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**MARKETING OF BUILDING CONSULTANCY SERVICES IN KENYA: A  
CASE STUDY OF CONSULTING ENGINEERING FIRMS, QUANTITY  
SURVEYING FIRMS AND ARCHITECTURAL FIRMS**

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A thesis submitted in partial fulfilment of the degree of Master of Arts in Building  
Management at the University of Nairobi

By

**Philip Muchungu**  
B50/7435/93

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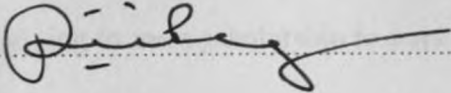
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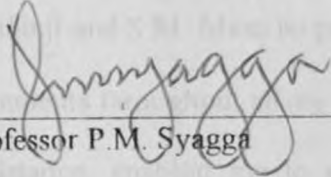
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**DECLARATION**

I, PHILIP MUCHUNGU, hereby declare that this thesis is my original work and has not been presented for a degree in any other University.

Signed.....

This thesis has been submitted with my approval as the University supervisor

Signature   
Professor P.M. Syagga

## ACKNOWLEDGEMENT

I would like to express my sincere gratitude to all the people who helped me in one way or another to make this research a success. In particular I am very grateful to the University of Nairobi for giving to me a scholarship to pursue this course. I owe a lot of thanks to Mr. H. Gichunge for his support during his tenure as the chairman of Building Economics and Management especially during the nine months of lecturers' strike at the University. To my supervisors Messrs N.B Kithinji and S.M. Masu no praise is enough. I feel greatly indebted to Mr. Masu for his quick comments throughout all my work, which he always did with a smile his attitude and personal assistance, enabled me to complete this work sooner than I would otherwise have. I wish him all the best that life can offer in all his future undertakings.

There is the "special" group whom I can not forget. These are all the people who took time to respond to my questionnaires and interviews. Without these people this research would not have been possible. In particular there is one of them who I can not go without mentioning and that is Mr. Walubayi the acting chief Quantity Surveyor, Ministry of Public Works and Housing.

I throw bouquets of flowers to four industrious people who acted as my ears, mouth, hands and legs. These are my research assistants Hirum Mwangi, the two sisters Sharon and Eva Kioko and Lucy Wanja (May the Almighty Lord rest her soul in Eternal Peace forever, Amen). For the gracious Anna Muthoni no praises are enough, her offer to type all my work in spite of all my cruelty and all odds that she had to face, will never be forgotten.

## DEDICATION

### ABSTRACT

This work is dedicated to ANNA MUTHONI who has vowed to spend the rest of her life with me. For the two of us this research will forever remain something to remember for the rest of our lives.



## ABSTRACT

This thesis is a research on how building consultancy firms in Kenya carry out their marketing management in spite of the apparent inadequate knowledge, slowness and rigidity to accept changes by the consultants themselves, compounded by the strict professional ethics by the professional bodies on overt methods of marketing.

It is hypothesised that marketing by the firms has been ineffective and hence the poor performance by most of them in the light of the apparent increase in need for the services.

This research is based on information obtained from building consultants, potential clients for building consultancy services namely; building contractors, building developers and Ministry of Public Works departments as well as marketing consultants.

In order to have a basis for the research a review of literature in marketing has been done. This begins with the definition of what marketing is conceived to be by different people. From the various definitions an operational definition of "marketing" as used in this research has been developed.

The research evaluates different tools of marketing generally and how they can be used in marketing of services in general and then narrows down on marketing of building consultancy services. The uniqueness of marketing of services in general and building consultancy services in particular has also been appraised.

The difficulties of using some marketing tools developed in the literature review for building consultancy services is highlighted and has also been discussed in this research. From the definition of marketing as well as a general appraisal of the marketing process together with the marketing models in regard to the unique problems of marketing of building consultancy services a conceptual theoretical marketing model for building consultancy services has been developed for the research.

Legality and ethics seem to be major factors that cause unique marketing problems of building consultancy services in Kenya and therefore, these two aspects are considered together.

To give a background to the research, the thesis presentation starts by extending the general background of building consultancy, by doing this it helps to focus on the professionals involved in building consultancy and their contribution as well as the institutional framework in which they operate. The evolution and development of professions has also been discussed in order to understand the existence of certain restrictions which are exercised by certain professional bodies.

A total of 72 building consultancy firms, comprising of 12 Consulting Engineering firms, 27 Quantity Surveying firms and 33 Architectural firms were interviewed using questionnaire. A group of potential clients comprising of building contractors, developers and three departments Ministry of Public Works were also interviewed using questionnaires. In addition the researcher personally interviewed 4 marketing research firms through personal interviews.

The data collected was analysed manually to ease interpretation as well as quicken the completion of the research. The data which could not be analysed through quantitative means was presented in the form of description.

From the results of the data interpretation in this study it is apparent that most building consultancy firms do not market their services effectively. This is because of lack of appreciation by some building consultants of the potency of some marketing tools as well as the fact that, those consultants who know and wish to use these tools can not do so because of some restrictions imposed by the respective professional bodies. It is therefore recommended that building consultants should be educated in the area of marketing and also some restrictive professional by-laws that hinder marketing of building consultancy services should be repealed and suitable safeguards against abuse of freer marketing regulations should be enacted.

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# CHAPTER ONE

## 1.1 INTRODUCTION

Marketing is the business function that identifies customer needs and wants, determines which target markets the organisation can best serve, designs appropriate products, services and programmes to serve the markets, and calls upon everyone in the organisation to think and serve the customers. Identifying customer needs, developing good products and services, pricing, distributing and promoting them effectively makes it easy for marketers to sell their products.

The aim of marketing is to make it easy for marketers to get customers. The aim is to know and understand the customer so well that the product or service fits for the purpose for which it is intended for and hence sells itself (Kotler P. 1992, p.5). Marketing is the process in a society by which the demand structure for the economic goods and services is anticipated or enlarged and satisfied through the conception, promotion, exchange and physical distribution of such goods and services. Marketing includes activities, that are related to the consumer. A sequence of these activities known as functions, include determining what the customer wants and in what amounts, the means of reaching the customer with the product and how to convince the customer to buy the product.

The seller of services has the same advertising and selling problem in demand creation as the seller of the goods in that he must introduce new features of the services to the customer and urge the purchase of his services rather than those of his competition (Tailor W.J. 1989, P. 248 ). As is the case with the seller of goods, the customer is the centre of the universe of sellers of services. The only essential difference is that the seller of services has no storage problem and is not concerned with the transfer of title. Services here

may be understood to be activities, benefits, or satisfactions that are offered for sale where there is no exchange of tangible goods which involve the tangible transfer of title.

The sustained execution of services, even though they do not possess material substance nor involve a transfer of title depends on the application of marketing skills and tools. Some of the marketing tools used include various forms of advertising. Advertising is done through newspapers, posters, magazines, directories, technical, professional, trade and give away journals, occasional television commercials, and the free advertising available on site hoarding, partly completed buildings, plant such as tower cranes, vehicles and site offices. Service institutions, just like those concerned with the marketing of goods, must make a profit to remain in business, and this involves exchange which require obtaining as well as retaining customers.

The realisation of the need for the development of marketing management among the building professionals such as quantity surveyors, architects and engineers seems not to be well developed. This is apparent from the general lack of knowledge about these professionals among the potential building clients. It has been observed by several building professionals that in spite of the important work done by them many developers do not know or appreciate professional services, maybe due to the nature of services being intangible and invisible unlike those of the contractors. It is therefore common to see a client obtaining building construction advice from a materials supplier or a contractor (Stone P.A. 1986, p 17). However reputable such "advisers" are, they are mostly concerned to sell their goods and can not always be expected to give the most economical solution. Most contractors even when they have knowledge, would be reluctant to do so especially where the business would go elsewhere. The only people who are trained and are therefore expected to provide

building advice on best solution, choice of appliance, materials and contractor, provision of design, inspection and arbitration according to need are the independent professional consultants.

The above state of affairs means that there is a continued need for building consultants to make the range of their services to be better known to their potential market. The consultants do not always have to target directly on the clients to acquire jobs. The quantity surveyors and engineers may look out to architects to acquire jobs. The Architects may target the clients directly by focusing on institutions such as banks. At times they might look at other consultants. Some consultants market as a team and they usually do jobs together. Each firm has its own approach though irrespective of the main provider of the jobs, the consumer should always be the king. This is because he determines the current and future flow of jobs through his own demand and recommendation of the consultants to others.

The construction industry is tripartite in nature comprising of designers, contractors and the client. The designers are the professional element in the trinity and are themselves divided into a number of separate groups of professionals, each dealing with their segment of the design process. Professionals here are people with learned specialist skill in any area of building construction as well as every building construction process.

In a paper presented to the AAK practice conference in 1993, Mbaya J.S. observed that the building professionals are losing their market due to their own failure as noted.

- (i) There is evidence of a general feeling of unease among developers concerning the quality of services rendered by the professions to the society.



- (ii) Several events have undoubtedly heightened the feelings of dissatisfaction with the services of construction related professions and provide a challenge to the future of professionalism.
- (iii) There have been a spate of reports concerning corrupt arrangements concerning acquisition of jobs and even in the administration of contracts with the sole purpose of ripping money from the client.
- (iv) There is an impression set that professionals take matters too much into their own hands to an extent that the professionals are now more concerned about their maintenance of economic monopoly than the advancement of social duty.
- (v) The professions are seen to maintain rules and practices whose effect is to restrict competition and liberalisation of the industry for example the restriction to use some promotional tools like advertising and a fixed scale of fee as set out in Cap 525.
- (vi) There have been startling revelations of misdirection in decision making concerning projects where professionals are involved. For example, decision concerning implementation of the projects which have turned out to be viewed as national disasters. Projects such a Turkwel hydro-electric power station, the proposed Kenya times media trust headquarters, the proposed market plaza which was supposed to be developed on public car park, the underground Jevanjee gardens shopping mall which was supposed to be developed on a recreation public park and other projects where professionals have been involved only to be stopped after public outcry.

(vii) Complexity of our society and the changing nature of method of technical achievement has challenged some of the cherished principles of professional practice which earlier generations saw fit in the circumstances of the law to lay down as foundations of professionalism. For example, acquiring professional skills requires a lot of training in colleges which involve payment of huge sums of money and the yardstick for success in life seems to be monetary reward unlike in the past where glory and honour used to be the denominators (Mbaya J.S. 1993).

The above calls for more use of some marketing tools by the building consultants to enhance their public image. These could be done by the use of for example public relations, which has been termed as the most important and effective tool of marketing services, by contributing towards good causes. Important above all is to develop good quality and timely completion tasks which are tasks of marketing ( Talukhaba 1993 )

The apparent lack of appreciation of marketing among building professionals is not unique in the sense that in many professions, the idea of marketing has traditionally been not only foreign but distasteful. After all what doctor, lawyer, quantity surveyor, engineer, or architect worth his salt would even need to go out hustling for business? While this view holds considerable weight in many people's minds it is gradually receding before the forces of economic reality. As more professions become overcrowded, competition for customers is sharpening although there are factors restricting open competition. Among the obstacles encountered in marketing of services are strict ethical and legal constraints, buyer uncertainty, need to be perceived as having experience, limited differentiability, immeasurable benefits of advertising and allocating time to the marketing task.

## 1.2 PROBLEM STATEMENT

This study investigated how building consultants conducted their marketing management in spite of the restrictions imposed by their professional bodies and apparent lack of marketing management skills as well as how these consultants, potential buildings clients and marketing experts felt about the status quo and how it could be improved in order to recommend a more effective marketing management practice.

A casual observation of building consultancy in Kenya indicates that in spite of the increase in demand for improved housing and infrastructure, pressure for efficiency and economy in the building construction as more building developers become enlightened and want better value for their money, the demand for construction consultancy services appears unsustainable (Mochache J.1993, Anyamba T.J.C., 1993, Gichunge H.,1993). The general suggestions as to the main reasons why building consultants are falling out of employment are:

- (i) The activities the services are needed are unaffordable due to the high cost of construction material.
- (ii) The services of the professionals are unaffordable.
- (iii) The third reason could be that the prospective clients may have got alternatives of the professional services.
- (vi) There are now too many professionals in the market compared to the jobs available.
- (v) The society does not seem to feel the need for the presence of these professionals are a necessary expenditure.



In almost any gathering of building professionals, a professional laments about the poor state of the built environment caused by the approval of substandard plans by the City planning and development section of the city council in Nairobi and other Urban centres.

Some examples are;

.....Less than 30% of all built structures in Nairobi are done by people who are not members of our Association (AAK Chairman QS Kairu Mbachia during 1995 AAK Annual general meeting)

.....It seems the City Council officers have allowed too much work done by non-professionals to be developed in Nairobi to the detriment of City residents and environment (Arch. Dr. Reuben Mutiso, press conference 1995)

.....It is unfortunate that our building consultants have kept quiet on the onslaught of their professionalism by Plan makers (term referring to people with no professional titles) it is unfortunate that in Nairobi that only about 25% of all built structures are by the professionals ( QS Stanley Murage AAK Luncheon at a Nairobi Hotel 1995)

These are just but a few examples of some of these issues. Where as all the consultants seem to hip all the blame on the City planning and development control section none of them seems to suggest that the consultants should look for a means of making the clients go to the consultants other than compulsion by the City authorities. This seems to be a selfish idea on behalf of the building consultants.

Until the 1980's the marketing activity had no very serious place in the agenda of most professional consultants. As the era of thriving business came to an end due to the rise in the number of registered professionals and competition for jobs stiffened practices began to see the need to develop general management skills such as marketing and business

planning. However repeated calls by some practitioners for the need to stick to the traditional non overt means of marketing and restrictive rules of the professional institutions still in force suggest that there are a number of deeply held misconceptions about the appropriateness and value of the general management skills and in particular marketing. This seems to be preventing the application of some of the skills embraced by a sizeable part of the building profession (Ummene S.I.K 1993).

