

Strategic Marketing Management Practices and Firm Performance of the Federal Housing Authority in Nigeria

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Abstract

Firm performance in public-sector housing institutions in Nigeria remains a critical concern, given its central role in addressing the country's housing deficit and advancing socio-economic development. Strategic Marketing Management Practices (SMMP) are widely acknowledged as key drivers of organisational effectiveness; however, their adoption within public-sector housing institutions has been limited. Despite various reforms aimed at improving service delivery, the Federal Housing Authority (FHA) continues to experience weak competitive positioning, low surplus, declining market share, and sluggish sales growth. Although extant literature has examined the relationship between marketing strategies and firm performance, such studies have predominantly focused on private-sector organisations in developed economies, thereby leaving the Nigerian public housing context relatively underexplored. This study, therefore, investigates the effect of SMMP on the performance of the FHA in Nigeria. A survey research design was adopted, utilising a structured, closed-ended questionnaire to collect data from 413 management staff across the FHA Headquarters in Abuja and its Lagos Zonal Office. The research instrument was developed by the authors and subjected to appropriate validity and reliability tests. Data were analysed using multiple regression techniques with the aid of the Statistical Package for the Social Sciences (SPSS) version 28. The findings reveal that strategic marketing management practices have a statistically significant effect on firm performance, measured in terms of competitive advantage, surplus, market share, and sales growth ($F(4, 412) = 295.241$; $\text{Adj. } R^2 = 0.741$; $p < 0.05$). The results further indicate that the independent variables jointly explain 74.1% of the variance in firm performance, demonstrating a strong explanatory power. The study concludes that SMMP exerts a positive and significant effect on the firm performance of the FHA. It is therefore recommended that the Authority institutionalise systematic marketing research, align marketing objectives formulation with clearly defined and measurable performance indicators, strengthen operational marketing execution, and implement robust monitoring and evaluation systems to sustain improved performance outcomes.

Background to the Study

The housing industry remains a critical pillar of national development, contributing significantly to economic growth, employment generation, urban development, and social stability. Globally, the sector was valued at over US\$7.2 trillion in 2023, underscoring its macroeconomic importance (Evans & Wikander, 2024; Maina et al., 2024). In advanced economies such as the United States and the United Kingdom, housing contributes approximately 16 per cent and 15 per cent to Gross Domestic Product (GDP), respectively (Akinsulire et al., 2024; Hassan et al., 2024). In emerging Asian economies, including China and India, the sector accounts for between 12 and 20 per cent of GDP (Groff, 2024). Despite its scale and economic relevance, housing markets across regions are experiencing notable performance challenges, including declining sales growth, shrinking market share, weakened competitive advantage, and reduced surplus (Kimpel, 2024; Migliaccio & De Palma, 2024; Zhang et al., 2023).

Within the Nigerian context, the housing industry contributes less than 6 per cent to GDP, significantly below global benchmarks (Makata & Udobi, 2024; Nwala et al., 2024). Although the construction and rental subsectors generated approximately ₦9.226 trillion in 2018, equivalent to 7.1 per cent of GDP, the sector continues to underperform relative to its potential (Obioha, 2021; Gil-Alana et al., 2023). Scholars increasingly argue that weaknesses in marketing research, poor marketing objectives formulation, ineffective operational marketing, and inadequate marketing evaluation mechanisms constrain firms' ability to achieve competitive advantage and sustain sales growth (Evans & Wikander, 2024; Kimpel, 2024; Makata & Udobi, 2024; National Association of Realtors, 2024; Ogundipe et al., 2024; Topalova et al., 2023; Holostencu, 2022). Firms that fail to deploy data-driven insights, digital platforms, and structured marketing performance metrics often struggle to convert demand into measurable performance outcomes (Financial Times, 2025; Research & Markets, 2024; Chaffey & Smith, 2022; Cheung et al., 2021; Jobber & Ellis-Chadwick, 2019).

