



Sustainable Client-Driven Marketing Strategies of Quantity Surveying Firms in the Built Environment

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Abstract: Marketing strategy had been understood to mean the way and manner in which a firm create and achieve a profitable customer relationship in a competitive environment. However, not all strategies could capture the attention of clients in such a competitive business environment. Therefore, this study seeks to identify marketing strategies that drive clients in engaging the services of quantity surveying firms for the sustainability of the firms in the built environment. The opinions of 46 registered quantity surveying firms in Lagos, Oyo and Ondo States on the usage and effectiveness of sustainable customer-driven marketing strategies were obtained through a well-structured questionnaire. The surveyed respondents' quantity surveying firms were randomly sampled in the selected locations. Mean Response Analysis (MRA) and Analysis of Variance (ANOVA) were used to analyze the data collected. Findings show that professional-client relationship (MS=4.13) is the most frequently used (MS=4.17) and effective (MS=4.13) marketing strategy that drives clients and sustains the quantity surveying firms. This is closely followed by follow-up and expanding service to existing clients. Furthermore, the view of the respondents on the effectiveness of professional-client relationship (p-value=0.104) and follow-up (p-value=0.157) marketing strategies were the same at $P>0.05$. However, a significant difference existed in the view of respondents on one marketing strategy i.e. expanding service to existing clients (p-value=0.019). The study concluded that professional-client relationship and follow-up are the strategies that drive the attention of the clients mostly in the study area; this increases the chances of firms' sustainability in the built environment. The implication of this is that quantity surveying firms will much more survive in the competitive environment using these highly effective sustainable client-driven marketing strategies.

Keywords: Built environment, client, client-driven marketing strategies, quantity surveying firms, sustainability

1. Introduction

The quantity surveying profession is one of the professions that contributed significantly to the success of project delivery, which invariably adds to the growth of the nation. Despite the vital roles played by the professionals (quantity surveyors) of this noble profession in the delivery of excellent service, the profession (quantity surveying) is yet to be found among the list of respected and lucrative professions in Nigeria. Studies show that the quantity surveying profession is the least known in the built environment. Kadiri and Ayodele (2013) affirm that the low recognition of the quantity surveying profession was due to its very young age. Ogbu (2015) establishes that quantity surveying profession is yet to be known and recognized by the public. The study claims that the inability of the public to recognize and appreciate the services of quantity surveying firms makes it difficult for them to survive. Similarly, Olatunde and Okorie (2016) affirm that quantity surveying profession is yet to be known as other professions like Law,

Architecture, Engineering, and Accounting among others. Bahari and Iliyana (2020) ascertain that a very large percentage of the society has neither knowledge nor the roles and responsibilities of the quantity surveying profession. Till now, the level of awareness of quantity surveying profession and its services are yet to be widely known. One of the reasons for this could be associated with the extent to which quantity surveying firms under the noble profession embrace marketing strategies that will drive the ideal clients for their services, hence, this makes the services of the firms/profession less known to the public at large. Meanwhile, the environment where quantity surveying firms operate is highly competitive, which necessitates the need for client-driven marketing strategies for the sustainability of quantity surveying firms in the built environment.

A marketing strategy focused on the identification and fulfillment of clients' needs at a profit (Tarawneh, 2013). Mary *et al.*, (2015) assert that the success or failure of a company is a direct result of the marketing strategy adopted. This implies that not all strategies will attract or drive customers. Hence, client-driven marketing strategies become a matter of concern for quantity surveying firms in the environment where they operate. The environment where Nigerians' quantity surveyors operate, demands an effective marketing strategy for their sustainability. Studies (Allred, 2005; Ojo, 2011; Ogbu, 2015; Bhasin, 2019) affirm that companies that embrace marketing strategies have numerous advantages over their competitors.

