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RELATIONSHIP MARKETING AS AN INNOVATIVE AND APPLIED CONCEPT FOR THE DEVELOPMENT OF AN ARCHITECTURAL AND CONSTRUCTION COMPANY

The article explores the concept of relationship marketing as an innovative and applied strategy for the development of architectural and construction companies. The authors substantiate the relevance of this approach, driven by dynamic changes in the construction industry, intensifying global competition, evolving consumer preferences, and the advancement of digital technologies. The paper provides an in-depth analysis of the key components of relationship marketing, including co-creation of value, effective communication, long-term commitments, and mutual benefit. The authors emphasize that value co-creation enables companies to actively involve partners in the development of innovative solutions, thereby enhancing their competitiveness. Effective communication, built on trust and transparency, serves as the foundation for successful collaboration. Long-term commitments help reduce risks, improve planning, and ensure the effective implementation of joint projects. Mutual benefit motivates participants to continue developing their partnerships. The study also highlights practical aspects of implementing relationship marketing in architectural and construction companies. The authors stress the importance of a systemic approach that involves the development of specialized programs, the use of modern digital technologies to enhance interaction, and the formation of partnership ecosystems. Such initiatives enable companies not only to adapt to change but also to proactively influence trends in the industry. The results confirm that relationship marketing is a key element in ensuring competitiveness and sustainable development for architectural and construction companies. The implementation of this concept improves service quality, strengthens customer orientation, and creates the conditions for long-term market leadership. The authors highlight that in the context of global challenges and industry transformation, relationship marketing becomes a strategic imperative for the success of architectural and construction companies.

Keywords: relationship marketing, architectural and construction company, innovative development, value co-creation, effective communication, long-term commitments, mutual benefit, partnership ecosystems, customer orientation, transformation of the construction industry.

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МАРКЕТИНГ ПАРТНЕРСЬКИХ СТОСУНКІВ ЯК ІННОВАЦІЙНО-ПРИКЛАДНА КОНЦЕПЦІЯ РОЗВИТКУ АРХІТЕКТУРНО-БУДІВЕЛЬНОЇ КОМПАНІЇ

Статтю присвячено дослідженню концепції маркетингу партнерських відносин як інноваційно-прикладної стратегії розвитку архітектурно-будівельних компаній. Автори обґрунтовують актуальність даної концепції, зумовлену динамічними змінами в будівельній галузі, посиленням глобальної конкуренції, трансформацією споживчих переваг, а також розвитком цифрових технологій. У роботі детально проаналізовано ключові компоненти маркетингу партнерських відносин, серед яких спільне створення цінностей, ефективна комунікація, довгострокові зобов'язання та взаємна вигода. Автори підкреслюють, що спільне створення цінностей дозволяє компаніям активно залучати партнерів до розробки інноваційних рішень, що підвищує їх конкурентоспроможність. Ефективна комунікація, заснована на довірі та прозорості, є основою для успішної співпраці. Довгострокові зобов'язання знижують ризики, сприяють кращому плануванню та реалізації спільних проектів. Взаємна вигода мотивує учасників до подальшого розвитку партнерських відносин. Дослідження також висвітлює практичні аспекти впровадження маркетингу партнерських відносин в архітектурно-будівельних компаніях. Автори наголошують на необхідності системного підходу, який включає розробку спеціалізованих програм, використання сучасних цифрових технологій для вдосконалення взаємодії, а також формування партнерських екосистем. Такі ініціативи дозволяють компаніям не лише адаптуватися до змін, а й проактивно впливати на тенденції в галузі. Результати дослідження підтверджують, що маркетинг партнерських відносин є ключовим елементом забезпечення конкурентоспроможності та сталого розвитку

архітектурно-будівельних компаній. Впровадження цієї концепції дозволяє підвищити якість послуг, посилити клієнтоорієнтованість та створити передумови для довгострокового лідерства на ринку. Автори наголошують, що в умовах глобальних викликів та трансформації галузі, маркетинг партнерських відносин стає стратегічним імперативом для успіху архітектурно-будівельних компаній.

