

EVOLUTION OF THE QUANTITY SURVEYING PROFESSION TOWARDS MEETING THE ECONOMIC CHALLENGES OF THE NATION.

AT

THE 2024 ANNUAL ASSEMBLY OF THE QUANTITY SURVEYORS REGISTRATION BOARD OF NIGERIA(QSRBN)

ON

24TH & 25TH JULY, 2024

AT

**MARYAM BABANGIDAN NATIONAL CENTRE FOR WOMEN'S DEVELOPEMNT, CBD- ABUJA
PRESENTED BY**

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1. INTRODUCTION

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The construction industry has always been regarded as one of the important National economy growth indexes. It has also, highly visible output and stimulates sizable amount of economic growth through intersectoral linkages between construction and other sectors which makes the construction sector powerful in the economy. The value chain is highly impactable

In general, the construction industry contributes around 7% -10% to the gross domestic products (GDP) of different countries especially developing nations like Nigeria. The industry has a remarkable contribution to sustainable economic development through

- I. Output generation
- II. Employment creation
- III. Income generation and redistribution

It also has a significant role in satisfying basic physical and social needs, including

- I. The production of shelter
- II. Infrastructure, bridges, dams, oil and gas, railway transportation and Airports
- III. Consumer goods

And so, in times of severe economic conditions, the industry becomes a big victim and the industry becomes toxic.

2. THE CURRENT ECONOMIC REALITY OF THE NATION

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- ▶ Nigeria's debt to GDP ratio is over 50%. Our current debt portfolio according to DMO is N121 trillion consisting of domestic debt of N65.6 Trillion and a foreign debt of \$42.1 billion.
- ▶ Ladies and Gentlemen, with the above scenario, you will agree with me, that the first casualty of the Government's drive to remedy the situation, will be the construction industry which is not helped by hyper-inflation and a double-digit interest of 28%. With the foregoing economic scenario, it becomes imperative that for quantity surveyors to be in business, they must embrace transformative technology and digital solution. If they are to survive under the present condition of the nation, the government and indeed private clients will take more particular attention on viability and affordability.
- ▶ Hence, the final investment decision (FID) based on viability now dictates how jobs are created and handled. This puts pressure on Quantity Surveyors role. This demands that Quantity Surveyors must update their knowledge and skills if they are to be relevant within the economic changes.

3. The current traditional quantity surveying services?

Quantity Surveyors are traditionally responsible for managing the financial aspects of a construction project, including cost estimation, procurement, contract administration and cost control. The traditional quantity surveying role is seen as to manage costs and contractual agreements throughout the project life cycle.

These are embedded into the following services.

1. Estimating costs
2. Preparing tender documents
3. Negotiating contracts
4. Managing cash flow
5. Selection of contractor
6. Post contracts services.
 - a. Valuation
 - b. Remeasurement/V. O
 - c. Financial statements
 - d. Final account

Additionally, Quantity Surveyors were expected to have a solid understanding of construction technology, materials and methods. These traditional skills and duties were seen as crucial for quantity surveyors to deliver value to their clients and to ensure successful project delivery.

4. THE CONCEPT OF EVOLUTION.

Amidst the economic downturn the QS stands in the middle of the sea, trying to navigate job opportunities. For this to continue to happen the QS must evolve, hence the title of the paper is tagged “evolution which is geared towards creating a continuous job opportunity in this 21st century”. The dictionary (English Oxford) defines evolution as: -

- I. A change of position
- II. An unfolding
- III. Process of development

So, this paper is centered around the changes that the QS must adopt in order to remain the ‘heart beat’ profession of the construction industry and indeed the economic vanguard of the industry.

This demands an attitudinal change, a skill set transformation and an evolvement of the profession from a virtuous cycle of bill of quantities preparation to a more discerning outfit with skill sets and business sense in a world of technology transformation at the center stage.

5. THE FUTURE OF WORK

- ▶ The future work arrived early, largely due to the pandemic. While remote work technology had existed for decades, the pandemic mainstreamed it into a global, real-time trial for employers and employee, forcing them to adopt working from home on an unprecedented scale. Alongside, work also evolved such that nearly everyone is now required to interact with the three 'As' automation, algorithms, and AI. Lastly, workers haven't been unscathed, with passion and purpose now a priority over paychecks.
- ▶ This transformative era, driven by technological advancements and shifting societal demands, necessitates re-evaluating the skills required to thrive professionally. It is evident that the future of work requires not only technical skills but also an enduring commitment to lifelong learning and adaptability. For today's young QS, preparing for tomorrow's jobs means developing robust skills that are resilient in the face of change.
- ▶ Today's world recognizes the critical need for skills that facilitate not just task execution but also adaptability, collaboration, problem-solving, and critical thinking.

