

# Application of Marketing Strategies in Nigerian Quantity Surveying Firms

Chukwuemeka Patrick Ogbu  
Department of Quantity Surveying, University of Benin, Edo State, Nigeria

## Abstract

Marketing has not been fully understood in the context of the construction industry. This inadequacy is worse for quantity surveying (QS) consultancy firms in developing countries like Nigeria due to the relative ignorance of the general public about the job of a quantity surveyor. Consequently, most QS firms in the country perform poorly while others struggle to survive. The goals of this paper were to identify strategies for marketing by QS firms in Nigeria, and to develop a framework for the adoption of marketing strategies by the firms. The study made use of exploratory research design with secondary sources of data and focus group discussion as instruments for data collection. It found that stringent codes of ethics, insufficient marketing know-how, and difficulty in the measurement of marketing performance are among factors that could hinder the adoption of marketing by QS firms in Nigeria. A number of marketing strategies and criteria for selection of marketing strategies by QS firms were identified and categorised. A pictorial model for the implementation of marketing strategies in QS firms in the country was also derived. The study recommended a reorientation by QS firms to adopt marketing as a key management strategy.

**Keywords:** Firms, Marketing Strategy, Professional Ethics, Nigeria, Quantity Surveying,

## 1. Introduction

Marketing as a management function has received wide acceptance in various industries as essential for increasing market shares, building long-term relationships, satisfying clients, ensuring profitability, strengthening competitive advantage and achieving firm performance (Naranjo, Pellicer and Yepes, 2011; Kanagal, 2013). Connor & Davidson (1990) indicated that the success or failure of an organisation largely depends on the focus and direction of its marketing efforts. Effective marketing is critical for business growth in a competitive open market environment (Ojo, 2011) like Nigeria, identified as being among the largest construction markets in Africa (Odediran, Babalola & Adebisi, 2013). Competition in the Nigerian construction market has increased being fueled by higher client expectations, risks, turbulent economic and technological environments, internationalisation of the construction trade, dearth of skilled operatives, and increased population of professionals, among others. Construction firm viability and sometimes survival has become more challenging, with some companies becoming smaller or specialised (Kunhui, 2009; Awe, Stephenson & Griffith, 2009; Odediran, *et al.*, 2013). As a result, high construction firm mortality has severally been reported in literature globally, but with more emphasis on developing countries (Hallberg, 2000; Smorfitt, 2005; Egesa, 2011; The Engineering Network, 2015).

As further noted by Kunhui (2009), the situation justifies the adoption of key management success factors such as marketing; from other industries into the construction industry. This is because as observed by Perreault & McCarthy (2005), the making of better goods or services will not necessarily guarantee business success or increased firm performance if not backed by effective marketing. A consequence of this has been the re-focusing of research on the marketing of construction professional services, especially quantity surveying (QS). Nkado (2000) identified marketing as one of the essential competences relevant to future quantity surveyors, Alfred (2007) suggested the packaging and marketing of an attractive professional image for the QS profession, while Smith (2004) pointed out that marketing might even be more relevant to the QS profession than other sister professions because it is less known. Ling (2014) listed poor marketing as one of the threats to the QS profession, since a lot of quantity surveyors do not pay attention to the way their practices are being marketed. Besides, the practice of QS has expanded. Novelty value adding services have been added to the portfolio of services available from professional quantity surveyors (Ashworth and Hogg, 2007), and clients ought to know which firm is capable of what additional services through marketing.

The relevance of marketing to the performance of Nigerian indigenous construction consultancy firms (QS firms inclusive) has hardly been explored in literature. The few references to these firms in literature associated them with poor performance, inexperience, low capacity (most of them operate at the subsistence level), lacking innovation, inability to compete with their foreign counterparts and high mortality rates (Dosumu & Iyagba, 2013; Rafindadi 2015). Most QS firms in Nigeria are observably lagging behind in both financial and non-financial measures of firm performance. For instance, Achuenu, Izam & Bustani, (2000) and Ugochukwu & Onyekwena (2014), noted the under capitalisation of most indigenous construction firms (inclusive of QS firms). What this portends is an inability to attract the competent manpower that can exert sufficient influence to command the respect of construction contractors and clients, and provide adequate leadership for complex

project situations. Additionally, stereotyped QS firms, having little knowledge of contemporary clients' demands are bred due to poor marketing and the concomitant poor firm performance among this genre of firms. It is established in literature that marketing is positively related to higher firm performance and success (Jaakkola, Möller, Parvinen, Evanschitzky, & Mühlbacher, 2010; Ghouri, 2011; Yan & Chew, 2011), therefore its adoption by QS firms in Nigeria will potentially improve their firm performance and survival.

## **2.0 Barriers to the Marketing of QS Services**

In spite of the foregoing, it is observed in practice that marketing in professional QS firms is viewed as less important to the management and survival of the firm than finance and personnel issues (Morgan, 1992). According to Rutland (1991, p.37), the reasons for the neglect of marketing by construction firms are the facts that *Marketing is seen as unimportant and unprofessional, the necessary skills are lacking, clients' immediate needs are always put first, crisis management prevails in the firms, the discipline for a sustained marketing effort is lacking, and there are no written, measurable marketing plans*. Pearce (1992) traced the origin of the apathy to marketing by construction professionals to the 'English Gentleman' behaviour of the early construction professionals. The early professionals pretended that they were not in business, but were merely responding to their peers' requests for services. This tradition has been handed down to generations of construction professionals to the extent the limits of marketing observed in practice are more stringent than those actually set by professional codes of ethics. In Nigerian QS firms, marketing is treated with even more levity: marketing expenditures are often viewed as short term costs (rather than long term investments); and as financially unaccountable (Schulz & Gronstedt, 1997). Clark (2004); Rust, Lemon & Zeithaml, (2004); Srinivasan & Bharadwaj (2004); O'Sullivan & Abela (2007) and Seggie, Cavusgil & Phelan (2007) linked the lack of use of marketing with the difficulty in measuring return on marketing. Ifezue (2005) blamed it on marketing's intangible nature, which hinders its quantification for planning purposes. Jaafar, Abdul Aziz & Wai, (2008) attributed it to lack of management commitment, understanding and acceptance of the marketing concept, and the incompatibility of marketing with 'professional ethics' Kadiri & Ayodele (2013) blamed it on the absence of good marketing strategies in QS firms. As remarked by Naranjo, et al., (2011), although marketing in the manufacturing sector is a well-known discipline, in the construction industry it is still misunderstood, as a result marketing is not viewed as a legitimate management activity in most QS firms (Tarawneh, 2013). The prevalence of these barriers to QS service marketing in Nigeria contributed to the finding that the level of marketing by professionals in the Nigerian construction industry is inadequate compared to the severity of competition in the industry (Ojo, 2011).

## **3.0 Aim and Objectives of the Paper**

Two key questions become apparent from the hindrances to the marketing of QS professional services: the first relates to the actual limitations set by professional codes of ethics on marketing by professionals, while the second focuses on the framework and strategies for the adoption of marketing as a management tool by QS firms.

The aim of this paper is to develop a framework for the adoption of marketing strategies by QS firms with a view to improving the impacts of the use of marketing strategies on the performance of QS consultancy firms in Nigeria. The objectives of this paper are to identify the strategies for marketing by QS firms in Nigeria and to develop a framework for the adoption of marketing strategies by the firms.