Ключові слова: маркетинг партнерських відносин, архітектурно-будівельна компанія, інноваційний розвиток, спільне створення цінностей, ефективна комунікація, довгострокові зобов'язання, взаємна вигода, партнерські екосистеми, клієнтоорієнтованість, трансформація будівельної галузі.

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GENERAL STATEMENT OF THE PROBLEM AND HOW IT RELATES TO IMPORTANT SCIENTIFIC OR PRACTICAL ISSUES

Architectural and construction companies operate in an extremely competitive environment. The constantly changing requirements for quality, deadlines, and costs necessitate the implementation of innovative approaches to business processes. In the context of rapid change and uncertainty, relationship marketing offers companies not only the opportunity to adapt but also to become innovation leaders through the active engagement of all process participants.

The relevance of the research is determined by the following factors:

Firstly, in the context of the dynamic growth of the construction market, intensifying global competition, and transformation of the business environment, the implementation of innovative marketing approaches becomes a key factor in the success of companies. Relationship marketing serves not merely as a tool but as a strategic platform for building sustainable competitive advantages, ensuring long-term market leadership and creating the foundation for sustainable development.

Secondly, revolutionary trends in the development of the architectural and construction sector – including digitalization, environmental sustainability, and the personalization of services – require companies to fundamentally rethink how they interact with clients and partners. Building long-term partnerships becomes a key element in creating a unique ecosystem that generates synergistic effects and maximizes value for all business stakeholders.

Thirdly, the fundamental transformation of consumer preferences, and the growing demand for quality and innovation in architectural and construction services, underscore the critical need for customer-oriented approaches. Relationship marketing provides not only an individualized approach to each client's needs but also a platform for proactively anticipating and satisfying future consumer demands.

Fourthly, the revolutionary development of digital technologies, artificial intelligence, and information systems opens up unprecedented opportunities for implementing the concept of partnership marketing. This allows companies to achieve a fundamentally new level of interaction efficiency with all stakeholders, automate processes, and develop innovative products and services.

Fifthly, in the face of global economic instability and a turbulent market environment, the formation of stable partner networks becomes a crucial factor in ensuring the viability and sustainable development of architectural and construction companies. It not only minimizes market risks but also creates a strong foundation for crisis resilience and business adaptability.

Sixthly, the intensification of globalization processes and the strengthening of international competition require companies to build global partnership ecosystems that provide access to new markets, technologies, and competencies.

Seventhly, the growing role of social responsibility and environmental sustainability in the construction industry necessitates the development of partnerships with a broad range of stakeholders to implement the principles of sustainable development.

Thus, studying the theoretical foundations and practical aspects of implementing relationship marketing as an innovative and applied concept for the development of architectural and construction companies is a highly relevant and strategically important scientific task. It holds fundamental significance for ensuring competitiveness and sustainable development in the context of global challenges and transformations in the construction industry.

ANALYSIS OF RECENT RESEARCH AND PUBLICATIONS

On relationship marketing as an applied and innovative concept in the development of architectural and construction companies indicates a wide variety of approaches and perspectives. Prominent foreign scholars such as P. Kotler, G. Armstrong, and J. Caslione emphasize the importance of building business partnerships, noting that such relationships can significantly increase a company's competitiveness [4; 14]. The research of M. Johnson and P. Human [9] proposes concepts that deepen the understanding of interaction among partners and methods for its optimal management. At the same time, Ukrainian scholars such as V. Bondarenko [1] and M. Vyshnevskya [2] make important contributions by developing partnership models tailored to the Ukrainian market. The works of S. Lykholat, M. Stasul [3], and O. Bolotna [5] focus on practical aspects of partnership strategy implementation, demonstrating successful case studies in which such partnerships led to significant achievements. R. Fedorovych [6; 12] and other researchers [7; 8] analyse the impact of information technologies on management processes within partnerships, highlighting the role of digitalization in improving communication and reducing costs. Overall, the concepts presented in the works of

Ye. Zahorulko, D. Oltarzhevskiy [11], O. Krasovska [13], and many others lay the foundation for further research in the field of relationship marketing. They open new horizons for architectural and construction companies in Ukraine that aim to adapt to changing market conditions and meet growing consumer demands through innovative approaches.

