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Key Drivers for Strategic Organizational Survival in Nigeria: Case of Quantity Surveying Consultancy Firms

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Abstract

The implementation of survival strategy is challenging because of the complexity of making strategic decisions that would ensure the continuous existence of the organization. For quantity surveying firms, several strategies have been suggested to survive challenging and turbulent economic environment. However, these firms are yet to gain insight into the factors that can influence or drive the implementation of appropriate survival strategies. Hence, the need for the study to examine the drivers to implementing survival strategy in quantity surveying firms in Nigeria. The study adopted the survey research approach and through the questionnaire, One Hundred and Thirty (130) quantity surveying firms were purposively selected in South-west, Nigeria. The 99 responses received from the principal partner or senior management personnel of these firms were analysed using descriptive and inferential statistics. From the result, it was revealed that the decision to implement survival strategies in quantity surveying firms is based on the desire of the firm to improve performance, operational efficiency, anticipating changes in firm, innovativeness, technical edge and so on. Additionally, the study categorized the drivers into five distinct factors driving the implementation of survival strategy thereby indicating that quantity surveying firms must focus on both internal and external driving forces. The prioritized drivers are strategic leadership and market intelligence, innovation and competitive edge, policy alignment and performance, cost discipline and project security and growth and competitive positioning. The study concluded that the implementation of survival strategies in quantity surveying firms would be successful when factors that can drive its implementation are carefully considered. Hence, this study suggests that the partners or top management of quantity surveying firms in Nigeria and worldwide should organize summit to deliberate on the pros and cons of implementing strategies as well as the driving force for each strategy.

Introduction

Firms and businesses are often faced with challenges either from within or the environment of the firm that are working against achieving their desired goals. Given this, the management of the firm creates and implements a course of action as a 'strategy' to redirect the firm in achieving the intended outcome. More importantly, firms adopt strategies for achieving competitive advantage and long-term success. In

crisis environments such as economic downturns, pandemics and so on, deciding and implementing a business strategy are crucial for an organization's survival and resilience (Moyanga et al., 2025).

However, the types of business and survival strategies to implement as well as the extent to which the strategies are being adopted are still unclear to the management of firms (Mishrif & Khan, 2023). This is largely due to the difficulties and barriers hindering the adoption and implementation of strategies since the top managers of firms focus more on planning the strategies than implementing them (Murrilla-Luna et al., 2011; Dasan, 2020). Gamage et al. (2020) submitted that implementing survival strategies in firms and enterprises can be hindered by limited resources, insufficient knowledge, and a lack of technical skills and innovative capabilities, to mention but a few. To address this issue and increase the likelihood of successfully implementing strategies and achieving their desired goals, a wide range of reasons for adopting strategies must be considered by the management of firms.

Successful adoption of a survival strategy requires a thoughtful and well-planned approach that considers the unique circumstances and needs of the firm by addressing immediate challenges and planning. This implied that the choice and use of any strategic tool are influenced by many factors (Leonard, 2014). These factors are described by several studies as drivers influencing or affecting the choice and adoption of suitable strategies in enhancing companies/firms. This implies that the adoption of survival strategies by organizations is often driven by a range of internal and external factors that necessitate adaptive measures to navigate through challenging circumstances (Nwachukwu et al., 2019). Drivers for adopting survival strategies in firms are not exhaustive, and their relative importance may vary depending on the firm's industry, business competitiveness, firm's size and resources, and specific goals (Thome & Medeiros, 2016; Dasan, 2022). It is important to note that the adoption of survival strategies as well as the drivers influencing its adoption varies in firms.

