AN ASSESSMENT OF THE ENTREPRENEURIAL SKILLS OF QUANTITY SURVEYING CONSULTANTS IN KADUNA STATE, NIGERIA

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DECLARATION

I declare that the work in this dissertation entitled "An Assessment of the Entrepreneurial Skills of Quantity Surveying Consultants in Kaduna State, Nigeria" has been carried out by me in the department of Quantity Surveying. The information derived from the literature has been duly acknowledged in the text and a list of references provided. No part of this dissertation was previously presented for another degree or diploma at this or any other institution.

Ekweani Chioma Precious	_____	_____
Name of Student	Signature	Date

CERTIFICATION

This dissertation entitled **AN ASSESSMENT OF THE ENTREPRENEURIAL SKILLS OF QUANTITY SURVEYING CONSULTANTA IN KADUNA STATE, NIGERIA** by Chioma Precious EKWEANI meets the regulations governing the award of the degree of Masters of Science in Quantity Surveying of the Ahmadu Bello University, and is approved for its contribution to knowledge and literary presentation.

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ABSTRACT

Previous studies have indicated a high firm mortality rate in the construction industry especially in Quantity Surveying (QS) firms. The failures have been attributed to the poor adoption of certain entrepreneurial skills by the QS professionals in running their firms. This study assessed these entrepreneurial skills (marketing, communication, financial, management and team-player skills) of Quantity Surveying consultants in order to synthesise a response strategy for the adoption of these skills for the survival and growth of QS firms in Nigeria. Data was collected through well-structured questionnaires which were distributed to 34 Quantity Surveying consultants in Kaduna. Tools for analysis were frequency tables, means, percentages and standard deviation. Validation of data collected was done by conducting interviews with principal partners/owners of registered QS firms that are above 10 years old to get an in-depth understanding of some of the issues raised during the questionnaire survey. The summary of the findings in this study suggest that the adoption of entrepreneurial skills by QS consultants in Kaduna State is quite significant with exception to marketing which was the least adopted skill. Management, communication and financial skills were more adopted by the firms who have experienced growth. However, some of the skills were adopted indirectly by the firms so as not to offend the professional code of conducts. To this end, this study concludes that the adoption of entrepreneurial skills in QS firms is of paramount importance in the light of the stiff competition in the profession. While the adoption of these skills may not be the only ingredient for QS firm's survival and growth in Nigeria, they have helped some

firms to keep afloat. Some business strategies such as dealing honestly with clients, having a good pricing/bidding strategy etc. were recommended for adoption by practising QS firms. Similar studies should be conducted nationwide to obtain and compare results from other States.

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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background to the Study

It is evident from literature that entrepreneurs are viewed as "individuals with passion who are willing to take calculated risks towards the creation of new ideas and creative solutions geared at generating income and effecting positive dynamic changes (Kuratko, 2003). Entrepreneurs are known for their "creative abilities to marshal needed resources, build solid business plans and harness opportunities where others see chaos in order to generate income" (Kuratko & Hodgetts, 2004). Although, business owners are often regarded as entrepreneurs, entrepreneurship is more than mere creation of business. Business creation is one important aspect of entrepreneurship as well as identifying opportunities, taking risks and having the ability to push an idea through to reality (Kuratko, 2003; Kuratko & Hudgetts, 2004). While the debate rages on as to what entrepreneurs are or not, one thing cannot be disputed: adopting certain entrepreneurial skills can help one become successful in business. According to Kuratko (2003) 'entrepreneurial perspectives' can be developed in individuals who can exhibit them inside or outside an organization or business to bring forth creative ideas". Vijayakumar and Jayachitra (2013) also stated that "entrepreneurship is not a walk in the park for anyone" because entrepreneurs use their skills to succeed and grow their business.

There are many skills entrepreneurs and would-be entrepreneurs use to succeed in business. Literature is full of them. Some include: the ability to spot new trends, the ability to hire good hands, manage and train staff, creative/innovative skills, leadership skills, productive skills, ability to identify and connect with customers, ability to deal with failure, etc. (Lewis & Churchill, 1983; Miles & Snow, 1984; Hisrich & Peters, 1998; Coviello & Martin, 1999; Zott & Huy, 2007; Adeyemo, 2009).

Buthelezi (2011) identified some skills essential for professionals in construction and engineering industries, which are: marketing and operating skills, management and administrative skills, financial skills, communication skills, and inter-personal relation skills. Jaafar, Aziz, and Wai (2008); Ogbu (2015); Yankah (2015b) stated that 'Marketing' is an important entrepreneurial skill which has a potential to improve firm performances. This was further justified by Perreault and McCarthy (2005) who stated that when goods or services are backed by effective marketing, business success and improved firm performance can be guaranteed. Ojo (2011) also reported that the Nigerian construction market which is presently experiencing intense competition is in need of effective marketing strategies for business growth of firms in the industry.

Globally, the viability and survival of firms in the construction industry has reportedly become more challenging. Companies are now becoming more specialised, client expectations are getting complex, the economy is highly unstable, population of professionals is increasing rapidly causing intense competition within the industry and as a result, there has been reports of high firm mortality especially in consultancy firms in developing countries like Nigeria (Ogbu, 2015; Yankah, 2015a)..

Researchers reported a 10 year firm survival rate in the construction industry which is one of the lowest when compared to other industries with only 36.4% of new construction firms reaching their 5^{th} year anniversary (Mcintyre, 2007; Sipos-Gug & Alina, 2014; Kissinger, 2015). Similarly, it was found that consultancy firms (especially Quantity Surveying Consultancy Firms) experience similar firm mortality rates or even worse because apart from being among the least recognised profession in the industry, its services are gradually being dominated by other professions within the industry (McGaw, 2007; Jaafar *et al*., 2008; Ogbu, 2015; Yankah, 2015a).

One potential means of improving the relevance, performance and survival of QS firms in Nigeria according to Ogbu (2015) is the adoption of entrepreneurial skills especially 'Marketing' which is a debated topic in the guideline for professional practice of the Nigerian Institute of Quantity Surveyors (NIQS).

Previous studies reported that the marketing performance of Quantity Surveying Consultancy Firms is under serious criticism (Morgan & Morgan, 1990; Morgan & Morgan, 1991; Ogbu, 2015; Yankah, 2015a; Yankah, 2015b). Yankah (2015a) specifically reported that 82% of the Quantity Surveying Consulting Firms (QSCF) in Ghana had technical persons responsible for marketing in addition to their core functions. This suggests that marketing is not given the needed priority it deserves in QS firms.

In the same vein, Ogbu (2015) reported that some QS firms in Nigeria perform poorly while others struggle to survive primarily because of an increased competition in the Nigerian construction market which is exacerbated by a number of factors such as the dearth of skilled operatives and the unwillingness of the professionals to readily adopt strategies to control business failures.

Another concern is the commitment of construction professionals to success of projects while giving less thought to the survival and growth of their firms (Abd-Hamid, Azizan, & Sorooshian, 2015). This explains why they find it difficult to thrive for a long time despite their huge turnovers.

1.2 Statement of Research Problem

There is hardly any research work available regarding the adoption of entrepreneurial skills for survival of QS firms. The related ones are: a study on the management-related causes of business failures in the construction industry by Dun and Bradstreet (1992) an investigation of the external causes of small construction firms business failures by Foust (1989) and an

identification of factors that distinguished survivors from failures amongst small construction firms by Hall (1994). Furthermore, Jaafar *et al*. (2008) explored the marketing practices of professional engineering consulting firms while Jay, Yen, and Hsu-che (2013) developed a model for predicting construction business failures. Sipos-Gug and Alina (2014) proffered external interventions for encouraging construction entrepreneurship, Abd-Hamid et al. (2015) identified the success and survival factors for construction enterprises and Ogbu (2015) developed a framework for the implementation of marketing strategies in the Nigerian Quantity Surveying firms. Yankah (2015a) investigated the marketing performance of Quantity Surveying Consultancy firms and Yankah (2015b) investigated the principal barriers to the marketing performance of QS consultancy firms. Marketing is been explored in recent Quantity Surveying literature because it is said to be a key management strategy for improving firm survival in periods of intense competition which the industry is currently experiencing (Nkado, 2000; Smith, 2004; Alfred, 2007; Jaafar et al., 2008; Ogbu, 2015).

Poor adoption of entrepreneurial skills in construction professional firms especially QS firms which have resulted in increased firm mortality rate remains an existing issue. Therefore, this study sought to assess the entrepreneurial skills of Quantity Surveying Consultants in Nigeria with a view to develop effective strategies for adoption of these skills. It is hoped that this will provide a way-forward to positively improve the survival of QS firms while providing a strategy for the consultants to emulate in building successful firms.

1.3 Aim and Objectives

The aim of this study is to assess the entrepreneurial skills of quantity surveying consultants in Kaduna State Nigeria in order to develop a strategy for adopting these skills in QS firms.

The objectives are to:

i. Identify the entrepreneurial skills of QS consultants
ii. Ascertain the level of adoption of entrepreneurial skills in QS firms
iii. Assess the barriers to the adoption of entrepreneurial skills in QS firms
iv. Evaluate the impact of adopting entrepreneurial skills in the growth of QS firms
v. Synthesise response strategies for adopting entrepreneurial skills in QS firms.

1.4 Need for the Study

The study is relevant in providing strategies for the adoption of entrepreneurial skills in quantity surveying firms which improves the survival rates of QS firms in Nigeria while promoting the image of the profession. This would add more value to the construction industry in terms of enhancing survival, growth and profitability of firms in the industry by generating income for both the industry and the economy at large.

1.5 Scope and Limitations

Scope: This study was delimited to the construction specific entrepreneurial skills identified from literature (marketing, management, financial, communication and team-player skills) and was assessed in Quantity Surveying consultancy firms only. Other entrepreneurial skills as well as other professions within the industry were not included in the study because of the issue being addressed.

Quantity Surveying consultants whose firms are above 10 years in Nigeria were the object of target. The study was conducted in Kaduna which has the largest number of Quantity Surveying firms that have been registered and licensed by the Quantity Surveying Registration Board of Nigeria (QSRBN) above the past 10 years (see appendix III).

Limitations: The major limitations to this study were:

i. This study could not obtain and compare results from other states because majority of old registered QS firms which are above 10 years were located in Kaduna state. Therefore, a recommendation that similar study should be conducted in other states to obtain and compare results was made at the end of the study.

ii. Possibility that some of the questionnaires were not answered as objectively and honestly as required by the respondents which might have affected the quality of information sourced. To reduce the impact of this limitation, a follow-up interview with principal partners or owners of the QS firms were conducted. This interview ensures that only the consultants provided the information as objectively required.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 The Concept of Entrepreneurship

According to Schumpeter (1947), Sebastian and Alina (2014) entrepreneurship is "the doing of new things" or "the doing of things that have already being done in a new way". Kuratko and Hudgetts (2004) also defined entrepreneurship as "a dynamic process of vision, change and creation"

Botha, Nieman, and Van Vuuren (2007) reported that entrepreneurship is seen as one of the most important solutions to unemployment, poverty and low economic growth. Botha *et al*.(2007) further stated that "the creation of new ventures and the growth of existing businesses are vital contributing factors to any economy".

Bosma and Levie (2010) argued that for entrepreneurial activity to occur in a country, both opportunities for entrepreneurship and entrepreneurial capabilities need to be present. However, equally important is that individuals perceive opportunities for starting a business in the area in which they live and that has been often regarded to as an entrepreneurial ability. Chen, Greene, and Crick (1998) & Kuratko (2003) observed that entrepreneurship is a dynamic process of vision, change and creation which requires an application of energy and passion towards the creation and implementation of new ideas and creative solutions. It was further surmised that the essential ingredients of entrepreneurs include "the willingness to take calculated risks in terms of time, equity, or career; the ability to formulate an effective venture team; the creative skill to marshal needed resources; the fundamental skill of building a solid business plan; and, finally, the vision to recognise opportunity where others see chaos, contradiction, and confusion".

Buthelezi (2011) opined that entrepreneurship is a highly personal, subjective process because to become an entrepreneur entails "an evolution of encountering, assessing, and reacting to a series of experiences, situations, and events produced by political, economic, social, and cultural change".

According to Yilmaz, Ozdemir, and Oraman (2012) "entrepreneurship is a choice to compensate the employment blockage and a rare production factor which everyone does not have". Yilmaz *et al* (2012) also stated that "Entrepreneurship plays an important role in economic growth, as well as in countering unemployment and increasing living standards".

Ihugba, Odii, and Njoku (2013) stated that "entrepreneurship is pertinent to the analysis of how new ideas or 'recipes' for reconfiguring objects in the material and social world can be harnessed to enhance a nation's wealth". Ihugba *et al* (2013) argued that a country's economic progress depends on its ability to increase the value of what it produces with its resource base (people, land and capital) in the long term. Setiawan, Erdogan, and Ogunlana (2013) considers entrepreneurship as "an action or a process which is related to either individuals in a firm or the firm". Different aspects of entrepreneurship are highlighted in Setiawan *et al.* (2013) definition such as: opportunity, risk taking, creativity and innovation (newness).

According to Habibi, Dadras, and Shariati (2014) "entrepreneurship has been the basis of development and human progress and it is a process that happens in the environment and causes changes to occur in the economic system through innovation and the people who react to economic opportunities which creates value for individuals and society at large". Entrepreneurship is therefore seen as the driving force that plays to find unused opportunities in the market.

Zott and Huy (2007) stated that "entrepreneurship is concerned with creating long-term value and creates regular cash flow streams on an individual or the group of individuals for the future through the process of imagination, initiative and innovation for the purpose of maximizing profits and minimizing risk with the view of long term expansion".

Abd-Hamid *et al*. (2015) described entrepreneurship as "America's secret economic weapon" and noted that over 95% of the economic wealth in America today has been created by the "entrepreneurial generation" of revolutionaries since the 1980s. Similarly, entrepreneurial skills, such as adaptability, flexibility, speed, aggressiveness and innovativeness, have been seen as key determinants for a firm to survive and prosper in the turbulent environments that confront businesses today.

2.2 Entrepreneurship in the Construction Industry

Previous studies such as Abd-Hamid *et al*. (2015), Ihugba *et al* (2013) reported that the construction industry is an important contributor to economic growth and development worldwide. Sebastian and Alina (2014) observed that the current tendencies in the field of construction favour entrepreneurial activities. Sebastian *et al.* (2014) observed that the focus on small construction companies and network of self-employed construction professionals cooperating on specific projects, in order to lower costs and share risks, has led to more and more specialized professionals being pushed into entrepreneurial activities. Sospeter, Rwelamila, Nchimbi, and Masoud (2014) equally observed that the construction industry is a major component of investment with high growth potential and a sector with untapped opportunities; hence, expansion in construction activities is said to be closely related to economic growth. Sebastian and Alina (2014) observed that the European construction industry comprised of 3.1 million enterprises, 95% of which are small and medium enterprises (SMEs) with less than 20 employees.

The construction industry could be a major component of investment with high growth potential and a sector with untapped opportunities; hence, expansion in construction activities is closely related to economic growth an important source of growth especially during economic downturns (Sebastian & Alina, 2014; Sospeter *et al*., 2014; Ogbu, 2015).

Construction industry is also populated with consultancy firms which render professional services. These firms have 10 or fewer employees, so it is logical that many of those them were entrepreneurial efforts to begin with.

It can be said that business failure in construction industry is a real possibility and the rate of such a failure has increased tremendously (Mcintyre, 2007). Abd-Hamid *et al*. (2015) stated that despite attempts made to measure the success factors that contribute to construction businesses from the outcome of executed project (since they have strategic implication on the success and profitability of a business), the project success of construction companies has not significantly improved.

