DEVELOPING A FRAMEWORK FOR THE MARKETING OF QUANTITY SURVEYING SERVICES

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DECLARATION

I hereby declare that the work in this thesis titled "Developing a framework for the marketing of Quantity surveying services in Nigeria" was performed by me in the Department of Quantity Surveying, under the supervision of Dr. Y. G. Musa- Haddary and Dr A. D.Ibrahim. The information derived from the literature has been duly acknowledged in the text and a list of references provided. No part of this thesis has been presented for another degree or diploma at this or other Institution.

Josephine Owojo Olaniyi …… ……

Signature Date

CERTIFICATION

This thesis titled **"**DEVELOPING A FRAMEWORK FOR THE MARKETING OF QUANTITY SURVEYING SERVICES IN NIGERIA" by Josephine Owojo OLANIYI meets the regulations governing the award of the degree of M.Sc. Quantity Surveying of the Ahmadu Bello University, and is approved for its contribution to knowledge and literary presentation.

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ABSTRACT

The Quantity surveyor who plays a key role in building and engineering project, managing the cost from inception to the completion as cost controller has been reduced to a cost monitor. The aim of the study was to develop a policy guideline for the marketing of Quantity surveying services using the 7ps of marketing. The objectives were to investigate available strategies for marketing professional services, and examine the effectiveness of these strategies for Quantity surveying services then developed a framework of strategies for marketing quantity surveying services to prospective clients. A cross sectional, exploratory design was used to carry out the study. Structured questionnaire was used to collect relevant data from registered Quantity surveyors. The findings of the study showed that the available marketing strategies for marketing professional services among others from the 7p's (product, price, people, promotion, place, process and physical evidence) marketing mix, are quality of services, perceived usefulness, packaging, technology used, cost effectiveness, skimming, internet facilities, location of offices, multichannel, membership of association, current contract with certain client, brochures, news watch, management, organization culture, infrastructure, and service delivery. From these array of strategies, it was found that the effective strategies for Quantity surveying services in order of ranking ,among others are : Perceived Usefulness, Quality of services, Facilities, services delivery, Technology used, Membership of association, Organization, Management, Proposals , Orientation, Cost effectiveness, Current contract with certain client, Infrastructure, Organization culture, Packaging, Design of service, Internet facilities, Conferences/seminars, convenience of use .The framework was developed for the effective marketing of Quantity surveying services in Nigeria and could be a platform for the development of curriculum for marketing as a course for the training of prospective Quantity surveyors.

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Quantity Surveying is a unique profession and indispensable part of the development process in the construction industry. The construction industry is invariably a significant part of the process of growing a developing economy. The process of economic development can be enhanced and accelerated by Quantity Surveying (Cartlidge, 2009).

The Quantity Surveyor plays a key role in building and engineering projects, managing the cost from the early design stage through to the completion. His priorities are to ensure that projects meet legal and quality standard; and that clients get good value for money, achieving a balance and logical distribution of available funds between the various parts of the building, avoiding unnecessary allocation of fund to non-functional areas and to keep total expenditure within the amount agreed by the client (Seeley, 2004). Being in charge of financial matters carries with it a great responsibility, and the Quantity surveyor has the expertise to provide independent advice on these matters (McGraw, 2007). The role of the Quantity Surveyor within the Nigerian Construction environment is of great importance to both clients and other industry professionals. The Quantity Surveyor is trained to limit the clients expenditure within the amount agreed. That is the tender sum and final account should approximately equate with the budget estimate. This being the case the services capacity of quantity surveying should be marketed to prospective clients, who, according to

Ashworth (2010) falls into three different categories'

1. Clients who have a clear intention of their building requirement, but are generally unaware of the cost implications

2. Clients who have a maximum amount of money to spend and have a project in mind but are unsure of exactly what that amount of money will purchase, and
3. Clients who know their building requirement and who also have a fixed sum of money to spend on the project.

The Architect being the head of the building team on various projects is place in the position to recommend Quantity surveyors to these prospective clients. He is expected to design to cost when the clients have limited fund, or use the skill of Quantity surveyors to inform the clients the cost implications of their brief. This is due to the fact that the Quantity Surveyor has the technical ability of one form or the other of approximate estimate to evaluate any of the above solutions. Where his services are lacking, there is no guarantee that the estimate from the Architect detail design will fall within the client budget or limit. More often than not the reversed has been the case; it is a usual practice of the Architect to forward information to the Quantity Surveyor far too late for him to have any capacity to alter the outcome (McGraw, 2007). They are usually given very short period to prepare estimate from the detail design. Therefore the Quantity Surveyor, who is expected to fulfill the role of cost controller, is left simply playing the role of cost reporter. The traditional practice cannot increase its market share unless it adapt to new or fast changing methods. The central objective of marketing professional quantity surveying according to Usman (2001) is to create a positioning strategy within the total market. There are many studies on the concepts of marketing in the construction industry. However, many studies show that construction firms are slow in adapting marketing principles and marketing is not integrated into the structure of the firms (Ene, 1995; Winter and Preece, 2000; Bennett, 2005; Adegbile, 2008). Ganah, Pye & Walker (2008) investigated marketing strategies in the construction industry and the challenges facing small to medium enterprises in the development of these strategies. They found that there is a lack of understanding of construction marketing and

strategies within small to medium enterprises in the construction industry. They also found that the strategy for marketing is non existence in most instances. Jaafar; Aziz & Wai (2008) investigated the marketing practices of engineering consulting firms that concentrated on housing development sector in Malaysia. According to their analysis, many civil and structural consultancy firms had neither marketing departments nor employees specifically responsible for marketing and most of the marketing functions of these firms were implemented by either their directors or business partners. Similarly, Winter and Preece (2000) found that marketing activities in many companies are undertaken by upper management and their directors. Morgan (1990) also found that very few firms have their own marketing department.

Dikmen, Birgonu & Ozoenk (2005) examined the marketing perception and attitude of Turkish contractors. They found that marketing capability was not seen as a strategic success factor by the majority of the contractors. Campbell (2008) pointed out that construction marketing in the 21st century is about better organization and the use of influence through new approaches, namely technology and the media. He also stated that those who accept this fundamental shift will be better off in the short and long-term to compete well into the future.

Ojo (2011) examined the existing marketing strategies with the aim of determining their level of usage and the effectiveness of marketing among Nigerian Construction Professionals. She concluded that the level of awareness of marketing strategy is low among the construction professionals. Usman (2001) and Olaniyi, Sanni & Garba. (2011) investigated the marketing tools for creating awareness and found that press, radio, TV, personal contact, brochures, presentation, client entertainment, advertising, seminars, newsletters, sponsorship, authorship and exhibition are tools for creating awareness and spreading the Quantity Surveying Services.

Despite the fact that many research works on marketing abound, none has been recorded as a standard strategy used for positioning professional services in the overall national economy. Therefore, this study examines the array of existing marketing strategies recommended by marketing professionals for the advancement of Quantity Surveying services within the construction industry and the overall economy.

1.2 STATEMENT OF PROBLEM

The quantity surveying profession is faced with great challenges to its recognition and survival in Nigeria (Oyegoke, 2006; Olaniyi, Sanni and Garba, 2011). Ojo (2011) observed that many construction professionals face difficulties in selling their services due to failure to embrace marketing concept. Improved quantity surveying services through marketing can lead to an enhanced economy (Mogbo, 2001).

However there is no specific guideline that direct the manners with which Quantity surveyors are suppose to market the services of the profession within acceptable policy of the profession. This has left Quantity surveyors to market their services in a manner deem fit. The code of professional ethic developed by National institute of Quantity surveyors guiding the operation of quantity surveying profession in Nigeria (section 1: RULE 2.) explains only the precautions and restrictions in the implementation of few aspect of element of marketing but does not provide a guide on how to use same for the marketing of Quantity surveying services to clients. To improve on this aspect, a policy framework for the marketing of Quantity surveying services base on the 7ps of marketing mix is built to emphasize its usage.

1.3 NEED FOR THE STUDY

Most professional services firms seem to underestimate the importance of market research in growing their firms (Frederickson, 2010).The findings of this study:

1. Will increase patronage of Quantity surveying services; hence improve Quantity surveyors' economy.

11. It will become an empirical contribution to the field of Quantity Surveying firms in Nigeria.

111. To the public and private sectors brings to focus the roles and functions of Quantity Surveyors in the construction industry.

1.4 AIM AND OBJECTIVES

The aim of this research is to develop a policy guideline for the marketing of Quantity Surveying services using the 7ps marketing mix. The objectives are:

i. To investigate available marketing strategies for marketing professional services to prospective client.

ii. To examine the effectiveness of these marketing strategies for Quantity surveying services.

iii. To develop a framework of marketing mix for marketing Quantity Surveying services to prospective clients.

1.5 RESEARCH QUESTIONS

This study addressed the following questions:

1. What are the marketing strategies for marketing professional service to prospective clients?

2. How effective are these strategies for marketing quantity surveying services?

1.6 RESEARCH METHODOLOGY

The research methods used include review of relevant literature to ascertain the existing strategies for marketing Quantity surveyors in relevant target market. Structured questionnaire were administered to Quantity surveyors practicing in consultancy or contracting firms, government ministries, private corporations, and tertiary institutions. For the purpose of analyzing the respondent's opinions, statistical package for social science (SPSS version 20) frequency tables, tabulations and cross tabulations was used.