FORMULATING THE ARTICLE'S OBJECTIVES

The purpose of the study is to analyse and develop an innovative, practice-oriented concept of relationship marketing that will enhance the competitiveness of architectural and construction companies by optimizing interaction with partners, improving service quality, and strengthening client service. The study is also aimed at identifying effective strategies for building and maintaining partnerships that will ensure the sustainable development of companies in the market.

THE MAIN MATERIAL STATEMENT

In today's world, where a company's competitiveness heavily depends on its ability to cooperate and interact with partners, relationship marketing has become an essential tool for business development. This concept not only implies the adaptation of traditional marketing methods but also requires a fundamental shift in approaches to interaction with all market participants.

For example, in the architectural and construction industry, the term "partnership" goes beyond a legal form of organization and instead refers to a model of cooperation between companies. In this field, partnership implies equality among participants, which significantly impacts their joint activities. Mutual trust and a clear understanding of each party's responsibility open up new horizons for achieving common goals, particularly in the areas of design, construction, and implementation of infrastructure projects [1].

As competition increases, architectural and construction companies are increasingly striving to build strategic alliances. Such partnerships not only reduce risks but also enhance resource support through the exchange of knowledge and technologies. Alliance marketing, as a new form of business interaction, emphasizes personalized approaches to each client and project. Thanks to this concept, companies can develop unique solutions that meet specific market needs [2].

In addition, it is important to note that the development of partnerships requires the ability to adapt to changes in the external environment through the use of innovative practices. This may include the implementation of new technologies in the design process, the modernization of construction methods, or the application of modern project management tools. At the same time, shared responsibility for project execution ensures higher quality results, as each member of the alliance strives to achieve the best possible outcomes.

Recent studies show that one of the most important aspects of effective partnership interaction is joint efforts in marketing campaigns. This refers not only to joint advertising but also to participation in exhibitions, tenders, or competitions – all of which help businesses enhance their visibility and brand recognition [3]. Successful partnerships make it possible to maximize sales volumes and improve customer service.

In conclusion, modernizing an architectural and construction company through the development of partnership relations is a crucial step toward strengthening its competitiveness. Companies that choose the path of partnership cannot only respond flexibly to market changes but also create high-quality products that meet contemporary standards. This becomes possible thanks to close cooperation, the exchange of knowledge, resources, and technologies, which form the foundation of an innovation-driven, practice-oriented approach to business development in the architectural and construction sector. Thus, the concept of partnership relations includes both external and internal dimensions.

In particular, the concept of relationship marketing, first introduced by Leonard Berry in the context of services marketing [15], emphasizes long-term relationships with consumers. Over time, this concept has evolved and been interpreted in various ways in international literature. For instance, Philip Kotler describes it as the practice of establishing long-term mutually beneficial interactions with key partners [4].

As highlighted in the works of leading experts in this field, relationship marketing is a system of interactions whose result is not only profit generation but also the creation of shared value. This term refers to the process of building a network of connections that enables all participants to benefit from their cooperation. In the case of an architectural and construction company, this may involve active cooperation with engineers, building material suppliers, clients, and even end-users – allowing their needs to be considered at every stage of a project's life cycle.

Relationship marketing plays a key role in the development of architectural and construction companies, as it ensures the establishment of stable ties between the company and its clients. The main advantages that arise from the implementation of this concept can significantly influence a company's competitiveness.

