

**IMPACT OF CLIENT RELATIONSHIP MANAGEMENT ON THE
PERFORMANCE OF ARCHITECTURAL FIRMS IN NIGERIA**

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AUGUST, 2022

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**A THESIS SUBMITTED TO THE SCHOOL OF POSTGRADUATE
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ARCHITECTURE, COLLEGE OF SCIENCE AND TECHNOLOGY,
COVENANT UNIVERSITY, OTA, OGUN STATE, NIGERIA**

AUGUST, 2022

ACCEPTANCE

This is to attest that this thesis is accepted in partial fulfilment of the requirements for the award of the degree of Doctor of Philosophy (Ph.D) in Architecture, in the Department of Architecture, College of Science and Technology, Covenant University, Ota, Ogun State, Nigeria.

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DECLARATION

I, ADEPEJU, ADEDEJI ADEBOLA (14PCA00784), declare that this research was carried out by me under the supervision of Prof. Eziyi O. Ibe of the Department of Architecture, Faculty of Environmental Sciences, University of Nigeria, Enugu Campus, Enugu and Prof. Adedapo A. Oluwatayo of the Department of Architecture, College of Science and Technology, Covenant University, Ota, Nigeria. I attest that the thesis has not been presented, either wholly or partially, for the award of any degree elsewhere. All sources of data and scholarly information used in this thesis were duly acknowledged.

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Signature and Date

CERTIFICATION

We certify that this thesis entitled ‘**IMPACT OF CLIENT RELATIONSHIP MANAGEMENT ON THE PERFORMANCE OF ARCHITECTURAL FIRMS IN NIGERIA**’ is an original research work carried out by **ADEPEJU, ADEDEJI ADEBOLA (14PCA00784)** in the Department of Architecture, College of Science and Technology, Covenant University, Ota, Ogun State, Nigeria under the supervision of Prof. Eziyi O. Ibem and Prof. Adedapo A. Oluwatayo. We examined and found this work acceptable as part of the requirements for the award of Doctor of Philosophy (PhD) degree in Architecture.

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DEDICATION

This thesis is dedicated first to Almighty God, the giver of the ability to know and the quest to inquire, and to Jesus Christ whose fullness fills all things. I also dedicate this to my lovely wife, Jadesola Adepeju, a great woman with a sweet blend of grace and truth; to my dear late dad, Samuel Adesina Gbadebo Adepeju, a man of great courage, love and integrity in his generation and to my dear late mum, Margaret Adedayo Adepeju, an ‘Amazon’, firm, resilient and full of hope.

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ABBREVIATIONS

- (i) **ARCON:** The Architects Registration Council of Nigeria.
- (ii) **ASDS:** Architectural Services Delivery Stages
- (iii) **B2B:** Business-Business Relationship. When architectural clients are business organisations, then the resulting architect-client relationship is a B2B relationship and the clients are referred to as B2B clients.
- (iv) **B2C:** Business-Client Relationship. When architectural clients are individuals, then the resulting architect-client relationship is a B2C relationship and the clients are referred to as B2C clients.
- (v) **B2G:** Business-Government Relationship. When architectural clients are local, regional and national governments, then the resulting architect-client relationship is a B2G relationship and the clients are referred to as B2G clients.
- (vi) **BIM:** Building Information Modelling.
- (vii) **CEM:** Customer/Client Experience Management.
- (viii) **CRM:** Customer/Client Relationship Management.
- (ix) **CSR:** Corporate Social Responsibility.
- (x) **KIE:** Knowledge-Intensive Enterprises.
- (xi) **NIA:** Nigerian Institute of Architects.
- (xii) **OP:** Organisational Performance.
- (xiii) **RFP:** Request for Proposals.
- (xiv) **RIBA:** Royal Institute of British Architects.
- (xv) **RM:** Relationship Marketing

ABSTRACT

Previous studies that established that superior financial and non-financial performance outcomes result from the use of customer relationship management features were contextualised outside Nigeria and the architectural industry. To achieve the financial and non-financial prosperity of businesses and contribute to the sustainable development goals (SDGs), there has been a paradigm shift by companies across the globe toward customer relationship management. The customers of architectural firms are called ‘clients,’ and studies that holistically described the client relationship management (CRM) features used by architectural firms and how they influence firm performance are unknown. This study filled this gap by investigating the impact of CRM features used by architectural firms in Nigeria on their firm performance. The mixed-method research paradigm was adopted and a mix of a validated questionnaire and an interview guide were administered to principals of architectural firms across the six geo-political zones of Nigeria. The sampling frame comprising 780 architectural firms was drawn from 1,066 registered architectural firms listed by the Architects Registration Council of Nigeria (ARCON). Multistage cluster sampling and multistage random sampling were used to extract a representative sample size of 290 firms as respondents of the quantitative data instrument while purposive sampling was used in selecting participants for the interviews. The statistical tools used to analyse the quantitative data from the retrieved 202 copies of the questionnaire were descriptive statistics, cross-tabulation, principal component analysis and categorical regression analysis. Qualitative data were analysed using thematic analysis. The study found that individualised incentives strategy had the strongest impact on firm performance in Nigeria ($\beta = 0.42, p < 0.01$). Also, office location is the strongest driver of individualised incentives strategy ($\beta = 0.21, p = 0.02$). For parsimonious reasons, this study cross-sectionally investigated CRM (a longitudinal phenomenon) as done by previous studies. This is a limitation of the study and it implied that interpretations of results from the study were reported tentatively as they would need to be corroborated with further longitudinal studies. The study also recommends that principals and managers of architectural firms in Nigeria upgrade their skills in implementing location-sensitive individualised incentives strategy as a priority CRM feature to achieve superior performance of their firms.

Keywords: Architectural firms, Client relationship management, CRM, Organisational performance.