1.7 SCOPE AND LIMITATION

1.7.1 SCOPE

The study developed a framework as a guideline for the marketing of Quantity surveying services in Nigeria. But with a special attention given to a few Quantity surveyors representing Quantity surveying firms within the Kaduna metropolis because of its high rate of development in terms of infrastructure and relatively high concentration of consultancy firms and ease of access to the researcher.

1.7.2 LIMITATIONS

This thesis developed a framework of marketing strategies using the 7ps marketing mix as a guideline directed at all type of clients. The guideline is not directed to specific client or employer but to be used by Quantity surveyors employed in any sphere of services delivery.

CHAPTER TWO

LITERATURE REVIEW

2.1 QUANTITY SURVEYING

The Nigerian Institute of Quantity Surveyors (NIQS) (2004) defines Quantity Surveying as the profession that is concerned with financial probity and achieving value for money in the conceptualization, planning, execution of building and engineering projects and development. Ibrahim and Adogbo (2013) described the profession as divine, means it is related to godliness, in the sense that it is godly to spend wisely, quantity surveying gives clients value for their money.

Achietabiwono (2009) defined quantity surveying as a profession which trains, qualifies and gives experiences in dealing with the problems relating to construction cost, construction management and construction communication which are all key areas that pose problems f or the employer who has commissioned or is about to commission an important building or engineering project. Nigerian Institute of Quantity surveyors [NIQS] (2000)describe the profession as promoting Quantity surveying principles of construction economics, costs, procurement for effective delivering of various types of capital project and developments from conception to commissioning and demolition in all sectors of the economy.

A Quantity Surveyor according to Seeley (2004) is essentially a cost expert whose prime task is to ensure that the project is kept within the agreed budget and that the employer obtains value for money. Aborishade (2008) stated that a Quantity Surveyor manages all costs relating to building projects from the initial calculations of how much the project will cost to the final account on completion of the project. She/he seeks to minimize the costs of a project and enhance value for money, whilst still achieves the required standards and quality.

2.2 THE QUANTITY SURVEYOR'S SERVICES

Traditionally, Quantity surveyors are expected to conduct initial cost planning, increase and quantify all elements of a project, control costs throughout construction, give procurement advice and prepare financial documents accounts and valuations (Ashworth, 2010). This is further explained by Fanous (2012) that His function is known as a simple measure and value system and still remains the main, if not the only purpose of modern quantity surveyor's working on smaller projects.

The majority of the most important functions traditionally carried out by quantity surveyors are based upon the measuring and pricing of construction works (Olatunji, Sherard and Gu, 2009).

Nine most important traditional roles and responsibilities of a Quantity Surveyor as identified by Fanous (2012) are: Providing Approximate Cost Estimates, Advice on Procurement, Cost Planning, Measuring Items on Site, Preparing Bills of Quantities, Preparing Schedules of Works, Controlling Costs throughout the Project, Assessing and Negotiating Tenders.

According to Ibrahim (2011) the top three competencies that the Nigerian Quantity Surveying Professionals requires to meet the requirements of the professional's current clients and to take advantage of future areas of opportunities are: Quantification and costing of building construction works, Project financial control and reporting, Project Evaluation. The quantity surveying profession has been able to evolve and diversify into new areas of practicing, providing a wider range of services, with the modern quantity surveyor covering all aspects of project cost management, procurement and contract management (Lee, Tranch and Willis, 2011). This has occurred in all sectors of Quantity Surveying including consultants, main contractors and sub-contractors.

The evolved roles and responsibilities of a Quantity surveyor as summarized by Fanous (2012) are:

Investment appraisal, Analysis of financial risks, Project Planning, Contractual Dispute Resolution, Facilities Management, Project Management, Insurance Valuates, Providing Insolvency Services, Measuring Environmental Impact and Costs, Managing Maintenance Programmes, Cash flow Accounting Forecasts, Value Management.

The services offered by the Quantity Surveyor [NIQS, 2006]

A. Feasibility studies of capital projects: Budgetary planning for annual, rolling medium and perspective development plans, Capital investment policy advice, Cash flow forecast and analysis, Profitability studies and sensitivity analysis, Value analysis and management and cost benefit studies, Life cycle studies and cost-in-use and Time effect on costs and profitability.

B Cost modeling: Cost estimates and budgeting, Cost planning, monitoring, and control to ensure that client's budget is not exceeded and Cost studies and research of construction resources.

C Contract documentation and procurement: Procurement: tendering procedures and contractual arrangements, Preparation of bills of quantities and other documents for obtaining tenders for the purpose of contract administration, Tender evaluation, analysis and reporting.

D Contract administration and management: Preparation of interim valuations, Adjustment and measurement of changes in scope of works, Management of cost implication of contractual issues, Cost control – preparing financial statements, cash flow and final accounts.

E Monitoring of capital projects: Programme management, Project auditing, Monitoring and evaluation of developments.

F General: Preparation of cost reports, priced Bills of quantities and appropriate documentation for, Capital allowance and taxation advice, Technical and contract auditing, Bank loans and facilities,

Capital market finance and proposals, Planning approvals Etc.

G Project management: Project management reinforces the client control over the complexities of modern developments. The project manager is the client's expert representative responsible for co-coordinating the whole development process to ensure timely completion within budget and performance requirements. As quantity surveyors have been specially trained in economic, financial, management, legal and contractual aspect of construction, they are particularly well qualified for the role of project manager.

The following range of services is indicative but should not be considered exhaustive: Identification of the client's objectives and priorities, Development and preparation of the brief, Prepare an option/feasibility study, Establish and manage integrated communication and information systems, Select the appropriate procurement strategy.

As prime consultants, quantity surveyors perform project management and co-ordination roles together with quantity surveying services.

H Facility management: Quantity surveyors by training and expertise in total cost and procurement management are well suited for the management of all activities which are central in maintenance/rehabilitation projects and facilities management.

J other management-oriented services: Contract management and supervision, Management of capital expenditure programme, Cost, financial and procurement management services for built operate and transfer (BOT) developments and projects, Privatization and commercialization studies and management.

K Direct labor projects: Preparation of labor and material schedules to determine the quantity of labor and materials required on a particular project, Supervision of actual purchasing of the materials, using the appropriate inventory modeling techniques, Cost control during the construction process by ensuring adherence to programme and plans – time management and Co-coordinating and simulating the different activities involved in a direct labor approach to construction contracts.

L Arbitration: Sitting as an arbitrator or an umpire, Preparation of proof of evidence and Preparation of award.

M Expert witness: Provision of expert opinion in construction disputes.

N Fire insurance assessment: Assessment of replacement costs of buildings for insurance purposes by preparation of a priced bill of quantities.

P Dilapidation: Preparing schedules of conditions, Preparing, measuring and pricing schedules of dilapidation, Negotiation and settlement of landlord or tenant and Expert evidence in cases of disputes.

2.3 THE DISCIPLINE:

All members have moral duty of care when dealing with clients and their affairs and to exercise honesty and integrity in all their dealings. The Nigeria institute of Quantity Surveyor (NIQS) (2000), Rules of Conduct stated,

1. That member of the Institution shall discharge their professional duties to their client and to the wider public interest in accordance with the objectives of the institutes prescribed by its Royal Charter.
2. To this end members shall:

a. Ensure that where there is a conflict between the interest of the member and that of the client or the greater public good, the interest of the client shall prevail unless it is at odds with the wider public interest and ensure that they perform their duties.

Chartered Quantity Surveyors are subject to a set of stringent rules of professional conduct to which they must adhere at all times. The operations of these rules ensures that no chartered Quantity Surveyor can be a party to unprofessional conduct which could bring himself and the profession into disrepute, without making himself liable to disciplinary action.

It is expected of every member at all times to, Conduct himself with honesty, probity and professional propriety, disclosing their duties to their clients, employers, employees, colleagues and others with due care in accordance with provisions of these rules of professional conduct, Perform their duties competently and with diligence, exercise their independence of professional judgment fearlessly and impartially to the best of their ability and understanding and not discriminate on any ground.

2.4 The effectiveness of its Service Delivery

The Quantity Surveying Profession has developed a long way since it was first conceived over two centuries ago. Then, it was a post-measurement and accounting discipline only. Over the year, according to Jagun (2006) the role of the Quantity Surveyor increased in its important due in Part to the rapid development and Urbanization of cities and town and with increase emphasis placed upon cost of building. It was revealed according to Oke, Ibironke and Olaniyi (2010) that Nigerian quantity surveyors are performing above average in all the identified areas of competencies of quantity surveying from the perception of all the considered construction professionals.

2.5 Client Satisfaction

Pryor (2001) established that the entire construction industry is based on the concept of making sure that the owner receives what he requests. So far, according to Oyegoke (2006) no single procurement route has been considered best in managing client's expectation in project delivery. In most cases the client provides the needed requirements, while the Architect provides the project scope, which is often not realizable in terms of cost, schedule, and quality and often results in claims and disputes. Quantity Surveying is an industry where client requirement are paramount, where efficiency and effectiveness of service delivery are important. Research established that improved quantity surveying service through marketing can lead to an enhanced economy as noted by Mogbo (2001).

