



# Critical Success Factors and Key Performance Indicators for Real Estate Service Business in Nigeria

<sup>1</sup>J. O. Ogunbiyi and <sup>2</sup>T. T. Oladokun

## Abstract

*The goal of this paper was to create a model of Critical Success Factors (CSFs) and Key Performance Indicators (KPIs), which can be used to keep track of service business activities for enduring real estate practice in emerging economies. As a reference to real estate specialists in emerging economies, the study reviewed and analysed relevant papers with respect to the subject matter in various industries, both locally and in developed economies. Appropriate theories were also explored in the paper, which were drawn from the field of business management that suggest how business performance is measured. Using the narrative method of literature review, the study identified successful applications of the models of CSFs and KPIs that can be applied to the real estate industry. Thus, the CSFs in real estate practice are reported as comprising STEEPLE and POET factors and the KPIs are reported as comprising financial and non-financial performance indicators. Corporate real estate management is comparatively new in the real estate industry of African nations such as Nigeria. The corollary is the collapse of many real estate firms with its untold negative effect on the real estate profession. Understanding CSFs and KPIs in service business is a major pathway to developing sustainable real estate practice. This study is a good primer for real estate administrators in emerging markets who want to use CSFs and KPIs to improve their companies' operational effectiveness. This paper's contribution to knowledge is in the originality of bringing to the fore, the applicability of the concepts of CSFs and KPIs for real estate service business management and performance measurement. Quantitative research on the subject is likely to yield further discussions.*

## Keywords

Real estate, Critical Success Factors, Key Performance Indicators, Business performance, Service business

## Article History

Received 16 September 2023

Accepted 01 December 2023

Published online December 21, 2023

## Contact

J.O. Ogunbiyi  
jamesogunbiyi10@gmail.com  
+234 (0) 8098804646

## Declaration of Conflicting Interests

The author declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

## 1. Introduction

Real estate service firms, especially as it is being run in developing countries, are not exempted from global trends requiring transparency and productivity measurement. The real estate firms may increasingly exhibit the trappings of business failure and may go into liquidation in the absence of efficient administration. Meanwhile, every entrepreneur (or partners) establishes a trading outfit specifically to thrive economically, be productive and ensure business continuity (Oladokun & Ogunbiyi, 2018). Howbeit, these goals are subject to many success determinants.

In order to achieve productivity, organisations often adopt proficient management strategies about which objectives have to be well-spelt, operations have to be kept on tabs and periodic data have to be collected to improve performance (Gibson, 1994; Fuertes *et al.*, 2020). Grunert and Ellegaard (1992)

posits that, most business-administration-based scientific researches are focused on discovering an understanding of success determinant differentiations among business establishments – to find out what makes some business outfits successfully outperform others. There is a paucity of studies that evaluates factors that are critical to business success in real estate practice in Nigeria. Araloyin and Ojo (2011) observed from past real estate studies that, with respect to real estate purchase and sales transactions, the relevant practitioners are missing the mark with regards to fulfilling requirements of clients. The authors posit that there exists a mismatch between “perceptions and expectations” of the affected buyers/sellers and the observed performance of the lax real estate professionals; which can be linked to the processes, profiles and characteristics of the practicing firms involved.

<sup>1</sup> Department of Estate Management, University of Ibadan, Nigeria

<sup>2</sup> Department of Estate Management, Obafemi Awolowo University, Ile-Ife, Nigeria

As applicable to any modern-day business enterprise, estate surveying and valuation in Nigeria, as a service business, is subject to increasing competition which calls for strategic ways of thinking that will factor in effective corporate approach, structures and business methods (Mbugua *et al.*, 1999; Oladokun & Ogunbiyi, 2018). As such, to ensure competent practice and profitable continuity, astute corporate entities take into consideration every necessary aspect of their business including financial and non-financial facets in addition to impacts of prevailing local economy, globalisation and increasing knowledge spread (Mbugua *et al.*, 1999).

There are specific aspects of a business entity that management must intentionally control and effectively direct; which are the most important determinants of viable existence of the business. Those are the Critical Success Factors (CSFs) of that business (Rockart, 1979; Ariyachandra & Frolick, 2008; Mandhachitara & Allapach, 2017).

‘Critical’ implies distinct, identifiable, and most important predictors of the business organisation’s achievements. ‘CSFs’ refer to particular, identifiable, vital issues that determine success; they signify the most important aspects that management must devotedly monitor for prosperous existence; they direct effective operations and determine business survival (Rockart, 1979; Boynton & Zmud, 1984; Ariyachandra & Frolick, 2008; Mandhachitara & Allapach, 2017).

Key Performance Indicators (KPIs) serve as those progress identifiers and the management tools upon which CSFs are based. KPIs measure and monitor the CSFs of an organisation. KPIs refer to distinctive and measurable items deployed to examine and appraise organisation’s advancement towards pre-stated aim. When they are reduced into basic parts, they become markers for achievement by departments and individuals in an organisation (Sayed, 2013; Ogunsanmi, 2013; Ogunbiyi & Oladokun, 2023a).

Going by extant literature (including Saqib *et al.*, 2008; Dada & Oladokun, 2008; Garbharran *et al.*, 2012; Ogunsanmi, 2014), there exists a paucity of empirical, theoretical and conceptual constructs on CSFs and KPIs with respect to real estate professional practice. This study is aimed to enhance existing knowledge on CSFs and KPIs, by developing a model to inform and/or remind real

estate practitioners about key success pointers and predictors of their business performance, profitable existence and continuity of their professional relevance in an increasingly sophisticated service-business world.

This study is purposed to develop a model towards identifying CSFs and KPIs for use by real estate firms in Nigeria. The real estate companies, especially in Nigeria, are also affected by global trends, which require transparency, accountability and productivity measurement for business survival and continuity. As such, it is essential to codify the business success determinants and their measurement tools. Therefore, this study is poised to present a model to determine what aspects are crucial to the sustainability of real estate companies (CSFs) and their performance markers (KPIs). This would help to extend relevant available studies by documenting more KPIs and CSFs, guide further research on the subject and enhance real estate practice in Nigeria.