To a surprising number, marketing seem to be synonymous to selling, business lunches and salesmanship. Yet marketing is taught as a serious subject to the cream of business managers and other professionals in almost every other industry in most of the major Universities and business schools around the world (Barret P.S., Males A.R. PP. 80 1991). The lack of marketing in the syllabi at the Kenyan Universities training the future building professionals and also in the professional exams syllabi, seems to underscore the secondary role that marketing for the building services is put to.

In 1991 the need to develop better marketing systems became a subject of debate in business professions. The Kenya Government was under pressure by the donor agencies to liberalise most of the sectors of the economy. The liberalisation policies were mostly in the form of price setting being left to the market forces and opening up of markets which were previously being given monopoly status. Steadman R.H. the chairman of the marketing society of Kenya is quoted as having lamented at that time that " The local industry is still grappling with the sudden opening of the deluge of commodities pouring in. The battle for survival is ranging. It is no longer enough to place an advertisement in the paper and hope for the best. "

(ii) Ineffective and inappropriate marketing management by the building consultants is not only restricted in Kenya. However due to the inadequate knowledge, slowness and rigidity to accept changes, the undesirable effects of ineffective marketing occur more frequently and with more serious consequences in developing than in developed countries. In developed countries such as Britain and the United States of America changes have been effected especially in the regulations governing marketing management of the consultants (Kotler P. pp.45 1977).

In Kenya the concept of marketing management is still old fashioned in the sense that it has not changed from the form that was inherited from the British colonialists. Few firms have tried to adopt some tools of marketing which could be more effective but this has been with some risk of being construed to be going against the professional ethics. It is a common phenomenon for professionals for example to negotiate their fee, to take part in competition to win tenders as was the case for Kenya Wildlife Services (KWS) projects which were sponsored by the International Development Assistance (IDA) in 1992 (Standard 23-11-92). Many consultants however have not fully adopted changes to their marketing management and the following were cited by some practising consultants (Anyamba J.T.C et al 1993), in a practice conference in 1993 as the likely reasons for this state of affairs;

- (i) Believe by some consultants that quality stands for all the marketing that is necessary, that is potential clients will seek the service provider if his services are good.

- (ii) Belief by some consultants that the use of business promotion tools such as advertising and personal selling is degrading to their firm's image and the service they offer.
- (iii) Lack of appreciation by the principals of consulting firms of the importance of marketing in relation to business management due to the nature of their educational background which do not have marketing in their curriculum.
- (vi) Slow evolution of business policy among building consultants which has ignored the commercial realities of the real world, characterised by increased competitiveness world wide, and perhaps deliberately exhibits rather a real nineteenth century ivory tower mentality where "gentlemen don't spoil their hands with commercial matters" ( Kotler P. 1987 P. 45 ). Legal and institutional restrictions do not permit building consultants to market themselves using some of the conventional means of marketing such as advertising, sales appeals, personal solicitation, price (fee), customer assistance which includes free advice and enhancing confidence during purchases by giving a guarantee. The rule governing the building consultants put all the firms in a straight jacket and each firm has very little to mark themselves as different from their competitors. It is therefore difficult for consultants to take advantage by innovating their services as they can not easily communicate the new service development to potential clients. In the past there have been a lot of reported failures in building projects due to either technical or financial reasons in many projects which are done by non professionals as listed in a number of instances on the next page;



- (i) Many houses in Ngei Estate, Nairobi are cracking due to lack of proper foundation -Kenya builder Vol. II No. 73 Sept./Oct. 1988.
- (ii) Class room roof blown off at Kiptuno Primary School (The standard pg. 11, 29/11/88).
- (iii) Falling wall kills builder and injures three others (Daily Nation page 4, 4-10 - 88)

The above seems to indicate the existence of a lot of untapped market which seems to have suffered as a result of non involvement of Building Consultants.

It is clear that there is a need to change marketing management by the building consultants. Some consultants have already realised this and have effected some limited changes. Marketing management by building consultants needs to be refined, systematised and institutionalised. The work of this research is a contribution to these aspects.

### **1.3. STATEMENT OF THE HYPOTHESES**

It is the contention of this study that marketing of building consultancy services has been ineffective and that is why many firms have performed poorly.

The above state has either been caused by institutional framework governing the operation of building consultancy firms, lack of appropriate marketing knowledge by the practising professionals, or by the lack of appreciation of the necessity for marketing by consultants.

#### **1.4 OBJECTIVES**

The research generally tries to find out how the building consultants embrace the function of marketing in their business management.

In doing this, the researcher will:

1. Establish methods of marketing currently used by building consultants.
2. Investigate on the difficulties faced by the consultants in marketing their services.
3. Find out how the building consultants surmount their difficulties in marketing.
4. Find out the feelings of practising consultants on the existing by-laws and the legislation governing their marketing environment.
5. Find out how clients view the current marketing management practice of building consultants.
6. To suggest an effective method of marketing management for building consultants.

#### **1.5 SIGNIFICANCE OF THE STUDY**

Due to the important role played by the consultants in the building industry the importance of how they survive and manage their business can not be under estimated. It is also important to understand the development of business in relation to the building industry, so as to be able to draw a conclusion as to how the building consultants can be able to increase their business thereby creating more employment. Better means of reaching and educating building clients resulting in engaging qualified professionals will mean better houses which are structurally safer and technically more functional as opposed to those done by people masquerading as professionals.

By the end of the research, it was hoped to ;

(i) Develop a progressive forward looking business philosophy among the building consultants.

(ii) Develop the subject of construction consultancy business policy by bridging the gap between the current theory and the current practice.

iii) Develop the understanding as to why certain things happen or perform the way they do as well as simulation of relationships identified to allow the precise recommendations to be made in an attempt to improve practice and make it more adaptive to future developments in the marketing environment.

The research came up with recommendations on how marketing can be done in a better way and hoped that by doing so it would provoke further research into the area in relation to the business issues raised.

It is hoped that this research in marketing will help in provoking professionals in thinking seriously about strategic planning as it provides a guiding philosophy. Company strategy should revolve around serving the needs of important consumer groups.

If more professionals in this country are engaged in construction projects more savings would be realised from high quality work and this would result in better utilisation of the national resources. Construction industry has a high multiplier effect in the performance of the economy in terms of its contribution to the gross domestic product (G.D.P), gross domestic capital formation (G.D.C.F) as well as employment. If the national economy is boosted through more efficient construction practices due to increased professionalism, it will mean a healthy and more vibrant economy and construction industry which is a fertile



ground for the building consultancy and hence the significance of the marketing and this research.

The results got from this research can be used to give recommendation to the professional bodies of consultants to be used in making meaningful revision of Cap 525 in the future, and, the various professional codes of practice.

## **1.6 STUDY METHODOLOGY**

This study began with the review of the related literature in the subject. This helped to articulate the concept of marketing in the area of business management. The literature reviewed was from published textbooks in the field of marketing, magazines, journals published by various professional bodies, papers presented in seminars to practising professionals as well as scholarly work.

The researcher set out to collect information on how building Consultants conducted their marketing management, how knowledgeable they were on certain theoretical ideal issues related to marketing as well as how they felt about factors affecting their marketing management practice.

This information was to be got directly from the building consultancy firms.

To supplement the responses got from the consultants the researcher set out to corroborate whether indeed what the consultants felt was necessary in their marketing effort was held in the same way by the potential building clients for these services. The researcher collected information on the clients knowledge of the certain professional services offered by the building consultants. The researcher also collected information on the views of these

potential building clients of their perception of certain professional services and what the professionals could do to improve their offering.

The researcher also aimed at collecting any information necessary for marketing of building consultancy services which could have been left out by either the consultants or the potential building clients for any reason in the area of building consultancy marketing from the marketing experts.

All the data used in this research was obtained from direct responses of from three groups of respondents namely; professionals, consumers (clients) and marketing experts. This data is hence termed as primary.

The professionals comprised quantity surveyors, engineers and architects. The list of consulting firms was drawn from perusing the list of consultants got from the A.A.K, and one from architects and quantity board of registration. The list from the A.A.K shows that there are 57 Quantity Surveying firms, 18 Engineers and 101 Architectural firms. The list got from the Architects and Quantity Surveyors board of registration listed lists 70 Quantity Surveying firms and 90 Architectural, 42 Consulting Engineering firms are listed in a list from the Engineers Board of Registration. Cross checking through the documents a comprehensive list was drawn. A list of firms got in terms of numbers was, 90 Quantity Surveying firms, 42 Consulting Engineering firms and 118 Architectural firms. There was a possibility that there are a number of unregistered firms which were not listed in either of these lists, which were therefore not included in this study.

Due to the similarity of the building consultancy business, a sample of building consultants was taken as a good representation of all the firms. The researcher set out to take a sample of one third (33%) of all the firms form the list that he had compiled.

The consulting firms were arranged in alphabetical order by their names. To select a sample of 33% of the firms the first firm on the list was selected then the next two were left to pick the fourth. This process of skipping two firms was repeated throughout the list. It was initially planned that, if a response of 75% was not achieved after administering the questionnaires the firms taking the second position were to be included in the samples and two intermediate firms are skipped until such a response was achieved. The same process would be repeated for the firms taking the third position if a response of 75% was not achieved by the firms taking the second position, until the 75% mark was achieved.

After administering the questionnaires to the first set of firms the response was very poor as only 3 (about 8%) architectural firms out of the targeted 39 responded, 7 (about 23%) out of the expected 30 Quantity Surveying firms responded and only 2 (about 14%) out of the expected 14 Consulting Engineering firms. From this poor response the researcher decided to administer the questionnaire personally and ask the questions verbally as well as omit some questions which had been previously included but whose exclusion could not interfere with results. This exclusion was warranted as most of the respondents had complained of the length of the questionnaires. Finally a total of 12 consulting engineering firms, 27 Quantity Surveying firms and 33 Architectural firms responded.

The group of potential clients was composed of three subgroups as follows; building developers, government and contractors.

The ministry of public works (MOPW) was used to represent the government as a major client. The five departments in the ministry concerned with the development of buildings and hiring of consultants were taken as representatives of the ministry. These departments were Electrical Engineering, Mechanical Engineering, Structural Engineering

Contracts and quantities and Architecture. The heads of departments were given the questionnaires to fill on behalf of their departments.

It was only three departments which responded that is the Quantity Surveying, Architecture and Structural Engineering departments. These also did so after a lot of persuasion and moving to very many officers. The heads of departments who refused cited confidentiality as the major reason and all the other officers required permission from these heads before giving any information. They asked the researcher to seek permission from the permanent secretary, who did not respond to a letter seeking permission to conduct the research in these departments.

The contractors were selected from the MOPW 1994 list of contractors which had 1234 listed contractors. The number of contractors were 89, 99, 111, 118, 147, 170, 220, 280 for categories A, B, C, D, E, F, G and H respectively. The contractors were selected in terms of the first 5 firms that operate in Nairobi to appear in each category. The number of contractors per category was taken to be five. The number of contractors was taken uniformly in respect of the number of contractors per category because the practice in any category is known to be fairly standard. As well as the fact that lower category of contractors had less requirement for consultancy services which meant less significance. Since there are eight categories this gives a total of 40 firms. If a response of 75% was not achieved for each category the next firm to appear on the list was selected until such a response is achieved.

The building contractors especially those of lower categories were very uncooperative and in most cases "misplaced" questionnaires some even "misplaced" up to two replacements of questionnaires. This act of misplacing questionnaires was seen as a deliberate effort by



the contractors not to complete the questionnaires. The following was the number of contractors who filled the questionnaires 1,1,2,4,5,5,4,2, from the categories H,G,F,E,D,C,B,A respectively totalling to 24, which was 60% of the sample.

A list of major building developers and corporations which are known to build regularly were drawn from the current business directory and construction review magazines of 1993 to 1994 that show the major projects that have been undertaken in the country. A list of seventeen organisations were selected and generally termed as developers. To select 5 developers who represented 29% of the organisation from the list the 17 names of the developers at random sampling technique was used. This involved writing names of companies on small pieces of paper and folding them. The researcher then closed his eyes and picked five at random and noted down their names. Three other names were picked and noted to be used to replace the firms picked earlier in case of lack of response by some.

Three (60%) of the building developers from the first lot picked did not respond and had to be replaced with the three which had been set aside for this purpose. All the developers who responded only did so after the researcher sat down to administer the questionnaire verbally.

The consultants questionnaires were similar for the three groups of consultants. The questionnaires comprised two sections. The first section was an open ended section seeking for the opinion of the professionals on the various issues in their marketing strategies and environment. The data in this section is analysed and presented in the form of narratives. The second section of the questionnaires which had closed ended questions tested the knowledge of the consultants on various issues related to marketing, whose knowledge was

essential for effective marketing. This section is analysed in simple statistical tools mainly means and averages and this data is presented in tabular form.

It is felt that manual data interpretation of research findings would be appropriate because of the qualitative nature of the variables under investigation.

The information from the field is analysed per profession then a general analysis for all professions is done. This helps to find out any discrepancies that are likely to be there between professions. This helps the reader to comprehend each of the study variables separately as they relate to each profession and draw any relationship between them easily and clearly when summarised for all the professions concerned.

The clients were interviewed through the administration of a questionnaire which also carry the two sections. By serving as employers of building consultants, the developers, contractors and the government were expected to offer supplementary information to the building consultants who were the main focus of the study. The first section tests the clients on their knowledge of the services offered by the various marketing professionals. The second section seeks their feelings about the professional services and how they can get to know them better.

The questionnaires from the clients are analysed manually with simple statistical tools such as means and percentages and are presented in tabular form.

Four marketing firms were selected based on a random sampling process of making a list of ten firms appearing in the business directory the same number for those appearing on the marketing association of Kenya magazine (Sokoni) of 1994 and 1995. The names of these firms were written in papers which were folded and four papers were then picked since the information got was to be used to supplement the information got from the literature review and the other primary data. A sample of four was taken as sufficient due to the

qualitative nature of the information required. After conducting the interview of the first firm the researcher discovered that there are four types of marketing firms. These firms specialised in different aspects of marketing namely; promotion, advertising, marketing research and public relations. The first firm visited happened to have been a marketing research firm and so the researcher asked the respondent to give him a list of at least two firms in each of the other groups of firms. The researcher then picked each firm that appeared first in alphabetical order in each group. All the marketing firms responded to the interviews and ultimately four firms one from a different group of, advertisers, public relations, marketing research and promotion responded.