- ▶ These skills include but are not limited to, effective communication, risk management, resource management, and leadership—all of which are crucial for successful collaboration and project delivery in any field. Moreover, these skills encourage an inherently proactive mindset and readiness to tackle unforeseen challenges, a necessity in the volatile professional environments of today and tomorrow.
- ▶ Certifications equip individuals with the essential skills needed to meet the evolving demands of various industries, effectively preparing them for the modern workplace. Embracing the certification pathway can significantly enhance a professional's ability to advance and adapt, making them invaluable in the workplace that is shifting from jobs to tasks.
- ▶ The future of many may be uncertain, but the path of preparing for it is clear. It lies in cultivating a culture of continuous learning and equipping QS with versatile skills. By doing so, we not only enhance the prospects for a successful career but also ensure that the profession can contribute positively to the Country's economy.

- ▶ Lifelong learning must be embraced as a personal and professional ideology that encourages individuals to continually seek knowledge and skills that enhance their capabilities and adaptability. This approach is not just about staying relevant; it's about being proactive in one's career development, ready to seize opportunities in emerging fields such as green energy, and technology.
- ▶ As we look forward, let's commit to reimagining our educational and professional training models to align with the realities of the 21st century. Let's invest in our young Qs empowering them with the tools and mindset to navigate and shape the future. In this endeavor the pursuit of lifelong (3Ls) learning is not just beneficial but essential.
- ▶ *Africa needs more corporate investment in the learning and development of their staff and deserving university students' Corporates NIQS @SRBN could allocate a portion of their budgets to support Certification pathways, fostering a skilled workforce that aligns with modern industry demands. The investment in education would fill current skills gaps and drive future economic growth by developing a well-prepared Professional force.*

6. AREAS OF NEW OPPORTUNITIES.

However, the modern-day construction industry is becoming more complex with the introduction of new technology, materials and methods. This complexity means that Quantity Surveyors need to have a good understanding of transformation technology, new materials availability in the market and methods as well as project management processes and digital tools.

Briefly, the new areas are as follows;

- Tax audit/ Management
- Sustainability of the Built environment.
- Health and safety
- New procurement models - PPP
- Climate change
- Green Building
- Alternate dispute resolution (ADR)
- Monitoring and Evaluation
- Facilities Management
- Risk Management
- Project Management.

- ▶ The new area of opportunities are often now more transactional, and process driven. Quantity surveyors are expected to manage project costs and contractual agreements using specialized software's and technology such as building information modeling (BIM). They are also expected to have a good understanding of project management processes and tools, such as lean construction and agile project management.
- ▶ Furthermore, Quantity Surveyors are now expected to have strong communication and negotiation skills. They are often required to negotiate contracts, settle disputes and manage relationship with stakeholders, such as clients, contractors, and suppliers.
- ▶ A more in-depth analysis of the current trends by way of new areas of opportunities will certainly confirm this. Let's start with

Briefly the new areas are as follows;