Factors responsible for business failures have been explored in previous studies and are grouped into: External factors and Management-related factors (Foust, 1989). External factors are said to be those that cannot be controlled by the management of the firm such as high competition, an economic downturn, labour difficulties, material shortages, death of a key person, bad weather, fraudulent activities, the list goes on. Whereas, Management-related factors are reported as those caused by negligence of the firm's management such as poor managerial skills, incompetence, poor financial and communication skills, and inability to set strategic business goals which causes lack of a clear focus (Foust, 1989; Jay *et al*., 2013; Abd-Hamid *et al*., 2015; Kissinger, 2015; Yankah, 2015b)

Kissinger (2015) stated that the fraction of construction businesses in USA still in operation five years after starting the company is 52.3% based on census bureau's business dynamic

statistical data 2014 and that those that have been in business for less than one year had an even higher failure rate of 36.8%. According to same statistics, micro construction firms (1-4 employees), have the highest failure rates, whereas the medium firms (20-499 employees) have the lowest failure rates and firms with 500 or more employees, have a failure rate that falls in between the very small and medium firms.

According to Raiz (2014) to build a construction company will require more skills than constructing a building from scratch. Raiz (2014) also stated that construction entrepreneurs tend to pay less attention to the real cost of doing business, that is why they are forced to closed down their businesses within a short time of starting it and that the frequency with which it is happening reinforces the widely held belief that small construction businesses are unsustainable.

Furthermore, Raiz (2014) identified two main causes of business failures in construction companies which are: "lack of considerable technical skills required by the entrepreneurs to cost a 'construction project correctly in terms of quantities, time, labour, risks etc. involved in a specific project secondly, a deep-seated fear of financial statements prepared by these entrepreneurs". Reflecting this fear, Raiz (2014) surmised that construction consultants do not place any importance on developing their own understanding of financials and the costs of doing business, but are far more interested in winning projects and perhaps managing the projects on ground than in acquiring the financial skill needed to cost properly.

Yankah (2015a) found that construction consultancy firms especially QS firms are beginning to realise the importance of marketing as a basic entrepreneurial skill in the management of construction businesses with marketing planning being the most important function followed by organisation of marketing functions and marketing resources.

The CIBD's (Construction Industry Development Bank) report of 2011 which was provided by Verwey (2006) stated that for "contractors on grading levels 2 to 4, "around 34% of owners/directors have less than 5 years experiences in the construction industry and around 65% have no formal qualifications". It was suggested that the industry is in dire need of skills development, and one of the ways to ensure this is to over rather than under emphasise the importance of business skills required to run a successful and sustainable construction firm.

Although, some researchers are of the school of thought that entrepreneurial skills are natural to some people's personalities, other researchers have proven that these skills can also be acquired. Ewere, Adu, and Ibrahim (2015) surmised that entrepreneurial skills are latent in almost all communities but that their translation to innovative action depends on appropriate stimuli and the environment and that these stimuli can be generated through training. Training to develop good entrepreneurial skills have been reported as useful and essential to entrepreneurs (Odusami, 2002; Smith, 2004; Ewere *et al.*, 2015).

2.3 Entrepreneurial Skills

Entrepreneurial skill is a gift, talent, quality or trait inspires some people to be the best they can be. They are those unique compositions that make one become a successful entrepreneur (Preece *et al*. 2009).

A number of entrepreneurial skills common to entrepreneurs are found in literature. Some of them include: personal skills, passion, positivity, creativity and innovation, communication skills, negotiation skills, leadership skills, sales/marketing skills, top-notch client relationship skills, resiliency, focus and self-reflection. Mindtools (2016) grouped them into four (4) categories as outlined below:

i. Personal characteristics: these are the mind-set, values and beliefs of a typical successful entrepreneur. They include:
   a. Optimism: ability to get through tough times

b. Vision: ability to see where things can be improved and explaining it to others

c. Initiative: ability to develop problem-solving techniques

d. Desire for control: ability to be in charge and make decisions

e. Drive and persistence: ability to work harder for a longer time to realize your goals.

f. Risk Tolerance: the ability to make decisions when facts are uncertain.

g. Resilience: ability to overcome your fears and move forward.

ii. Inter-Personal Skills: this is the ability to effectively work with others and to be part of a team. They are:

a. Leadership Skills: the ability to lead and motivate.

b. Communication Skills: the ability to impart knowledge, ideas and concepts through oral, written and visual means.

c. Management Skills: the ability to organise, monitor, control and plan the effective use of resources.

d. Negotiation skills: ability to resolve differences between people in a positive, mutually beneficial way.

e. Ethics: ability to deal with people based on integrity, respect, fairness and truthfulness.

iii. Creative Skills: ability to come up with fresh ideas and good decisions about opportunities and potential projects.

a. Creative Thinking: ability to see situations from a variety of perspectives and come up with an original idea.

b. Problem Solving: ability to come up with sound solutions to problems on ground.

c. Recognizing Opportunities: ability to create a plan to take advantage of the opportunities identified.

iv. Practical Skills: these are knowledge needed to produce goods or services and run a company effectively.

a. Goal Setting: ability to create a plan and carry out that plan.
b. Planning and Organising: ability to coordinate people to achieve your goals efficiently and effectively.
c. Decision Making: ability to make good decisions based on relevant information after weighing the potential consequences.

2.4 Construction Industry-Specific Entrepreneurial Skills

There is a conception that construction work is a "back breaking work", so one has to be suited adequately in order to handle it. Entrepreneurship in the construction industry is equally seen in the same light. However, entrepreneurs do not just emerge. They acquire and develop skills which when implemented, distinguishes them from "ordinary business owners" (Hisrich & Peters, 1998).

A Quantity Surveyor who is an integral part of any construction team requires a broad range of skills to be successful in his roles. According to Nkado (2000), Said, Shafiel, & Omran (2010) a Quantity Surveyor should have the following basic, core and optional competencies according to their relative importance:

A. Basic competencies:

i. Personal and interpersonal skills
ii. Business skills
iii. Data, information and information technology skills
iv. Professional practice
v. Law
vi. Measurement
vii. Mapping

B. Core Competencies:

i. Construction contact practice

ii. Construction technology and environmental services

iii. Economics of construction

iv. Procurement and financial management

C. Optional Competencies:

i. Arbitration and other dispute resolution procedures

ii. Development appraisal

iii. Facilities management

iv. Insolvency

v. Insurance

vi. Project management

vii. Property investment funding

viii. Research methodologies and techniques

ix. Valuation

x. Taxation allowances and grants

Additional Skills which employers look out for in employing Quantity Surveyors according to Cunningham (2014) are:

i. Strong communication and negotiation skills

ii. Team worker with good interpersonal skills

iii. Organized and methodological with a keen eye for detail

iv. IT skills e.g. proficient with Microsoft software

v. Mathematical skills / numerically minded

vi. Budget and financial management

vii. Ability to remain calm under pressure

viii. Industry knowledge and understanding

These competences have been summarized into five (5) basic skills needed to become a successful entrepreneur in the construction industry. Studies are also developing globally around these skills (Verster, 2006; Jaafar *et al*., 2008; Adeyemo, 2009; Said *et al*., 2010; Buthelezi, 2011; Perumal & Abubakar, 2011; Ogbu, 2015; Yankah, 2015a). They are:

i. Marketing skills
ii. Financial skills
iii. Management skills
iv. Communication skills
v. Team-Player skills

2.4.1 Marketing Skills

Marketing is perhaps the most essential tool every business needs for survival. Gerland Stanley in Perreault and McCarthy (2005) said "A man's success in business today turns upon his power of getting people to believe he has something they want". Marketing mainly deals with customers and aims to manage profitable customer relationships (Yankah, and Dadzie, 2015).

Kotler and Armstrong (2009) opined that the ability to attract new customers by promising a superior value than competitors and keeping/growing current customers by delivering satisfaction are the main goals of marketing. Preece, Haron, Abdullah, and Suhaimi (2009) stressed that marketing is not only about selling and advertising anymore but shared the opinion of Macnamara (2003) that marketing is about activities that are involved in obtaining future work, from strategic analysis and planning, to staff enthusiasm and performance, service delivery and customer feedback.

Marketing within the professional sector has been considered at worst as an alien concept, and at best as a new development that is viewed with scepticism (Morgan & Morgan, 1991; Bowen & Rwelamila, 1995). But the constant change in construction business environment, new trends of service deliveries, proliferation of cost management and other QS related services, increasing number of professionals, complex client's requirements, intense competition in the profession and possible survival of their firms through marketing has made it become more pertinent for adoption in Quantity Surveying (QS) firms. This assertion was justified by the opinion of Yankah *et al*. (2015) that marketing is indispensable for the QS consultancy firm's survival and profitability in a highly competitive business environment.

Unfortunately, marketing in QS firms is still in infancy despite increasing awareness of competitive demands from clients and have been rated as relatively poor in Nigeria (Preece *et al*., 2009; Ogbu, 2015; Yankah, 2015a). One of the recommendations made by Ogbu (2015) is the adoption of marketing strategies by QS firms for better performance in Nigeria. The study found that an assessment of the external and internal environment of a firm's operations must be carried out first to know which marketing strategy the firm can adopt. To further stress this point, Yankah *et al*. (2015) emphasized that it is inappropriate to assume that marketing strategies used in other professional services such as medicine and accounting will work for QS firms because they have different business environment.

Other observations by Yankah (2015) are that QS firms conduct marketing in an ad-hoc manner (few firms have their own marketing departments or specific individuals responsible for marketing) and that marketing is often viewed as less important to the management and survival of firms than finance and personnel issues which explained why practitioners are still struggling to understand and implement effective marketing programmes that would enable them achieve sustainable growth.

Preece *et al.* (2009) found that the reasons why 100% of the QS firms they surveyed do not have a dedicated marketing department are: 1) 56% view marketing as a senior management role 2) 26% perceived that their firms are too small to warrant a specific function 3) 14% use the services of external marketing consultancies and 4) the remaining 4% felt it was pointless to have external consultations because of budget constraints and the belief that the marketing consultants do not possess the knowledge on QS services and construction industry as a whole.

Ojo (2011) also reported a low level of awareness of marketing strategy among construction professionals despite the fact that they believe marketing is essential in improving the productivity of their firms. So far, little effort is expended on analysis of markets and competitors as well as the creation of websites which is an important element of marketing (Preece et al., 2009). It was also reported that majority of QS firms are still relying on the use of traditional company brochure and previous working relationships for marketing purposes.

Yankah (2015) reiterated that the marketing performance of QS firms could be improved through the firm's marketing planning (effective allocation of the firm's resources to marketing programmes), organisation of marketing functions (the way marketing function is managed through to its success) and the allocation of marketing resources.

Ene (1995) and Adegbile (2008) also posited the need for awareness on the importance of marketing as a tool to withstand the stiff competition in the Nigerian construction business environment. An appeal has also been made to the QS professional bodies to amend some of the regulations to allow QS firms to market their professional services (Preece *et al*., 2009; Ogbu, 2015).

Marketing has become paramount in all facets of business because there is a constantly changing marketing environment, with new trends cropping up. Hence, business owners need

to keep up with new technologies and maintain a level of excellence in verbal and written communication.

Marketing has not been fully understood in the context of the construction industry especially in QS consultancy firms because most construction professionals have very limited understanding of marketing and how it can be implemented (Jaafar *et al*., 2008; Ogbu, 2015). Hence, marketing is often viewed as an unimportant management function which explains why the industry experience high business failure rates (Mcintyre, 2007).

The five (5) most important things to consider for effective marketing as outlined by Liubarets (2016) are:

i. Be open to new ideas and experiences
ii. Learn about the latest trends and adapt quickly
iii. Articulate your point of view well via speaking and writing
iv. Be a good listener to understand what your clients need
v. Try something new. Fail. Try again.

2.4.2 Financial Skills

Research has already revealed that financial literacy is a major skill most entrepreneurs fail to master that contributes to business failures. Kissinger (2015), Acca (2016) reported that more than 50% of new firms fail within the first five years and inadequate financial management causes up to 36% of these business failures. This shows that entrepreneurs with good financial skills have better chances of business survival.

According to Raiz (2014) a large number of contractors and subcontractors trying to enter the construction business environment pay no attention to the real costs of doing business and consequently shuts down over a short period of time. The two main reasons identified that contribute to construction industry entrepreneurs business failures are: the lack of considerable technical skills required to cost a construction project correctly, based on the

quantities, time, labour, risks, etc. involved in a particular project and secondly the fact that many of such entrepreneurs have a deep-seated fear for financial statements. Hence, they place more importance on getting deals and managing projects on ground than in acquiring the financial skill needed to cost projects properly. Raiz (2014) further suggested that the construction industry needs to create an army of entrepreneurs who have a deep understanding of costs by over-emphasising the importance of business skills required to run a successful and sustainable construction business

Hisrich and O'Brien (1982) stated that women entrepreneurs have poor financial skills and thus are having more difficulty than the men entrepreneurs in raising venture capital which has further revealed their inability to obtain loan from funders to start up their businesses. It also stated that the type of business that women entrepreneurs engage with relates to the financing problems they experience. Women entrepreneurs in non-traditional business areas like construction and manufacturing are said to experience more financial difficulties than those in the traditionally "women" based areas such as fashion, food and wholesale. Nevertheless, the women entrepreneurs who owned construction firms in South Africa and USA prospered in their businesses through prudent management of their cash-flows and mentorship as reported by (Verwey, 2006).

2.4.3 Management skills

Without a good management, there will not be an efficient implementation of a vision (Mindtools, 2016). Management entails an extensive set of skills- from planning and delegation to communication and motivation. Olaoye (2016) identified types of management skill that entrepreneurs are expected to have. They are: decision and control skills, financial management skills, personnel management skills, resource management skills, risk management skills, security management skills, etc.

According to Ugochukwu (2015) time management, quality management, cost management and safety management are the top management challenges facing construction practice in Nigeria. It was further recommended that construction entrepreneurs should acquire the right skills and apply appropriate management strategies in managing construction projects. Arditi (2009) found that female project managers do not differ much from male project managers in terms of their managerial behaviors but perform better in "sensitivity", "customer focus", and "authority and presence". In the same vein, Chun, Arditi, and Balci (2009) reported that female construction managers perceive bias against them in the form of skepticism and indifference as a response to their gender despite their qualifications and capabilities.

2.4.4 Communication Skills

Communication might sound so simple but is more than just exchanging information. Effective communication combines a set of skills such as listening, questioning, explaining, negotiation, paying attention, motivation, persuasion and so on (Zulch, 2016).

Mindtools (2016) defines effective communication as: *"*how you convey a message so that it is received and understood by someone in exactly the way you intended, and how you make the other person feel heard and understood by listening to gain the full meaning of what is been said to you".

It was found that for construction projects to succeed effectively, Quantity Surveyors and Project Managers need decision making and problem solving skills as core communication skills as well as listening, motivations, meetings, writing, team development, team building, and conflict management (Zulch, 2016).

Perumal and Abubakar (2011) stated that, standard communication instruments such as project communication instrument play an important role in effective communication in the construction industry. Continuous communication between the parties involved in a project, enables them to manage their functions well and achieve the expected result.

The Quantity Surveyor, who is expected to be learned with all issues related to contract documents, will guide others to have a clear understanding of words and terms used in the project so that they can act accordingly.

Communication plays a vital role to the growth of businesses. Interpersonal communication is important to entrepreneurs because it helps them to communicate with their employees and other partners and essential in marketing their products or services.

According to Mayberry (2014) learning how to effectively communicate with others while choosing the right words can make a growth in a business. A business owner should have the ability to communicate effectively to his employees if he wants a long-term success. An employee also should know how to become a more skilled communicator to increase his value to his company.