A director or a senior manager who had to be an expert from each firm was taken to represent the firm based on the decision of the management. The expert's were orally interviewed with the aid of a guiding questionnaire. The expert's responses helped to support the literature reviewed in terms of their experiences and the applicability of some of the marketing tools currently used. The information also helped to find out whether there were other means of marketing that were suggested by the marketing experts based on their experience. The information from the marketing experts is represented in the form of narratives.

The hypothesis of the research was tested by considering the average score of the consultants knowledge as well as use of the ideal marketing tools developed in the conceptual marketing model developed. If the average score is greater than 50%, the hypothesis is rejected and vice versa.



## 1.7 SCOPE OF THE STUDY

The study was carried out in Nairobi. This was because almost all the building professionals and marketing experts are based here. The other reason is that the professionals operating in Nairobi extend their services to the whole country whenever their services are required.

Other than the geographical area which was restricted to Nairobi there was no other restriction as for example the size of the firm or the age of the same.

The research did not cover other professionals who are also closely related to the building projects such as valuers, project managers and town planners. This is because these professionals are governed by rules and regulations which are different as they belong to different professional organisations as well as the fact that their participation in the actual production of buildings is minimal. The project management is new in Kenya and is not governed by existing statutes.

Due to the similarity of the variables under study of marketing management by building consultants samples were taken to represent the whole population of the consultants in the industry.

This study generally involved the general practice of marketing management by building consultants. The study did not investigate in detail the extent of the importance of each of the marketing tools that have been discussed in the field of consultancy marketing as compared with others. The general assumption in this study was that all the tools were of vital importance to marketing management as discussed in the accompanying literature, and establishing the prominence of each tool to the different types of consulting firms was not necessary for this study. The quantitative analysis required to establish such a result was also not feasible considering the resources at the disposal of this study.

## 1.8 Operational definitions

**Consultant** refers to an institution, firm or individual that provides professional / expert service and or advises based on deep understanding and considerable practice experience.

The word professional is at times used to mean the same as consultant in this study.

**Market** people or organisations with needs to be satisfied, who have the necessary supporting finance available and the level of commitment necessary to spend money in satisfaction of their needs.

**Marketing** identifying who the clients are, finding out from them what they believe their needs are, organising capital and the various resources, to get the client come to you and satisfying their needs.

**Marketing mix** set of tools used to manipulate demand such as product, presentation and promotion, price and channels of delivery.

**Product** a good or service produced for consumption by the market.

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## CHAPTER TWO

### MARKETING CONCEPT AND ITS EVOLUTION

#### **2.1.0 Marketing Defined**

The American marketing association, representing marketing professionals in the United States and Canada states that "marketing is the process of planning, and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchanges that satisfy individual and organisational objectives" (**American Marketing Association. pp 21, 1963**).

According to Maxwell R.G I (**pp.6 1989**) marketing is the process that links the producers and consumers by enabling transactions of exchange to take place to the mutual and continuing benefit of both parties.

Similarly Amarchand. D and Varandharajan B. (**pp 3, 1979**) corroborate this with their statement that "marketing is performance of business activities that direct the flow of goods and services from the producer to the consumer in order to satisfy the consumer and accomplish the firm's objectives". They go on to reinforce the statement by saying that "marketing enables transactions of exchange to take place to the mutual and continuing benefit of the buyer and seller".

Kotler P. (**pp 5, 1975**) defines marketing by giving the aims of marketing by stating that, "Marketing aims at bringing about voluntary exchanges of values with the target markets, needs and desires, and on using effective pricing, communication and distribution to inform, motivate and service markets."

In another definition Kotler P. (pp. 5,1992) supports his earlier definition by stating that "the aim of marketing is to know and understand the customers so well that the product or service fits well for the purpose it is intended and hence sells itself."

Berkowitz E.N., Kerin A.R., Rudelius W. (PP 13, 1989) define marketing by looking at the tasks of marketing. They state that "marketing process has two tasks, the first being to assess consumer demand and the second is to satisfy consumer demand".

The above definitions bring to surface the concept of marketing as being a business philosophy governing the whole behaviour of commercial organisations towards the consumer public. The marketing process therefore involves strategically planning, directing and controlling the application of an enterprise's effort to the project, making programmes which will produce consumer satisfaction (Amarchand D, Varandharagan B.J, pp. 3 1979). In this regard marketing involves the integration of all business activities into a unified system of action.

The fact that many definitions of marketing exist suggest that the process of marketing is so encompassing that no one definition will suffice. The definitions however have one common feature in that they suggest two sets of actors - the givers and the takers that is the producers or sellers on one hand and consumers or buyers on the other. In a summary of the above definitions marketing can be regarded as determining 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 customer to buy the product.

This chapter has discussed some basic concepts in the area of marketing. It systematically presents various concepts of marketing as used in the broadest sense of business management then exemplifies the same with a critical look at marketing management by building consultants.

The following issues are considered as an aid to the discussion:

- (i) Evolution of marketing
- (ii) Importance of marketing to business management
- (iii) The marketing process
- (iv) Uniqueness of marketing of professional services as compared with the marketing of goods
- (v) Uniqueness of marketing of building consultancy services as a special case for marketing of services
- (vi) Marketing management models

In discussing the above concepts, constraints which hinder marketing management of the building consultancy services have been established. These constraints together with those emanating from legal and ethical consideration, which are discussed later in chapter three realize the marketing management tools that subsequently form the centre of discussion and research.

### **2.2.0 Evolution of Marketing**

History and anthropology provide many examples of economies based neither on markets nor on 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 development, 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 and also at the same time individuals' needs and requirements increased.

As societies moved from subsistence levels of existence the need for exchange of goods and services came up. Halloway R.J, Hancock Q.S (pp.4, 1964) have 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. Throughout history this relationship between trader and producer has changed with development of technique and changes of the economic power of parties. The propensity "to truck, barter and exchange one thing for another" (Adam Smith's words) has been exalted into the principle of civilization by the doctrine of free trade, which has taught that the pursuit of self interest by individual is to the benefit of society as a whole.

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 doing the above became more advanced the function of marketing broadened to that of promoting sales, advertising and market research. Today this function has broadened to include all activities relating to customers, product development, customer communications and customer services. The range of products exchanged have increased from a primary level characterised by agricultural products, through a secondary level characterised by dominance of manufactured products to tertiary level characterised by dominance of marketing of services.



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The evolution of marketing of building consultancy services can be traced along side that of marketing of goods. In Kenya during the times of barter economy, buildings were usually simple structures made of mud and sticks walling with a thatch roof covering. Specialisation in construction was based on both gender and age. The designs were cultural based and therefore there was no need to specialise in design. During this time contribution towards realisation of building structure was on voluntary basis and the skills were abundant due to the simple technology required. As the society developed from subsistence level to production level the nature and mode of construction changed. Industrial revolution brought with it new materials and requirements for factory structure. The abundant skill of construction slowly disappeared as people specialised in other areas. As the skill of construction became scarce, a way of finding who possess which skills become necessary. Professional organisations began evolving and use of title to show one possessed a certain skill became restricted.

Today the availability of people with skills in building consultancy is not a problem. There is a lot of competition at the moment in the construction industry for jobs by building consultants as professions seem to have become overcrowded. The demand for consultancy services generated by the construction industry seems not to be enough to comfortably sustain all firms in the market. This state of affairs has seen consultants in building construction advocating for more aggressive tools of marketing hitherto regarded as unethical in order to win customers and an adaptation to being more concerned with client care in order to win and keep clients.

The modern trend in marketing is that it has become more influential and persuasive and two different routes have been taken in goods marketing (**Britannica, pp.533**). On one

hand, the channels of distribution have been compressed i.e. the number of intermediaries between original producer and final consumer have been decreased (*Britannica* pp.533). This has been through mergers, expansion, co-operation and voluntary ties. On the other hand new marketing institutions and new ways of operating have developed in marketing.

On the consultancy scene a more or less similar observation can be made as the one of marketing goods stated above. There have been recent calls to strengthen professional bodies both at local and international levels, for example calls to revitalise the commonwealth association of surveyors and land economists (CASLE), the strengthening of Africa Union of Architects (AUA), calls for the formation of a continental Union of Quantity Surveyors. The recent (1994) formation of the Institute of Quantity Surveyors of Kenya (IQSK) are just but a few of the indicators. To shorten the link between the client and the consultants, Consultants mainly engineers and quantity surveyors want to be appointed at the same time with the lead consultant (mostly the Architect) and directly by the client unlike as the tradition has been where they have been commissioned on the recommendation of the architect. These consultants (engineers and quantity surveyors) want to have direct communication with the client and their role, recognised as full professional role, not as subsidiary participants in the effort to decrease the intermediaries.

### **2.3.0 Importance of Marketing**

#### **2.3.1 Linking the producer with the consumers through marketing**

The most important reasons for marketing in a business organisation seems to be; to link the producer with the consumer for exchange to take place, to increase profits, to reduce uncertainty and to generate new business.

From the definitions which have been given at the beginning of this chapter, it can be concluded that the single most important reason for marketing in business management is to link the producer and consumer for exchange to take place. Without the consumers knowing what the producers have there would be no exchange.

There is some contention by some building consultants that one of the reasons for lack of enough jobs by some consultants experienced from time to time is because some potential clients are ignorant of professional services and are timid when they have to use them (Gichunge II, 1993 (a.), Anyamba T.J.C. 1993). These professionals advocate for development of means of educating these untapped market by informing them of the range of services they are capable to offer and what they should cost. The process of educating clients or rather directing clients to where the services are is a function of marketing.

### **2.3.2 Increasing profit by marketing**

Marketing can increase profit in a business organisation if it is carried out properly. This is because it acts as a means of linking most effectively all 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 R.P, Pg 30, 1975)

In Kenya building consultants seem to have to some little extent tried to extend the range of services they offer to cope with the changes in demand. Architects take briefs, make designs, help in selecting contractors and do the contract administration. The quantity surveyors prepare the feasibility studies, estimates, cost plans, make interim valuations, and

prepare contract documents among other duties. Engineers design the structural elements, civil, mechanical and electrical works. There seems to exist rigidity by consultants to cling to their traditional roles while venturing to other new roles. There are a few consultants who have left their traditional role to specialise in new roles in order to address themselves to the market situation better. There seems to exist some few Architects for example who specialise in certain areas like acoustics, interior design or brief development, while the same thing is apparent for quantity surveyors. There are very few quantity surveyors if any who specialise in for example development appraisal, services or civil engineering work. The same can be said for engineers. There are very few engineers who specialise in for example structural design or plumbing installation. The consultants address the new service requirement by offering the new service as a subsidiary or an addition to their traditional roles. In a nutshell consultants seem to act generally as jack of all trades in all areas related to their profession without specialisation.

Male S. and Stock R (pp. 5, 1993) advocates for firms to carry out market research and find out which area they can do better than others. Once they find out they should go ahead and concentrate their resources in this area in order to establish a competitive edge over their competitors. This kind of recognition seems to be lacking in consultancy firms operating in Kenya.

### **2.3.3 Reducing uncertainty by marketing**

Marketing can reduce uncertainty in a business. Because of the activity of gathering market 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 categorised, their attitudes, values and



behaviour examined and a clear profile of each market sector developed (**Bagozzi R.P, pp. 30, 1975**).

Many building consultants seem to react in response to, instead of acting in anticipation of, the on going market situation. It is unfortunate that even quantity surveyors who are more knowledgeable in the field of economics act more or less in the same way as other consultants. Due to lack of adequate market research it is common to find hectic recruitment in firms when new jobs have come and quick lay off when jobs are finished. Market research can help to plan man power resource, for example when to hire new staff, how many and when to send people on leave and take holidays for partners. This can also be used to know which office equipment to buy depending on how long they will be required and comparing this with the alternative of hiring. By proper analysis of market factors affecting one's market it is possible to tell short term as well as long term market demands.

#### **2.3.4 Generating new markets by marketing**

Marketing can also help to generate new business because the major part of any proper marketing activity is the active seeking out of new market sectors. It primarily puts the firm managers on the offensive, acting in anticipation of and not reacting to events. (**Fisher N, pp. 22, 1986**)

In the beginning of the year 1990 and soon thereafter there were frantic efforts by some Kenyan building consultants to open up new offices in the Preferential Trade Area (P.T.A) region. This was because of the strengthening of the trading block in the region as well as the slump in demand of the local industry. These efforts were soon to be superseded by those of consultants trying to seek out new markets in the Southern African countries of Namibia and South Africa. The above were positive indicators of the consultancy firms marketing effort of actively seeking out new market sectors.

In a summary marketing is important because it helps to accomplish the business organisation's overall strategic objective by analysing opportunities, selecting target markets, developing a marketing mix and managing efforts. This is because it looks into possible conflict between short term consumer welfare as it focuses on company profits, consumer wants and society's interests.

### 2.3.5 Importance of marketing to business organisations

Marketing has been said to be a cornerstone of some of the most successful business organisations like IBM, Procter and Gable and Sears (Kotler, pp.3, 1976). The failure of the market can be a major undoing even for a successful business organisation. The above points can be exemplified by the following observations which have taken place in the United States of America. In an article, Marketing Myopia (HRB, July - Aug 1960), Theodore Levitt observed that in the USA rail roads did not stop growing because the need for passenger and freight transportation declined. That grew. The rail roads run into trouble not because the need was filled by others (cars, trucks, aeroplanes, even telephones), but because it was not filled by the rail road business itself. They let others take customers from them because they assumed themselves to be in rail road business rather than in transportation business. The reason they defined their industry wrongly was because they were rail road oriented instead of being customer oriented (marketing oriented) (Chapman J.F, Edward C., P.24, 1964).