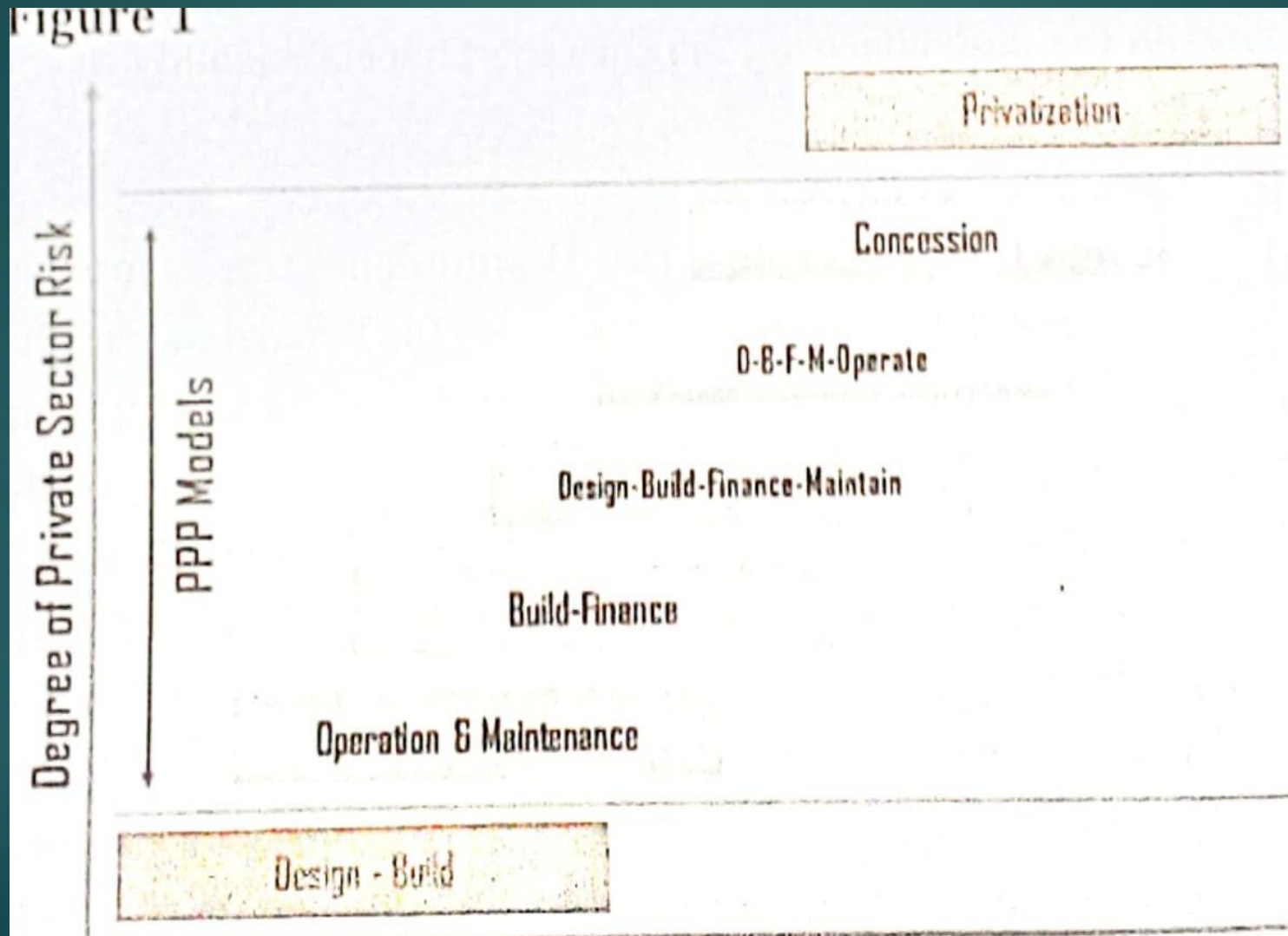
Quantity surveyors play a crucial role in managing construction projects and ensuring cost-effectiveness. In government, there are several areas where quantity surveyors can explore new opportunities:

1. **Infrastructure Development***: With increasing investment in infrastructure projects, quantity surveyors can contribute to cost management, procurement, and contract management.
2. **Sustainability and Green Building***: As governments focus on sustainable development, quantity surveyors can advise on cost-effective sustainable building practices and materials.
3. **Disaster Response and Recovery***: Quantity surveyors can help assess damage, estimate costs, and manage reconstruction projects after natural disasters.
4. **Public-Private Partnerships (PPPs)***: Quantity surveyors can facilitate collaboration between government agencies and private sector companies, ensuring mutually beneficial agreements.
5. **Digital Construction and BIM***: Governments adopting digital construction methods offer opportunities for quantity surveyors to work on BIM implementation, data analysis, and digital twin development.
6. **Asset Management***: Quantity surveyors can help governments optimize asset maintenance, repair, and replacement strategies, reducing lifecycle costs.

7. Policy Development*: Quantity surveyors can contribute to policy-making, providing expertise on construction cost management, procurement, and sustainability.
8. Research and Development*: Collaborating with academia and industry, quantity surveyors can explore innovative construction technologies and cost management techniques.
9. International Development*: Quantity surveyors can work on development projects funded by governments or international organizations, applying their expertise in challenging contexts.
10. Cybersecurity*: As construction becomes increasingly digital, quantity surveyors can help ensure the security of project data and prevent cyber threats.