Zulch (2016) stated that successful execution of sustainable construction projects depend heavily on the Project Manager's ability as communicator to lead the team and manage a construction project successfully. Zulch (2016) ranked nineteen (19) identified communication skills in order to determine the core communication skills a project manager or Quantity Surveyor needs to make well informed decisions to foster project success. Decision-making and problem solving, listening, motivation, conflict management and negotiation were identified as the core communication skills. Writing, team building, team development, questioning, explaining, reinforcement, trusting, meetings, presentations, persuasions, humor and laughter were identified as the very important communication skills. Reflecting and public/mass communication were identified as the important communication skills while self-disclosure was identified as fairly important communication skill.

The ability to write clear and precise reports and relate complex information to a diverse range of people is the duty of a Quantity Surveyor. Hence, the QS as the pivot to a project

team needs a good communication skill to be able to express his opinions verbally as well as on paper. The QS also needs a good negotiation skill as he has to negotiate with all kinds of people on a daily basis, from site workers to directors and other teams involved in a project, both professionally and fairly, so good communication skills are vital as they need to express themselves well, both when speaking and in writing. (Verster, 2006) stated that it is important for Quantity Surveyors to understand the challenges and opportunities presented by the needs of clients in relation to costs, contracts, communication and claims and focus their development on the important links between these functions.

2.4.5 Team-Player Skills

More often than not, construction projects are executed by the project teams which comprises of the architects, engineers, Quantity Surveyors and the contractor. The project team members must share the vision to complete the project effectively and efficiently before the deadline. However, it is important to note that bringing people together will not automatically make them effectively work as a team. They have to be selected based on their skills and coordination.

Fostering productive team work among employees and partners of a firm helps the firm to succeed. Effective team work can benefit a company with improved communication, broader collaboration and a great sense of accountability to the group (Goubau, 2014). It was further stated that physically helping each other fairly distribute the workload, increases productivity, boost morale, and reduces the risk of injury.

According to Azmy (2012) some factors need to be focused on in order to improve team effectiveness on construction project performance. It was also found that team leadership is the most important factor in project change management. Others include, team relationship,

trust and values, team communication, team goals and objectives, team roles and responsibilities, etc.

2.5 Entrepreneurs in the Construction Industry

An entrepreneur is an individual who starts a new business and who is willing to take responsibility for all outcomes associated with a business. Entrepreneurs tend to think of new ventures that might sell goods or services and take the proper steps to gain funding, prepare necessary business processes, market and sell products (Kuratko, 2003).

2.5.1 Construction Entrepreneurs

A professional who acts as a construction entrepreneur is an individual who starts a new venture, and may develop new construction methods and practices, seek interested clients and gather funds to hire workers and purchase materials in the construction industry (Horta & Camanho, 2013).

According to Singh (2012), construction entrepreneurs are those who think of a business enterprise, initiate it, organize and combine the factors of production, operate the enterprise and undertake risks and handle economic uncertainties involved in running a construction company.

Harbison (1956) enumerated the following five functions of entrepreneurs in construction:

1. Exploration of the prospects of starting a new company
2. Undertaking of risks and the handling of economic uncertainties involved in business
3. Introduction of innovations / imitations of innovations
4. Coordination, administration and control
5. Supervision and leadership

Abd-Hamid et al. (2015) stated that for construction entrepreneurs to succeed and survive in their enterprises, they must focus on entrepreneurial orientation which is enabled by

appropriate entrepreneurial organization and should be driven by entrepreneurial competencies founded on entrepreneurial environments.

2.5.2 Women Entrepreneurs in the Construction Industry (WECI)

Women Entrepreneurs in the Construction Industry (WECI) has been specially defined by Sospeter *et al*. (2014) as owners of a firm who start, manage and develop firms to undertake construction activities in the face of risk and uncertainty for the purpose of generating profits.

Vijayakumar and Jayachitra (2013) defined women entrepreneurs as the woman or group of women who initiate, organize and operate a business enterprise. Consequently, it can be said that WECI are women who initiate, organise and carry out construction activities to generate income. They could also be defined as the owners of a construction firm or employees within a firm, carrying out construction activities in the face of risk and uncertainties in order to generate income (Kuratko, 2003; Singh, 2012; Yilmaz *et al.*, 2012; Sospeter *et al.*, 2014).

Women entrepreneurs perform all the functions involved in establishing an enterprise. These include idea generation and screening, determination of objectives, project preparation, product analysis, determination of forms of business organisation, completion of promotional formalities, raising funds, procuring men, machine and materials, and operation of business (Singh, 2012).

Buthelezi (2011) found that entrepreneurship presents an appropriate opportunity for women in construction and provides them with freedom to plan personal schedules to suit work and family demands, but because of the challenges they face some of which are: lack of access to funds and fair procurement, stiff competition, not been taken seriously, wanting to please everyone and letting fear stand in their way, their entrepreneurial potentials have not been fully realised and utilised (Vijayakumar & Jayachitra, 2013; Sospeter *et al.*, 2014).

The study on women entrepreneurship is gradually gaining intensity globally. Women are beginning to realise their entrepreneurial potentials and exploring them in their different fields. However, in the construction industry, very few studies have been done on women entrepreneurship. This is because entrepreneurship as well as the construction industry is a male domain (Ewere *et al.*, 2015).

To review the theory and practice of women entrepreneurs in the Tanzanian construction industry,Sospeter *et al*. (2014) found that fewer than 2% of 7,036 construction firms are owned by women and of 129 women entrepreneurs in the construction industry (WECI), 5 own large, 27 own medium and 68 own small construction firms. In the same vein, Verwey (2006), who carried out case studies on how women entrepreneurs in construction experience the entrepreneurial process and manage growth, also revealed that the percentage of WECI in USA is just above 30% and 22% in South Africa. No study so far has identified the percentage of WECI in Nigeria.

Jaafar, Othman, and Hidzir (2015) carried out a study on the role of the family in gender development of women construction entrepreneurs and revealed that the gender of WECI in Malaysia can be classified as masculine. They also found out that that majority of WECI have been raised in large families and grown up under authoritarian parenting style and having more than 2 siblings.

In the book, exploring women entrepreneurship in the construction industry, Buthelezi (2011) stated that there are specific skills that entrepreneurs must possess in order to operate and succeed in construction and engineering industries and these skills are communication skills, administration skills, financial skills and interpersonal skills. It was also concluded that WECI confront barriers because of their gender and that these barriers are a result of socialisation practices, educational experiences, family roles, and networking.

Several researchers have identified the under-representation of women in the construction industry and have recommended ways to improve their inclusion in the industry (Bagilhole, Dainty, & Neal, 2000; Adeyemi, Ojo, Aina, & Olanipekun, 2006; Adogbo, Ibrahim, & Ibrahim, 2015). However, entrepreneurship is yet to be proposed as one of the ways of improving women's participation in the industry.

2.5.3 Entrepreneurs in Professional Service Firms

According to Baschab and Piot (2005), entrepreneurs in professional service firms are experts who demonstrate characteristics that drive their businesses to succeed. They know their firm inside and out and continuously examine the organization closely and objectively. Since clients expectations are high and controlling costs are low, they are aware of all critical policies and procedures and demand that can be followed and consistently applied to enable their firm to operate efficiently. They are involved, proactive and always seeking innovations on how to exceed the industry best practises. Even when business appears to be running smoothly, they compare individual areas against competitors with an eye towards improvement.

2.5.3.1 Professional Service Firms

Consultancy firms are often regarded as "professional service firms". According to Ingawa (2010) professional service firms are firms that rely on the skills and experiences of their staff (who are highly educated, trained and experienced professionals) in their value creating activities. These professionals bring to the firms their skills, reputation, experience and good will. They are also responsible for key decisions and activities of the firm. The unique thing about professional service firms is that there is no tangible product to sell, rather the professionals get paid for rendering services on behalf of a client's need in the form of design concepts, management strategies, construction and production processes.

One of the definitions of professional service as provided in Baschab and Piot (2005) is that "Professional service means work rendered by an independent contractor who has a professed knowledge of some department of learning or science used by its practical application to the affairs of others or in the practice of an art founded on it, which independent contractor shall include but not be limited to lawyers, doctors, dentists, psychologists, certified registered nurse anaesthetists, veterinarians, architects, engineers, land surveyors, landscape architects, accountants, and claims adjusters". A profession is a vocation founded upon prolonged and specialized intellectual training which enables a particular service to be rendered. The word "professional" implies professed attainments in special knowledge as distinguished from mere skill.

2.5.4 Quantity Surveying Consultants

Quantity Surveying (QS) consultants are Quantity Surveyors professionals who own or manage QS consultancy firms. The Quantity Surveyor who is often referred to as a cost consultant, controls construction costs and gives cost advices as a financial expert in all matters relating to Building, Civil, and other Engineering projects (Surveyors, 2016).

According to the Canadian institute of Quantity Surveyors (CIQS), a professional Quantity Surveyor (PQS) has a detailed and comprehensive knowledge of construction and construction methods, as well as the laws relating to construction projects and accounting, in order to provide cost and financial advice may perform the following functions:

i. Prepare and evaluate construction and development tenders from information provided by architects, engineers and other design consultants and negotiate and award contracts to successful proponents.

ii. Manage, administer and co-ordinate all types of construction and development projects, including contracts and sub-contracts, construction progress schedules, cost control systems, and work measurement.

iii. Prepare, submit and manage progress invoices, valuation of changes and finalize contracts.

iv. Provide advice on construction cost and strategic planning to prospective to prospective owners, architects, engineers and public authorities.

v. Prepare and interpret tender documents, specifications, general conditions, and other parts and forms of contracts.

vi. Prepare and submit estimates for construction and development work.

vii. Provide commercial advice and support to construction and development project works.

viii. Conduct or participate in arbitration and court hearings.

ix. Research, negotiate and support dispute resolution activities.

x. Functions of a construction estimator certified professional.

2.5.4.1 Quantity Surveying Firms

A Quantity Surveying (QS) firm is one that provides cost management and quantity surveying services on a vast range of construction projects, including building, civil-engineering, industrial, infrastructure and major highway projects with the help of its professionals.

According to Ogbu (2015), the performance and survival of Quantity Surveying firms in Nigeria are linked to the firm owners'(mostly sole proprietors) characteristics which bear heavily on the organisation's strategies. Ogbu (2015) equally stated that QS firms' performance (which have been tagged as poor in Nigeria), could be possibly improved if they can adopt marketing strategies. However, some factors such as stringent code of ethics,

ignorance of the significance of marketing to professional practice, lack of marketing know-how, difficulty in the measurement of marketing performance among others, have deterred the adoption of marketing strategies by QS firms in Nigeria.

In the same vein, Yankah (2015b) is of the view that the confusion over the true meaning of marketing coupled with lack of a single universally accepted definition for marketing in the consulting industry might have caused its poor adoption. Yankah (2015b) also identified some factors responsible for the low utilisation of marketing by professional service firms (QS firms) which are: disdain of commercialism, professional code of ethics, equating marketing with selling, lack of in-house marketing expertise, professional limitation, lack of partner level acceptance of marketing as a legitimate business function, resource constraint, and engineer's paradigm.

2.6 Motivations to Entrepreneurship

The motivation for entrepreneurship results in what constitutes an entrepreneurial success. According to Buthelezi (2011) gender dimension is an important consideration in analysing men and women motivations to entrepreneurship. Although, similarities do exist between men and women's motivations for starting a new business, women are guided largely by female motives, such as the desire to balance work and family, and to have more flexible work schedules, whereas men are guided by their drive for achievements, independence and satisfaction (Manolova, Brush, & Edelman, 2008; Buthelezi, 2011; Kissinger, 2015).

Buttner and Moore (1997); Mallon and Cohen (2001) & Buthelezi (2011) stated that "the moves from organisational employment to self-employment are frequently based on a push/pull dichotomy". "Push factors" was classified as factors such as: unemployment, redundancy and the perceived increasing insecurity of organisational positions while "Pull factors" is about the supposed lure of independence, flexibility and choice on offer within the

discourse of self-employment. Economic globalisation has also encouraged many to explore entrepreneurship.

According to Ojong (2005) a business does not come into being on its own. It originates from people who desire to be self-employed, who see a need for a service or product in a society, and utilise that opportunity. It is commonly recognised that an individual's motives for seeking self-employment are numerous and diverse. Ojong (2005) also noted that entrepreneurs superficially share common areas of motivation for undertaking business ownership. Circumstances such as lack of opportunity for advancement or salaried employment also tend to push individuals into entrepreneurship.

The findings from Ukonu and Tafamel (2011) showed that there is push & pull factors for entrepreneurs motivations into entrepreneurship and these have been summarised below:

Push factors:

i. Unemployment: 11.9% of his respondents were unable to secure jobs either in private or government establishment
ii. Poor salary: 6.4% asserted that the salary they earned from their employment is not enough to cater for their needs
iii. Family support: 17.4% entered into business to support their husband's efforts.
iv. Retrenchment: 1.8% were affected by rationalization by the government
v. Not willing to be confined as a house wife: 10.1% said they were tired of waiting for their husbands to provide for their every need.

Pull factors:

i. Profit: 100% of his respondents believed that they entered into business to make money

ii. Increase in self-confidence: over 90% believed that their contributions to the society through entrepreneurial activities give them self-confidence
iii. Desire for autonomy: 17.4% of the respondents want to be their own boss
iv. Self-satisfaction: 22% were satisfied doing what they love and making money from it

Mallon and Cohen (2001); Cohoon et al. (2010) & Buthelezi (2011) described push factors as "factors such as unemployment, redundancy and the perceived increasing insecurity of organisational positions" and pull factors as the urge to undertake ventures with an inclination to start a business"

Hisrich and Brush (1984) & Stevenson (1990) noted that entrepreneurs are able to gain experience from past work roles. Buthelezi (2011) also noted that self-employed people's efforts to start businesses are more likely to react to pull motivation. It was also argued that push motivation is associated with higher failure rates than for pull motivators.

2.7 Construction Business Failures

According to Kissinger (2015) the fraction of construction businesses still in operation, five years after starting is only 52.3% and 36.8% for those less than one year. Construction has always been a challenging and competitive industry because it suffers, after retailing, the highest absolute number of VAT deregistration (Hall, 1994). The following are identified causes of construction business failure as reported by (Foust, 1989; Hall, 1994):

1. Inadequate cash flow
2. Incompetence which include:
   i. Living too high for the business
   ii. Non-payment of taxes
   iii. Inadequate knowledge of pricing
   iv. Inadequate planning

v. Inadequate knowledge on financing

vi. Poor experience in record keeping

vii. Poor credit granting practice

3. Lack of managerial experience which is seen in:

   i. Inadequate borrowing practice

   ii. Too rapid / over expansion (taking on more work than can handle)

4. Inadequate experiences in line of goods or services which are:

   i. Carrying out inadequate inventory

   ii. Poor knowledge of suppliers

   iii. Wasted advertising budget

5. Not having a business website

6. Inability to win new jobs

7. Neglect, fraud and disaster

8. Family pressure on time and money commitments

9. Wrong location of the company

10. Lack of market awareness

11. Poor growth

12. Lack of a clear focus.

Dun and Bradstreet, (1984) stated that 92% of all construction business failures occur because of mismanagement in some form or the other while the remaining 8% is generally considered insignificant and classified as failure due to reasons unknown, fraud, neglect, or disaster. Furthermore, Foust (1989) identified other list of problems that are not controllable by a firm's management but could lead to default or bankruptcy. They are:

i. An economic downturn

ii. Labour difficulties

iii. Material shortages

iv. Death of a key person

v. Bad weather and

vi. Fraudulent activities

It was later concluded by Foust, (1989) that, many of the causes for failure that appear to be non-management related are actually management related because the other identified factors are all responsibilities of the management.