## 2. Real Estate Service Business in Nigeria

Property assets, like other basic necessities, are fundamental to life. Oladokun and Ojo (2011) posit that, for its capital-intensive nature, investment in property asset is very well said to be the single largest household investment, so that realizing its investment objectives should be a very important focus. With the capital commitment required of real estate investments, the need for the appropriate professional to help guide such investment decision cannot be over-emphasised.

In Nigeria, real estate expert service is best provided by the professional outfits of Estate Surveyors and Valuers (ESV) – estate surveying companies which are duly approved by the Estate Surveyors and Valuers Registration Board of Nigeria (ESVARBON), which is the entity responsible, by the law, for regulating Estate Surveyors and Valuers' operations in Nigeria (Ogunbiyi & Oladokun, 2023a). This is in compliance with Decree No. 24 of 1975 on Estate Surveyors and Valuers' Registration, etc., also known as Cap E13, LFN 2007.

The legally-reserved expertise of estate surveying and valuation in Nigeria, bordering majorly on property asset valuation, property development, estate agency, property management and general real estate practice, allows for its being

both a profession and a business endeavour (Ogunbiyi & Oladokun, 2023a). As a profession, it is concerned with the application of trained skills and expert knowledge towards the preservation and achievement of the investment objectives of the property owner; and, as a business endeavour, it involves running an enterprise using professional and entrepreneurial perspicacity in such a way that guarantees effective and efficient performance, financial success and continuous profitable economic existence.

As a specialised endeavour, the estate surveying and valuation practice is both a profession and a business. As such, in addition to the acquisition of relevant specialist real estate knowledge and skills, basic knowledge and training are required to bolster productive existence in the world of services procurement (Oladokun & Ojo, 2011; Jelonek *et al.*, 2022). Although, the intentional process of steering and shaping investors' land investments into profitable undertakings is what real estate practice is all about. The profession is, at present, increasingly concerned with comfort and satisfaction of users and not just the physical structures (Li, 1997; Kwon *et al.*, 2019). As a result, the competence to appropriately coordinate and assign tasks, along with timely services delivery skills, among other business management skills, are critical to the survival, thrive and continuous existence of every registered professional real estate outfit.

The Nigerian Institution of Estate Surveyors and Valuers (NIESV) states in part, in the introduction to the Guidance Notes on Property Valuation (p.6, 1985), that because the fees-paying society expects exacting standards in the professionals' services, it is very essential for the regulatory institutions to take necessary steps to monitor and ensure compliance among practitioners. This re-emphasises the need for professional and best practices approach in the real estate business/service delivery, and that within established standards and regulatory constraints.

### 3. Theoretical Framework

Constructing a model of Critical Success Factors and Key Performance Indicators that are pertinent to the business of real estate firms in Nigeria is deemed best undertaken within the framework of established theories. These are thought to serve as effective guides for the research work. The two theories found

to be most relevant in this study are: Systems Theory to Service Business, and Utilitarian Theory to Service Business. Further explanations are provided below on the application of the theories.

#### 3.1 Systems Theory to Service Business

The Systems Theory to Service Business refers to the fusion of constructs and concepts derived from General Systems Theory (GST) (Mele *et al.*, 2010). "System" comprises sub-systems, and with the interdependence and inter-working relationships of sub-systems, the overall system (whole organisation) is driven towards pre-established goals. More so, the interdependence of sub-systems in the whole and/or united system implies that, the failure or effectiveness of one has significant impacts on the failure or productivity of the entire system.

A broad conception of a "system" describes it as a complex comprising the interaction of components, together with their interrelationships, which makes for establishing boundaries within entities and processes (Laszlo & Krippner, 1998; Monat *et al.*, 2020). Nwachukwu (2007) posited that, in the application of systems theory to management, the concept considers management system as being a multipart corporate system planned to achieve pre-defined objectives through effective and efficient functional parts. Systems theory is an interdisciplinary theory as it signifies a model wherewith identified phenomena can be studied in a holistic manner; it has applications in natural systems, social systems and political systems, among others (Capra, 1997; Monat *et al.*, 2020).

Amagoh (2008) posits that the systems theory is one of such important theories which provide organisational leaders with the crucial knowledge needed in understanding and responding to the demands and uncertainties brought about by global change. According to the author, the understanding of systems theory helps to a good extent in intelligent organisations, structural designs, information management, and strategy organisations. Business executives and analysts are posed to possess a more sophisticated outlook to organisational management when they appreciate organisations to be total systems (a configuration of subsystems) and with that understanding, more appropriate organisational designs and managerial

systems can be developed (Kast & Rosenzweig, 1972; Monat *et al.*, 2020).

Again, systems theory tends to be a theoretical perspective which considers studied phenomenon as a whole working group rather than mere summation of basic units, so that the interconnections among components are focused towards understanding organisational functions and outcomes (Mele *et al.*, 2010). Perception of the function of business executives, therefore, tends to be ensuring effective management of the united system as well as creating, defining and assigning objectives, functions and activities to sub-divisions of the system and to integrate same towards achieving pre-defined organisational aims (Gbadegesin & Ojo, 2011). Moreover, should there be dysfunctional situations arising from poorly structured communication channels, differences in temperament and disagreement in common purpose, that may lead to the failure of the whole system (organisation) (Gbadegesin & Ojo, 2011).

The researchers proposed that the Systems Theory to Service Business allows estate surveying firms to consider their enterprise as a system with a number of sub-systems. As such, because the activities of the 'System' and its 'Sub-systems' are subject to internal, industrial, environmental and macroeconomic factors, estate surveying firms determine their CSFs and KPIs in line with the consideration of the sub-systems of units and departments in their organisation for proper integration of functions and activities for profitable performance. The sub-systems (units and departments) that make up a complete "General Practice" estate surveying firm in Nigeria typically includes: the Property (and Facility) Management Department, Estate Agency (Sales and Letting) Department, Property Valuation Department, and Administrative Department.