These areas represent exciting opportunities for quantity surveyors to make a meaningful impact in government and shape the future of the built environment.

- ▶ PUBLIC PRIVATE PARTNERSHIP (PPP)
- ▶ OPERATIONAL MODULES OF PPP



TOTAL VALUE OF MONEY DEPLOYED INTO PPP IN AFRICA ARE INDICATED BELOW. (INFRASTRUCTURE)

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Country	Cost of Infrastructure
1. South Africa	R 3.5 trillion (\$1.88 B)
1. Nigeria	N 4.38 trillion (\$2.75 B)
1. Kenya	US \$ 2.1 Billion Annually
1. Ghana	US \$ 2.3 B about 1.1 per yr.
1. Tanzania	US 200 million

Level of Participation of QS`S (Survey of 20 people)

Country	%
1. Nigeria	16 (50)
1. South Africa	24 (50)

- ▶ **Consultants (if necessary) - Advisors:** The public agency and the private sector bidder may also separately decide to engage consultants (such as technical, legal and financial consultants) to help them structure a PPP tender, and to work out a viable PPP proposal respectively. Advisors who have experience in developing PPP contracts can help to highlight the best practices to adopt or the pitfalls to avoid when preparing for a PPP deal.

TRANSACTION ADVISOR TERMS OF REFERENCE;

a. Objectives

The transaction advisor will support the contracting authority with:

- Project feasibility study
- Commercial and financial structuring of the project - including government support arrangements to establish a bankable business case:
- Preparation of an effective and equitable tender process and documentation according to international standards;
- Support the Contracting Authority in obtaining requisite project approvals;
- Support the Contracting Authority in managing the bidding and transaction process up to both commercial close and financial close.

b. Scope of work

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- ▶ Broadly, the services of the Transaction Advisor will comprise of technical (including social and environmental aspects), financial, legal and procurement service including management of the bidding process. The services will cover the different stages of transaction preparation and implementation including: the project due diligence, carrying out detailed project financial modeling to support the commercial and financial structuring (develop project term sheet), managing the PPP bidding process, including document preparation, assisting in contract award and providing advisory services until the financial close of the project.

1.1 Skills set required:

1. Costing / pricing
2. Measurement
3. Estimating
4. Building Contract Law
5. Financial Understanding.
6. Finance

Public-Private Partnerships.

List of Some PPP/Concession (on-going) projects in Nigeria

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S/No.	Project	Company	Type of PPP	Sector
1	Lekki-Ajah road	Lekki Concession company	Build Operate Transfer	Transport
2	Power Plant Projects at Umuobasiukwu in Ugwunagbo L.G.A Abia state	Geometric Power Limited		Power
3	Common Facility Centre (CFC) in Aba	UNIDO/2010		Social & Health
4	General Hospital in 17 L.G.As	MECURE		Health
5	Specialist and Diagnostic Centres in Umuahia and Aba	MECURE		Health
6	New Regional Water Schemes in various communities in Abia	UNDP		Water
7	Umuahia Modern Market in Ubani-Ibeku	SACHAS consortium	Build, Operate and Transfer	Social

8	Obuaku City Housing Project on the Aba-Port- Harcourt Expressway	SACHAS consortium	Build, Operate and Transfer	Housing	Uncompleted
9	Modular Refinery Project at Owazza in Ukwu-East L.G. Hermes Juno Consortium/2009	Hermes Juno Consortium		Oil and Gas	Uncompleted
10	Road Construction Projects in 17 L.G.As	HITECH Nig.Ltd		Water & Waste	Completed

LIST OF PPP PROJECTS IN THE PIPELINE

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	Project	Country	Current Stage	Sector
1	Abuja automotive training center PPP project	Nigeria	Project in tender	Social & Health
2	Adiyari Phase II water scheme PPP	Nigeria	Project in tender	Water & Waste
3	Lagos-Abidjan highway corridor PPP	Cote d'Ivoire, Nigeria	Project in planning	Transport
4	Warri-Efiurun Water Supply PPP Project	Nigeria	Project awarded	Water & Waste
5	Port Harcourt International Airport	Nigeria	Project in planning	Transport
6	Nnamdi Azikiwe International Airport	Nigeria	Project in planning	Transport
7	Mallam Aminu Kano International Airport	Nigeria	Project in planning	Transport
	Lekki-Epe International airport concession	Nigeria	Project in planning	Transport
9	Lagos airport road rehabilitation PPP	Nigeria	Project in planning	Transport
10	4th Mainland Bridge PPP project in Lagos	Nigeria	Project in planning	Transport