The Federal Housing Authority was established to provide affordable housing and promote sustainable urban development in Nigeria, a mandate that has become increasingly critical in the face of rapid urbanisation and growing housing deficits (Nwachukwu et al., 2025; Abdullahi, 2021). Against this backdrop, effective strategic marketing management practices, such as marketing research, marketing objective formulation, operational marketing activities, and marketing evaluation, are widely recognised as essential drivers of firm performance. Empirical studies have consistently underscored their relevance. For instance, Ayuba and Kazeem (2015) found that marketing research accounts for approximately 63 per cent of the variation in firm performance in Nigeria, as it enables firms to understand customer preferences, anticipate market dynamics, and refine pricing and distribution strategies (Salisu et al., 2017). Similarly, clearly formulated marketing objectives help translate corporate goals into measurable outcomes and support surplus optimisation (Gu et al., 2024; Oyewobi et al., 2022; Ghezail et al., 2017), while effective operational marketing activities enhance market penetration and sales growth (Baker & Hart, 2016; Lagat & Frankwick, 2017). In

addition, continuous marketing evaluation strengthens adaptive capability by enabling organisations to improve underperforming initiatives and maximise returns on marketing investment (Cravens & Piercy, 2013; Yu et al., 2014).

Despite this theoretical and empirical foundation, the FHA has recently exhibited declining performance indicators, including low surplus, weak market share, reduced competitive positioning, and sluggish sales growth. These challenges suggest potential deficiencies in the institutionalisation of structured marketing research, the formulation of clear marketing objectives, the execution of operational marketing activities, and the effectiveness of marketing evaluation systems (Akinwande et al., 2024; Auwalu & Bello, 2023; Oyewobi et al., 2022). However, notwithstanding the established importance of these practices, there remains limited empirical evidence on their combined effect on firm performance within Nigeria's public housing institutions, particularly the FHA. This gap in the literature presents a significant problem, as it constrains both academic understanding and practical decision-making in a sector of considerable socio-economic importance. Consequently, examining the extent to which strategic marketing management practices affect the performance of the FHA is both timely and necessary.

The remainder of this article is organised as follows: Section II presents the literature review; Section III outlines the methodology; Section IV presents the analysis and results; Section V provides the discussion; Section VI presents the conclusion of the study; and Section VII sets out the recommendations.

Literature Review

Firm Performance

Firm performance refers to an organisation's overall effectiveness and success in achieving its strategic and operational objectives. It reflects a firm's ability to remain competitive, financially viable, and responsive to customer needs within a dynamic business environment (Seddaoui et al., 2024). Ajike and Adefulu (2021) define firm performance as the capacity of an organisation to achieve its stated goals while ensuring long-term survival through strategies that enhance competitive positioning and financial outcomes. In contemporary marketing scholarship, firm performance is increasingly linked to the adoption of marketing innovation and structured strategic marketing planning. Rather than being measured solely by financial outcomes, performance is now conceptualised as a multidimensional construct incorporating surplus, market share, competitive advantage, sales growth, and operational efficiency (Seddaoui et al., 2024). Within the housing industry, these indicators are particularly critical due to the capital-intensive and highly competitive nature of property development and delivery. This study operationalises firm performance through four key dimensions: competitive advantage, surplus, market share, and sales growth.

Competitive Advantage

Competitive advantage refers to a firm's ability to outperform its competitors through superior strategy implementation, innovation capacity, and customer engagement

(Farida & Setiawan, 2022). It represents the strategic edge that enables an organisation to achieve improved market positioning, operational effectiveness, and long-term sustainability within a competitive environment. Kalogiannidis et al. (2022) argue that competitive advantage is achieved through well-developed marketing strategies, including digital promotion and customer-focused initiatives tailored to market needs. Similarly, Alghamdi and Agag (2024) contend that competitive advantage lies at the core of marketplace performance, as it determines a firm's ability to attract and retain customers more effectively than rivals. In the housing industry, competitive advantage may emerge from differentiated housing products, strong brand positioning, digital marketing adoption, or superior customer relationship management.