## **4.0 Codes of Professional Ethics and Marketing of Construction Services**

Professional codes of ethics help to maintain a common culture among practitioners of a profession in relation to the acceptable standards of behaviour. Bayles (1989) defined professional ethics as a system of norms that control both the morality and behaviour of professionals in their day-to-day practice. Ethics refers to a system of moral principles governing the appropriate conduct of a person or group [Nigerian Institute of Quantity Surveyors (NIQS), 2012]. The main thrusts of codes of conduct in any profession are moral behaviour and the rule of fairness. These were expressed by Dabson, Plimmer, Kenney & Waters (2007) as 'just' and 'right' standards of behaviour. McCarthy (2012) listed the principles on which ethical behaviour is based to include: honesty, fairness, fair reward, reliability, integrity, objectivity and accountability. The codes of professional conduct relating to marketing by QS consultancy firms are undeniably underpinned by this moral ethos. It is however important to critically examine the limits of the express requirements of some codes of professional conduct of construction professions with regards to marketing in order to form an objective opinion on the marketing codes of conduct of the NIQS.

The Nigerian Institution of Civil Engineers (NICE) (2015) specified that a member of the NICE shall not advertise engineering services in self-laudatory language or in any other manner derogatory to the dignity of the profession, and that a member shall not invite or submit priced proposals under conditions that constitute price competition for professional services. The ethics of the Canadian Institute of Quantity Surveyors (CIQS)

required their members to advertise or promote in a manner that is not injurious to the public or to the dignity of the profession of Quantity Surveying (CIQS, 2015). Registration Body for Quantity Surveyors (2015) directed that Quantity Surveyors should not publish or cause to be published any material or advertisements that are false, misleading or dishonest. Advertising materials are expected to take notice of advertising codes as well as consumer legislation. Royal Institution of Chartered Surveyors (RICS) (2007) stated that a firm shall promote its professional services only in a truthful and responsible manner. Architects Registration Board (UK) (2009) recommended three marketing-related codes of conduct for architects within its jurisdiction: architects must 1) promote professional services in a truthful and responsible manner. 2) comply with the codes and principles applying to advertising generally and 3) operate business styles that are not misleading.

The Code of Conduct of the NIQS makes similar provisions to those of the sister professional bodies cited above. Under Rule 2, the NIQS Professional Conduct: Rules of Conduct and Disciplinary Procedures makes elaborate marketing-related provisions in sub-rules 2.1.0 *Advertisement and publicity*, 2.2.0 *Brochures* and 2.3.0 *Letters and published articles, public speaking and lectures, radio and television appearance* (NIQS, 2000). The Rule specified what the contents of practicing firms' brochures should have, and barred firms/members from submitting their brochures to any other parties except those who specifically requested for such brochures or prospective clients. Generally, members of the NIQS are expected to be modest about their personal achievements in all publications, avoid direct solicitation of instructions and other acts calculated at obtaining jobs irregularly (NIQS, 2000). Adverts by NIQS members are also to comply with the standards of the Advertising Practitioners Council of Nigeria (APCON), and members should familiarise themselves with these standards. Until the provisions of the NIQS Professional Conduct codes are amended, it is in the interest of members to own personal copies of the document for reference purposes prior to marketing.

In summary, the codes of professional conduct (in relation to the marketing of professional services in the construction industry) are intended to:

- make the practitioners protect the dignity of their professions (by not apparently condescending to beg for jobs)
- ensure that any information given in marketing materials are true
- ensure that practitioners do not vaunt themselves as being better than their colleagues (e.g. by using superlatives and comparatives in the language of marketing materials)
- forestall unhealthy rivalry (especially in terms of professional fees) among members of the same profession
- ensure that what purports to be an advert from a professional does not in fact infringe upon the advertising laws of the land

The professional codes of conduct therefore forbid unfair, untrue, illegal, demeaning, and competitive marketing. Suffice it to say that marketing activities that do not have these vices are professionally permissible within the QS domain. Room exists therefore to improve on the marketing codes of the NIQS to enable members compete favourably in the present day Nigerian construction industry.

## 5.0 The QS Profession

The QS profession was founded on the need for equity and fairness in the determination of construction cost, and in the apportionment of financial liabilities among parties to a construction contract. Today's quantity surveying has evolved from a trade traditionally focused solely on buildings, to a profession providing sophisticated financial, managerial, commercial, economic, and often times, legal frameworks for the execution of complex infrastructural developments (Oyediran, 2011). The need for cost control in all construction projects is self-evident, but the employment of a quantity surveyor to carry out the assignment is a matter of knowledge on the part of the employing party. Common experience has shown that clients in Nigeria sometimes subsume QS services under the services rendered by the design professionals (architects and engineers mainly) (Anunike, 2011; Kawu, 2011) because QS ranks high amongst the least known built environment professions (Kamau, 2001). Marketing bridges this knowledge gap by persuading clients on the uniqueness of the quantity surveyor's identity, and on the portfolio of services available from QS firms.

## 6.0 Marketing Strategies of QS Firms

Marketing is the economic mechanism that governs the relation of supply and demand (Pearce, 1992). Kotler & Armstrong (1993) defined it as a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others. It can be seen as a matrix of business activities organised to plan, produce, price, promote and distribute, goods, services, and ideas for the satisfaction of relevant customers and clients (Akinyele, 2010). In Woodruffe (1995)'s view, marketing means identifying and satisfying the needs and wants of consumers by providing a market offering to fulfill those needs and wants through a profitable exchange process. Not many researchers have defined marketing specifically for construction professional firms. Cova & Hoskins (1997) suggested that for contractors, marketing strategies deal

with the series of interaction processes leading up to, and including an invitation to tender in order to influence demand and negotiate the terms of a transaction. To a construction professional firm, marketing deals with the activities that transmit to and persuade clients of a firm's existence, specialty, and capacity, with the intention of acquiring and or retaining such client.

A strategy reflects a firm's short and long-term responses to the challenges and opportunities posed by its operating environment, and typically it builds on experience, anticipates the future and acts in the present. Varadarajan & Jayachandran (1999) stated that strategy encompasses the decisions and activities that enable a business in a firm's business portfolio to achieve and sustain a competitive advantage and to maintain and improve performance. Ojo (2011) viewed marketing strategy as a managerial process of analysing marketing opportunities and choosing a marketing position that serves the company's performance objectives. Marketing strategies specifically aim at identifying client needs and satisfying them at a profit (Tarawneh, 2013). It is a policy level terminology referring to interrelated systems, plans, structures, tactics, procedures, and actions across the organisation; focused at customer attraction, acquisition, satisfaction, return and retention at a profit. Varadarajan and Jayachandran (1999) identified three aspects to the marketing strategy of firms to include: the content of the strategy (what the marketing strategy is), the formulation process (how the marketing strategy was arrived at) and the implementation of the marketing strategy (actions that will be taken to implement the strategy). Koksal & Ozgul (2007) grouped marketing strategies under *promotion, product, sales & distribution, general marketing, sales with credit, sales promotion and price marketing* strategies. This paper groups marketing strategies of QS firms into two main categories: *marketing management strategies, and tactical strategies*. It is to be noted that firms normally adopt a blend of strategies rather than content themselves with one marketing strategy.