11	A121/A232 Sagamu-Benin-Asaba road PPP project	Nigeria	Project in planning
12	Second Niger Bridge PPP project	Nigeria	Project awarded
13	Indorama Port project development in Port Harcourt	Nigeria	Project in planning
14	Kirikiri Light Terminals Phase I and II in Lagos	Nigeria	Project in tender
15	Jos Main Market PPP project	Nigeria	Project in planning
16	Lagos-Ibadan Expressway redevelopment project	Nigeria	Project canceled
17	Lagos Red Line rail PPP project	Nigeria	Project in planning
18	Kano city light rail project	Nigeria	Project in planning
19	Aba Inland Containe Depot ID)	Nigeria	Project signed

S/No.	Project	Country	Current Stage	Sector
20	Ibom Deep Seaport	Nigeria	Project in planning	Transport
21	Abuja Light Rail Lot 2 PPP project	Nigeria	Project in planning	Transport
22	Nigeria financial Inclusion PPT project	Nigeria	Project in planning	Telecom
23	FCT Ahuja housing PPP project	Nigeria	Project signed	Social & Health
24	University of Lagos car park PPP project	Nigeria	Project in tender	Transport
25	Lekki port PPP project	Nigeria	Project awarded	Transport
26	Lagos National Trade and International Business Centre PPP project	Nigeria	Project in planning	Social & Health
27	Concession for development of Fallow Land around the National Theatre	Nigeria	Project in tender	Social & Health

	Finance, operate and maintain			
28	33 Silo complexes in Nigeria	Nigeria	Project in tender	Social & Health
27	Ibaka Deep Sea Port PPP	Nigeria	Project in planning	Transport
30	Oyo waste to energy PPP project	Nigeria	Project signed	Water & Waste
31	Redevelopment of nine railway stations PPP project	Nigeria	Project in planning	Transport
32	Debt Management Office (DMO) corporate building PPP project	Nigeria	Project in tender	Social & Health
33	Secondary Health Care Facilities in Bekwarra, Boki and Obudu	Nigeria	Project in tender	Social & Health
34	Hlorin-Jebba-Mokwa-Tegina-Kaduna road PPP project	Nigeria	Project in planning	Transport
35	River Niger and River Benue bridge PPP project (Kogi State)	Nigeria	Project in planning	Transport
36	Concession of the National Stadium in Lagos	Nigeria	Project in planning	Social & Health
37	Concession of the Athletes hostel in	Nigeria	Project in	Social & Health

2.0 FACILITIES MANAGEMENT

- ▶ Qs should be involved in all phases of facilities lifecycle such as feasibility, design, construction extension, refurbishment, maintenance and demolition. The competencies of quantity surveyors are aimed at producing construction that meet the clients value system. And that offers value for money

Level of participation in facility management by Quantity Surveyors to date.

Country	%
▪ Nigeria	10% (50)
▪ South Africa	25% (50)
▪ Kenya	5% (50)
▪ Ghana	5% (50)
▪ Tanzania	5% (50)

3.0 PROJECT MANAGEMENT

The QS role is to keep a close eye on project finances and contractual relationships. The QS is to make sure that the financial position of the construction projects is accurately reported and controlled effectively in client's interest in order to meet their goal and objectives.

3.1 Skillset Requires

- I. Costing
- II. Building contract
- III. Measurement
- IV. Communication
- V. Valuation
- VI. Leadership.

4.0 RISK MANAGEMENT

Risk management is an important aspect of quantity surveying as it helps to minimize potential losses and maximize profits for a construction project. Quantity Surveyors are responsible for identifying, assessing and mitigating risks throughout the entire project lifecycle from preconstruction to post construction. This service can be undertaken for Client or Contractor.

