

**AN ANALYSIS OF THE EFFECTS OF MARKETING ON
THE GROWTH TRENDS OF PROJECT MANAGEMENT IN
THE CONSTRUCTION INDUSTRY IN
KENYA**

ODHINGO, JOSEPH W. NANDI

B.A. Building Economics - University of Nairobi.

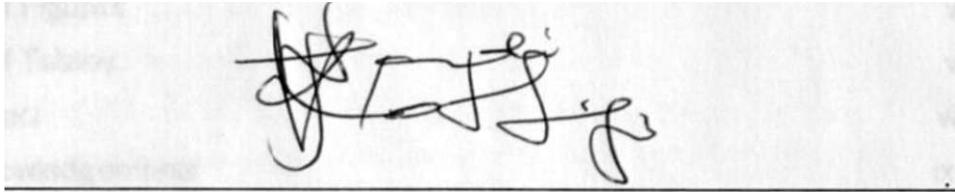
A Masters project submitted in partial fulfillment of the requirement for award of
the Degree of Master of Arts in Construction Management of the
University of Nairobi,
School of the Built Environment,
Department of Real Estate and Construction Management

June, 2008



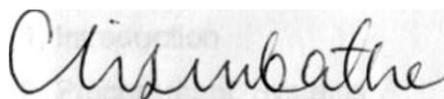
DECLARATION

I, Joseph W. Nandi Odhingo do hereby declare that this project is my original work and has not been presented for a degree in any other university.

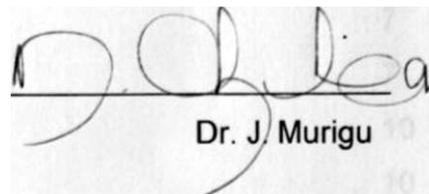
A handwritten signature in black ink on a light background. The signature is cursive and appears to read 'Joseph W. Nandi Odhingo'.

Signature of the Candidate

This Project has been presented for examination with our approval as University Supervisors in the Department of Real Estate and Construction Management.

A handwritten signature in black ink on a light background. The signature is cursive and appears to read 'C. Mbatha'.

Dr. C. Mbatha

A handwritten signature in black ink on a light background. The signature is cursive and appears to read 'J. Murigu'. Below the signature is a horizontal line, and the name 'Dr. J. Murigu' is printed below the line.

Dr. J. Murigu

TABLE OF CONTENTS

Title page	
Declaration	j
Table of Contents	ii
List of Figures	v
List of Tables	v
Abstract	vii.
Acknowledgements	ix
Dedication	x

CHAPTER ONE

BACKGROUND OF THE STUDY

1.1. Introduction	1
1.2. Problem Statement	2
1.3 Objectives of the Study	4
1.4 Research Hypothesis	5
1.5 Significance of the Study	5
1.6 Area and Scope of the Study	5
1.7 Organization of the Study	5
1.8 Limitations of the Study	6

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction	7
2.2. Procurement Systems	7
2.3. Project Management	10
2.4. Emergence of Project Management	10
2.5. Objectives of Project Management	11
2.6 .The UK experience (CIOB)	12
2.7. Project Management in Kenya	13

2.8	Profession and its essential Elements	16
2.9	Stages of Professionalisation	18
2.10	Marketing and its Evolution	18
2.11	Importance of Marketing	20
2.12	Marketing Process and Research	21
2.13	Implementing the Marketing Concept	25
2.14	The Marketing Environment	26
2.15	Marketing Models Applicable to Building Consultancy Services	41
2.15.1	Core System Model	41
2.15.2	Input Output Model	42
2.15.3	System Approach to Marketing	45
2.15.4	The Conceptual Marketing Model	47

CHAPTER THREE

RESEARCH METHODOLOGY

3.1	Introduction	50
3.2	Area of Study	50
3.3	The Target Population and Sample Size	51
3.4	Sampling Procedure	51
3.5	Data Collection	51
3.5.1	Primary Data	52
3.5.2	Secondary Data	53
3.6	Data Presentation and Analysis	53

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1	Introduction	• 54
4.2	Project Managers	54
4.3	Other Consultants	66
4.4	Other Stake holders	74

CHAPTER FIVE
CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction	84
5.2 Conclusions	85 •
5.3 Recommendations	88
5.4 Areas of further Research	89
Reference and Bibliography	90
Appendices	

LIST OF FIGURES

- Figure 2.1 Core System Model
- Figure 2.2 Inputs and Outputs Model
- Figure 2.3 Market Subsystems and the Total System
- Figure 2.4 Conceptual Marketing Model of Building Consultancy in Kenya

LIST OF TABLES

- Table 3.1 Questionnaires response from field
- Table 4.1 Establishment of firms
- Table 4.2 Number of Projects handled by Project Managers
- Table 4.3 Distribution Client body and their requirements
- Table 4.4 Factors to consider in Marketing
- Table 4.5 Obstacles to Marketing
- Table 4.6 Results of response to use of communication artifacts
- Table 4.7 Level of involvement of Project Managers in Projects handled by Architects
- Table 4.8 Level of involvement of Project Managers in Projects handled by Consulting Engineers
- Table 4.9 Level of involvement of Project Managers in Projects handled by Quantity Surveyors
- Table 4.10 Recommendation of Project Management services by Other Consultants
- Table 4.11 Level of satisfaction on services provided by Project Managers
- Table 4.12 Opinion of other Consultants on Marketing of Project Managers
- Table 4.13 Forms of Marketing recommended by Other Consultants
- Table 4.14 Number of Project handled by Contractors in one year
- Table 4.15 Level of involvement of Project Managers in Projects handled by Contractors
- Table 4.16 Client view on necessity of services of Project Managers
- Table 4.17 Ranking of sourcing of Project Management services by Clients

- Table 4.17 Ranking of sourcing of Project Management services by Clients
- Table 4.18 Level of involvement of Project Managers in Projects handled by Clients
- Table 4.19 Level of satisfaction on the services provided by Project Managers by Clients
- Table 4.20 Opinion of Clients on Marketing of Project Managers

ABSTRACT

Procurement systems in Kenya as indeed elsewhere in the world keep changing depending on the particular situations. Project management is one of the latest procurement systems

This study set to analyse the growth trends of the Construction Project Management profession in Kenya. The study was hinged on the hypothesis that marketing has not played its right role in enhancing growth trends as would be expected.

The study has looked at other procurement systems in the industry that led to the evolution of project management as a procurement system in the construction industry.

The terms profession, professionalism and the interrelationships between marketing theories and marketing environments are looked. The purpose of which was to establish whether the Construction Project Manager was qualified to be listed among the professionals.

Marketing as a concept, its contribution in bringing together buyers and sellers is explored with special emphasis put on marketing of professional services.

A total of 49 professionals and 22 other stakeholders were interviewed.

Survey design was the research methodology adopted and information was obtained through questionnaires.

The responses were varied, it was particularly noted that different professionals responded differently to particular questions suggesting attempts to favour certain positions. For example while the Architects do not fully appreciate the project manager's role, the Quantity Surveyors do.

The study established that growth trends of construction project manager is not

as pronounced as other professions in the industry. Most interviewees felt that the construction project manager should package and brand himself/herself to the industry in a manner that the role can be appreciated and that current marketing, planning and promotion is not adequate.

The study established that the Institute of Construction Project Managers of Kenya has been registered by the Registrar of Societies.

The study recommends that; the Institute of Construction Project Managers should aggressively involve itself in marketing and publicity through seminars, luncheons and other promotional activities in the print and electronic media. The legal registration with relevant government bodies and exposure to training institutions must also be pursued.

ACKNOWLEDGEMENTS

I am considerably indebted to a large number of people who have given me assistance and without whom the research would not have been possible. I want to thank GOD for keeping me going on to finish this project. This is particularly so considering my situation as a working student who has to try and mix office chores with the studies. Many are days that the urge to let go came but like the proverbial drowning man I kept on. It is difficult to explain in human terms why some of this happens.

There is the family; my wife and children. They too had their waiting to see the end of a project that they hoped shall make Daddy happy although with little wonder as to whether it was worth the time and money. I sincerely hope their waiting will not be in vain.

My supervisors were with me as I pushed the hard shovel; they encouraged me when I was about to give up. But most of all they guided me in research orientation and methodology used in the study. Views could have been my own but professional influence of the supervisors was valuable. I thank them sincerely.

By extension I am indebted to the entire staff of the Department that moulded my efforts to go through the course.

Those who helped in data collection, the various interviewees and representative of various bodies including the private sector get my appreciation for providing the necessary data and information.

I wish you all well.

DEDICATION

This study is dedicated to the Construction Industry and its workers in Kenya.

CHAPTER ONE

1.1. Introduction

The management of construction projects has been carried out since man first co-operated to erect buildings Walker (1989). Walker (1989) has defined Construction Management as: -

'The planning, control and coordination of a project from conception to completion (including commissioning) on behalf of a client. It is concerned with the identification of the client's objectives in terms of utility, function, quality, time and cost and the establishment of relationships between resources. The integration, monitoring and control of the contributors to the project and their output, and the evaluation and selection of alternatives in pursuit of the client's satisfaction with project outcome.'

It is important to note that projects are managed on behalf of the client and that the fundamental objective of the project manager must be achievement of the client's objectives.

In the traditional procurement system, the designer was also the manager of the project process, who would use specialist consultants as necessary to achieve the project's goals. This approach worked well so long as the building process remained simple and straightforward with resources abundantly available.

As building works became more complex due to technological developments and economic and social pressures, the clients have had to increase their demand upon the industry in terms of performance of projects; both functionally and

aesthetically, the capital and running costs and the time required from the conception to occupation

The resultant effect of the above scenario has given rise to other procurement patterns aimed at increasing profitability and ensuring that the client, the builder and consultant respectively are all held accountable to their activities.

The procurement systems that came up as a result of the said requirements of the client included; cost plus contracts, fee constructing, management contracting, construction management, design and build, package deal, turn key systems among others

In Chege(1996) it was established that 70% of the problems in the construction industry in Kenya were due to inadequate or inefficient management base in projects. The other problems he noticed in the industry included client's lack of knowledge in matters relating to construction; inefficient consultants; inefficient suppliers and subcontractors and bureaucracy and dishonest officers especially in the public sector.

1.2 Problem Statement

A growing profession is one in which the members reach their full potential both as individuals and as members of the extension system. The profession shall have the demand for new membership increasing and the public awareness widespread. For the public awareness to increase as said, the structure must be well defined and the economic and social benefits both to society and to the professional must be clearly demonstrated.

The practice of Construction Project Management in Kenya has majorly concentrated in the private sector for a long time. The need for project management arose as indeed elsewhere in the world due to the necessity to

control much closely the resources and personnel in the construction industry for greater benefits to the client

The practicing firms have been mainly of European origin and controlled exclusive market, Mbatha(1993). Today the concept has become more accepted and the Project Management role is seen in non-European sponsored projects.

Project Management has not taken much root in the public sector as evidenced by a recent public notice in the Standard Newspaper dated 25th June 2007 by the Ministry of Roads and Public Works. The procurement department was asking for "expression of interest" from Consultants in the Construction industry. All shades of Consultants were listed but there were no Project Managers.

Generally, professionals in private practice have appreciated the role of the Project Manager but insist that this should only be in certain category of projects especially large projects. There is however no consensus as to the size or value of the " large" projects.

In Chege(1996) it was established that the impact of Construction Project Management on the Construction industry in Kenya was only 20% and in conclusions it was noted:-

" The construction project management has been abused extensively in this country. It is an area that would be of great benefit to the country but under its current job specification and poor performance it can only grow at a snail's pace"

This observation is amplified by the fact that in the Kenya Telephone Directory's yellow pages listing of 2004, there were 149 Architects, 76 Quantity Surveyors and 119 Consulting Engineers and 0 Project Managers. In the 2005-2006 listing,

there were 190 Architects, 81 Quantity Surveyors, 154 Consulting Engineers, 5-Project Managers - out of which only 1 is linked to the Construction industry.

According to Mbatha(1993) the major factors affecting upward growth of Project Management were indicated as lack of unity in representation, policy, approach and regulation.

Writing on the Quantity Surveying profession growth ; Mateta(1996) noted that a key factor for growth is the increase in *awareness* - the need to demonstrate the value of the services to potential clients. This it was noted should be propagated through Continuous Professional Developments (CPD) fora, by training institutions, professional bodies and research. The above are fundamental aspects of marketing.

While acknowledging the inadequacy of Project Manager's role in his conclusions Chege (1996), noted that the Project Manager would have to change the way he is presented to the industry and has to prove that he is adequately trained for the job and capable of fulfilling project requirements.

In presenting the profession to the public, possible areas to be considered shall be the structural framework, the organizational and legal framework and the government policy on the profession including the training of the professional. All these point to virtues that ensure ease of marketing the profession.

The purpose of this study therefore is to explore the influence of marketing skills on the growth trends of construction project management practice in Kenya.

1.3. Objectives of the Study

1. Establish growth trends of engagement of Project Managers in the Construction industry in the last ten years.

- 2 Establish the types of marketing skills available and their contribution to growth trends of engagement of Project Managers in the Construction industry
- 3 Propose ways of enhancing the engagement of Project Management in the Construction industry.

1.4 Research Hypothesis

In this study it is hypothesized that: -

"Lack of effective marketing is the major factor hindering the growth of Project Management profession in the Construction Industry in Kenya".

1.5. Significance of the Study

The study endeavoured to ensure the advantages in cost, time and quality are achieved in our construction sites. By studying the growth of the profession the researcher hoped to shed some light into its present nature and state in the Kenyan industry. The study may form a basis for relevant professional bodies to table the requirement to government authorities to come up with laid down procurement procedures that incorporates the Project Manager as a central player in the whole Construction procurement process.

By establishing the views and sentiments of the professional Project Manager towards professional growth the researcher feels this will help in mapping out possible strategies that can be adopted to enable growth of the profession.

1.6 Area and Scope of the Study

The term Project Manager applies to many industries like Medicine, Agriculture, Heavy engineering among others. This study limited its' scope to the

Construction industry based in the City of Nairobi. The reason is that the researcher is a student at the Department of Real estate and Construction management and finds it natural to have the study kept to the relevant industry (Construction). Nairobi as a capital city is the herb of Construction activity in Kenya as a whole and to some extent the East African region and therefore a study done in Nairobi arguably reflects the trend in the region.

A variety of construction work has been considered including office blocks, housing, industrial projects and civil works.

The researcher obtained necessary data from all participants in the industry including; Clients, Architects, Engineers, Quantity Surveyors, Contractors.

1.7 Organization of the Study

The study is organized into four chapters;-

Chapter One covers the introductory sections of the study. These are the introduction, problem statement, study objectives, hypothesis , significance of the study , area and scope of study and study methods

Chapter Two covers a brief discussion on the emerging procurement systems and evolution of project management. The interrelationships between the marketing theories and environments. Particular emphasis is placed on the marketing of services.

Chapter Three outlines the research methods used in this study, the study area , sampling procedure, data collection, presentation and analysis methods. The variables are established. The study is based in the City of Nairobi and covers the professionals and other stakeholders in the Construction industry.

Chapter Four covers the presentation and analysis of data collected.

Chapter Five gives conclusions of the research findings and draws and recommendations that need to be implemented to make Project Management become a more growth oriented profession.

1.8 Limitations of the Study

The first limitation was that there were few "trained" Construction Project Managers. This was worsened by lack data bank to refer to.