### 6.1 Marketing Management Strategies

Marketing management strategies identify the marketing policy or philosophy operational, and define the overall marketing campaign in the organisation at any given time. Normally, marketing management strategies give technical descriptions and directions of the processes that will be involved in evolving or implementing marketing ideas. These are often management level marketing terms, and will bear little or no meaning to line staff unless the tactical components of the strategies are correspondingly clarified for implementation. In practice, the mix and focus of the other types of strategies used by the firm will often depend on the marketing management strategies adopted by the management of the firm. Examples of marketing management strategies include: marketing research (Ojo, 2011), market segmentation (Dickson & Ginter, 1987), environmental scanning (Cova, Mazet & Salle, 1994), marketing mix, relational marketing, among others (see Table 1).

<Insert Table 1>

### 6.2 Marketing Tactical Strategies

Johnson (2015) defined tactical strategies as:

... those that pertain to everyday moves a company makes to improve its market share, competitive pricing, customer service or other aspects that can give it an advantage. Tactics tend to be short-term considerations about how to deploy resources to win a battle. Tactics are most meaningful in the service of long-term goals and values.

Three groups of tactical strategies are presented in this paper: *people/organisational strategies, promotion and education strategies and Price and other user outlay Strategies*.

#### 6.2.1 People/Organisational Strategies

These strategies lay emphasis on the parties coming together for business: the client and the QS firm. First, the QS firm's relational abilities and professional depth need to impress the client. Consultant's staff will need proper training in handling the normal client's impatience, without losing focus on professionalism. Secondly, this strategy focuses on the means of attaining client satisfaction by building trust, and enhancing partnership development between the parties. The intention is to leave the client with the impression that his views are completely shared by the provider of professional services, and that the consultant has bought into the vision of the project.

#### 6.2.2 Promotion and Education Strategies

Promotion and education strategies aim at communicating the existence, important features and benefits of the firm's brand to (prospective) clients. Advertisements and promotions are often used, and they are channeled towards addressing the contents of the strategy chosen by the firm's management. Different promotional approaches may be adopted for different segments of the market for instance, and this should ideally be based on the outcome of a formal marketing research in the firms' business environment.

#### 6.2.3 Price and other user outlay Strategies

Price and other user outlay Strategies focus on client attraction or retention through price inducements and

product quality. For construction professional firms, this may be oriented more towards offering other value adding services, without significant fee increases. Price strategies include claim aversion and offer of flexible payment options (see Table 1). Note that the NIQS's professional code of conduct requires members to make it obvious in their company's brochures that payment will be based on the Federal Government approved NIQS Scale of Fees and Conditions of Engagement. Service quality relates with various ways of enhancing clients' perception and experience of the usefulness of the firm's services. Mainly, *price and other user outlays* marketing tactical strategies aim at improving service quality at constant price or reducing price at constant quality.

### **7.0 Criteria for Selection of Marketing Strategies by QS Firms**

One of the motivators for this paper is the lack of information on which to base the choice of a marketing strategy by construction companies in Nigeria. Rust, Lemon and Zeithaml, (2004) observed that top managers are constantly faced with the problem of how to trade off competing strategic marketing initiatives. Antariksa (2014) identified six criteria for choosing a marketing strategy including: (1) societal, political, regulatory, and citizenship considerations, (2) competitive conditions and overall industry attractiveness, (3) the company's market opportunities and external threats, (4) company resource strengths, competencies, and competitive capabilities, (5) the personal ambitions, business philosophies, and ethical beliefs of managers (6) the influence of shared values and company culture on strategy. Perhaps, these criteria will be better understood if grouped according to their sources into internal and external operating environment criteria (Antariksa, 2014). The dearth of research information on which to base the choice of marketing strategies in the construction industry currently stands in the way of the adoption of marketing as an effective tool of management, and prevents informed choice of marketing practices by QS firms in Nigeria. Every firm's marketing strategies must reflect its environment of operation. Marketing strategies are derived from the configurations of the internal and external attributes of the operating environment of the firm. A number of criteria suggested in literature and others based on focus group discussions have been presented in Table 2.

<Insert Table 2>

### **8.0 Measurement of Marketing Performance**

Marketing performance measures refer to the indicators of the effectiveness of marketing strategies. Marketing requires the deployment of organisational assets at a cost to the company (Rust, Ambler, Carpenter, Kumar and Srivastava, 2004), and therefore needs to be justified in terms of its contribution to firm performance. Srinivasan and Bharadwaj (2004) argued that marketing should adequately demonstrate its impact on firm performance metrics. The use of marketing performance measurement is positively associated with higher firm performance (O'Sullivan & Abela, 2007). Marketing performance metrics should align with firm performance metrics, such that the former will be the same thing or lead to the achievement of the latter. Ideally, every measure of marketing performance should be relevant to the achievement of firm performance. The strength of a marketing performance metric lies in its power to predict firm performance. Morgan, Clark & Gooner (2002) suggested that marketing performance measurement should be based on: customer perception, customer behaviour, sales responses, market share, revenue, margin and cashflows. Ambler, Kokkinaki & Puntoni (2004, p.9) identified the metrics of marketing performance shown in Table 2. Marketing performance can thus be based on financial metrics or non financial metrics.

In QS firms, similar metrics could be adopted, particularly, measures such as: awareness of firm's existence, annual turnover of firm, number of enquiries from new clients, number of commissions since deployment of marketing strategy, company image, and asset growth may prove useful measures of marketing performance depending on the circumstance.

### **9.0 Methodology**

This study employed exploratory research design using focus group discussion and secondary data sources as instruments for data collection (Hyman and Sierra, 2010). This method is justified since the objective is mainly to identify variables, and to proposed possible logical relationships between them (Mabuda, 2009; Udofia, 2011; Penwarden, 2014). Literature search was first used to identify QS marketing strategies and the criteria for their selection. These were later increased in number and adjusted during the focus group discussion. The focus group discussion involved 6 QS practitioners and 6 QS academics. The mix of academics and QS practitioners was used to ensure that the findings are both theoretically relevant and practical. The number of participants was tailored to suit the recommended maximum number of participants for a focus group discussion which is 12 (Udofia, 2011; Focus Group Discussion Guide Worksheets, 2015). Discussants were mainly required to identify and discuss QS firms' marketing strategies and criteria for their selection, as well as examine the relevance of factors obtained from literature.

## 10.0 Conceptual Framework of Marketing Strategies of QS Firms

The environment in which a QS firm operates determines the marketing strategies it can adopt. Firms set up marketing intelligence systems to obtain daily information about pertinent developments in their environment of operations (Mochtar & Ardit, 2001); thus the centrality of the operating environment in determining marketing strategies is obvious. Firms respond to the operating environment (Yan and Chew, 2011) by making strategic choices on marketing strategies that can penetrate the environment for the attainment of firm performance. The importance of the operating environment to the achievement of firm performance was recognised by studies such as Aniekwu (1995), Oo, Drew and Lo (2008) and Pries and Janszen (1995). The environment of a QS firm's operation is therefore a critical determinant of the marketing strategies that will be adoptable and implementable by the firm.