2.6 The Challenges of the Profession

Quantity surveyors are involved in variety of projects ranging from homes, airports, power stations, highways, sports stadium to off shore oil rigs. Olatunde (2006) stated that they are involved at all levels of the process, starting with advising on the initial proposal for a project to meeting the clients need right through its working life and even how to recycle the building , in all these the quantity surveying profession is faced with great challenges to its survival in Nigeria (Oyegoke, 2006). He emphasized that many Quantity Surveyors are mostly involved with measuring and valuing of construction work being carried out under a traditional building contact, Architect's drawing are handed over to them to advise on likely costs, they prepare tender document, itemize the work to be carried out, help to let the construction contracts, valued work as it proceeds and prepared final accounts.

Despite these important functions, Olatunde (2006) lamented that there are many projects being conceived and executed in different sectors of Nigerian economy without the involvement of a

Quantity Surveyor. In addition those other professionals have taken financial control of many projects with disastrous consequences for the clients or project owners. Sadly Quantity Surveying firms have found themselves facing severe fee competition and many clients have been looking at different ways of managing contracts.

2.7 Selection of a Professional Quantity Survey Services

According to Usman (2001), it is Vital to realize that the client is not interested in the professional Quantity Surveying Service per say, but in the efficient procurement of construction. Therefore, if he does not see a value in the traditional system, the alternative systems may well be chosen in preference. He noted that it is therefore left for the marketer's to convince the prospective client with the most effective of communication tools of the value of the QS services either in the traditional sense or within an alternative method of procurement. Cartlidge (2006) advised that Quantity Surveyors must get inside the head of their clients, fully appreciate their business objectives, and find new ways in which to deliver value and conversely remove waste from the procurement and construction process.

2.8 THE MARKETING CONCEPT

Kotler (2009) describe marketing as indentifying and meeting human and social needs. American Association of Marketing (October 2007) defines marketing as the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large. In additional to the American Association of Marketing, Ode (2007) asserted that marketing is also for managing customer relationship in ways that benefit the organization and its stake holders. He stressed that marketing is the performance of business activities that direct the flow of goods and services from producers to customers. Marketing

Concept is the philosophy that an organization should try to provide product/services that satisfy customer's needs through a co-ordinate set of activities that also allows the organization to achieve goals (Ferrell, 2001). Akpan (2003) opined that marketing concept could also be seen to be a common sense managerial orientation that understands the needs and wants of customers in the market, and adopts the right goods and services more effectively and efficiently than company's competitors.

2.9 PURPOSE OF MRKETING

Marketing offers opportunities for employment Olaniyi et al (2011) and affects standard of living and individual firms. Ode (2007) and Kotler (2009) agreed that financial success often depends on marketing ability. Ojo (2011) stated that marketing is important for the survival of companies. Polat and Donmez (2010) established that effective marketing plays on important role in the overall success of companies and is critical for any business to grow in the competitive environment. Marketing research, as stated by the American marketing Association (2004), is the function that links the consumer, customer, and public to identify and define marketing opportunities and problems, generate, refine, and evaluate marketing actions, monitor marketing performance, and improve understanding and marketing as a process.

Marketing also helps to enhance client relationship when they are subject to powerful influences that are not aware of. Frederickson (2011) explained that these influences may be market pressures that clients never bring up to our knowledge because they do not think they are relevant to our work.

2.10 APPLICATION OF MARKETING TO CONSTRUCTION PROFESSION

All the economic sectors are facing keen competition for survival and sustenance, and the construction industry is not an exception According to Arslan , Kivrak and Tankisi (2009) marketing is a critical issue to success in today's increasingly competitive business environment. He emphasized that a

company's growth and success can be strongly influenced by marketing practices. Ojo (2011) noted that many construction professionals face difficulties in selling their services due to failure to embrace marketing concept.

2.11 MARKETING STRATEGIES

A strategy is general plan or set of plans intended to achieve something especially over a long period of time (Collins Advance Dictionary, 2006). "Marketing strategies'', at the most macro level, according to Akpan (2003), focuses on manipulations of the marketing mix variables. He further limited the scope and content of marketing strategies to two elements.

a. Picking a target market and
b. Selecting a marketing mix to serve that market.

2.12. Selecting Target Markets

Sometimes marketers define the total market for a particular product or service as their target market. Companies that develop a single marketing mix aimed at all potential customers in a market are said to be adopting an undifferentiated or total market approach (Ferrell, 2001). The assumption is that all customers in the market have similar needs and what and can, therefore, be satisfied with a single marketing mix-a standard product and service, similar price levels and personal, one method of distribution and a promotional mix aimed at everyone. Alternatively marketers may apply segmentation.

2.12.1 Market Segmentation.

Segmentation is the process of grouping customers in the market with some homogeneity into smaller, more similar or homogeneous segment. Kotler (2009) defines market segmentation as the subdividing

of a market into homogenous subsets of customers, where any subset may conceivably be selected as a market target to be reached with a distinct marketing mix.

2.13 Strategies for Reaching Target Markets

Marketers have outlined four basic strategies to satisfy target markets: undifferentiated marketing or mass marketing, differentiated marketing, concentrated marketing, and micromarketing or niche marketing.

1. Mass marketing - Mass marketing is a market coverage strategy in which a firm decides to ignore market segment differences and go after the whole market with one offer. It is the type of marketing (or attempting to sell through persuasion) of a product to a wide audience. The idea is to broadcast a message that will reach the largest number of people possible.

2. Differentiated marketing - A differentiated marketing strategy is one where the company decides to provide separate offerings to each different market segment that it targets. It is also called multi segment marketing. Each segment is targeted uniquely as the company provides unique benefits to different segments.

3. Concentrated marketing - Concentrated marketing is a strategy which targets very defined and specific segments of the consumer population.

4. Niche marketing - In marketing, a niche refers to a service or a product that occupies a special area of demand. It is that small corner in the market that accounts for a certain kind of specialty concerning an unmet customer need. Niche marketing is the process of finding market segments that are small but potentially profitable nonetheless.

2.14 The Nature and Characteristics of Services.

Kotler and Armstrong (2001) and Kotler and Keller (2009) and Ferrell agreed that services have four basic characteristics: (1) intangibility,(2) inseparability of production and consumption, (3) perish ability and (4)Variability .These characteristics affect the design of marketing programs.

2.14.1 Intangibility

Services cannot be seen, tasted, felt, heard or smelt before they are bought. Buyers will look for evidence of quality by drawing inferences from the place, people, equipment, communication material, symbols and price. Therefore the provider's task is to manage the evidence, to make it intangible, demonstrate their service quality through physical evidence and presentation.

2.14.2 Inseparability

Certain services are typically produced and consumed simultaneously. e.g. barbering service, the provider and the client are present for the business to complete. In this case, provider – client interaction is a special feature of services marketing. When client have strong provider preferences the provider can raise its price to ration its limited time.

2.14.3 Variability

Services are highly variable because the quality of services depends on who provides them, when and where, and to whom, e.g. doctors an excellent bedside manner, others are less emphasized service buyers are aware of this and often talk to others before selecting a service provider

2.14.4 Perishability

Services cannot be stored, therefore the right services must be available to the right customers at the right places at the right times and right prices to maximize profitability.

2.15 MARKETING MIX

Marketing mix is defined as the combination of the elements of marketing and what roles each element plays in promoting your products and services and delivering those products and services to your customers (Duermyer, 2014). The marketing task is to devise marketing activities and assemble fully integrated marketing programmers to create, communicate and deliver value for consumers. Marketing activities came in all forms which Kotler and Keller (2009) classified as marketing mix.

2.15.1 PRODUCT

The product aspects of marketing deal with the variety, quality, design, features, brand name, packaging, sizes, services, warranties and returns. Houghton (2012) stated that product is anything that can be offered to market for attention, acquisition, use or consumption and this includes physical objects, services, personalities, places, organization services and ideas.

2.15.2 PRICE

This refers to the process of setting price for a product, discounts, allowances, and payment period and credit terms. Some time these prices need not be monetary, it can simply be what is exchanged for the product or services e.g. Time, energy or attention (Kotler & Keller, 2009). Price is means of setting the exchange value between two parties. The professional fees charged will vary from firm to firm, though recommended scales of fees are available.

2.15.3 PLACE.

This refers to how the product gets to the customers, e.g. channels, coverage assortments, locations inventory, transport. Location of the firm is not always an important factor as clients do not frequently visit them; however, channels are designed by firms to deliver their services more effectively to clients. If the firm's target segment is in the central business district, a head office is best located in that area. If the firm is dealing with a large project which will last for a substantial period of time, it may want to set up a temporary office on that particular site (Houghton, 2012).

2.15.4 PROMOTION

Promotion is defined by the oxford advanced learner's dictionary as activities done in order to increase the sales of a product or services. Seeley (2004) says the main aim of preparing all promotional materials is to achieves a high standard of quality of presentation which coupled with quality of personal services from the firm, will help to develop further business by favorable client referral. The main objective of promotion according to the same author is, creating awareness for potential client, persuading prospecting clients to invest in the services offered and correcting false impression about the services or firm.