### 3.2 Utilitarian Theory to Service Business

The Utilitarian Theory to Service Business is the blend of constructs and concepts of the Utilitarian Theory of Ethics. The principle of utilitarianism posits that proper decisions can be made safely by considering the big picture of their consequences. The theory adopts qualitative process of deciding greatest benefit to the largest group of people, that is, highest good and the least harm for everyone (Schumann, 2001; Nwachukwu, 2007; Lv *et al.*, 2020).

The utilitarian perception considers that the measure of right and wrong is whether the rule, decision or action would bring greatest happiness to the most significant number in the group (Burns, 2005). Robinson and Dowson (2012) state that there exist different forms of the utilitarian philosophy, such as, Act Utilitarianism – which stipulates that the act likely to bring the best result should gain the highest focus; Rule Utilitarianism – which suggests that highest attention should be placed on those rules that would yield best results; among other forms of the utilitarian theory.

In business, utilitarian view may be geared towards the preservation of competitive advantage and profit maximisation (Ismail, 2009). In accordance with the utilitarian principle, a business owner might decide that dismissing 20% of staff in a particular section will bring about overall profitability in the whole organisation, enhance job security for the other 80% staff and improve the economic stance of stakeholders (Gbadegesin & Ojo, 2011).

The researchers proposed that real estate practising firms favour the Utilitarian Theory to Service Business as it aligns with business concerns bordering on effective, productive and profitable performance. In other words, from cursory observation, founders of estate surveying firms waste no time in laying off unproductive staff and other staff or a set of staff whose activities are inimical to the business (or profit making) objectives of their establishment. They are also quick to lay aside specific codes, rules, internal process, operational dogmas and such likes, which are discovered to be contrary to profit-making and the overall good of the whole system of the estate surveying firm; but subject to the general standards of the established professional institutions.

### 4. Critical Success Factors and Key Performance Indicators

Critical Success Factors (CSFs) are aspects and processes that must receive frequent and thorough consideration of management. They are the "critical determining factors of business' successes" observed and monitored in order to ensure that targets are reached in pre-established business objectives and strategies (Boynton & Zmud, 1984; Ariyachandra & Frolick, 2008; Mandhachitara & Allapach, 2017). CSFs may express the link between a company's advancing performance, strategic hold

in the market and the relative costs of such gains (a function of skills, strategies and resources) (Grunert & Ellegaard, 1992).

Studies have indicated that operational managers may rely on metrics defined as Key Performance Indicators (KPIs), which are measurable performance assessments used to describe factors for successful performance and to track progress toward corporate objectives (Bryceson & Slaughter, 2010; Pfaffel *et al.*, 2020). After an organisation has evaluated its purpose and set its objectives, it must monitor performance toward those objectives. KPIs help organisations define and measure their operational progress toward the attainment of the pre-established goals and objectives (Salehi & Arianpoor, 2021; Ogunbiyi & Oladokun, 2023b; Israel *et al.*, 2023).

The profitable existence of estate surveying firms depends on specifically measurable critical factors. This study posits that professional firms of Estate Surveyors and Valuers (ESVs), as with any business endeavour found for the purpose of its profitable economic survival, continuity and expansion, are dependent on some specific, traceable and key business determining factors and performance indicators for the measurement of their progress as professional, service business entities.

The evolving pool of prospective "candidates" in the determination of CSFs would most certainly be fairly comprehensive, based on a rigorous examination of corporate executives' observed success factors, as well as a review of theory (Grunert & Ellegaard, 1992; Amies *et al.*, 2023). With this study, the CSFs and KPIs can become "forecasting tools" (as used in Saqib *et al.*, 2008) for founders and partners in ESV firms to readily assess, measure, determine and/or predict the likelihood of the firm's profitable continuity, the possibility of making progress and the prospect of meeting the pre-determined values, goals, vision and missions of the establishment.

A model and/or methodology that contributes to a better knowledge of an industry's main success criteria would undoubtedly be of great academic and practical value (Grunert & Ellegaard, 1992). Meanwhile, until recent research efforts, the notion of project success, for example, has been ambiguously perceived in the views of construction professionals (Saqib *et al.*, 2008). As we tie success to the evaluations of relevant stakeholders, major

similarities pertaining to criteria for success typically arise not only with a particular project but throughout an industry (Saqib *et al.*, 2008). Therefore, this study deemed it possible to arrive at an articulated framework for the CSFs and KPIs in use by real estate practising firms towards better business performance, survival, continuity and expansion of their geographical sphere of practice.

## 5. Methodology

The method adopted in this review paper is the narrative method of literature review (Emami & Sadeghlou, 2021; Hall *et al.*, 2021). The study examined extant literature on the concepts of CSFs and KPIs to model the applicability of their respective indicators for real estate service businesses in Nigeria. Online search and selection of relevant articles was done using Google Scholar. After a critical inclusion and exclusion process determined by relevance, thirty (30) articles were selected with respect to CSFs while twelve (12) articles, which were focused on KPIs were also selected. Hence, a total of forty-two (42) articles were consulted and reviewed to determine the applicable variables of CSFs and KPIs for this study.

## 6. Model CSFs and KPIs for Real Estate Service Businesses in Nigeria

Developing a model of CSFs and KPIs for real estate service businesses in Nigeria requires a consideration of the graduation of issues: from the selection of 'candidate CSFs' (and 'candidate KPIs') from many success factors (and performance indicators), to the determination of CSFs (and KPIs) that are applicable to real estate practice.

### 6.1 Success Factors and Candidate CSFs

There are multifarious determinants of business success and performance. Through review of relevant literature, it is possible to assemble a comprehensive list of success factors from which "candidate CSFs" (Grunert & Ellegaard, 1992; Amies *et al.*, 2023) can be studied and proven empirically to arrive at the actual CSFs in the professional practice of real estate in emerging economies like Nigeria.