The opinion of Akinyele (2011) on marketing strategy centered on the atmosphere of organizing business activities effectively for the satisfaction of clients. In this present world and the Era of COVID-19, marketing strategy has become a relevant tool for the sustainability of any organization in the competitive business environment. It is an instrument for achieving the overall firm's performance (Cross and Daniel, 2018). Quantity surveying firms are part of the organisations operating in a highly competitive environment. Various sectors of the economy embraced marketing strategies in the delivery of their services. Therefore, this study focused on client-driven marketing strategies for the sustainability of quantity surveying firms in the competitive business world.

2. Marketing of Quantity Surveying Services

In the built environment, quantity surveying firms contribute significantly to the success of construction projects. The firms focus mostly on cost control, which is one of the principal areas of construction project delivery. Their services encompass the preparation of bill of quantities (BoQ), tender document, budget monitoring, certification, and valuation of construction works among others (Preece *et al.*, 2007; Olanrewaju, Anavhe and Abdul-Aziz, 2013). To effectively deliver any of these services excellently, a firm should analyze the opportunities in the market. These opportunities are the exact areas where competitors fail to satisfy the clients. The capability of a quantity surveying firm to identify these areas and satisfy the client excellently is a way of standing out in the competitive environment. Marketing helps in identifying clients' needs and making the services of the firms known to them. This calls for establishing marketing strategies that will drive clients towards the services of the firm, which will invariably sustain the firm in the built environment. Choosing a marketing strategy that fits the services of any organization is very important in the world of competition. Generally, studies have been conducted on marketing strategies that could be adopted by any organization in a competitive environment (Philip and Richard, 1977; Zeithaml *et al.*, 1995; Winter and Preece, 2000; Allred, 2005; Jones and Bartlett, 2009; Polat and Donmez, 2010; Ojo, 2011; Davis, 2014; Shamsan and Otieno, 2015; Ogbu, 2015; Cross and Daniel, 2018; Trivedi, Trivedi and Goswami, 2018; Bhasin, 2019). However, such studies neither specifically centered on those that will drive customers to firms' service nor those that will sustain the firm in the long run.

2.1 Client-Driven and Sustainability Marketing Strategies

Marketing has been found to center on five concepts, which are societal marketing, social marketing, ecological marketing, green marketing, and sustainability marketing. In all of these, sustainability seems to bring out the best results. This is because sustainability marketing captured the most essential ingredients (planning, organizing, operating, controlling, and campaigning) that give clients value for money as well increase the growth of the firm and invariably build a long-term relationship (Noo-urai and Jaroenwisa, 2016). Sustainability marketing entails bringing together the effective strategies that drive clients in engaging the services of a firm. It involves adequate planning, organizing, effective operation in and out of the firm, controlling the available resources in ensuring positive outcomes, and marketing campaigns to make the services offered known to the public. These attributes of sustainability seem found at a very low level among the quantity surveying firms. Sisters' professions ranked high in terms of making the services offered known to the public. The ideology behind not marketing quantity surveying services rested on the opinion of the early construction professionals that do not see themselves as businessmen. However, competition among the construction professionals in the present competitive environment calls for effective client-driven marketing strategies for them to be sustained in the business. It is paramount for every organization, quantity surveying firm inclusive to critically identify the opportunities in the market. These opportunities are the weaknesses of competitors who fail to satisfy the clients. Pavaskar (2018) ascertains that once opportunities have been identified, real planning in terms of putting in place effective strategies for a sustainable competitive advantage can begin.

Developing a client-driven marketing strategy centered on firms to adequately segment clients according to their needs, target, and select the ones that the firms could meet their needs (Kotler and Armstrong, 2006). Putting together general and related studies on marketing strategies, this study identified the marketing strategies which seem to drive clients in engaging the services of the firm and invariably head towards the sustainability of quantity surveying firms. The sustainable customer-driven marketing strategies are discussed as follows:

- **Marketing Research:** Marketing research could be described as the process of getting information about clients' needs, the environment itself, and competitors in the target market (Muthoni, 2008; Ojo, 2011; Kotler, 1984). Dike (2015) establishes that the results of marketing research usually provide a clear picture of what is happening or likely to happen in the business environment; hence, it helps an organisation in decision making. There is an increasing recognition that conducting research has an important role to play in the enhancement of the firms' performance (Ebunoluwa, 2015; Ojo, 2011). Marketing research helps to identify and fulfill the needs of the clients. To achieve this, the firm has to segment the market based on the characteristics of the customers in terms of age, sex, attitude, and social class (Thomas, 2019; Dutta, 2020). This strategy seems to capture the attention of the client in most cases. This helps a client in concluding that such a firm means business and wants to satisfy clients excellently. Therefore, each segment must be carefully examined and evaluated by the firm to pick the most suitable segment (Polat and Donmez, 2010; Mohammed and Dauda, 2012).
- **Location of the firm:** Location is another marketing strategy that if adequately embraced will drive and call the attention of the client to the services of the firm and invariably sustain the firm in the competitive built environment (Vitálišová et al., 2017). It could be regarded as the determinant of a firm's success (Ebunoluwa, 2019; Ojo, Ebunoluwa and Popoola, 2017; Ojo, 2011). Therefore, for a firm to grow in a competitive environment, location has a great role to play. It is no more a story that ease of access to most quantity surveying is difficult. Hence, the location of the firm must be easily accessible to clients. However, accessing the location of quantity surveying firms is another issue attributed to the low level of awareness of the quantity surveying profession. The location of the firm has been established to contribute to the sustainability and productivity of firms in the competitive business environment (Benstead, 2019). Similarly, it drives customers and creates more awareness about the services of the firm. Location with ease of access is a powerful strategy that easily calls the attention of clients, which increases the level of services offered upon which the sustainability of the firm rested (Benstead, 2019).
- **Expanding Services to existing Clients:** The sustainability of firms lies in the ability of a firm to satisfy its existing clients excellently. Kulbyté (2020) ascertains that transacting with the existing clients is cheaper than for a company to spend more money on generating new clients. Similarly, Kaylene (2017) establishes that it costs less to work with existing clients than to acquire new ones or bring back lost clients. Therefore, there is a need for a firm that wants to stand out in a competitive business environment to satisfy their existing clients exceptionally, which will invariably lead to the acquisition of more clients through the satisfied clients.
- **Professionals-Client Relationships:** Good relationship between the firm and its client is a good marketing strategy that sustains the firm in the long run (Ebunoluwa, 2015; Ogbu, 2015; Ojo, 2011). The performance of a firm determines the type of relationships that emanated from its transactions with the client (short or long-term relationship). Meanwhile, Ojelabi et al. (2018) establish that there should be lifecycle firm-client relationships to know the view of the client concerning the services offered. Moreover, Polat and Donmez (2010) emphasize the importance of a firm building a strong and good relationship with customers.
- **Creating Awareness about the Profession:** One of the benefits of marketing is that it makes the services of the firm known to customers in society. Creating awareness is a good strategy that drives the client to the firm's service and sustains the firm in the competitive world. Olaniyi, Sanni and Garba (2011), and Gummesson (2002) claim that making the public aware of service rendered increased the overall market visibility. It has been confirmed for years (Philip and Richard, 1977) that creating awareness about the services offered is vital for a firm. This will give them more recognition in society at large. This strategy is mostly needed by quantity surveying firms. Studies reveal that the quantity surveying profession ranked high among the least known professions in Nigeria. One of the reasons associated with this is nothing but the failure to create awareness about the profession and its services.
- **Identify the ideal Client:** The attitude and response of some clients to quantity surveying services could undermine the strength of professional quantity surveyors. This calls for identifying the right client that

will appreciate the services offered by quantity surveying firms. It is a great assignment to target the right client whose interest will be in engaging the services of quantity surveyors (Simons, 2014). Chansamooth (2018) establishes that identifying the right clients for the firm determines the rate of the firm's growth as well as its sustainability of the firm.