According to Kissinger, (2015) "unrealistic growth'' was cited as the leading reason for construction business failure, according to The Surety & Fidelity Association of America (SFAA), which conducted the survey in 2014. It was found from his study that "unrealistic growth" topped the lists of construction business failures then came "performance issues,'' then accounting issues, management issues and character issues as the reasons for their failure. Even companies that have been in business for fifty years can fail. History has proven that old companies can fail just like new ones.

2.8 Challenges experienced by Construction Entrepreneurs

Entrepreneurs face numerous challenges, right from applying for registration, obtaining construction permits, getting electricity and registering property to paying taxes, to mention a few Mcintyre (2007). These can be over whelming and have serious effect on the sustainability of the business. Generally, entrepreneurs face similar challenges in spite of the industry involved like: impatience, the belief that money is all you need, raising capital, going big too soon, debts, poor communication skills and unwillingness to learn (Kissinger, 2015).

However, in the construction industry, these challenges exist for the construction entrepreneurs as stated by (Foust, 1989; Dun & Bradstreet, 1992; Hall, 1994; Mcintyre, 2007):

i. Lack of entrepreneurial training
ii. Under-representation of women entrepreneurs
iii. Financing difficulties at start-up stage
iv. Lack of access to business information
v. Lack of marketing and management skills
vi. Increasing legal requirements
vii. Risks posed by the business environment

2.9 Barriers to the Adoption of Entrepreneurial Skills

Yankah (2015b) investigated the underlying barriers to the adoption of marketing in QS firms. They were classified as external environmental factors and internal generated factors. The internal factors are "resource-associated" which occurs as a result of the firm's limitations to acquire them whereas the external factors are those beyond the firm's control.

Some of the barriers listed below were identified in previous studies as barriers to marketing in construction professional firms. However, this study will be adopting these barriers as the factors limiting entrepreneurial skill since marketing skill is among the skills been explored and literature available on the other skills are scarce in order to assess the extent to which the barriers equally affect the other skills apart from marketing.

The external barriers are: Stringent code of ethics, disdain of commercialism, Engineer's paradigm, Professional limitation. The internal barriers are: Insufficient skill know-how, Resource constraints, and difficulties in measurement of skill performance.

2.9.1 Stringent Code of Ethics

According to Ogbu (2015), stringent code of ethics was identified as one of the factors hindering the adoption of marketing strategies by QS firms in Nigeria. Ogbu (2015) opined that the attitude of the early professionals that "we are not in business but simply responding to our peers' request for services" which has been passed down to generations of construction professionals has affected marketing in practice more than those actually set by the professional code of conduct. It was further argued that marketing is meted out with levity in the Nigerian QS firms because members of NIQS are expected to be modest about their personal achievements in all publications and avoid direct solicitation of interest and other activities calculated at getting jobs irregularly, and finally recommended a re-examination of marketing-related NIQS code of conducts in order to possible ethical impediments to marketing by its members. Jaafar *et al*. (2008) reported that the action of some professional associations to ban the use of marketing activities such as advertising, direct solicitation and referral commission has led to the limited use of effective marketing strategies.

Olatunji, Oke, Aghimien & Ogunwoye (2016) found that there is a high level of awareness of the NIQS code of ethics, but not all practising QS firms in Nigeria are implementing them in their day to day activities because of the present economic situations within the country and other external pressures.

2.9.2 Disdain of Commercialism

Commercialism as defined by Collins (1995) is the practice of making a lot of money from things without caring about their quality. Yankah (2015b) stated that although there is a growing need for greater commercialization of professional services as a result of the stiff competition in the market, professional service firms are reluctant to pursue effective marketing programmes because they prefer to portray that they are motivated by service to their clients than the money they receive for providing services.

2.9.3 Engineer's Paradigm

Richardson (1996) stated that engineer's paradigm is a hurdle that needs to be overcome for effective adoption and implementation of marketing and other skills in the construction industry. The dominance of management by the engineers has resulted in the limited use of strategic management by the other professionals as observed by (Seymour & Rooke, 1995).

2.9.4 Professional Limitation

Yankah (2015b) noted that the professional education and training of construction professionals does not include marketing and consequently limited their marketing management techniques. Yisa *et al*. (1995) also noted this shortcoming and stated that marketing in the construction industry lacks adequate literature compared to the industry's core areas like estimating and construction management. As a result, the professionals abilities to adopt marketing management strategies and other business strategies that could possibly enhance their firms growth is been limited.

2.9.5 Insufficient Skill Know-how

Some construction professionals cannot appraise their business skills because attending to client's needs and meeting project's deadlines are given more priority than the skills needed to grow the business which is usually a long-term process Abd-Hamid *et al*. (2015). This was confirmed by the findings of Yankah (2015a) who observed that majority of the QS firms used in his study used their technical employees to manage their marketing functions in addition to their core functions because the firms were not able to employ marketing professionals due to their limited budget. Consequently, poor marketing management functions will be expected since the marketing skill of those engaged is low due to the nature of education and training of Quantity Surveyors.

2.9.6 Resource Constraint

Yankah (2015a) noted that resource constraint was a major barrier to the adoption of marketing because it compelled the construction professionals to on their production efficiency than on marketing. Jaafar *et al*. (2008) explained that because of the low consultation fees charged by construction professionals, the firms are not able to allocate adequate funds to support entrepreneurial activities nor able to employ external experts for consultations.

2.9.7 Difficulty in Measurement of Skill Performance

This is another resource-associated barrier. Since skill performance is not a core competency of construction professionals, there is need for external professionals to be employed to conduct skill performance measurements in the firms routinely. The results of this exercise should assist the construction professionals to pay more attention on adopting the needed skill to enhance the survival of their firms. But due to resource constraints of the firms, this exercise is scarcely heard of in the construction industry especially in consultancy firms.

Raiz (2014) lamented on the financial predicaments facing most construction professional firms due to their poor adoption of financial skills. These could have been remedied if skill performance measurements are conducted routinely in the firms.

2.10 Business Strategies Enabling the Adoption of Entrepreneurial Skills

2.10.1 Reactive Management

Mindtools (2016) defined reactive management as a situation in which a business person cannot or did not plan ahead for problems or opportunities but instead reacts to them as they happen. This keeps the individual a step behind as enough time was not given to look ahead or pre-empt problems.

2.10.2 Proactive Management

According to Mack (2016), proactive business owners do not wait for success to come to them. Instead, they deal with expected difficulties in advance. They identify potential causes for loss well in advance so as to address them before harm occurs, as well as grab opportunities before they even materialise. Proactive managers are risk takers and risk taking is an essential skill for entrepreneurs.

Cunningham (2014) asserts that among the obligations of a Quantity Surveyor to his client, is the ability to take proactive decisions in order to provide a good value of money to his client. The QS' roles in projects are vital because if anything goes wrong with the budget or cost, it will jeopardize the entire project therefore they are trained to take proactive measures in projects appraisal, cost planning and procurement, and the eventual construction and completion of projects.

2.10.3 Management of Cash-flow

Nkado (2000) stated that cash-flow management is an optional competency requirement of Quantity Surveyors. By monitoring the progress of projects and the costs associated with each stage and tracking the various activities, Quantity surveyors are able to identify and project cash flow for the project to allow better management of funds made available for the project. The adoption of financial skill will provide the ability to manage their profits and expense.

2.10.4 Pricing and Bidding Strategy

Bidding strategy can be described as a "decision by a firm on which work to price for and the level of profit to incorporate in order to successfully secure the project and maintain the businesses financial security" (Ukessays, 2015). Adoption of financial skills provides the

construction professionals with ability to out-smart tough competitors with a good pricing /bidding strategy.

2.10. 5 Identifying Customers

The adoption of marketing skills provides the professionals with the ability to identify potential customers and retain them. Furthermore, it will help the professionals to keep up with their clients changing needs. However, in today's digital age that the arena has shifted to the web, construction professionals are handicapped to suss for clients via the web as this is against the professional code of ethics. Ojo (2011), identified good client relationship, professional contract and location of firms as effective marketing strategies adopted by construction professionals in Nigeria.

2.10.6 Employing the Best Hands

This improves the quality of work force of professional firms. The ability to identify skills in people, engage and train them is a unique ability of entrepreneurs. Construction professionals are able to do this when they adopt entrepreneurial skills in their firms.

2.10.7 Insurance Strategy

Risk is common in construction projects, especially creating uncertainties that may eventually increase cost and negatively impact the delivery of projects. That explains why construction professionals are now adopting risk management strategies to reduce uncertainties found in construction projects.

2.10.8 External Consultations

A good marketing/communication skill comes in handy for external consultations. External professionals need to be employed as the matter arises for special consultations on issues outside construction. Construction professionals need to know how to engage external consultants when necessary.

2.10.9 Diversification of Business

Due to the nature of construction works which is seasonal, construction professionals may have to find other works within the industry they can do to keep afloat. A great deal of entrepreneurial skills will be needed to achieve this, especially team-player skills.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Research Design

Triangulation (mixed methodology) as a research approach was adopted for the two phases of data collection which was suitable as the research method used for this research. The reason for adopting this approach was the need to incorporate the strengths of both quantitative and qualitative approaches while balancing the shortcoming in order to get an in-depth understanding of the issue being addressed in the study. This reason is justified by Adogbo *et al.* (2015) who observed that the adoption of a qualitative approach is important to compensate for the limitations of using a quantitative approach to study human behaviour.

3.2 Study Population

The study population consisted of all eligible, consenting and practising QS firms in Kaduna state that are above 10 years old. This was to determine if the firms had survived beyond the 10 years failure "bench mark years" as a result of the adoption of the entrepreneurial skills been assesses in this study. It was found that there are 25 registered QS firms in Kaduna that are above 10 years old identified from the list of registered and practicing QS firms in Nigeria which can be found in appendix III.

3.3 Study Sample

The sample size for this study was 34 QS consultants which were gotten from the 25 registered QS firms that are above 10 years old in Kaduna because some of the firms had more than one partner. 12 of the QS consultants were available for the interview session.

3.4 Sample Selection

The subject of focus are QS consultants who own or work with registered and practising QS firms that are above 10 years old and with 1-10 employees in Kaduna State. Kaduna State reportedly has the largest number of registered old QS firms in Nigeria as can be seen in the list provided by Quantity Surveying Registration Board of Nigeria (QSRBN) in appendix III.

Kaduna State is a state central northern Nigeria. Its capital is Kaduna. The state provides the meeting point of the earliest histories of Nigeria. There are twenty-three (23) local government areas in Kaduna state and about sixteen (16) notable educational institutions including the renowned Ahmadu Bello University (ABU) Zaria. Further investigations made at the course of this study revealed that:

1. Ahmadu Bello University (ABU) Zaria was the first institution in Nigeria to offer a degree in Quantity Surveying. Hence, due to proximity of Zaria to Kaduna, it was believed that some of the ABU QS graduates, who had interest in entrepreneurship, started their QS firms in Kaduna State.
2. Most of the construction projects in the 80's and early 90's were executed in Kaduna state and other northern suburbs (especially during the emergence of new generation banks and other similar financial institutions). The chances were that clients patronised consultants who were practicing in the state.
3. Kaduna State was also a convenient location then with good road networks and efficient transportation system enabling clients and consultants who lived outside the state to monitor and manage their sites with little or no stress.

These observations further justified the selection of Kaduna State as the location for this study.

3.5 Data Collection Instrument

A well-structured questionnaire was used to elicit information from the respondents. Questionnaire survey was adopted in this study to allow each respondent the opportunity to provide anonymous feedback on their experience of the information being sourced which helped to identify issues that merit further exploration using qualitative methods. As observed by Kotari (2004), questionnaire survey is best suited when investigating sensitive questions to obtain feedback anonymously from respondents quite quickly. The reason for adopting a structured questionnaire type was the need for better and more accurate analysis of data using software packages like the Statistical Package for the Social Sciences (SPSS) which was used to compile and analyse data collected in this study. The questionnaires were delivered to the 34 QS consultants in hard copy and sufficient time was allowed to properly complete them.

The second phase of data collection was done by a follow up interview sessions with 12 of the owners/principal partners of the QS firms visited. This was to allow more detailed questions about the study to be asked in order to get better clarification of some questions raised in the course of this study and gather other useful information relevant to the research problem which was not well-articulated in the questionnaire.

3.5 Development of Questionnaire

The questionnaire was developed from the literature review and contained questions relevant to the research problem. It was made of 5 sections. Section A, B, C, D and E. Section A contained the personal information of the respondents, Section B, the firm's information of the respondents, Section C focused on ascertaining the entrepreneurial skills of the QS entrepreneurs, Section D identified the barriers to the adoption of entrepreneurial skills by the QS entrepreneurs and finally, Section E evaluated the impacts of the adoption of entrepreneurial skills on the growth of QS firms.

3.6 Measuring Criteria

The criteria used for measurement in this study composed of structured questionnaires. The questionnaires were used to gather all relevant information required for this study and it was phrased in English. Participants were requested to complete a set of questionnaires which comprised of five (5) point Likert-type questions in Sections C-E. Permission was also obtained from the respondents to indicate their willingness to participate in the study and they were assured that the information they provide will be treated as confidential and that the results will only be used for this research purpose.

3.7 Tool for Analysis:

Descriptive statistical method was used to interpret and analyse the data collected. Data collected were analysed using means, standard deviation and rank. For tests of significance of some variables, Chi-Square and Pearson's correlation tables were used. When the P value is less than or equal to ($\leq$) 0.05, it shows a significance, while the reverse is the case when the P value is greater than or equal to ($\geq$) 0.05. Frequency tables were also used to make conclusions and recommendation at the end of the study.

CHAPTER FOUR

4.0 DATA PRESENTATION, ANALYSIS AND DISCUSSION

Thirty four (34) QS consultants from twenty five (25) Quantity surveying firms of different sizes within Kaduna State were involved in this study. Apart from the responses to the questionnaires issued, an interview was conducted with 12 of the principal partners/owners out of the 34 respondents.

The demographic characteristics of the respondents are presented in tables of frequencies and percentages. The rest of the chapter is conducted along the study objectives. The questionnaire used for the data collection has been attached as Appendix I while the guide to interview questions as appendix II.

4.1 Demographic Characteristics of Respondents

The selected demographic variables of the respondents were Gender, Highest academic qualification, Years of experience as a QS entrepreneur, Type of business ownership, Path to business ownership, Source of initial capital, Age and Size of the firm.

Table 4.1: Demographic Characteristics of Respondents

S/N	Variable	Options	Frequency (No)	Percentage (%)
1.	Gender	a) Male	32	94.1
		b) Female	2	5.9
2.	Highest Academic	a) PhD	2	5.9
	Qualification	b) MSc	11	32.4
		c) PGD	8	23.5
		d) BSc	10	29.4
		e) HND	3	8.8
3.	Type of Business	a) Sole Proprietorship	4	11.8
	Ownership	b) Partnership	29	85.3
4.	Path to Business	a) Founded Company	13	38.2
	Ownership	b) Purchased Company	4	11.8
		c) Joined later as Partner	17	50.0
5.	Source of Initial	a) Personal Savings	29	85.3
	Capital	b) Borrowed from Friends	4	11.8
		c) Bank	1	2.9
6.	Age of Firm	a) 11-15 years	8	23.5
		b) 16-20 years	11	32.4
		c) Above 20 year	16	44.1
7.	Firm Size	a) 1-10 Employees	22	64.7
		b) 11-20 Employees	11	32.4
		c) 21-50 Employees	1	2.9

Source: Field survey (2016)

Table 4.1 revealed that 32 or 94.1% of the firms involved in the study had male consultants while 2 or 5.9% had female consultants. This implies that most of the firms were managed by male consultants in the study area.