4.1 Skillset Required

- I. Costing
- II. Pricing
- III. Lifecycle
- IV. Measurement
- v. Information technology (I.T)

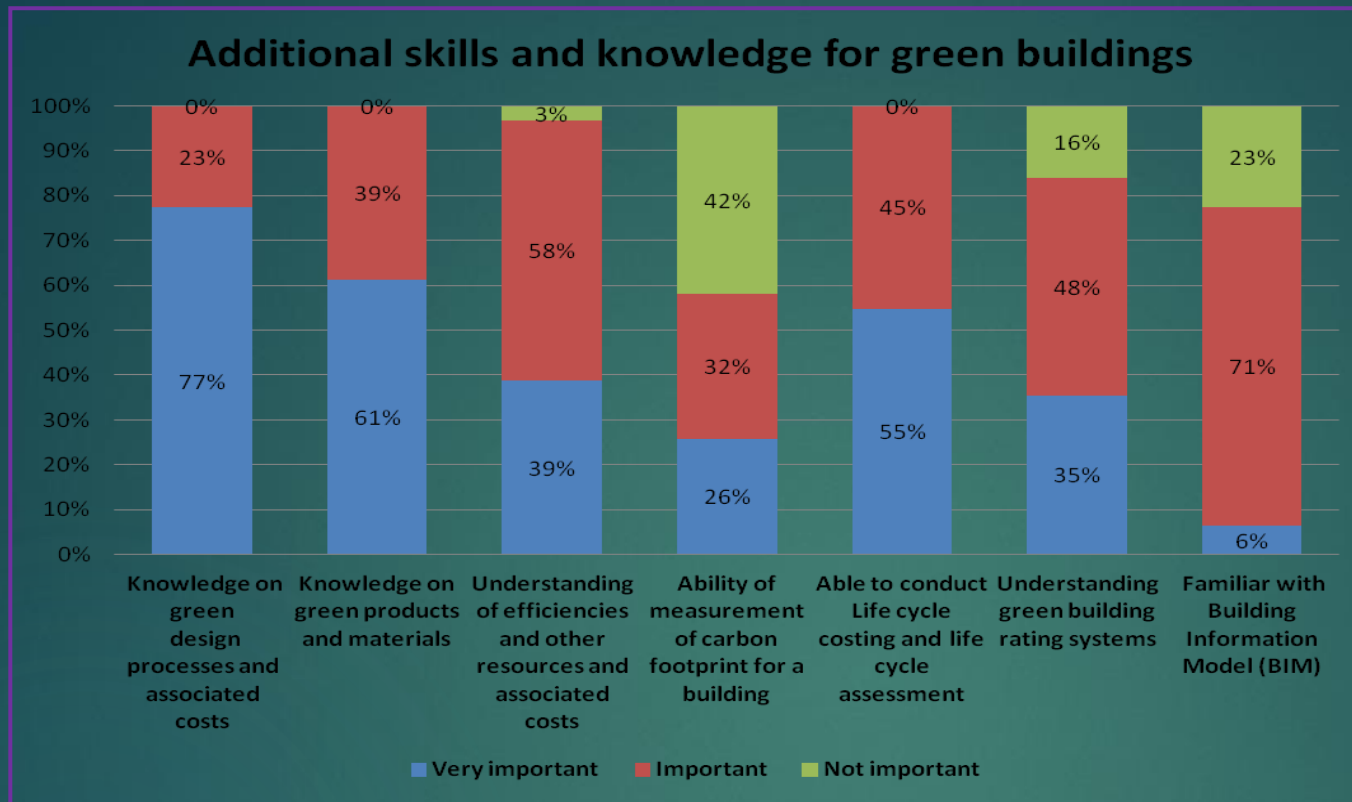
5.0 GREEN BUILDING

- ▶ It is widely evident that the recent climate changes and the continuous consumption of natural resources have led to significant adverse impacts on our built environment. As a result, many industries around the world are turning towards sustainable development and products.
- ▶ Green buildings have been promoted by the Construction Industry. There are changes in design, procurement, and management processes in order to integrate the principles of sustainability into buildings.
- ▶ Most industry professionals have experienced challenges in moving from traditional design and construction process to a new delivery method suitable for the Green Building Development. Professional Quantity Surveyors are of no exception, they have to move with the new trend of green buildings. A question has been raised: “are there any changes to the traditional functions of Quantity Surveyors, under the new wave of the Green Building Development?”