In a crisis environment, firms in the construction industry are often affected irrespective of their enormous contributions to the economy in terms of buildings and infrastructure inputs. In the construction industry, quantity surveying firms are not exempted. The quantity surveying firms provide consultancy services on the financial aspect of construction projects and most of these firms are categorised as small-sized organizations. Due to their size, they are often affected by the variability of the economy and thus, perform poorly. Besides, most quantity surveying firms are failing and struggling to survive (Ogbu, 2015). For their continuous operation in the construction industry, the implementation of survival strategies by quantity surveying firms has been suggested by extant studies (Gachuma & Karugu, 2018; Okereke et al., 2022; Moyanga et al., 2025). However, implementing survival strategies can be a complex and challenging process and as such, firms need to carefully assess and consider drivers (influencing factors) to align their strategies with their long-term goals to survive the changing business environment. This study therefore intends to bridge the gap existing in the literature by suggesting key factors (drivers) that must be considered by the management of quantity surveying firms as they decide on implementing survival strategies.

Literature Review

Drivers to implementing survival strategies

The choice of strategy should align with the organization's mission, goals, and external environment. The adoption of survival strategies by organizations is often driven by a range of internal and external factors that necessitate adaptive measures to navigate through challenging circumstances (Charles et al., 2015). One of the driving factors is cutting operational costs which is critical for adopting survival strategies, particularly in challenging economic conditions or when an organization is facing financial difficulties (Rounaghi et al., 2021). By reducing operational costs, organizations can improve their financial stability

by managing their cash flow, reducing the risk of insolvency, and maintaining access to necessary financial resources. Besides cost-cutting for implementing cash/financial management strategy, another important driver is improving operational efficiency. Operational efficiency is construed to be the ability of an organization to produce goods or services with minimal waste of resources while maintaining or improving quality and ensuring sustainability (Osazefua, 2019). Operational efficiency measures, such as process optimization, automation, and lean management, can significantly reduce operational costs (Handoyo et al., 2023).

Non-profitable assets often incur on-going costs, such as maintenance, insurance, and depreciation. By disposing of these assets, organizations can eliminate these financial burdens, which can be particularly important when the organization is struggling to cover its expenses. Organizations can assess their asset portfolio and reallocate resources to more profitable or strategic areas (Parambath & Udawatta, 2017). This process can lead to a stronger, more sustainable business model. In an organization, measuring performance both qualitatively and quantitatively geared towards achieving and improving performance is a key driver for strategic management (Rajnoba & Lorincova, 2015). Nkem and Onuoha (2023) submitted that organization must focus primarily on enhancing performance basically through innovative practices to implement business strategy.

Competing with other firms is a fundamental driving factor for adopting strategies in the business world. Competition drives organizations to seek ways to gain a competitive advantage, differentiate themselves, and thrive in their respective markets. Competing with other firms is connected to defining the market position and developing strategies to distinguish themselves from competitors (Giachetti & Dagnino, 2021). Proactively embracing change is a way to remain competitive and relevant in a dynamic business environment. Organizations that anticipate and desire changes seek to position themselves as leaders in emerging markets or industries Embracing change often involves fostering a corporate culture that encourages flexibility, learning, and openness to new ideas (Covic & Planinic, 2020). In this case, organizations must consider their corporate culture in deciding the strategies to be adopted to survive challenges.

On one hand, embracing change often involves a commitment to innovation and adaptability. On the other hand, embracing strategies that focus on innovation, organizations involve the culture of investing in research and development and encourage collaboration and linkages with external organizations (Hernández et al., 2020; Muiga & Namusonge, 2020). To drive product development and service delivery, organizations can leverage a distinguished technical edge, capabilities and core competencies to stand out among competitors in the industry (Muthoka & Wario, 2014). On the other hand, research and development serves as a vital driver for implementing strategies aimed at improving the product and services and competitive advantage of an organization (Farida & Satiawan, 2022). For an organization to implement effective strategy, it is vital to identify problems relating to the market and evaluate new product and services that can make it stand-out most especially during economic meltdown. Research and development significantly drive development in the organization relating to innovation activities and achieving competitive advantage (Cornelia & Susilo, 2022). This result in most cases to identifying and evaluating the threats and opportunities available for the companies in adopting any survival strategy.