This finding affirms the position from the literature on the underrepresentation of women in the construction industry as observed by:Dainty & Lingard (2006), Verwey (2006), Sospeter *et al.* (2014), Adogbo *et al*. (2015). Adogbo *et al*. (2015) reported that this is the trend in practice: few female students are enrolled in construction disciplines, fewer graduates and a smaller number are attracted to pursue their carriers in the disciplines. Therefore, the low percentage of female consultants found in this study is been justified.

Respondents Business Ownership

Table 4.1 shows only 4 (11.8%) of the firms were operated as sole proprietorship business. Those operated as Partnership were 29 (85.3%) and none were operated as a consortium.

The classification therefore reveals that most of the firms were operated as partnership in the study area. It is not surprising that majority of the firms are operated as a partnership because according to Ogbu (2015), competition in the Nigerian construction market is on the hike as client expectations are becoming more complex and there is increased population of professionals. Hence, in order to keep afloat, QS consultants mostly operate as partnership instead of operating alone to increases their chances of survival.

Ownership of Firms

Table 4.1 revealed that 13 (38.2%) of the firms were founded by the owner of the firms while 4 (11.8%) were purchased. Those who joined the firms later as a partner were 17 (50.0%) which constituted half of the sample size. This can be surmised that out of every 10 QS consultants found, 5 are likely to be partners.

Source of Initial Capital for Establishing Firm

Table 4.1 shows that most (29 or 85.3%) of the firms were sourced through personal savings of the owners. But 4 (11.8%) of the respondents said they borrowed from friends to establish/join their firms while 1 (2.9) of the respondent said he borrowed from bank to establish/join the firm. This could explain the dominance of partnership/partners found in the firms. Possibly, resources constraint is a major challenge to the respondents in establishing their firms hence, majority of them opted for partnership with their personal savings.

Age of Respondents firms

Table 4.1 reveals that firms that have been in operation between 11 and 15years were 8 (23.5%) while 11 (32.4%) have been in operation for about 16 to 20years. Those who have been in operation above 20years were 15 (44.1%). This shows that the firms met the required criteria for this study and had exceeded the years where business failure rate is said to be highest for construction professional firms. Mcintyre (2007), reported that the construction industry experiences highest firm mortality rate at 10years with only 34.8% of new firms reaching their fifth year anniversary.

Respondents Sizes of firm

Table 4.1 revealed that most of the firms (22 or 64.7%) have between 1 and 10 employees while 11 (32.4%) of the firms have between 11 and 20 employees. Only 1 (2.9%) of the firm has between 21 and 50 employees. The distribution reflects that QS firms are mostly micro firms. This observation is similar to (Yankah, 2015a) who equally observed only 13.3% of the 45 Quantity Surveying Consultancy Firms surveyed in Ghana are large firms (that is having more than 25 employees).

Respondents Academic Qualifications

Table 4.1 also shows that respondents with doctorate degree were only 2 (5.9%) of the total while 11 (32.4%) had Master degree and 8 (23.5%) had Post Graduate Diplomas as their highest academic qualifications. Those with Bachelors of Science and Higher National Diploma were 10 (29.4%) and 3 (8.8%) respectively.

The classifications show that the respondents have basic educational qualification prior to becoming consultants. Another observation made was that 61.8% of the respondents had higher academic qualifications as against 38.2% who had only first degrees. So a test of significance was conducted to show if there is any significant difference in the academic qualification of respondents to the adoption of entrepreneurial skills.

Table 4.2: Test of Significance of Academic Qualification to Adoption of Entrepreneurial Skills

Entrepreneurial skills	Chi-square test
Marketing skills	0.246
Financial skills	0.483
Communication skills	0.429
Management skills	**0.029**
Team-player skills	0.294

Source: Field survey (2016)

Table 4.2 showed that the adoption of entrepreneurial skills is not a function of academic qualification. However, it can be surmised that those with higher academic qualifications may have better chances of adopting management skills more than those with only first degrees because of the significant statistical difference observed in the academic qualification of respondents to their adoption of management skills.

Yankah (2015a), equally observed that only 18% of the 45 QS respondents in Ghana had education and training that are management related while the remaining 82% had technical training. This emphasises the need for the industry to pay more attention to management-related training of its professionals. The importance of education and management to growth of construction professional firms was also stressed by (Hisrich & Peters, 1998; Verwey, 2006).

4.2 Level of Adoption of Entrepreneurial Skills in QS firms

Table 4.3 presents the opinions of the respondents on the extent they have adopted entrepreneurial skills in operating their firms.

Table 4.3: Opinions of the Respondents on the Adoption of Entrepreneurial Skills

Entrepreneurial Skills	5	4	3	2	1	Mean	SD	Rank
Marketing	**12**	**16**	**5**	**0**	**1**	**4.12**	**.880**	**4**
Financial	**22**	**7**	**4**	**0**	**1**	**4.44**	**.927**	**3**
Communication	**26**	**6**	**1**	**0**	**1**	**4.65**	**.812**	**2**
Management	**28**	**5**	**1**	**0**	**0**	**4.79**	**.479**	**1**
Team-player	**18**	**8**	**5**	**0**	**3**	**4.12**	**1.225**	**4**

Source: Field survey (2016)

5= Great extent, 4= Fair extent, 3= little extent, 2= Negligible, 1= Not sure

Table 4.3 shows that on the adoption of the entrepreneurial skills, all the respondents affirmed their usage though they might not have paid serious attention to them as independently stated in this study.

4.2.1 Marketing Skill

The rate of adoption of marketing skill compared to the other skills assessed in Table 4.3 was relatively low. 12 (35.3%) of the respondents said that they adopted it to a great extent while

16 (47.1%) adopted it to fair extent. This finding agrees with the reports of Jaafar *et al.* (2008), Ogbu (2015), Yankah (2015a) who respectively stated that "marketing" which is an important entrepreneurial skill for construction professionals, has not been fully understood in the context of the construction industry especially in quantity surveying consultancy firms.

4.2.2 Management Skill

This was rated as the most important entrepreneurial skill needed for the survival and growth of QS firms. Table 4.3 shows that 28 out of 34 of the respondents rated its usage to a great extent with a mean of 4.79.

This outcome agrees with the findings of Nkado (2000) that management is a core competency of Quantity Surveyors.

4.3 Barriers to the Adoption of Entrepreneurial Skills by QS Consultants

The assessment of the barriers to the adoption of entrepreneurial skills by the QS firms was done by soliciting for the respondents' opinions on the guiding policies for practising firms, the know-how of these skills, their attitude towards commercialisation and the adequacies of the required resources both financial and human for the effective operation of the firms. The selected constraints were grouped into external (out-of-firm factors) and internal (with-in the firm factors).

Table 4.4 shows the opinions of the respondents on the extent to which each of the selected constraints constituted barriers to their adoption of entrepreneurial skills.

Table 4.4: Opinions of Respondents on the Barriers to the Adoption of Entrepreneurial Skills

	Barriers to entrepreneurial skills	5	4	3	2	1	Mean	S.D	Rank
External	Stringent code of ethics	10	10	7	5	2	3.62	1.231	3
	Disdain of commercialism	4	12	11	3	4	3.88	1.094	2
	Engineer's paradigm	4	13	8	5	4	3.21	1.409	7
	Professional Limitation	8	8	6	7	5	3.26	1.163	5
Internal	Insufficient skill know-how	11	14	4	4	1	3.24	1.208	6
	Resource constraint	16	8	5	2	3	3.94	1.301	1
	Difficulty in measurement of skill performance	9	8	8	5	4	3.38	1.349	4

Source: Field survey (2016)

5= Extreme, 4=Fair, 3=little, 2=Negligible, 1=No influence, SD: Standard Deviation

4.3.1 External Barriers

Externally, the hierarchy of constraints to the adoption of the skills are disdain of commercialism with a mean of 3.88 and stringent code of ethics imposed by the professional body with a mean of 3.62. These barriers were rated neither fair nor little by the respondents.

It was gathered from the perspective of respondents in the interviews, that stringent code of ethics by the professional body was regarded as a major barrier to their adoption of

entrepreneurial skills. The interviewees opined that the professional code of conduct of the NIQS & QSRBN does not allow them to seek for clients as they would have desired. Therefore, they overcome this shortcoming by indirectly marketing their services through the maintenance of a good relationship and trust with their clients (past and present) who eventually get referrals for them in the long-run.

Other external barriers to the adoption of entrepreneurial skills suggested by the interviewees are: the lack of awareness of the profession by the public as seen in the poor patronage by the private sector.

4.3.2 Internal Barriers

From the expressed opinions of the respondents in Table 4.4, resource constraint was the highest rated barrier to the adoption of entrepreneurial skills. 16 (47.1%) of the respondents stated that resource constraint limited the adoption of entrepreneurial skills to a great extent while 8 of the respondents said it limits the adoption of the skills to a fair extent. Other internal barriers were difficulty in measurement of skill performance and in sufficient skill know-how which also posed as barriers to the adoption of the entrepreneurial skills.

Ineffective management of resources was also observed as an additional internal barrier from the responses of the interviewees which they opined to have a major limiting effect to their firm's ability to finish projects within the approved budgets. It was also gathered from the interview session that some firms do not set organizational goals which would have been used to assess the impacts of the adoption of these skills.

4.4 Impacts of Adopting Entrepreneurial Skills on the Growth of QS Firms

Each entrepreneurial skill has business strategy features which can be adopted directly or indirectly. The evaluation and opinions of the respondents on the growth of QS their firms as a result of these strategies are presented in Table 4.5.

Table 4.5: Impact of Adopting Entrepreneurial Skills on the Growth of Firms

Entrepreneurial Skill	Business Strategies	5	4	3	2	1	Mean	S.D	Ra
Management Skill	Proactive management	26	7	1	0	0	4.74	.511	1
	Reactive management	14	12	4	3	1	4.03	1.087	7
Financial Skill	Management of cash flow	20	11	3	0	0	4.50	.663	2
	Pricing/ bidding strategy	20	9	5	0	0	4.44	.746	4
Marketing Skill	Identifying customers	10	18	3	3	0	4.03	.870	7
	Employing the best hands	21	9	3	1	0	4.47	.788	3
Marketing/ Financial Skill	Insurance strategy	9	9	13	3	0	3.71	.970	8
Communication Skill	External consultations	14	10	9	1	0	4.09	.900	5
All entrepreneurial Skills	Diversification of business	15	11	5	1	2	4.06	1.127	6

Source: Field survey (2016)

5=Great extent, 4=Fair extent, 3little extent, 2= Negligible, 1=No influence, S.D= Standard Deviation, Ra= Rank

4.4.1 Impact of Management Skill

It was earlier observed that a good management strategy will result to better business growth. This was confirmed in Table 4.5 where 26 respondents opined that the adoption of management skills resulted in their ability to take proactive actions which has improved their firm's growth to a great extent.

As a reflection of the importance of this skill, 14 of the respondents also opined that it helped them in taking reactive action which equally contributed to the growth of their firms to a great extent. Other indirect management strategies mentioned during the interview sessions are: maintaining good interaction and conduct with clients especially those in connection with top Government officials since business patronage is mostly from the public sectors in Nigeria, keeping a small firm size in order to manage resources effectively and make room for growth, and giving some employees room to showcase his skills by solely handling smaller projects.

4.4.2 Impact of Financial Skills

The adoption of financial skills in terms of cash-flow management and pricing/bidding strategy also received a high rating. Twenty (20) of the respondents attested to the fact that the management of their cash-flow resulted to the growth of their firms to a great extent while eleven (11) of the respondents indicated that the impact was to a fair extent. Only 3 of the respondents believed the impact was to a little extent but none had a contrary opinion on the impact. This pattern of impact was equally observed in the pricing and bidding strategy where only 9 respondents reported that the impact was to a fair extent, 5 to a little extent, none had a different opinion.

4.4.3 Impact of Marketing Skills

On the impact of adopting marketing skills, the respondents developed the ability to identify customers, employ good hands and insure their clients which significantly contributed to the growth of their firms. Ten (10), twenty-one (21) and nine (9) respondents respectively opined that the impact was to a great extent while eighteen (18), and nine (9) believed it was to a fair extent respectively.

Some interviewees opined that the adoption of marketing skill has enabled them to easily identify potential clients while interacting. One interviewee indicated that he ensures that his employees are constantly trained and that has presented a positive image of his firm which have attracted potential clients. Another indirect way that some of the consultants market their services is by dealing honestly with their clients who in turn makes recommendations for them at the long-run.

4.4.4 Impact of Communication Skills

This was believed to help the respondents make better external consultations. Fourteen (14) of the respondents were of the view that the impact of communication skill on the growth of their firm was to a great extent while ten (10) indicated that it was to a fair extent. The remaining nine (9) indicated to a little extent. None of the respondents believed that adoption of communication skill had no impact on the growth of their firms. On the adoption of communication skill some interviewees opined that it has helped them to understand their clients and employees better which have fostered positive interactions between them and helped to meet project goals.

4.4.5 Impact of Team-Player Skills

The adoption of all these skills enabled the respondents to easily diversify their business, incorporating other lucrative businesses within the industry to keep afloat when there are no consultancy works available. To be able to do this effectively, a great deal of team-player skill is especially needed, because working as a team yields immense results which brings about a growth in business.

4.5 Synthesising the Response Strategies for the Adoption of Entrepreneurial Skills in QS Firms

The purpose of articulating a response strategy in this study is to provide a structure that shows how QS consultants can adopt entrepreneurial skills with every detail that needs to be considered in the adoption of each of the skills. The response strategy has been synthesised based on the results and opinions of the respondents in this study.

4.5.1 Marketing Skills

The strategies for adopting this skill are:

i. Deal honestly with your clients and maintain a cordial relationship with them
ii. Insure your client on every project
iii. Employ good staff and keep training them
iv. Easily identify potential customers (clients) when interacting with people

4.5.2 Financial Skills

The strategies for adopting this skill are:

i. Develop a good pricing/bidding strategy to out-smart other potential winners
ii. Develop a good cash-flow management skill
iii. Complete projects within their budgets and schedules

4.5.3 Management Skill

For management skills, the entrepreneurs should:

i. Take proactive actions before problems arise
ii. React immediately to counter the problems when they arise
iii. Establish contacts with people in top management positions and maintain them
iv. Set business goals
v. Keep a small firm size
vi. Constantly develop your skills through trainings

vii. Giving some employees room to showcase his skills by solely handle smaller projects by themselves.

4.5.4 Communication Skill

The strategies are:

i. Make external consultations when the need arises

ii. Articulate your points clearly in presentations

iii. Be a good listener to your clients, colleagues, contractors and other people working with you on a project

4.5.5 Team-player Skill

i. Partner with people who understand and share your vision

ii. Diversify your horizon

iii. Engage your employees with tasks and document the progress of each task from start to completion

CHAPTER FIVE

5.0 SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary of Findings

The findings from this study are:

i. The adoption of entrepreneurial skills by QS consultants in Kaduna State is quite significant which had tremendous impacts to the survival of most of the QS firms in the study area. This affirms the position of literature that the adoption of entrepreneurial skills enhances survival and growth of Quantity Surveying firms.

ii. Management skill was adopted to a great extent by majority of the QS Consultants more than the other skills which proves that "management" is a core competency of Quantity Surveying.

iii. Marketing skill was among the least adopted skill which equally affirms the position of literature that "marketing" has not been fully understood in the context of Quantity Surveying firms.

iv. Disdain of commercialism and resource constraints posed as major barriers to the adoption of the entrepreneurial skills externally and internally respectively.

v. Most of the firms have an indirect way of adopting some of the entrepreneurial skills so as not to offend the professional code of ethics.

5.2 Conclusion

The direct or indirect adoption of entrepreneurial skills by QS consultants is of paramount importance in the light of the stiff competition in the profession. While the adoption of the entrepreneurial skills asseseeed may not be the only ingredient needed for the growth of QS firms, they were instrumental to the survival of the firms above 10 years in the study area.