A limitation with the bureaucratic system. The slow speed of implementation of proposals. Past recommendations on changes to Chapter 525 of the Laws of Kenya (which governs Architects and Quantity Surveyors in private practice) have not been implemented. The governing act is old dating back to the pre-independence period (1963) with very minor revisions. It has never taken into consideration the realities that are taking place today for example the fact that people charge fees less than the stipulated amount, which according to the act is a professional misconduct.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter reviews the literature related to the Project Management practice in the Construction Industry. Historical evolution of various procurement systems and the environment under which each operated are looked at. The emergence of the Project Manager in Construction industry and in Kenya is discussed. Profession and professionalism and their relevance to Project Management are reviewed. Other areas addressed include marketing and its relevance to the Construction industry. Particular emphasis is laid on marketing concepts; marketing environment and marketing techniques. Relevant models are also reviewed.

2.2 Procurement Systems

According to Rougvie(1998) the following are some of the procurement systems that emerged as a result of the increased complexity in projects compounded by increased client demands.

(i) Cost Plus Contracts

In this system the contractor is paid his costs for labour, material and plant, with a fee to cover overheads and profits, either as a percentage of the total net cost or as a lump sum.

(ii) Fee Contracting

The system stipulates that the contractor be paid a fee which is based on the final adjusted Estimated Prime Cost (EPC). The contractor joins the design team early during the design period and the E.P.C is adjusted at the end. During the

construction period the contractor is paid his net costs of materials, labour, plant, subcontract costs and such site overheads as have been agreed as lying outside the fee.

(iii) Management Contracting

Here the contractor does not carry out the construction work directly, the work is carried out by a series of subcontractors. The contractor is responsible for monitoring, controlling and paying the sub contractors. The payment to the contractor is on a fee basis as a percentage of the Estimated Prime Cost sum

(iv) Construction Management

This is a further refinement of management contracting, but the client assumes a greater share of the risks by having direct contracts with the subcontractors. The construction management company supplies only a professional management service and is totally disconnected from the physical performance of construction operations. The firm is paid a percentage of the constructions cost.

(v) Design and Build

Here the design firm also carries out the construction of the work.

(vi) Package Deal

The term package deal implies that the contractor supplies everything that the client may need to provide a building. Package deal tends to be marketed directly to the potential clients rather than through consultant firms and tend to appeal to those clients desiring fast and economic building provision, without design 'frills'. It may include finding suitable site, acquisition of planning and building control consents and finance for the projects

(vii) The Turn Key System

This has little difference from package deal. As the name suggests, it implies that all the client does is to commission a project, pay the bills and turn the key in the door of the project at the end. Apart from aspects mentioned in package deal it may include recruiting and training the staff that will operate the fully completed and equipped building.

The author states that at the onset, various procurement methods were received quite well especially in the private sector, but the issue of accountability in the public sector still remained a problem. Accountability is often at odds with the most efficient use of money and other resources Rougvie(1989). The manifestation of accountability most often appears in the guise of the prevention of corruption and with the need to justify decisions on the basis that they deny the possibility of corrupt use of funds.

Rougvie(1989) has stressed that the predominant requirement in the context of public sector is an early definition of the cost to be committed and an assurance that this sum is the lowest possible. This has tended to favour the use of the traditional models especially within the public sector.

The need to counter the deficiencies of the fragmented traditional system and a recognition of the need for some kind of overall management of projects may have led to the generation of a project management function. The British Property Federation (B P F) system arose which laid emphasis on the separation of the design function from the management function, with a 'client's representative 'being appointed for the latter - a Project Manager by another name. The client representative is made responsible for the overall management of the project. This may be the point when the embryo of project management was planted.

2.3 Project Management

Many writers have come up with different definitions of Project Management
Waikar (1989) has defined construction project management as

The planning, control and coordination of project from conception to completion (including commissioning) on behalf of the client. It is concerned with the identification of the client's objectives in terms of utility function, quality, time and cost and the establishment of relationships between resources. The integration, monitoring and control of the contributors to the project and their output and the evaluation and selection of alternatives in pursuit of the client's satisfaction with project outcome

A common reaction has been the title of Project Manager but as mentioned earlier, the project management process however takes place irrespective of the titles of the people in the process. The most important note should be that projects are managed for clients and that the fundamental objective of the Project Manager must be achievement of the client's objectives.

Chege (1996) has established that 70% of the problems in the construction industry in Kenya were due to inadequate or inefficient management based projects. The other problems he noticed in the industry included client's lack of knowledge in matters relating to construction, inefficient consultants, inefficient suppliers and subcontractors and bureaucracy and dishonest officers especially in the public sector.

2.4 Emergence of the Project Management Profession (Generally)

In many ways the development of Project Management may be seen as an extension of the dissatisfaction expressed by clients over the service obtained from the industry as a whole. The traditional system of procurement was criticized mainly

for the fragmentation it brings to the process of building procurement. This observation is made worse by the fact that there is no in-built compensatory mechanism to supply the integration which is needed by a complex, interdependent series of contractual and communication relationships Rougvie (1988). .

The integration, which is supplied by the Architect in the traditional process, must be less than optimal, even with the best intentions on the part of the Architect, owing simply to the conflict of interests, which exists between the duties of the Architect to his Client as a designer and as a manager.

As a designer, the Architect must respect the process of design it self and its outcome as an end in it self. As a manager the Architect must coordinate his own work with that of others and must in administering the construction contract hold the scales fairly between the client and contractor Rougvie (1988). It is scarcely credible that in the event of a conflict of interest his advice to the client would in fact be unbiased, for example; where due to poor coordination of Structural engineering and Architectural drawings there is defective work which has to be removed from site and the contractor claims an extension of time and extra reimbursements, is the Architect really to be expected to volunteer to pay for the defective work and the delay. Rougvie (1988)⁷

The conditions of engagement for other consultants provide similar although perhaps less far reaching conflicts. Mbatha (1993) gave the reason for a Construction Project Manager as to fulfill the management gap, within the Construction industry. It was observed that; the consultant's specialization is every thing else but management.

2.5 Objectives of Project Management

The objectives of Project Management are to apply management skills and techniques to the organization and control of all aspects of the project and to

optimize the use of resources to produce a well designed and soundly constructed facility, which will meet the client's requirement of function, cost and time, budget and future maintenance. Separation of the pure management role of an entire project from design and construction process has enabled Project Management to develop in it's own right. The new framework provides the control of quality; time and cost expected by a client and provides a basis for the initiation and development of techniques and procedures in communication, coordination and control, which will increase the efficiency of the construction process.

2.6 The UK Experience (CIOB)

In the United Kingdom (U.K), the traditional role of managing contracts with the Architect as team leader may still be the predominant method of executing smaller scale building work. However, on large or complex projects and among some clients there is an increasing dissatisfaction with the Architect's ability to fulfill the role due to lack of management training, increasing emphasis is being laid on the speed of construction, there is the growing complexity of services and the importance attached to technical performance of the completed building has increased.

This has led to the use of innovative methods including for example Design, Construct, Construction Management, Management Contracting and the British Property Federation (BPF) system. Project Management is capable of being used with any of these procurement strategies

The increasing demand for Project Management services has resulted in the development of existing and formations of a number of new independent project management organizations.

2.7 Project Management in Kenya

The practice of Project Management in Kenya does not have a strict code of regulation like the other building professions in the building industry. As a result of this, although the Project Manager offers essential services, he has not been well recognized in the Construction industry and the given reason is that his role is not known since it is not defined like the roles of the other consultants in the built environment. It is also argued that, some of the practicing Project Managers are not qualified enough and this is as a result of lack of controls to entrance to the profession and also the absence of code of practice Kimanthi (2001).

Kimanthi (2001) carried out a study whose aim was to establish a regulatory system governing construction Project Management in Kenya. According to her study there exists a gap between an ideal professional and the current state of Project Management in Kenya. The study also indicates that the role of the Project Manager in the construction industry is not well defined and the practice is not centrally regulated. As a result of this, the Project Manager faces a number of "problems". The other consultants also encounter some problems while dealing with some Project Managers due to lack of clear definition of the roles and regulation of the profession.

The study by Kimanthi (2001) concluded by developing a regulatory system model, terms of appointment, roles (services) of the Project Manager and code of conduct, which is recommended for the Kenyan construction industry. *This study now asks, how shall this information reach the industry?*

Adwera (1999) found that Construction Project Management practices do exist, in the Kenyan Construction industry but very few clients have adopted Project Management Consultancy. Unfortunately, it is noted that most of the firms known to provide these services are international and the practice is in accordance to

that in their countries of origin. This means there are variations in the practice of different firms and there is no rule of law regulating these practices.

Some clients appreciate the services but need to be educated further about the construction industry; who is involved and what roles do they play as many clients do not appreciate the roles of other consultants let alone the Project Manager who is "new kid in the block".

Over training, Adwera (1991) observed that it is not possible to recommend a standard procedure for the practice of Construction and Project Management and until such a time as when a formal Construction and Project Management training that leads to a recognized qualifications or discipline is in place. Unless this happens there will be difficulties for clients to identify the right people and the scope of their involvement clearly demarked.

As the world is developing and technology advancing, every person and every industry is faced with the challenge to keep up with the advancements. The Construction industry being a major player in the economy of any country has not been left out, the players in this industry must remain in competition in line with the general development elsewhere.

In supporting the need for training, Kamau (1999) concluded in her research that there exists a skill gap between the ideal Project Manager and the existing Project Manager in Kenya. Where "ideal" Project Manager refers to one who has undergone formal training.

Mbatha (1999) also noted that the role of the Project Manager requires a person with a particular combination of skills and experience. A wide knowledge of the construction industry is necessary in addition to a combination of interpersonal, operational and conceptual skills. It is important to train individuals in the industry and equip them with management education for them to be good managers. While it may be true that some are borne leaders; it is also correct to say that"

most managers are created" he concluded. He suggests that management education should start after several years of practical experience.

The industry should therefore take this task at heart and train the Construction Project Manager since he shall be the overall manager of the industry. Kamau (1999) concluded that the existing practices in Kenyan Construction industry have not been regulated. Regulation can only come in if the qualifications have been set out and if a professional body is established. Adopting a training program could be one of the steps towards regulation of the profession. Lack of a set of mode of practice and procedure not only hinders regulation of the practice but it also means that there are no set rules and guidelines to regulate the working of the Project Manager.

According to Chege (1990) the Construction Project Manager at present is inadequate in his role and for this to change, he will have to change the way he is presented to the industry. For him to be recognized, he will have to prove that he is adequately trained for the job and as individual, he is capable of fulfilling the project requirements. In conclusion Chege(1990). said; "the impact of Construction Project Management in Kenya is very little and that project management faces recognition problems by other sectors of the Construction industry as well as by major clients or building owners in the country".

One of the interviews echoed the following " Construction Project Management has been abused extensively in this country. It is an area that would be of great benefit to the country but under current job specification and poor performance, it can only grow at a snails pace" Walker (1989) had outlined the need for improvement of the project management process. This he noted is as a result of the pressure from clients, which is making the professions and industry, take more seriously the need for organizational design.

One fundamental issue would be whether to consider Project Management as a profession or not. One observation however is that the rest of the other participants in the design team are considered as professionals. The following section looks at attributes falling within the word profession or professional.

2.8 A Profession and its essential Elements

Barger (1963) claims that professional behavior may be defined in terms of four essential attributes;

1. A high degree of generalized and systematic knowledge.
2. Primary orientation of community interest and not self interest
3. A high degree of self control of behaviour through codes of ethics internalised in the process of work socialization and through voluntary associations organized and operated by the work specialists themselves.
4. A system of rewards (monetary and honorary) that is primarily a set of symbols of work achievements and thus ends in themselves not means to some end of individual interest.

Millason (1964) gives a list of the essential elements of the true profession and the most frequently mentioned traits as follows: -

1. Skill based on theoretical knowledge
2. Provision of training and education
3. Testing the competence of the member
4. Organization
5. Adherence to a professional code of conduct
6. Altruistic service

For any occupation to be regarded as a profession, it has to go through professionalisation, till it attains professionalism Kimanthi (2001). The concepts of professionalisation and professionalism have provided means of encompassing variations and seeming inconsistencies in the development and

present state of the occupations conventionally regarded as professions. Attempts to treat the professions as unique are based on the assumptions that there is some essential quality or qualities, which mark off the profession from other occupations and provide a basis for distinct body of theory and various forms of analysis.

The term professionalism is used in a variety of ways;-.

Firstly, it is used to refer to the broad changes in the occupational structure whereby professions; or even white-collar jobs increase in number relative to the occupations, whether as a result of the expansion of the existing occupational groups or as a result of emergence of new service occupations.

Secondly, the term "professionalisation" is used in the way, which implies little more than an increase in the number of occupational associations attempting to regularize recruitment to and practice in a specific occupation. This usage is related to a concentration on the functions of qualifying associations, such associations being regarded as the major indicators of the degree of professionalisation of an occupation.

A third usage views professionalisation as a much more complex process in which an occupation comes to exhibit a number of attributes which are "essentially" professional and are said to be the core elements of professionalism. The existence of qualifying association is one such attribute.

Finally, professionalisation necessarily refers to a process and there is sometimes the explicit argument put forward that this process occurs as a determinate sequence of events; that in the process of professionalisation, an occupation passes through predictable stages of organizational changes, the end result of which is professionalism.

In the last two views, professionalisation is viewed as a process with an end state toward which certain occupations are moving and others have arrived.

2.9 Stages of Professionalisation.

For Wilensky (1964), the natural history of professionalism consists of five stages, which are as follows;

1. The emergence of full time occupation.
2. The establishment of a training school.
3. The founding of professional association
4. Political agitation directed towards the protection of the association by law.
5. Adoption of a formal code.

The author states that this sequence is culture bound and it may vary from one culture to another, but at one point, for the occupation to become a profession it has to go through the stages. In some cases as England, the professional association has emerged before the founding of a training school, whether professionally run or University based. There are also cases where protective legislation may not always be as a result of professional agitation, for example in the case of the former British colonies where protective legislation was as a result of government initiative.

This researcher agrees with the author partly but notes that since independence the culture of bureaucracy took root and the successive governments have not taken that kind of initiative. Observations have noted that suggestions for an amendment to Chapter 525 of the Laws of Kenya (The Act that regulates the practise of Architects and Quantity surveyors in Kenya) as fronted by bodies (such as Architectural Association of Kenya) have never been implemented.

2.10 Marketing and it's Evolution

Marketing may be defined as the determination by the producer what the consumer wants and in what amounts, the means of reaching the consumer with the product and how to convince the consumer to buy the product. The marketing

concept is that managerial orientation which recognizes that success primarily depends upon identifying changing customer wants and developing products and services which matter better than those of competitors Doyle, (1987). Boone, (1995) defines the marketing concept as the company wide consumer orientation with the objective of achieving long run success.

History and Anthropology provide examples of Economics based neither on markets nor commerce. In many communities exchange of gifts between communities with different resources has been a tradition. Honour lies in giving, receiving imposes a burden. There is competition to see who can show the most generosity, not who can make the biggest gain This kind of exchange is not commercial. During the period of lowest economic growth, a typical gatherer, hunter, or cultivator provided for all his family needs. The requirements of individuals were very few and could be met within the family's immediate environment. As society advanced, population increased and scarcity and choice became the norm. At the same time individuals needs and requirements increased. Muchungu (1993).

Hallway R.J.& Hancock Q.S. (1964) pointed out that marketing is one of the social economic phenomena, which is evident when a society moves from subsistence level of existence.

Since people possess different abilities and goods, exchange ensues and marketing structure of some dimensions develop In order to link the buyers and sellers for exchange to take place a system of knowing the buyer and his needs as well as convincing him to buy had to be developed. Marketing started as a system of identifying the double coincidence of wants, As techniques of marketing become more advanced, its function broadened to include all activities relating to customers, product development, customer communications and all customer services.

The range of products have increased from a primary level characterised by agricultural products, through a secondary level characterised by dominance of

manufactured products to tertiary level characterized by dominance of marketing of services.