The presence of societal support systems, such as governance structures and policies, can influence firm survival and the adoption of survival strategies (Zonouzi et al., 2020). This is so because government policies create the regulatory framework, within which various entities operate, influencing their behaviour and decision-making. Adapting survival strategies to align with or respond to government policies is often a critical aspect of sustainable success (Chayita & Kaseke, 2021). Aside from government policies, understanding and navigating social constraints is essential for firms seeking to adapt and thrive within their societal contexts. Strategies that align with social norms can impact not only survival but also the ability to build supportive networks and relationships with other organizations in the industry. Firm

leadership and management play a pivotal role in shaping and executing survival strategies. The ability to provide a clear vision, make sound decisions, foster a resilient culture, and adapt to changing circumstances are essential leadership qualities that contribute to the long-term survival and success of a firm (Ramadan, 2015; Mubarak & Yussof, 2019). The past strategies of a business, whether successful or unsuccessful, can have a significant impact on the development of current survival strategies. Both threats and opportunities stemming from past strategies contribute to the lessons learned, organizational knowledge, and adaptive capabilities of a company. In essence, the experiences and outcomes of past strategies serve as a driver for the adoption of new survival strategies in the firm. These extant studies on drivers for choosing and implementing survival strategies for organizations are summarised in Table 1.

Table 1: Summary of Empirical Review on Drivers

Codes	Drivers	References/Source
DS1	Cutting operational cost	Parambath & Udawatta (2017); Rounaghi et al. (2021)
DS2	Improved operational efficiency	Charles et. al. (2015); Osazefua (2019); Handoyo et al. (2023)
DS3	Disposing of non-profitable assets	Parambath and Udawatta (2017)
DS4	Competing with other firms	Amantra (2016); Giachetti and Dagnino (2021)
DS5	Improving performance	Rajnoba an Lorincova: Mellen (2020); Nkem and Onuoha (2023)
DS6	Anticipating and desiring changes	Adu et. al. (2020): Covic and Planinic (2020)
DS7	Adopting and improving innovation	Conrado and Carvalho (2016); Muiga and Namusonge (2020)
DS8	Distinguished technical edge	Muthoka and Wario (2014); Cornelia and Susilo (2022)
DS9	Level of research & development	Muthoka and Wario (2014); Farida and Satiawan (2022); Cornelia and Susilo (2022)
DS10	Determining threats and opportunities	Adu et. al. (2020)
DS11	Considering corporate culture	Leonard (2014); Muiga and Namusonge (2020)
DS12	Recognizing market	Conrado and Carvalho (2016); Mellen (2020)
DS13	Extent and kind of external linkage	Hernández et al. (2020); Adu et al. (2020)
DS14	Exploring core/distinctive competencies	Leonard (2014); Muthoka and Wario (2014); Mellen (2020)
DS15	Level of management/leadership support	Ramadan (2015); Conrado and Carvalho (2016); Mubarak and Yussof (2019): Adu et al. (2020)
DS16	Impact of past strategies	Muthoka and Wario (2014); Amantra (2016)
DS17	Considering social constraints	Charles et. al. (2015); Amantra (2016)
DS18	Considering government policies	Chayita and Kaseke (2021); Zonouzi et al. (2020)

Methodology

The survey research approach was adopted in achieving the aim of study which is exploring key drivers or factors influencing the implementation of survival strategies by quantity surveying firm in Nigeria.