Usman grouped the various promotional methods of marketing Quantity Surveying firm as follows, Personal contact which is made up of Proposal, Presentation, Image Public relation made up Brochure ,Newsletters, Public services activities, Publishing ,Seminars, Advertising.

2.15. 5 PROCESS

According Oxford dictionary, process is a series of actions which are out in order to achieve a particular result. Ferrell (2001) emphasized that friendliness of staff and flows of information affect

the customer's perception of the service product offer. Houghton (2012) added that client's judge's services by the efficiency and effectiveness of the services process; including the policies and procedures adopted. The direct involvement of consumers in the production of most services and the perish ability of these services places greater emphasis on the process of the transaction for services.

2.15.6 Physical Evidence

Physical evidence is a term used to describe the type of image that your business portrays through its physical presence, namely its premises, the appearance of its staff, its vehicles, etc. when customers do not have anything that they can touch, see or try before they buy, they are more likely to assess you by the image you put across. It is therefore particularly important if you offer services rather than tangible products. The environment in which a service is offered, and consumed, is central to the consumer's understanding of the service and to her or his enjoyment or satisfaction (Ferrell, 2001). The feel is very much part of the service offer.

2.15.7. People

The people employed in your organization will determine the quality of service your customers receive. This is true for services, but also impacts on businesses making tangible products. Happy skilled and motivated staff makes happy customers (Ferrell, 2001). There Employee selection, training and motivation are central considerations.

2.16 The components of the Marketing Mix.

The 7ps are further broken down as follows (Kar, 2010; Houghton, 2012).

Product: design, technology, perceived usefulness, convenience of use, quality, packaging, Business name and warranties.

Price: skimming, ability to penetrate, principles and beliefs, Cost effectiveness.

Place: Location of office, internet facilities, multi-channel.

Promotion: sales call, proposals, current contract with certain client, advertising, brochures, news watch, awarding of fellowship dinners conferences/seminars, membership of association, press releases interviews gifts, seasonal greetings.

Process: uniformity of offering, employees, management.

People: organization, employees, management, organization culture, customer services, orientation.

Physical evidence: facilities, infrastructure, services delivery.

2.17 7 Ps of Services Marketing – Framework Limitations

The 7 Ps of services marketing is indeed a popular framework used by marketing professionals to design the critical dimensions of the strategic blueprint while marketing a service. The services marketing mix is dominated by the **7 Ps of marketing** namely **Product, Price, Place, Promotion, People, Process** and **Physical evidence**. In fact, the 7 P frameworks is one of the most popular framework for deciding a marketing strategy for services in domains like banking, information technology enabled services or hospitality and tourism, right from strategy formulation to actual implementation. However, one needs to be aware of the limitations of this framework while applying it in a business context.

One of the major drawbacks of the 7 P frameworks is that it does not address issues related to productivity in terms of both quantity and quality of service delivery. In integral services management, improving productivity during service is a requisite in overall cost management; but quality, as defined by the customer, is essential for a service to differentiate itself from other providers. These two

deliverables are essentially opposite to each other in terms of goals. A firm would want to pursue a strategy involving cost minimization but still quality maximization. Hence a strategy that manages trade-off between such conflicting goals is needed to be optimized.

Similarly, another major important issue is managing the core competencies embedded within a firm. Services are essentially intangible in nature, by its very definition. Processes like service delivery address only a small part of the larger cake. Drawing from the resource based view; the organizational competencies are not matched through this framework, which is one of the building pillars of developing strategic frameworks which are external in nature. The viewing of internal resources in silos is somewhat a barrier for this framework, if used to develop an actionable strategy.

Another limitation of this framework is that it does not provide a mapping between the pricing strategies that needs to be followed, vis-a-vis the productivized version of the service. That mapping is often one of the most important drivers that can create or break the adoption of a service. A mapping of pricing to the critical dimensions (features) of the productivized service draws its theories from the pricing of services, which are often done in silos, since dimensions cannot be identified which are in unison but not over-lapping to the main delivery. Over-lapping dimensions create a perception of fluctuating utility among the consumers, and since these are intangible, the overall valuation of the importance and value of a service, gets impacted in a major way.

Understanding the limitations of any theoretical framework before applying it to practical scenarios is crucial for the success of the strategic plan.

Figure 2.1 Step in marketing strategy (SAS online)

2.18 QUALITY OF SERVICES AND PACKAGING

Quality product in terms of costs and prices is define is one that provides performance at an acceptable price or conformance at an acceptable cost (Garvin, 1984). Under this approach for example 7000naria running shoe, no matter how well constructed, could not be a quality product, for it would find few buyers. Product quality is changing to meet changing consumer demand. A business with high service quality will meet customer needs whilst remaining economically competitive. Improved service quality may increase economic competitiveness. This strategy will either make or not make the product visually appealing. According to McCue (2013) Packaging is where engineering meets design.

2.19 TECHNOLOGY USED

Technology can help to grow business and stay competitive .The article below was post on an official website of the united state Government,

Using Technology to Stay Competitive (SBA, 2014) as a business owner, it is vital that you understand and use advanced technologies. Technology can help increase business efficiency and even expand operations. For example, accounting software**.** This is important, even if you have your own accountant or bookkeeper. Accounting software allows you to see your profits and losses at a glance. It can also help you design and maintain a budget for your business. Planning software or tools. A calendar system is a must. There are many online planning systems that can be utilized to help you keep your calendar organized. Find a system that meets your business' needs and be sure to stick with it. Time tracking software**.** A time tracking device will help you determine what tasks result in a profit and what tasks do not. This will help you determine what tasks can be eliminated, outsourced, or improved. If you are looking at software that requires a fee, ask for a free trial first to make sure it's the right software for you. Email management. As a business owner, you probably use several email accounts to manage the various aspects of your company. If you streamline these emails to one account, you'll be able to stay organized and abreast of your emails.

Mobile internet access**.** Access to the internet on your mobile device will not only make your life easier, it will also help you maintain a positive reputation for your business. For example, if you are able to follow up with a client by email immediately after a meeting, you will be showing that you are accessible, timely and professional. Once you decide which types of technology are right for you and your business, you'll be on your way to being more organized and efficient than ever. Technological change refers to the changes in production techniques and production equipment. It could be a change in the machinery used to make a product or the computers to design a product. More recently it is the use of the computers and information technology (IT) to improve the efficiency and competitiveness of businesses that has led to technological change. Since technological is so rapid, there are important implications for businesses.

A business can be affected by the following technological change: In production, In provision of services and In the office.

Technological change in production: Technological change leads to improved production of goods and services due to: Computer-aided manufacturing (CAM) this reduces labor costs, is more accurate and faster and can work at any hour of the day. The computer controls the machinery.

Computer-integrated manufacturing (CIM) here, computers control the whole production line. Best example is in car production where robots undertake much of the work, reducing the need for labor to perform boring, routine tasks.

Computer-aided design (CAD) Computers are used to help design products using computer generated models and 3D drawings. Reduces the need to build physical models to test certain conditions, known as prototypes. This can be expensive to produce just for testing purposes (e.g. aircraft or new cars. Therefore new production technology can increase the speed of production, improve the quality of the product and reduce costs per unit of production. Technological change can be seen in the shops and the provision of other services such as banking or repairs. Electronic point of sale (EPOS) and Electronic Funds Transfer at Point of Sale (EFTPOS) speed up transactions in shops and give vital information for businesses so can sort out their stock levels. EFTPOS means that shoppers can pay for goods and services using credit and debit cards. Banks can use "hole in the wall" machines to deliver cash or take deposits – therefore remain open all hours .Repair people can use handheld computers to work out what is wrong with the machinery they are examining. Technological change in the office helps speed up the movement of information and improves the analysis of information: Communication is improved through the use of the intranet and Internet. The intranet is

an internal system of computer communication while the internet can be used to communicate with customers, suppliers amongst others in the outside world (through websites and email).

Workers can work away from the office using mobile technology such as phones, laptops and modems. Computers can be used to process, analyze and store vast amounts of data to give the business more quality information.

E-commerce is the ability of businesses to trade with the world via websites. This means that there is a larger market and the business is now open 24 hours a day. This has provided opportunities for businesses that could only trade locally to now expand the size of the market (e.g. Amazon as worldwide book and CD sellers). Customers can also shop around for the best deals for new products. The Internet can also be useful for recruitment purposes. Job vacancies can be advertised and targeted to the right audience, often costing less than print alternatives. E.g. e-teach sends free emails every week detailing teachers posts to subscribers.

Technological change can be very expensive: technology involves the following additional costs: Purchasing, Installation, Training staff, Maintenance and Replacement/upgrading. There is legislation associated with the use of technology – e.g. computer screens noise levels. In summary technological change can bring the following benefits to a business:

- Reduced running costs
- Improved productivity
- Improved competitiveness
- Lower costs per unit of product
- Improved quality of service (e.g. speed of service)

- Reduced wastage

If the benefits of the above outweigh the costs, then a business should be investing in new technology. However it may need to consider the social costs of new technology:

- Job losses
- Motivation of workers – worried about machines taking over their jobs (though extra training to work with machines may provide some increased motivation)
- Loss of traditional skills.