A QS firm's environment is made up of the external and internal operating environments. The external operating environment is made up of the macro and the micro economic components. The external operating environment is the domain of objective reality. Its indices are used as the barometer to measure the direction of and trends in the economy generally (Akintoye and Skitmore, 1990), in order to formulate firm-level marketing strategies that affect performance. Macroeconomic variables are entirely outside the control of firm level decision makers, but are well within the control of the government. The microeconomic environment on the other hand consists of suppliers, competitors, labour market, financial institutions, market size, demand, supply, distribution chain, among other variables (Wothington & Britton, 2003; Verma, 2014; Mirze, 2002). The microeconomic environment deals with the industry of the firm's operations. A firm requires an understanding of the dynamics of the industry in its locality to form potent marketing strategies that can lead to performance. Growth and performance of firms take place within the microeconomic environment, and could be constrained by it (Buyinza and Bbaale, 2013), while the formulation and execution of marketing strategies take place within the internal environment of the firm.

Internal environment of firms refers to the firm owner and firm characteristics. QS firms in Nigeria are mostly sole proprietorships, and the characteristics of the owners bear heavily on the organisations' strategies. Firm owner characteristics have been related to firm performance (Batjargal, 2005; Vo & Phan, 2013) and survival (Frankish, Roberts and Storey, 2007; Madhoushi & Ghaedi, 2007), and the internal environment has been used to predict firms' marketing strategies (Peyman, Karimi & Danaee, 2013). Firm characteristics can be viewed as the attributes of the firm, its nature and composition. Firm characteristics distinguish a firm from other firms, and could form the base of an organisation's competitive advantage. Egesa (2011) and Ayopo (2011) identified technology use, firm age, form of business, firm size, business location and business registration as surrogates for firm characteristics. The internal operating environment determines which marketing strategies can possibly be carried out by the firms. Only the implemented marketing strategies (strategic marketing actions) however can possibly improve the firm's performance (Figure 1).

<insert Figure 1>

The operating environment therefore generally remains the source of the criteria for formulation of marketing strategies, and should be properly studied before the adoption of any marketing strategy by the QS firm. Marketing strategies are to be focused on the attainment of organisational goals. Particularly, the implementation of any marketing strategy should be focused on obtaining results in terms of firm performance. The advantage of this is that it aids the measurement of the performance of the marketing strategy, and possibly presents a case for its improvement.

## 11.0 Conclusion

Contemporary economic and construction industry realities in Nigeria make it imperative that QS firms operating in the industry must market their services, albeit, within the ambits of the professional codes of ethics and extant advertising laws. Currently, the adoption of marketing strategies by QS firms in Nigeria is deterred by various factors such as, stringent codes of ethics, ignorance of the significance of marketing to professional practice, lack of marketing know-how, difficulty in the measurement of marketing performance, among other factors. Marketing can be adopted as a key tool for attaining QS firm performance. This must begin with an assessment of the external and internal environments of the firm's operations to determine which marketing strategies should and can be adopted by the firms. Following this, the firms will be enabled to form potent marketing management strategies. Thereafter, appropriate marketing tactical strategies should be adopted in the implementation of the firm's marketing campaign. Marketing strategies should be aimed at obtaining higher firm performance in both financial and non-financial metrics. QS firms should understudy the relationship between their marketing activities and their organisational performance.

## 12.0 Recommendations

On the bases of the discussions presented in this paper, it is recommended as follows:

1. There should be a reorientation in QS firms to make marketing a key management tool for the

achievement of firm performance.

2. The NIQS should re-examine its marketing-related codes of conduct in order to remove possible ethical impediments to marketing by its members.
3. QS firms should be abreast of developments in the Nigerian economy generally, as well as in the industry in order to develop marketing strategies that can lead to the achievement of firm performance.
4. QS firms should develop means of measuring the effects of their marketing activities on their performance.

## References

- Achuenu, E., Izam, Y. D. & Bustani, S. A. (2000). Investigating the activities of indigenous contractors in the Nigerian construction, *Nigeria Journal of Construction technology and management* 3(1), pp. 91-103
- Ambler, T., Kokkinaki, F., & Puntoni, S. (2004). Assessing Marketing Performance: Reasons for Metrics Selection *Journal of Marketing Management*. 2004 (20), 475-498
- Adewale, G., Adesola, M. A. & Oyewale, I. O. (2013) Impact of Marketing Strategies on Business Performance: A study of selected small and medium enterprises (SMEs) in Oluyole Local Government, Ibadan, *Nigeria Journal of Business and Management* 11 (4): 59-66
- Alfred, A. A. (2007). Conflict within construction professionals: quantity surveying case study *Surveying and Built Environment* 18 (1), 35-50
- Akintoye, A. S. & Skitmore, M. R. (1990). A Conceptual Model of Construction Contractors' Pricing Strategies. In Baxendale, A., Eds. *Proceedings 6th Annual Conference, Association of Researchers in Construction Management*, pages pp. 31-47, Salford University.
- Akinyele, S. T. (2010). Strategic Marketing and Firms' Performance: A Study of Nigerian Oil and Gas Industry, *Petroleum-Gas University of Ploiesti BULLETIN* 112(4): 24 - 34
- Anioku, A. N. (1995). *The operating environment of the construction industry in Nigeria*. *Construction Management and Economics*, 13(6): 445-455
- Akpane, J. E. (2008). Choice and Application of Marketing Strategies of Selected Book Publishers in Nigeria *The Information Manager* 8 (2): 12-17
- Antariksa, Y. (2014) Factors Shaping the Choice of Strategy (online) [http://www.studymarketing.org/articles/Strategic\\_Management/Factors\\_Shaping\\_the\\_Choice\\_of\\_Strategy.html](http://www.studymarketing.org/articles/Strategic_Management/Factors_Shaping_the_Choice_of_Strategy.html) (April 16, 2014)
- Anunike, E. B. (2011). The changing roles of the quantity surveyor in national development *Proceedings of the 2011 Quantity Surveying Assembly and Colloquium* held at Shehu Musa Yar'adua Centre, Abuja, 28<sup>th</sup> and 29<sup>th</sup> September, 2011.
- Architects Registration Board (2009). *Architects Code: Standards of Conduct and Practice*. London: ARB
- Ashe-Edmunds, S. (2015). Marketing concepts and strategies available at <http://smallbusiness.chron.com/marketingconcepts> on (April 20, 2015)
- Ashworth, A & Hogg, K (2007) *Willis's Practice and Procedure for the Quantity Surveyor*, Blackwell Publishing, London
- Atlantic International University (2015). Marketing segmentation (online) <http://courses.aiu.edu/Certificate/Branding/Marketing/Leccion%203/Marketing%2003.completed.word.pdf> (April 20, 2015)
- Awe, E. M, Stephenson, P & Griffith, A (2009). An assessment of education and training needs of skilled operatives within the Nigerian construction industry. In: Dainty, A (Ed.) *Proc. Of 25<sup>th</sup> Annual ARCOM conference*, 7-9 September, 2009, Nottingham, UK, Association of Researchers in Construction Management, 685-94
- Ayopo, B. A. (2011) Effects of microfinancing on micro and small enterprises (MSEs) in Southwest Nigeria, being a PhD thesis submitted to the department of banking and finance, College of Development Studies, Covenant University, Ota, Nigeria
- Batjargal, B. (2005). Entrepreneurial versatility, resources and firm performance in Russia: A panel study, *International Journal of Entrepreneurship and Innovation Management*, 5(3,4), pp.284-297
- Bayles M.D. (1989). *Professional Ethics. Second Edition*, Belmont Publishing Company, California.
- Buyinza, F. & Bbaale, E. (2013). Access to Credit and the Effect of Credit Constraints on the Performance of Manufacturing Firms in the East African Region: Micro Analysis, *International Journal of Economics and Finance*; 5 (10), 85 – 99
- Canadian Institute of Quantity Surveyors (CIQS) (2015). Ethics and Professional Conduct, (online) <http://www.ciqs.org/english/ethics-professional-conduct> on (April 15, 2015)
- Clark, B. (2004). Measuring performance: the marketing perspective in Neely, A (Ed.) *Business Performance Measurement: Theory and Practice* (pp. 22 – 40). London: Cambridge Press