The questionnaire was used to obtain data from the partners or top management personnel of quantity surveying firms in South-west, Nigeria. The categories of respondents were purposively selected because they are responsible for making decision and recommending strategic management ideas for the development and continuous existence of the organization. The study is firm-based and as such, one questionnaire was administered to each of the One Hundred and Thirty (130) quantity surveying firms in the six States of South-west region of Nigeria. Ninety-nine (99) responses were retrieved, representing 76.2% healthy response rate and were analysed accordingly. Both descriptive and inferential statistics including frequency and percentage, mean score, standard deviation and factor analysis was used for analysing the data. The background information of quantity surveying firms was analysed using percentage and the mean score was used for ranking the opinions of the respondents on the drivers for implementing survival strategies in quantity surveying firms. Using the standard deviation, drivers having less value were ranked highest. To prioritize the key drivers for the implementation of survival strategies, factor analysis was adopted. The analysis was done by first determining the factorability and suitability of factor analysis for the data collected on drivers. The Cronbach's coefficient alpha was used to check the internal consistency/reliability of each of the field of the questionnaire as well as provides an indication of the average correlation among all the items and the scale, and the values range from 0 to 1, with higher values indicating greater reliability (Pallant, 2011).

Results

Background information of quantity surveying firms

Background information of the firms contacted for the study is presented in Table 2. The result shows that quantity surveying firms in Nigeria have been in existence for an average of 14 years. About 84% of the firm having about 10 or fewer employees, while only 16% employ more than 10 staff. This indicates that most quantity surveying firms in Nigeria are micro-sized enterprises, despite having been established for more than a decade on average.

Furthermore, although these firms are relatively small, they are not typically sole proprietorships. A large proportion of them operate with at least two partners, suggesting that their organizational structure is more collaborative and professionally managed than single-owner firms. This is important because it shows that the respondents were not only business owners but also included managerial personnel capable of providing informed and credible opinions on the strategic drivers necessary for organizational survival.

Table 2: Characteristics of Respondents'/QS' Firms

Characteristics	Category	Frequency	Percent
Years of Establishment of Firm	1-5years	9	9.10
	6-10years	20	20.2
	11-15years	18	18.2
	16-20years	15	15.1
	above 20years	37	37.4
	Average year **14**		
Number of Employees/Firm Size	1-10 staff	83	83.8
	11-49 staff	16	16.2
	Total	**99**	**100**
Numbers of Partners	2	34	34.4
	More than 2	24	24.2
	Total	**58**	**58.6**

Ranking drivers to implementing survival strategies

Mean Score

Table 2 presents the mean analysis of drivers to the adoption of survival strategies by quantity surveying firms (QSFs) during periods of economic contraction. The result shows that all the identified factors play a role in encouraging QSFs to adopt survival strategies. However, some drivers were more influential than others. Specifically, the highest-ranked drivers were improving performance (DS5, mean = 4.515), improving operational efficiency (DS2, mean = 4.474), anticipating and desiring changes (DS6, mean = 4.253), and adopting and improving innovation (DS7, mean = 4.253). These findings suggest that Nigerian QSFs tend to prioritize strategies that enhance their efficiency, adaptability, and innovation capacity to remain competitive and resilient.

Other notable drivers include having a distinguished technical edge (DS8, mean = 4.182), management and leadership support (DS15, mean = 4.141), and cutting operational costs (DS1, mean = 4.131). This highlights that while financial prudence is important, firms place slightly higher emphasis on leadership quality and technical competence when navigating survival challenges. On the other hand, factors such as extent and kind of external linkage (DS13, mean = 3.636) and considering social constraints (DS17, mean = 3.697) were rated comparatively lower, suggesting that external or societal pressures are not perceived as immediate survival priorities compared to internal organizational performance and efficiency.

Table 3: Drivers to the Adoption of Survival Strategies

Code	Drivers	Mean	Std. Deviation
DS5	Improving performance	4.515	0.645
DS2	Improved operational efficiency	4.474	0.733
DS6	Anticipating and desiring changes	4.253	0.705
DS7	Adopting & improving innovation	4.253	0.885
DS8	Distinguished technical edge	4.182	0.787
DS15	Level of management/leadership support	4.141	0.857
DS1	Cutting operational cost	4.131	0.865
DS10	Determining threats and opportunities	4.121	0.824
DS9	Level of research & development	4.040	0.989
DS16	Impact of past survival strategies	3.919	0.900
DS18	Considering government policies	3.919	0.976
DS12	Recognizing market	3.869	0.944
DS3	Disposing of non-profitable assets	3.838	0.955
DS11	Considering corporate culture	3.838	1.017
DS14	Exploring core / distinctive competencies	3.818	0.873
DS4	Competing with other firms	3.748	1.043
DS17	Considering social constraints	3.697	0.942
DS13	Extent and kind of external linkage	3.636	0.874

Categorizing and prioritizing Drivers to Implementing Survival Strategies.