This study considered that CSFs for real estate practice can be studied along the framework of STEEPLE (external) factors and POET (internal) factors. STEEPLE factors are Social, Technological, Economic, Environmental, Political, Legal and

Ethical factors (Saidova & Muminjonova, 2022). POET factors are Performance, Operation, Equipment and Technological factors (Xia *et al.*, 2012; Xia & Zhang, 2016). Therefore, gathered probable CSFs in this study are considered as External (STEEPLE) Factors and Internal (POET) Factors that are consequential to real estate business success and performance management.

1) **External Factors:** These are established elements over which real estate professionals have little or no control; as a result, they orient their trained operations in response to these factors' constraints and influences. In other words, every estate surveying firm and their competitors are subject to the same influences and requirements of these determinants. Social, Technological, Economic, Environmental, Political, Legal and Ethical (STEEPLE) aspects are examples of external determinants.

2) **Internal Factors:** These are organisational factors. They refer to the firm-specific determinants of the productive activities of the estate surveying firms. They are the factors wholly under the managerial control and supervision of the top executives of the firms. The internal factors are: Performance, Operation, Equipment and Technological (POET) Factors.

### 6.1.1 Candidate Real Estate Practice CSFs

Testable CSFs for the service business of estate surveying and valuation are gathered from available literature. These are grouped as external and internal probable CSFs:

**1) Probable External CSFs:** With regards to external factors, the following were adapted for this study after consideration of relevant previous studies, namely:

A) *Social:* Probable determinants that fall into this category are founders' sex/gender, marital status, and age; founders' ethnicities and religious beliefs; business's age; collaboration with other nearby businesses; owner's social backgrounds; workers' social backgrounds; business owners' social lives, and employees' social lives (Olabisi *et al.*, 2011; Amrita *et al.*, 2018; Oladokun & Ogunbiyi, 2018; Al-Tit *et al.*, 2019).

B) *Technological:* Factors to consider include state of ICT in the region/nation, and level of infrastructure (Mas-Machuca & Martínez-Costa, 2012; Haseeb *et al.*, 2019; Oladokun & Ogunbiyi, 2018).

C) *Economic:* State of the economy in the region / country; office location's market potential and access to funding are the probable determinants (Saqib *et al.*, 2008; Al Sahaf & Al Tahoo, 2021; Yontar, 2023).

D) *Environmental:* Tension from population increase; impacts of urban growth; clients' technical expertise, the depth of their expectations, as well as their requests for innovative operations; other services companies' dynamic practices; efficiency of the property market; globalisation's implications; workplace conditions; clients' characteristics (individual, corporate or public); client's company size, and service users' trust in the business are all factors to consider (Mbugua *et al.*, 1999; Ogunba & Ajayi, 2007; Olabisi *et al.*, 2011; Oladokun & Ogunbiyi, 2018; Ogunbiyi, 2022).

E) *Political:* Determinants to consider include changes in legislation, political backing and political landscape of the region or nation (Saqib *et al.*, 2008; Helmy *et al.*, 2020; Yontar, 2023).

F) *Legal:* Owner's legal standing; firm's legal credibility; local ordinances and edicts; technical credentials, and maintenance of professional certification are all important elements to consider (Oladokun & Ojo, 2011; Mathushan & Pushpanathan, 2020; Helmy *et al.*, 2020; Yontar, 2023).

G) *Ethical:* Excellent professionalism, compliance with NIESV / ESVARBON ethical code and implementation of disciplinary measures against defaulters are factors to consider (Olabisi *et al.*, 2011; Oloke *et al.*, 2013; Ogunbiyi & Oladokun, 2023b; Ogunbiyi *et al.*, 2022; Ogunbiyi, 2022).

**2) Probable Internal CSFs:** The undermentioned internal elements were also generated from evaluated literature:

A) *Performance:* The executives' management skill sets; company's corporate strategy; the company managers' trained backgrounds; the managers' enterprising interests; the managers' willingness to embrace trending changes; general staff's and managers' devotion to quality service; the general staff's and managers' professional capacities; the managers' integrating prowess; the age of corporate partners; the managers' industry exposure; the educational level of the managers and the general staff; and the managers' cost

control capabilities (Mbugua *et al.*, 1999; Alkali *et al.*, 2012; Oloke *et al.*, 2013; Shakeel *et al.*, 2020; Musinguzi *et al.*, 2023).

*B.) Operation:* Operating location; quality of task execution processes; quality of organisational communication; staff capability improvement; corporate organogram; services promotion and networking; staff commitment; precision of client requests; adequate correspondence with patrons; staff competence; client relational attributes; timely provision of services; smart corporate alliances; available working capital; affordability of credit financing (Gbadegesin & Ojo, 2011; Araloyin & Ojo, 2011; Moorthy *et al.*, 2012; Kariuki *et al.*, 2020; Wahab *et al.*, 2020).

*C) Equipment:* Quantity and quality of office equipments; quantity and quality of task execution (field work) tools; and availability of office vehicles (Giusti *et al.*, 2019; Yadav & Singh, 2020; Hastig & Sodhi, 2020).

*D) Technology:* Adoption of trending and applicable IT and ICT devices (including GPS devices, digital measuring tapes and automating professional softwares); level of technical know-how; internet and social media presence; online branding and recognition; online reviews and reputation (Hastig & Sodhi, 2020; Zhang *et al.*, 2020; Orji *et al.*, 2020; Shankar *et al.*, 2022).

## 6.2 Performance Indicators and Candidate KPIs

As was observed in the previous section, attempt is made under this section to unearth a comprehensible list of performance indicators from previously reviewed works. From the probable list of performance indicators gathered, candidate KPIs can then be studied and proved empirically to arrive at the actual KPIs in real estate practice.