- **Understanding in and out of firms' services:** A good understanding and adequate knowledge of a firm's services are ways a firm could satisfy its existing clients and thereafter acquire new clients. This is one of the reasons why the firm needs to ensure that the employees working within the firm understand and know both the vision and mission of the firm to enhance services delivered to clients (Christopher et al., (2011). Likewise, the firm needs to give good reasons to potential clients why they (clients) should engage it (firm). The client usually wants a service that has value to meet his needs, which must be adequately provided by the engaged firm. The satisfaction of clients lies in an adequate understanding of both what the firm offered and the clients' requirements. This in turn will lead to the satisfaction of the client and firm (Aremu, 2015; Gregory, 2016).
- **Build Partnership:** Partnership could be described as collaboration with one or more parties in achieving a common goal. Grundey and Daugėlaitė (2009) affirm that partnership enables parties in any contract to share profit or loss with other partners and helps in evaluating possible risks. The partnership creates more awareness about the service offered and thereafter helps in reaching a greater number of clients. Kis (2020) establishes it as an integral component of successful entrepreneurial activity. Ude (2019) asserts that business partnership enhances economic development. (Pheng (1999) asserts that partnering fosters teamwork and allows each person to get the assistance required to be successful both individually and collectively. In other words, developing a partnership promotes trust among all the parties who recognize that every company has goals to meet and that the ultimate goal is to give excellent service to the client at profit. Studies establish that firms should focus on building human relationships, because the stronger the relationships are, the more likely the customers will be to patronize and recommend the firm to new clients.
- **Follow Up:** After efforts to bring in business, there is a need to always close the loop (Gregory, 2016). However, great conversations are wasted because firms forget to follow up. Team (2020) affirms that following up on potential clients either through emails or calls can lead to significant results. This strategy is a powerful tool that promotes the growth of any service organization. Embracing it by quantity surveying firms will sustain the firms in the competitive environment. Clients appreciate a firm that has them in mind after the delivery of service.
- **After-Sales Service:** Durugbo, (2019) affirms that after-sales service could be regarded as service rendered during the period of warranty. In the case of quantity surveying services, after-sales service could be described as service offered after the completion of the proposed project, especially during the period of defect liability period. Checking back on a project after its completion helps an organisation to get adequate feedback from the client which will invariably enhance future services. In every firm, after-sales service is paramount to the satisfaction of customers, this helps in getting customers' loyalty (Ashfaq, 2019).
- **Marketing Planning:** Organisation operating in a competitive business environment can have favourable or negative outputs. The failure or success of any firm could be attributed to the extent to which an effective marketing strategy like a marketing plan is been applied in the delivery of service. Veresova (2002) establishes that a quality marketing plan is a prerequisite for efficient marketing and excellent service delivery. Having a good marketing plan within the organisation could lead to the creation of favourable conditions, hence, enhancing the firm's sustainability in the competitive marketplace.
- **Advertising:** Advertising could be described as a process of making a firm's services known to the public (Awan et al., 2016). Studies show that the quantity surveying profession ranked high among the least known professions, especially in Nigeria. Therefore, quantity surveying firms must embrace advertising, which sisters' professions were found using in day-to-day activity. Moreover, the contents of the advertisement must be clear enough so that the public can understand the services of the firm.
- **Public relations:** Public relation deals with the interaction between the organization and the public. Needs arise for a firm to build and develop a strong relationship with its clients. This enhances the chances of standing out in the competitive environment. Mckie and Sriramesh (2017) establish that public relations enhance communication between the firm and the clients. In addition, studies show that public relation is

an effective marketing strategy that must be employed by every firm operating in a highly competitive environment for their sustainability.

- **In-house marketing education:** In-house marketing education could be described as the marketing activity of an organisation that is majorly handled by an assigned team. The strategy focuses on working on the company's products for their clients. Gharbaoui (2021) affirms that an in-house marketing education works best for the company, which helps identify the needs of its clients and satisfies them excellently.
- **Marketing Intelligence:** The ideal thing for every organization is to investigate a specific product it wishes to enter to get adequate information in respect of the product and the market. Ade et al. (2013) establishes that market intelligence helps in positioning the product in the market through the information collected. This concept could be employed by quantity surveying firms adequately convince the public of the need to engage the services of the firms.