Factor Analysis

Furthermore, the adequacy and suitability of the 18 drivers to the adoption of survival strategies in quantity surveying firms for factor analysis was conducted and the result is presented in Table 3. The

result shows that the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) value is 0.791 and Bartlett's Test of Sphericity is p=0.000. This depicts that the data obtained on the drivers of adopting survival strategies are suitable and appropriate for factor analysis.

Following this, principal component analysis (PCA) was carried out, which extracted five components with eigenvalues greater than 1. These components were further tested for internal consistency using Cronbach's alpha. The components recorded alpha values between 0.601 and 0.839, which are above the minimum acceptable reliability thresholds in literature (Hair et al., 2010; Shrestha, 2021). This indicates that the identified components are both valid and reliable measures of the survival strategy drivers.

The factors were then grouped and named according to their thematic significance. While there is no universally accepted method for naming factors (Yong & Pearce, 2013), the chosen names aim to be more practical and reflective of the survival strategies used by Nigerian QSFs. Accordingly, the five factors were renamed as: "Strategic Leadership and Market Intelligence" capturing the role of leadership support, market recognition, corporate culture, and external linkages in driving survival strategies. "Innovation and Competitive Edge" reflecting how innovation, adaptability, and technical distinctiveness help firms remain competitive. "Policy Alignment and Performance" showing the importance of operational efficiency, performance improvement, and compliance with government policies. "Cost Discipline and Project Security" emphasizing cost control, learning from past strategies, and addressing social constraints to protect firm stability. "Growth and Competitive Positioning" pointing to how competing effectively and shedding unprofitable assets support long-term organizational development. This refined grouping highlights that QSFs in Nigeria not only focus on internal efficiency and innovation but also actively respond to market dynamics, policy environments, and long-term organizational growth.

Table 4: Key Drivers to the Adoption of Survival Strategies

Factors	**Item**		**Factor Loading**	**Alpha Value**
KMO	**0.790**		**Sig.**	**0.000**
Strategic Leadership and Market Intelligence	DS12	Recognizing market	0.771	0.839
	DS11	Considering corporate culture	0.708	
	DS10	Determining threats and opportunities	0.662	
	DS15	Level of management/leadership support	0.596	
	DS13	Extent and kind of external linkage	0.548	
	DS9	Level of research & development	0.515	
Innovation and Competitive Edge	DS7	Adopting & improving innovation	0.789	0.782
	DS6	Anticipating and desiring changes	0.741	
	DS8	Distinguished technical edge	0.665	
	DS14	Exploring core / distinctive competencies	0.538	
Policy Alignment and Performance	DS2	Improved operational efficiency	0.742	0.695
	DS5	Improving performance	0.729	
	DS18	Considering government policies	0.633	
Cost Discipline and Project	DS1	Cutting operational cost	0.839	0.710

Table 4 Contd.				
	DS16	Impact of past survival strategies	0.641	
	DS17	Considering social constraints	0.621	
Growth and Competitive Positioning	DS4	Competing with other firms	0.803	0.601
	DS3	Disposing of non-profitable assets	0.752	

Discussions

From the result of the mean score, improving performance, improving operational efficiency, adopting & improving innovation, anticipating and desiring changes, etc. were identified as the most significant drivers of survival strategies among quantity surveying firms (QSFs). Furthermore, the factor analysis grouped the key drivers into strategic leadership and market intelligence, innovation and competitive edge, policy alignment and performance, cost discipline and project security, and growth and competitive positioning. These components provided a clearer understanding of how QSFs in Nigeria can prioritize and implement survival strategies.