### 6.2.1 Candidate Real Estate Practice KPIs

According to such works including Salehi and Arianpoor (2021), Ogunbiyi and Oladokun (2023a), Israel *et al.* (2023), performance indicators can be examined as both financial and non-financial metrics of corporate growth. Therefore, KPIs for real estate practice will be examined in this study on the same line of thought, and they are adapted from previous works as:

**1) Probable Financial KPIs:** These are probable KPIs that comprise numbers, accounting records and financial statements, as such, they are typically

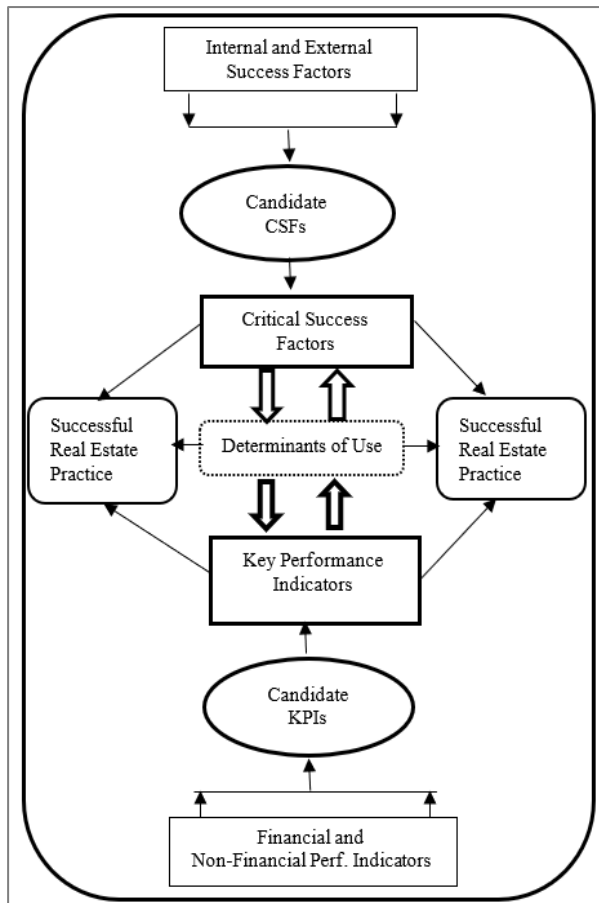
quantitative in essence. Cost control; income and expense accounts; gross profit per employee; company's yearly profit; receivable and payable accounts; asset and liability accounts, liquid asset statements; liquidity ratio; return on investment; annual growth and earnings before taxation are examples of such financial KPIs (Lingsiya, 2012; Ogunsanmi, 2013; UNDP Nigeria, 2015; Tien *et al.*, 2020; Ogunbiyi & Oladokun, 2023a).

**2) Probable Non-Financial KPIs:** As the name implies, these are basically service observable measures of performance. While some of the indicators can involve simple calculations, they are not pecuniary in nature. Non-financial KPI parameters include achieving pre-stated corporate objectives; debt-free business operation; public validation of firm's brand; competitive advantage; feedback attribution; customer recommendations; rise in business assets (automobiles, offices, information systems, etc.); staff size increase; number of high-performing employees; improved staff remuneration; employee satisfaction (learning on the job, developing skills, etc.); condition of workspace environment; customer loyalty and retention; absence of legal disputes and customers' timely payments (Takin & Akintoye, 2002; Adewunmi & Omirin, 2009; Araloyin & Ojo, 2011; Ogunsanmi, 2013; Gan *et al.*, 2020; Raucci *et al.*, 2020; Ogunbiyi & Oladokun, 2023a).

### 6.3 Interrelationship among CSFs, KPIs and their Determinants

At this juncture, the construction of a conceptual framework for the present study will require a model which takes into consideration the CSFs, KPIs and their determinants among the estate surveying firms. Figure 1 shows the diagrammatic representation of the relationship and interaction of the CSFs, KPIs and their determinants.

By way of interpretation, the model depicts that just as there are several kinds of Financial and Non-financial Performance Indicators, there are multifarious factors influencing business success in real estate practice (Internal and External Success Factors). Then, the real estate business analysts and executives would consider these many factors, as well as the relevant performance indicators to go with them; which will be used to track and to monitor activities towards the attainment of the business objectives.



**Figure 1: Model of CSFs, KPIs and their Determinants towards Successful Real Estate Practice Source: Authors**

A detailed perusal of the aforementioned many factors and indicators by the business analysts would lead to Candidate CSFs and Candidate KPIs relevant to the real estate business practice. Thereafter, further analysis would be done (by internal and external survey of activities and perceptions of clients and employees), which would lead to the determination of the ACTUAL CSFs and KPIs relevant to SPECIFIC professional service and operations of the real estate firm. Paying close management attention to the CSFs and KPIs arrived at, as well as the determinants of the CSFs and KPIs by top executives of the estate surveying firms, would prospectively lead to Successful Real Estate Practice. This is the succinct presentation of the complete detail in the conceptualisation of the

## References

- Adewunmi, Y.A. & Omirin, M.M. (2009). Locational choices and business performance of banks in Nigeria. *The Estate Surveyor and Valuer*, 32(1), 74-88.
- Al Sahaf, M. & Al Tahoo, L. (2021). Examining the key success factors for startups in the Kingdom of Bahrain.

application of Critical Success Factors (CSFs) and Key Performance Indicators (KPIs) for real estate professional service business in a developing economy like Nigeria.

## 7. Conclusion and Recommendation

This study is an attempt at adopting and adapting the business concepts of Critical Success Factors (CSFs) and Key Performance Indicators (KPIs) for application in the professional service business of Estate Surveyors and Valuers in Nigeria. Guided by the theories of Systems Theory and Utilitarian Theory, as well as the narrative method of literature review, the study presents a conceptualisation and a modelling of how real estate firms could determine their peculiar CSFs, which would also be monitored by evaluated KPIs to guide their professional business operations.