First and foremost, the reduction in customer acquisition costs is a significant benefit of relationship marketing. Since decisions to cooperate are often based on recommendations from the existing clients, companies can reduce spending on advertising and service promotion. This is particularly important in the highly competitive construction sector, where advertising may require substantial investment. The second important advantage is the increase in sales volumes. Loyal clients who are already satisfied with the service quality can become regular customers and recommend the company to other potential clients. As a result, the company not only expands its sales volume but also builds a stable customer base. In addition, relationship marketing enables construction companies to form a core group of customers, which helps in testing new products and services. This greatly reduces the risks

associated with implementing innovations. Orders from trusted clients can serve as a kind of “litmus test” for new offerings, allowing companies to experiment with minimal losses. Another significant competitive aspect is that a stable customer base can become a serious barrier to entry for new market players. When clients have had a positive experience with a particular company, they are less likely to switch to a competitor, as potential risks may outweigh the perceived benefits.

On the consumer side, the benefits are also considerable. Close interaction with the company creates psychological comfort, as clients communicate with the same professionals who understand their needs well. This leads to the development of friendly relationships, greatly improving the overall cooperation experience and the company’s ability to respond to client needs. Long-term interaction between the company and the customer can also result in economic benefits. For example, the company may offer discounts, special deals, or other incentives that increase customer loyalty and satisfaction. This not only reduces costs for the buyers but also provides additional motivation for repeat transactions. Through long-term cooperation, the company gains the ability to tailor its services to the specific needs of individual clients. This is especially important for architectural and construction companies, where the uniqueness of projects determines their competitiveness. Clients can receive customized solutions that fully meet their requirements and budget. Furthermore, ongoing communication and interaction with loyal clients open up new opportunities for feedback. This is a crucial component that allows the company not only to improve its products but also to identify new market trends. For instance, clients may express wishes regarding additional services or changes to the existing offerings, which can form the basis for new development strategies. Equally important is the role of technology in ensuring the effectiveness of relationship marketing. The use of modern information systems enables companies to manage customer relationships efficiently, providing clients with up-to-date information about project status, offers, and news. Online platforms and CRM systems help maintain connections and enhance their productivity.

In light of this, architectural and construction companies must actively develop their relationship marketing strategies, as this cannot only increase their market efficiency but also significantly improve their financial performance and overall reputation. To achieve this, it is important to invest in building strong relationships with clients, taking into account their interests and needs – since customers are the foundation of a successful business.

Relationship marketing is becoming a key tool in today’s economy for architectural and construction companies, as it enables effective interaction with all stakeholders throughout the project implementation process. The essence of this approach lies not only in conducting individual transactions, but also in establishing stable, long-term relationships that, in turn, generate new value for all parties involved.

When considering relationship marketing as an innovation-driven, practice-oriented concept, architectural and construction companies may recognize that a core element of this approach is identifying the specific needs and expectations of clients. In such interactions, the customer is not merely a consumer of a finished product but actively participates in its creation, determining the value they wish to receive. This is an approach that emphasizes the delivery of individualized solutions tailored to the unique requirements of each client [5].

One of the key advantages of implementing relationship marketing is the ability to create new value for clients. Architectural and construction companies can apply this principle by offering unique projects based on research into client needs, modern construction technologies, and environmentally sustainable solutions. As a result of this approach, not only are new buildings created, but also new quality standards within the industry. Furthermore, relationship marketing emphasizes long-term cooperation beyond the act of purchase. This means that architectural and construction companies should view their clients as strategic partners with whom projects can be jointly implemented, thereby strengthening trust and loyalty toward the brand. Regular meetings, discussions of new ideas, and cooperative initiatives can deepen trust within such partnerships [6].

Shifting marketing perspectives toward partnership also requires internal business processes to adapt. This includes greater flexibility, revisions to communication strategies, and updates to technology in order to better meet customer needs. Ultimately, the goal is to establish and align business processes that directly reflect the desires and expectations of consumers. The introduction of innovations in project management technologies and the use of modern software solutions will be critical in this context [7].