Cluster one: Strategic Leadership and Market Intelligence

This component consists of recognizing market (DS12), considering corporate culture (DS11), determining threats and opportunities (DS10), management/leadership support (DS15), extent and kind of external linkage (DS13), and research and development (DS9). Together, these variables emphasize the importance of leadership vision, cultural alignment, and the ability to scan the environment for threats and opportunities. The organization's ability to adopt different market approaches, identify potential threats and opportunities through research, and support management personnel informs its development. When combined with supportive leadership, firms are more likely to develop and sustain survival strategies that are proactive rather than reactive (Quansah & Hartz, 2021). Considering corporate culture ensures that survival strategies align with the values and norms of the firm, which increases acceptance among employees. Consequently, quantity surveying firms must consider the market opportunities of the organization and its culture to decide on implementing effective survival strategies (Murphy & Seriki, 2021). Investing in research and development, the organizations develop strategies to take advantage of the opportunities and financial or non-financial alliance with other firms (Farida & Satiawan, 2022). Similarly, forming external linkages such as alliances, partnerships, or networks provides additional resources and knowledge that strengthen survival capacity. This shows that QSFs that integrate leadership support with market intelligence are more adaptive and resilient to turbulent business environments. The implementation of survival strategies by any organization is largely based on the support and decision of the management team (Mubarak & Yussof, 2019).

Cluster Two: Innovation and Competitive Edge

This component is made up of adopting and improving innovation (DS7), anticipating and desiring changes (DS6), distinguished technical edge (DS8), and exploring core/distinctive competencies (DS14). For organizations to remain relevant, innovation plays a central role in strategic management (Alfaro et al., 2019). The results show that QSFs recognize that innovation whether in technology, processes, or service delivery is directly linked to long-term survival and competitiveness. This finding supports prior studies that link innovation adoption to competitive advantage (Farida & Setiawan, 2022). The ability to anticipate and desire change ensures that organizations are not left behind in evolving industry practices. By cultivating a culture of adaptability, firms can respond quickly to emerging challenges such as economic shocks, client expectations, and technological disruption (Farhan, 2025). Distinctive technical expertise further allows firms to differentiate themselves from competitors, while leveraging core competencies ensures that innovation is not random but strategically aligned with the firm's strengths.

Some firms now adopt emerging technologies such as digital project management tools to enhance their technical edge and remain competitive (Adu et al., 2020; Cornelia & Susilo, 2022). This highlights that QSFs that combine innovation with core competencies are better positioned to secure sustainable advantages in the industry.

Cluster Three: Policy Alignment and Performance

This component consists of improved operational efficiency (DS2), improving performance (DS5), and considering government policies (DS18). Operational efficiency and performance improvement are essential in enabling firms to deliver quality services with minimal waste of resources (Obiki-Osafiele et al., 2024). The findings show that QSFs place a high priority on ensuring that internal processes are optimized before implementing survival strategies. Efficient service delivery not only reduces costs but also improves client satisfaction, which is vital in highly competitive markets (Mwai et al., 2018; Wachira & Simon, 2024). Considering government policies is equally important, as the regulatory environment shapes how firms operate. Compliance with policies can minimize legal risks and position firms for government-backed opportunities. Moreover, aligning strategies with government regulations encourages sustainable practices, efficient use of resources, and improved innovation capacity (Anthony, 2015). This means that QSFs that combine performance improvement with policy alignment are more likely to remain resilient in environments characterized by policy fluctuations and economic turbulence.