It is the informed opinion of the authors that professional real estate firms need to adopt strategic management principles in order to maintain relevance and a competitive edge of professionalism in running a thriving business outfit in the world of today. A committed observance of each firm's determined CSFs and KPIs, as well as the factors which influence the selection (determinants) of CSFs and KPIs by the estate surveying firms, will go a long way in ensuring their business profitability, sustainability and successional existence. This paper's contribution to knowledge is in the originality of bringing to the fore the applicability of the concepts of CSFs and KPIs for real estate service business management and performance measurement.

By extension, the presented assertions about CSFs and KPIs as expounded in this paper may be applicable to allied built-environment, professional outfits of planners, architects, quantity surveyors and land surveyors in Nigeria and other similar developing economies. However, this leaves much to be done (as further research areas) for more quantitative studies to be undertaken to prove the applicability of the framework presented in this paper.

*International Journal of Business Ethics and Governance*, 9-49.

- Al-Tit, A.; Omri, A. & Euch, J. (2019). Critical success factors of small and medium-sized enterprises in Saudi



- Arabia: Insights from sustainability perspective. *Administrative Sciences*, 9(2), 32.
- Alkali, M.; Isa, A.H. & Baba, H. (2012). A conceptual model of factors affecting business performance among the manufacturing sub-sector of small business enterprises in Nigeria. *Interdisciplinary Journal of Contemporary Research in Business*, 4(5), 367-372.
- Amagoh, F. (2008). Perspectives on organisational change: systems and complexity theories. *The Innovation Journal: The Public Sector Innovation Journal*, 13(3)(3), 1-14.
- Amies, P.; Jin, X. & Senaratne, S. (2023). Success factors for dam engineering industry: systematic literature review and conceptual classification. *Innovative Infrastructure Solutions*, 8(1), 58.
- Amrita, K.; Garg, C. P. & Singh, S. (2018). Modelling the critical success factors of women entrepreneurship using fuzzy AHP framework. *Journal of Entrepreneurship in Emerging Economies*, 10(1), 81-116.
- Araloyin, F.M. & Ojo, O. (2011). An analysis of real estate consumers' perception of service quality in estate agency practice in Lagos Metropolis, Nigeria. *Journal of Economics and International Finance*, 3(3), 139-145.
- Ariyachandra, T. R. & Frolick, M. N. (2008). Critical success factors in business performance management - Striving for success. *Information systems management*, 25(2), 113-120.
- Boynton, A.C. & Zmud, R.W. (1984). An assessment of critical success factors. *Sloan Management Review*, 25(4), 17-27.
- Bryceson, K. P. & Slaughter, G. (2010). Alignment of performance metrics in a multi-enterprise agribusiness: Achieving integrated autonomy? *International journal of productivity and performance management*, 59(4), 325-350.
- Burns, J.H. (2005). Happiness and utility: Jeremy Bentham's equation. *Utilitas*, 17(1), 46-61.
- Capra, F. (1997). *The Web of Life*. New York: Doubleday-Anchor Book.
- Coccia, R.; Corsini, A.; Caputi, M. V. M., Pavirani, G., Fochesato, D., Di Pasquale, L., Coltellacci, M., Biasi, F. & Missimi, G. (2022). Enabling railway AM optimisation using a rationale KPIs framework. In proceedings of the 5th European International Conference on industrial engineering and operations management, Rome, Italy, July 26 (Vol. 28).
- Dada, M.O., & Oladokun, M.G. (2008). Critical success factors for public-private partnership projects in Nigeria: a perceptual survey. Proceedings of CIB W065/055 Commission on Transformation through Construction, November 15-17, 2008, Dubai, UAE; pp. 1-10.
- Emami, A. & Sadeghlou, S. (2021). Residential satisfaction: A narrative literature review towards identification of core determinants and indicators. *Housing, Theory and Society*, 38(4), 512-540.
- Fuertes, G.; Alfaro, M.; Vargas, M.; Gutierrez, S.; Ternero, R. & Sabattin, J. (2020). Conceptual framework for the strategic management: a literature review—descriptive. *Journal of Engineering*, 2020, 1-21.
- Gan, H.; Park, M. S. & Suh, S. (2020). Non-financial performance measures, CEO compensation, and firms' future value. *Journal of Business Research*, 110, 213-227.
- Garbharran, H.L; Govender, J. P. & Msani, T.A. (2012). Critical success factors influencing project success in the construction industry. *Acta Structilia*, 19(2), 90-108.
- Gbadegesin, J.T. & Ojo, O. (2011). An appraisal of property management practice in Metropolitan, Ibadan, Nigeria. *The Built and Human Environment Review*, 4(1), 167-181.
- Gibson, Y. (1994). Strategic property management: how can local authority develop a property strategy? *Property Management*, 12(3), 9-14.
- Giusti, R.; Manerba, D.; Bruno, G. & Tadei, R. (2019). Synchronodal logistics: An overview of critical success factors, enabling technologies and open research issues. *Transportation Research Part E: Logistics and Transportation Review*, 129, 92-110.
- Grunert, K.G. & Ellegaard, C. (1992). The concept of key success factors: theory and method. MAPP working papers no. 4. Available at: [https://pure.au.dk/portal/files/32299581/wp04.pdf%20\(12](https://pure.au.dk/portal/files/32299581/wp04.pdf%20(12) (accessed 26 November 2021).
- Hall, J.; Gaved, M. & Sargent, J. (2021). Participatory research approaches in times of Covid-19: a narrative literature review. *International Journal of Qualitative Methods*, 20, 16094069211010087.
- Hansen, G.S. & Wernerfelt, B. (1989). Determinants of firm performance: the relative importance of economic and organisational factors. *Strategic Management Journal*, 10(5), 399-411.
- Haseeb, M.; Hussain, H. I.; Kot, S.; Androniceanu, A. & Jermsittiparsert, K. (2019). Role of social and technological challenges in achieving a sustainable competitive advantage and sustainable business performance. *Sustainability*, 11(14), 3811.
- Hastig, G. M. & Sodhi, M.S. (2020). Blockchain for supply chain traceability: Business requirements and critical success factors. *Production and Operations Management*, 29(4), 935-954.
- Helmy, R.; Khourshed, N.; Wahba, M. & Bary, A. A. E. (2020). Exploring critical success factors for public private partnership case study: The educational sector in Egypt. *Journal of Open Innovation: Technology, Market, and Complexity*, 6(4), 142.
- Ismail, M. (2009). Corporate social responsibility and its role in community development: an international perspective. *The Journal of International Social Research*, 2(9), 199-209.
- Israel, B.; Mahuwi, L. & Mwenda, B. (2023). A review on financial and non-financial measures of supply chain performance. *International Journal of Production Management and Engineering*, 11(1), 17-29.
- Jelonek, D.; Tien, N. H.; Dao, M. T. H., & Minh, D. T. (2022). Comparative analysis of business strategy of Vietnamese real estate developers: the use of Hoffer matrix. *International journal of multidisciplinary research and growth evaluation*, 3(1), 197-204.
- Kariuki, K. T.; Kimanga, E. & Wanjiku, J. (2020). Performance of Events Management Service Providers within the Weddings Subsector, in Nairobi County, Kenya. *International Journal of Innovative Research and Development*, 9(12).
- Kast, F.E. & Rosenzweig, J.E. (1972). General systems theory: applications for organisation and management. *Academy of Management Journal*, December, 447-465.
- Kwon, M.; Remøy, H. & Van den Bogaard, M. (2019). Influential design factors on occupant satisfaction with indoor environment in workplaces. *Building and Environment*, 157, 356-365.
- Laszlo, A. & Krippner, S. (1998). Systems theories: their origins, foundations and development. In: J.S. Jordan (Ed.), *Systems Theories and A Priori Aspects of Perception*, Ch. 3, pp. 47-74. Amsterdam: Elsevier Science.
- Li, L.H. (1997). Property management in China: opportunities and problems. *Property Management*, 15(1), 6-11.
- Lingesiya, Y. (2012). Identifying factors to indicate the business performance of small-scale industries: evidence from Sri Lanka. *Global Journal of Management and Business Research*, 12(21), 74-82.
- Lv, P.; Li, Y. & Mitra, D. (2020). CSR and performance of family businesses: A systematic review. *Australasian Accounting, Business and Finance Journal*, 14(3), 75-85.
- Mandhachitara, R. & Allapach, S. (2017). Small business performance in Thailand: key success factors. *Journal of Research in Marketing and Entrepreneurship*, 19(2), 161-181.