3. Methodology

The study reviewed related studies on marketing strategies adopted by sisters' professions. This helps in identifying some sustainability marketing strategies that could sustain quantity surveying firms in the built environment. Previous studies show that quantity surveying firms are aware of some of these strategies. However, the level of usage and the effectiveness of these marketing strategies become a matter of concern to the researcher. Hence, it is paramount to know the level of effectiveness of these marketing strategies in the delivery of quantity surveying services. The identified marketing strategies were assessed by quantity surveyors to know the extent to which the firms adopt these strategies in the delivery of their services as well as the level of effectiveness. The variables were contained in the designed questionnaire for adequate and effective assessment. Statistical tools such as frequency, percentages, Mean Response Analysis (MRA), and Analysis of Variance ANOVA were used to analyse the collected data. The designed questionnaire consisted of two sections (sections 1 and 2). Section 1 focused on the characteristics of the respondents while section 2 focused on the assessment of marketing strategies. The study was conducted in Southwestern Nigeria comprising six Lagos, Ogun, Oyo, Osun, Ondo, and Ekiti. Three states (Lagos, Oyo, and Ondo) were selected for the study based on their proximity. Fifty-six (56) registered quantity surveying firms were randomly sampled in the study area. Eighteen (18) marketing strategies were identified from literature for assessment on a 6-point Likert scale. Data collected on characteristics of the respondents were analysed using frequency and percentages while data collected on the subject matter were analysed using MRA and ANOVA. Mean Response Analysis (MRA) displayed the most distinct value for the collection of data, the score around which other scores were uniformly clustered. The responses of the respondents were analysed by computing the mean score for each variable, which is achieved through the expression shown in Equation 1.

$$\text{Mean Score (MS)} = \frac{5n_5 + 4n_4 + 3n_3 + 2n_2 + 1n_1 + 0n_0}{(n_5 + n_4 + n_3 + n_2 + n_1 + n_0)} \quad (1)$$

Similarly, ANOVA was used to test for the significant differences in the views of the respondents on the level of effectiveness of the marketing strategies based on the locations of the respondents. The question of concern is categorized into two competing hypotheses (null hypothesis= H_0 and alternative hypothesis= H_1) between which a choice is made. The perceptions of the respondents from which choice is made include:

H_0 : There is no statistically significant difference in the views of the respondents on the effectiveness of sustainable customer-driven marketing strategies based on the location of the respondents.

H_1 : There is a statistically significant difference in the views of the respondents on the effectiveness of sustainable customer-driven marketing strategies based on the location of the respondents.

3.1 Reliability Test

Reliability could be described as the extent to which variables under test are free from measurement errors. The more errors occur the less reliable the test conducted for such variables (McMillan and Schumacher, 2006; Fraenkel and Wallen, 2003). Cronbach's alpha is one of the vital tools that can be used to determine the extent of reliability of items under assessment (Taherdoost, 2016). In addition, where Likert scales are been used, Cronbach's alpha is regarded as the most appropriate measure of reliability. Therefore, Cronbach's alpha was performed to ascertain the reliability of sustainable customer-driven marketing strategies assessed under this study. Studies establish that an alpha value closer to 1.00 confirms the reliability of the questionnaire (Webb, Shavelson and Haertel, 2006; Taber, 2018). The results obtained on the reliability test conducted for sustainable customer-driven marketing strategies revealed the alpha values to be 0.885 (usage) and 0.960 (effectiveness).

4. Results and Discussions

Three states in the Southwest were purposively selected i.e. Lagos, Oyo, and Ondo States for the assessment. Fifty-six (56) registered quantity surveying firms were sampled in these states; forty-six (46) respondents participated in the assessment through the adequate filling of the administered questionnaire, which is equivalent to 76.19% response rate.