2.11 Importance of Marketing; -

Most important reason for marketing in a business organization seems to be to link the producer with the consumer. Others include to -

(i) Increase profits

Marketing can increase profit in business organization if it is carried out properly. This is because it acts as means of linking activities of a business such as planning, estimating, purchasing and administration to the needs of the clients. It suggests a change in existing services and identifies potential demands for new services. In so doing it helps to point out where the greatest profit can be obtained in both the short and the long term (Bagozzi, 1975).

(ii) Reduce uncertainty

Marketing can reduce uncertainty in business. Because of the activity of gathering information and other forms of market intelligence, business trends are revealed earlier and better information is available on which to base decisions. Customers are taken systematically, counted, described, their needs categorized, their attitudes, values and behaviour examined and clear profile of each market sector developed.

(iii) Generate new markets

Marketing can help to generate new business because the major part of proper marketing activity is the active seeking out of new markets sectors. It primarily puts the firm managers on the offensive, acting in anticipation of and not reacting to events. Fisher(1986)

In the beginning of the year 1990, there were efforts by some Kenyan building consultants to open up new offices in the Preferential Trade Area (PTA) region. Earlier consultants had tried to seek out new markets in southern African

countries of Namibia, South Africa, and e t c. Muchungu (1993). The current development has been the move to South Sudan.

2.12 Marketing Process and Research

The marketing process involves strategically planning, directing and controlling the application of enterprise effort to the profit making programmes, which will provide consumers satisfaction. This task involves the integration of all business activities into a united system of action. The marketing process is therefore a special management function just like organizing, staffing, financing, and controlling Kotler P. & Armstrong G (1992).

Marketing is a process constituent of several activities

These activities are: -

- i. Defining and measuring needs and wants in the market place. •
- ii. Guiding the creation of products or services to meet the needs and wants
- iii. Communicating the merits and prices of products or services to potential buyers
- iv. Making the goods or services available at times and places that meet customer s needs.
- v. Pricing goods and services to reflect costs, competition and customer's ability to buy.
- vi. Providing for the necessary service and follow - up to ensure customer satisfaction after the purchase.

These activities indicate that marketing emphasizes a business role as lying outside itself. Its purpose is in the customer and his needs, which needs marketing seeks to identify and satisfy both currently and in future. In an attempt to describe the importance of marketing, Peter (1969) observes that if we want to know what a business is, we have to start from its purpose and its purpose must

be outside the business itself. Infact it must lie in society since a business enterprise is an organ of society.

From the above foregoing it can be said that a business whose only aim is to amass wealth with no regard to its social responsibilities is not living to its expectations. For instance, Project Managers should not only aim at making money but ensuring that the society understands the role of their services and avail them whenever faced with a project.

Market research is concerned with getting marketing information to be used for market planning market research therefore can reduce uncertainty and increase the likelihood of the success of a market decision. Market research involves reviewing the marketing environment that is the markets, customers, competitors and the macro environment.

By reviewing the market, the research involves identifying who the major market and segments of the market as well as the present and expected future size and characteristics of each market and market segments. By reviewing the customers, the marketing research seeks to find out how customers and the public feel towards the business organization, the present and expected future state of customer needs and expectations as well as factors that influence the customers purchase decisions. The competitor's view of the market research involves finding out the organization's major competitor's and any future trends. The macro environment view is a look at relevant development to demography, economy, technology, government, and culture that will affect the business organization' situation. Kotler (1975).

The whole process of marketing research has been broken down by Berkowitz, Kevin & Rudelius(1989) to six steps and represented by the acronym DECIDE as follows:-

(i) Defining the problem

Defining the problem of marketing research involves, identifying the objectives. Some of the objectives would be increasing revenues, and profits, discovering what consumers are aware of and their wants and finding out why a service is not selling well. The constraints in defining a problem are restriction placed on potential solutions by nature and importance of the problem. Constraints often require a person to make assumptions or conjunctures about factors or situations that simplify the problem enough to allow it to be solved within these criteria or evaluating proposed solutions to the problem's measures of success.

(ii) Enumerating decision factors

Alternatives and uncertainties combine to give the outcome of a decision. Alternatives are the number of solutions available to solve marketing problems. Uncertainties are the uncontrollable factors that the decision maker cannot make, for example it is difficult to know even after asking consumers whether they can buy something they have never thought of before.

(iii) Collecting data

Collecting enough relevant information to make a rational, informed decision may simply mean using one's knowledge immediately. At other times it entails collecting an enormous amount of information at great expense. The data collected are facts and figures pertinent to the problem and this could either be primary or secondary. Primary data are those facts and figures, which are newly and directly from the field while secondary data are those, which have already been recorded.

Three common survey techniques used in market research are mail surveys, interviews, telephone and observation. Fisher (1986).

(iv) Identifying solution

The solution to the marketing problem in research is the best alternative that has been identified from the facts and figures obtained. The data obtained is analysed to find out from the alternatives, the best one.

(v) Developing and implementing plan

After a solution has been found then it is developed and implemented.

The goal is to use both affective planning and execution to achieve a successful marketing programme.

(vi) Evaluating results

The evaluation stage of marketing research involves evaluating the decision itself. That is comparing the actual results with plans and making corrective action if necessary.

The evaluation process also involves evaluating the decision process use, this involves changing the activities in one or more steps used in reaching a decision, such as altering the methods used to define the problem, collect data and implement plan.

In Project Management, market research can be useful to identify the following;-

1. The business opportunities in terms of existing new market sectors and areas of profitable business growth
2. Potential clients by market sector.
3. An organizations own strength and weaknesses
4. Competitors; who they are, their tactics, strengths and weaknesses
5. Client's unique needs and requirements
6. The effectiveness of marketing tools and techniques that are used.

Muchungu(1993) noted that a casual observation seems to indicate that building consultancy firms do not carry out market research. This is indicated by the way

professionals seem to carry out their business without segmenting certain sectors in terms of their profitability. Several building consultants end up reacting to situations instead of acting in anticipation, especially where it concerns the effect of economic performance on the Construction industry and lack of post service evaluation to try and understand the client perception of successful undertaking.

Marketing Project Management services involves determining what level and type of service provision will meet the consumer's needs best, the means of reaching the consumer and explaining to them the essence of utilizing these services. As opposed to goods, services cannot be delivered physically to the consumer but have to be explained in words hence the need to involve the professional providing service.

2.13 Implementing the Marketing Concept

The marketing concept affects all business activities and therefore the management should adopt it wholeheartedly. It must be incorporated in the decisions and goals set for the firm. The management should influence others in the organization to accept changes in policies and operations that may result from adoption of the marketing concept.

In implementing the marketing concept, an organization is faced with two major tasks.

- a. Establish an information system that allows the firm to obtain information internally to create satisfying products. Such a system is expensive and the management should be prepared to spend a substantial amount of money and time.
- b. Reorganization of the firm. To incorporate a new concept, the internal operations and the overall objectives of one or more departments may have to be changed. Some departments may have to be abolished and

others formed Thus implementation of the marketing concept requires support from the staff at all levels of the organization.

There are various problems that pose a challenge while implementing the marketing concept.

They include: -

- a. There's a limit to which a firm can satisfy customer's needs for a particular product. People have unique needs, which cannot be satisfied individually in a mass production economy. Therefore when developing a product, the firm should focus on the features that satisfy many needs of a substantial number of people
- b. The firm must determine accurately what customer's products needs are. This is quite hard. Even when they have identified those needs accurately; developing a product to satisfy them is a challenge.
- c. Satisfying short-term needs while ignoring long-term needs may cause consumer dissatisfaction. The firm should seek to establish future needs of the consumers and take them into consideration.
- d. Maintaining the employee's morale on restructuring sometimes proves difficult. The management must ensure that the reasons for the change are understood and must communicate its own enthusiasm for the marketing concept.

2.14 The Marketing Environment

Once a firm or a business has undertaken to implement the marketing concept, everything doesn't always go as projected. This emanates from the fact-that marketing doesn't operate in a vacuum. There are external factors that affect marketing. However, the factors will be discussed only briefly without analyzing the deep details in each of them.

(i) The Economic Environment

This comprises the overall economy including business cycles, consumer incomes and spending patterns. The business cycle moves from prosperity to recession to recovery.

The level of business activity varies along the cycle thus presenting challenges to business people.

Although business cycles reflect the overall health of the economy, the incomes of individual households determine whether or not consumers can and will buy products. The consumer income can be measured in 3 ways, each of which is of interest to marketers. They are gross income, disposable income and discretionary income.

(ii) The Political and Legal Environment

Business doesn't function strictly on its own set of rules. In addition to its customers, it is answerable to central and local governments, which set rules in the legal - political forum. This includes laws, regulations and social pressures that affect marketing.

Laws and regulations cover areas such as packaging, pricing, advertising and sales. For example law prohibits the sale of some items. The extent of laws and regulations can make marketing complex. However, they can also be a source of opportunity. Marketers must be aware of international, national and local laws and regulations affecting their areas of operation.

On the political scene, marketing is affected by agreements between countries. Such agreements come along in various forms as regional trade blocks e.g. COMESA, EAC etc. The revival of East African Community for instance will affect trade across East African borders.

(iii) The Social Environment

This is made up of the potential or existing customers of an organization's goods or services. For marketing purposes, this environment is described in terms of

who the people are, (their ages, sex, incomes, homes towns etc) and what values they hold. Changes in the social environment can present marketers with new challenges and opportunities.

(iv) The Institutional Environment

Organizations producing goods and services rely on other organizations to help them make their products available to the customers. For example an organization's management will need to liaise with outside experts who handle such activities as advertising and marketing research. Organizations that handle these activities are called marketing intermediaries and make up the institutional environment. The major players in institutional environment are resellers, physical distribution firms, marketing service agencies and financial intermediaries.

Availability and good organization of these institutions facilitate effective marketing.

(v) The Technical Environment

This constitutes of scientific research and knowledge, inventions and innovations that result in new and improved goods and services. Technological advances provide important opportunities to organizations to improve on their methods of meeting customer needs.

However, if an organization fails to keep up with technological change, technology becomes a threat. When products incorporate new technology, marketers must work to create demand for them. Familiarity with modern technology helps marketers develop products to meet new needs or products that meet old need better.

(vi) The Competitive Environment

Very few organizations are sole providers of particular goods or services. Therefore, most are faced with competition from other businesses. For this challenge, marketers must find out what competitors are doing and predict what they might do in future.

These activities constitute the competitive environment i.e. all the organizations that could potentially satisfy the needs and desires of the organizations target markets.

In view of the discussions, the marketing concept involves adoption of a modern and more complex business organization philosophy. It involves more human and financial resources and it comes with both challenges and opportunities. For Project Management, more challenges lay in the fact that marketing of professional services is not entirely similar to that of goods and professional services. Special challenges are also presented by the nature of Construction industry, which differ from other industries.

(vii) Marketing Tools and Techniques.

There are several approaches to marketing, in most cases these approaches depend on the use of combination of the tools of marketing. A marketing tool is a method of attracting the consumer to the good or service being offered. The most common tools of marketing used are: advertising, publicity, presentation and selling techniques, pricing and corporate identity. These tools of marketing have often been mistaken as the marketing function. These tools are discussed briefly on how they are used for marketing.

(a) Advertising

Advertising is any paid form of non-personal presentation of goods, services or ideas Berkowitz, Kevin & Rudeus (1989). The word paid in definition

distinguishes advertising from publicity and non-personal separates it from personal selling. The principal media used for advertising are magazines; trade papers, television and radio, bill and direct mail.

The main objectives of advertising are: -

- 1) Directing the potential clients to where the goods or services are.
- 2) Persuading the potential clients to ask for specific product or service.
- 3) Producing direct sales by the clients calling directly to vendors.
- 4) Increasing clients desire to learn about some features of the services or good.
- 5) Countering adverse publicity created by the competitors and to build institutional goodwill.
- 6) Informing potential clients on what there is in the market in response to their problems.

Building Consultants have got a broad range of media that they could use for advertising. Consultants can use posters on construction sites, newspapers, technical, professional trade and give-away journals, television and radio commercials, site hoarding, partly completed buildings, plants such as cranes, vehicles, site offices and site notices.

Regrettably Building Consultants are restricted from advertising overtly by by-laws governing their professional conduct enhanced in Architects and Quantity Surveyors Chapter (CAP 525) of the laws of Kenya.

Below are some of the restricted advertising practices. BL stands for By - Law.

- 1) BL24.2.4 - Name and professional offices appearing on letterhead to any firm concerned with the building industry.
- 2) BL.24. 6 - Advertise or tout professional services or make announcements in the Press.
- 3) BL. 24. 8 - Insertion of illustrations and descriptions of work by publishers.
- 4) BL.24 8 - Exhibit name outside office in ostentatious way.

- 5) BL 24. 9.1 - Allow both name of the firm and the member of having description other than professional affixes, qualification, services rendered and addresses on site notice board.
- 6) BL. 24. 3 - Site notices of more than 50mm height with an ostentations format.
- 7) BL. 24. 9. 4 - More than one notice board on site.
- 8) BL.24 9.5 - Notice board before or after the commencement of normal building operations or after practical completion.

The By-laws are not the only hindrance to advertising of building consultancy service. Advertising of services like those of consultants should be carefully done otherwise it can backfire.

People are still not used to seeing or hearing advertising for many professional services and they might not like it. Clients and competitors could interpret advertising by a firm as suggesting that it lacks competence. Boom,(1989). Boom,(1989) urges that advertising for services might not be worth the expenses incurred.

His contention is that professionals typically need to reach a very narrow audience, which will notice advertisements only at the very infrequent times it needs the service and which requires complicated explanations of the services. He advocates for more cost effective personal selling, seminars or other promotional approaches as opposed to advertising.

(b) Publicity

This is a complementary to advertising. It is the conscious effort on the part of a business organization to communicate relevant information that will be to its advantage. Publicity is usually done by way of news releases and news conferences. Most firms marketing goods have got public relations manager to help and direct their publicity efforts. The most common public relations effort is

the continuous attempt to obtain editorial coverage, such as favourable comment or articles about a firm's activities or service in the press, television or radio

Some press releases could include the following information to the public:

- 1) New services being launched.
- 2) Genuine improvements to existing services.
- 3) New commissions or tenders won recently.
- 4) Application of existing services to solve a known chronic problem, for example new materials to help and solve cost and time overruns.
- 5) Big name clients or tenders won.
- 6) Acquisition of an overseas commission or tender.
- 7) A successful research or development project recently completed with a research body.
- 8) Firm's annual turnover results or reports or key staff or organizational changes.
- 9) New production, design or computer processes (e.g. computer aided design and computer aided taking off)
- 10) New literature or promotions (e.g. sponsorship of sport, philanthropic gestures or exhibitions.
- 11) Contributing articles in professional journals.
- 12) Presenting technical papers in seminars and conferences.

The rules governing operation of building consultants are not very strict on publicity as on advertising. There are however a few restrictions as illustrated in the following by laws of the A.A.K which object to the following practices

- 1) BL 24. 7 - Insertion of illustrations and descriptions of work
- 2) BL.24.12 - Take part in completion not allowed by A.A.K.
- 3) BL.24.21 - Accept instructions for professional work on the basis that if a successful result is not attained a reduction of fee laid down in approved scale of charges will be made or that no fee will be charged.

Some building consultants seem to recognize the power of publicity and make use of professional magazines. From the researchers own observation there seems to be regular contributors of articles in professional magazines and the same for seminars and conferences related to the Construction industry. There however remains to be seen a collective publicity effort by joint consultants for example contributing towards philanthropic courses of provision of shelter for the homeless as can be seen in line with "Kituo Cha Sheria". It appears successful both in its efforts to ensure that justice is done in all cases and lawyers are respected and recognized. In an article of marketing of professional services appearing in the Construction Review, (May - June 1993) Talukhaba. A.A. concludes by saying that public relations is perhaps one of the most important and efficient tools of marketing professional services.