It is observed that production of movies in Hollywood U.S.A barely escaped being totally vanquished by television. Actually all established companies went through drastic reorganisations and some simply disappeared. All of them got into trouble because of their myopia, but not because of T.V inroads. As in railroads, Hollywood wrongly defined its

objectives. It thought that it was in the business of movie-making when it was actually in the entertainment business. Movies implied specific limited products. This produced deceptive contentment, which from the beginning led producers to view T.V. as a threat. Hollywood scorned and reflected T.V. as a threat when it should have been welcomed as an opportunity to expand the entertainment business. Had both the rail roads and Hollywood been market oriented than product oriented they could not have undergone the fiscal problems that they underwent (Chapman J.F, Edward C.P, pp.24, 1964).

It has been observed that in a sense Ford was one of the most brilliant and senseless marketers in the American history (Levitt T. HBR JUL-Aug, pg 77, 1960). He was senseless because he refused to give the customer anything but a black car. He was brilliant because he fashioned a production system designed to fit the market needs. He is habitually celebrated for one reason, his production genius. However, his real genius was marketing. Many people think he was able to cut his selling price and therefore sell millions of \$500 cars because his invention of assembly line had reduced costs. Actually he invented the assembly line because he concluded that at \$500, he could sell millions of cars. Mass production was the result not the cause of his low prices.

Nothing can corroborate Ford's marketing genius better than his operating philosophy as he expressed it succinctly "our policy is to reduce the price, extend operations, and improve the article. We have never considered costs as fixed. Therefore we first reduce the price to where more sales will result, then go ahead and try to make these prices. We do not bother about costs, new prices forces the costs down. The more usual way is to take the cost and determine the price, but what is the need to know the costs if it tells you that you can not manufacture at a price that a product can be sold." (Henry Ford, pp. 146-147,1923).

The results of failure to orient a business to the market observed in the cited examples are just but illustrations of the likely consequences of failure to be marketing oriented. The failure to orient businesses like building consultancy can lead to the building consultants performing poorly or even total failure in the business and hence the importance of marketing in building consultancies business management.

### **2.3.6 Benefits of Marketing to the Consumers**

In a free enterprise economy marketing injects an element of true competition between products in the market place and ensures the consumer obtains the best products at the lowest price. Marketing also helps in increasing the number of choices for the consumer. Marketing helps to bring products where the consumer needs them and availing the same where they are required. (Berkowitz E. et al pp 29, 1989)

Marketing for consultancy services can help to enlighten the clients so that they can know the range of services that are offered by different consultants, the location of different consultants and the fee they would pay for the services.

### **2.4.0 The Marketing Process**

From the definitions of marketing given and the importance attached to marketing it is important to look at how marketing is carried out.

The marketing process is considered in this study in an all-embracing view, that is, it is considered as a business philosophy governing the behaviour of a commercial organisation towards its consumer public.

The marketing process involves directing the flow of goods and services from the producer to the consumer and accomplishing the firm's objectives (Amarchand D, Varandharajan B, pp. 3, 1979). In so doing it enables transactions of exchange to take



place to the mutual and continuing benefit of both parties ( the producer and the consumer ). The marketing process therefore 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 unified system of action. The marketing process is therefore a special management function just like organising, staffing, financing and controlling (Kotler P. Armstrong G. pp.3 1992).

Fisher N. (pp. 91, 1986), has broadly divided marketing into activities as follows: Firstly, an activity based on facts and facts gathering to help marketing. Secondly, a deliberately co-ordinated (overview) activity to the management of marketing programme. The first activity can be referred as "market research" and the second one as " market planning". These two broad processes involved in marketing are discussed ahead and then a conceptual marketing model for building consultants is developed.

#### 2.4.1 Market Research

Market research is concerned with getting marketing information to be used for market planning. Marketing research therefore can reduce uncertainty and increase the likelihood of the success of a marketing decision.

Marketing 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 markets and segments of the markets 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 organisation, the present and expected future state of

customer needs and expectations as well as factors that influence the customers purchase decisions. The competitors view of market research involves finding out the organisations major competitors 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 organisation's situation. (Kotler, P. Pg 46, 1975).

2.4.1.2 The whole process of marketing research has been broken down (Berkowitz E.N, Kerin R.A, Rudelius W pg 144, 1989) to six steps and represented by the acronym **DECIDE** as shown in the diagram below.

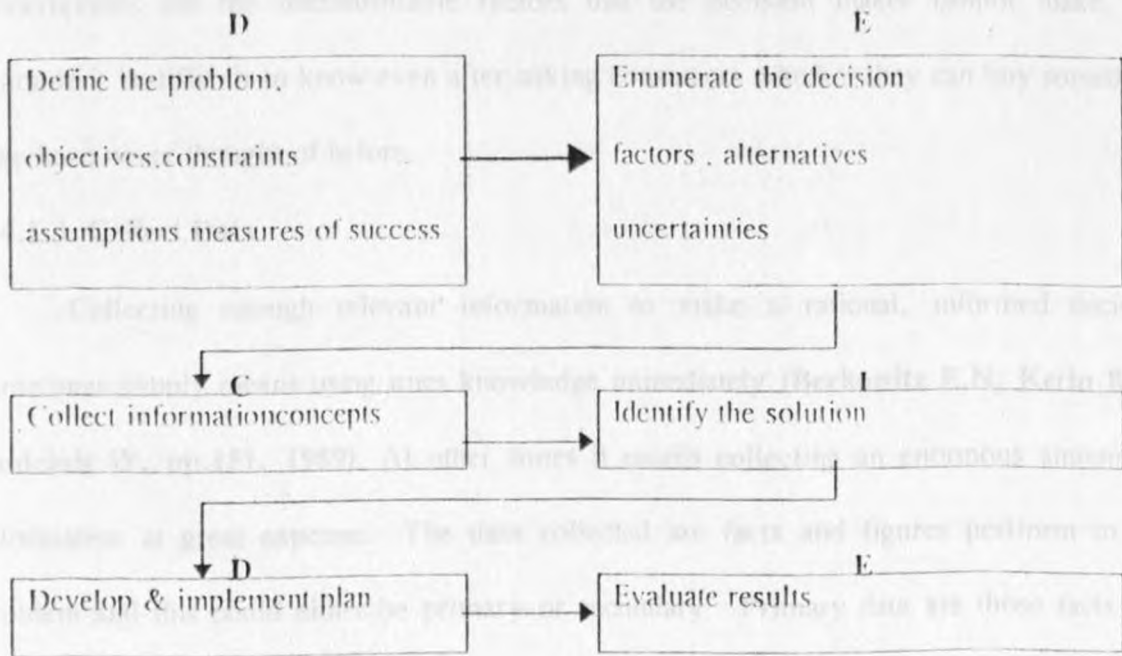


Fig. 2.1 Marketing research

\* Source: Berkowitz E.N., Kerin R.A., Rudelius W. pp. 145.

#### 2.4.1.1. Define the problem

Defining the problem of market research involves identifying its 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 restrictions 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 problems measure of success.

#### 2.4.1.2 Enumerate 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.

#### 2.4.1.3 Collect Data

Collecting enough relevant information to make a rational, informed decision sometimes simply means using ones knowledge immediately (Berkowitz E.N, Kerin R.A, Rudeluis W, pp.151, 1989). 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 collected from the field while secondary data are those which have already been recorded.

The three common survey techniques used in market research are mail surveys, interview, telephone and observation. (Fisher. N. pp. 119 1986)

#### 2.4.1.4 Identify Solution

The solution to the marketing problem in research is the best alternative that has been identified from the facts and figures got. The data got is analyzed to find out the alternatives that best meet the measure of success.

#### 2.4.1.5 Develop and implement plan.

After a solution has been found then it is developed and implemented. The goal is to use both effective planning and execution to achieve a successful marketing programme (Berkewitz E.N, Kerin R.A, Rudeius W, pg 174, 1989)

#### 2.4.1.6 Evaluate the 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 used. 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 or implement the plan.

In a building consultancy market research can be useful to identify;

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 organisations' own strengths and weaknesses
4. Competitors who they are, their tactics, strengths and weaknesses
5. Client's unique needs and requirements
6. The business environment in which the business organisation operates
7. The effectiveness of marketing tools and techniques that are used.



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 clients perception of a successful undertaking. There seems to be very little follow up after final account and payments are settled in most construction projects.

It seems as if many consultants are resulting to the use of computers in their offices to assist them to carry out technical tasks only while the computers in consultancy offices can be used to analyze data got for marketing research and helping to focus on the market situation.

Building consultants and quantity surveyors in particular are generally known to be very keen in trying to get information in terms of new development in the profession for example new materials in the market and their prices. However it seems not common to see analysis by consultancy firms of past trends in business especially in the face of economic climate in anticipation of future events. Very few firms also seem to know the organisation of their competitors in terms of their management structure although it seems there is a general knowledge of performance of the competitor firms in business. Firms generally don't seem keen to establish the source of the competitive advantage that their competitors have over them, although there seems to exist a general knowledge by the firms management of how their competitors are performing.

#### **2.4.2.0 Marketing Planning**

The results of marketing research are very important for marketing planning. Marketing planning is a set of steps which are qualitative and when undertaken in a systematic way produce a statement of intent for various time frames. It involves addressing the review of the market research, mostly the external factors that are likely to affect business activity during a time frame which is considered of relevance. Some of the factors are economic, political and social. In other words, marketing planning involves plan campaign of actions necessary to correct identified weakness and achieve agreed objectives identified in the market research.

Market planning involves a firm deciding on business tactics to employ and preparing a client package both in terms of form and content in which it is presented. The client package should be considered in terms of success in producing client satisfaction. Market planning also involves preparing operation guidelines, appropriate sales and promotional activity programme and budget. All the above have to be seen in the light of manpower and skill requirement and availability.

Just like market research the plans formulated during marketing planning should be monitored and reviewed in the light of conditions encountered and performance achieved. Variance between planned and actual performance should be checked. New information to help the accuracy of assumptions made in planning are sought. The new information should be matched to check whether it supports or contradicts the market research conducted. The effectiveness of promotional activities should be investigated, and the performance of competitors should be evaluated according to what is expected.

Market planning is very important in business organisation. Its main aim is to improve a business organisation's performance. Its involvement in examining opportunities that are likely to become available and preparing opportunities that are, or are likely to become helps to prepare appropriate plans of action. A business firm's future depends on retention of profitable business by means of repeat orders, the profitable continuation of existing services or business activity or by the identification and generation of new business of profitable nature.

Market planning is so potent that some of the tools and techniques used in planning strategy are confused by many people to be the whole marketing function in totality. These are mainly the sales and promotional tools such as advertising, public relations, presentation and selling techniques, corporate identity and pricing. This can be supported by sentiments shared by many people. Gichunge H (1993 A), puts it that "Marketing has been understood to mean advertising, a view which displays ignorance by business people." In dispelling the myths of what marketing is Fisher N., (pp. 5, 1986) points out that some people take marketing to be basically the same as selling while others take marketing to be about client "entertainment," glossy brochures and smooth talking salesmen. He clearly states that the above are not true and says that selling is only one aspect of marketing and it requires a different set of skills from those needed in marketing. About client entertainment and brochures, Fisher says that entertainment, brochures and salesmanship can be important tools of marketing, but they are not themselves part of business marketing. Burges R.A, (pp. 7, 1979) corroborates Fisher's statements by pointing out that to some people selling is synonymous to marketing while others think of it as a strident world of advertising. He points out that these are just functional activities with an organizational title of marketing.

#### 2.4.3.0 Marketing Tools and Techniques.

There are several approaches to marketing. In most cases these approaches depend on the use of one or a 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.

#### 2.4.3.1 Advertising

Advertising is any paid form of non personal presentation of goods, services or ideas (Berkowitz E.N, Kevin, E.A, Rudenis W, pp. 465, 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, newspapers, trade papers, television and radio, bill boards 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.

- 1) BL.24.2.4 - Name and professional offices appearing on letter head 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.24.7 - 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 or having description other than professional affixes, qualifications, services rendered and addresses on site notice board.
- 6) BL.24.9.3 - Site notices of more than 50mm height with an ostentatious 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 services. Advertising of services like those of consultants should be carefully done otherwise

it can backfire. People are still unused 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 (Bloom, P.N, pp.107, 1989) .

Bloom, P.N. (pp.108, 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.

#### 2.4.3.2 Publicity

This is a complementary to advertising. It is the conscious effort on the part of a business organisation 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 services 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) Firms annual turnover results or reports or key staff or organisational 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 by publishers.
- 2) BL.24.12 - Take part in competition 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 recognise 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 can be seen 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" an organisation which though not a branch of Law Society of Kenya it, appears successful both in its efforts to ensure that justice is done in all cases and lawyers are respected and recognised. 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.

#### 2.4.3.3 Sales presentation

Presentation is the order-getting selling process, and its objectives is to convert a prospect into a customer by creating a desire for the product or service. (Berkowitz E.N, Kerin R.A, Rudelins W, pg 449, 1989). Firrant R.J. (pg 8, 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, A (pg 85, 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 H.(pp 7, 1993 A) 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. Competition for professional services where judges are involved are very rare in Kenya. These statements have some underlying truth in them but according to Mochache J.(1995), it can be deciphered that this is only common for naive private clients handling small projects who in spite of being the majority their contribution towards the value of total construction is very small. Experienced private clients, corporations, government, non governmental organisations 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 its uniqueness. The successful consultant in a presentation is likely to be the one who look 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 N.J, Atkinson J.N. pg 105, 1985).

#### 2.4.3.4 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 E.N, Warungi B.C, pg 131 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 (Logan N. pg 25). For some products an increase in price may result in an increase in sales revenue while for others it may result in a decrease.

The effects of price changes to total revenue in three demand situations are shown in the diagram below.

	Elastic Demand	Inelastic Demand	No Change in Revenue
Price Increase	Total revenue decrease	Total revenue increases	No change in total revenue
Price Decreases	Total revenue increases	Total revenue decreases	No change in total revenue

Table 2.1 Elasticity of demand

\* Source: Kibera K.N, Waruingi B.C, pg 132 1988

Determinants of elasticity are availability of substitutes, importance of the products in consumers budget, urgency of consumer's needs and its' relations to other needs.

Building consultancy services have got perfect substitute 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 projects 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 J. (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 F.N., Waringu B.C, pp. 135, 1988).