Surplus

Surplus serves as both a financial outcome and a strategic indicator of how effectively a firm converts marketing strategies into economic gains. It reflects the organisation's ability to generate earnings beyond costs through the integration of marketing decisions and efficient resource allocation (Claycomb et al., 2000). Kalogiannidis et al. (2022) emphasise that surplus signals sustainable competitive positioning, particularly in volatile markets. Abrokwah-Larbi (2024) further notes that surplus is strengthened when customer-focused strategies, formalised planning, and market participation are aligned with operational efficiency. Rather than functioning as a standalone financial metric, surplus emerges from a systematic configuration of marketing initiatives that prioritise revenue generation, cost control, and value delivery (Claycomb et al., 2000). In the public sector, surplus refers to a budgetary situation in which public earnings exceed public spending. It is crucial for reinvestment in infrastructure and project sustainability (Johnson et al., 2024). Surplus denotes a primary fiscal surplus, meaning a situation in which government revenues exceed its non-interest expenditures (Ogiji & Ajayi, 2020).

Market Share

Market share represents the proportion of total industry sales captured by a firm and serves as a critical indicator of market standing and competitiveness (Suharto, 2023; Murithi et al., 2023). It reflects not only dominance but also strategic positioning and responsiveness to customer demand. Claycomb et al. (2000) associate market share growth with formalised strategic marketing planning processes, including clear mission articulation and structured strategy implementation. Guan et al. (2023) extend this perspective by emphasising that in globalised markets, market share is influenced by a firm's participation in coopetition networks and its adaptability to international demand patterns. Within the housing industry, market share reflects the firm's capacity to match supply with evolving demographic and socio-economic realities.

Sales Growth

Sales growth denotes the measurable increase in revenue generated from the sale of goods or services over a specified period (Claycomb et al., 2000; Muriuki et al., 2023). It signals expansion in market presence and the ability to attract new customers while retaining existing ones. Suharto (2023) argues that sales growth reflects the cumulative

outcome of sustained marketing efforts, including brand positioning and customer relationship management. Agag et al. (2023) further highlight that customer-focused strategies, supported by feedback mechanisms and real-time insights, strengthen the link between marketing inputs and financial performance. In dynamic industries such as housing, sales growth indicates effective alignment between market intelligence and strategic execution.

Strategic Marketing Management Practices

Strategic marketing management practices encompass coordinated and forward-looking efforts designed to align marketing strategies with organisational objectives, customer expectations, and environmental conditions (Kalogiannidis et al., 2022). These practices integrate strategic planning with operational execution to secure sustained competitive advantage and improved performance outcomes. Farnsworth et al. (2020) emphasise that comprehensive marketing plans, informed by internal and external analyses such as SWOT, enhance operational efficiency and surplus generation. By systematically evaluating internal capabilities and external market forces, firms can adopt data-driven decisions that strengthen market positioning and long-term relevance. This study conceptualises strategic marketing management practices through four dimensions: marketing research, marketing objectives formulation, operational marketing, and marketing evaluation.

Marketing Research

Marketing research refers to the structured process of collecting, analysing, and interpreting data to address marketing problems and identify opportunities (Jain et al., 2023; Malicha, 2022). Guo and Hartini (2023) describe it as a dynamic capability encompassing market knowledge management, interface synergy, and customer relationship management. Modern marketing research extends beyond traditional data collection to include digital customer orientation, value co-creation, and competitive intelligence (Li et al., 2023; Stocchi et al., 2022). By generating evidence-based insights, marketing research enhances strategic decision-making, reduces uncertainty, and supports product and service innovation. In the housing industry, effective research enables firms to align housing supply with demographic needs, affordability constraints, and buyer preferences.