(c) Sales Presentation

Presentation is the order-getting selling process, and its objectives are to convert a prospect into a customer by creating a desire for the product or service. (Berkowitz, Kerin, Rudelins; 1989). Firrant (1993) observes that there are many funny stories of consultants taking sales teams when making a presentation to a client, of much "umming and airing" back pocket (money), jingling, over - confident statements about being "the right firm for the job" but the whole presentation somehow lacking conviction, polish and the confidence that comes from doing the homework thoroughly.

Jay (1990) advises that the sales team should be well rehearsed, each member knowing what his contribution is precisely and how it fits into the overall presentation, for how long he should talk for and the sort of things the client is looking for.

Gichunge(1993) observes that marketing of professional services mostly depends on public relations where the lead consultant selects members of his team. The client may choose the lead consultant through recommendation,

blood relations or former working relation. Competitions for professional services where judges are involved are there but still rare in Kenya. These statements have some underlying truth in them but according to Mochache (1995), it can be deciphered that this is only common for naive private clients handling small projects that in spite of being the majority their contribution towards the value of total construction is very small. Experienced private clients, corporations, government, non-governmental organizations both, local and foreign, and sponsors in many cases require technical presentations to help to evaluate the right firm to give the job. It therefore follows that building consultants should be sensitive and adaptive to the Client's needs in order to develop good understanding of the Client Company and uniqueness. The successful consultant in a presentation is likely to be the one who looks at the proposed project in relation to a client's business and other perhaps external factors, as well as the complete project in its own right Atkinson (1985).

(d) Pricing

From a marketing point of view the price is the value placed on a good or service by customers at some point in time. Kibera & Warungi, (1988). From the foregoing price goes by many names - rent, fee, fare, interest, premium, honorarium, salary, wage and even bribe. All these names add up to one thing: what consumers pay for a product or service. A firm by setting its prices higher, the same or lower than that of competitors' establishes its basic relation to the competitive market.

Building consultancy services have got perfect substitutes in the sense that one firm's service can be substituted wholly with another. In some cases clients can do away with consultants altogether and illegally get designs from similar products done by their friends. However in planned urban areas the use of consultants such as Architects and Engineers are a mandatory requirement in the planning by-laws. Since the cost of construction outweighs that of

consultancy services it would seem logical to assume that the price of development cost is elastic and in cases where the professional fee affect the total development cost substantially then the building consultancy fee is elastic in the sense that where the costs are low more development will result. Mochache (1995) corroborates this by saying that one of the reasons why building consultants are suffering in the market is because their services are unaffordable. By varying their fee the building consultants therefore can affect the demand for their services

Some of the objectives of pricing are maximising profits, target-return, satisfactory profits, cash-flow, sales growth, increase markets shares, maintain share of the market and meet

Competition (Kibera, Warungi 1988).

(e) Corporate Identity

Long before Adam smith advanced the notion of perfect competition in revolt against government regulated trade, branding or marketing was inaugurated by a British King to prevent cheats and swindlers from putting out shoddy merchandise and hiding behind anonymity. By marking, craftsmen put an identifying mark on their products, the king could catch one who adulterated the goods and soon craftsman and consumers began to demand the sword with such and such a mark. The power of the brand shifts competition from the monotony for example of soap competing against another mere soap. It, for example attaches a name to commodity which connotes " the skin you love to touch" for lux soap; or "this is the soap", or "omo with power foam" soap. The main aim of developing a corporate identity is to distinguish one firm from others offering the similar services. Each company should be concerned about its identity and its image in the minds and eyes of its customers, its employees, the financial world, the media and the public at large Fisher (1986).

The main aim of developing a corporate identity is to distinguish one firm from others offering similar services. Fisher (1986) points out that organizations that do not concisely project a personality or identity will usually appear blunt or perhaps mediocre, certainly similar to other organizations during the same thing.

The corporate identity can be communicated by the use of letterheads, envelopes and postal symbols, visiting cards and corporate sheets, use of publicity tools highlighted earlier, advertising as well as promotional activities like sponsorship, presentation, as well as the design of service, interior and exterior aspects of firm's office (appearance, competence. Attitude and behaviour).

(f) Uniqueness of Marketing of Professional Services as Compared with Goods.

Broadly, three schools of thought may be identified in the literature that suggest that marketing of services is different from marketing of goods to warrant separate attention. One school of thought argues that service marketing is a special case because of the very nature of services, which means that most normal marketing practices are not directly applicable. At the American Marketing Association (AMA) special conference on service marketing in 1981 this point of view was presented by Lovelock: "...I make no claim that marketing of services is uniquely different from that of physical goods. If the two were uniquely different this would raise serious doubts as to the coherence of marketing as a functional area of management. My contention is similarly that a different management approach is needed in services marketing. It is my contention that marketing management tasks in the service sector can be differentiated from those in manufacturing sector along two dimensions. The first relates to the generic differences between service products and physical good products. The second concerns the management environment or content within which marketing task must be planned and executed" Lovelock (1981).

The second school of thought reflects that, apart from the few fundamental marketing principles, most marketing is situation specific and is determined by particular characteristics of an industry. Hence only limited generalization is possible be it about marketing of goods or marketing of services. (Turnbull & Lewis 1982), Lewis (1983).

The third school of thought apparent in the literature argues that service marketing as being simply one application of basic marketing principles and not a distinctive issue. Enis and Roering expressed this position at AMA special conference in 1981: ". Perhaps rather than attempting to formulate a unique service process, a more practical approach would be to build on the well-developed and accepted marketing tradition. Obviously the ratio of tangible and intangible elements varies substantially but elements of each are present in all products. services are obviously not goods. But neither goods nor services are marketed. What is marketed is a bundle of benefits, often including both tangible and intangible aspects" Enis and Reering (1981).

Each of these schools of thought can be given a viable justification according to a given stand point and specific example. But they all have a common thread, which is based upon degrees or levels of generalization in relation to applicability. Ruston and Carson (1985) in trying to develop a conceptual framework for marketing of services suggest that whilst there are general marketing concepts, approaches and theories of universal applicability, when it comes to marketing, adaptation of these generalizations is required to suit different circumstances.

More specifically the areas perceived are as follows: -

(i) Intangibility

Services are intangibles. " a good is an object, a device, while a service is a deed, a performance, an effort Barry (1984). There is double intangibility, of

services, because unlike a good, a service cannot be touched and it is difficult to grasp mentally (Batson et al 1978).

(ii) Buyer uncertainty

Many people are ignorant of services and are timid when they have to use them. Often, they are unsure if they have to use them at all.

Even if they recognize their need they may entertain the wrong ideas about what the services may cost and what the professionals can do for them. Bloom(1984).

Even when the customers find out what they need to know, they may still lack the technical skills necessary to assess how important it is for a professional to have certain credentials,

(iii) Inseparability

A service unlike a good has the problem of inseparability. This is because a service cannot exist without the provider. Each service must be produced by an individual professional, whose work cannot be delegated to another professional and also the value of the human judgment in the provision of service cannot be replaced with mechanical or non mechanical means perfectly. Muchungu (1993).

(iv) Heterogeneity

Because services are always performed and involve a human element even if only on the part of the user, they cannot therefore be standardized in the same way as goods (Rushton &Carson 1985)

(v) Perishability

Services cannot be produced before they are required and then stored to be meet the demand like goods. (Rushtone & Carson 1985). This means that if a service is not used when it is available then the service capacity is wasted. Excess demand for services may need to be generated to for less busy periods. New demand may need to be generated to fill the seasonal or irregular over capacity. Goods on the other hand can be manufactured in large quantities during periods of low demand and stored to be sold when the demand will exceed the production capacity Muchungu(1997)

(vi) Strict legal and ethical constraints

Marketers of goods and commercial services are mostly free to sugarcoat, soup up or scale down their offerings to please the customer's as long as they obey health and safety regulations. Bloom (1984)

Ethics and standards discourage professional firms from knowingly marketing sen/ices, which while 'pleasing' customers, might mislead or eventually harm customers or third parties. Because of this lawyers usually avoid claiming that they can win certain types of suits better than their competitors, editorial consultants tend not to guarantee their publications. Muchungu(1997). Professional societies boards and the government enforce these restrictions

(vii) Need to be perceived as having experience

The sellers of professional services unlike goods need to be perceived as having experience. Because buyers of professional services are often uncertain about the criteria to focus on one question; have you done it before?(Bloom,1984). Using an experienced professional makes a risky purchase seem less risky (Bloom ,1984). Among other things if any thing goes wrong, a buyer may avoid being blamed by his superiors or family for choosing an unproven professional

(viii) Immeasurable benefits of advertising

Marketing of professional services has the problem of immeasurable benefits of advertising Bloom P. N (1984) Advertising is generally a very useful tool for helping an organization differentiate and sell its products. However the extent to which advertising helps in the creation of sales is not physically measurable, some times it may be counter productive. Many professional organizations still bar their members from openly advertising for their services. Bloom P. N. (1984) has it that even if advertising was allowed by most professional institutions it may backfire and it may not be worth the expense. This is because people are still unused to seeing or having advertisement for most professional services and may not like the idea. The potential clients are reached through a narrow audience. He advocates for more cost effective methods of marketing such as personal selling and seminars or other promotional approaches.

(ix) Converting doers into sellers

Whether or not advertising is used, personal selling should play a big role in marketing of professional services. Bloom (1984). Traditionally professional service organizations seem to leave marketing almost exclusively to the hands of their most senior partners who exhibit a flair for it. While technical tasks are left to others- the doers. With difficulty in getting jobs increasing due to increase in the number of competitors it appears it would be prudent to change this approach by broadening participation of marketing among the members of staff, there by converting the doers into sellers. Bloom (1984) has pointed out that clients prefer to be courted by persons who actually perform the task. Customers for services generally feel uncomfortable buying from people they will never see again or from officials who only sell.

Weld coxe, a management consultant to architects and engineers has stated that "Clients for building consultancy services have demonstrated a clear preference

for marketing organizations composed of closer doers" i.e Those who sell in addition to doing technical work.

2.15 Marketing Models applicable to Building Consultancy Services

This section reviews the various models of marketing management that can be used for marketing of building consultancy services. Each model's strengths and weakness have been evaluated and ultimately an ideal theoretical model for the study developed.

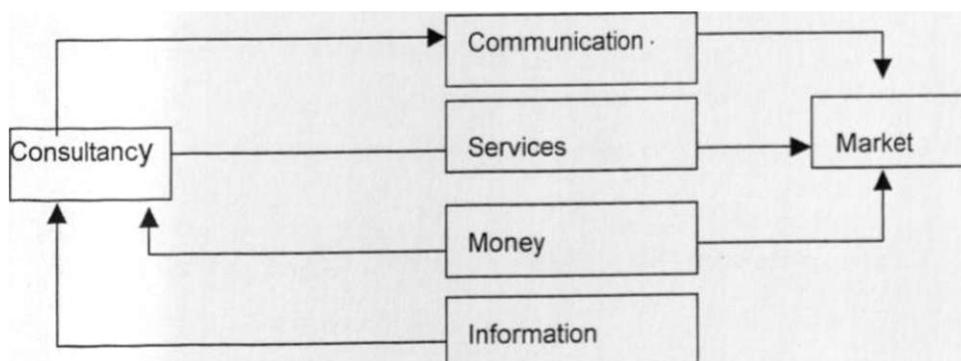
The four core models are: -

- 1) Core System Model
- 2) Input Output Model
- 3) System Approach Model
- 4) The Conceptual Marketing Model

2.15.1 Core System Model

In this model the firm of consultants is related to the market through a set of four basic flows. The firm dispatches services and communicates to the market. In return it receives money and information. The inner loop is an exchange of money for the services; the outer loop is an exchange of information.

Fig 2.1 Core System Model



Source: Adapted from Kotler, 1970

The only advantage of this model is that it is simple and it depicts the general linkage between market and the consultancy.

The main limitations are: -

- 1) The model is too elementary or deceptively simple. The modern marketing system requires additional considerations like segmentation of clients, presentations and price.
- 2) The model is sales oriented as it focuses on the market as an outlet of its produce.
- 3) The model assumes a closed system as it does not consider, the environment which constraints the decision making
- 4) The model does not consider the client who should be the focus of any production.

2.15.2 Input Output Model

This model is a further reinforcement of the core system model. It prepares a diagram of inputs and outputs

Fig 2.2: Input Output Model

Inputs	Outputs
Targets sales growth_	Price
Target return on sales	-•Sales calls
Target return on Investment	"•Advertising
Target profit share_	^•Delivery policy
Population growth	—•
	Service
Disposable income	
	-•Packaging
Cultural factors	
Cost outlook	.Price
Marketing response	
	-•Consumer deals
Competition outlook	

Source: Adapted from Kotler, 1970

To influence trade the firm uses the price, sales calls, advertising, credit policy, and delivery policy. To influence the consumers, the firm uses product characteristics, packaging, price, customer deals and customer advertising.

The inputs listed at the left represent one possible way to classify the factors affecting the firm's marketing decisions listed on the right.

Advantages

- 1) It considers marketing as an open system unlike the core-marketing model. This is because it considers the environment's effect on the system. The survival of an organization depends on how well it fits into an environment.
- 2) It allows the deployment of appropriate marketing tools in relation to marketing activities to be performed

- 3) The model considers more factors than the core-marketing model and is therefore more reliable as it is based on more information.
- 4) The model considers the consumer in its decision making although he is not the central focus.
- 5) It considers marketing management as a process rather than as a discreet isolated action involving two way flow of information between firms and the market.

Limitations.

- 1) The model does not have a feed back system. This makes it difficult for corrective action to be taken where there are deviations.
- 2) The model does not have set objectives or yard sticks for control process. This makes it difficult to gauge the marketing effectiveness
- 3) The model does not have a feed forward system. The feed forward system enhances the evaluation of the already set goals. The feed forward activity is a future directed control process in which information is fed into the transformation process to help marketing management cope with problems that are likely to arise in the course of operation of the system.
- 4) The model must be made to fit each individual firm goal, as it has no standard approach to problem solution.
- 5) The model does not seem focus on any central objectives. The model therefore does not show the order in which inputs are fed into the system. This makes the model to appear like a generic situation of marketing approach.

Input - output model makes it difficult to evaluate the productivity of marketing inputs. This makes it difficult to evaluate the productivity of marketing inputs. This is because the output is given in terms of different factors, which have to be combined to give either a suitable trade marketing mix or a consumer marketing mix.

- 4) Quicker recognition of impending problems, made possible by better understanding of complex interplay of many trends and forces
- 5) It is a means of qualitatively verifying results and seen as stimulus to innovation

Functional benefits results to

- 1) A deeper penetration of markets
- 2) An extension of services, since the system seeks out compatibility among independent systems
- 3) Lessening of competition or strengthened capacity to cope with competition

Difficulties in application:

- 1) Require a lot of time to implement, because it requires development of mathematical models and testing of data networks against history.
- 2) Due to its complication, it is expensive in terms of the manpower required. It requires manpower with exceptional intellectual ability, conceptual skills and specialized education. This manpower is short in supply.
- 3) It requires many people to make the model. This is because the problems are complex and they involve all elements of the business that one man's knowledge alone cannot solve them. One man might lack enough knowledge, tools and control.
- 4) Must be tailored to the individual situation of each firm.
- 5) Some uncertainty remains which has to be dealt with on the basis of personal judgment and experience
- 6) There is scarcity of hard data - for example how many people come across advertisement and the number of times that they do. It is difficult to measure how a firm's reputation for service affect client-buying behaviour.