- Connor, D. & Davidson, J. P. (1990) *Marketing Your Consulting and Professional Service*, 2nd edition, John Wiley And Sons, Inc: New York
- Cova, B. & Hoskins, S. (1997). A Twin-Track Networking Approach to Project Marketing *European Management Journal*, 15(5), 546-556
- Cova, B., Mazet, F., & Salle, R. (1994). From competitive tendering to strategic marketing: An inductive approach to theory-building. *Journal of Strategic Marketing*, 2, 29–47.
- Crespin-Mazet, F. & Ghauri, P. (2007). Co-development as a marketing strategy in the construction industry, *Industrial Marketing Management* 36 (2007) 158–172
- Dabson, A., Plimmer, F., Kenney, S & Waters, M (2007). Ethics for surveyors: what are the problems? Proceedings of FIG working week 2007 held in Hong Kong SAR, China 13-17<sup>th</sup> May, 2007
- Dickson, P. R. and Ginter, J. L. (1987) Market segmentation, product differentiation and marketing strategy, *Journal of Marketing*, 5, 1 – 10
- Dosumu, O.S. & Iyagba, R.A. (2013). An Appraisal of Factors Responsible for Errors in Nigerian Construction Documents *Ethiopian Journal of Environmental Studies and Management* 6 (1): 49-57
- Egesa, K. A. (2011). Indigenous firms' survival in Uganda: is there a role for increased technology use? *The Bank of Uganda Journal* 4(1), 81 – 108
- Focus Group Discussion Guide Worksheets (2015). Focus group discussion guide (online) <http://ictforag.org/video/downloads/com-05r-wkst-focus-group-discussion-guide.pdf> (February 27, 2015)
- Frankish, J., Roberts, R. & Storey, D. (2007). Business Survival and Entrepreneurial Learning, *Institute of Small Business and Entrepreneurship* 7(9), 1-17
- Ghouri, A. M. (2011). Marketing Practices and Their Effects on Firm's Performance: Findings from Small and Medium Sized Catering and Restaurants in Karachi. *International Journal of Business and Management*. 6(5), 251-259
- Gundlach, G. T. & Murphy, P. E. (1993). Ethical and Legal foundations for relational marketing exchanges, *Journal of Marketing*, 57 (4): 35-47
- Hallberg, K. (2000). 'A market-oriented strategy for small and medium scale enterprises', *World Bank and International Finance Corporation*, Discussion Paper 40:1-26.
- Hassan, M. U., Qureshi, S. U., Sharif, S. & Muktar, A. (2013). Middle-East Journal of Scientific Research 16(2): 264-273
- Hyman, M & Sierra, J. (2010). *Marketing Research Kit for Dummies*, US: Wiley Publishing Inc
- Ifezue, A. N. (2005). The role of marketing in economic development of developing countries. *Innovative marketing* 1(1) pp. 15-20
- Jaafar, M., Abdul Aziz, A. R. & Wai, A. L. S. (2008). Marketing practices of professional firms: *implement or not to implement?* *Journal of Civil Engineering Management*, 14 (3): 199-206.
- Jaakkola, M., Möller, K., Parvinen, P., Evanschitzky, H., & Mühlbacher, H. (2010) Strategic marketing and business performance: a study of three European 'engineering countries' *Industrial Marketing Management* (2010), doi.10.1016/j.indmarman.2010.06.005
- Johnson, K. (2015). Tactical strategy definition (online) from <http://smallbusiness.chron.com/tactical-strategy-definition-14585.html> (May 25, 2015)
- Kadiri, D. S. & Ayodele, E. M. (2013). Constraints to quantity surveying awareness in Nigeria. *Civil and Environmental Research*. 3(11), 17-21
- Kanagal, N. B. (2013). Promotions as business transactions *Journal of Management and Marketing Research* pp.1 -13
- Kawu, A. M. (2011). State of Quantity Surveying Practice in Nigeria *Proceedings of the 2011 Quantity Surveying Assembly and Colloquium* held at Shehu Musa Yar'adua Centre, Abuja, 28<sup>th</sup> and 29<sup>th</sup> September, 2011.
- Koksal, M. H. & Ozgul, E. (2007). The relationship between marketing strategies and performance in an economic crisis. *Marketing Intelligence and Planning* 25(4): 326-342
- Kotler, P. & Armstrong, G. 1993, *Marketing an Introduction*, 3rd edition, Prentice Hall: New York
- Kunhui, Y. (2009). Modeling completion intensity in construction market, an unpublished PhD Thesis submitted to the Department of Building and Real Estate, the Hong Kong Polytechnic University
- Ling, C. B. (2014). The services required by the Malaysian construction industry from quantity surveyors and their implications to quantity surveying graduate. Unpublished M.Sc research project submitted to the Department of Surveying, Faculty of Engineering and Science, Universiti Tunku Abdul Rahman (online) <http://eprints.utar.edu.my/1137/1/SCA-2014-0903800-1.pdf> (April 15, 2015).
- Lovelock, C. & Wirtz, J. (2010). *Services marketing: people, technology, strategy* (7<sup>th</sup> Edition). London: Prentice Hill
- Low, S. P. & Tan, M.C. S. (1995). A convergence of Western marketing mix concepts and oriental strategic