5.3 Recommendations from this Research

i. It is recommended that QS consultants adopt proactive and reactive management strategies, cash-flow management strategies, pricing and bidding strategies, insurance strategies and business diversification strategies in order to keep afloat amidst intense competition in the industry and turbulent economic crisis in the country.

ii. There is need for constant upgrading of skills by QS consultants in order to remain relevant in the profession.

iii. There is equally a need for the professionals to correct the "disdain of commercialism syndrome" so that QS consultants can put on their "business thinking caps" to strategize new ways of surviving in business.

Area For Further Study

Similar studies should be conducted nationwide to obtain and compare results from other States.

Future research should also focus on training QS consultants on how to maximise digitalization and the social media for marketing purposes within the professional code of ethics.

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Appendix I

RESEARCH QUESTIONNAIRE
ASSESSMENT OF ENTREPRENEURIAL SKILLS OF QUANTITY SURVEYING CONSULTANTS

Department of Quantity Surveying,

Faculty of Environmental Design,

Ahmadu Bello University,

Zaria.

June, 2016.

Dear Respondent,

It has been established in literature that Quantity Surveying Consultancy firms in Nigeria perform poorly while others struggle to survive. Why are QS firms finding it difficult to thrive in a competitive open market environment like Nigeria? Do QS firms adopt entrepreneurial skills in the management of their business?

This study is aimed at providing answers to this question by assessing the use of entrepreneurial skills in QSCFs with a view to developing a framework for the adoption of entrepreneurial skills by QSCFs.

Please, I humbly request for your contribution to the success of this research by completing the attached questionnaire. Be assured that all your responses and contribution, will be treated as STRICTLY CONFIDENTIAL and will only be used for academic purposes. Please answer all the questions as objectively and honestly as possible.

Thank you in anticipation.

Yours Faithfully,

Ekweani Chioma Precious.

ekweanichioma@gmail.com

Personal information:

Please tick [√] where appropriate.

1. Gender: A. Male [ ] B. Female [ ]
2. Highest academic qualification: A. PhD [ ] B. MSc [ ] C. PGD [ ] D. BSc [ ] E. HND [ ] F. OND [ ] G. O Level [ ] H. Primary [ ]
3. Years of experience as a construction entrepreneur: A. 1-5 years [ ] B. 6-10 years [ ] C. 11-15 years [ ] D. 16-20 years [ ] E. Above 20 years [ ]

Company Information:

Please fill in the blanks spaces and tick [√] where appropriate

1. Location of business: ……..
2. Type of business ownership:(a) sole proprietorship [ ] (b) partnership [ ] (c) corporation
3. Path to business ownership: (a) founded the company [ ] (b) purchased company [ ] (c) joined later as a partner [ ] (d) others, please specify ……
4. Source of initial capital: (a) personal savings [ ] (b) borrowed from friends and family [ ] (c) Bank loan [ ] (d) others, please specify ……
5. How old is your company? ……(a) 1-5 years [ ] (b) 6-10 years [ ] (c) 11-15 years [ ] (d) 16-20 years [ ] (e) above 20 years [ ]
6. What is the size of your firm in terms of number of employee: (a) 1-10 employees [ ] (b) 11-20 employees [ ] (c) 21-50 employees [ ] (d) above 50 employees [ ]

Section C: Ascertaining the Entrepreneurial Skills of Quantity Surveying Entrepreneurs

This section aims to ascertain whether QSCFs adopt entrepreneurial skills in the management of their businesses. Please, indicate to what extent you have adopted these skills in delivering your services.

1= Great extent, 2= Fair extent, 3= little extent, 4= Negligible, 5= Not in use.

	Entrepreneurial Skills	**1**	**2**	**3**	**4**	**5**
1	Marketing skills					
2	Financial skills					
3	Communication skills					
4	Management skills					
5	Team-player skills					

Section D: Barriers to Adoption of Entrepreneurial Skills in Quantity Surveying Firms

The essence of this section is to identify factors that could stand as barriers to the adoption of entrepreneurial skills in QSCFs. A list of some of these barriers has been made below. Please rate the extent to which the following became a barrier to adopting these entrepreneurial skills.

1= Great extent, 2= Fair extent, 3= little extent, 4= Negligible, 5= No influence.

	Barriers	**1**	**2**	**3**	**4**	**5**
1	Stringent code of ethics (external barrier)					
2	Insufficient skill know-how (internal barrier)					
3	Disdain of commercialism (external barrier)					
4	Professional limitation (internal barrier)					
5	Engineer's paradigm (external barrier)					
6	Resource constraint (internal barrier)					
7	Difficulty in measurement of skill performance (internal barrier)					
	Others, please specify					

Section E: Impacts of Entrepreneurial Skills Adoption in QS Firms

This section seeks to evaluate the impacts of entrepreneurial skills in the management of QSCFs. Please indicate to what extent these skills have influenced your services. 1= Great extent, 2= Fair extent, 3= little extent, 4= Negligible, 5= No influence.

	Business strategies/ skills	**1**	**2**	**3**	**4**	**5**
1	Proactive management (management skill)					
2	Reactive management (management skill)					
3	Management of cash flow (Financial skill)					
4	Pricing/ bidding strategy (Financial skill)					
5	Identifying customers (marketing skill)					
6	Employing the best hands (marketing skill)					
7	Insurance strategy (management/financial skill)					
8	External consultations (communication skill)					
9	Diversification of business (team-player skill)					

APPENDIX II

INTERVIEW GUIDE FOR QUANTITY SURVEYING CONSULTANTS

Objective: To get first-hand information from owners/ principal partners of QS firms in order to assess the level of adoption and the impacts of adopting entrepreneurial skills in the growth of Quantity Surveying Firms.

A. Personal information:

- Name: ……..
- Experience as an entrepreneur (in years): …….
- Motivation to entrepreneurship: ……..

  ……..

B. Adoption of entrepreneurial skills by QS: The five basic entrepreneurial skills which have been identified from literature that are critical for business growth of professional service firms **(**such as QS firms) are marketing skills, management skills, communication skills, financial skills and team-player skills. These skills have been reportedly used to meet strategic business plans.

- Are you aware of these skills? …….
- Do you adopt them in the management of your firm? ……..
- Do you set business strategies for your firm? …….
- How often do you realise and implement your business plans using these skills?

  …….

  ……..
- Do you think that the professional code of ethics poses as a barrier to the adoption of these skills in QS firms (especially with regards to marketing)?

  …….....

  ……

- In what ways do you think that the professional body can encourage the adoption of these skills in QS firms? ……

  ……

  ……

C. Impacts of entrepreneurial skills on the growth of QSCFS

- To what extent has the adoption of these skills helped in the growth of your firm? …….
- In your view, do you think that these skills are necessary for the growth of your firm and other QS firms in Nigeria? ……

  …….
- Which of these skills do you consider most important to the growth of your firm and why? ……

Summary

- What is the biggest challenge you have faced as an entrepreneur?
- What suggestions can you make for building successful QS firms in Nigeria?

APPENDIX III

LIST OF REGISTERED QUANTITY SURVEYING PRACTICING FIRMS IN NIGERIA

REG NO	YEAR OF REG.	NAME OF THE QS FIRM/COMPANY	ADDRESS OF THE COMPANY	E-MAIL
1	2005	GIMBA AND PARTNERS	2 Ali Akilu Road, KADUNA.	gimbapartners@yahoo.com
2	2005	WARD AND PARTNERS	Suite B23, Me-Lewis Plaza, 799 Blantyre Street, Off AdemolaAdeokunbo Crescent, Wuse II, ABUJA.	edwardlawani@yahoo.com
3	2005	JOE LIMEN ASSOCIATES	3 Summola Street, Okupe Estate, Maryland, LAGOS.	limen@infoweb.abs.ng, joelimenass@yahoo.com
4	2005	M-GROUP ASSOCIATES	3, El-kanemi Road, Off Gombole Road, Old G.R.A., Maiduguri, BORNO STATE.	
5	2005	INTERGRATED PRACTICE CONSULTANTS	8Akoradi Street, Wuse Zone 1 P.O.Box 9045, Wuse ABUJA.	integratedpractice@yahoo.com
6	2005	MTI PARTNERSHIP	Plot 443/8 Jos Street Area 3, Garik District, ABUJA.	miyortyer@gmail.com
7	2000	IN-COST CONSULTANTS	NNHC 7, Ahmed Talib Street, Aviation Site H, Zaria, P.O.Box 54 GPO Zaria, KADUNA STATE.	umarangn@hotmail.com

8	**2005**	**AMAK CONSULTANTS**	**27 Ali Road P.O.Box 3521 KADUNA**	**amakcons@hotmail.com**
9	**2005**	**KINTRUSS ASSOCIATES**	**42 Kenneth Dike Way, Opposite SS Peter and Paulm Seminary U.I Secretariat Road Bodija, Ibadan OYO.**	**Kindrussassociates2000@yahoo.com**
10	**2005**	**DAN-MUSA ASSOCIATES**	**N.S.D.C. Building MuazuMoh,d Road, MinnaP.O.Box 1174, Minna, NIGER STATE**	**babanmusa@yahoo.com**
11	**2005**	**SHEHU AND PARTNERS**	**Suite 317 BOI Building 18 MohammaduBuhari Way, Box 2898 KADUNA.**	**Shehupart@yahoo.com**
12	**2006**	**NUKS ASSOCIATES**	**Block 3,2nd Avenue Elekahia Housing Estate, P.O.Box 9522, Port-Harcourt, RIVER STATE.**	**nukabadom@yahoo.com**
13	**2006**	**JENIVIC ASSOCIATES**	**Block 5, flat 2 Omonuwa Estate, Ugbor Road G.R.A Benin City, EDO STATE.**	**ijeniwho@yahoo.com**
14	**2007**	**QUANT KONSULT**	**Plot 2224B Aswan Street,(Behind Pated Marble), Zone 4 Wuse, ABUJA.**	**ainetorichard@yahoo.com**
15	**2007**	**KABOLA ASSOCIATES**	**U.O Commercial Complex, Suite 001/014 Plot 500, ObafemiAwolowo Way Jabi, P.O.Box 148, Garki**	**kabolaassociates@yahoo.com**

			ABUJA.	
16	**2008**	**PREMIER DEVELOPMENT CONSULTANT**	**3 Femi Asiwaju Close OjoduEstate, Ojota, LAGOS.**	**alad92@yahoo.com,**
17		**FO.AB PARTNERSHIP**	**15 FletuOdibo Street AbuleIjesha, Akoka, Yaba LAGOS.**	**mails@fo-ab.com, francis@fo.ab.com**
18	**2008**	**KOBO QUANTBUILD & PARTNERS**	**Texts building, 1. Oluyole way, (2nd floor) New Bodija Estate, Ibadan GPO. 2769, Dugbe IBADAN.**	**kobo-quantibuild@skannet.com**
19	**2008**	**SHELTER-COST ASSOCIATES**	**3, IshauAdewale Street, Off Modupe Johnson Crescent, Surulere, LAGOS.**	**sheltercost@yahoo.com**
20	**2008**	**PRICEHOUSE ASSOCIATES**	**Suite 14A & 2nd Floor, GidanBamayai, MI, Ahmadu Bello Way, KADUNA.**	**ayaalhassan@yahoo.com**
21	**2008**	**ARQUENG CONSULTANTS**	**Suite 206, APC Plaza, 12 Capetown Street, Zone 4 Wuse ABUJA.**	**lancehomrda@yahoo.com**
22	**2008**	**JOSSY KONSULT**	**2, Aiyetoro Street, Off Oba-Adesida Road, Akure, ONDO STATE.**	**jakinsunlola@yahoo.com**
23	**2008**	**FOLUSO FADARE ASSOCIATES**	**Suite 407 Ike Shopping plaza, Mobolaji Bank**	**Ffassociates2002@yahoo.com**

			Anthony Way LAGOS.	
24	**2008**	**RASH PARTNERSHIP**	**64 Ahmadu Bello Way, 1st Floor Ali Akilu House KADUNA.**	**Rashpartnership2005@yahoo.com**
25	**2008**	**MAN ASSOCIATES**	**Suite 19, Jinifa Plaza, Central Business District, ABUJA.**	**manconsults@yahoo.com**
26	**2008**	**HANI ASSOCIATES**	**NICON Plaza, Plot 242, Central Business District ABUJA.**	**haniassociates@yahoo.com**
27	**2008**	**AXIS CONSULTANT**	**Suite 405, Bank of Industry House, 18 MuhammaduBuhari Way, KADUNA.**	**azeisgroup.ng@gmail.com**
28	**2008**	**RETIN-DIMENSIONAL ASSOCIATES**	**No. 1A Cretin Obasuyi Close, Magodo, S.W.Ketu LAGOS.**	**Retin_dimensionalasso@yahoo.com**
29	**2008**	**BELA ASSOCIATES**	**Plot 13, UmaruAudu Road, Fate G.R.A. Ilorin, KWARA STATE.**	**adeyemojumoke@yahoo.com**
30	**2008**	**LUPAR ASSOCIATES**	**No. 8A Stadium Road, Iloku, KWARA STATE.**	
31	**2008**	**EKPO EFFIOM AND ASSOCIATES(Quantex Associates)**	**No. 4, EdemEkpenyon Street, Off Barracks Road, Calaba CROSS RIVER STATE.**	**ekpoita2007@yahoo.com**
32	**2008**	**DESCOTS ASSOCIATES**	**69, Mission Road (3rd Floor) Unity Bank**	**Descots9nvpe@yahoo.com**

			Building, Benin City, EDO STATE.	
33	**2008**	**EMMABOS ASSOCIATES**	**21st Century Building, No. 1, Akinwale Street, Off CMB Road, Ikosi, LAGOS.**	**Emmabos05@yahoo.com**
34	**2008**	**ABRAHAM COST ASSOCIATES**	**No. 37 Niger Street, P.O.Box 15031, KANO.**	**abrahamaimuel@yahoo.com**
35	**2008**	**PROJECTS MONITORING CONSULT.**	**No.3 Street, Off Anjorin Street, LawansonSurulere, LAGOS**	**Wahab_kunle@yahoo.com**
36	**2008**	**BOYEKS ASSOCIATES**	**21st Century Building, No. 1, Akinwale Street, Off CMB Road, Ikosi, LAGOS.**	**boyeksassociates@yahoo.com**
37	**2008**	**DELSTEIN CONSULTANTS**	**No. 149/153 Broad Street, EbaniHouse,Marina Building Right Wing, 1st Floor, LAGOS.**	**delstainconsultant@yaoo.com**
38	**2008**	**PEAK QUANTITY SURVEYORS**	**No. J.11, Ibrahim Taiwo Road, P.O.Box 5613, KADUNA.**	**peakqs@yahoo.com**
39	**2008**	**M & E ASSOCIATES.**	**No. 121 Old Lagos, Asaba Road, Boji-BojiOwa, P.O.Box 1427, Agbor, DELTA STATE.**	**mandeassociatesltd@yahoo.com**
40	**2008**	**KHALILULLAHI ASSOCIATES**	**House, No. 3, Raji-BayoAyinde Close, Behind Biket, Osogbo, OSUN**	**khalihillahiassociates@yahoo.co.uk**