- Mas-Machuca, M. & Martínez Costa, C. (2012). Exploring critical success factors of knowledge management projects in the consulting sector. *Total Quality Management & Business Excellence*, 23(11-12), 1297-1313.
- Mathushan, P. & Pushpanathan, A. (2020). An insight into the critical success factors influence on women entrepreneurship. *3rd Research Conference on Business Studies (RCBS)*, Sri Lanka.
- Mbugua, L.M.; Harris, P.T.; Holt, G.D. & Olomolaiye, P.O. (1999). A framework for determining critical success factors influencing construction business performance. In: Hughes, W. (Ed.), *15<sup>th</sup> Annual Association of Researchers in Construction Management (ARCOM) Conference*, September 15-17, 1999, Liverpool John Moores University, 1, 255 - 264.
- Mele, C.; Pels, J. & Polese, F. (2010). A brief review of systems theories and their managerial applications. *Service Science*, 2(1/2), 126 - 135.
- Monat, J., Amisshah, M., & Gannon, T. (2020). Practical applications of systems thinking to business. *Systems*, 8(2), 14.
- Moorthy, M.K.; Tan, A.; Choo, C.; Wei, C.S.; Ping, J.T. & Leong, T.K. (2012). A study on factors affecting the performance of SMEs in Malaysia. *International Journal of Academic Research in Business and Social Sciences*, 2(4), 224-241.
- Musinguzi, P.; Baker, D. & Villano, R.A. (2023). Interrelationships amongst critical success factors and rural social enterprises' performance in a developing country context. *Journal of Rural Studies*, 100, 102995.
- NIESV (1985). *Guidance Notes on Property Valuation*. The Nigerian Institution of Estate Surveyors and Valuers, Lagos.
- Nwachukwu, C.C. (2007). *Management Theory and Practice*. Nigeria: Africana First Publishers Limited.
- Ogunba, O.A & Ajayi, C.A. (2007). The response of Nigerian valuers to increasing sophistication in investors' requirements. *Journal of Property Investment and Finance*, 25(1), 43-61.
- Ogunbiyi, J. O. (2022, June 22-25). *Influence of client sophistication in asset valuation practice: A theoretical and conceptual framework* (Paper presentation). 28<sup>th</sup> Annual Conference of the European Real Estate Society (ERES), Milan, Italy. <https://dx.doi.org/10.15396/eres2022.242>.
- Ogunbiyi, J.O. & Oladokun, T.T. (2023a). Key performance indicators in real estate professional business in Lagos, Nigeria. *Journal of General Management*, 49(1), 65-77. <https://doi.org/10.1177/03063070221138686>.
- Ogunbiyi, J.O. & Oladokun, T.T. (2023b). Client sophistication in real estate valuations in developing economies: A myth, reality or compromise. *12th Annual Malmo Real Estate Research Conference*, 4-5 May, 2023, Malmo, Sweden.
- Ogunbiyi, J.O.; Oladokun, T.T. & Emmanuel, O. F. (2022). Isomorphism of client satisfaction and client sophistication in client influence on valuations: a systematic content analysis. *21<sup>st</sup> African Real Estate Society Conference*, 6-9 Sept., 2022, Accra, Ghana (pp. 458-491). <https://dx.doi.org/10.2139/ssrn.4424050>.
- Ogunsanmi, O.E. (2013). Stakeholders' perception of Key Performance Indicators (KPIs) of Public-Private Partnership (PPP) projects. *International Journal of Construction Supply Chain Management*, 3(2), 27-38.
- Ogunsanmi, O.E. (2014). Critical Success Factors (CSFs) determining the implementation of public-private partnership projects. *Covenant Journal of Research in the Built Environment (CJRBE)*, 1(2), 41-66.
- Olabisi, S.Y.; Olagbemi, A.A. & Atere, A.A. (2011). Factors affecting small-scale business performance in informal economy in Lagos State, Nigeria: a gendered based analysis. An online publication available at <https://tinyurl.com/4v7juhcx>.
- Oladokun, T.T. & Ogunbiyi, J.O. (2018). External factors critical to success in the business of estate surveying firms in Lagos State, Nigeria. *Journal of Facilities Management*, 16(2), 142-156. <https://dx.doi.org/10.1108/JFM-07-2017-0031>
- Oladokun, T.T. & Ojo, O. (2011). Incursion of non-professionals into property management practice in Nigeria. *Property Management*, 29(3), 305-320.
- Oloke, O.C.; Ijase, K.O. & Oyedele, B.M. (2013). Performance assessment of partnership Estate Surveying and Valuation firms in Lagos State, Nigeria. *Mediterranean Journal of Social Sciences*, 4(13), 489-497.
- Orji, I. J.; Kusi-Sarpong, S. & Gupta, H. (2020). The critical success factors of using social media for supply chain social sustainability in the freight logistics industry. *International Journal of Production Research*, 58(5), 1522-1539.
- Pffafel, S.; Faulstich, S. & Rohrig, K. (2020). Considering uncertainties of key performance indicators in wind turbine operation. *Applied Sciences*, 10(3), 898.
- Raucci, D.; Tarquinio, L.; Rupo, D. & Loprevite, S. (2020). Non-financial performance indicators: The power of measures to operationalise the law. *Sustainability and Law: General and Specific Aspects*, 275-291.
- Robinson, S. & Dowson, P. (2012). Chapter two: normative ethical theories. In: *Business Ethics in Practice*, published by CIPD, United Kingdom.
- Rockart, J.F. (1979). Chief executives define their own data needs. *Harvard Business Review*, March-April, 81-93.
- Saidova, M. X., & Muminjonova, E. K. (2022, February). Using STEEPLE analysis in business process (in case of Uzbekistan). In *International Scientific and Current Research Conferences* (pp. 48-60).
- Salehi, M., & Arianpoor, A. (2021). The relationship among financial and non-financial aspects of business sustainability performance: evidence from Iranian panel data. *The TQM Journal*, 33(6), 1447-1468.
- Saqib, M.; Rizwan, U.; Farooqui, R.U. & Lodi, S.H. (2008). Assessment of critical success factors for construction projects in Pakistan. 1st International Conference on Construction in Developing Countries (ICCIDC-I) on *Advancing and Integrating Construction Education, Research and Practice*, August 4-5, 2008, Karachi, Pakistan; pp. 392-404.
- Sayed, H.E. (2013). Supply chain key performance indicators analysis. *International Journal of Application or Innovation in Engineering and Management (IJAIEM)*, 2(1), 201-210.
- Schumann, P.L. (2001). A moral principles framework for human resource management ethics. *Human Resource Management Review*, 11(2001), 93-111.
- Shakeel, M.; Yaokuang, L. & Gohar, A. (2020). Identifying the entrepreneurial success factors and the performance of women-owned businesses in Pakistan: The moderating role of national culture. *Sage Open*, 10(2), 2158244020919520.
- Shankar, A.; Tiwari, A. K. & Gupta, M. (2022). Sustainable mobile banking application: a text mining approach to explore critical success factors. *Journal of Enterprise Information Management*, 35(2), 414-428.
- Takin, R. & Akintoye, A. (2002). Performance indicators for successful construction project performance. In *Greenwood, D. (Ed). 18th Annual ARCOM Conference*, September 2-4, 2002, University of Northumbria, pp. 545-555.
- Thibault, M. Wilcock, A. & Kanetkar, V. (2002). An exploratory study of factors influencing sales performance of small and medium sized enterprises. *Proceedings of the Administrative Sciences Association of Canada*, Winnipeg, Manitoba.
- Tien, N. H.; Anh, D. B. H. & Ngoc, N. M. (2020). Corporate financial performance due to sustainable development in Vietnam. *Corporate social responsibility and environmental management*, 27(2), 694-705.