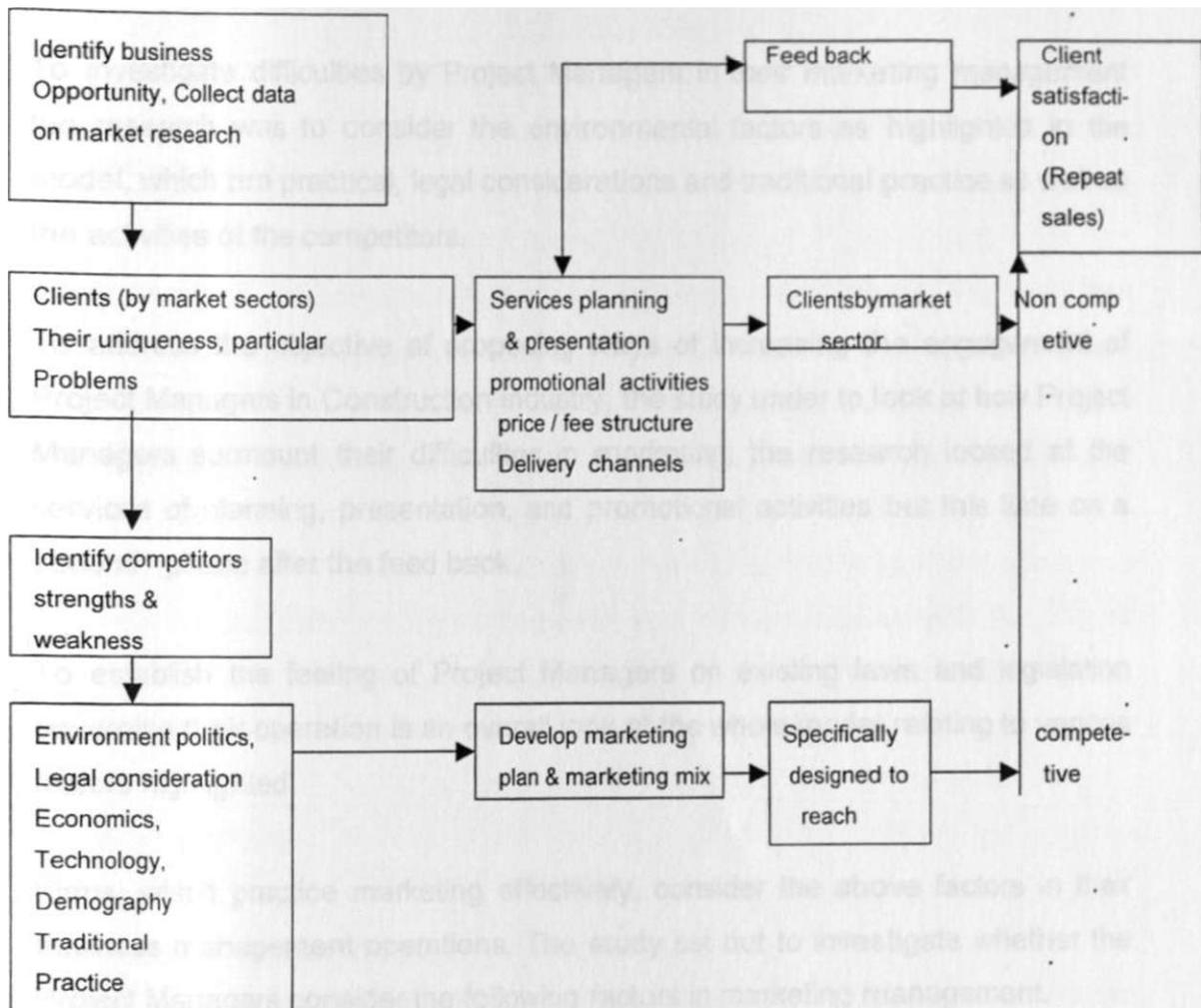
2.15.4 The Conceptual Marketing Model

Due to the drawbacks noted above, the following factors were considered in developing a better model - source : Norman(1986)

- 1) The better model had to be geared towards client satisfaction. In the final analysis a consultancy firm is not selling services but client's satisfaction
- 2) The better model to identify customers and their individual needs
- 3) The better model had to take into consideration the external environment which in most cases cause deviation between results and projections
- 4) The better model had to display that there is clear identification of the consultants nature of business
- 5) The better model had to show that the firm of consultants have to identify their competitors' strength and weaknesses
- 6) The better model had to show a feed back loop that keeps the firm reorganizing and planning for future and building organizational flexibility, so as to meet and cope with change. It helps to monitor and review plans in light of conditions encountered and performance achieved.
- 7) The better model had to consider the firm has to prepare the client a package both in terms of form and content.
- 8) The better model had to consider that the consultancy firm prepares appropriate sales and promotional activity, program and budget.

Fig 2.4 Conceptual Marketing Model of Building Consultancy in Kenya

Source: (Norman F. 1986)



Source: Norman 1986

This Chapter has reviewed Project Management and related procurement systems. In particular the historical evolution and the environment under which they operated. Marketing concepts, marketing environment , marketing techniques and relevant models are reviewed.

This study had the objective of establishing the methods of marketing skills available and their contribution to growth trends of engagement of Project Managers in Construction industry. To address this, the research was to

consider the services of planning, presentation and promotional activities being used by Project Managers.

To investigate difficulties by Project Managers in their marketing management the research was to consider the environmental factors as highlighted in the model, which are practical, legal considerations and traditional practice as well as the activities of the competitors.

To address the objective of proposing ways of increasing the engagement of Project Managers in Construction industry, the study under to look at how Project Managers surmount their difficulties in marketing, the research looked at the services of planning, presentation, and promotional activities but this time on a second phase after the feed back.

To establish the feeling of Project Managers on existing laws and legislation governing their operation is an overall look at the whole model relating to various factors highlighted.

Firms, which practice marketing effectively, consider the above factors in their business management operations. The study set out to investigate whether the Project Managers consider the following factors in marketing management.

These factors include- identification of business opportunity, client segmentation, mix services, planning and promotional activities.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The study began with the review of the related literature. This helped to articulate the concept of marketing in the area of business management. The literature review was from published textbooks in the field of marketing, magazines, journals published by various professional bodies, papers presented in seminars to practicing professionals as well as scholarly work. Fieldwork was followed and in this particular study, information obtained from professionals in the Construction industry, both those who are practicing as Project Managers and the potential practitioners and those who also directly interact with the Project Managers. There is no treatment or control introduced and random sampling was used, whose results were generalized to the target population.

3.2 Area of Study

The location of the area of study is Nairobi. Nairobi is a City in south central Kenya, the Capital of the country, located just south of the equator. Nairobi is the Kenya's principle economic and cultural center.

The City of Nairobi covers an area of about 680 Square Kilometres at an average altitude of 167m (5,495ft) above sea level. The City center and the area around it to the east and south is relatively flat and plain, while the area to the west and north is hilly. The important commercial and administrative areas are located in the City center, which is surrounded by residential areas.

This area was chosen because the greater part of the target population is based in Nairobi. The study is basically concerned with Project Management in the Construction industry.

3.3 The target Population and Sample Size

The research study targeted the practising Project Manager and other Professionals in the Construction industry mainly the Architects, Engineers and Quantity surveyors. There is no official list of Project Managers and those interviewed were obtained through those who have worked with them. It is also note worthy that the professionals practicing as Architects, Engineers and Quantity surveyors also double as Project Managers and data was gathered from them. The list of Architects, Engineers and Quantity surveyors was obtained from the respective professional bodies.

Because of constraints of time and resources it was possible to interview only 87.50% Architect's, 76.92% Quantity surveyors and 76.47% Engineers. Out of the registered and practicing professionals.

3.4. Sampling Procedure

A systematic random sampling was used to obtain the firms to be interviewed. The method the procedure involves listing the population in some order and then choosing every nth member from the list after obtaining a random starting point. The systematic sampling method has the advantage in that it is a quick to use and it is also easy to check for errors. In the study every 10th name in the list was picked and listed.

This process gave a sample of 16 Architects, 17 Engineers and 13 Quantity surveyors.

3.5 Data collection

Both Primary and Secondary data have been used in this study

3.5.1 Primary data

The questionnaire was the main instrument of data collection and was administered to Project Managers, Architects, Engineers and Quantity surveyors. Samples of questionnaires are appended at the end of this project.

There is no list of Project Managers, some consultants interviewed led the researcher to Project Managers whom they had worked with or whom they knew. A total of 12 were interviewed.

Other stakeholders interviewed were general building contractors and construction project clients. In this study 12 contractors and 10 clients were interviewed. The sampling method described above was used.

Data from these stakeholders are meant to augment data collected from the professionals who provide the core data. This information however cannot be understated.

Questionnaire response from the field

The questionnaires sent and the response was as follows.

Table 3.1 Questionnaire responses from field

	Questionnaires	Questionnaires returned	Percentage
Project managers	18	12	66.67%
Architects	16	14	87.50%
Engineers	17	13	76.47%
Quantity surveyors	13	10	76.92%
Clients	20	10	50%
Contractors	20	12	60%

The data was mainly collected through personal interview of the interviewees.

The questionnaires were both open ended and structured .

3.5.2 Secondary data

This data was obtained and gathered from works already done by others in this area of study. The sources of information were; textbooks, professional journals, past projects and theses, papers presented in seminars and internet. The reports on most of the secondary data are recorded in Chapter Two.

3.6. Data Presentation and Analysis

The data collected from the field is presented in form of tables, showing frequencies and percentages. The respondents were asked to state the factors they considered and their views on matters that related to the involvement of the Construction Project Managers in Construction projects and how marketing has influenced the trends therein.

Some examples were

1. No of projects handled over a range of time period.
2. What communication artifacts have been used by practitioners and
3. What marketing forms are recommended among others.

The data was then analyzed using a mixture of percentages and descriptive phrases so as to draw conclusions.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1. Introduction

This Chapter analyses data from the field survey. Those interviewed included professionals like Project Managers, Architects, Quantity Surveyors and Engineers. Other stakeholders included Construction project clients and General Building Contractors.

The analysis has been broadly divided into three sections namely

- The Project Managers.
- Other Consultants.
Included here are Architects, Consulting Engineers and Quantity Surveyors. In the analysis there are areas where the responses from them has been isolated in the different categories as Architects, Engineers or Quantity Surveyors. In other sections they have been grouped together in tables.
- Other Stake holders - included here are the following;-
 - Construction project clients
 - General building contractors

4.2 Project Managers

A total of 12 practicing Project Managers were interviewed of which 83.33% had management training. The lines of training included; a Masters degree in either Business Administration, Operation Research, Building Management, or Construction Management; obtained locally or abroad. Those without academic qualifications attributed their ability to long term working experience.

It was established that many of the Project Managers interviewed offer other services as Engineering, Quantity Surveying, Architecture etc

4.2.1 Establishment of Project Management firms.

In order to be able to judge whether the firms had the requisite experience and to establish their status in the Industry it was necessary to find out the date they started operating.

Table 4.1 Establishment of firms

Period	Number	Percentage (%)
Prior Dec 1997	2	16.67
Jan 1998-Dec 2000	1	8.33
Jan 2001-Dec 2003	2	16.67
Jan 2004-Dec 2006	4	33.33
Nil/Not applicable	3	25.00
Total	12	100

Source : Field Study, 2007

The table shows that the majority of the interviewees had stated their operations in the period ranging from January 2004 to December 2006.

Another way of establishing the experience and status in the industry it find out the number of projects handled by the Project Management firm over a given period. Table 4.2 illustrates the number of projects handled by the Project Managers.

Table 4.2 Number of projects handled by the Project Managers

Period	Number	Trend of growth (%)
Dec 1997 and before	10	-
Jan 1998-Dec 2000	10	100%
Jan 2001-Dec 2003	14	40%
Jan 2004-Dec 2006	21	50%
Jan 2007-Date	29	38.10%

Source: Field Survey, 2007

The table gives an aggregate of projects handled by those interviewed. The trend shows steady growth and decline in absolute figures which could be attributed to the general fluctuating nature of the construction industry or effects of depressed marketing as expressed by a section of the interviewees. The interviewees did not come out very clear on this though the general tendency was that the industry is slowly accepting the role of Project Manager in the industry.

4.2.2 Performance of Project Managers

The study wanted to establish if the skills of Project Managers are fully utilized in the projects they have handled, through this it would be established if the Project Managers know what is expected of them and whether they are actually passing on this service to their clients. This definitely has a bearing on the present trend and expected trends.

Only 8.33% of those interviewed felt their skills are fully utilized while 50% did not, the rest (41.67%) did not know how to respond to this, as they are not aware of all the skills expected of a Project Manager. The results here show clearly that the practise of Project Management needs to be clearly defined so that the clients know what to expect at every stage. The client expects Architectural and Engineering drawings from the Architect and Engineer. The client also expects Bills of quantities from the Quantity Surveyor. Many clients don't know that the Project Manager should present project "Hand book" and that the Project Manager's role is not just to hassle other consultants without point of reference.

The fact that Project Management is more felt in the private sector has been established in previous studies however the study wanted test the current position by finding out the clientele of the Project Managers. The results established that the major clients for Project Managers are from private sector (41.67%) while corporate clients comprise 16.67% and only 8.03% are state agencies.

The above position was established by asking the Project Managers to rank different sectors in descending order as shown in the table 4.3 below; -

Table 4.3 Distribution of client body and their requirements

Rank	Private Clients (%)	Corporate Clients (%)	State Agencies (%)	Private Clients (%)	Non Governmental Agencies (%)	International Agencies
1	41.67	16.67	8.03	0	0	0
2	0	8.03	8.03	8.03	8.03	0
3	0	8.03	0	0	0	16.67

Source: Field survey, 2007

From the table 41.67% of those interviewed ranked private sector as number 1 while 16.67 percent ranked corporate clients as ranking in position 1 and 8.03% ranking state agencies as number 1. Corporate clients, state agencies, private clients and non-governmental organizations ranked equally in position two. International agencies scored the highest in position three.

From the study it was established that 41.67% of Project Managers get new clients on reference from past clients and only 16.67% are picked directly by clients emphasizing the need of more creation more awareness so as not to rely on past clients alone.

The study established that the following are the factors that attract the clients to the services of Project Managers; -

- Personal relationship
- Satisfaction from past experience
- Recommendation from past clients
- Quality service
- Trust and honesty
- Commitment to serve, meeting client targets of cost, timelines and quality

- Fee - Charging Fee the client is comfortable with
- Personal involvement in the project, (hands on involvement)
- Use of state of the art information and communication technology

As a way of marketing, generally Project Managers verbally introduce themselves to clients whenever an opportunity appears (60%). They are aware this is not sufficient and appreciate the need to improve on the marketing strategies (40%). To this end the suggested strategies included the following - •

The forms of marketing suggested by interviewees included;

- Formalization by government
- Direct approach to clients
- Formation of professional body
- General publicity
- Seminars/ Luncheons
- Magazine and Newspaper articles
- Exhibitions and
- T.V. Presentations

Ranking of factors to be considered as very important in marketing strategy was carried out in order of their importance. Table 4.4 shows the results.

Table 4.4 Factors to consider in Marketing

Rank	Promotional activities (%)	Quality service (%)	Fee (%)
1	55.55	44.44	0
2	22.22	55.55	22.22
3	22.22	0	77.77

Source: Field survey, 2007

From the table 55.55% felt promotional activities is the most important factor in marketing while 44.44% felt quality is the most important factor. 55.55% felt quality was the second most important factor while 22.22% were for both fee and

promotional activities. 77.77% felt fee was the third most important factor while 22.22% felt promotional activities is the third most important factor. No interviewee chose quality as third most important factor. 25% of the interviewees did not respond to this question.

Generally the results pointed out that quality cannot be compromised and that fee should not be over emphasized.