			STATE.	
41	**2008**	**KROWN KONSULT**	**Amusitan House, 7 Leo Street, P.O.Box 1637, Akure, ONDO STATE.**	krownkonsult@outlook.com
42	**2008**	**MURTY ASSOCIATES**	**No. 11 New Yidi Road, P.O.Box 1413, Ilorin, KWARA STATE.**	**murty@hyperia.commurtygroup@gmail.com**
43	**2009**	**ADESANYA & PARTNERS**	**1B Eric Moore Close, Off Eric Moore Road, Surulere, LAGOS. P.O.Box 5831.**	**desanyaqs@yaoo.com**
44	**2009**	**COLLINS ASSOCIATES**	**Poatson Building, 4th Floor 142 Oba AKran, Avenue, Ikeja LAGOS.**	**collinsassociates@yahoo.com**
45	**2009**	**ALEX TIDINGS ASSOCIATES**	**No. 2 Adetoro John Street, Fadeyi, LAGOS.**	**alextidings@gmail.com**
46	**2009**	**BILLCOST DEVELOPMENT PARTNERSHIP**	**3rd Floor UBA Plc. Building, Yakubu Gowon Way, P.O.Box 8291 KADUNA.**	**kenecnzeekwe@yahoo.com**
47	**2009**	**BST CONSULTANTS**	**24Olasonde Street, Papa Ajao, Mushin LAGOS.**	**Bimboishola2004@yahoo.com**
48	**2009**	**CHAVAN ASSOCIATES**	**161 Herbert Macaulay Street, Ireti-House, 2nd floor, Ebute-Metta, LAGOS.**	**chavanltd@yahoo.com**
49	**2009**	**FUNSO OLADIPO & PARTNERS**	**Suite F8, Surulere Super Plaza, Akerele Extension,**	**fopartnersqsy2k8@yahoo.com**

			S/L., LAGOS.	
50	2009	JAMO AND ASSOCIATES	Suites 102/103 BOI Building, No. 18 MuhammaduBuhari Way, KADUNA.	jamoassociates@yahoo.com
51	2009	KOST ASSOCIATES	Shop No. 17 Area 2, Shopping Centre, Garki, ABUJA.	kostassltd@yahoo.com
52	2009	M & A ASSOCIATES	5TH Floor, HamzaZayyad House, 4 MuhammaduBuhari Way, KADUNA.	
53	2009	MRU COST CONSULTANTS	19B Kanta Road, -P.O.Box 10776 Kaduna.	mrucostconsultants98@gmail.com
54	2009	MOSALAB CONSULTANTS	29,OlusegunObasanjo, Street, Adewole Estate, Ilorin, KWARA STATE.	mosalabconsultants@yahoo.com
55	2009	MULTI-CONSULTS PARTNERSHIP	1B, MohammaduBuhari Way, BOI Building, 5th floor, Suite 506 KADUNA.	Multiconsults2008ltd@gmail.com
56	2009	OLUSOLA FAPOHUNDA & CO.	50, Bashorun Road, Off OluwoNla Junction, Basorun, IBADAN.	
57	2009	PORTALLA CONSULTANTS	2, EtsuNupe Street, Gyadi-Gyadi, KANO.	
58	2009	RUTFA QUANTZ CONSULTANTS	F21 Recreation Club Shopping Complex, Marafa Estate,	ruyateef@yahoo.com

			Independence Way, KADUNA.	
59	**2009**	**QUANTAE CONSORTAE**	**No. 69 Moore House Street, Ogui, ENUGU.**	**quantaeconsortae@gmail.com**
60	**2009**	**SANS CONSULTING**	**Suites 7A, 2nd Floor, 131A ObafemiAwolowo, Way, Ikeja LAGOS**	**sansqs@gmail.com**
61	**2009**	**SOTERIA CONSULTANTS**	**No. 2 Uruisi, Street, (Iyaro), Benin City, EDO STATE.**	**sotercon@yahoo.com**
62	**2009**	**STEPHEN OLA ASSOCIATES**	**120, Taiwo Road, Box 5121, Ilorin, KWARA STATE.**	**lawalqs@yahoo.com**
63	**2009**	**THOS ASSOCIATES**	**8, Mopapo Close, Of Stadium Road, ILORIN.**	**Thosfirst@yahoo.com**
64	**2009**	**TUBEE CONSULT**	**Suite 7C., Sabondale Complex, Jabi ABUJA.**	**tubeeconsult@yahoo.com**
65	**2011**	**ADEYEMI ASSOCIATES**	**Area 1, No. 88 Otokiti, P.O.Box 192, Lokoja, KOGI STATE.**	**adeyemiassociatesqs@gmail.com**
66	**2011**	**AES CONSULTANT**	**1 Worlu Street, D/Line, Port-Harcourt, RIVER STATE.**	**aesconsultants@yahoo.com**
67	**2011**	**AG-PARTNERSHIP**	**No. 18 MuhammaduBuhari Way, (BANIL OF INDUSTRY BUILDING), KADUNA.**	**Agpartnership97@yahoo.com**
68	**2011**	**ALEX CONSTRUCTION SERVICES**	**NO. 12 Old Assembly Quarters, High Level,**	**alexcon@yahoo.com**

			P.O.Box 2109, MARKURDI.	
69	**2011**	**AMAN ASSOCIATES**	**Block A, AMAN Place, Worlu Street/ Olu-Obasanjo Road, Port-Harcourt, RIVER STATE.**	**contact@amanassociates.com**
70	**2011**	**ANUM AND PARTNERS**	**Plot 507, Lobi Quarters, MAKURDI**	
71	**2011**	**APD ASSOCIATES**	**Suite 7, Block C., Sabondale Complex Jabi District ABUJA.**	**apdassociates@yahoo.com**
72	**2011**	**ASSOCIATED COST CONSULTANTS**	**NO. 5 Ali Akilu Road, Opposite Oceanic Bank KADUNA.**	**linknetglobal@yahoo.com**
73	**2011**	**COST CONCEPTS ASSOCIATES**	**88, AdeniranOgunsanya Street, Surulere, LAGOAS.**	**costconcepts@yahoo.com**
74	**2011**	**COST CONSULT ASSOCIATES**	**No. 6 Gabriel Babalola Close, Unity Estate, Egbeda, LAGOS.**	**eoforch@yahoo.com**
75	**2011**	**DAGG ASSOCIATES**	**Riv. Marine House, Marine Base Road, Port-Harcourt, RIVER STATE.**	**daggassociates@gmail.com**
76	**2011**	**DESIGN COST ASSOCIATES**	**No. 24Aminu Kano Crescent, Wuse II, ABUJA.**	**Husaini.dikko@erp-dca.com**
77	**2011**	**DEVCOST CONSULTANT**	**4, Enoidem Street, Off NEPA Line, P.O.Box 3871, Uyo, AKWA- IBOM**	**Devcost_2010@yahoo.com**

			STATE.	
78	**2011**	**EL-RUFAI & PARTNERS**	**No. 24Aminu Kano Crescent, Wuse II, ABUJA.**	**Husaini.dikko@erp-dca.com**
79	**2011**	**EREDAPPA & ASSOCIATES**	**14, TafawaBalewa Street, P.O.Box 570, Jos PLATEAU STATE.**	**escdappaonline@yahoo.com**
80	**2011**	**FOMAR ASSOCIATES**	**3, D Close, 23 Crescents, EFAB Estate, ABUJA.**	**omaruwajoye@yahoo.com**
81	**2011**	**INTERBREED QUANTITY SURVEYORS**	**43, NdidemIso Road, CALABA.**	**chikeqs@yahoo.com**
82		**JAM ADEOLU ASSOCIATES**	**83, Textile Road, P.O.Box 6733, Kakuri, KADUNA.**	
83	**2011**	**KALABAL ASSOCIATES**	**Suite D2, Jabi Plaza, Plot 92, ObafemiAwolowo Way, Jabi ABUJA.**	**Kalabal2002@yahoo.com**
84	**2011**	**PROCOM CONSULTANTS**	**Suite 3.3, 3rd Floor, Wadata House, Aminu Kano Crescent, Wuse II, ABUJA.**	**abdumi@yahoo.com**
85	**2011**	**PROJECTS ASSOCIATES**	**No. 5, Bank Road, BAUCHI.**	**info@projectsassociates.com**
86	**2011**	**PROJECTS CONTROL ASSOCIATES**	**No.6, Lake Street, Off Broad Street, LAGOS.**	**pcassociates@yahoo.com**
87	**2011**	**PROQUEST CONSULTANTS**	**No. 24Aminu Kano Crescent, Wuse II, ABUJA.**	**Husaini.dikko@erp-dca.com**

88	**2011**	**RABUI MID ASSOCIATES**	**Block 12, Suit 11, Sura, Shopping Complex Simpson Street, LAGOS.**	**vabiumid@yahoo.co.uk**
89	**2011**	**RB CONSULTANTS**	**Plot CI, Presidential Road, Independence Layout, Enugu, ENUGU STATE.**	**Info.rbconsultantsltd@gmail.com, willynng@yahoo.com**
90	**2011**	**THINKING FELLOWS CONSULTANTS**	**No. 2, Keffi Road, Off Challawa Crescent, Barnawa G.R.A KADUNA.**	**thinkingfellows@gmail.com**
91	**2011**	**TIMLAB QUANTICOST**	**72A, Oke-Ogba Street, Iyange Quarters, AKURE.**	**timbaquanticost@yahoo.com**
92	**2011**	**UNIFIED QUANTITY SURVEYORS**	**Suite 316, Adamawa Plaza, Central Business District, ABUJA.**	**unifiedqs@yahoo.com**
93	**2011**	**M.M. AHMADU & PARTNERS**	**3, Ali Akilu Road, KADUNA.**	**kpotun@yahoo.com**
94	**2011**	**SAMUEL ETOMI & ASSOCIATES**	**PCI Engineering Close, V/1 LAGOS**	**info@seasurveyors.com**
95	**2011**	**A.ALKALI & ASSOCIATES**	**F29, EbituUkiwe Road, GRAMinna NIGER STATE.**	**uabdulalkali@yahoo.com**
96	**2011**	**B.M.CONSULT**	**5C GwaniMuklar Road, Malali, G.R.A Box 5447 KADUNA.**	**bmconsult1964@yahoo.com**
97	**2011**	**LUSAUG CONSULTANTS**	**No. 98, Hosp. Road, P.O.Box 3415, Akure ONDO STATE.**	**lanrelusi@yahoo.com**

98	**2011**	**QUANTI-TEQUE ASSOCIATES**	**No.1 Kaudi Close, off Aminu Kano Crecent, Wuse II ABUJA**	**iabiodun@yahoo.com**
99	**2011**	**ULTMATE COST CONSULTANTS**	**Plot 8, Sultan Close, (Shopping Complex) P.O.Box 8987, KADUNA.**	
100	**2011**	**UNITS ENVIROMENTAL SCIENCES**	**1, Kaudi Close, Off Aminu Kano Crescent Wuse II, ABUJA.**	**info@unitslimited.net, iabiodun@yahoo.com**
101	**2011**	**Y.S ASSOCIATES**	**No. 6 Malauje Street, Wuse Zone 4 ABUJA FCT.**	**yassociatesltd@yahoo.com**
102	**2011**	**COST DIMENSION ASSOCIATES**	**2nd Floor 27 Oguntola Street, off Sipfolu Street, Shomdu, LAGOS.**	**costdimensions@yahoo.com**
103	**2012**	**JOSEPH AFE AND PARTNERS**	**Suite B51, Banex Plaza Vina, Plot 750, Aminu Kano Crescent, Wuse II ABUJA.**	**omokhagbo@yahoo.com**
104	**2012**	**LUWAB ASSOCIATES**	**No. 9 Cairo Street, Off AdetokunmboAdemela Crescent, Wuse II, ABUJA.**	**luwabassociate@yahoo.com**
105	**2012**	**PRESEK ASSOCIATES**	**67A, Tombia Street Extension, GRA Phase 2, Part-Harcourt, RIVER STATE.**	**presekassociates@gmail.com, precioussekibo@yahoo.com**
106	**2012**	**JIREHOSA COST ASSOCIATES**	**Suite B12 Danziyal Plaza OlusegunObasanjo Way, ABUJA.**	**jirehosacost@yahoo.com**

107	**2012**	**PRODEL CONSULTANTS**	**FIRDA House, 28 AliyuTuraki Street, Off Isa Kaifa Road, KADUNA.**	**prodelconsultants@gmail.com**
108	**2012**	**IN-HOUSE CONSULTANTS**	**Plot 518, 4th Avenue, (SAADU ZungurAvanue) Gwarimpa ABUJA.**	**okerekeonyeri@yahoo.com**
109	**2012**	**BAMA ASSOCIATES**	**No. 170, Ibrahim Taiwo Road, ILORIN.**	**Bamavic12@hotmail.com**
110	**2012**	**EFA ASSOCIATES**	**12, SULE Abuka Crescent Off Opebi Road, Ikeja LAGOS**	**efaquantities@yahoo.com.uk**
111	**2012**	**DEEN ASSOCIATES**	**Plot 13, Rd. 8 Federal Housing Estate Abak Rd. Uyo, Akwa-Ibom State.**	**Deen.associates@yahoo.com**
112	**2012**	**GEKLA ASSOCIATES**	**22 Aswa Street, Wuse Zone 3 Abuja**	**osizevbigie@yahoo.com**
113	**2012**	**EMMABASS ASSOCIATES**	**No.1 Emmanuel Bassy Avenue, P.O.Box 1993, Uyo, Akwa-Ibom State.**	**qsbassy@yahoo.com**
114	**2012**	**STARCOST ASSOCIATES**	**28 Gbugba Settlement, Opp. Royal Valley Estate Kulende, Box 4469, Ilorin, Kwara State.**	**egeruansamuel@yahoo.com**
115	**2012**	**IFEANYI ANAGO & PARTNERS**	**Suites 211 2nd Flo, His Glory Plaza,3 Ose Close Off AdetokunmboAdemola Crescent, Wuse 2, Abuja**	**Ifeanyianago2002@yahoo.com**

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116	**2012**	**ABKA COST CONSULTANTS**	**No. 7, Deuban Street, Wuse 2 Abuja**	**abkacconsultants@yahoo.com**
117	**2012**	**STANDARDS CONSULTANCY SERVICES**	**No. 46 College Road, Ogui New Layout, Enugu, Enugu State.**	**nathquants@yahoo.com**
118	**2012**	**COST MODEL ASSOCIATES**	**20, Oweh Street, Fodeyi Lagos**	**costmodelassociates@yahoo.com**
119	**2012**	**KONTI-SAB ASSOCIATES**	**7, Ahmadu Bello Way, P.O.Box 468, Bauchi, Bauchi State.**	**Alkali_baba@yahoo.com**
120	**2012**	**FISSY & PARTNER**	**Suite 22, God's Own Plaza, Area 2 Garki Abuja**	**fissyhchi@gmail.com**
121	**2012**	**HOS CONSULT**	**2nd Floor, 55 Moleye Street, Alagomeji, Off Herbert Macauly Way, By Totao Filling Station, Lagos.**	**hosconsult@gmail.com**
122	**2013**	**MODULAR COST CONSULTANTS**	**16, Balogun Street, Behind WEMA Bank Plc., Ago-Tapa, Mokola Round About Ibadan, OYO STATE**	**Olaleye_joseph.co.uk**
123	**2013**	**NAMAK CONSULT LTD.**	**276 Murtala Muhammed Way, Alagomeji Yaba Lagos**	**namakconsult@gmail.com**