An important component of success for architectural and construction companies is the continuous monitoring of relationships with long-term clients and partners. Practice shows that the more stable these partnerships are, the greater the value for the company is, as loyal clients ensure a steady flow of orders and referrals. This highlights the need to implement loyalty programs that encourage clients to continue working with the company [8].

Within the framework of relationship marketing, companies must consider not only their clients but also other key market participants such as suppliers, subcontractors, investors, and distributors. Cooperating with these stakeholders can help create a more efficient business system based on trust, joint development, and customer satisfaction. Additionally, it is increasingly important to recognize the value of building a marketing business network that includes not only the company itself but also all interested groups. This creates opportunities for knowledge and experience exchange, which in turn enhances innovation and competitiveness. A vital condition for the successful implementation of this concept is the presence of specialized managers within the company who are responsible for developing partner relationships. Their task is not only to manage projects but also to build long-term partnerships, analyse market needs, and help the company adapt its strategies to changing conditions [9].

In conclusion, relationship marketing in the architectural and construction sector opens new horizons for business development. The formation of unique assets through business networks, resilience to market changes, and customer-focused strategies are all critical for achieving success in a competitive environment – where those who can build effective systems of relationships come out on top [18]. Therefore, by implementing partnership-based approaches, architectural and construction companies can not only improve the quality of their services but also strengthen their market positions, create new value, and ensure sustainable growth.

Regarding content structure. To simplify, the main components of relationship marketing are as follows:

First component. Co-creation of value: companies should focus on cooperation to develop new ideas, technologies, and solutions that meet the needs of customers. In particular, co-creation of value is becoming increasingly important in the modern business environment, where rapid market changes and new technologies require companies to be flexible and take an innovative approach. Using collective idea generation methods, such as hackathons, ideation sessions, and creative workshops, allows the involvement of diverse opinions and perspectives. This not only stimulates creativity but also ensures a deeper understanding of end users' needs, which in turn leads to the creation of more relevant products and services. In addition, an essential part of co-creation is building trust-based relationships between cooperating companies. The use of knowledge and experience-sharing platforms, such as professional contact networks or specialized online tools, can help establish strong connections between different market players. Such relationships, based on mutual benefit, allow not only for the exchange of ideas but also for risk-sharing, which often accompanies innovative projects. Finally, implementing co-creation strategies can lead to the formation of so-called “feedback loops” between companies and their clients. Involving customers in the process of product and service development makes it possible to tailor them to the real needs and preferences of end users. This can be implemented through surveys, focus groups, or even through active customer participation in testing new solutions [10]. Thus, businesses not only create value for themselves but also build loyal consumers, which in turn contributes to their long-term success in the market.

Co-creation of value in the architectural and construction industry can offer many interesting ideas and practical examples, including:

1) Interactive workshops with clients: holding workshops where architects, designers, and engineers openly communicate with clients about their needs, wishes, and dreams concerning residential or commercial projects. This allows for client input during the design phase and encourages more active customer engagement in the development process.

2) Idea generation hackathons: organizing hackathons where architects, builders, engineers, and other specialists team up to develop new solutions such as sustainable design or energy-efficient buildings. This can lead to new and innovative approaches to design.

3) Digital cooperation platforms: using online platforms (such as BIM – Building Information Modelling) for sharing knowledge and experience among all project participants, including contractors, suppliers, and clients. This allows everyone to stay updated on changes and improvements, enhancing cooperation efficiency.

4) Client focus groups: organizing focus groups with end users to discuss new projects or concepts. This can help identify which features and functions matter most to users, influencing the final design.

5) Joint projects with other companies: cooperating with other businesses, such as energy technology providers or data processing companies. This can lead to the creation of innovative solutions, such as integrating smart technologies into “smart” buildings that meet modern consumer demands.

6) Community involvement in design: including local community representatives in urban development discussions to account for their needs and preferences. Through surveys or public hearings, valuable input can be gathered for project development.