### **Maximising Profits**

This is an attempt to receive the highest possible profits and can be practised either in the short or the long run.

### **Target return.**

Firms structure their prices in order to achieve a predetermined return on investment or sales. The firms target may be set as a certain percentage return on sales, say 10%.

### **Satisfactory profits**

There are many firms which do not aim to maximise profits, instead they set profit objectives at levels which are viewed as satisfactory to owners and top management (Hillebrandt P.M, pg 88, 1991).

### **Cash Flow**

Some firms set prices to receive cash spent on capital as fast as possible.

### **Sales Growth**

Since the fundamental goal of many firms is to grow some firms objectives in pricing is to promote growth.

### **Increase Market Share**

This is to increase a firm's relative position in total sales within a product or industry range.

### **Maintain Market Share**

The attempt here is to hold on what the firm has.

## Market Competition

The firm in this case adjusts its process each time a competitor alters his price.

Building consultants are disadvantaged when it comes to the use of pricing as a tool for marketing. This is because the scale of fee is set by the respective profession's by-laws. Some restrictions set out in the code of practise for Architects and Quantity Surveyors which are considered as professional misconduct as regards fee are:

Bl 24.18 - Attempt to supplant members or compete by means of reduction of fees or by other inducements.

BL 24.20 - Deviate, by charging less than the recommended charges laid down from the scale of fees.

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 the approved scale of charge will be made or that no fee will be charged.

As has been stated before, the above is a hindrance to marketing. Mochache J.(1995) has noted that one of the reasons why building consultants are out of market is because the services they offer are unaffordable. The above sentiments are shared by Mbaya J.S, Gichunge H. and Anyamba J.T.C. (1993) who seem to concur with the idea that the scale of fee charged should be liberalised and left to the market forces. The danger of this can not however be left unmentioned. It is noted that customers perceive a stronger relationship between price and quality of services than of goods (Rushton A.M, Carson D.J., pp. 19, 1985). It is also difficult to have a common base for the cost of consultancy services because of the intangibility and flexibility and so fees are likely to differ considerably from one professional to another as it is difficult to put value to such things as skill, expertise and value.



#### 2.4.3.5 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 (Barret E.M, pp. 11 19).

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 for "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 image of itself that exists in the minds and eyes of its customers, its employees, the financial world, the media and the public at large (Fisher.N pp. 144, 1986). Corporate identity is the name which a firm is given in business circles to the way in which it is the symbolism of various kinds in which it manifests the nature of enterprise to those who live in it and deal with it (Fisher N. pp. 146, 1986). Corporate identity involves services and products that are offered by an organisation, various environments within which the an organisation operates, and methods of communication.

Fisher N.(pp. 146, 1986) points out that organisations that do not concisely project a personality or identity will usually appear bland, perhaps mediocre, certainly similar to other organisations doing the same thing.

The corporate identity can be communicated by the use of letter heads, 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).

One of the problems which have been noted in marketing of services is differentiation (Bloom P.N, pp. 106, 1984). It is difficult for example to distinguish the services offered by one quantity surveyor from the other considering that the quantity surveyors have undergone similar training and undertaken similar examinations. It is important therefore for consultants to conduct market research of the attributes clients think make a particular consultant's service different and more attractive than that of competitors. The consultant should then look for means of communicating and establishing themselves as possessors of the desired attributes. The building consultants should develop and communicate a distinctive personality image for their services, which appeal to both professionals and people they want to serve.

Maister H.D (pp. 5, 1982) advises building consultants to emphasize on three attributes or personality features to set themselves apart:

- "grey hair ": more experience, specialisation, credibility and contacts
- "more brains": better solutions to problems
- superior procedures

A casual observation shows that some consultancy firms are trying to address themselves to the issues. Professionals in the construction industry are trying to address the issue of developing a corporate identity by trying to adjust to technological advancement

operational in other countries which will greatly affect their marketing. This can be illustrated by the number of firms which have acquired artificial intelligence tools such as computers in their offices as well as incorporation of modern information technology such as telefax and mobile telephones for partners to communicate even when they are out of the office. Therefore it appears prudent for Architects and engineers to try to acquaint and put into use computer aided design (C.A.D) systems in their architectural practices and likewise quantity surveyors should exploit expert systems. These may serve as marketing tools as there seems to evolve a trend for use of Artificial intelligence. There however still remains to be seen home made software packages more suited to the local situation coming from the domestic building consultants.

The construction industry's markets are very volatile due to the high sensitivity that they have to the economic performance of other sectors. This makes marketing planning for construction services more difficult but more necessary. It is more necessary because the resources of any practice are finite and can be easily interchanged with other firms. It is very difficult for a firm to adapt rapidly to sudden changes. Early warning and resulting anticipation of change in the market eases any impact that the changes have on the firm. The firms should therefore try to act in anticipation of certain conditions in an attempt to control their destinies and have knowledge over competitors. Failure to plan might mean reacting to changes or circumstances when it is already too late or in a hurried and ill conceived information which leave fewer possible options or solutions. This lead to loss of the firm's competitive edge in the market place.

### 2.5.0 Uniqueness of Marketing of Professional Services as Compared With Goods

Broadly there are 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 simply 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 C. pp.5, 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 generalisation is possible be it about marketing of goods or marketing of services (Turnbull P. and Lewis B, vol 6, No.3, 1982), (Lewis B, P6 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 fruitful 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. Consequently, one generalised strategy formulation process would suffice for 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 B.M and Reering K.I. pp. 3, 1981).

Each of those 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 generalisation in relation to applicability. Ruston A.M and Carson D.J, (pp.21, 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 actual the process of marketing, adaptation of these generalisations is required to suit different circumstances. The above is illustrated diagrammatically on the next page.

General marketing concepts, approaches and theories

Techniques and concepts of goods marketing

Techniques and concepts of service marketing

Industrial goods marketing

Consumer goods marketing

Consumer services marketing

Industrial services marketing

INDUSTRIAL SPECIFIC MARKETING



SITUATION SPECIFIC MARKETING

Fig 2.2 Services marketing in context

\* Source: Rushton A.M., Carson D.J. pp.21 1985

The ultimate outcome of adaptations suggested by Rushton A.M. and Carson D.J. is reflected in the situation specific practices. In this situation, although the marketing concepts and many techniques are universal, the marketing practices are often unique to that situation. Rushton A.M. and Carson D.J. (PP. 22, 1985) have pointed out that there is a considerable degree of commonality in marketing practice across consumer goods, industrial goods, consumer services and industrial services. It should be remembered that because both goods and services marketing are derived from the one body of general marketing theory, there are also many areas of commonality.

The most frequently cited and widely set of service characteristics which are relevant and significant from marketing perspective as compared to goods are intangibility,

heterogeneity, perishability, inseparability of production and consumption, strict ethical and legal constraints as well as buyer uncertainty.

### 2.5.1 Intangibility

Services are intangibles. " A good is an object, a device, a thing, while a service is a deed, a performance, an effort " (Berry, 1984).

There is double intangibility of services, because unlike a good a service can not be touched and it is difficult to grasp mentally (Betson et al 1978). Services cannot be experienced through any of the senses prior to purchases. Services, unlike goods, cannot be owned. Services are consumed not possessed. This makes it difficult for marketers to demonstrate and describe as well as set the price which demonstrates a value for money. It is also difficult to test a new service for consumers acceptance since they cannot tell before hand what the service is like.

Marketing difficulties for services due to intangibility of services are those of communication and ability to conduct market research. Dual intangibility of services makes decision making difficult for customers, as they may perceive a high level of risk in services purchase which makes them prefer to seek service information from personal acquaintances rather than from marketer-dominated sources and they may find services difficult to evaluate (Buttle F, pp237, 1989).

From the foregoing it seems that services are what the economists call credence goods in that purchasers must place great faith to those who sell to them. Professional services can usually lack attributes that a buyer can confidently evaluate before or even after making a purchase. When consumers buy a new sofa set for example they can sit on it, touch it and compare prices before making a decision. After eating in a restaurant, the experience itself

is usually enough to tell diners whether they are happy with their meal and therefore whether they would return. The above seems to suggest that the marketers of professional services should try to make the services appear tangible. The marketers of services might improve tangibility by emphasising on the results of the services rather than the actual offer. An architect might for example emphasize on a more functional building and a building which is more aesthetically appealing. The quantity surveyor can emphasize on savings as well as value for money.

### **2.5.2 Buyer uncertainty** for the same purchase.

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 recognise their need, they may entertain the wrong ideas about what the services may cost and what the professionals can do for them (Bloom P.N., pp. 104, 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, experience levels, or equipment and skills necessary to use the equipment. Moreover uncertainty continues even after the service has been rendered, since laymen are generally unable to determine for example whether a case was pleaded properly, an audit done thoroughly, a building designed safely or a surgical procedure handled competently.

The buyer uncertainty is more for services than for goods mostly due to intangibility of services, which means the lack of tangible attributes that can be easily evaluated.

### **2.5.3. Heterogeneity** for a good has the problem of inseparability. This is because a service

Because services are always performed and involve a human element even if only on the part of the user, they cannot therefore be standardised in the same way as goods



(Rushton A.M., Carson D.J. pp.22 1985). A service is always subject to some variation in performance (Sasser W.E. pp.133 1976) and developing realistic standards of performance is extremely difficult (Rathmell J.M.,pp.32 1966). In the absence of tangible attributes, it is hard to establish objective standards of service product quality, equally, quality is hard for consumers to assess prior to and even after, purchase (Butle F.pp.237,1989).

Due to lack of homogeneity, buyer uncertainty may increase as consumers can not be sure of the same quality for the same purchase.

The problem of service firms not being able to distinguish themselves as different from their competitors calls for service firms to look for ways and means of appearing different from others offering similar services. In marketing it is important to assure the consumers of the quality of the product that they are about to purchase. Quality assurance is therefore very important in marketing of building consultancy services in order to enhance the clients confidence to engage the consultant. In the cases where the clients insist that they want the same services like others before them, the clients can be made to feel that the package that they are getting is a customised one and therefore their purchase is unique and specially made for them. This can help clients to understand and appreciate the differences in the services offered to the different clients as well as enhance their confidence for their purchase.

#### 2.5.4 Inseparability

A service unlike a good has the problem of inseparability. This is because a service cannot exist without its provider.

Each service must be produced by an individual professional, whose work can not be delegated unless to another professional and also the value of the human judgement in the provision of service cannot be replaced with mechanical or non mechanical means perfectly. Human judgement and experience are very important in the provision of services. This limits the capacity of the providers of the services. There is also the need for participation of the customer during the purchase process, for example in his statement of the brief, the building client has to state clearly and concisely exactly what he wants

### 2.5.5 Perishability

Services cannot be produced before they are required and then stored to meet the demand unlike goods (Rushton A.M., Carson A.J., pp. 23. 1985). This means that if a service is not used when it is available then the service capacity is wasted. The major problem for marketing resulting from this is how the marketers of services manage the demand so that it is experienced at the wanted times and quantities (Kotler P., Bloom P.N., pp. 1984). Excess demand for services may need to be generated to 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.

Price differentiation for services have been suggested (Kotler P. Bloom P.N. 1984) as a way to manage the demand during different periods. Service providers can increase fees during high demand periods to reduce the demand and lower their fee during low demand period to increase demand.

### 2.5.6 Strict ethical and legal constraints

Marketers of goods and commercial services are mostly free to sugar-coat, soup up, or scale down their offerings to please the customers as long as they obey health and safety regulations (Bloom P.N. pp. 103 1984). Some examples are;

Listerine..... the mouth wash that fights morning breath and leaves your breath clean and fresh hours longer than the number two mouth wash.

The Bic debate.....There is no debate about one thing; bic is the best.

Toss is the number one house wash..... Pick Toss and toss away the rest.

The marketing of services is not carried out as for the goods illustrated above. Ethics and standards discourage professional firms from knowingly marketing services which while "pleasing" customers, might mislead or eventually harm customers or third parties. Thus lawyers usually avoid claiming that they can win certain types of suits better than their competitors, editorial consultants tend not to guarantee their ability to get articles placed in specific publications. Similarly, accountants resist any client pressure to overlook financial irregularities and such activities that would not only hurt the interests of the client but also lead to formal complaints from the third parties like investors. Doctors also don't give guarantee for their treatment nor claim publicly to be better than others in their profession.

### 2.5.7 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 use in selecting a professional, they tend to focus on one question; Have you done it before? (Bloom P.N., 104 1984). Using an experienced professional makes a risky purchase seem less risky (Bloom P.N. pp. 105.1984). Among other things if, anything goes wrong, a

buyer may avoid being blamed by his superiors or family for choosing an unproven professional.

The requirement for experience creates the problems for professional organisations. Firms with expertise in limited areas often have difficulty diversifying into new lines of work. "Newness" in professions is not nearly as favourable an attitude as might be for a soft drink. A new soft drink into the market might mean a different taste and create demand by curious consumers.

From the above discussion it appears that the professional firms may overcome the problem of experience by recruiting people possessing the needed experience or by merging with experienced firms. Recruiting people possessing the necessary experience might bring in the problem of jealousy and personal conflicts among new and old workers in the firm. There is also the risk of two firms not blending well in a merger or joint venture agreements. So the step to be taken should be well considered and implemented.

#### 2.5.8 Immeasurable benefits of advertising

Marketing of professional services has the problem of immeasurable benefits of advertising (Bloom P.N. pp. 107,1984). Advertising is generally a very useful tool for helping an organisation differentiate and sell its products. Many professional organisations still bar their members from openly advertising for their services.

Bloom P.N. (pp. 107 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 they may not like the idea. Clients, or even referral sources could interpret



advertising by a firm as suggesting that it lacks competence. Bloom P.N. further suggests that even if advertising was acceptable both by potential clients and legislation it may not be worth the expense because professionals typically need to reach very narrow audience, which will notice the advertisements only at very infrequent times it needs the services and which requires complicated explanations of the service. He advocates for more cost effective methods of marketing such as personal selling and seminars or other promotional approaches.