124	**2013**	**MQX & ASSOCIATES**	**5th Flr., Hamza Zayyad House, 4 Gen. Muhammadu Buhari Way KADUNA**	**qsadamu@yahoo.com**
125	**2013**	**COST BENEFIT CONSULTANT**	**N. 9, Flat2, Bwari Close, Area 8, Garki ABUJA**	**costbenefit@gmail.com**
126	**2013**	**A-QS ASSOCIATES**	**F2 Aba Memorial Complex, 16 Nkwere Street, Off Muhammadu Buhari Way, Garki II, ABUJA-FCT**	**aqsarch@yahoo.co.uk**
127	**2013**	**NETWORK PROJECTS NIGERIA**	**No. 1, Umez-Eronini Street, Ikenegbu Layourt, P.O.Box 6698, Aladinma Owerri, IMO STATE**	**netpronig@yahoo.com**
128	**2013**	**AMAQUANTS ASSOCIATES**	**Suite CII, Rukayyat Plaza, Jabi, P.O.Box 2655, Garki ABUJA-FCT**	**wumiakinpelu@gmail.com**
129	**2013**	**RADS QUANTS ASSOCIATES**	**7, Dogon Karfe, P.O.Box 5563, Jos PLATEAU STATE**	**i.aoluwadare@yahoo.co.uk**
130	**2013**	**PROJECT-COST ASSOCIATES**	**42, IBUKUM Olu Street, off Fajuyi Rd. Ile-Ife OR 36 strachan Street, LAGOS**	**pcaqs@live.com**
131	**2013**	**AIM CONSULTANTS LTD.**	**AIM Plaza, plot 267A, Etim Inyang Crescent Victoria Island LAGOS**	**aimlagos@aim – consultants.com**

132	2013	SALEEMAN YINUSA & ASSOCIATES	Plot 4, Keffi Loop Off Abacha Rd. Mararab NASARAWA STATE	ramsakky@yahoo.co.uk
133	2013	PACKAGE CONSULTANTS	9, Jega Close, off Gwari Avenue, Barnawa GRA P.O.Box 10795, KADUNA	packageconsultants@gmail.com
134	2013	Q ASSOCIATES	4th Floor, Hmaza Zayyard Hs, A Mohammadu Buhari Way, KADUNA	q_associates@yahoo.com
135	2013	COSTCARE PARTNERSHIP	29 Isaac John Street, Igbobi LAGOS	costcarepartnerhip@yahoo.com
136	2013	FOLMAK PARTNERSHIP	14, Amara-Olu Street, Central Business District, Agidingbi Ikeja LAGOS	Folmak2002@yahoo.com, info@folmakpartnership@com.ng, makindeagbede@gmail.com
137	2013	CONSOL ASSOCIATES LTD	12 Jasper Ike Street, off T.F. Kuboye Rd, By Oniru Market, Lekki Phase 1, lagos	consolassociateslimited@gmail.com, onishile@consolassociates.com
138	2013	QUANPRO GLOBAL RESOURCES	Suite A37 M1B Plaza, Gwarinpa ABUJA	eketina@yahoo.com, quantoproglobal@gmail.com
139	2013	A.L. OLUPITAN & PARTNERS LTD.	17B 5th Street, Elekahia Housing Estate, Port-Harcourt, RIVERS STATE	alopqs@yahoo.com
140	2013	EJIK DONENE & PARTNERS	8A Oyewunmi Close, Off Falolu Rd. Surulere Lagos	Ejikdonene8@gmail.com

141	**2014**	**WISDOM CONSULT**	**23 Opebi Road Ikeja LAGOS**	**faoriafo@yahoo.com, wisdomconsult@yahoo.com**
142	**2014**	**CONCISE COST CONSULTANTS**	**Suite Aa Taiwo/Unity Juction, Oppp Fonemart Shopping Complex, P.O.Box 2013 Ilorin KWARA STATE**	**concisecostconsult@yahoo.com**
143	**2014**	**COSSET CONSULTANTS**	**Kuriftu Plaza, Plot 519 Olu Awotsu Street, Jabi District, ABUJA**	**cossetconsultants@yahoo.com**
144	**2014**	**SUNDAY ELUFIOYE& ASSOCIATES**	**Suite 4, Floor D, Wing 'C' Apo Sparklight Shopping Complex, Durumi ABUJA**	**dijielufioye@yahoo.com**
145	**2014**	**PRIME & BELL PARTNERSHIP**	**9, Lawal Jafaru Isa Road, KADUNA**	**prmbell@yahoo.com**
146	**2014**	**URBAN PROJECTS-SERVICES ASSOCIATES**	**Suite 7, Bloc 'C' Sabondale Complex, Jabi District, ABUJA**	**upsassociates@yahoo.com**
147	**2014**	**KAPITAL PROJECTS& RESOURCES ASSOCIATES**	**Suite 12, Peemas Plaza, Jere Street, Garki ABUJA**	**kprassociates@yahoo.com**
148	**2014**	**SAMUEL ERUOHI & ASSOCIATES**	**No. 7 Ohia Ada Lane, Off NFA Road, Mgbuoba PH, RIVERS STATE**	**Samueleruohi@yahoo.com**
149	**2014**	**JOSYL KECH CONSULTANTS**	**73 Zik Avenue, Awka, ANAMBRA STATE**	
150	**2014**	**UNUEL PARTNERSHIP**	**6 Akpakpava Street, Edo House (1st Floor, Benin**	**unuelpartnership@ymail.com**

			City EDO STATE	
151	**2014**	**EMEKEN QUANTITIES**	**18 Chime Avenue (1st Floor) new Heaven ENUGU**	**Emeken2000@yahoo.com**
152	**2014**	**BROSPAL PARTNERSHIP**	**9, Ogui Roadm Left Wing, 2nd Floor, ENUGU**	**brospalpartnership@yahoo.co.uk, brospalpartnership@gmail.com**
153	**2014**	**COST DESIGN PRACTICE PARTNERSHIP**	**No. 3 Borno RD., KRC Complex, Marafa KADUNA**	**cdppartnership@gmail.com**
154	**2014**	**FEESE,KUMA & PARTNERS**	**Block E, Flat 1, Sky Memorial Complex, Michael Okpara Way, Wuse Zone 5, ABUJA**	**Joekuma2001@yahoo.com**
155	**2014**	**INTEGRITY COST ASSOCIATES**	**No. 14 Onitsha Crescent, Area 11 By Echo-Scan, Garki ABUJA**	**integritycostassociates@yahoo.com**
156	**2014**	**DAPWAQUANTS ASSOCIATES**	**G2, Ganye Street, Karewa Extenstion Jimeta, Yola ADAMAWA STATE**	**dawiteneke@yahoo.com**
157	**2014**	**LEOIKE ASSOCIATES**	**Plot 689 Gidado Idris street Wuye District, Wuye ABUJA**	**Leoike.associates@gmail.com**
158	**2014**	**NETWORK PARTNERSHIP**	**Suite 12, 1st Floor, Ibiyo Plaza, Opp Tipper Garage, Along Avelon Hotel, Offa KWARA STATE**	**smoskad@gmail.com**

159	**2014**	**SAM-CONJIS & ASSOCIATES**	**42A Dr. S.M. Okeke Avenue, Awka ANAMBRA STATE**	**samakabogu@yahoo.com**
160	**2014**	**TAYLAQS CONSULT**	**66 Herbert Macaulay Street, Ebute-Metta LAGOS**	**Taylaqs_tc@yahoo.com**
161	**2014**	**COST MATRIX CONSULT**	**No. 2 Awofeso Street, off Shipeolu Street, Palmgrove LAGOS STATE**	**costmatrixconsult@yahoo.com, kostkoncious@yahoo.co.uk**
162	**2014**	**MECHACH PHILIPS CONSULTING**	**No. 2 Owo Close Area 10 Garki ABUJA FCT**	**mechachpilips@gmail.com**
163	**2014**	**ZEEGA ASSOCIATES**	**Suite A4 Real Tower Centre, 26A E-Ekukainam Street, Utako ABUJA**	**azeega@gmail.com**
164	**2014**	**ALANS ASSOCIATES LTD**	**Suite CA Dansarari Plaza, 5 Zigunchor Street, Beside NERFUND Zone 4, Wuse ABUJA**	**alansassociates@yahoo.com**
165	**2014**	**JABAK CONSULTANTS**	**195, Ikorodu Road, Palmgrove, LAGOS**	**lebamk2001@yahoo.com**
166	**2014**	**EXCELQUANTS COST CONSULTANTS**	**No. AP 6A Lafia Road, Kawo, P.O Box 10229, Kawo, Kaduna State**	**excelquants@yahoo.com**
167	**2014**	**BOWEN PARTNERSHIP**	**69, Mission Road, Unity Bank Building, 2nd Floor, Benin-City, Edo State.**	**Bowenpertnership@yahoo.com**
168	**2014**	**COMSEG ASSOCIATES**	**Ploot 2687, Harbat macaulay Way, Wuse**	**Miduso2002@yahoo.com**

			Zone 5, Abuja.	
169	2014	FAVIC COST ASSOCIATES	Suite B5, Amori Shopping Complex, No 1, orerope Street, Egbeda , Lagos.	faviccost@yahoo.com
170	2014	HI-GRADE PROJECT CONSULTANTS	166B Jakpa Road, Effurun, Warri, Delta State.	Hi-gradeprojects2000@yahoo.com
171	2014	NZEMEK ASSOCIATES	282 PHC-Aba Expressway, Rumokwurusi Junction, P.O Box 6770, P/H, Rivers State.	nzetheo@yahoo.com
172	2014	INAOLAJI ASSOCIATES	68, olasanoye Street, Satellite Town, LAGOS	inaolajiassociates@gmail.com
173	2014	DWAB COSTPRUDENCE COMPANY	5, Evic Nawel Crescent, Off Thomas Street, Surulere, Lagos.	divabcostprudence@yahoo.com
174	2014	B. O. ODJEGBA & COMPANY	Plot A163, Saraha Estate, Gwarimpa, Abuja.	benodjegba@yahoo.com
175	2015	KPONITE ASSOCIATES	Mogho Gokana	barinemkponia@yahoo.com
176	2015	KEDEX COST CONSULTANTS	N0.2 Furgo Avenue, Off 95 Odani Road, Elelenwo Portharcourt, Rivers State	kedexcostconsultants@gmail.com
177	2015	AMONARA KONSULT	Plot 20, Second Gate, Old Parliamentary Village,Ndidem Usang Iso Calabar	ekoknzie@gmail.com

178	2015	EAGLES FLIGHT COST ASSOCIATES	Suite 83, Stadium Shopping Complex, Ibrahim Taiwo Road, Ilorin KWARA STATE	eaglesflightassociates@yahoo.com
179	2015	UNIVERSAL COST CONSULTANTS LTD.	14A Sani Sambo Avenue KADUNA	universalcostc@gmail.com
180	2015	YAKUBU & PARTNERS	14A Sani Sambo Avenue KADUNA	Yakubu.partners@yahoo.com
181	2015	YUSAB COST CONSULTANTS	5A Biodun Adebiyi Close, Off New Yidi Road Ilorin, KWARA STATE	yusabcosts@yahoo.com
182	2015	CRESENCE PROJECTS CONSULTANTS	Plot 40, Nsefik Eyo Layout, Off Marian Road Calabar, CROSS RIVER STATE	dyemi2joe@gmail.com
183	2015	FISMAS CONSULTANTS	Suite C5 Fudie Mall, 768 Mike Akhigbe Drive JABI-ABUJA	musibro@yahoo.com
184	2015	LOY-COST ASSOCIATES	30, Bodo Road, GRA 2, Port-Harcourt, RIVERS STATE	loycostassociates@yahoo.com
185	2015	BILLING COST ASSOCIATES	Cross's Grace House, 15 Macarthy Street, Onikan LAGOS	admin@billingcostassociates.com
186	2015	PRO-PLUS CONSULTANCY & PARTNERS	No. 2 Bishop Dimieri Street GRA, Port-Harcourt, RIVERS STATE	alabgeorge@yahoo.com

187	2015	COST MASTERS ASSOCIATES	3 Solarin Close, Off Ezimgbu Link Road, GRA Phase IV, Port-Harcourt, RIVERS STATE	info@costmastersassociates.com, ekineotonye@gmail.com
188	2015	GODARET ASSOCIATES	6, Charity Road (1st Floor), ew Oko-Oba Abule Egba LAGOS	godaret@yahoo.com
189	2015	KTM & PARTNERS	1st Floor, 167 Igbosere Road, Lagos Island LAGOS STATE	Ktm.partners@yahoo.com
190	2015	COST DEVELOPMENT CONSULTANTS	Suite D.2., No. 9 Jega Close, Off Stephen R. Shekari Road, Kaduna South P.O.Box 10636 KADUNA STATE,	Ayuba26@gmail.com, ayuba_johnnanchok@yahoo.com, costdevelopmentcosntultants@yahoo.com
191	2015	ISAAC JAMES ASSOCIATES	11, Raymond Street, Sabo-Yaba LAGOS	isobotie@yahoo.com
192	2015	QUANTEC COST CONSULTANTS	7, Amaram Street, P.O.Box 6176 Aladinma Owerri, IMO STATE	titoasekhame@gmail.com
193	2015	NUR ASSOCIATES	226 Murtala Muhammed Way, Benin City, EDO STATE	nurassociatesgs@gmail.com
194	2015	BEC CONSULTANTS NIGERIA	6, Yusuf Okunade Street, Idiroko Estate Maryland, LAGOS	bec@becconsultants.com
195	2015	ETIMAC CONSULT	No. 55 Kudurat Abiola Road, Oregun Ikeja LAGOS	Titibusiwa2001@yahoo.co.uk

196	**2015**	**OMAI COST CONSULTANTS**	**B121 Copa Cabbana Homes, Wumba District, ABUJA**	**Rashman123@yahoo.com, omorikayo@yahoo.co.uk**
197	**2015**	**COSTA PARTNERSHIP**	**68 Lome Cresent, Zone 7, P.O.Box 9001, Wuse ABUJA.**	costaprojects@hotmail.com
198	**2015**	**M. K. BELLO CONSULT SERVICES**	**No. 40 Isah Kaita Road, Ungwar Sarki KADUNA STATE**	**hamzawase2002@yahoo.com**
199	**2015**	**DODO MAAC CONSULT**	**Block 8, Flat 2, Wanune Close Area 1, Section 2, P.O.Box 3933, Garki ABUJA**	**dodomaacconsultant@yahoo.com**
200	**2015**	**M & A COST ASSOCIATES**	**Suite SF2, Busy Mart Plaza, 44 Ebitu Ukiwe Street, Jabi ABUJA**	**mandaassociates@yahoo.com, mdokhai@yahoo.com**
201	**2015**	**G. TWO ASSOCIATES**	**CS 18 Tanko Ayuba Road, Constitution Road Layout Kabala Costain KADUNA**	**tanimu63@gmail.com**
202	**2015**	**FUNCTIONAL COST CONSULTANTS**	**No. 11 Emir Crescent South u/Rimi Lowcost KADUNA**	**bhabibm@yahoo.com, ummrriss@gmail.com**
203	**2015**	**AGIOMA ASSOCIATES LIMITED**	**No. 1 Chief Ehule Street, Off Agip Road Rumueme Port-Harcourt, RIVERS STATE**	**agiomaassociates@yahoo.com**
204	**2015**	**MOHAMZ CONSULTING**	**No. 40 Isah Kaita Road, Ungwa Sarki Kaduna North KADUNA STATE**	**mkbello2000@yahoo.com**

205	**2015**	**NAZAT CONSULTANTS**	**77 Old Ojo Road, Sandra Bus-Stop, Kuje Amuwo LAGOS STATE**	**nazat@yahoo.com**
206	**2015**	**PRIME COST ENGINEERING CONSULTANTS LTD**	**N. 5, Novalcchoft Street, off Olusegun Obasanjo Way, Wuse Zone 1, ABUJA**	**suleimanmusawa@yahoo.com, guramaai@gmail.com**
207	**2015**	**BUCHI & ASSOCIATES**	**Suite Bs 120, Banex Plaza, Wuse II, ABUJA**	**buchiandassociates@gmail.com**
208	**2015**	**ROSANA COST CONSULTANTS**	**AK 49 Yoruba Road (by Ori-Apata) KADUNA STATE**	**rasheedoyeniran@yahoo.com**
209	**2015**	**JIMS PARTNERSHIP**	**3/5 Town Planning Way, Ilupeju LAGOS**	**jideoke2003@yahoo.com, jimspartnership@yahoo.com**