- thinking. *Marketing Intelligence & Planning*. 13(2): 36
- Mabuda, B. T. (2009). Research Design retrieved May 16, 2015 from <http://uir.unisa.ac.za/xmlui/bitstream/handle/10500/1961/03chapter2.pdf>
- Madhoushi, M. & Ghaedi, M. (2013). Founder's characteristics and firm survival: Iranian study. *World Applied Programming*, 3(10), 504-511
- Matimbe, P (2014). Assessment of Factors Affecting the Choice of Marketing channel For Broilers in Bindura District of Zimbabwe: A Tobit Application. (online) [https://www.academia.edu/4305536/Assessmet\\_of\\_factors\\_affect\\_marketing\\_channel\\_choice\\_A\\_Tobit\\_application](https://www.academia.edu/4305536/Assessmet_of_factors_affect_marketing_channel_choice_A_Tobit_application) (March 14, 2015)
- Mirze, S. K. (2002). *Introduction to Business*, Istanbul: Literatur Yayincilik
- Mochtar, K & Arditi, D. (2001). Role of Marketing Intelligence in making pricing policy in construction. *Journal of management in Engineering* 17(3): 140 – 148
- McCarthy, S F (2012) 'Developing an Australian code of construction ethics', *Australasian Journal of Construction Economics and Building*, 12 (2) 87-100
- Morgan, N. (1992), Professional services marketing, Butterworth Heinemann Ltd.
- Nigerian Institute of Quantity Surveyors (2012). *Research Policy*. Abuja: NIQS
- Nkado, R .N. (2000) Competencies required by quantity surveyors in South Africa. In: Akintoye, A (Ed.), *16th Annual ARCOM Conference*, 6-8 September 2000, Glasgow Caledonian University. Association of Researchers in Construction Management, 1: 11-20.
- Naranjo, G, Pellicer, E. & Yepes, V. (2011). Marketing in the construction industry: State of knowledge and current trends. *Dyna year 78 (170)*, 245-253
- Nigerian Institute of Quantity Surveyors (2000) Professional Conduct: Rules of Conduct and Disciplinary Procedures. Lagos: NIQS
- Penwarden, R. (2014). Exploratory Research: What is it? And 4 ways to implement it in your research Retrieved (online) <http://fluidsurveys.com/university/exploratory-research-4-ways-implement-research/> (March 14, 2015)
- Odediran, S. J., Babalola, M. O. & Adebisi, H. A (2013). Assessment of Business Development Strategies in the Nigerian Construction Industry, *Journal of Business and Management*. 2 (1), 34 – 45
- Ojo, G. K. (2011) Effective marketing strategies and the Nigerian construction professionals, *African Journal of Marketing Management* 3(12), 303-311
- Oo, B. L., Drew, D. S & Lo, H.P. (2008). Comparing contractor's decision to bid in different market environments, *International Journal of Project Management*, 26 (4)
- O'Sullivan & Abela (2007). Marketing Performance measurement ability and firm performance *Journal of Marketing* 71 (April 2007): 79–93
- Oyediran, O. S. (2011). Challenges to efficient service delivery by quantity surveyors. *Proceedings of the 2011 Quantity Surveying Assembly and Colloquium* held at Shehu Musa Yar'adua Centre, Abuja, 28<sup>th</sup> and 29<sup>th</sup> September, 2011.
- Pearce, P. (1992). *Construction Marketing: A professional approach*. London: Thomas Telford
- Perreault, W. D. & McCarthy, E. J. (2005). *Basic Marketing: a global-managerial approach*, Boston: McGraw-Hill
- Peyman, N., Karimi, O. & Danaee, H. (2013). Investigating the Influence of Firm Characteristics on Export Marketing Strategies and Export Performance *International Journal of Business Research and Management (IJBRM)*,4(1): 13-22
- Pries, F. & Janszen, F. (1995). Innovation in the construction industry: the dominant role of the environment. *Construction Management & Economics*, 13(1), 43-51.
- Rafindadi, N. A. (2015). The Consulting Industry, Engineering And Development In Nigeria: Problems and Potentialities. Available at <http://www.acen.org.ng/aceneventcenter/papers/2Consulting-NurudeenRafindadi.pdf> on 15th April, 2015
- Ramaswamy, V. S. & Namakumari, S. (2009). *Marketing Management (4<sup>th</sup> edition)* Mumbai: Macmillan Publishers India Ltd
- Regional Growth Partnership (2009). Economic Development Marketing Strategy for the Regional Growth Partnership. Retrieved May 25, 2015 from <http://www.ci.guilford.ct.us/pdf/Regional%20Marketing%20Plan%20v1.pdf>
- Registration Body for Quantity Surveyors (2015). Code of Conduct for professional Quantity surveyors (online) [https://www.google.com.ng/?gws\\_rd=ssl#q=codes+of+professional+conduct+for+quantity+surveyors](https://www.google.com.ng/?gws_rd=ssl#q=codes+of+professional+conduct+for+quantity+surveyors) on (April 15, 2015)
- Royal Institution of Chartered Surveyors (2007). Rules of Conduct for Firms obtained from [www.rics.org/regulation](http://www.rics.org/regulation)
- Rust, R. T, Ambler, T., Carpenter, G.S., Kumar, V & Srivastava, R. K (2004) Measuring Marketing

- Productivity: Current Knowledge and Future Directions *Journal of Marketing* 68 (October 2004), 76–89
- Rust, R. T., Lemon, K. N. & Zeithaml, V. A. (2004). Return on Marketing: Using Customer Equity to Focus Marketing Strategy *Journal of Marketing* 68(January, 2004), 109-127
- Rutland, P. J. (1991). Marketing of Professional Services *J. King Saud Univ Architecture and Planning*. 3:37-46,
- Schultz, D.E. & Gronstedt, A. (1997). Making Marcom an investment. *Marketing Management*, 6 (3): 40 - 49.
- Seggie, S., Cavusgil, E., & Phelan, S. E. (2007). Measurement of return on marketing investment: A conceptual framework and the future of marketing metrics *Industrial Marketing Management* 36(2007) 834-841
- Smith, P (2004). Trends in the Australian Quantity Surveying Profession: 1995-2003 (online) <http://www.icoste.org/korev2004a.pdf> (March 15, 2015)
- Smorfitt, R. (2005) ‘SME’s and transformation’, *SACOB Annual Convention*, November, (online) [www.sacob.co.za/Events/Smorfitt\\_presentation.pdf](http://www.sacob.co.za/Events/Smorfitt_presentation.pdf), (May 29, 2006).
- Srinivasan, R. & Bharadwaj, S. (2004). *Event studies in marketing strategy research in Assessing marketing strategy performance*, Moorman, C. and Lehmann, D. R. (eds.). Cambridge: Marketing Science Institute
- Teoh, M. C, Low, S. P. & Raphael, B (2008) Computer-based cartography: a marketing information system tool for the EU construction industry. In: Dainty, A (Ed) *Procs 24th Annual ARCOM Conference*, 1-3 September 2008, Cardiff, UK, Association of Researchers in Construction Management, 597-606.
- Tarawneh, S. A. (2013). Marketing for service quality in the Jordanian construction project organisation, *Civil and Environmental Research* 3(12), 93-102
- The Engineering Network (2015). Why indigenous contractors are not patronized in Nigeria (online) <http://go.engineer-ng.net/profiles/blogs/why-indigenous-contractors-are-not-patronized-in-nigeria> (February 16, 2015)
- The Monieson Centre (2014). Marketing Benefits and Techniques. (online) [http://business.queensu.ca/centres/monieson/economic\\_revitalization/](http://business.queensu.ca/centres/monieson/economic_revitalization/) (March 6, 2014)
- The Nigerian Institution of Civil Engineers (2015). Codes of Conduct for Civil engineers obtained from [http://www.nice-nigeria.org/index.php?option=com\\_content&view=article&id=193](http://www.nice-nigeria.org/index.php?option=com_content&view=article&id=193) (April 15, 2015)
- Udofia, E. P. (2011). *Applied statistics with multivariate methods*, Uyo: Immaculate Publications Ltd
- Varadarajan, P. R. & Jayachandran, S. (1999). Marketing Strategy: an assessment of the state of the field and outlook *Journal of the Academy of Marketing Science* 27(2): 120-143
- Varadarajan, P. R. & Menon, A. (2012). Cause-Related Marketing: A Coalignment of Marketing Strategy and Corporate Philanthropy, *Journal of Marketing*, 52 (3): 58-74
- Verma, A. (2014). Macro factors affecting business environment (online) <http://www.slideshare.net/aayush30/macro-factors-affecting-business-environment> (July 14, 2014)
- Vo, H. D., & Phan, B. G. T. (2013). Corporate governance and firm performance: Empirical evidence from listed companies on Ho Chi Minh City Stock Exchange. *UEH Journal of Economic Development*, 275, 1–15
- Wallace, M. & Media, D. (2014) Advertising & Promotion Strategies for the Construction Industry. (online) <http://smallbusiness.chron.com/advertising-promotion-strategies-construction-industry-12798.html> (March 6, 2015)
- Weitz, B. A. & Jap, S. D (1995). Relationship marketing and distribution channels. *Journal of the academic of marketing science*, 23(4): 305 – 320
- Wikianswers.com (2014). Which are the factors affecting the choice of a distribution channel? (online) [www.wikianswers.com](http://www.wikianswers.com) (March 15, 2014)
- Woodruffe, H. (1995). *Service marketing*. M&E Pitman Publishing
- Worthington, I. & Britton, C. (2003). *The Business Environment*. London: Prentice Hall
- Yan, S. & Chew, D. A. S. (2011). An investigation of marketing strategy, business environment and performance of construction SMEs in China. *African Journal of Business Management*. 5(6), 2396-2405