From the above it appears that the most logical way to approach marketing of professional services could be by the professional firms searching for closer techniques of identifying a target audience that can be reached with low cost specialised publications. The consultancy firms could monitor the results of this approach by tracking such areas as number of inquiries received and receptivity of clients to seller calls.

#### 2.5.9 Converting doers into sellers

Whether or not advertising is used, personal selling should play a big role in marketing of professional services (Bloom P.N. pp,107 1984). Traditionally, professional service organisations 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 the others. 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 the staff.

Bloom P.N. (pp.107, 1984) has pointed out that clients prefer to be courted by persons who actually perform the tasks. 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, " clients for building consultancy services have demonstrated a clear preference for marketing organisations composed of closer doers" i.e. those who sell in addition to doing technical work. Where the professional making the sale can assure the client that he or she will be personally involved, to a credible degree, during the execution of the project makes the client more happy (Weld Coxe PP. 152 1980).

The above problems call for building consultants to think of ways and means of overcoming this marketing problem. Building consultants might overcome the above problems by considering marketing skills when recruiting their staff. Thus, other things remaining equal including competence at performing the professional tasks, the applicant who exhibits an interest and has the potential for selling should be given preference in the recruitment. The management of the consultants can also incorporate sales training programs into staff development programs. They can teach professionals basic marketing skills such as identifying and qualifying leads, stimulating referrals, courting prospects, making presentations, negotiating deals, closing sales and managing relationships. The management can encourage marketing by making it more rewarding. Firms can give bonuses, raises in salaries, promotions, new offices and other rewards to those who bring in and retain clients.

Improving selling skills of junior staff can have its own danger in the sense that the staff can opt to leave the firm with some of the valued clients to open up their own

consultancies. There is also a danger of competition for clients among the firm's professional staff creating ill-will and reduce co-operation and also too much time might be devoted to selling at the expense of quality performance of the services which is a vital tool of marketing.

Devoting too many hours by the partners making speeches, serving in prestigious committees, dining with important contacts or taking other actions which can support the marketing effort might lead to neglect of services provided and therefore defeat the purpose that it is supposed to serve. This calls for a careful balancing of the time by the partners.

Fisher N. 1984 suggested that the use of marketing support experts by building consultants can help in their marketing effort. He strongly suggested the use of the marketing experts in the following circumstances in order to reap maximum benefits:

- (i) Where senior staff of a firm have insufficient or no experience in the area of marketing
- (ii) Where the consultancy firm is not large enough to warrant full time marketing expert
- (iii) Where the existing staff have major commitments in other areas
- (iv) Where there is a need to bring in new ideas
- (v) Where there is a need to sharpen existing skills in certain areas like market research, advertising, corporate image development and training
- (vi) Where the consultant is engulfed in organisational pressures or politics and there is lack of objectivity and freedom in decision making.

Bloom P.N. has suggested that the professionals should spend some of their leisure time socialising with prospective and existing clients, or referral sources at restaurants, country clubs, political groups, civic organisations and trade association meetings. These

suggestions of marketing are not all embracing and therefore can not be said to be totally all the marketing that is needed. In Kenya some building consultants have performed dismally while others have totally wound up because of the partners joining groups that are not politically right.

## **2.6.0 Uniqueness of marketing of building consultancy services as a special case for marketing of services**

The building consultants are likely to face unique challenges more frequently that affect them more intensely than do marketers of goods and non-professional services. Some of the problems stated earlier, those of: strict ethical and legal constraints, nature of the construction industry, buyer uncertainty and need to be perceived as having experience, limited differentiability, limited time for marketing and conversion of doers into sellers affect the building consultants as explained in the following discussion.

### **2.6.1 Nature of the construction industry and its effect on marketing of consultancy services**

Unlike all the other professional services, building consultancy services are not direct. When a customer eats in the restaurant the experience itself can tell the customer whether they are happy and they would return or after a legal representation a client can tell whether the case was well mitigated or not because it involves the results are judged by the performance of one professional. The nature of the construction industry is such that several building consultancy services have to be combined with the construction management services from the contractor in order to yield the client tangible gains. It therefore seems



difficult for the clients to evaluate and apportion the credit for good work for the services that they receive. It is also difficult for example, for clients to evaluate where the credit for a structurally stable building should be given, that is whether it is as a result of the engineers design or the contractors workmanship. Similarly an aesthetically appealing building will be difficult to say whether it results from the good work of the architect or the work of the contractor. The lower construction costs or the general economy in construction is difficult to evaluate and decide whether they are due to the work of the good contract administration by the Quantity surveyor or by the management on site by the contractor.

In other words the nature of the construction industry divorcing design from construction as well as the requirement for a combination of several professionals to produce the final building makes it difficult for marketers of consultancy services. The professionals have no clear cut boundary in the eyes of the clients in the sense that the professionals work as a team. The Architects orthodox role combines the design responsibility with that of the management responsibility and the Quantity Surveyors role has emerged as yet a further management responsibility whose purpose is to co-ordinate the other management responsibilities. The above scenario makes it difficult for building consultants to market themselves as individual professionals as no single service can alone be able to directly realise clients satisfaction.

### **2.6.2 Legal and ethical considerations in marketing consultancy services**

Building consultants are faced with legal and ethical constraints that are enforced by professional societies certification boards and the government. The following are the major governing bodies that govern the operation of building consultants; The Architectural Association of Kenya (AAK), The Institute of Engineers of Kenya (IEK), The Board of

Registration of Architects and Quantity Surveyors (BORAQS), and the Board of Registration for Engineers (BRE).

The building consultants governing bodies have got rules governing the operation of the consultants as enshrined in various documents. The Architects and Quantity Surveyors have to observe the Architects and Quantity Surveyors chapter (CAP 525 of the laws of Kenya). The Engineers have to adhere to the Engineers chapter (CAP 530 of the laws Of Kenya). Each professional has to adhere to the constitution of the professional organisation that they belong to. There is also the principles of professional conduct and code of ethics for AAK as well as one for IEK members.

The rules and regulations aim to bring honour and respect to the respective professions and in so doing do not allow the use of certain tools and techniques which are thought to demean the image of the professions. Such marketing tools as advertising, reduction of the scale of fees, touting for clients and competition are not allowed by the respective boards.

### **2.6.3 Buyer uncertainty in marketing of building consultancy services**

Many building consultancy clients lack the technical skills necessary to assess how important it is in terms of performance it is for professionals to have certain credentials and experience level. As has been stated earlier many clients want consultants who have experience in their field of specialisation and inexperience to many clients implies lack of knowledge. This makes it difficult for new consultants to market themselves as they are considered naive. However, what many building clients do not realise is that any building project is unique in its own way. Experience should therefore not be presumed to be a substitute to an analytical mind. A good professional should have an analytical mind so as

not to be tempted to use set standard solutions. Experience and intuition are vital ingredients in making a good building consultant but their value can be outweighed by an analytical mind.

#### **2.6.4 Homogeneity of building consultancy services and marketing**

Building consultants have standardised services due to their training. This makes it difficult to differentiate services, which is very important in marketing. The building consultants have got a problem of distinguishing their practices from those of their peer and competitors. The professional bodies, that is the AAK and the IEK, are supposed to oversee the strict adherence to the code of practice and setting of examinations to enable individuals to practice as registered professionals in the areas of building consultancy.

#### **2.6.5 Allocation of time to marketing of building consultancy services**

All building related projects have a definite starting period and definite completion date. This means that there is very little time left for marketing as pressing dead lines have to be met in all assignments.

#### **2.6.6 Converting doers into sellers of building consultancy services**

The employment of professional marketers to assist in marketing of building consultancy services is difficult as has been indicated earlier. Clients prefer to deal with people who can both sell the services and perform them. The main marketing problem here is that unlike many other services the issues involved in building consultancy are in most cases too technical to be understood by non-professionals. This means that marketing of building consultancy services seems to be only viable if it is undertaken by professionals in respective areas of building consultancy services.

## 2.7.0. Marketing management models

From the foregoing literature reviewed it is evident that marketing of consultancy services is so involved with complex relationships, and so beset with imperfect knowledge that decisions are often by sheer intuition rather than rational analysis. Experience and intuition are vital ingredients in marketing but their value can be enhanced by objective analysis. Due to the reliance of human judgement and uniqueness of various marketing situations it is impossible to derive marketing "laws" in the same manner the laws of physics, that is replacing creative functions of marketing with formulas. However marketing can become more and more of a science. This is by using the analysis of information necessary in marketing. Generalized information can overcome the use of trial and error efforts which have hitherto been necessary. The various models of marketing of building consultancy services have been reviewed in the next chapter.

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**MARKETING MODELS APPLICABLE TO BUILDING CONSULTANCY SERVICES**

This chapter reviews the various models of marketing management that can be used for marketing of building consultancy services. Each model's points of strength and weaknesses have been evaluated and ultimately an ideal theoretical model for the study has been developed.

The four models evaluated here are :-

- (i) Core system model
- (ii) Input- output model
- (iii) Systems approach model
- (iv) The conceptual marketing model

**3.1 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 communications to the market; in return it receives money and information. The inner loop is an exchange of money for the services ; the larger outer loop is an exchange of information. This relationship has been illustrated below.

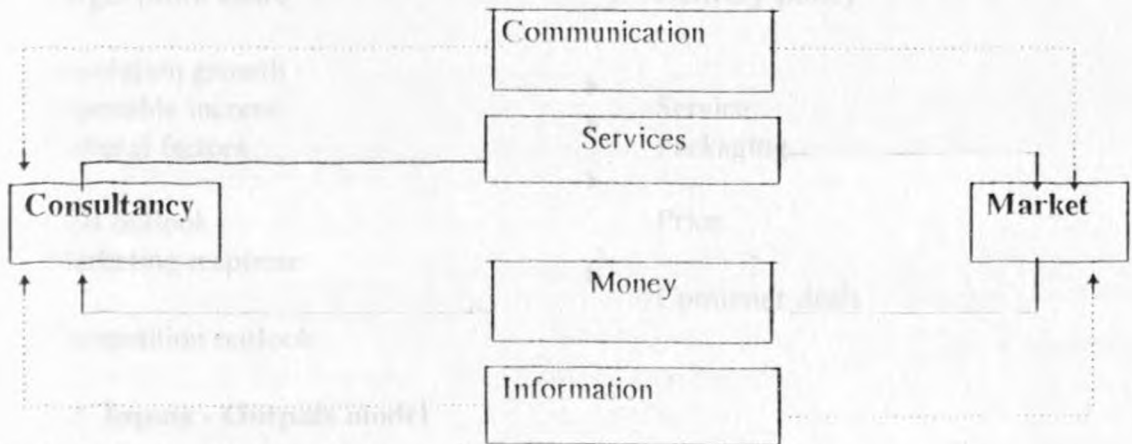


Fig 3.1 Core systems model

\* Source : adapted from ( Kotler P. 1970, p. 136 )

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

The main limitations of the model are;

1. The model is too elementary or deceptively simple. The modern marketing system requires additional considerations like segmentation of clients, presentation, 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 constrains the decision making.
4. The model does not consider the client who should be the focus of any production.

### 3.2. The input - output model

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

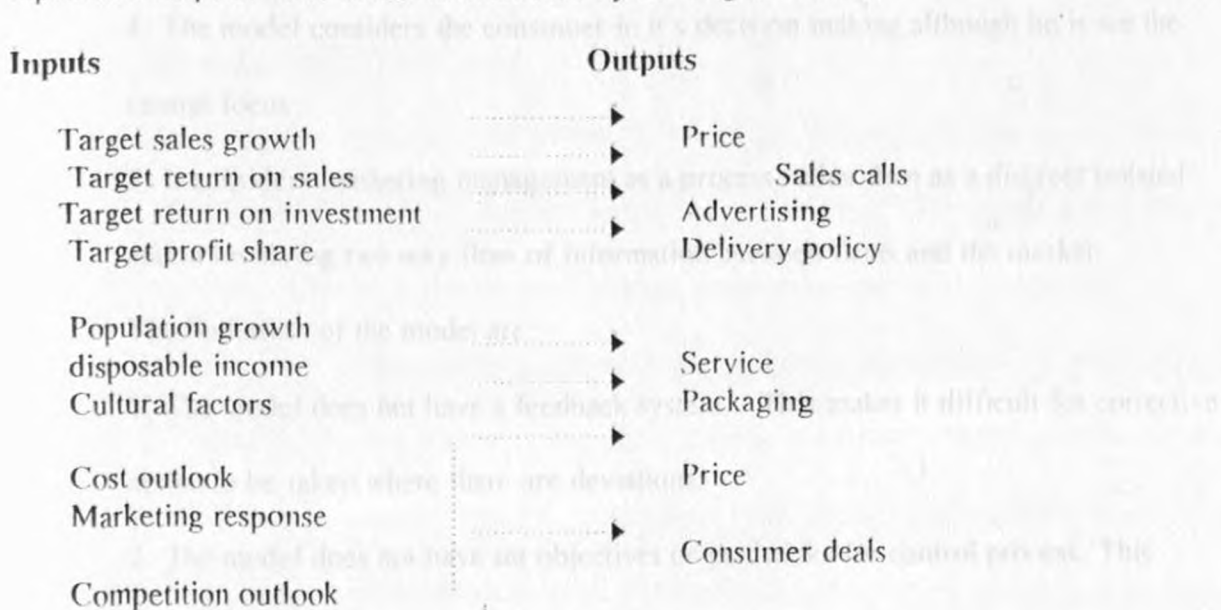


Fig 3.2 Inputs - Outputs model

\* Source: adapted from ( Kotler P. 1970, p. 40 )

To influence trade the firm uses the price, sales calls, advertising, credit policy, delivery policy. To influence the consumer 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.

The model has the following 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 organisation 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 it's 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.

The limitation of the model are:

1. The model does not have a feedback system . This makes it difficult for corrective action to be taken where there are deviations.
2. The model does not have set objectives or yardsticks for control process. This makes it difficult to gauge the marketing effectiveness.



3. The model does not have a feedforward system. The feedforward system enhances the evaluation of the already set goals. The feedforward activity is a future directed control process in which information is fed into the transformation process to help marketing management system 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 firms goals as it has no standard approach to problem solution.

