]. In order to build trust and maintain positive relationships with clients, dialogue and mutual understanding are important. Misunderstandings, conflicts and loss of potential business can result from any blockage in communication. Therefore, in order to have a successful relationship with clients, a manager must create favourable conditions for the free exchange of ideas and information.

In this way, a successful manager of an architectural and construction company will be able to effectively lead the client to a decision that will lead to the confirmation of the contract. This can be achieved through the study and analysis of the client's meaningful responses to the questions that are posed. The manager can better understand what aspects of the project or services are important to the client and how to move forward to achieve a successful solution if the client's requirements and needs are properly understood.

A manager should also consider possible reasons for the client's reluctance to accept the service when working with the client. An explanation of the client's fears of new experiences, previous negative impressions, reluctance to spend money, or unreasonable emotional aversion can help the manager find common ground and ways to overcome these barriers.

When the client has had enough explanation and identification of their needs, and is ready to make a decision, the manager can focus on the details of the project and close the meeting with specific points of agreement and arrangements. A successful order confirmation and customer satisfaction are guaranteed by such attentiveness and professionalism.

It should be noted that the study by I. Babiy, O. Baksalova and O. Ostapchuk analysed the mechanism of forming a competitive policy for small businesses. Most architectural and construction companies belong to this category. The authors found out that in connection with crisis situations of the external environment the following components of the system are an effective basis for managing the enterprise: intellectual resources, flexible management system, motivation, resource capabilities, market research, competitive strategy, communication and distribution policy [10]. Thus, since managing the effectiveness of marketing activities ensures an increase in its efficiency, the formation of a competitive policy for small enterprises depends mainly on marketing aspects. In particular, marketing and the personal and professional potential of the manager have a great impact on the success of the creation of a competitive policy and the securing of the company's competitiveness in the market.

To some extent, the dynamics of costs incurred in these areas can be used to assess the effectiveness of the company's marketing and sales activities [7]. Of particular importance among these costs is the investment in the training and professional development of sales managers. It is important that managers are prepared to work effectively with customers and are able to properly argue and resolve their objections in today's business environment where competition is fierce and the customer base requires an individual approach [9].

Dealing with client objections requires managers not only to listen and respond, but also to communicate effectively, use reasoned approaches and develop influencing strategies. Properly targeted objection management not only helps avoid conflict and customer dissatisfaction, but can also be a tool for sales growth and customer base expansion. Therefore, a key factor in improving the effectiveness of sales activities and increasing the company's competitiveness in the marketplace can be to invest in training managers in objection management [16].

On the basis of the study, in order to work effectively with client objections, the following recommendations can be formulated for managers of architectural and construction companies:

1. Develop active listening skills. To better understand the reasons for objections, listen carefully to the client and pay attention to their non-verbal cues.

2. Show empathy. Put yourself in the customer's shoes and have an understanding of their feelings and needs. In this way, you will be able to build a relationship of trust and find solutions that are mutually beneficial.

3. Ask probing questions. To find out the details of your client objections and motives, ask them specific questions. This way, you will have a much better understanding of the situation.

4. Turn objections into questions. Rather than dismissing objections, reframe them as questions, which will help to continue the dialogue and the search for solutions.

5. Provide alternatives. In order to find a compromise and meet the client needs, offer different options.

6. Make use of evidence and statistics. Back up your arguments with factual data, examples of successful projects, and testimonials from satisfied customers.

7. Use your own words to restate the objections. Demonstrate that you have an understanding of the customer's situation and are willing to work with the customer.

8. Set a positive tone. Turn the objection into an opportunity to offer additional benefits and alternatives, rather than a rejection.

9. Facilitate communication channels. Create favourable conditions for the open exchange of ideas and information, and avoid blocking communication channels.

10. Invest in upskilling. Regularly upgrade managers' skills in dealing with client objections, communicating and marketing strategies.

Compliance with these recommendations will enable the managers of architectural and construction companies to deal effectively with the objections of their clients, to establish a relationship of trust, to increase turnover and to strengthen the competitiveness of the company in the market.