4.2.4.1. Association of Project Managers with other persons, firms and bodies

People advance their business interests when they network through association with others. This may take the form of individuals meeting in a social gathering or professional bodies may bring together their members who meet occasionally. These meetings are occasions where individual and professional bodies advance business interests. Practicing firms may organize gatherings occasionally say end of year parties where bonds are strengthened. This is therefore a strong marketing strategy and data was sought to establish the facts here.

83.33% of those interviewed responded to this question out of which only 30% were actually in association with others while 70% are not. The study established that the kind of association is not at the level of a professional body or institute that brings together Project Managers but rather other bodies that the said Project Managers belong to as members of other professions such as Architectural Association of Kenya, Institute of Quantity Surveyors of Kenya and other social and sports clubs. The study established that 66.67% cited the first two professional bodies while 33.33% made reference to social and sport clubs.

Having established that very few Project Managers are in association with others it was necessary to establish if there is any attempt or efforts to alter the situation. The study established that 66.67% of Project Managing firms

encourage their staff members to join associations do while 33 33% do not. This analysis is from a response of 75% of the interviewees. This encouragement takes the form of paying subscription fees and giving permission to attend activities of the associations. 66.67% confirmed they pay subscription fees.

It was also confirmed that the firms are aware that networking takes place in these associations and are to the benefit of their business. Other benefits are that they are centers where business contacts can be made and that education on new trends in the industry can be obtained.

Some firms do not support their members to join associations or clubs because they cannot afford the expense that go with it.

4.2.4.2 Working with same Team of Professionals and the handling of Client details and particulars

People who work with the same team may not enjoy the advantages that arise from marketing their services to parties outside their circle. This tendency could either be due lack of marketing skills or feeling contented.

75% of those interviewed responded to this question out of which 77.77% work with usual teams while 22.22% do not.

The general reason for working with the same team was that there was a common and good working relationship, which they wished to maintain.

This trend limits marketing strategy and abilities and opportunities cannot be exploited where a situation presents itself.

In the 22.22% of cases where professionals worked with non-regular members, it

- • • was mainly due to situations where clients picked team members directly without consulting lead team.

In many cases, particulars of past clients are kept as a way of building up curriculum vitae, sometimes these data may have identities of contact persons within the client body and these people may be contacted whenever one wants to market their services to the client body or generally where references are asked for.

The study established that 55.55% diligently keep record of all clients' data for while 44.44% do so but selectively, meaning that they do not keep all. This they say is because some of the projects were very small projects that they were not of any marketing value in future and hence they see no need to keep records of such clients.

Whether it is for building of company profile or for future reference, it is a marketing strategy as a firm's profile accompanies new proposals that the firm sends out.

4.2.4.3 Newspapers, Journals, Magazines and their relation to Marketing.

A lot of valuable information comes from newspapers, journals, and magazines. Newspapers are a source of information on potential clients and projects as clients post advertisements in the newspapers whenever they want to engage services of consultants or contractors.

The study wanted to find out if interviewees take marketing advantage of the information existing in newspapers, journals and magazines. It was established that 66.67% firms who responded buy daily newspapers but only 33.33% add professional magazines onto the daily newspapers that they buy.

It was necessary to establish if the firms were aware of the marketing benefits that arise from information in newspapers, journals and magazines.

77.77% of those interviewed underscored newspapers as a major source of information on potential contracts and clients. Further, 42.86% of these

underscored newspapers, journals as a source of information on general trends in the industry and professional development

4.2.4.4 Teamwork in Marketing and reasons for the status quo

The study sought to establish if the firms involve members of staff in marketing, further, it also sought to find out if all the partners are involved in marketing cases where a firm is a partnership or has more than one director.

75% of the interviewed population responded to this question out of which; in 77.78% cases only partners carry out marketing and where it is a sole proprietorship then it is the principal. 22.22% engage at least one member of the staff in marketing. The result shows that the majority of the firms do not use the potential of the staff members. This is a bad reflection on the commitment on the industry practitioners.

The Study sought to find out what the Project Managers consider as the biggest obstacle in marketing. The following table shows the result. The table also gives the percentage of the population in each category.

Table 4.5 Obstacles to Marketing

Nature of obstacle	Percentage (%)
Expense	57.14
Identifying the Market niche	28,27
Lack of Regulations	14.29
Client	14.28
No obstacle	14.28

Source: Field survey, 2007

75% of the Project Managers responded to this question out of which; 57.14% considered marketing as an expensive affair and that expense is the biggest

obstacle in marketing in consideration of other responsibilities. 28.27% felt identifying the market niche and breaking into the market as the biggest obstacle 14.28% say client as the biggest obstacle (the researcher interpreted this to in tandem with market niche answer). 14.29% saw lack of regulation as the biggest obstacles.

When people meet obstacles they must strive to find ways of going round the obstacles so as to achieve their aims. The study established that 85.71% are doing nothing and wait for better tidings as they keep trying. 14.29% were felt that the formation an institute would help in regulating and marketing of the profession.

The status quo of the Project Managers is set by the lack of client base that would be able to keep the Project Manager in business. This view was expressed by 44.44% of those who were interviewed.

4.2.3.5 Communication artifacts used in Marketing Project Management Services

Communication is the way of reaching business associates and effective communication leads to effective results. It was necessary to find out ways by which the Project Manager communicates with their clients. Marketing in itself is also carried out via a communication mode. The results received from the field are as documented in table 4.6.

Table 4.6 Results of response to use communication artifacts

Communication artifact	Use		Do not use		Do not use but would like to use		Would not like to use		No comment	
Letter headed paper	10	100%								
Complementary slip	6	60%	4	40%						
Marked envelope	5	50%	4	40%	1	10%				
Business card	10	100%								
Folders	1	10%	6	60%	3	30%				
Cover	4	40%	5	50%	1	10%				
General brochure	1	10%	5	50%	3	30%	1	10%		
Project list	4	40%	3	30%	1	10%			1	10%
Advertise on radio, newspapers TV or journal			5	50%	2	20%	2	20%	1	10%
Client list	6	60%	1	10%	2	20%			1	10%
Appear on yellow pages of telephone/ business directories	4	40%	2	20%	4	40%				
Publicity in the media during start, progress or end of a project	2	20%	7	70%	1	10%	2	20%		
News letters	1	10%	6	60%	1	10%				
Drawings, Bqs , samples	7	70%	3	30%						
Photographs of past projects	2	20%	5	50%	3	30%				
Contributing articles to journals			4	40%	6	60%	1	10%		
Sponsor construction technology services or popular national events			5	50%	3	30%	1	10%	1	10%
Contribute money to good causes e g disabled persons funds	1	10%	3	30%	4	40%			1	10%
Exhibitions			5	50%	5	50%				
Site notice boards	3	30%	4	40%	3	30%	2	20%		
Give out diaries			6	60%	2	20%	9			
Totals	67		83		45		18		5	

Source: Field Survey, 2007

Assuming that all the communication artifacts were used by all the Project Managers who responded to this particular question (that is 10 respondents); the Project Managers would have used the artifacts 210 times i.e. Number of Project Management firms (10) x Number of artifacts (21). However the total number of Project Managing firms using communication artifacts is 67. This means the artifacts are used on an average of 31.90% i.e. $(67/210 \times 100)$. In the researcher's opinion this is below the ordinary average pass mark of 50%.

Several firms would have to use some communication artifacts but could not do so for some reasons. Based on similar calculation as above the number of times the Project Management would have wanted to use some communication artifacts out of expected 210 is $45/210 \times 100 = 21.42\%$

Of all the communication artifacts presented $(83/210 \times 100 = 39.52)$ are not in use. This figure if compared to 31.90% that represents artifacts in use shows a negative disparity as one would expect the artifacts in use to be higher than those not in use. In the researcher's opinion, this has an effect on the marketing strategy they have adopted.

The non usage of these communication artifacts was mainly because;-

- 1) Professional ethics do not allow
- 2) The tools are too expensive for the firm

The professional ethics would have been borrowed from the professional ethics of the other professions like Architects, Quantity surveying or Engineering bodies. This the researcher says because as yet there is no formal legal framework that governs the operations of the Project Managers.

Out of the communication artifacts in place; the Project Management firms would not like to use 8.57% ($18/210 \times 100$) of them and had no comment on 23.8% ($5/210 \times 100$) of them.

The Project Management firms had good understanding of the contents of the question because the low percentage "no comment" section.

The section of 'Do not use but would like to use' forms the 'critical mass'- as major decision making points on matters related to marketing strategy shall be based here. In the study, this was calculated at 21.43%.

4.3 Other Consultants.

Data was collected from other consultants that included Architects, Engineers and Quantity Surveyors. They form the design team that work with the Project Manager and the trends of activities of Project Manager is an occurrence very obvious in their sight.

4.3.1. An analysis of the trends of Growth as reported by Other Consultants

The trend of number of projects that consultant handles which incorporates the services of a Project Manager corresponds with the growth trends of Project Management profession in the industry. The researcher hence sought to know the trend and the results were as illustrated in table 4.7,4.8 & 4.9 based on the different professions starting with Architects, Engineers and Quantity Surveyors in that order.

4.3.2.1. Architects

Table 4.7 Level of Involvement of Project Managers in Projects handled by Architects

Period	Number of Projects	Trend
Dec 1997 and before	2	
Jan 1998 - Dec 2000	2	
Jan 2001 - Dec 2003	4	100%
Jan 2004 - Dec 2006	19	375%
Jan 2007 to date	4	-78.95%
Source: Field Survey, 2007		

The general trend is few projects however the period ranging January 2004 to December 2006 showed a huge up shoot

4.3.2.2 Consulting Engineers

Table 4.8 Level of Involvement of Project Managers in Projects handled by Consulting Engineers

Period	Number of projects	Trend%
Dec 1997 and before	5	.
Jan 1998 to Dec 2000	10	100%
Jan 2001 to Dec 2003	14	40%
Jan 2004 to Dec 2006	30	114.29%
Jan 2007 to date	12	60%

Source: Field Survey, 2007

The trend shows an increase from the period before December 1997 to the period December 2006. In the period January 2007 to time of data collection, the firms had already handled 12 project at the end of the month of May the second half of the year was just about to begin and the trend is expected to rise further.

4.3.2.3. Quantity surveyors

Table 4.9 Level of Involvement of Project Managers in Projects handled by Quantity surveyors

Period	Number of projects	Trend
Dec 1997 and before	6	
Jan 1998 to Dec 2000	2	-66.67%
Jan 2001 to Dec 2003	6	+200%
Jan 2004 to Dec 2006	23	+283%
Jan 2007 to date	23	
Source: Field Survey, 2007		

The trend shows that even before December 1997 there were projects carried out which involved the services of Project Managers. The data also shows that through the period before December 1997 only 6 projects had the services of Project Manager. In the period between 1997 and 2007 a total of **54** projects have encompassed the service of Project Managers

Different professionals had different reasons that tried to explain the reasons for the observations and reasons were varied. The following are a sample of the reasons given.

4.3.2.4 Architects

The study sought to find out from architects what could be the possible reason for the trend and the following is a sample of some of the responses;-

-Having had no opportunity to deal with projects where there are Project Managers - 30%

-Our role as architects equips us to play the project managers role - 10%

-Project Managers are necessary in large and complex projects, which have not been in our market lately. - 20%

-Most clients are not aware of the value Project Managers add to the project - 40%

The analysis of the result is that lack of opportunities and client education becomes the major reason inhibiting the use of Project Managers in the industry. The old reason given by architects that their training is sufficient to make them Project Managers is slowly losing stand.

4.3.2.5 Consulting Engineers

The study sought to find out from Consulting Engineers what could be the possible explanation for the trend observed. The following is a sample of some of the responses:-

-Lack of general awareness and appreciation of the Project Managers' role- 50%

-Most clients use traditional procurement methods, as Project Management has not taken root-30%

-Lack of legislation (legal framework) - 20%

Lack of general awareness and appreciation of Project Managers' role takes 50% of the consulting Engineers view on the trend. So despite the trend of jobs handled by Project Managers growing as the statistics show, this is not adequate in the bigger picture.

The fact that clients still use the traditional procurement process could be because most clients associate Project Management with extra costs on consulting fees.

Lack of legal framework has also been mentioned as a hindrance to vibrant growth of the Project Management practise

4.3.2.6 Quantity Surveyors

The study sought to find out from Quantity Surveyors what could be the possible explanation for the trend observed. The following is a sample of the responses

-Project Managers' services not fully appreciated by clients although some small breakthrough has been noted -50%

-Not many projects engage Project Managers, as it is perceived to be applicable only in large and very complex projects-20%

-No comment - 30%

The view that the client still does not fully appreciate the role of Project Managers took 50% of the total Quantity Surveyors view on the reason for the trend. The trend showed some growth but which Quantity Surveyors felt is not in tandem with the required pace.

Then as much as many know the Project Manager's role, the tendency is still that they would only make substantial sense in large and very complex projects.

A profession that has struck awareness in the minds of general population is one that is growing and one attribute of growth is when served clients and professionals generally appreciate and make recommendations where appropriate.

The researcher wanted to know if the respondents have in the past made recommendations to have the services of Project Managers incorporated in a project.

The researcher obtained the following results.

Table 4.10 Recommendation of Project Management Services by Other Consultants

	YES	NO	NO COMMENT
Architects		90%	10%
Engineers	-	89%	10%
Quantity surveyors	20%	70%	10%

Source: Field Survey, 2007

The Architects & Engineers interviewed had not had an opportunity to recommend the appointment of Project Managers in the projects they had handled.

Are the other consultants satisfied with the services of project manager?

Below are the results:-

Table 4.11 Level of satisfaction on the Services provided Project Managers

	YES	NO	NO COMMENT
Architects	30%	50%	20%
Engineers	45%	55%	-
Quantity surveyors	50%	30%	20%

Source: Field Survey, 2007

The Quantity Surveyors showed the highest satisfaction level on the services of Project Managers while the Architects response had the lowest level of satisfaction.

The following is a sample of other responses, provided by the consultants on the role of the Project Managers in construction Industry;

-Yes the Project Manager should come in especially where they are involved in sourcing for development funds -50% of the Architects

-The Project Manager should come in but his fee should come from Architects and Quantity Surveyors whose role he takes over - 11% of the Engineers..

-The Project Manager plays the Architect's role as no clear role lies defined - 55.53% of the Engineers.

-The Project Manager assists in meeting project objectives better - 33.33% of the Engineers interviewed, 40% of the Quantity Surveyors.

-No clear mandate has been defined and hence not in full control - 20% of the Quantity Surveyors

-Some have no qualifications and hence give a bad name to the profession - 10% of the Quantity Surveyors.

Majority of the consultants interviewed felt it was necessary for Project Managers to market themselves; the following was the breakdown of the responses.

Table 4.12 Opinion of Other consultants on Marketing of Project Managers

	YES	NO	NO COMMENT
Architects	90%	10%	-
Engineers	100%	0%	-
Quantity surveyors	100%	0%	.

Source: Field Survey, 2007

As a follow up to the above observation, the following were the forms of marketing recommended by various consultants.

Table 4.13 Forms of Marketing recommended by Other Consultants.

	Architects	Engineers	Quantity Surveyors
Directly talking to clients	50%		10%
Forming umbrella body to represent them	30%	20%	30%
Holding seminars, luncheons etc	30%	50%	30%
Quality work where opportunity rises	10%		
Producing brochures	20%		
Consulting various registration boards	10%	10%	20%
No comment			10%

Source: Field Survey, 2007

While 50% of Architects felt directly engaging clients as the most appropriate approach, 50% of Engineers felt holding seminars, luncheons, public fora was the most appropriate and 30% of Quantity Surveyors felt forming an umbrella body or holding seminars as the most appropriate.

4.4. Other Stakeholders

The Construction industry is large and employs many people of various stakes Many of whom for example hardware store owners and Building material suppliers may not be directly involved in services provided by the Project Managers. Others like project clients and building contractors have direct stakes that can be directly affected by the performance or management of a project.