Cluster Four: Cost Discipline and Project Security

This component consists of cutting operational cost (DS1), impact of past survival strategies (DS16), and considering social constraints (DS17). Cost management remains a key driver of organizational survival. In consideration, administrative costs, rent, salaries, and utility expenses directly affect competitiveness and profitability (Khare et al., 2023). The findings indicate that QSFs adopt survival strategies that emphasize cost discipline to secure projects and maintain profitability. Firms that can learn from the impact of past strategies also gain valuable insights for shaping future responses.

Considering social constraints highlights the importance of understanding the socio-economic realities of the environment in which firms operate. By acknowledging social expectations and community dynamics, QSFs can strengthen their reputation and project security, which are critical for continuous business engagement (Nnadi et al., 2024). Previous studies confirm that consulting organizations often secure projects not only through technical expertise but also through social interaction and professional credibility (Muthoka & Wario, 2014). This suggests that QSFs that integrate cost discipline with social awareness are more competitive and less vulnerable to environmental uncertainties.

Cluster Five: Growth and Competitive Positioning

This component consists of competing with other firms (DS4) and disposing of non-profitable assets (DS3). Organizational development often requires firms to reassess their competitiveness and streamline resources. The findings show that QSFs adopt survival strategies that involve active competition and the disposal of underperforming assets. Competing with other firms drives continuous improvement in service quality and efficiency, while disposing of non-profitable assets ensures that resources are redirected toward more productive activities (Vasiljeva et al., 2023). This component highlights that growth and competitive positioning are not just about expansion but also about making tough decisions that enhance sustainability. The quest for competitive advantage is a crucial force that drives QSFs to innovate, restructure, and survive within a challenging economic environment (John et al., 2022).

Therefore, QSFs that strategically balance competition with prudent asset management are more likely to sustain growth and long-term survival.

The implications of the study revealed that in the strategic planning of quantity surveying firms, management should integrate and recognise market dynamics, leadership support collaboration with other firms to examine opportunities and threats for survival. It is important to align appropriate strategies with drivers to ensure the successful implementation of strategies in quantity surveying firms. More importantly, the management of quantity surveying organization must ensure to adopt and invest in innovation with respect to the use of technologies for their service delivery. In so doing, their technical edge will be strengthened as they implement strategies for long-term survival of the organizations.

Prior to implementing strategies for survival, it crucial to consider performance improvement measures such as lowering operational cost, enhanced service quality, reducing resources, etc. while adhering to government policies and considering economic uncertainties for better survival. Similarly, quantity surveying firms should learn from the past implemented strategies and social responsibility to better position them to implement appropriate strategies for enhancing cost performance of the firm. Lastly, the survival of quantity surveying firms can be achieved by strategically balancing competition with the optimized resource allocation and dynamic market relevance.

Conclusion

This study explored the drivers and influencing factors for the implementation of survival strategies in firms. To achieve the goal of this study, quantity surveying firms in the Nigerian construction industry serving as the focussed organization were contacted to obtain their perspective on drivers to implementing survival strategies. The responses from the firms were analysed and the result depicts that factors such as performance, operational efficiency, innovation, adapting to changes, etc. significantly drives the implementation of appropriate survival strategies. Additionally, the result revealed that the key driving factors for implementing survival strategies in quantity surveying firms include strategic leadership and market intelligence, innovation and competitive edge, policy alignment and performance, cost discipline and project security, and growth and competitive positioning. From the foregoing, this study recommends that the leadership of quantity surveying firms should intensify efforts to determine the strengths and weaknesses of the organization prior to implementing an appropriate or firm-specific strategy to survive. In the face of economic challenges, external or environmental factors should be considered before opting for a particular survival strategy. In the recent global shift towards technology, the management of quantity surveying firms should invest in digital tools to provide technology-driven service delivery and facilitate a flexible implementation of survival strategies.

This current study examined and prioritised the factors to be considered by quantity surveying firms prior to implementing survival strategies; further studies can provide a linkage or relationship between each driver to implementing survival strategies and the appropriate strategy. For generalizing the finding or determining possible deviations, quantity surveying firms in other regions of the country should be investigated.

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