5. The model does not seem to focus on any central objective. The model therefore does not show the order in which inputs are fed into the system. This makes the model to appear just like a generic situation of marketing approach.

The input - output model 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.

### **3.3 Systems approach to marketing**

Marketing is a system by definition, if we accept Webster's dictionary definition of system as "an assemblage of objects united by some form of regular interaction or interdependence". Objects in this case are pricing, promotion, sales and distribution.

The objective of the systems approach in marketing management is to provide a complete "offering" to the market rather than merely a product. If the purpose of the business is to create customers at a profit, then their needs of the customers must be carefully attended to, we must study what the customer is buying or wants to buy, rather than what we are trying to sell.

In the consumer products for instance one has to understand that the customer buys nutrition (not bread), beauty (not cosmetics), warmth (not fuel). On the next page is an illustration of the systems approach to marketing.

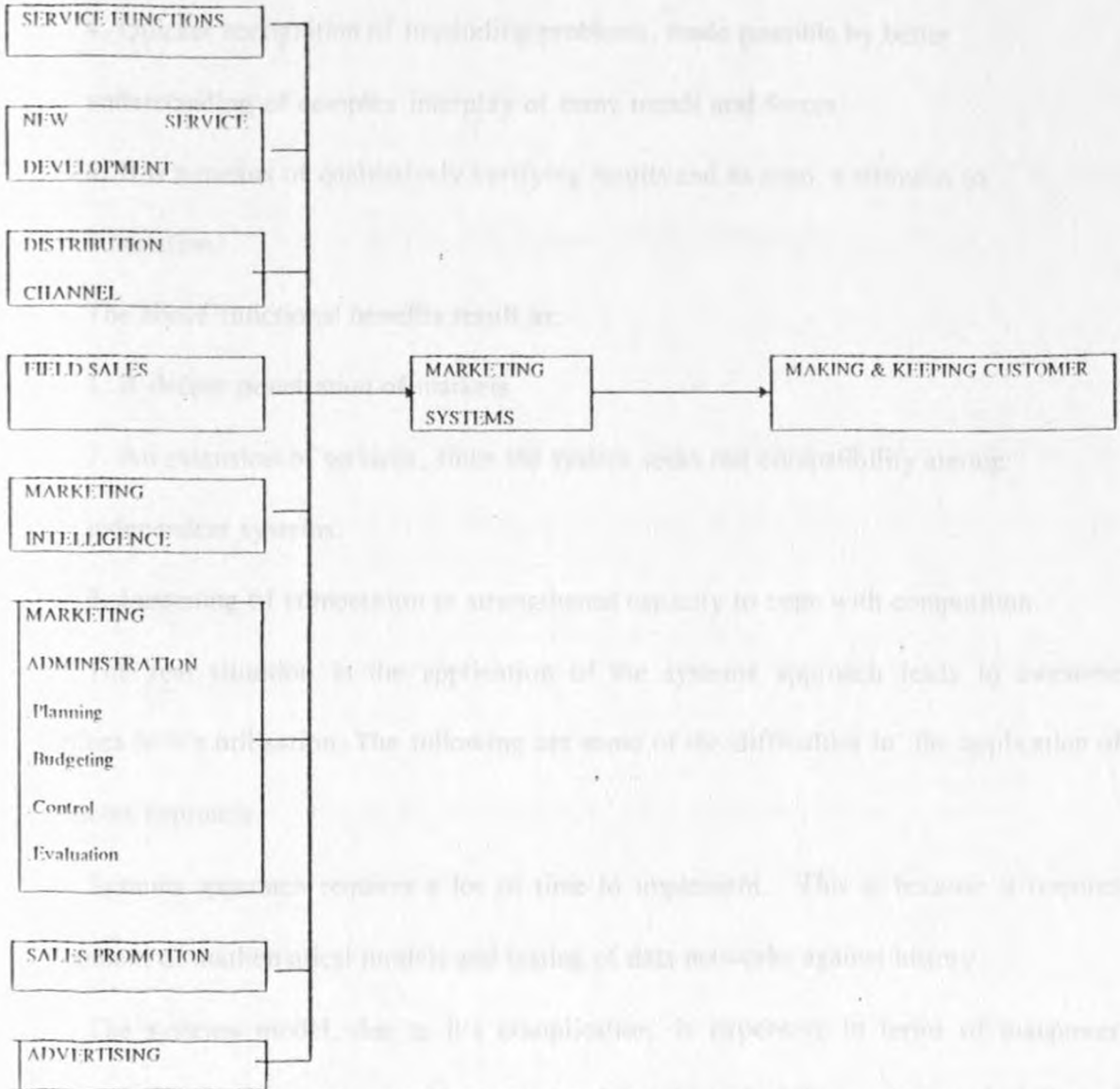


Fig . 3.3 Marketing subsystems and the total system

\* Source: adapted from ( Adler L. 1969, p 106 )

The use of the systems theory can bring considerable advantages. It offers:

- I. A methodological problem solving orientation with a broader frame of reference so that all aspects of the problems are examined

2. Co-ordinated deployment of all the marketing tools.
3. Greater efficiency and economy of marketing operations due to proper co-ordination.
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 as seen, a stimulus to innovation.

The above functional benefits result 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.

The real situation in the application of the systems approach leads to awesome difficulties in its utilisation. The following are some of the difficulties in the application of the systems approach.

Systems approach requires a lot of time to implement. This is because it requires development of mathematical models and testing of data networks against history.

The systems model, due to its complication, is expensive in terms of manpower required. It requires manpower with exceptional intellectual ability, conceptual skills and specialised education. This manpower is exceedingly in short supply.

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 can not solve them as one person might lack enough knowledge, tools and control.

Unlike other business functions where standardized approaches to the problem are available, systems must be tailored to the individual situation of each firm.

Some uncertainty always remain and this has to be dealt with on the basis of personal judgement and experiences.

There is scarcity of hard data for example how many people come across advertisement and the number of times that they do. It is for example difficult to measure how a firm's reputation for service affect client buying behaviour.

### **3.4. The conceptual marketing model**

Due to the drawbacks encountered in the other models evaluated an ideal model the following factors were considered to be of importance in developing an ideal model without the shortfalls experienced in others

1. The model had to be geared towards the clients satisfaction. In the final analysis a consultancy firm is not selling services but rather clients satisfaction.
2. The model had to identify customers and their individual needs.
3. The model had to take into consideration the external environment which in most cases causes deviation between the results and projections.
4. The model had to display that there is clear identification of the consultants nature of business.
5. The model had to show that the firm of consultants have to identify their competitors points of strength and weakness.
6. The model had to show a feedback loop that helps the firm in reorganising and plan for future and build in organisational flexibility, so as to meet and cope with the

change. It helps to monitor and review plans in light of conditions encountered and performance achieved.

7. The model had to consider that the firm has to prepare the client a package both in terms of form and content.
8. The model had to consider that the consultancy firm prepares appropriate sales and promotional activity program and budget.

The major elements of the marketing system are the client, the marketing mix, construction organisation and the environment.

The clients are the people or the organisations with needs to be satisfied, who have the necessary supporting finance available, and with the level of commitment necessary to spend the money in the satisfaction of their needs. The clients who form the market should then be clearly identified sector by sector, quantified in terms of existing and potential business, and a decision taken as to what sectors to concentrate on. Sectors can be in terms of services offered or type of client.

Marketing mix is governed by service and product planning, presentation and promotional activities, fee structure and channels of delivery. It is a set of all services that a particular organisation makes available to the clients. A narrow marketing mix means specialisation. A firm should define a market and show how its services meet the needs of a particular market. Presentation and promotional activities are service package, advertising, personal selling and sales promotion. In most cases the market place determines the price however the fee structure of the consultants is set by the Act of parliament and stipulated in Cap 525 of law of Kenya.



The construction organisation is a non-marketing resource which determines marketing. It includes techniques and methods of the production system, location of the organisation, public image and professional expertise in the organisation.

The business environment in which the organisation operates will naturally influence its performance. The firm can not influence the environment it can only adapt to take advantage of the prevailing situation. The micro environment has factors generally within a national economy that reflect a society in terms of political policy, social values, patterns of age and wealth distribution. The micro environment includes factors such as traditional practices and relationships, suppliers of goods and services and demand units.

An effective marketing management model should aim at satisfying a client. The basic premise in the study is that a client is a rational consumer and will only hire a service if he perceives that he will be in a better position after the purchase. More customers for goods, technical and professional services are won in homes, factories, farms, recreational activities by personal recommendation than by salesmen in their calls, or by retailers in their displays. Notwithstanding the power of advertising the power of the spoken recommendation is by far more powerful. The power of the spoken word is a potent factor in sales making and it is necessary to recognise, first that a customer's friends are commonly in the same social, income, vocational, interest and age group. Repeat sales should always be aimed at by the building consultants. A satisfied customer is the best advertisement. Unfulfilled promises lead to dissatisfaction. The firm marketing its products should aim at satisfying the client and making the client feel that if he does not make the purchase he loses the better choice.

Conceptual marketing model of Building Environments Marketing in Kenya

Artesia's Innu Nanyang 4, 1986

Without proper knowledge in the field of marketing by building consultants it is difficult for them to carry out their marketing management in a well developed manner. Since marketing of building consultancy services is so involved with complex relationships and so beset with imperfect knowledge and so marketing of building consultancy services will in most cases be by sheer intuition than by a rational analysis. There are two stages that are likely to hinder the free movement of the marketing management process. These stages are the stage where the firms plan for the services presentation, promotional activities, fee structure and delivery channel, and the second one is where a firm is required to develop a marketing plan and marketing mix.

The laws governing the operation of building consultants in Kenya restrict use of advertising which is one of the most useful tools of promotion while the fee structure is set for all firms. The fixed fee structure also interferes with the development of a marketing plan and marketing mix.

The factors discussed above are inter-related as shown below.

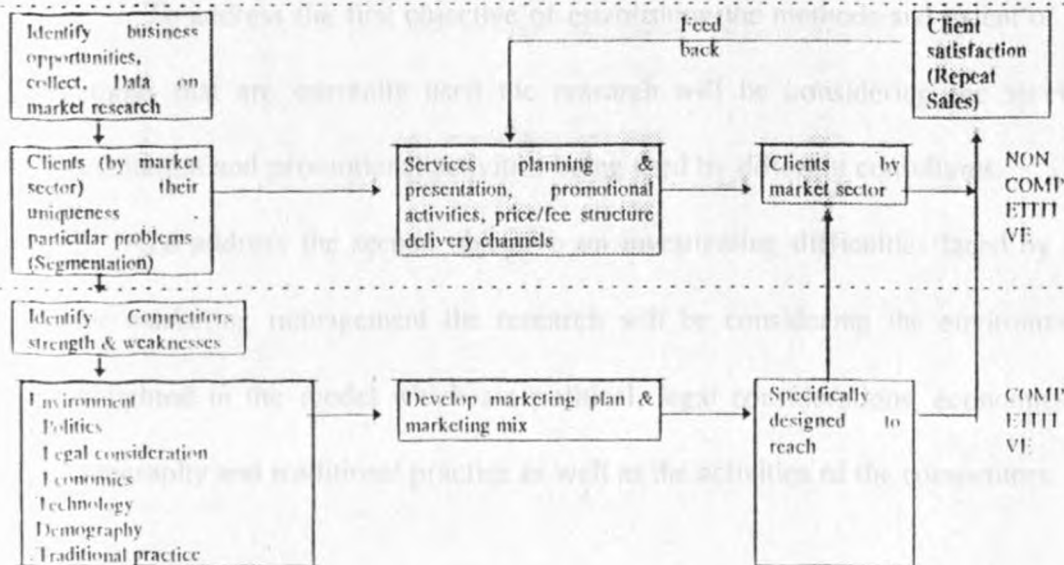


Fig 3.4 Conceptual marketing model of Building Consultancy Marketing in Kenya

\* Source : Adapted from Norman F.1986

People in marketing are always competing with others who are free to use new strategies and ingenious tactics to try and achieve their objectives. Marketing equilibrium is the concept that most effectively characterises a marketing situation in its overall form. This is a state of market (usually in a dynamic state) in which each competitor is acting to maximize his objective.

Consultants taking part in marketing should think not only what they would do if the world should hold still, but also what their strategies would be in the event that the competitors should react intelligently with counter strategies. This means that an ideal marketing model for the consultants should include all factors that help to focus on the satisfaction of the client. Each client should be a focal point as an individual with unique requirements and feedback of the results should be evaluated.

The conceptual model developed above will be used to evaluate data collected from the research. The evaluation process is done by comparing the responses got from the field in the light of what is expected from this ideal model.

To address the first objective of establishing the methods and extent of the marketing methods that are currently used the research will be considering the services planning, presentation and promotional activities being used by different consultants.

To address the second objective on investigating difficulties faced by consultants in their marketing management the research will be considering the environment factors as highlighted in the model which are political, legal considerations, economics, technology, demography and traditional practice as well as the activities of the competitors.

To address the third objective of how building consultants surmount their difficulties in marketing, the research will be looking at the services planing, presentation and promotional activities but this time on a second phase after the feedback.

To establish the feelings of practising consultants on the existing by laws and legislation governing their operation, this is an overall look at the whole model relating to the various factors highlighted.

Firms which practice marketing effectively should consider the above factors in their business management operations. The study sets out to investigate whether the following factors are considered by the building consultants in their marketing management. These factors are identification of business opportunities, client segmentation, competition, environment, marketing mix services planning and promotional activities.

Marketing for Construction Industry

Handbook for Consultants and other professionals

Longman London 1986

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## CHAPTER FOUR

### BUILDING PROFESSIONS, LEGALITY AND ETHICS IN KENYA

#### Introduction

This chapter extends the general background of building consultancy in Kenya. It will help to focus on the professionals involved and their roles in building projects as well as the institutional framework in which they operate. In order to understand the existence of certain restrictions exercised by certain professional bodies it is important to understand the evolution and development of the various professions involved in building projects. The following aspects are considered in this chapter;

- (i) Professionals involved in building projects
- (ii) Evolution, development and contribution of building professions to the construction industry
- (iii) Legality and ethics in marketing management
- (iv) Legality and ethics in building consultancy
- (v) Professionalism, registration and regulation of building professionals in Kenya.