Marketing Objectives Formulation

Marketing objectives are precisely formulated short- and long-term goals that define the intended outcomes of a firm's marketing efforts, with the ultimate aim of enhancing competitiveness, surplus, brand equity, and market relevance (Abashidze, 2023). These objectives serve as a critical foundation for guiding strategic decisions, resource allocation, and performance measurement in an increasingly volatile and competitive business environment (Chaffey & Smith, 2022). Marketing objective formulation is described as “a key step in the marketing planning process” and fundamental to aligning firm–customer value creation (McDonald et al., 2003).

The formulation of marketing objectives typically involves analysing customer needs, market opportunities, competitive dynamics, and organisational resources before defining specific marketing targets that guide marketing programmes and performance evaluation (Aaker & Moorman, 2023).

Operational Marketing

Operational marketing represents the execution phase of marketing strategy, translating plans into actionable initiatives (Wilden & Gudergan, 2015; Zait, 2009). It involves coordinating tactical activities such as pricing, promotion, distribution, budgeting, and cross-functional collaboration.

Effective operational marketing ensures responsiveness to market dynamics while sustaining competitive performance. Makry (2024) further highlights the importance of integrating strategic thinking with operational execution, particularly in dynamic environments. Poorly implemented operational marketing, however, may lead to resource wastage and declining performance.

Marketing Evaluation

Marketing evaluation involves systematically assessing the effectiveness and efficiency of marketing strategies against defined objectives (Zhang & Yu, 2024; Gao et al., 2022). It incorporates both financial and non-financial metrics to measure performance outcomes. Liargovas and Skandalis (2010) emphasise that marketing evaluation spans internal metrics and external market dynamics, encompassing both short-term and long-term impacts. Skačkusienė and Nekrošienė (2023) extend this perspective by underscoring customer-perceived value as a critical evaluative dimension. Continuous evaluation enables corrective action, enhances resource allocation efficiency, and sustains performance improvement.

Strategic Marketing Management Practices and Firm Performance

Extant literature largely reports a positive relationship between strategic marketing management practices and firm performance across diverse sectors and contexts. For instance, Seddaoui et al. (2024) demonstrate that strategic marketing planning significantly enhances firm performance and mediates the impact of marketing innovation, particularly when supported by advanced technologies. Similarly, Alqahtani et al. (2022) find that entrepreneurial marketing strengthens firm performance in volatile environments by fostering agile and innovative operational marketing strategies. In the same vein, Karami et al. (2023) reveal that market-oriented behaviours driven by managerial logic enhance competitiveness and overall firm performance, while Rana et al. (2024) identify strategic imperatives and digital transformation drivers as key contributors to performance improvements.

Empirical evidence further underscores the role of specific marketing capabilities in driving organisational outcomes. Gathaiya (2023) confirms that digital operational marketing significantly improves firm performance in the beauty and cosmetics industry,

with digital innovation emerging as the most impactful factor. Homburg and Wielgos (2022) show that digital marketing capabilities positively influence surplus, either complementing or substituting classical marketing capabilities depending on contextual conditions. Elgarhy (2023) highlights the importance of customer-focused strategies, such as service quality, loyalty programmes, and engagement, in enhancing customer retention and firm performance. Likewise, Charoensukmongkol (2022) establishes a positive and significant association between entrepreneurial improvisation and firm performance indicators such as surplus and sales growth, moderated by resource availability and competitive intensity.