**Table 1: Marketing Strategies of Construction Consultancy Firms**

S/N	MARKETING STRATEGIES	SOURCES
	<b>MARKETING MANAGEMENT STRATEGIES</b>	
1	Marketing Research	Ojo, (2011)
2	Supply chain management	Naranjo, Pellicer & Yepes (2011)
3	Selling the benefits not the features	The Monieson Centre (2014)
4	Market segmentation	Dickson & Ginter (1987)
5	Marketing plan	The Monieson Centre (2014)
6	<b>Affinity marketing:</b> 'Also known as Partnership Marketing, this technique links complementary brands, thereby creating strategic partnerships that benefit both companies. While one adds value to existing customers by generating more income, the other builds new customer relationships'.	Atlantic International University (2015).
7	<b>Alliance marketing:</b> 'Here two or more entities come together to pool in their resources to promote and sell a product or service, which will not only benefit their stakeholders, but also have a greater impact on the market'.	Atlantic International University (2015).
8	Relational marketing	Gundlach & Murphy (1993), Naranjo, Pellicer and Yepes (2011)
9	Analysis of strategic priorities	Cova, Mazet & Salle (1994)
10	Environmental scanning	Cova, Mazet & Salle (1994)
11	Dynamic project screening	Cova, Mazet & Salle (1994)
12	Product differentiations	Dickson & Ginter (1987), Naranjo, Pellicer & Yepes (2011)
	<b>TACTICAL STRATEGIES</b>	
	<b>PEOPLE/ORGANISATIONAL STRATEGIES</b>	
1	Project co-development strategy (partnership between client and consultant)	Crespin-Mazet & Ghauri, (2007), Naranjo, Pellicer & Yepes (2011); Ojo (2011)
2	Customer call centre/customer feedback mechanisms	Lovelock & Wirtz (2010); The Monieson Centre (2014)
3	Development of none-economic or social bonds	Cova & Hoskins(1997)
4	Conflict management	Weitz & Jap (1995)
5	Maintaining a strong pool of professionals to boost company image	Low & Tan (1995)
6	Connection with other businesses	Regional Growth Partnership (2009)
7	Transactional marketing	Gundlach & Murphy (1993)
8	Professional contract	Ojo (2011)
9	Greater communication with clients	Gundlach & Murphy (1993), Weitz & Jap (1995)
10	Networking investments	Cova, Mazet & Salle (1994)
11	Customisation of projects to suit clients	Naranjo, Pellicer & Yepes (2011)
12	Packaging of company documents to look attractive	Regional Growth Partnership (2009)
13	Use of information technology (ICT) in service delivery to make company more appealing	Low & Tan (1995); Naranjo, Pellicer & Yepes (2011)
14	Location of firm closer to clients	Ojo (2011)
15	Writing of proposals to attract clients	Focus group discussion
	<b>PROMOTION AND EDUCATION</b>	
1	Being listed in business directories (yellow pages)	The Monieson Centre (2014)
2	Development of a marketable name	Regional Growth Partnership (2009)
3	Use of promotional products (e.g. gifts given to clients for their patronage)	Wallace & Media (2014)
4	Equipment branding	Wallace & Media (2014)

5	Business promotion	Ojo (2011)
6	Sponsorships of events in your area of operation	Wallace & Media (2014)
7	Corporate social responsibility	Varadarajan & Menon (2012)
8	Charitable initiatives	Wallace & Media (2014), Varadarajan & Menon (1988)
9	Social marketing (using standard marketing practices to achieve social good)	Naranjo, Pellicer & Yepes (2011)
10	Use of Print media advertisements	Wallace & Media (2014)
11	Broadcast media	Wallace & Media (2014)
12	Call to Action marketing (CTA marketing) CTA is a part of inbound marketing used on websites in the form of a banner, text or graphic, where it is meant to prompt a person to click it and move into the conversion funnel, that is, from searching to navigating an online store to converting to a sale.	Atlantic International University (2015).
13	Company web-sites	Wallace & Media (2014)
14	Project signboard	Focus group discussion
<b>PRICE AND OTHER USER OUTLAYS</b>		
1	Free design contribution	Naranjo, Pellicer & Yepes (2011)
2	Inclusion of 'political' offers in bids	Cova & Hoskins(1997)
3	Financial and none financial rewards	Lovelock & Wirtz (2010)
4	After sales service	The Monieson Centre (2014)
5	Claim aversion	Low and Tan (1995)
6	Location of firm closer to clients	Ojo, (2011)
7	Maintaining a good track record	Low & Tan (1995)
8	Optimal pricing	Ashe-Edmunds (2015)
9	Improvement in service performance	Focus group discussion
10	Offer of seasonal gifts to clients	Focus group discussion
11	Granting of credits/flexible payment options	Focus group discussion

Source: Adapted from various sources

**Table 2: Criteria for Selection of Marketing Strategies**

<u>Internal Environment</u>	Sources
<b><u>FIRM/OWNER CHARACTERISTICS</u></b>	
1 Company's core competences	Ramaswamy & Namakumari (2009)
2 Marketing objectives	Akpane (2008)
3 type of company	Naranjo, Pellicer & Yepes (2011)
4 Age of the firm	Egesa (2011), Ayopo, (2011)
5 Firm size	Egesa (2011), Ayopo, (2011)
6 Personality of company leadership	Focus Group Discussion
7 The company's brand	Focus Group Discussion
8 Value to be added to the company by the strategy	Focus Group Discussion
9 Past performance of the firm	Focus Group Discussion
10 Organisational culture, resources and objectives of	Focus Group Discussion
<b><u>External Macroeconomic Environment</u></b>	
1. National capital budget	Focus Group Discussion
2. National economic blueprint/agenda	Focus Group Discussion
3. Federal allocation to states	Focus Group Discussion
4. Foreign direct investment	Focus Group Discussion
5. Population of construction companies in each state	Focus Group Discussion
6. Sectoral growths in the economy	Focus Group Discussion
<b><u>External Microeconomic Environment</u></b>	