In this study 12 contractors and 10 clients were interviewed

Data form these stakeholders was meant to augment data collected from the professionals who provided the core data. This information however cannot be understated.

4.4.1 General Building Contractors

Busy contractors may have more to say whether Proper Management leads to better performance in construction sites. To classify which contractors are busy a categorization was developed to range from those who handle 1-5 projects on average each year; 1-10 projects or 5-10 projects over the same period.

The following are the results of the contractors under review:-

Table 4.14 Number of Projects handled by Contractors in a year

Range	Number of contractors
1-5 projects	50%
1-10 projects	33%
5-10 projects	17%

Source: Field Survey 2007

50% of the contractors interviewed handled between 1-5 projects in one year; while 33% usually handled between 1-10 projects within one year and yet 17% handled 5-10 projects in one year.

Contractors should be able to appreciate aspects of management and be able to pick out virtues existing there in, so when contractors were asked to pick the most important factor in a building project given a range of choices:- these were the results.

4.4.1 Cost control

- 1) Quality of final product - 90%
- 2) Aesthetic appeal - 10%
- 3) Cost control
- 4) Completion time of project
- 5) Structural stability
- 6) Others (specify)

90% of the contractors interviewed felt quality of the final product was the most important factor to consider in a building project while 10% considered aesthetic appeal as the most important factor.

The question had sought to find out or gauge the kind of respondents the researcher was dealing with. This is because by choosing quality as the most important factor the interviewees are in effect choosing the other factors such as the cost, aesthetic appeal and structural ability.

The survey revealed that none of the contractors under interview had Project Managers in their employment.

The survey also revealed that contractors interviewed did not have much experience with the services of Project Managers as illustrated in table 4.12.

Projects handled that encompassed the services of Project Manager over arrange of period.

Table 4.15 Level of Involvement of Project Managers in Projects handled by Contractors

Period	No of projects	Trend %
Prior to Dec 1997	0	-
Jan 1998 to Dec 2003	1	-
Jan 2000 to Dec 2003	3	+200%
Jan 2004 to Dec 2006	4	+3%
Jan 2007 to date	2	-50%

Source: Field Survey, 2007

50% of contractors interviewed felt that the trend depicted in table 4.12 above is because the choice to employ a Project Manager is in the clients' domain; another 25% had no comment while the rest said that having handled generally small projects they did not see the need for Project Managers

The following is an indication of how the contractors interviewed felt Project Managers could improve their involvement in the Construction industry.

- No idea- 66%
- Seek client recommendations into future projects- 17%
- Seek government approval- 17%

66% of the contractors interviewed had no idea hence no comment on how and what the Project Managers should do in order to improve the methods of reaching more clients.

17% of the contractors interviewed felt that Project Managers should seek to be recommended by the clients they have worked for, for future projects of same clients or those clients to recommend them to prospective clients

17% felt that the Project Managers should seek government approval so that it becomes mandatory to have them in construction projects.

4.4.2 Construction Project Clients

Of the 10 (ten) clients interviewed; their feeling regarding the services of Project Managers can be summarized as follows;-

Table 4.16 Client view on necessity of Services of Project Managers

Rank	Project Managers are indispensable. Percentage(%)	Project Managers offer valuable services. Percentage (%)	Project Managers to some extent are necessary Percentage(%)
1	10	30	60
2	-	70	20
3	80	-	10

Source: Field Survey, 2007

Only 10% of the client felt that the Project Managers are indispensable as the first priority and only 30% felt they offer valuable services as a first priority and 60% felt that to some extent they are necessary as a first priority.

The analysis here is that to most clients, they feel that a Project Manager is necessary but not mandatory. This explains the magnitude of marketing that is going to be required to change this mindset.

As a second choice order of priority, 70% of the clients felt that the Project Manager offers valuable services while 20% felt that to some extent they are necessary.

As a third choice; 80% of the clients felt that Project Managers are indispensable while 10% felt that to some extent they are necessary.

In analysis the choice of third place is more of a routine than choice of value as having chosen the first two spots this last part falls in automatically.

10% of those interviewed did not respond to this question.

Below is an illustration of how clients who have used the services of a Project Manager hire their services. Ranking is in order of priority.

Table 4.17 Ranking of Sourcing of Project Managers services by clients

Ranking	Recommendation from Clients. Percentage %	From past Projects. Percentage	Any other(Specify). Percentage %
1	30	40	
2	40	20	
3			

Source: Field Survey, 2007

Ranking in order of frequency 40% of clients give first priority in choosing Project Managers from past projects while 30% of clients frequently give priority in choosing Project Managers through recommendation of other clients.

In the second ranking category 40% of clients give second priority in choosing Project Managers through recommendation of clients while 20% of clients give second priority in choosing Project Managers from past projects.

30% of the clients interviewed could not comment on this question, as they had not used the services of a Project Manager.

As a result of the above procurement procedure below are the results of projects where clients used the services of Project Managers.

Table 4.18 Level of Involvement of Project Managers in Projects handled by Clients

Period	Number of projects	Trend - Percentage (%)
Dec 1997 and before	1	
Jan 1998 to Dec 2000	2	100%
Jan 2001 to Dec 2003	1	-50%
Jan 2004 to Dec 2006	6	+500%
Jan 2007 to Date	6	

Source: Field survey 2007

The trend shows that even before December 1997 clients were appointing Project Managers, although out of the clients interviewed only one project is recorded. Between 1998 to the time data collection stopped, 15 projects had commissioned by the clients interviewed. This expressed in percentage gives wide ranges. It is also noted that the trend does not take particular direction, as there is both increment and fall.

The respondents were asked to give a general comment as to the reason for the above trend and the following was a sample of the response.

We are increasingly seeing the value of project managers 20%

Project managers are not necessary in small routine projects 50%

The institution has no basis for using them	10%
The need to use them has never arisen	10%
No comment	10%

50% of the clients interviewed said that the trend observed was because Project Managers are not necessary in small routine projects some of which are of repair and refurbishment in nature while 20% said more and more clients are continuously seeing the value of project managers. Then 10% of the clients felt that either the need for the use of the project managers has never arisen or gave no comment.

Satisfaction of client over the services of Project Managers was documented as illustrated in table 4.14

Table 4.19 Level of satisfaction on the services provided Project Managers by Clients

Yes	No	No comment
60%	10%	30%

Source: Field survey 2007

60% of the clients interviewed said they are satisfied with services of Project Managers while 10% are not, a further 30% did not comment on this question.

Below is a sample of some of those comments on the above response:

- Makes co-ordination easier and offer insight knowledge and second opinion - 60%
- No clear mandate and mode of payment - 10%

No comment - 30%

60% of the clients interviewed felt Project Managers offer insight knowledge, give second opinion on advise given by Consultants and make coordination easier while 10% felt that they have no clear mandate and their mode of payment is not defined; a further 30% did not comment to the part of the question.

As to whether Project Managers are to market their services:-

The response was as follows; -

Table 4.20 Opinion of Clients on Marketing of Project Managers

Yes	No	No comment
90%	10%	

Source: Field survey 2007

On recommendation on marketing, the following is a sample of the response;-

Directly engaging clients	50%
Government to register them and recommend them	50%
They are not a must in a project	10%
Past clients to recommend	20%

50% of the clients interviewed felt Project Managers should directly engage the prospective clients. Another 50% felt they should lobby to get into a government register from where the government shall recommend them; a further 20% felt the project managers should lobby with past clients to recommend for their services to prospective clients while 10% felt that Project Managers are not a must in constructions projects.

Clients gave what they would consider disastrous practise by Project Managers in their marketing management and strategies as follows.

Professional misconduct	70%
Usurping the consultants role	10%

Increasing project consultancy fee	10%
No comment	10%

70% of clients interviewed felt professional misconduct would be a bad practice by Project Managers in their marketing management and strategies while 10% felt usurping the role of other consults would be their bad practise in marketing management and strategies.

At the same time 10% of the clients interviewed felt increasing consultancy fee would be bad practise in marketing management and strategy and lastly 10% did not comment to this question.

Clients gave suggestions on how and what Project Managers should do to improve their methods reaching more clients as follows.

Formation of umbrella body to help in marketing	-	40%
Quality performance when an opportunity arises without usurping role of other consultants	-	10%
Directly engaging with clients in seminars, exhibitions etc-		40%
Seeking government recognition(Registration)		60 %
No comment		-10%

60% of the clients interviewed felt that the first stop would be to seek government approval and recognition even as they venture into marketing of their services.

40% of the clients interviewed felt the Project Managers should form an umbrella body, which shall then lay down their modes of operation and other modalities. Another 40% if the clients felt that Project Managers should engage prospective clients through seminars, luncheons and such fora to explain their skills to the clients.

Vet 10% of the clients interviewed felt proof of the need for their services in the industry should be on the quality of their performance whenever an opportunity arises. 10% of the clients interviewed did not comment on this particular question

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this chapter, the main findings of the study are presented. Their implications and findings are discussed in relation to the effects of marketing on the growth trends of Project Management in the Construction industry in Kenya. It is on the basis of this that some recommendations and areas of further study are proposed.

The study was developed to explore the effects of marketing and market forces on the growth trends of Construction Project Management in Kenya.

This was with a view to finding out the strategies the Project Managers were using not only to do business but also to grow in prosperity given the prevailing market competition. This is in recognition of the fact that Project Management is a relatively new concept among the construction project procurement systems in Kenya.

Marketing manifests itself in carefully formulated programmes as the marketer seeks to offer benefits to the target market of sufficient attractiveness to produce voluntary exchange. The end product of this exchange is growth in numbers and scope (i.e. growth of Project Managers in their number and number of site projects they handle).

The objectives of the study were to: -

1. Establish growth trends of engagement of Project Management in the Construction industry in the last ten years.

2. Establish the types of marketing skills available and their contribution to growth trends of engagement of Project Managers in the construction industry.
3. Propose ways of enhancing the engagement of Project Managers in the Construction industry.

5.2 CONCLUSIONS

83.33% of the interviewees are trained in management although the lines of training are diverse.

In theory, management skills can be applied across board of every industry that is why people with postgraduate training in Business administration claim to be able to manage construction projects. However for effective management it is logical that Construction Project Managers should be trained in a construction related field so as to be able to be more efficient in their work. People with long-term experience have used this to lay claim to Project Management.

The Project Management practise in Kenya has been in existence prior 1997. (The study was to cover the period between 1997 - 2007). Out of the sample studied, 16.67 % were in practise prior to 1997. Between January 1998 and December 2000 only 8.33 % were set up. This rate rose to 16.67% in the period starting January 2001 to December 2003 and 33.33% in the period starting January 2004 to December 2006. This has shown a growth trend of 8.34% in the period January 2001 - December 2003 above the preceding period of January 1998 - December 2000. This growth trend rises to 16.67% in the following period January 2004 - January 2006.

In terms of projects handled the study also showed an increase or modest growth of 4 projects from the period January 2001- December 2000 to the period January 2001- December 2003; and a growth of 7 projects in the period January

2004 to December 2006. This further grows to 8 projects in the period after January 2007 to the time of interview.

The above data was obtained from the interviews of the project managers.

Data referring to the growth trend was also obtained from other consultants who included Architects, Consulting Engineers and Quantity Surveyors. From their data on growth trends were reflected on the number of projects that involved the services of Project Manager and whether or not they are satisfied with said services. It is in this satisfaction that one can foresee a future. The growth trends are positive. All the Consultants are satisfied with the Project Manager's services though the satisfaction is expressed at different levels; while 30% of Architects are satisfied 50% are not, 45% of Engineers are satisfied and 55% are not, 50% of Quantity Surveyors are satisfied and 30% are not. 20% of Architects and same percentage of Quantity Surveyors did not comment on this.

The other stakeholders interviewed were Clients and Contractors; they however did not give much insight into the growth trends.

The Building contractors indicated that the choice of using the services of Project Managers was in the domain of Client. They have however indicated that they prefer sound Project Management so that the project can achieve its objectives. 60% of the of client interviewed appreciated the role of Project Manager but it was established that client awareness is not adequate as majority of clients reported that Project Managers are only necessary in certain projects especially the large and complex ones.

The growth trends in Project Management and the contributing marketing skills that contributed to this were established were as follows: -

- Sales presentation to potential clients by introducing self
- Recommendation by past client to new and potential clients .

- Recommendation by other consultants like Architects, Engineers and Quantity Surveyors
- Pricing - charging fees that the client is comfortable with.

It has been established that other marketing skills such as advertising, publicity, and corporate identity have not been utilized.

Only 30% join others in associations like social clubs or related institutes hence do not gain on the benefits of networking in such areas. As a result of this reason and others a whopping 77.77% end up working with the same teams. 66.67% responded as buying newspapers regular basis. But only 33.33% add professional magazines and journals to the daily newspapers. This is a lose on to marketing strategy because 77.77% underscore newspapers as major source of information on contacts and clients. On average only 31.90 % of communication artifacts are in use.

Marketing can be defined as "determining by the producers what the consumer wants and in what amounts, the means of reaching the consumer with the product and how to convince the consumer to buy the product" The importance of marketing includes increasing profits, reducing uncertainty, and generating new markets. Through out this study the question of marketing of the Project Manager has been put to the interviewees and data has been obtained that essentially indicate that marketing has been in place but has not been enough. • The inadequacy of the marketing skills available and their contribution was also evident. The study therefore concurs with Chege (1990) that said " the impact of Construction Project Management in Kenya is very little and that Project Management faces recognition problems by other sectors of the Construction industry as well as by major clients or building owners in the country". Further the same scholar stated, "...it is an area that would be of great benefit to the country but under current job specification and poor performance, it can only grow at a snail's pace"

't this study the specific question put to interviewees was what needs to be done to enhance the engagement of project manager in the construction industry. Architects, Engineers and Quantity Surveyors suggested the following: -

- 1) Directly approaching clients
- 2) Forming an umbrella body to represent them
- 3) Holding seminars, luncheons, exhibitions, presentations and such forums to educate the potential developers
- 4) Providing quality work whenever an opportunity arises
- 5) Use of artifacts such as fliers, brochures, articles in newspapers and magazines and other publications in situations where this can help
- 6) Consulting with existing associations and registration boards like Architectural Association of Kenya, Institute of Engineers of Kenya, Institute of quantity surveyors of Kenya, Board of registration of Architects and Quantity surveyors, Engineers registration Board etc

5.3 RECOMMENDATIONS

The recommendations include:-

- 1) The Institute of Construction Project Managers which has been registered should be launched and aggressively recruit members.
- 2) Upon recruitment of members the body should aggressively pursue publicity through seminars, luncheons, printing and electronic media presentations.
- 3) The body to pursue legal registration with relevant government bodies and ministries and seek legal protection to gauge membership that shall be allowed to practise, (set upon legal framework of mode of operation)
- 4) The body so formed should encouraged the members to learn more about marketing managements by organizing seminars related to marketing and or employ the services of marketing management experts.

- 5) Other recommendations include those proposed by the interviewees as follows;-
- Directly approaching clients and explaining what they can offer.
 - Providing quality work to justify the need for their presence.
 - Use of artifacts such as fliers, brochure, and articles in newspapers, magazines and other publications where necessary.
 - Finding out what other professional bodies have recommended as marketing tools to their members.

5.4 AREAS OF FURTHER RESEARCH

This study looked at marketing generally, a study on impact on each marketing tool would throw further light into the industry.

The construction industry is increasingly being liberalized; the professionals in the construction industry are increasingly finding it difficult to keep to the rules and ethics of practise as recommended by the professional bodies. A study on how and which ethics of practise should be put in place to cover all the professions including the project managers would further the growth of the construction industry professionals.