- United Nations Development Programme (UNDP) Nigeria (2015). Request for Expression of Interest (EOI) for facility management services in Nigeria. Reference Number 27353 and EOI/UNDP/NG/2015/001, posted on 17th December 2015. Available at: [http://procurement-notices.undp.org/view\\_file.cfm?doc\\_id=70528](http://procurement-notices.undp.org/view_file.cfm?doc_id=70528) (accessed 26 November 2021).
- Wahab, M. H.; Ismail, M. & Muhayiddin, M. N. (2020). Critical success factors of operational excellence practices for manufacturing industry. *International Journal of Business Performance and Supply Chain Modelling*, 11(4), 358-376.
- Xia, X. & Zhang, L. (2016). Industrial energy systems in view of energy efficiency and operation control. *Annual Reviews in Control*, 42, 299-308.
- Xia, X.; Zhang, J., & Cass, W. (2012). Energy management of commercial buildings – a case study from a POET perspective of energy efficiency. *Journal of Energy in Southern Africa*, 23(1), 23-31.
- Yadav, S. & Singh, S. P. (2020). Blockchain critical success factors for sustainable supply chain. *Resources, Conservation and Recycling*, 152, 104505.
- Yontar, E. (2023). Critical success factor analysis of blockchain technology in agri-food supply chain management: A circular economy perspective. *Journal of Environmental Management*, 330, 117173.
- Zhang, Y.; Sun, J.; Yang, Z. & Wang, Y. (2020). Critical success factors of green innovation: Technology, organisation and environment readiness. *Journal of Cleaner Production*, 264, 121701.