7) Launching pilot projects: building scaled-down versions of projects to test new ideas, technologies, or materials. This allows concepts to be validated in practice and, based on feedback, adjusted before full implementation.

8) Partnerships with educational institutions: cooperating with universities and training institutions to conduct research projects in architecture and construction, enabling the integration of new knowledge and innovations based on the latest findings in the field.

A systematic approach to co-creation not only improves the final outcome of projects but also builds trust-based and lasting relationships between architectural and construction companies and their clients, which in turn contributes to their long-term success.

Second component. Communication: continuous and transparent communication is a cornerstone of successful partnership relationships. It is important not only to listen but to truly hear your partners in order to respond promptly to their needs and suggestions. Clarity in communication helps avoid misunderstandings and strengthens mutual trust. Regular meetings, discussions, and feedback contribute to the development of open dialogue, enabling all parties to express their thoughts, ideas, and concerns freely. Moreover, the use of diverse communication channels can help increase the efficiency of information exchange. From traditional emails to modern messengers and video conferencing – it is essential to choose formats that are convenient and understandable for all participants. Shared information platforms and cooperative documents accessible to all partners can further streamline data sharing and promote better understanding of common goals and tasks. Just as important is the regular evaluation of communication effectiveness. Partnership relationships must be based on continuous improvement. Implementing surveys or simply

having honest conversations after project completion can help identify the strengths and weaknesses of communication strategies. This not only builds an atmosphere of trust but also lays the foundation for the future development of partnership ties, which is critical for achieving shared success in business [11].

Practical examples for an architectural and construction company:

1. Regular project team meetings: holding weekly meetings with all project participants (architects, engineers, construction managers) allows for discussion of progress, identification of issues, and timely adjustments to the action plan. This also fosters a culture of openness for idea exchange.

2. Client feedback after each phase: at the end of each phase (e.g., concept, design, construction), surveys or meetings with clients can be held to gather feedback. This helps understand their impressions and identify areas for improvement.

3. Use of shared online platforms: cooperative documents via tools like Google Docs, or project management systems such as Trello or Asana, enable all participants to access up-to-date plans, timelines, and tasks. This increases visibility of project progress.

4. Messengers for real-time communication: tools like Slack or Microsoft Teams simplify instant information exchange among team members, while also archiving conversation history for future reference.

5. Webinars and internal knowledge-sharing seminars: organizing regular learning sessions within the company allows teams to share new knowledge and skills related to the latest trends in design, construction, and technology.

6. Transparency in financial matters: joint budget planning with all partners and subcontractors helps avoid misunderstandings. Regular updates on expenses and financial reports contribute to building trust among all stakeholders.

7. Meetings with subcontractors and suppliers: ongoing consultations with all supply chain participants enable faster responses to changes or problems during project implementation.

8. Evaluating communication effectiveness: introducing regular surveys or anonymous “retrospective” sessions can help identify communication issues and propose solutions. This ensures ongoing improvement of team cooperation.

These initiatives can significantly enhance communication effectiveness, build stronger partnerships, and ensure the successful implementation of projects in the field of architecture and construction.

Third component. Long-term commitments in partnership relations are a key aspect that determines their success and sustainability. When both parties are willing to invest time, effort, and financial resources into developing cooperation, they lay the foundation for deeper interaction and mutual trust. This, in turn, helps prevent conflicts and misunderstandings that may arise from short-term thinking or insufficient attention to the partner’s needs. Moreover, long-term commitments allow parties to plan their actions more effectively, promoting more rational use of resources. When companies or organizations commit to long-term cooperation, they can make joint investments in the development of new products, technologies, or markets. This approach leads to synergy, where the results of cooperation exceed the sum of individual contributions. In this way, long-term commitments create the conditions for innovation and increased competitiveness. It is important to note that maintaining such commitments requires ongoing work on the relationship, including adaptation to changing market conditions and evolving partner needs. Regular communication, idea sharing, and feedback are critical to strengthening long-term collaboration. Only under such conditions can both parties unlock the full potential of the partnership and achieve shared goals – contributing to the success of all market participants involved [12].