REFERENCES AND BIBLIOGRAPHY

- Adler.** "Marketing, Planning and Strategy"
Harvard Business Review, Washington May -
June 1967 pg 105-118
- Advvera.** "Construction and Project Management Practise in
Kenya" an exploratory study. Undergraduate study,
1991
- Aluvaala,** "The role of government in the construction
Industry" Construction Review; A journal of the
Construction Industry. May-June 1993.
Nairobi College publishers.
- Anyamba J.T.C. "Professional sustainability in a constrained
Economy" paper to A.A.K Members Conference,
1993.
- Architects and Quantity
Surveyors Act. Cap 525 of the Laws of Kenya.
- Barnet E.M. 'Showdown in the Marketing place"
Harvard Business Review Vol. 56 Chicago, 1960.
- Bateson J.E.,
Langeard E.,
Lovelock C.H.
Eigler P. "Testing Conceptual framework for the Customer"
Services Marketing Science Institute. M.A
Cambridge. 1978.
- Berkowitz E.W. Kevin R.N,
Rudellius. "Marketing. Ivwin 1989.
- Berry. "Services Marketing is different" in Services
Marketing prentice Hall Inc Engle Wood Cliffs
New York P29-37.1984.
- Bloom P.N. "Effective Marketing of Professional Services"
H.B.R September-October 1984
- Buttle F. " Managing Services" in Management Services
Industries edited by Peter Jones London 1985.
- Chava F.N.& David N. "Research Methods in the Social Sciences", 5th
Edition Great Britain of Martina Press Inc, 1996.

- C h e g e D M.
- "An evaluation of Construction Project Management" Undergraduate project study, 1990.
- Enis B.M** and Roaring K.I
- "Services Marketing: Different products strategy" in Donley and George London, 1981.
- Firant R.J.
- "Preparing effective presentations". Pilot book New York. 1993.
- Fisher N.**
- "Marketing for the Construction Industry". Handbook for consultants and other Professionals Longman, London 1986.
- Gichunge H.**
- "Marketing by professional in building industry: Professional practice in changing times" An A.A.K Members Conference (a), 1993.
- Gichunge H.
- "International Contracting for the Construction Industry". An A.A.K Members Conference, (b). 1993.
- Harold Koontz.
- "Management a Global Practise" Tenth edition Mc graw hill, 1993.
- Hillebrand P.M.
- "Economic theory and the Construction industry. London, 1985.
- Holloway R.J, Hancock
- "The Environment of Marketing behavior." John Wesley and Sons. New York, 1964.
- Kamau W.M.
- "The Making of a Construction Project Manager" a Study of the existing practices against the ideal- Undergraduate project study, 1999.
- Kieran E.N, Warungi B.C.
- "Fundamental of marketing." An African Perspective Kenya Literature Bureau, 1998.
- Kimanthi.P
- "Establishment of regulatory system for project Managers" - undergraduate study, 1998.
- Kotler P.
- "Corporate Models for better Marketing Plans" Harvard Business Review July-August 1970.Pg 135-197.
- Kotler P.
- "Marketing for non profit Organization" Englewood Cliff. Newjersey, 1975.

- ^ o t l e r P. Armstrong, "Principles of Marketing." Prentice hall of India Private Ltd. New Delhi. 1993.
- ^ o t h a r i C.R "Research methodology" - Methods and Techniques - Wishwa Prakashan - 2002.
- Lovelock C.** "Some Organizational problems facing Marketing Services", 1981.
- M a s t e r H.D. "Balancing the Professional Services firm". Sloan Management review - Quantative and Qualitative Approaches. Fall, P. 15, 1982.
- Mateta J.** "Enhancing growth of Quantity surveying Profession in Kenya" - Undergraduate project, 1996.
- Maxwell R.G.I.** "Marketing" Macmillan. London.
- Muchungu P.** "Marketing of Building Consultancy Services in Kenya." A case study of Consulting Engineering. Firms, Quantity surveying firms and Architectural firms, 1993.
- M u g e n d a and Mugenda. "Research methods - Quantitative and Qualitative approaches " - Acts press - 1999.
- Mbatha C.** "Management of Building Projects - Analysis of Building Procurement systems' features and conception of an appropriate project management system for Kenya " PHD thesis, 1993.
- Mbaya J.S.** "Construction Project Management and its Implications, " a paper presented at a seminar on Project Management at the University of Nairobi. 1991.
- Norman F.** "Marketing for the Construction Industry" London, 1986.
- Rathwell J.M** "What is meant by Services?" Journal of marketing, 1986.
- Rougvie A.** "Project Evaluation and Development" Mitchell Publishing Co. Ltd, 1988

- Rushten A.M, Carson D.J "The Marketing of Services: Managing the Intangibles." European Marketing journal Vol 37. London. January 1985.
- Sasser W.E. "Match Supply and Demand in Services Industries" Harvard Business Review. November - December ' 1976 pg 133-141,1976.
- Tumbull P. and Lewis B. Vole " The Marketing of Bank Services". European Journal of Marketing Vol 16 No 3. London, 1982.
- Walker A. "Project Management in Construction - second Edition - Oxford BSP professional books 1989.
- Weld C. "Managing Architectural and Engineering Practices" John Wesley and Sons. New York, 1980. •

APPENDIX A

Letter of introduction to interviewees

JOSEPH NANDI ODHINGO
P.O.BOX 64283 - 00620
NAIROBI
TEL 0202557958/0722 317826

TO WHOM IT MAY CONSERN

Dear Sir /madam

RE: INFORMATION FOR RESEARCH PROJECT

I am a postgraduate student of the Department of Real Estate and Construction management at the University of Nairobi.

As part of my course work, I am writing a project on :-

**"AN ANALYSIS OF THE EFFECTS OF MARKETING ON THE
GROWTH TRENDS OF PROJECT MANAGEMENT IN
CONSTRUCTION INDUSTRY IN KENYA"**

I am seeking for information on this topic from both professionals and representatives of other sectors in the Construction Industry. Any help you can offer will be highly appreciated .

ALL INFORMATION SHALL BE TREATED CONFIDENTIALLY

Thank you in advance

Yours faithfully

JOSEPH NANDI ODHINGO

APPENDIX B

Questionnaire served to Project Manager]

AN ANALYSIS OF THE EFFECTS OF MARKETING ON I ME.
GROWTH TRENDS OF PROJECT MANAGEMENT IN
CONSTRUCTION INDUSTRY IN KENYA

QUESTIONNAIRE

This questionnaire is to be served to practicing project managers. The aim of the questionnaire is to identify.

- (1) The pace of growth of project management practice in the last ten years by establishing the increase in the number of project managers enlisting themselves in the industry and also establishing growth by establishing the increase in the projects handled by the project managers.
- (2) Establish if any the role of marketing the growth (2) above

QUESTIONS

- (1) Is the interviewee a trained project manager

Yes • No •

- (2) When did your firm start operating ?

- (3) What is the mission of your firm ?

- (4) How many projects did you undertake in the periods stated below

Period	No of projects
--------	----------------

Dec 1997 and before_

Jan 1998-Dec 2000

Jan 2001 - Dec 2003

Jan 2004 - Dec 2006_

Jan 2007 - to date_

(ii) Is there a reason for the trend expressed above?, if so explain

(5) In your opinion are the skills of a project manager fully utilized in the projects ?

Yes • No •

If No. do you think it is necessary for them to market their services and explain the skills not utilized to clients and others in the construction industry?

Yes • No •

If yes. which forms of marketing have you noticed or can recommend

(6) Who are your major clients (Rank in order of importance)

State agency

Corporate clients

International agencies

Private client

Others (specify)

(7) How do you get to know your potential client? How do you market your services

- (8) How do your clients get to know you?
- (9) What sectors of the market do you serve (factory buildings, institutional buildings Private and public buildings).
- (10) What is your major market sector
- (11) What is your major challenge in marketing your firm
- (12) What are you doing about your major marketing challenge
- >(13) Do you know of the other methods of marketing that can be in used in a business like yours.
- (14) What do you consider as the major factors to be considered in the marketing of services like yours
- (15) Number the following factors in the order of their importance in marketing
 - (i) Promotional activities ()
 - (ii) Fee ()
 - (iii) Quality ()
- (16) In your opinion why do your clients come to you instead of going to your competitors ?
- (17) What features distinguish your firm from others offering similar services?

(18) How many times has your firm benefited in getting Jobs in the last two years from past clients recommendations ?_

(19) Is your firm affiliated to any other firm or professional association

Yes No

(20) Does your firm encourage its members of staff to join social organizations

Yes No

If Yes

a) How does it encourage this?

b) Which organizations?

c) Of what benefit is such membership to you?

If No

a) Why doesn't your firm encourage its members to Join social organizations ?

(21) Does your firm work with same team of consultants in most cases

Yes • No •

If Yes, what are the reasons for this?

If No, what are the reasons?

(22) Does your firm keep list of present and past clients

- (i) If Yes, some or all
- (ii) Why keep such list?

(iii) If No, why does it not keep such a list?

(23) Which newspapers, Journals and magazines does your firm buy

(24) Why buy such Newspapers so listed?

(25) How many persons in your firm ensure that the firm obtains work due to their marketing skills

- (i) One partner/owner ()
 - (ii) Some of the partners (now many) ()
 - (iii) One employee ()
 - (iv) Other (specify) ()
- (26) What has been your firms biggest obstacle in marketing?
- (27) What are you doing about it?
- (28) What is the single most important attribute to your current state?.
- (29) Below is a list of some communication artifacts that can be used in marketing of services at the end of each artifacts in the () provided please indicate :-
- (i) You use
 - (ii) You do not use
 - (iii) You do not use but would like to use
 - (iv) You would not like to use
 - (v) No comment
- Letter headed paper ()
- Complementary slip • ()
- Marked envelope ()
- Business card (>)
- Folders ()
- Cover ()
- General brochure ()
- 'Project list ()
- Advertise on radio, newspapers, TV or journal ()
- Client list (>)
- Appear on yellow pages of telephone/business directories ()**
- Publicity in the media during start, progress or end of a project ()
- News letters ()
- Drawings. Bqs. Samples ()
- Phographs of past projects (>)
- Contributing articles to journals ()
- Sponsor construction technology services or popular national events()
- Contribute money to good causes e.g disabled persons funds ()
- Exhibition ()
- Site notice boards ()
- Give out diaries ()

- (i) One partner/owner ()
- (ii) Some of the partners (now many) ()
- (iii) One employee ()
- (iv) Other (specify) ()

(26) What has been your firms biggest obstacle in marketing?

(27) What are you doing about it?

(28) What is the single most important attribute to your current state?

•(29) Below is a list of some communication artifacts that can be used in marketing of services at the end of each artifacts in the () provided please indicate :-

- (i) You use
- (ii) You do not use
- (iii) You do not use but would like to use
- (iv) You would not like to use
- (v) No comment

- Letter headed paper ()
- Complementary slip • ()
- Marked envelope ()
- Business card ()
- Folders ()
- Cover ()
- General brochure ()
- 'Project list ()
- Advertise on radio, newspapers, TV or journal ()
- Client list ()
- Appear on yellow pages of telephone/business directories ()**
- Publicity in the media during start, progress or end of a project ()
- News letters ()
- Drawings, Bqs. Samples ()
- Phographs of past projects ()
- Contributing articles to journals ()
- Sponsor construction technology services or popular national events()
- Contribute money to good causes e.g disabled persons funds ()**
- Exhibition ()
- Site notice boards ()
- Give out diaries ()

APPENDIX C

**Questionnaire served to Other Consultants
(Architects, Consulting Engineers and Quantity Surveyors)**

AN ANALYSIS OF THE EFFECTS OF MARKETING ON THE GROWTH TRENDS OF PROJECT MANAGEMENT IN CONSTRUCTION INDUSTRY IN KENYA

QUESTIONNAIRE

This questionnaire is to be served to practicing Architects, Engineers or quantity surveyors. The aim of the questionnaire is to identify

- (1) The rate of growth of project management practice in the industry in the last ten years by establishing the increase in the number of projects they have been involved in which included project managers.
- (2) Establish any role of marketing in the growth above.

QUESTIONS

- (1) Is the interviewee an Architect, Engineer or Quantity Surveyor (tick as appropriate)

Architect

Engineer

Quantity Surveyor

- (2) How many projects did you handle that encompassed the services a project manager in the periods below

PERIOD

No. of projects

Dec 1997 and before_

Jan 1998 - Dec 2000_

Jan 2001 - Dec 2003

Jan 2004 - Dec 2006_

Jan 2007 - to date '_

- (3) In your opinion what could be the reason for the trend above

- (4) Did you participate in the choosing of a project manager in any of the project mentioned

Yes •

No •

If Yes how many

(5) Are you satisfied with services offered by project managers

Yes • No •

Please comment

(6) Do you think it is necessary for projects manager to market their services

Yes • No •

If Yes, which forms of marketing do you recommend

APPENDIX D

Questionnaire served to Construction Project Clients

**AN ANALYSIS OF THE EFFECTS OF MARKETING ON INK
GROWTH TRENDS OF PROJECT MANAGEMENT IN
CONSTRUCTION INDUSTRY IN KENYA**

This questionnaire is to be served to clients of construction industry. The aim of the questionnaire is to establish:

- i) The use of project management services in the construction industry.
- ii) The rate of growth of project management in the last ten years among clients by establishing if the clients have increased their usage of **P.M** services
- iii) Establish if marketing has played any role in the (ii) above if any.

QUESTION

(1) To what extent would you say a project manager is necessary in a project ? Rank in order of priority.

- (i) They are indispensable ()
- (ii) They offer valuable services ()
- (iii) To some extent they are necessary. ()

(2) How do you choose the project managers for your projects ?. Rank in order of frequency.

- (i) Recommendations from the clients ()
- (ii) From past projects ()
- (iii) Any other way (please Identify)_____:

(3) In how many projects did you engage project managers in the periods below ?

Period	No. of projects
Dec 1997 and before	
Jan 1998 - Dec 2000	
Jan 2001 - Dec 2003	
Jan 2004 - Dec 2006	
Jan 2007 - to date	

(i) Is there a reason for the trend expressed above?, if so explain

(4). Are you satisfied with services offered by project managers? Yes • No •

Please comment

(5). Do think it is necessary for project managers to market themselves Yes ' ' So

If yes, which forms of marketing have you noticed or can recommend

If No. give reasons

(6). What would you consider as disastrous practice by project managers in their marketing management and strategies

(7). Give suggestions on what and how Project managers should do in order to improve their methods reaching more clients.

APPENDIX E

Questionnaire served to General Building Contractors

AN ANALYSIS OF THE EFFECTS OF PROJECT MANAGEMENT ON THE GROWTH TRENDS OF PROJECT MANAGEMENT IN CONSTRUCTION INDUSTRY IN KENYA

This questionnaire is to be served to construction contractors. The aim is to establish the growth of project management by establishing the number of projects they have handled involving project managers. Further find the role of marketing by establishing their take on the role of project managers in projects.

QUESTIONS

(1) How many times on average does your company undertake building construction projects per year? .

(2) What do you consider as the most important factor in building project among the following ?

- (i) Cost control
- (ii) Completion time of the project
- (iii) Structural stability
- (iv) Aesthetic appeal
- (v) Quality of final product
- (vi) Others (specify)

(3) Do you have project managers in permanent employment by your company?

(4) What are their qualifications?

(5) How many projects did you handle that encompassed the services a project manager in the periods below

PERIOD	No. of projects
Dec 1997 and before	
Jan 1998 - Dec 2000	_____
Jan 2001 - Dec 2003	_____
Jan 2004 - Dec 2006	_____
Jan 2007 - to date	_____

(6) In your opinion what could be the reason for the trend above

(7) Give suggestions on what and how project managers should do in order to improve the methods of reaching more clients.