CONCLUSION

The following **conclusions** can be drawn from the results of the study:

Dealing effectively with client objections is an important aspect of successful architectural and construction company management. The ability to interact effectively with clients, to understand their needs and motivations, and to find optimal solutions for resolving objections, makes it possible to increase sales, ensure long-term relationships with clients and strengthen the company's reputation in the market.

Architectural and construction company managers need to develop active listening skills, show empathy, use clarifying questions and turn objections into questions in order to deal with objections effectively. It is also important to offer clients alternatives, support arguments with facts and statistics, and rephrase objections in their own words to demonstrate a willingness to cooperate. Creating a positive communication context where client objections are seen as an opportunity to offer added value and alternative solutions, rather than an obstacle, is particularly important. The result will be an increase in customer trust, confidence and sales effectiveness.

An important factor in ensuring the competitiveness of architectural and construction companies in the marketplace is to invest in the training and development of managers in effective client objection handling, communication skills and marketing strategies. The result will be an increase in client satisfaction, an increase in turnover and a strengthening of the company's reputation.

In general, the implementation of a customer-focused approach that focuses on working effectively with customer requirements is necessary for successful sales management in the architecture and construction industry. Architectural and construction company managers will be able to interact effectively with clients, resolve conflict situations and ensure long-term cooperation by applying the recommended techniques and approaches.

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РОБОТА ІЗ ЗАПЕРЕЧЕННЯМИ В ПРОДАЖАХ: ТЕОРІЯ ТА ПРАКТИКА ДЛЯ МЕНЕДЖЕРА АРХІТЕКТУРНО-БУДІВЕЛЬНОЇ КОМПАНІЇ

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У дослідженні розглядаються теоретичні та практичні аспекти роботи менеджерів архітектурно-будівельних компаній із запереченнями клієнтів. Обґрунтовано важливість вміння сучасного менеджера ефективно працювати з запереченнями клієнтів для підвищення конкурентоспроможності компаній на ринку архітектурно-будівельних послуг. Розглянуто особливості комунікативної компетентності сучасного менеджера, яка є основою його професіоналізму та включає здатність ефективно взаємодіяти з клієнтами, розуміти їхні потреби та мотиви, а також знаходити оптимальні рішення для вирішення заперечень. У роботі проаналізовано різновиди заперечень клієнтів, зокрема, справжні, хибні та умовно-об'єктивні, та запропоновано підходи до ефективного роботи з ними. Розглянуто низку ефективних технік роботи з запереченнями, таких як активне слухання, емпатія, уточнювальні запитання, перетворення заперечень на запитання, використання доказів та статистики, переформулювання заперечень своїми словами, пропозиція альтернатив тощо. Наведено приклади типових заперечень клієнтів архітектурно-будівельних компаній (фінансові, стильові, пов'язані з термінами, технічні, законодавчі) та запропоновано підходи до їх ефективного вирішення. Особлива увага приділена створенню позитивного комунікаційного контексту, коли заперечення клієнтів сприймаються не як перешкода, а як можливість запропонувати додаткові переваги та альтернативні рішення. Підкреслено важливість інвестицій у навчання та підвищення кваліфікації менеджерів у сфері ефективного роботи з запереченнями клієнтів, розвитку їхніх комунікативних навичок та маркетингових стратегій. Це дозволить підвищити рівень задоволеності клієнтів, збільшити обсяги продажів та зміцнити репутацію компанії на ринку. У статті сформульовано низку практичних рекомендацій для менеджерів архітектурно-будівельних компаній щодо ефективного роботи з запереченнями клієнтів. Реалізація цих рекомендацій сприятиме встановленню довірливих відносин з клієнтами, підвищенню ефективності продажів та зміцненню конкурентоспроможності компанії на ринку.

Ключові слова: заперечення клієнтів, архітектурно-будівельна компанія, менеджер, комунікативна компетентність, персональний продаж, конкурентоспроможність.