2.20 Perceived Usefulness

Perceived usefulness is defined by Davis (2010) as the degree to which a person believes that using a particular system would enhance his or her job performance. He emphasized that within an organization , people are generally reinforced for good performance by raises, promotions, bonuses, and other rewards .A system high in perceived usefulness, is one for which a user believes in the existence of a positive use performance relationship.

2.21 Cost Effectiveness in Business.

Corp (2014) defines cost effectiveness as having acceptable result for the amount spent. When someone proposes a new way of doing business and you conduct an investigation to see if the new way will save you money or require a larger expense, this is an example of a time when you research the cost-effectiveness of the idea. According to Xaxx (2014), to reach success; any business needs to make more money than it spends. This is done by maximizing income and by minimizing output. Methods of cost effectiveness help business managers to meet the needs of their businesses at the

lowest possible cost. The challenge is to acquire superior materials, staff and facilities without spending so much that profit margins are affected.

2.22 Skimming

A product pricing strategy by which a firm charges the highest initial price those customers will pay. As the demand of the first customers is satisfied, the firm lowers the price to attract another, more price-sensitive segment (Investopedia, 2014). It was further explained that skimming is a useful strategy when:

-There are enough prospective customers willing to buy the product at the high price.

-The high price does not attract competitors

-Lowering the price would have only a minor effect on increasing sales volume and reducing unit costs

-The high price is interpreted as assign of high quality

Ask online, explained it that the main reason of skimming is to skim off customers who are able to pay more to have the product much sooner, the prices are then lowered later when the demand from these early customers falls and the first step in price skimming is to develop a new product or service that your business is going to start offering. This should either be totally unique in the market.

2.23 Internet Facilities

There are many services that internet offers to its users. Some of them according to Ask include: global audience, online discussion forums and online surveys. The internet also provides powerful content publishing tools, multimedia as well as technical support. There are many services that internet offers to its users. Some of them include: global audience, online discussion forums and online surveys. The internet also provides powerful content publishing tools, multimedia as well as technical support.

2.24 Office location (Front line).

Factors to consider when setting up an office are: The neighborhood; whether the building is associated with any particular people or activities from the past; accessibility on public and private transport; risk of accidents; how suitable the building is for putting the necessary security measures in place, etc. It is useful to review which security measures are being taken by others in the neighborhood. If there are many, this may be a sign of an unsafe area, for example, in respect of common crime. It is also important to talk to people in the area about the local security situation. In any case, make sure security measures can be taken without attracting undue attention. It is also useful to get to know local people as they can pass on information regarding anything suspicious going on in the neighborhood. It is also important to check out who is your landlord. How is their reputation? Could they be susceptible to pressure from the authorities? Will they be comfortable with you putting security measures in place? The choice of office must take account of who needs to come to the office. An office where victims come to seek legal advice will have different requirements to an office which is primarily a place for staff to work. It is important to take account of how easy it is to get to by public transport, will it result in unsafe journeys between the area where staff live, those where most work activities take place, etc. The surrounding areas must be evaluated, especially in order to avoid

having to travel through unsafe areas .Once the location has been selected, it is important to do periodical evaluations of aspects of the location which can vary, for example, if an 'undesirable element' moves into the neighborhood.

Checklist for choosing a good office location:

- **Neighborhood:** Crime statistics; closeness to potential targets of armed attacks, such as military or government installations; secure locations for taking refuge; other national or international organizations with whom you have a relationship.

- **Relationships:** Type of people in the neighborhood; owner landlord, former tenants; former uses of the building.

- **Accessibility:** One or several good access routes (the more, the better); accessibility by public and private transport.

- **Basic services:** Water and electricity, phone.

- **Street lighting:** in the surrounding area.

- **Susceptibility to accidents or natural risks:** Fires, serious flooding, landslides, dumping of dangerous materials, factories with hazardous industrial processes, etc.

- **Physical structure:** Solidity of structures, facility for installing security equipment, doors and windows, perimeter and protection barriers, access points.

- **For vehicles: A** garage or at least a courtyard or enclosed space, with a parking barrier.

2.24 Multichannel

Multichannel marketing is marketing using many different marketing channels to reach a customer. In this sense, a channel might be a retail store, a web site, a mail order catalogue, or direct personal communications by letter, email or text message. The objective of the companies doing the marketing according to SAS on line, is to make it easy for a consumer to buy from them in whatever way is most appropriate. To be effective multichannel marketing needs to be supported by good supply chain management systems, so that the details and prices of goods on offer are consistent across the different channels. It might also be supported by detailed analysis of the return on investment from each different channel, measured in terms of customer response and conversion of sales. Some companies target certain channels at different demographic segments of the market or at different socio-economic groups of consumers of multichannel marketing.

2.25.1 Multichannel marketing, what it is and why it matters

Multichannel marketing allows the retail merchant to reach its prospective or current customer in a channel of his/ her liking and enabling customers to take action in response, preferably to buy your product or service, using the channel of their choice. In the most simplistic terms, multichannel marketing is all about choice.

2.25.2. The importance of multichannel marketing

Multichannel marketing is important for the simple reason that you must be where your customers are. And they are everywhere. If you need another reason, consider this: Multichannel customers spend three to four times more than single-channel customers do. There's no doubt that customers today have much more control over the buying process than marketers do. Thanks to the proliferation of

available channels, customers have more choices than ever when it comes to how they want to get information. Today there are more ways to reach customers, both in terms of number and variety of channels than we could have imagined not so long ago. And as the number of channels continues to raise the need to embrace multichannel marketing will become not only a good idea, but a critical one.

2.25.3 Challenges

Targeted messaging**.** Thanks to the plethora of channels and choices facing customers, delivering the right message to the right audience isn't enough. Not only must your customers receive your message, but they also must be attentive, receptive and willing to act – regardless of the channel. Highly choreographed campaigns**.** Expecting customers to change channel or device preferences is unrealistic. As a result, marketers must constantly develop and coordinate highly orchestrated touch points and micro-campaigns that span multiple channels fluidly, in a way that the customer finds meaningful and trustworthy and marketing response attribution**.** It is increasingly difficult to know which channels, campaigns or sequence of touch points contributed to qualified conversions and sales. Knowing what triggered each response would enable marketers to assess whether or not their marketing efforts were getting the best results.

2.25.4 Three steps to getting it right.

So what does it take to do multichannel marketing right? Here are three keys to success:

1. Create and maintain a single view of the customer across all channels.
2. Establish a multichannel marketing platform.
3. Create consistent customer experiences across all channels.

2.25.5 Create and maintain a single view of the customer

Having a single view of the customer is critical. That's because today's customers often interact with your brand in a variety of ways that involve more than one touch point. It is vital that you understand how your customers behave across all channels, at each and every touch point, and that you also understand each customer's value to you.

To get that single customer view, it may help to establish a centralized marketing data mart that consolidates all customer data in one place regardless of source. When creating and maintaining a single view of the customer, keep these points in mind:

- Having a lot of customer data is not the same as having a single view of the customer. It's not just the data itself that is important; it's what you do with it.
- Your customer view must evolve. Customers change. Businesses change. Your customer view must change along with them. That means bringing in new data, refreshing old data, building new models, updating old ones, etc.

2.25.6 Establish a multichannel marketing platform

There is a saying that, "If all one has is a hammer, everything will look like a nail." The concept certainly applies to marketing, and that is why it is so important to establish a multichannel marketing platform. And by "multichannel marketing platform," means one that includes processes and technology to support:

- Campaign management, including capabilities for segmentation, workflow creation and campaign execution.

- Advanced analytics, including predictive analytics and campaign optimization.
- Advanced execution, including capabilities for content management, event triggering, real-time decision making and next-best-offer management for both inbound and outbound marketing programs.
- Response attribution, including the ability to perform marketing mix optimization, scenario planning and marketing attribution analysis.
- Digital marketing, including capabilities that expand marketing beyond traditional channels to newer channels, including the Web, email, mobile, video, etc.

By establishing a multichannel marketing platform, you will be able to integrate traditional and emerging channels. You will also greatly simplify the creation and execution of cross-channel campaigns by enabling marketers to create, in essence, a single campaign that can be replicated across various channels. And all this puts the holy grail of marketing within your grasp – reaching the right person with the right offer through the right channel at the right time, while reducing costs and improving the effectiveness and performance of your marketing efforts.

2.25.7 CREATE CONSISTENT CUSTOMER EXPERIENCES ACROSS ALL CHANNELS

Customer experience is one of the most powerful competitive differentiators. And while the quality of the customer experience is important, consistency is equally important. That's because your customers experience your brand as a whole, whether their interactions with you are online, in a store, over the phone, or some combination of these. What value is there in a positive online experience if a customer's in-store experience is negative? If you treat each channel as a distinct entity, you run the risk of turning customers against you if you fail to deliver consistency

2.26 Value of Membership (Association for Institutional Research)

Membership in a professional association used to be a given for anyone considered serious about their profession. It was the right thing to do, and it looked good on a resume.