Additional studies reinforce the significance of aligning marketing strategies with organisational resources and environmental dynamics. Charles and Ochieng (2023) find that strategic outsourcing enhances firm performance through service integration and delivery speed, with competitive intensity acting as a moderator. Jung and Shegai (2023) emphasise the mediating role of marketing capabilities in the relationship between digital marketing innovation and performance, particularly among SMEs. Lee and Lévesque (2023) introduce nuance by identifying an inverted U-shaped relationship between resource allocation and performance, suggesting that balanced investment in market-based and knowledge-based activities yields optimal outcomes. Similarly, Nugroho et al. (2022) demonstrate that market orientation directly influences firm performance, while entrepreneurial and technological orientations exert indirect effects through IT adoption. Farnsworth et al. (2020) and Cao and Weerawardena (2023) further confirm that integrated strategic marketing and strategic social media utilisation significantly improve efficiency, customer relationship management, brand capability, and financial outcomes.

In the Nigerian context, Akanni et al. (2022) report that strategic marketing practices significantly enhance organisational performance within the telecommunications sector. Kalogiannidis et al. (2022) and Malicha (2022) also affirm that aligning marketing research and operational marketing with technological adoption positively affects surplus and broader firm outcomes. These findings collectively suggest that the integration of marketing research, marketing objectives formulation, operational marketing, and marketing evaluation contributes meaningfully to performance improvements when effectively implemented and supported by adequate internal capabilities. Nevertheless, the empirical evidence does not uniformly demonstrate a significant positive effect of strategic marketing variables on firm performance. Crick and Crick (2023) observe that although entrepreneurial orientation and coopetition each exert a positive and significant effect on performance when applied independently, their combined application may produce strategic tensions that weaken or neutralise their significant effect on performance outcomes. Similarly, Ritala et al. (2008) find that excessive strategic alliances among competitors may exert a significant and negative effect on firm performance due to reduced strategic distinctiveness. Inyang et al. (2022) further report that community relations and social media engagement may have a negative significant effect on performance when misaligned with target market

expectations or poorly implemented. These divergent findings suggest that the significant effect of strategic marketing management practices on firm performance is contingent upon contextual factors, quality of implementation, resource configuration, and strategic alignment.

Overall, while the preponderance of empirical evidence supports a positive and significant effect of strategic marketing management practices on firm performance, the mixed results underscore the importance of contextual sensitivity and internal resource capabilities in shaping the direction and magnitude of this effect. This study is anchored on the Resource-Based View (RBV), which posits that firm performance is largely driven by the effective deployment of valuable, rare, inimitable, and non-substitutable resources and capabilities. Within this framework, strategic marketing management practices are conceptualised as critical intangible capabilities that enable organisations to achieve and sustain competitive advantage and superior performance outcomes. Importantly, limited empirical research has examined whether strategic marketing management practices exert a significant effect on firm performance within Nigeria's public housing industry, particularly in the context of the Federal Housing Authority. This gap highlights the need for further empirical investigation to ascertain the nature and extent of the significant effect of strategic marketing management practices on firm performance within this unique public sector environment.

Methodology

This study adopted a positivist research philosophy to enable objective measurement and hypothesis testing of the effect of strategic marketing management practices on firm performance (Park et al., 2020; Erekosima, 2022). A quantitative, deductive approach was employed, drawing on the Resource-Based View (RBV) to develop and test theory-driven hypotheses (Goonawardena et al., 2023; Erekosima, 2022). The study focused on the Federal Housing Authority of Nigeria, specifically its Abuja Headquarters and Lagos Zonal Office, given their strategic and commercial significance (Ayobami & Ekwueme, 2024; Akinyemi et al., 2022; Oyewobi et al., 2022). A survey research design was utilised, with structured, closed-ended questionnaires administered to management staff to collect quantifiable and generalisable data (Erekosima, 2022; Gutu et al., 2023).

The population comprised all 413 top-, middle-, and lower-level management staff across the Lagos Zonal Office and Abuja Headquarters, based on official 2024 FHA records. Given the manageable population size, a total enumeration (census) sampling method was employed, making the sample size 413. This approach eliminated sampling bias, maximised statistical power, and enhanced both internal and external validity (Stratton, 2023; Jamieson Gilmore et al., 2022; Rahman et al., 2022). Including managers across hierarchical levels ensured comprehensive insights into the formulation and implementation of strategic marketing management practices within the organisation (Bugri et al., 2023; Bieńkowska & Sikorski, 2024).