Practical examples for an architectural and construction company:

Partnership with material suppliers: an architectural and construction firm can sign long-term agreements with building material suppliers. This ensures price stability, access to new products and technologies, and reduces the risk of supply disruptions. Such cooperation allows for better project planning based on the availability of materials and resources.

Ongoing cooperation with designers and engineers: contracting with designers and engineers for multiple consecutive projects leads to a deeper understanding of each other’s style and working methods. This enhances the ability to create innovative and unique designs while maintaining a high standard of final product quality.

Joint investment in technology development: a construction company may partner with tech firms to co-develop tools or software that automate design or construction processes. For example, cooperating with a company specializing in BIM (Building Information Modelling) software could result in tailored solutions that improve efficiency and reduce costs.

Long-term collaboration with clients: for clients with recurring needs for new buildings or renovations, a construction company can offer multi-year service contracts. This ensures a steady flow of projects and allows the company to adjust its resources based on fluctuating demand.

Engagement with local governments: long-term cooperation with local authorities can streamline the permitting process, enable participation in infrastructure development programs, or support the implementation of community projects. This not only benefits business development but also enhances the company’s public reputation.

Environmental responsibility partnerships: a company may enter into agreements with environmental organizations to jointly implement eco-standards in construction. This includes the use of sustainable materials,

energy-efficient technologies, and other practices that enhance the company's competitiveness in the market.

The provided examples illustrate how architectural and construction companies can utilize long-term commitments to establish stable, mutually beneficial partnerships that foster innovation and success in the industry.

Fourth Component. Mutual benefit is the cornerstone of successful relationship marketing. When each party gains tangible advantages from cooperation, it significantly increases the likelihood of long-term and productive interaction. A "win-win" situation emerges, where all participants meet their needs and achieve common goals. This can be accomplished through resource sharing, joint promotional activities, and the exchange of knowledge and experience. Transparency in partnership terms and open dialogue contribute to stronger relationships and the formation of a shared development strategy. Additionally, mutual benefit helps reduce risks, as cooperation allows partners to share financial and operational costs. For instance, conducting joint marketing campaigns can be more cost-effective than doing so individually, as it lowers advertising, logistics, and operational expenses. As a result, companies can achieve greater efficiency and effectiveness by focusing on shared advantages and leveraging idea synergy. Ultimately, building long-term partnerships based on mutual benefit helps foster a positive reputation for individual partners and the entire industry. When companies cooperate successfully, they build trust among customers and partners, leading to increased loyalty and satisfaction. This, in turn, becomes a catalyst for attracting new partners and clients, as a reputation for being a reliable and beneficial partner draws attention and sustains interest in a competitive market environment [13]. Mutual benefit, therefore, forms the foundation for success and sustainable business development in conditions of constant market change.

Practical examples for an architectural and construction company:

Joint projects with material suppliers: a construction firm may enter agreements with building material suppliers to jointly allocate resources for large projects. For example, launching joint promotions for new materials helps reduce prices for end consumers while boosting suppliers' sales volumes.

Collaboration with design studios: architectural companies can partner with design firms to develop unique projects, sharing experience and expertise. This fosters more creative solutions that attract client interest, with each party receiving a share of the profits from jointly implemented projects.

Pooling resources to reduce costs: small architectural and construction firms may form alliances to jointly conduct marketing campaigns, purchase materials in bulk, or acquire necessary licenses. This reduces costs and risks while enhancing the competitiveness of each company.

Interaction with government agencies: cooperating with public institutions on civic projects or historical building renovations may grant access to funding and grants, lowering the financial burden and improving the company's public image.

Joint educational programs: architecture companies can work with universities and colleges to organize internships or courses for students. This gives companies access to new ideas and emerging talent, while students gain practical experience and employment opportunities.