2.27 Seminars

Seeley (1997) defines seminar as teaching a course. Attendees at seminars learn to be responsible individuals interested in the topics. Love (2005) asserted that one of the best ways for potential clients to find out about you and your company is through public speaking. Love (2005) further stressed that seminars give potential client the chances to get information straight from you. There are many types of potential audiences these include community organization, professional groups, trade association and civic groups.

2.28 Brochures

The basic purpose of any brochure, according to Cohen (2001) is first to advertise your type of work and second to convince the reader that you are the most capable individual to do the work. Yes! Internet marketing can help you get and keep customer, but only if you use it in conjunction with other tactical tools, there are thousands of potential customers that are very cautious of placing important business or buying an expensive item from an unknown online vendor. That is one of the reasons why, in order to succeed, every online company must have a brochure and other forms of printed sales literature to hand out to customers and prospects which Hyde (2010) is gratuitously offered to all who are interested as a general awareness creating exercise. These brochures are a window of the company and care must be taken in their preparation to ensure that the image given is aimed towards the target market (Cohen, 2001).

2.39 Advertising

Lake (2010) defined advertising as the paid, public, non-personal announcement of a persuasive message by an identified sponsor, the non-personal presentation or promotion by a firm of its products to its existing and potential customer. Kottler and Keller (2009) defined it as any paid form of non-personal presentation and promotion of ideas, goods or services by an identified sponsor. Moore (1984) stated that there is a corporate advertising, and that it is a means of communicating to the public at least or a section of the public, the nature of a business undertaken and this type of advertising helps prospective clients to understand the company's aims and objectives. He further explained that this is all about creating an identity or an image of the company and of selling the company to people who may one day be able to contribute by way of orders to the company's growth. This refers to any paid form of non personal presentation and promotion of ideas and services by an identified sponsor. This is probably the most obvious area of promotion and can take the form of general / non-target advertising or specific targeted advertising, depending on the market required to be attacked and the company's objectives. General media advertising is not specific as it can reach a much wider audience than may be required, but the average cost is low. Greater targeting is available by the prudent choice of publication. At the other end of the scale, site boards and door plates are a form of advertising but can reach very few people, who are unlikely to be part of the target market.

2.30 Newsletters

Bear (2010) defined newsletters as serials or periodicals –publications that are published on a regular/recurring schedule for an indefinite period of time. He also stated that, newsletters are periodicals-publications with articles about one main subject or topic by one or more authors.

Newsletters are published by clubs, churches, societies, associations and businesses especially companies to provide information of interest to their members, customers or employees. Wikipedia described the general attributes of newsletters to include news and upcoming events of the related organization as well as contact information for general inquiries. Cohen (2001) explained that the way to use a newsletter to get clients is not simply to disperse news but to disperse news of interest and value to potential clients and to remind those that have already been your clients that you are still around. Every time a client or potential client receives one of these newsletters with your name on it, he or she thinks of you. This news watch may be either printed or online. Newsletters to a select clientele, architects, and engineers and throughout the quantity surveying practice itself to create the required image to clients, the public and employees (Cohen, 2001).

2.31 Management

Management in business and organizations means to coordinate the efforts of people to accomplish goals and objectives using available resources efficiently and effectively. Management comprises planning, organizing, staffing, leading or directing, and controlling an organization or initiative to accomplish a goal. Resourcing encompasses the deployment and manipulation of human resources, financial resources, technological resources, and natural resources.

2.32 Organization Culture.

Since organizations can be viewed as systems, management can also be defined as human action, including design, to facilitate the production of useful outcomes from a system. This view opens the opportunity to 'manage' oneself, a prerequisite to attempting to manage values Business Dictionary. The values and behaviors that contribute to the unique social and psychological environment of an organization. Organizational culture includes an organization's expectations, experiences, philosophy,

and values that hold it together, and is expressed in its self-image, inner workings, interactions with the outside world, and future expectations. It is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid. Also called corporative corporate culture, it's shown in

(1) The ways the organization conducts its business, treats its employees, customers, and the wider community.

(2) The extent to which freedom is allowed in decision making, developing new ideas, and personal expression

(3) How power and information flows through its hierarchy, and

(4) How committed employees are towards collective objective

It affects the organization's productivity and performance, and provides guidelines on customer care and service, product quality and safety, attendance and punctuality, and concern for the environment. It also extends to production-methods, marketing and advertising practices, and to new product creation.

2.33 Service Delivery

Service delivery is getting services as effectively and quickly as possible to the intended recipient. In most instances service delivery implies a degree of excellence on the part of the organization, and is a hallmark of economies that have moved past the production phase. Furthermore, Service delivery has several meanings but in the Community Development Foundation summarizes the role that voluntary and community organizations play in service delivery in the following way: specialist services

supported with service agreements, contracts or grants by the public sector, with moderate accountability.

2.34 Infrastructure

Infrastructure is basic physical and organizational structures needed for the operation of a society or enterprise, or the services and facilities necessary for an economy to function. It can be generally defined as the set of interconnected structural elements that provide framework supporting an entire structure of development. It is an important term for judging a country or region's development .The term typically refers to the technical structures that support a society, such as roads, bridges, water supply, sewers, electrical grids, telecommunications, and so forth, and can be defined as "the physical components of interrelated systems providing commodities and services essential to enable, sustain, or enhance societal living conditions." Viewed functionally, infrastructure *facilitates* the production of goods and services, and also the distribution of finished products to markets, as well as basic social services such as schools and hospitals; for example, roads enable the transport of raw materials to a factory. In military parlance, the term refers to the buildings and permanent installations necessary for the support, redeployment, and operation of military forces.

2.36 Proposal:

In this case the client responds to the original approach by asking for a general proposal which may or may not be assessed in competition and is mostly used for prequalification purposes. These proposals must concentrate on understanding the nature of the client's business and promoting the company, which can be differentiated using financial or nonfinancial tactics. Secondly, proposals may be given after cold calls to particular targets clients.

2.37 RULE 2 OF THE NATIONAL INSTITUTE OF QUANTITY SURVEYORS (2000) ON CONDUCT OF PROFESSIONAL ACTIVITIES OR BUSINESS

Commentary

This rule is intended to achieve the objective that members should conduct their professional activities in a way which is open, transparent and accountable to their clients and which is liable to mislead the public

2.38.1 Advertisement and publicity

A member is permitted to advertise the professional services offered by the firm or company to the public subject to the following: "Advertisement" in the context of this code means any published material of any kind whatsoever issued or exhibited by or on the authority of a member primarily designed to promote the corporate image of the member's business. It includes display advertisements and classified advertisements in the press, or on radio or television, or a cinema or elsewhere, posters, features, brochures, card leaflets, calendars, blotters and diaries. Such advertisements shall not contain any comparatives or superlatives.

A member is permitted to send articles and scripts on topics related to the construction industry to the professional press or other information media. The information given in such publications must be in substance and in presentation factual, relevant and neither misleading nor otherwise be a discredit to the profession. Any discredit to the profession by a member would be determined by the board in accordance with the provision of Decree No. 31 of 1986.

Members may advertise salaried employment for staff giving details of experience possessed or qualifications and experience required and indications of the type of work available provided that the

name of the advertiser may only be shown if such an advertisement is in quantity surveying publications.

Members can advertise their names, addresses and services including notices of new or formation of or changes in partnership/company details by post to their correspondents, by classified adverts and in professional press.

Advertisements in newspapers by practicing professional firms must not carry details of remunerations.

Members shall not behave or act in anyway, publish any matter, cause any matter to be published or distributed, purporting to be or which could be construed to be an official action, statement or publication of the institute without specific approval of the council.

No member shall allow any reference to him/her, his/her firm/company to appear in any advertisement of any manufactured products by a commercial concern within the construction industry.

2.38 BROCHURES

A Member may produce a brochure or other materials describing his/her firm and the services which it offers provided that such brochure or other materials should only be sent to prospective clients or other persons who specifically request for it.

The content of any such brochure or other materials must:

a) Be factual and in no way laudatory of the firm's achievements or experience.
b) Avoid any direct solicitation of instructions, expressed or implied comparison with other firms or specific inducements to prospective clients.

c) Be so designed to ensure that the institute and the quantity surveying profession are in no way brought into disrepute and that public confidence in the services provided by members are not undermined.
d) Avoid any description, claim or illustration, which is directly or by implication inaccurate or misleading.

The design and layout of the brochure or other materials left to the discretion of the practitioner and should contain:

a) The name, address, telephone/telefax/telex numbers and email address of the main office of the firm, together with similar information about all other offices of the firm.
b) Factual information about the firm
c) A list of partners with biographical information confined to matters directly relevant to the quantity surveying profession.
d) Factual information about the profession and the range of services undertaken by the firm.
e) A statement that quantity surveying practitioners are bound by the institute's code of conduct and that fees are based on the institute's scale of fees approved by the federal government together with conditions of engagement.
f) A list of projects on which the firm has recently been involved.
g) A list of clients to whom reference may be made and who must have given prior permission for the use of their names.