Data were collected through primary sources, specifically an adapted structured questionnaire aligned with the study variables (Nuryakin & Maryati, 2022; Abrokwah-Larbi, 2024). Instrument validity was assessed using the Kaiser-Meyer-Olkin (KMO) measure and Bartlett's Test of Sphericity. KMO values ranged from 0.614 to 0.762, exceeding the minimum threshold of 0.60 (Shrestha, 2021), while Bartlett's tests were significant at $p < 0.001$, confirming factorability. Convergent validity was established through Average Variance Extracted (AVE) values between 0.518 and 0.586, surpassing the recommended 0.50 benchmark (Fornell & Larcker, 1981). Reliability was evaluated using Cronbach's Alpha coefficients, which ranged from 0.718 to 0.954, with an overall reliability of 0.954, exceeding the 0.70 threshold (Hair et al., 2021). Composite reliability of 0.974 further confirmed internal consistency.

Analysis and Results

Data Analysis

The model specification treated marketing research, marketing objectives formulation, operational marketing, and marketing evaluation as independent variables, and firm performance (competitive advantage, surplus, market share, and sales growth) as the dependent variable. Statistical significance was evaluated at the 5 per cent level.

Table 1: Summary of Multiple Regression Analysis

N	Model	B	T	Sig.	ANOVA (Sig.)	R	Adjusted R ²	F (4, 412)
413	(Constant)	18.144	7.751	0.000	0.001 ^b	0.862 ^a	0.741	295.241
	Marketing Research	0.446	4.089	0.000				
	Marketing Objectives Formulation	0.279	2.053	0.041				
	Operational Marketing	1.039	7.245	0.000				
	Marketing Evaluation	1.534	11.875	0.000				
Dependent Variable: Firm Performance								

Source: Researcher's Field Survey, 2026

Multiple Regression Results

The study tested the null hypothesis (H_0) that strategic marketing management practices, comprising marketing research, marketing objectives formulation, operational marketing, and marketing evaluation, have no significant effect on firm performance in the Federal Housing Authority, Nigeria. Multiple regression analysis was conducted using SPSS version 28, with firm performance (measured through competitive advantage, surplus, market share, and sales growth) as the dependent variable and the

four strategic marketing management practices' dimensions as independent variables (Hair et al., 2021).

The regression results from Table 4 reveal that the overall model is statistically significant ($F(4, 412) = 295.241, p < 0.05$), indicating that the combined strategic marketing management practices' dimensions significantly predict firm performance. The correlation coefficient ($R = 0.862$) demonstrates a very strong positive and significant relationship between strategic marketing management practices and firm performance, while the adjusted coefficient of determination ($Adj. R^2 = 0.741$) indicates that approximately 74.1 per cent of the variance in firm performance is explained by the four strategic marketing management practices' components. The remaining 25.9 per cent is attributable to other factors not included in the model. This high explanatory power suggests a robust predictive capacity of strategic marketing management practices of the FHA context (Hair et al., 2021).

Individually, all four strategic marketing management practices' dimensions exerted statistically significant positive effects on firm performance at the 5 per cent significance level. Marketing research ($\beta = 0.446, t = 4.089, p < 0.05$) significantly enhanced competitive positioning, indicating that systematic market intelligence and analysis strengthen the Authority's ability to secure competitive advantage. Marketing objectives formulation ($\beta = 0.279, t = 2.053, p < 0.05$) positively and significantly influenced surplus alignment, demonstrating that clearly articulated marketing goals contribute to improved financial outcomes. Operational marketing ($\beta = 1.039, t = 7.245, p < 0.05$) significantly strengthened market share expansion, reflecting the importance of effective implementation of marketing strategies. Marketing evaluation ($\beta = 1.534, t = 11.875, p < 0.05$) exhibited the strongest significant effect, supporting sustained sales growth through continuous monitoring and performance assessment.