Symbiosis with technology companies: partnering with companies that develop new technologies (e.g., BIM – Building Information Modelling) provides construction companies with access to advanced tools, boosting project planning and construction efficiency.

Co-participation in trade shows and conferences: attending professional events alongside partners increases visibility for all parties, allowing them to showcase cutting-edge solutions and attract new clients.

These examples illustrate how architectural and construction companies can form mutually beneficial partnerships that drive growth and innovation for all stakeholders involved.

On implementing the concept. Modern marketing theory in the area of relationship marketing outlines several approaches to forming strategic partnerships. In particular, Philip Kotler [4; 14] identifies five levels of relationship marketing management that companies can adopt.

At the basic level, architectural and construction companies must ensure a reliable and efficient project delivery process. The priority is not only on selling services but also on shaping client expectations. The company should focus on quality execution, meeting deadlines, and adhering to standards.

At the reactive level, the company demonstrates its readiness to respond to client problems and inquiries. It's not just about establishing a request mechanism, but about creating a system that delivers prompt and effective responses. This builds client trust and satisfaction.

At the accountable level, the company actively monitors customer feedback on completed projects. Regular client feedback mechanisms should be introduced, allowing the company to refine its operations and improve service quality. This reinforces the client's sense of involvement and helps build a positive brand image.

At the proactive level, a company may initiate contact with clients to offer enhanced or upgraded solutions. Architectural and construction companies should analyse the evolving needs of their customers and proactively propose innovative responses aligned with current trends. These may include new technologies or eco-friendly materials that offer a competitive edge.

The final level – the partnership level – involves deep cooperation and information exchange between the architectural and construction company and its clients. Forming such partnerships not only enhances the efficiency of joint projects but also creates opportunities for new business ideas and innovations. The company gains access to the experience and best practices of its partners – an invaluable asset in a competitive market.

Implementing relationship marketing in an architectural and construction company requires a systemic approach. A strategy must be developed that includes actors at various levels – from major suppliers to local entrepreneurs providing specialized services. Within such a strategy, companies can:

- introduce partner programs for suppliers to encourage their participation in joint projects;
- organize forums for discussing new ideas and innovations in the industry;
- use digital technologies to collect and analyse feedback from partners and clients to improve processes [16; 17].

CONCLUSIONS FROM THIS STUDY AND PROSPECTS FOR FURTHER RESEARCH IN THIS AREA

The study confirms that relationship marketing is an innovation-driven and practical concept that is gaining special importance in the development of architectural and construction companies amid intense competition and rapid changes in the market environment. Implementing this concept enables companies to build sustainable competitive advantages by forming long-term, mutually beneficial relationships with clients, partners, and other stakeholders.

The key components of successfully implementing relationship marketing include: co-creation of value, which involves the active participation of all parties in developing and implementing innovative solutions; effective communication, which ensures transparency and trust between partners; long-term commitments, which provide a foundation for stable cooperation; and mutual benefit, which motivates stakeholders to further develop the partnership.

The research demonstrates that implementing relationship marketing in architectural and construction companies requires a systemic, phased approach that evolves across five levels of development – from the basic level focused on service reliability to the partnership level marked by deep integration and co-creation of value. This evolutionary model allows firms to continuously improve their business processes and enhance the quality of partner interaction.

In practice, the implementation of relationship marketing generates a synergistic effect, manifested in improved business efficiency, reduced operational costs, enhanced service quality, and stronger innovation potential. These results are achieved through the formation of partnership ecosystems that provide access to new resources, technologies, and competencies.

The research findings confirm that relationship marketing is not merely a theoretical concept but an effective tool for ensuring the competitiveness and sustainable development of architectural and construction companies. In the face of global challenges and industry transformation, the implementation of this concept becomes a strategic imperative that defines a company's success in the market and its ability to adapt to changes in the business environment.

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