2.39. LETTERS AND PUBLISHED ARTICLES, PUBLIC SPEAKING & LECTURES, RADIO & TELEVISION

A Practitioner involved in any of the above publicized activities must strictly observe the principles of professional etiquette which demands modesty concerning personal attainment and achievements and courtesy in reference to colleagues.

When the subject matter of publicity is not related to quantity surveying he member may be identified by his/her name with reference to professional designator letters only without undue publicity of his/her professional practice.

Should the subject matter being published, broadcast or circulated for the consumption of the general public be related to quantity surveying or the construction industry, the originating member may state his/her professional qualifications in addition to his/her name. He/she may also state whether he/she is in full time employment in the public sector or is engaged in private professional practice (without his/her particular firm).

A member contributing to professional journal or publishing a textbook concerning the profession or speaking at a course, conference or meeting with an audience of construction professionals or those studying to become such professionals may disclose his/her name, his/her firm or employer and the position he holds. If the audience is not mainly of professionals, the member shall only state his/her professional designation and the nature of employment without revealing the name and address of his/her practice or employment.

For the purposes of this section, a member must maintain the confidentiality of information passed to him/her by his/her client(s) as privileged information and shall not be for the consumption of third party or general public (without express request to do so).

Commentary

Members are reminded that national standards may also be applicable. For example, in Nigeria members will need to comply with the standards laid down by the Advertising Practitioners Council of Nigeria (APCON) and other similar bodies dealing with, for example, direct mail advertising and telesales, and to exercise their professional judgment when formulating advertisements, marketing and publicity plans.

2.40 Existing Models in Practice

The existing model in practice as published by NIQS (2006) advised client and employers to maintain a register of consultants based on the Directory of members and Quantity Surveying firms issued by the institute and update them from time to time. The institute also stresses the importance of Quality Surveyors appointment being made directly by the client so as to ensure independent cost and procurement advice and independence of function on the project

2.41 Need for Better Model

This is a worthy policy but the institute has a bigger role to play by ensuring compliance and enforcement of the policy. The window through which this can be made possible does not include placing burden on clients; rather a regulatory control should be used to ensure compliance.

CHAPTER THREE

RESEARCH METHOD

3.1 RESEARCH DESIGN

For the purpose of this study cross sectional exploratory design was used. Cross-sectional designs are use for one-time-only observation but involve as many variables as are necessary for the (Asika, 2006).

3.2 RESEARCH APPROACH

A quantitative strategy was adopted in this research due to the fact that quantitative research follows a deductive approach in relation to theory is concerned with the design measurement and sampling (Naoum, 2002). Quantitative research is generally associated with the positivist/post positivist paradigm. It usually involves collecting and converting data into numerical form so that statistical calculations can be made and conclusions drawn. The strategy employs the use of statistical techniques to identify facts and casual relationships. Quantitative research is also objective in nature and based on testing a hypothesis or theory composed of variables (Naoum 2002). He characterised the common data collection techniques used in quantitative research as questionnaires, tests and existing databases. Hard and reliable data are often collected in quantitative research and, therefore, emphasizes on quantification. The samples collected are often large and representative. This means that quantitative research results can be generalized to a larger population within acceptable error limits.

3.3 SAMPLING

The sampling frames for this research were Quantity surveyors representing quantity surveying firms in Kaduna. Kaduna was chosen because it has many experienced Quantity surveyors that relate with from different state of the country Nigeria. The population of the study consists of 158 registered

quantity surveyors resident in Kaduna. Convenience sampling was used in selecting the samples from the populations.

3.4 DATA COLLECTION TOOL

A structured questionnaire was used to collect data from the various respondents. The questionnaire consisted of closed ended questions. For the purpose of the study, the questions were grouped under two categories. . The first series of questions were related to the respondent's profile. This was intended to find out the background and experience of respondents. The second group of questions related to marketing mix for professionals. A 5-point Likert scale (from 1 strongly agree to 5 strongly disagree) was utilized to measure the degree of agreement by the respondents to the available marketing mix for professional and the effective each mix to Quantity surveying services.

3.5 DATA ANALYSIS

The questionnaires collected were manually cleaned and coded; data collected was analyzed using statistical package for social sciences (SPSS version 20) Frequency table and mean were used. For decision taken on each of the questionnaires 3.00 was taken as the average mean. Therefore, the items with mean greater than 3 were accepted, while items with means less than 3 rejected (Olaniyi, 2010).

3.6 **Sample size** A population of 158 Quantity surveyors in Kaduna was considered; out of which a convenient sample of 30% was sample was used.

CHAPTER FOUR

Result and Discussion of findings

4.1 Introduction

This study sought the opinions of Quantity surveyors on the existing marketing strategies for professional services with the aim to build up a framework of effective marketing strategies for Quantity surveying services in Nigerian. A number of 40 strategies were reviewed and sent to correspondents who are Quantity surveyors in Kaduna; Kaduna state. The reviewed strategies were based on literature and questionnaire.

Out of the 47 questionnaires administered, 38 were filled and returned. The data were coded and analyzed using the statistical package for social sciences (SPSS).

4.2 Section A, Personal Data

Table.4.1 Organization of Respondents

Type of organization	Frequency	Percentage
Consulting	28	73.68
Academic	5	13.16
Contracting	3	7.89
Ministries	2	5.26
Total	38	100

Table 4.1 shows that among the 38 respondent, 28 (73. 68%) are Quantity surveyors in consultancy firms, 5 (13.16%) were academies who are also involve in private practices, 3 (7.89%) are in contracting firms while 2 (5,26%)are in government ministries

Table 4.3 Position of Respondent

Position of Respondent	**Freq**	**Percentage**
Principal partner	20	52.6
Lecturer	10	26.3
Senior QS	5	13.2
Project manager	2	5.3
Technical officer	1	2.6
Total	38	100.0

20 (52.6%) of respondents were principal partners, 10 (26.3%) were Lecturers, 5 (13.2%) were Resident QS, 2 (5.3%) were Project managers while 1 (2.6%) was Technical officers.

Table 4.4 Years of experience

Experience	**Frequency**	**Percent**
1-5	11	28.9
6-10	8	21.1
11-15	6	15.8
16-20	3	7.9
21-25	5	13.2

Over 25	5	12.3
Total	38	100.0

Table4.4, shows that among the 38 questionnaires that were returned completed,11(28.9%) were respondents whose years of experience fall within the range of 1-5 years,8(21.1%) are within 6-10, 6 (15.8%) are within 11-15,3 (7.9%) are within 16-20, 5 (13.2%) are within 21-25 ,2 (5.3%) are within 26-30, another 2 (5.3%) are within 36-40 and 1 (2.6%) are within 41-45.

SECTION B

Table 4.8 Available strategies for marketing professional services to prospective clients.

Marketing strategies	Mean (x)	Rank
Services delivery	4.39	1
Quality of services	4.34	2
Perceived Usefulness	4.34	2
Membership of association	4.34	2
Management	4.34	2
Internet facilities	4.29	3
Cost effectiveness	4.26	4
Current contract with certain client	4.26	4
Organization	4.18	5
Packaging	4.16	6
Facilities	4.16	6
Proposals	4.11	7
Infrastructure	4.11	7
Design of service	4.05	8
Technology used	4.05	8
Management	4.05	8

Organisation culture	3.95	9
Conferences/seminars	3.92	10
orientation	3.92	10
Uniformity of offering	3.89	11
Ability to penetrate target market	3.87	12
Principles and beliefs	3.87	12
Brochures	3.87	12
Customers	3.87	12
Location of offices	3.82	13
convenience of use	3.71	14
Business name	3.71	14
Advertising	3.68	15
Multi - channel	3.63	16
Press releases	3.63	16
Sale calls	3.58	17
News watch	3.50	18
Warranties	3.47	19
Employees	3.39	20
Seasonal greetings	3.37	21
Interviews	3.16	22
Gifts	3.16	22
Skimming	3.13	23
Awarding fellowship	3.05	24
Dinners etc.	3.00	25

Table 4.8 shows available strategies for marketing professional services to prospective clients.

SECTION C:

Table 4.9: H**ow** effective are these strategies for marketing Quantity surveying services?

Marketing strategies	Mean (x)	Rank
Perceived Usefulness	4.61	1
Quality of services	4.58	2
Facilities	4.32	3
services delivery	4.32	3
Technology used	4.29	4

Membership of association	4.26	5
Organization	4.24	6
Management	4.21	7
Proposals	4.16	8
Orientation	4.16	8
Cost effectiveness	4.13	9
Current contract with certain client	4.13	9
Infrastructure	4.13	9
Organization culture	4.11	10
Packaging	4.11	10
Design of service	4.03	11
Internet facilities	4.00	12
Conferences/seminars	4.00	12
Convenience of use	4.00	12
Brochures	3.97	13
Customers	3.95	14
Location of offices	3.92	15
Management	3.92	15
Employees	3.89	16
Principles and beliefs	3.82	17
Multi - channel	3.82	17
Ability to penetrate target market	3.76	18
Business name	3.71	19
Uniformity of offering	3.66	20
Press releases	3.55	21
News watch	3.50	22
Interviews	3.50	22
Seasonal greetings	3.45	23
Warranties	3.42	24
Advertising	3.42	24
Awarding fellowship	3.32	25
Skimming	3.21	27
Sale calls	3.16	28
Dinners etc.	3.11	29
Gifts	3.11	29

Table 4.7 highlights the various strategies, in order of ranking of effectiveness for marketing Quantity surveying services.