4.1 General Characteristics of the Respondents

This study focused on marketing strategies suitable for quantity surveying firms in the competitive environment where they operate. The background of the respondents was examined for their suitability in providing data needed for the study. Data collected concerning respondents’ background include the location of the firm, years of the firm’s existence, highest academic and professional qualifications, professional experience, age, and gender of the respondents. The data were analysed using frequency and percentage. The results obtained are shown in Table 1. The result on firms’ location revealed that 69.6% of the surveyed firms emanated from Lagos State, 26.1% from Oyo State, and 4.3% from Ondo State. Likewise, 91.3% of the firms had been in existence for more than 10 years with 37% of them existing between 11 and 20 years; 32.6% between 21 and 30 years, while 21.7% had been established for over 30 years. The average year of existence of the surveyed firms was 21 years. This signifies a good base for the study.

Table 1 - Background of the respondents

Background Information of Respondents’ QSEs	F	P (%)
Location of the firm		
Lagos	32	69.6
Oyo	12	26.1
Ondo	2	4.3
<i>Total</i>	<i>46</i>	<i>100.0</i>
Years of the existence of Firms		
<10	4	8.7
11-20	17	37.0
21-30	15	32.6
>30	10	21.7
<i>Total</i>	<i>46</i>	<i>100.0</i>
<i>Mean</i>		<i>21years</i>
Highest Academic Qualification of the Respondents		
HND	7	15.2
B.Sc.	7	15.2
PGD	7	15.2
M.Sc./MBA	21	45.7
PhD	4	8.7
<i>Total</i>	<i>46</i>	<i>100.0</i>
Professional Qualification of the Respondents		
MNIQS	25	54.3
FNIQS	21	45.7
<i>Total</i>	<i>46</i>	<i>100.0</i>
Years of Professional Experience		
1-5	2	4.3
6-10	3	6.5
11-15	5	10.9
16-20	9	19.6
above 20	27	58.7
<i>Total</i>	<i>46</i>	<i>100.0</i>
<i>Mean</i>		<i>18 years</i>
Age of the Respondents		

<40 years	7	15.2
41-50 years	8	17.4
51-60 years	20	43.5
>60 years	11	23.9
<i>Total</i>	<i>46</i>	<i>100.0</i>
<i>Mean</i>		<i>50 years</i>
Gender of the respondents		
Male	43	93.5
Female	3	6.5
<i>Total</i>	<i>46</i>	<i>100.0</i>

F= Frequency: %=Percentage

Similarly, the result on academic qualification shows that all the surveyed respondents were academically sound, 15.2% of them had HND, B.Sc, and PGD degrees while 54.4% had additional higher degrees comprising M.Sc (45.7%) and Ph.D. (8.7%). It could be presumed that the respondents are academically qualified in providing necessary information related to the research aim. Moreover, the respondents are professionally qualified as revealed by the result of professional qualification; 54.3% of them are Members of the Nigerian Institute of Quantity Surveyors (MNIQS) while 45.7% are Fellows of the Nigerian Institute of Quantity Surveyors (FNIQS). The result obtained on years of professional experience shows that 58.7% of the respondents had worked in the field of quantity surveying profession for more than 20 years. In addition, 30.5% of them had between 11-20 years of professional experience while 10.8% had up to 5 years of professional experience. This portrays a good image of Quantity Surveying firms where information on marketing strategies suitable for the firms in the competitive environment is expected. On the age of the respondents, 23.9% of them were above 60 years of age, while the largest percentage (60.9%) was aged between 41 and 60 years. Those within the age of 40 and below constituted 15.2%. This is an indication that the respondents are mature enough to adopt customer-driven marketing strategies in a highly competitive environment. Information on the gender indicated that 6.5% of the respondents were female while 93.5% were male that manage quantity surveying firms.

In summary, the result obtained on the background information (characteristics) of the respondents shows that the targeted respondents are competent, experienced, mature and knowledgeable enough to supply adequate and reliable data on marketing strategies suitable for the sustainability of quantity surveying firms in the built environment.