- ▶ Based on questionnaire survey and interviews conducted in South Australia, the findings indicate that the traditional roles of Quantity Surveyors have evolved to accommodate green buildings in conjunction with new roles. These changing roles in relation to green buildings include sustainability strategy development, life cycle cost appraisal, consulting on green star system, advising on engineering services solutions, and valuing sustainability of a property.
- ▶ In order to deliver cost advisory services for green projects effectively to clients and other industry professionals, Quantity Surveyors are required to progressively develop their skills, and knowledge. It has been revealed that understanding of green products and materials is one of the key advantages for Quantity Surveyors to remain sustainable in the profession.
- ▶ As applying principles of sustainability into buildings there are many changes in design, procurement, and management processes that have been generated (Chau et al, 2010). Since then, industry professionals have experienced challenges in moving from the traditional design and construction processes to a new method of delivery suitable for the Green Building Development (GBD). Professional quantity surveyors (Qs) are of no exception; they have to keep up to pace with the new trend of the GBD.

QS SERVICES OFFERED IN GREEN BUILDING

- Sustainability advisory services
- Sustainability strategy development
- Value management facilitation
- Capital cost advice for a green project
- Feasibility studies for a green project



- ▶ As mentioned before, most industry professionals have experienced challenges in keeping pace with the latest procurement demands for green developments, it is imperative that quantity surveyors may need to acquire additional skills and knowledge to sustain their business. The respondents indicated that ‘knowledge on green design processes and associated costs’ was considered the most important skills followed by the ‘knowledge of green products and materials’. It is worthy to note that knowledge of BIM is showing its importance.

Under the growing demand on green buildings, some medium and large Quantity Surveying firms who have offered new services to this market, have identified the following sustainability strategy development, sustainability advisory services, green star consulting, and advice engineering services solutions. However, the findings from questionnaires and interviews indicated that local QS firms have mainly expanded their core traditional services to green projects while the new services are sometimes engaged. Examples of these are feasibility studies, cost planning, and cost managements for green building market. Besides, LCC techniques have been applied widely not only to green projects but also for others to evaluate financial performance of products, building equipment and elements. Quantity surveyors have the potential to be highly involved in measuring sustainable construction especially in areas of life cycle costing appraisal, however, there is not enough evidence to suggest that they are actively doing this.

With the increasing demand on efficiencies assessment, green materials, alternative building components and equipment, professional Qs will have more opportunities in these areas. However, Qs still have to rely on service engineers in major projects to achieve efficiencies purposes and appropriate cost information for green projects. This is due to their limitation of knowledge in building services which are very complex in large projects. These changing roles of Quantity Surveyors are not engaged as often as those of traditional roles at the moment. In fact, most of the evidence suggests that they are just continuing to do what they always do in terms of service provision and this is not necessarily new or especially aligned with green building design. For the future role of quantity surveyors, there is a need to re-consider how existing services could be enhanced to be more specifically aligned with green building design. This challenge calls for transformation in the way Qs function. Whilst it is the responsibility of quantity surveyors to convince and demonstrate value for money to their clients for green buildings at optimum cost, a collaborative approach is to combine the efforts of government agencies, professional bodies and the universities with the hope to produce future graduates to meet the latest challenges in sustainable development.

7.0 ALTERNATIVE DISPUTE RESOLUTION (ADR)

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One of the competencies which we warehouse but which unfortunately hardly gets involved in, but which ironically earns lawyers acting as arbitrators a stupendous amount of money is dispute resolution (arbitration) as a greenfield and fertile ground for quantity surveyors (QS). Any QS who is very conversant with professional practice with good knowledge of the standard forms of contract for building and engineering project can make a successful and an unstoppable arbitrator. Arbitration is not rocket science neither is it quantum physics. Arbitration is not law. It is simple exposition of law of building contract. I advise QS to seize the opportunity presented by arbitration to hone their skills in it. There is no lawyer anywhere in the world who is better than a quantity surveyor in construction arbitration by the fact of being a lawyer alone unless that person has been involved in construction matters and gained considerable experience in construction. The beauty of arbitration is that you earn your fees immediately the arbitration is concluded – within one month.