4.3. Discussion of Result

The respondents who were Quantity Surveyors selected from consultancy firms, educational sectors, contracting firms and other government organization have many years of experience in the procurement of both residential and public buildings. The marketing strategies identified as strategies for marketing professional services are from the 7p's (product, price, people, promotion, place, process and physical evidence). These strategies are further broken down and arranged in order of their ranking as in the result as follow.

Product: Perceived Usefulness, Quality of product, Technology used Packaging, Design of service, convenience of use, Business name, Warranties.

Price: cost effectiveness, principles and beliefs Ability to penetrate market and skimming.

Place: Internet facilities, office location and Multi-channel.

Promotion: membership of association, proposals, Current contract with certain client, conferences/seminars, brochures, press releases, interviews, news watch, seasonal greetings, advertising, awarding fellowship, sale calls, dinner etc.

Process: management, employees, uniformity of offering

People: organization, orientation, organization culture, customers, management

Physical evidence: services delivery, facilities, infrastructure The effective strategies are: Perceived Usefulness, Quality of services, Facilities, services delivery, Technology used, Membership of association, Organization, Management, Proposals , Orientation, Cost effectiveness, Current contract with certain client, Infrastructure, Organization culture, Packaging, Design of service, Internet

facilities, Conferences/seminars, convenience of use.

The less effective ones are: Brochures , Customers , Location of offices, Management , Employees , Principles and beliefs, Multi – channel, Ability to penetrate target market, Business name, Uniformity of offering, Press releases, News watch, Interviews , Seasonal greetings, Warranties, Advertising , Awarding fellowship, Skimming , Sale calls, Dinners etc., Gifts.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 SUMMARY OF FINDINGS

The study examined the effectiveness of available professional marketing strategies for Quantity surveying services. Specifically the study sought to develop a policy guideline for the marketing of Quantity surveying services in Nigeria using 7ps of marketing. Below are the major findings from the study.

I. The 7ps are generally used in marketing strategy formulation.

II. The framework is perceived to be flexible enough and can be integrated in different combination to allow an organization to build and sustain a competitive advantage in the marketing place.

III. Marketing mix is a set of controllable variables that the firm blends to produce the response it wants in the target market.

IV. The marketing mix used by a particular company will vary according to its resource, marketing conditions and changing needs of clients.

V. The framework of marketing mix for marketing Quantity surveying services in Nigeria is as showed in Figure 5.2 below.

FIGURE 5.2 FRAMEWORK OF MARKETING MIX FOR QUANTITY SURVEYING SERVICES.

5.2 CONCLUSION

Marketing Strategy indicates the specific markets towards which activities are to be targeted and the types of competitive advantages that are to be developed and exploited. The framework of marketing mix shown in figure 5.2 is a marketing plan which consist the entire set of activities to be performed.

To formulate a marketing strategy, the company identifies and analyses the target market and develops a marketing mix to satisfy the market. The selection of the mix is best formulated when it reflects the overall need of a target client or market. This framework, as mention earlier, is a set of controllable variables that the firm blends to produce the response it wants in the target market the marketing mix used by a particular company will vary according its resources, marketing conditions and changing needs of client.

The firm can approach the targeted client to make him appreciate the need of Quantity surveyor who gives guide of a design within the limit of their budget and be able to control the expenditure during the construction.

It is essential for a company to look at its services and objectively re-evaluate a service to determine whether it is still going to sell. Price has a lot of impact on customers' buying behavior. While prices are considered to be a proxy for quality and vice versa, overpriced services become inappropriate to the realities of the market. Quantity surveyors should find balance at which they can most profit using one out the various types of variables in price.

With promotion, a company introduces markets and sells its services. One of the methods above could be used to improve customers' perception. The concept of place is not limited to physical locations; it includes the ways by which services reach the client. The other options include internet facilities, multi-channel.

Process is important to delivering high-quality services. While the services provided are intangible, process is one of the factors which can be evaluated to grading services. People are very important in the process of delivering services to customers. The staffs who interact with customers are the ones who can add value to services. Factors to consider include organization, management, and organization culture. The physical evidence if defined are all tangible, visible touch points that customers encounter before they buy which include the reception area, the staff clothing, facilities, infrastructure and so on.

However there is the need to adhere to restrictions on Conduct of Professional Activities or Business by The Nigerian Institute of Quantity Surveyors (NIQS) on the application of some of this marketing

mix: that is Advertisement and publicity, Brochures, letters and Published Articles, Public Speaking and Lectures, Radio and Television Appearance as reviewed in chapter two of this thesis.

5.3 RECOMMENDATIONS

Recommendations are that:

1. Frameworks directed to specific client or employer in Nigeria should be developed.
2. It is perceived that training of Quantity surveyors on how to integrate the different element of marketing mix will go a long way as to prepare them to be able to sustain a competitive advantage in the market place.
3. Therefore the development of curriculum on these marketing strategies for the training of student Quantity Surveyors is needful.

5.4 CONTRIBUTION TO KNOWLEDGE

1. Before now Quantity surveyors have had their different ways/strategies of getting jobs from prospective clients. This research has enabled the integration of all the various strategies into a single formal set of marketing strategies for Quantity surveyors.
2. The study has provided a platform for further research on marketing for Quantity surveying services.

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APPENDIX 1

QUESTIONNAIRE.

DEPARTMENT OF QUANTITY SURVEYING

AHMADU BELLO UNIVERSITY

ZARIA.

Questionnaire on the development of marketing mix for quantity surveying practice in Nigeria.

The questionnaire is designed to collect relevant information on this subject matter. Please be assured that all information collected in respect to the project will be used purely for academic purpose and will be treated in strict confidence.

Thank you

Yours faithfully

J.O. Olaniyi.

THE QUESTIONAIRE HAS Three (3) PARTS

SECTION A: Personal Data

SECTION B: Marketing mix for marketing professional services

SECTION C: Effective marketing mix for marketing Quantity surveying services in Nigeria.

SECTION A: PERSONAL DATA

1. Indicate which type of organization you are practicing in:

Contracting ☐ Consulting ☐ inistries ☐ ademics ☐

2. Position of respondent in organization _____.

3, Years of experience in quantity surveying practice _____

4. Have you ever been employed for any construction work? YES ☐ ☐

5. Type of client: (a) public ☐ (b) private (☐ oth ☐

SECTION B

INSTRUCTION: Tick the appropriate column to your option.

Research Question 1: What are the available marketing strategies for marketing professional services to prospective client?

Marketing mix	Strongly agree 5	Agree 4	Neutral 3	Disagree 2	Strongly disagree 1
A. **Product**					
4. Design of service					
5. Technology used					
6. Perceived Usefulness					
7. convenience of use					
8. Quality of product					
9. Packaging					
10. Business name					
11. Warranties					
B. **Price**					
12. Skimming					
13. Ability to penetrate target market					
14. Principles and beliefs					
15. Cost effectiveness					
C**.** **Places**					
16. Internet facilities					
17. Multi - channel					
18. Location of offices					
D**.** **Promotion**					
19. Sale calls					
20. Proposals					
21. Current contract with certain client					
22. Advertising					
23. Brochures					
24. News watch					
25. Awarding fellowship					

26. Dinners etc.					
27. Conferences/seminars					
28. Membership of association					
29. Press releases					
30. Interviews					
31. Gifts					
32. Seasonal greetings					
E Process					
33. Uniformity of offering					
34. Employees					
35. Management					
F**. People**					
36. Organization					
37. Management					
38. Organisation culture					
39. Customers					
40. Orientation					
G **Physical evidence**					
41. Facilities					
42. Infrastructure					
47.services delivery					

SECTION C

Research question 2: How effective are these marketing strategies for Quantity surveying services?

Marketing strategies	Strongly effective 5	effective 4	Neutral 3	not effective 2	Strongly Not effective 1
. Product					
4. Design of service					
5. Technology used					
6. Perceived Usefulness					
7. convenience of use					
8. Quality of product					
9. Packaging					
10. Business name					
11. Warranties					
B**. Price**					
12. Skimming					
13. Ability to penetrate target market					
14. Principles and beliefs					
15. Cost effectiveness					
C. Place					
16. Internet facilities					
17. Multi - channel					
18. Location of offices					
D. Promotion					
19. Sale calls					
20. Proposals					
21. Current contract with certain client					
22. Advertising					
23. Brochures					
24. News watch					
25. Awarding fellowship					
26. Dinners etc.					
27. Conferences/seminars					
28. Membership of association					
29. Press releases					
30. Interviews					

31. Gifts					
32. Seasonal greetings					
E Process					
33. Uniformity of offering					
34. Employees					
35. Management					
F**. People**					
36. Organization					
37. Management					
38. Organisation culture					
39. Customers					
40. orientation					
G Physical evidence					
41. Facilities					
42. Infrastructure					
47.services delivery					