4.2 Sustainable Customer-Driven Marketing Strategies of Quantity Surveying Firms

Embracing a marketing concept alone by an organization is not sufficient if the appropriate and sustainable marketing strategies are ignored. This study considered it needful to assess marketing strategies that drive clients in engaging the services of quantity surveying firms, which invariably leads to the sustainability of the firms in the competitive environment. To achieve this, literature were reviewed on marketing strategies employed by sisters' professions. Eighteen (18) marketing strategies were identified to be assessed by quantity surveying firms to know the level of usage and its effectiveness on the performance of the firms. For efficient assessment, 6-point Likert scale (0-5) was used for these study; where 0= not used/not effective, 2=less used/less effective, 3= used/effective, 4= more frequently used/more effective, and 5=most frequently used/most effective. The data collected were analysed using MRA and ANOVA (effectiveness).

The result obtained via MRA on the level of usage and effectiveness of sustainable customer-driven marketing strategies is presented in Table 2. The result obtained on the level of usage reveals that the professional-client relationship (MS = 4.17) is the most frequently used marketing strategy. This is closely followed by a follow-up strategy (MS = 4.02) and expanding services to the existing clients (MS = 4.00). Ojelabi *et al.* (2018) establish that there should be lifecycle organization-client relationships to give the organization clients 'perspective. Furthermore, studies (Ojo, 2011; Ebunoluwa, 2015; Ogbu, 2015) establish that the professional-client relationship has been the most widely used strategy in the marketing of construction professional services. In addition, Team (2020) affirms that following up on potential clients either through emails or calls can lead to significant results. Additionally, 12 of these strategies were found used by the firms as revealed by their mean scores (MS \geq 3). However, 3 of the assessed marketing strategies have mean scores less than 3,00; hence, they were considered less used. They include advertising (MS=2.65), in-house marketing education (MS=2.76), and marketing planning (MS=2.85).

Furthermore, the result obtained on the level of effectiveness of marketing strategies reveals that professional-client relationship (MS = 4.13) and follow-up (MS =4.13) are the most effective of the identified strategies. These are closely followed by expanding services to the existing client (MS = 4.07), public relations (MS = 4.04), and firm's location (MS 4.02). Studies (Kotler and Armstrong, 2006; Ojo, 2011; Ogbu, 2015; Yankah, 2015; Ebunoluwa, 2015 and Ojelabi *et al.*, 2018) show that professional-client relationship strategy had significant positive effects on the business transaction and it has helped most companies to be successful in the highly competitive business environment.

Similarly, Kulbyté (2020) argues that transacting with the existing clients is 6-7 times cheaper than generating new clients or bringing back the lost clients. Therefore, firms should try in satisfying their existing clients excellently and build a long-term relationship with them; this will ultimately pave way for new clients. The remaining 13 marketing strategies were effective despite some of them being less used by the firms. This denotes that the identified marketing strategies if adequately and properly used by quantity surveying firms will encourage clients in engaging the services of the firms, which will in turn sustain the firms in the competitive environment.

Table 2 - Level of usage and effectiveness of sustainable customer-driven marketing strategies for quantity surveying firms

Sustainable Client-Driven Marketing Strategies	Level of Usage		Level of Effectiveness	
	MS	R	MS	R
Professionals-client relationship	4.17	1	4.13	1
Follow up	4.02	2	4.13	1
Expanding service to existing clients	4.00	3	4.07	3
Public relations	3.50	10	4.04	4
Firms' Location	3.76	7	4.02	5
Position the firm as the answer to clients' needs	3.87	5	3.98	6
Identify the ideal clients	3.87	5	3.91	7
Understanding in and out of the firm's services	3.89	4	3.83	8
Marketing research	3.28	12	3.83	8
Discover customer's location	3.57	9	3.74	10
Awareness about the profession	3.26	13	3.67	11
In-house marketing education	2.76	17	3.67	11
Marketing intelligence	3.02	15	3.67	11
After-sales services	3.37	11	3.65	14
Marketing planning	2.85	16	3.61	15
Service specialization	3.22	14	3.61	15
Advertising	2.65	18	3.59	17
Build partnership	3.63	8	3.50	18

MS= Mean Score, R= Rank

For further assessment, ANOVA was carried out to test for significant differences in the views of respondents on the effectiveness of the used sustainable customer-driven marketing strategies. The result obtained is presented in Table 3.