6.1 Skillset Required

- I. Building contract
- II. Communication skill



8.0 MY FINAL CONCLUSION

- SUGGESTED SOLUTION!
- THE FUTURE OF WORK
- MARKETING
- ADVOCACY
- RE-CERTIFICATION
- COLLABORATION
- DIGITIZATION
- CUSTOMER CARE



9.1 MARKETING

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The institution that fails to market its skill to the society and or showcase its skill to the public will naturally go into extinction in the midst of competing demands for relevance by professionals both within and without. Quantity Surveyors must come to terms with the quotation that “everyone lives by selling something.”

There is need to embark on production of public enlightenment pamphlets that illuminate our services to the society especially on the now expanded roles of the QS.

Who does this? QSRBN, NIQS or individual member bodies.

If new areas of opportunity emerge it is incumbent on the professional body to do a script on the relevant role of the QS on the new scheme of things.

9.2 ADVOCACY:

- ▶ one of the reasons for the setup of the NIQS is to raise our awareness in unison to enable us to reach our customers (government & private). It is therefore incumbent on the exco and council to continuously embark on advocacy visits to expose the unique roles of the QS in the expanded services. Nobody will do it for us. And this advocacy should be to the highest decision makers. The lawyers, the engineers, the accountants are where they are because they never failed to speak of their proficiency in what they do even to the deaf!
- ▶ We must like our clients and we must genuinely massage their egos. Thomas Watson jnr. Once said “if you don’t genuinely like your customers, the chances are they won’t buy”. We must court client’s friendships. We must have a social evening for interaction for clients. The word QS must resonate in the nook and crannies of the country (both local and external).

9.3 RE-CERTIFICATION

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- ▶ In view of the numerous new areas emerging within our field, public Private Partnerships (PPP), Green building, risk management, etc. It is important that QSs undergo ever so often re-certification in relevant fields. Engage in workshops, seminars, and retreat if nothing of new terminologies. You can't be in it unless you are in it! Certification of skillsets is where the future of professionalism resides not second degrees. The road of additional degrees or PhD can only limit the expansion of the individual or his group because a PhD holder will only be a specialist or a researcher in a very narrow field at the cost of being a universal general which is really the ideal duties and functions of a Q.S – “jack of all trades and master of all.”
- ▶ But with certification as is done in Harvard you will continuously upgrade where and when new opportunities open up in the profession.

9.4 COLLABORATION

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- ▶ The practice of the future and now must be either a large conglomerate where every area of specialist is warehoused, or he must be a highly specialized small practice which is known only for one expanded role of Q.S. There lies the pathway to enduring job sourcing. The conversation therefore centers around which choice to adopt.



9.5 DIGITALIZATION.

- ▶ The ultimate solution to being relevant for expanded role of Q.S in these times is the adoption of technology in the evolution of the QS.

Has IT helped you in the following task?	Percentage (%)
1.PPP	65 % [25]
2.Green Building	55% [25]
3.risk management	60 % [25]
4.Facility Management	50 % [25]
5.Arbitration	5 % [25]

In concluding: I would like to spell out what we must adhere to like (McDonalds) to the race for the sustainability of our profession especially our relationship with our clients/customers.

- ▶ 9.1 The customer is the most important person in our business.
- ▶ 9.2 The customer is not dependent on us; we are dependent on the customer.
- ▶ 9.3 the customer is not an interruption of our work but the purpose of it.
- ▶ 9.4 The customer does us an honor when calling on us. We are not doing the customer a favor by serving him/her.
- ▶ 9.5 The customer is part of our business not an outsider. The customer is our guest.
- ▶ 9.6 The customer is gold statistic, but flesh and blood a human with feelings and emotions like our own.
- ▶ 9.7 The customer is not someone to argue with or match wits with.
- ▶ 9.8 The customer is one who brings us his /her wants. Our job is to fill them.
- ▶ 9.9 The customer is deserving of the most cautious and attentive treatment we can provide.
- ▶ 9.9.1 The customer has the right to expect a professional to present a neat clean appearance.
- ▶ This kind of commitment from each and every one of us will no doubt lead to customer believe and customer buy-in into our services.
- ▶ We must be that granular if QS must survive.

In closing, I would like to give this quotation (there is a difference between interest and commitment. When you are interested in doing something, you do it only when it is convenient but when you are committed to something you accept no excuses only results).

Thank you for listening.

Segun Ajanlekoko

Past President of NIQS.