The regression model is expressed as:

$$FIPE = 18.144 + 0.446MARE + 0.279MAOB + 1.039OPMA + 1.534MAEV + \varepsilon_i \dots \text{Eqn (1)}$$

where FIPE represents firm performance; MARE, marketing research; MAOB, marketing objectives formulation; OPMA, operational marketing; MAEV, marketing evaluation; and ε_i , the stochastic error term. The constant term (18.144, $p < 0.001$) suggests that, even in the absence of strategic marketing management practices' improvements, baseline performance would remain positive due to other organisational or environmental factors. However, the prescriptive implication of the coefficients indicates that a one-unit improvement in marketing research, marketing objectives formulation, operational marketing, and marketing evaluation would increase firm performance by 0.446, 0.279, 1.039, and 1.534 units, respectively. Notably, operational marketing and marketing evaluation demonstrate comparatively stronger significant effects, underscoring the importance of effective implementation and systematic performance monitoring.

Given the statistical significance of the regression model and the positive coefficients of all strategic marketing management practices' dimensions, the null hypothesis (H_0) was

rejected. The findings therefore provide compelling empirical evidence that strategic marketing management practices have a significant and substantial effect on firm performance of the Federal Housing Authority, Nigeria. These results affirm the critical role of integrated marketing research, clearly defined objectives, effective operational marketing, and rigorous evaluation mechanisms in driving firm performance in a public-sector housing context.

Discussion

The findings of this study demonstrate that strategic marketing management practices are critical drivers of the firm performance of the Federal Housing Authority, Nigeria. The rejection of the null hypothesis confirms that marketing research, marketing objectives formulation, operational marketing, and marketing evaluation significantly and positively influence firm performance. Specifically, marketing research enhances environmental responsiveness and competitive positioning; marketing objectives formulation provides strategic direction and surplus alignment; operational marketing translates strategy into measurable outcomes such as market share expansion; and marketing evaluation ensures continuous improvement and sustained sales growth. These results reinforce the argument that structured and integrated marketing systems are indispensable for performance optimisation in public housing institutions.

The present findings are strongly supported by empirical literature. For instance, Gathaiya (2023) established that strategic marketing practices significantly improve firm performance in the beauty and cosmetics industry, particularly where digital innovations are embedded. Similarly, Seddaoui et al. (2024) demonstrated that marketing innovation and strategic marketing planning positively influence firm performance, with strategic marketing planning mediating the innovation–performance relationship. In related studies, Alqahtani et al. (2022) found that entrepreneurial marketing enhances firm performance in volatile markets, while Karami et al. (2023) showed that effectual decision-making logic strengthens market-oriented behaviour and competitiveness. Rana et al. (2024) further emphasised the importance of digital transformation drivers as strategic imperatives for performance enhancement.

The strong positive association identified in the FHA context ($R = 0.862$) aligns with Homburg and Wielgos (2022), who reported that digital marketing capabilities significantly affect surplus and may complement or substitute classical marketing capabilities depending on context. Elgarhy (2023) also found that customer-focused strategies, such as service quality and engagement initiatives, enhance retention and overall performance. Likewise, Charoensukmongkol (2022) confirmed that entrepreneurial improvisation positively influences surplus and sales growth, particularly when supported by adequate resources. Lee and Lévesque (2023) introduced a nuanced perspective, identifying an inverted U-shaped relationship between resource allocation and performance, where balanced investment in market and knowledge-based activities produces superior outcomes.