---

### **FINANCIAL CRITERIA**

1	The return on the expenditure for the marketing	Rust, Lemon & Zeithaml, 2004
2	Cost of marketing logistics	Focus Group Discussion
3	Cost of internal marketing personnel	Focus Group Discussion
4	Cost of development of marketing concept	Focus Group Discussion
5	Cost of outsourcing marketing activities	Focus Group Discussion
6	Cost of marketing strategy relative to company	Focus Group Discussion

### **INDUSTRIAL CRITERIA**

1	Instruments for value delivery	Ramaswamy & Namakumari (2009)
2	Type of project of specialisation	Wikianswers.com (2014)
3	Quality of consultant's products	Matinbe (2014)
4	Nature of the construction industry's products	Focus Group Discussion
5	Company grading system in the construction	Focus Group Discussion
6	Reputation of the construction industry	Focus Group Discussion
7	The service orientation of the construction industry	Focus Group Discussion
8	Construction industry's quality standards	Focus Group Discussion
9	Industry to which the project belongs	Focus Group Discussion
10	Professional ethics	Focus Group Discussion

---

### **CLIENT CRITERIA**

1	Type of client – private or public	Naranjo, Pellicer and Yepes (2011)
2	Distance to market (distance to the client)	Matinbe (2014)
3	Procurement pattern of the client	Wikianswers.com (2014)
4	Client's motives	Ramaswamy and Namakumari (2009)
5	Number of clients to be reached	Focus Group Discussion
6	Identifiable – the marketing process must be that	Focus Group Discussion
7	Target (client) characteristics	Focus Group Discussion
8	Accessibility – the strategy must have in-built	Focus Group Discussion
9	Client quality requirements	Focus Group Discussion
10	Client time requirements	Focus Group Discussion
11	Client cost requirements	Focus Group Discussion
12	Gender of the client	Focus Group Discussion
13	Educational/professional qualification of the client	Focus Group Discussion
14	Flexibility of the marketing strategy	Focus Group Discussion
15	Expected impact on client	Focus Group Discussion
16	Impact of the strategy on the society/clients	Focus Group Discussion

### **SOCIO-ECONOMIC CRITERIA**

1	Competitors' strategies	Akpane (2008)
2	Geographical reach/environmental factors	Akpane (2008)
3	Global practices	Ramaswamy and Namakumari (2009)
4	The media available for marketing	Focus Group Discussion
5	Predominant medium of communication	Focus Group Discussion
6	State of the economy (boom or recession)	Focus Group Discussion
7	Level of competition in the market	Focus Group Discussion
8	Social media usage in the environment	Focus Group Discussion

9	Educational status of the populace	Focus Group Discussion
10	Population	Focus Group Discussion
11	Social characteristics of the environment	Focus Group Discussion

Source: Adapted from various sources

**Table 3: Measures of Marketing Performance**

s/n	Marketing Performance Measure
1.	Profit/Profitability
2.	Sales Value and/or Volume
3.	Gross Margin
4.	Awareness
5.	Market Share (Volume or Value
6.	Number of New Products
7.	Relative Price (Value/Volume)
8.	Number of Consumer Complaints (Level of dissatisfaction)
9.	Consumer Satisfaction
10.	Distribution/ Availability
11.	Total Number of Customers
12.	Marketing Spend
13.	Perceived Quality/esteem
14.	Loyalty/Retention
15.	Relative perceived quality

Source: Ambler, Kokkinaki & Puntoni (2004)

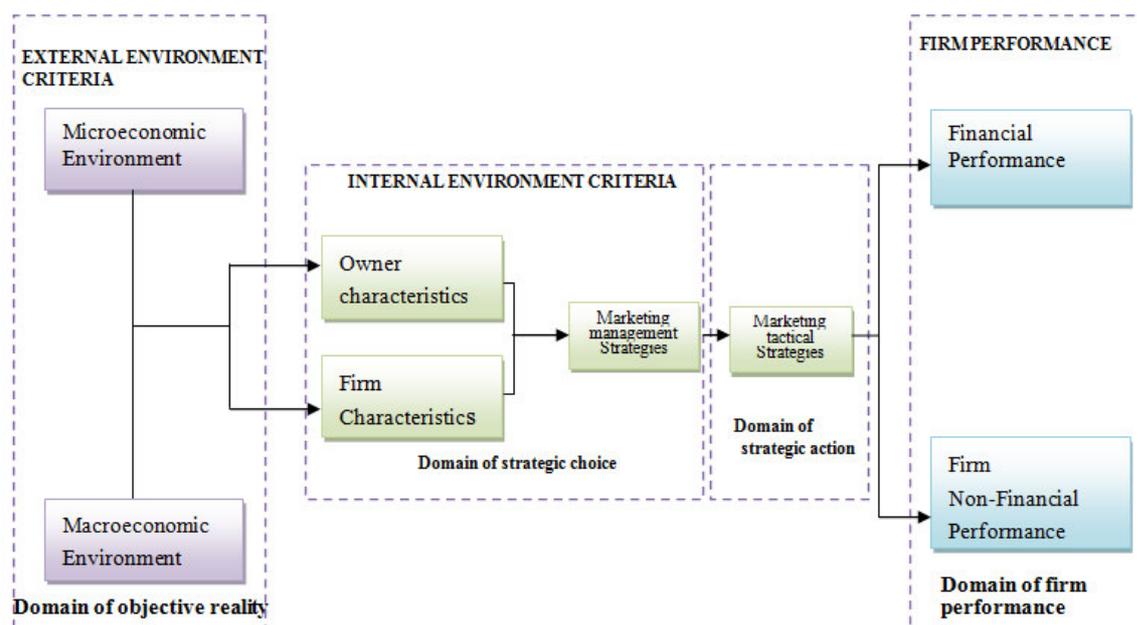


Figure 1: Conceptual Framework of Marketing Strategies for QS Firms

The IISTE is a pioneer in the Open-Access hosting service and academic event management. The aim of the firm is Accelerating Global Knowledge Sharing.

More information about the firm can be found on the homepage:

<http://www.iiste.org>

### CALL FOR JOURNAL PAPERS

There are more than 30 peer-reviewed academic journals hosted under the hosting platform.

**Prospective authors of journals can find the submission instruction on the following page:** <http://www.iiste.org/journals/> All the journals articles are available online to the readers all over the world without financial, legal, or technical barriers other than those inseparable from gaining access to the internet itself. Paper version of the journals is also available upon request of readers and authors.

### MORE RESOURCES

Book publication information: <http://www.iiste.org/book/>

Academic conference: <http://www.iiste.org/conference/upcoming-conferences-call-for-paper/>

### IISTE Knowledge Sharing Partners

EBSCO, Index Copernicus, Ulrich's Periodicals Directory, JournalTOCS, PKP Open Archives Harvester, Bielefeld Academic Search Engine, Elektronische Zeitschriftenbibliothek EZB, Open J-Gate, OCLC WorldCat, Universe Digital Library, NewJour, Google Scholar