Table 3 - Perceptions of respondents on effectiveness of sustainable client-driven marketing strategies

Sustainable Client-Driven Marketing Strategies	F-value	P-value
Professionals-client relationship	2.391	0.104
Follow up	1.931	0.157
Expanding service to existing clients	4.358	0.019*
Identify the ideal clients	4.398	0.018*
After-sales services	0.656	0.524
Understanding in and out of the firm's services	2.948	0.063
Position the firm as the answer to clients' needs	4.288	0.020*
Public relations	2.364	0.106
Build partnership	0.792	0.459
Firms' Location	2.794	0.072
Advertising	0.489	0.617
Creating awareness about the profession	1.287	0.287
Marketing research	3.118	0.054
In-house marketing education	1.531	0.228

Marketing intelligence	0.088	0.916
Discover customer's location	2.409	0.102
Marketing planning	1.563	0.221
Service specialization	0.614	0.546

* *Significant at p<0.05*

From Table 3, the result reveals significant differences in the perceptions of the respondents on three (3) sustainable customer-driven marketing strategies as shown by their f-value at $p<0.050$. These include expanding service to existing clients (f value=4.358; p value=0.019), position the firm as the answer to clients' needs (f value=4.288; p value=0.020) and identify the ideal clients (f value=4.398; p value=0.018). This implies that quantity surveying firms in the selected states viewed the effectiveness of marketing strategies on their performances differently. In other words, the extent to which they experience the effectiveness of the use of these 3 strategies differs; hence significant differences exist in the perceptions of the respondents. However, no significant difference existed in the views of the respondents on the remaining fifteen (15) marketing strategies. Among are professional-client relationship (f value=2.391; p value=0.104), follow up (f value=1.931; p value=0.157), firms' location (f value=2.794; p value=0.072), discover customer's location (f value=2.409; p value=0.102) and creating awareness about the profession (f value=1.287; p value=0.287). This denotes that the respondents viewed the effectiveness of the use of these 15 sustainable customer-driven marketing strategies in the same way. In other words, the effectiveness of the use of these strategies on the performance of firms' services was experienced in the same way. This could be interpreted that quantity firms in the selected states believe that the adequate use of these 15 marketing strategies could sustain the firms in the competitive environment.

Having assessed the marketing strategies suitable for sustainability of quantity surveying firms in the southwest (Lagos, Oyo, and Ondo states), the study reveals professional-client relationship and follow-up as the most sustainable customer-driven marketing strategies in the built environment. This is in agreement with the submissions of Team, (2020), Sprague (2016) and Ogbu (2015) that professional-client relationship and follow-up strategies are the powerful tools for the sustainability of firms of service providers in the highly competitive world.

5. Conclusions

The study focused on marketing strategies suitable for quantity surveying firms in Southwestern Nigeria. The marketing strategies centered on means of attracting more clients (customers) for quantity surveying firms to stand out in the competitive business environment. Data were collected on respondents' backgrounds to ascertain their capability in supplying adequate data needed for this study. Data on the subject matter which include the level of usage and effectiveness of marketing strategies were similarly collected. Frequency distribution and percentages were used to analyse data on respondents' backgrounds while data on the subject matter were analysed using MRA and ANOVA. The study reveals professional-client relationship is the most frequently used and effective marketing strategy in the study area. This is closely followed by follow-up and expanding service to existing clients marketing strategies. No significant differences existed in the perceptions of the respondents on the effectiveness of professional-client relationship and follow-up marketing strategies. However, a significant difference existed in the perception of the respondents on the effectiveness of expanding service to existing clients marketing strategy. The study provides information on marketing strategies that could drive clients in engaging the services of quantity surveying firms and consequently sustain the firms in the built environment. The assessment was carried out in Lagos, Oyo and Ondo; future studies can focus on other regions in the country.

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