Further empirical support is evident in Morgan et al. (2012), who demonstrated that robust strategic marketing capabilities consistently improve organisational performance through alignment of market intelligence and operational execution. Oduro and Mensah-Williams (2023) similarly confirmed that operational marketing and evaluation processes significantly enhance firm outcomes. Within public-sector settings, Giantari and Sukaatmadja (2021) found that marketing evaluation positively influences accountability and performance, while Schiavone and Simoni (2019) showed that operational marketing improves service delivery and organisational efficiency. These findings resonate with the FHA results, particularly the strong regression coefficients for operational marketing and marketing evaluation.

However, the literature also reveals that the relationship between strategic marketing management practices and firm performance is not universally positive or uniform. Crick and Crick (2023) cautioned that the simultaneous deployment of entrepreneurial orientation and coopetition may create strategic tensions that weaken performance. Ritala et al. (2008) observed that excessive alliances with competitors can dilute competitive advantage and reduce firm performance. Inyang et al. (2022) further reported that poorly aligned community relations and social media engagement may negatively affect organisational outcomes. These studies highlight the importance of strategic coherence and contextual alignment in the implementation of marketing practices. In the case of the FHA, the empirical evidence suggests that strategic marketing management practices are sufficiently operationalised and integrated to drive performance improvements. Nevertheless, caution should be exercised in generalising these findings across other public-sector institutions without considering contextual enablers and structural constraints. Overall, the discussion affirms that the systematic deployment of marketing research, clearly defined objectives, effective operational marketing, and rigorous evaluation mechanisms constitutes a strategic pathway to enhanced firm performance within Nigeria's public housing industry.

Conclusion

The study concludes that strategic marketing management practices have a positive and significant effect on the firm performance of the Federal Housing Authority, Nigeria. The empirical evidence demonstrates that systematic marketing research, clearly articulated marketing objectives formulation, effective operational marketing, and robust marketing evaluation collectively enhance the Authority's competitive positioning, surplus generation, market share expansion, and sales growth. Specifically, marketing research strengthens the organisation's responsiveness to environmental changes; marketing objectives formulation provides strategic direction and alignment with measurable performance indicators; operational marketing ensures the effective execution of strategies; and marketing evaluation facilitates continuous improvement and accountability.

These findings underscore the critical role of structured marketing frameworks in enhancing organisational effectiveness, operational efficiency, and long-term

sustainability in public-sector institutions. The results provide strong justification for institutionalising strategic marketing management practices of the FHA and similar government agencies, highlighting the strategic value of integrating planning, execution, and evaluation processes into organisational operations. In summary, the study establishes that strategic marketing management practices are key determinants of firm performance in the FHA, and by extension, contribute meaningfully to the achievement of public-sector objectives, effective resource utilisation, and sustained organisational growth in Nigeria's housing industry.

Recommendations

Based on the empirical evidence that strategic marketing management practices have a positive and significant effect on the firm performance of the Federal Housing Authority, Nigeria, the study recommends that strategic marketing management initiatives should be embedded as a core component of the Authority's overall organisational and corporate strategy, rather than being treated as a peripheral or support function. Strategic marketing management considerations should therefore inform policy formulation, project planning, resource allocation, and performance management decisions across all departments.

Management should institutionalise systematic and continuous marketing evaluation and performance monitoring frameworks. This should include the establishment of clearly defined key performance indicators (KPIs) linked to competitive advantage, surplus generation, market share growth, and sales performance. Structured feedback mechanisms should also be implemented to ensure that marketing insights are effectively communicated to decision-makers and integrated into strategic adjustments.

Furthermore, the FHA should strengthen its capacity for evidence-based decision-making by investing in regular marketing research, digital analytics tools, and staff training in strategic marketing management competencies. Continuous assessment of marketing outcomes will facilitate timely corrective actions, enhance transparency and accountability, and ensure that marketing management initiatives consistently contribute to organisational effectiveness and long-term sustainability. In essence, the institutionalisation of structured, measurable, and continuously evaluated marketing management frameworks is critical to sustaining improved firm performance of the FHA and other public-sector institutions operating in competitive and resource-constrained environments.

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