#### 4.1.0 Professionals involved in building projects in Kenya.

The construction industry embraces a wide range of loosely integrated group of consultants that collectively design and manage a wide range of buildings. The design of buildings, their structure, each separate service, the acoustics, landscaping and indeed all other elements give rise to the need for separate professional skills. Similarly management may be broken down into the work of budgeting, scheduling, contracting, surveying, estimating, planning, purchasing, accounting and man management specialists.

Provided the designers use traditional construction arrangement professionalisation provides the primary means of co-ordinating their independent work. Traditional construction means any established method of construction in which the functional performance of the end product is understood, the pattern and roles are reasonably consistent, the materials, components, plant and equipment needs are available and local construction teams are well-practised in the skills required. Essentially, traditional construction arrangement provides details which are well known. In the traditional construction arrangement there are three main divisions of consultants; architects, quantity surveyors and engineers. The change in need for buildings and demand for more diversified services has led to the emergence of new roles and involvement of more consultants such as project managers, land surveyors, planners and valuation surveyors.

#### **4.1.1 Architects**

Architects are usually regarded as leaders of building teams. The architect's first task after appointment is to discuss with the employer his building requirements. This begins with a list of needs commonly referred to as the brief. When both site details and principal building requirements are known, preliminary designs are prepared including estimates as part of the proposal. After approval by the employer, an outline planning application will be submitted, preparation of sketch designs and approximate estimates is prepared. The structural and services schemes either by consultants or specialist sub-contractors are then carried out. The architect is involved in the preparation of working drawings and invitations for tenders for specialist suppliers and sub-contractors. During the preparation of bills of quantities the architect maintains close contact with the quantity surveyor in giving specifications. In some negotiated contracts architects help in

recommending contractors that they have worked with before to enter into contracts. The architect supervises the construction of work and gives the contractor such instructions as he considers necessary in relation to the execution of the work. The architect may issue any variations required although he cannot insist on unreasonably high standards of workmanship, going far beyond that which could reasonably be contemplated from contract documents without the contractor's consent. The architect acts as an expert adviser and agent for the employer. In his capacity as agent of the employer, the architect enters into many contractual obligations, ranging from the acceptance of a tender to variations of working drawings.

The architects certify interim payments during the construction process and the final account at the end of project. The architect secures the remedying of defects at the end of the defects liability period.

The amount of specialised knowledge required for the design of a modern, complex building is so great, that the architect will almost certainly need assistance from other specialists.

#### **4.1.2 Quantity Surveyors**

Quantity surveyors are professionally trained, qualified and experienced in the area of construction cost, construction management and construction communications. The quantity surveyors use plans, specifications and details prepared by architects and produce documents known as bills of quantities (BQs), of all materials and labour required to produce the building. This document is used by the contractors to prepare their estimates for the works. While the work proceeds the quantity surveyor checks, measures and values the actual materials used, and agree with the contractors the cost of

any amendments to the project. On completion of the project the quantity surveyor agree on the final account with the contractor.

From the inception of a new building project, the quantity surveyor can give practical advice on likely cost of the scheme. He can advise on comparative costs of alternative lay-outs, materials and methods of construction. He can also assess how long it will take to build and produce estimates of future maintenance and running costs.

The quantity surveyor produces a realistic budget and cost plan showing the distribution of costs over the various elements. Cost planning helps all members of the design team to arrive jointly at practical designs for the project and keep within the budget. If designs are changed the quantity surveyor will assess the cost implications. Cost planning improves the economy standards and better value for money is realised and also minimises the risk of overspending on some elements and therefore leads to a balanced design.

The quantity surveyor can advise on the best form of contract for a specific project. The contracting arrangements range from competitive tenders to negotiated tenders and each specific project needs an individual solution.

The bills of quantities prepared by the quantity surveyor help to give a uniform base for contractors to tender. The bills of quantities reduce the time required by each contractor to prepare his own bills from which to price.

The quantity surveyor provide is trained and is therefore expected to give frank, sound and practical advice on contractor selection. The quantity surveyor considers industrial relations records past performance in meeting standards and time targets and quality management in making recommendations to the employer on the contractor.

In most construction projects the contractor is paid monthly. The quantity surveyor values all the work done per month and provides a recommendation for certified payment.

#### 4.1.3 Consulting Engineers

Consulting Engineers are specialists in structural work civil and mechanical and electrical engineering services. The architect's knowledge and experience in these specialised areas will normally be insufficient to cover these functions effectively. These consulting engineers normally operate independently either as Structural, Civil Mechanical or electrical engineers.

Structural engineers investigate and advise upon such basic data as the bearing capacity of the ground on which the building is to be erected. The structural engineer prepares necessary designs, specifications and other relevant documents on the approximate sizes and materials for various structural members of the building and generally guides architects and other members of the design team in these issues. When final design is agreed and working drawings are prepared, the structural engineer prepares his own detailed drawings. During construction he checks that the correct type and quantity of materials are used and that the workmanship is satisfactory.

Mechanical engineers prepare the necessary designs, specifications and other relevant documents and sometimes obtain quotations for the work, and submits a report on mechanical services. The mechanical services encompass methods of controlling the internal environment by means of heating, ventilating and air conditioning. They also deal with plumbing and drainage installations as well as lifts and boilers.



The electrical engineers prepare the necessary designs, specification and other relevant documents and at times obtain quotations for the work and submit a report. The electrical engineering services encompass electrical supplies for lighting and mechanical and powering other services in the building.

#### 4.1.4 Other Consultants

In the complex construction projects today there are very many consultants who are involved. Some new roles have emerged and more specialisation has occurred even among existing professions. Landscape architects, interior designers, brief consultants and acoustics consultants are some of the new professions that have emerged from the orthodox role of the architect. Environmental engineering is an emergent role for the engineers.

Project managers are employed in some large projects to relieve the architect some of the duties of project management. Project manager plans, manages and controls all the work of the building team on behalf of the clients. They assess employer's requirements, planning potential, advice on site acquisition, general viability, appointment of consultants and their fees, financing of project, type of building contract and the disposal of completed investment if applicable. Project managers establish communications, all statutory and local consents as well as seeking the approval of final design. Project managers plan financing and cost control, oversee contract progress and liaise during contract on progress, cost and cash flows with the building consultants involved in a project. The project managers oversee and control the handover of building and associated facilities.

Land surveyors are employed in building projects as specialist advisers, and normally carry-out preliminary surveys of land, services, levels and other salient features which might affect a subsequent building on the land they usually then produce scale plans of their surveys for others to use.

Building surveyors are specialists in the construction of buildings and performance of the materials from which they are made. Building surveyors deal with accounts and the assessment of the building during its functional life. The Building Surveyors can be employed in life cycle costing. Life cycle costing involves the examination of initial capital costs and future operating costs of a complete building or parts of a building over a selected period of time, in order to determine the most effective design option. The building surveyors prepare a projected cost estimate over the operative life of a building including initial acquisition or provision and subsequent running or maintenance costs. The life cycle costing of different designs helps to give different alternatives to designers basing their decisions on the affordability and the choice between initial costs and running costs.

#### **4.2.0 Evolution, Development and Contribution of Building Professions**

The pattern in which professions and professional bodies are organised has taken different evolutionary trends in different countries. In Kenya, the pattern has evolved from traditions and practices acquired from colonial times.

The professional traditional conventions in Kenya have origins in British professional traditions, but the original patterns have been influenced significantly by social economic and political development and increasing complexity of the conditions in

which building processes take place. Therefore to understand the development of professions in Kenya, it is necessary to look at the general evolution of the same in Britain, by taking a brief history of the development;

During the middle ages in Britain the earliest phases of professions were within a church. Civil servants were members of the ecclesiastical order who assumed special functions. At that time education was door to church, and door to church at that time meant the door to professional life (Boyer J. 1973 ).

Maintenance and promotion within the professions was also by way of ecclesiastical preferment. It is said that at that time, it was cheaper for a king, a bishop or temporal magnate to reward his physician, his legal adviser or agent by a canonry or rectory reward than by large salaries. At that time service to society was referred to as service to God and mankind. The relative stable conditions in which industry existed during this period in Britain did not create conditions for change in the organisation pattern of professions.

The industrial revolution with its increased demand on industry including the building industry led to large scale industrial organizations which resulted in the formation of increased number of professions. With these emerged such professions as those of architects, engineers, accountants, secretaries and bankers. (Boyer J., 1973)

#### 4.2.1 The Professional Designer

The training, methods and status of the building designer have varied greatly throughout the course of western civilisation. From the first it was necessary to have some controlling hand in the lay-out and organisation of building works. The degree of skill required, and the philosophy behind the aesthetic principles and structural techniques employed varied greatly from one era to the next.

The development of what may be termed the professional side of the building industry in England has been shown to have stemmed from the craft guilds of the middle ages. From these guilds came the development of the master mason and carpenter, selected for their organising, practical and aesthetic abilities to carry out the design and erection of buildings. These were the forerunners of the architectural profession as it is known today.

During the seventeenth and eighteenth centuries few English architects received any formal training and only the most fortunate received any tuition at all. Many came into architecture from the position of clerk of works, mason or carpenter, while others approached it from painting and sculpture. Pupillage does not appear to have existed before 1750. As knowledge of architectural principles was part of the education of a gentleman, there was a common bond of knowledge between the architect and the client.

The only institute at the beginning of the nineteenth century, where pupils could receive instruction, additional to that received in their offices was the Royal Academy of Art. In 1831, the Architectural Society was founded for the "advancement and diffusion of architectural knowledge. the qualifications being a minimum of five years' study in an architect's office. Its main concern was with education and it remained little more than a library for students until it was merged with the institute of British Architects in 1842.

By 1832 architects were finding conditions between economic pressures on one hand and competition from the unscrupulous on the other intolerable without some means of defining their position and public image. Two years later the institute was founded, and this gave the profession the example and the stimulus needed. Societies modelled on the institute sprang up in the provinces and many of them are still very much in existence

today. In 1840 the Institute of British Architects received the Royal patronage and become Royal Institute of British Architects (RIBA). In 1871 the first RIBA meeting to discuss professional practice, standardisation of fees and standards of professional conduct was held and it was passed in this meeting that the members professional respectability was held of more importance than professional technical qualifications.

Registration of architects was hotly opposed from within the RIBA's rank for many years after it was realised to be of prime necessity to the profession. In 1925 RIBA absorbed the society of Architects and the Architects Act 1931 was passed. This set up the separate body, the Architect's Registration Council of the United Kingdom, which maintained a register of architects.

#### **4.2.2 The Measurer and Surveyors**

During the middle ages building projects or building organisations of any size employed staff to make payments for wages and material and to keep accounts. During the Great Fire of London in the Seventeenth Century, the 'measure and value' system of settling payments was used and this gave impetus to measuring and the employment of separate measures and was the root of modern quantity surveying. Architects were inundated with design work and had no time to spend measuring their own buildings. In 1655 tables were published for measuring materials and labour. The usual practice was for two measurers to be appointed, one for each party to the contract. By 1770 the bills of quantities began to be made. Measuring surveyors were appointed on a part time basis to apply "The London Mode of Measuring" to take measurements and adjust quantities.

Many quantity surveyors were employed in the offices of contracting organisations and as such were precluded from membership of RICS. It was felt that



some form of association would be of benefit not only to those so employed but also to the profession as a whole. This occurred in 1938 and in 1941 The Institute of Quantity Surveyors was incorporated, membership being gained by practice qualification. In 1942 the professional examinations were incorporated as a prerequisite to professional membership.

#### 4.2.3 The Engineer

Engineering first came to the fore in the years between 300 B.C. and A.D. 500. This was the period in which Rome dominated the Western civilised world. During this time, only one novel method of production appeared, the blowing of glass. Technological advances of previous ages were applied and developed. Engineering was the only aspect of technology in which an intelligent man could participate and the most important centre of its development was Alexandria.

Engineering techniques continued to develop throughout Europe, especially England throughout the Sixteenth and Seventeenth Centuries, culminating in the immense expansion of the industrial revolution under the influence of the Roman empire and spread of Christianity. It was well into the Nineteenth Century when the profession of the engineer became respectable.

The raising of any professional status comes from within, and consequently it is necessary for a body of individuals to exist to make rules and enforce their observance. This led to the formation of the institution of Civil Engineers in 1771. In 1818 the foundations of the society which was to become the institution of Civil Engineers were laid. In 1907 the reinforced concrete committee met and formed the concrete institution in 1908. In 1920 the first examination was conducted and in 1922 the council voted for a

change of name to the Institution of Structural Engineers and in March, 1934, the Royal Charter was granted.

Mechanical Engineers such as railway Engineers, were too busy in early years of the Nineteenth Century to bother about professional status. Mechanics' institutes and mutual improvement societies were springing up and the spirit of learning was stirring. In 1846 the initial moves were made at a meeting in Queen's hotel, Birmingham, and in the following year the institution was formally established. The Institution of Mechanical Engineers remained a Birmingham society for many years and membership remained fairly static. Application for Royal charter was made immediately after the institution moved to London in 1929.

The institution of Electrical Engineers was a short lived forerunner of the Electrical society of London in 1831. The society of Telegraph Engineers was formed in 1871. The word "Electricians" was added later as the membership broadened and subsequently the reference to the telegraph was dropped and "Electrical Engineers" was adapted. The Royal Charter was granted in 1921.

#### **4.3.0 Development of the building Professions in Kenya**

The history of the building professions in Kenya is part of the history of British colonialism. When the empire builders came to Kenya in the 20th. Century, they brought with them building consultants. Up to as late as early Twentieth Century construction in Kenya did not exist in a manner that could be recognised as an organised system to be termed as an industry (Wells J 1978 ). Many buildings were built of mud and wooden poles with thatched roof. The supply of the building materials was abundant

and had no pecuniary cost while labour was easily available from volunteers and mammoth tasks were executed communally. The technology used was simple and in many cases designs were cultural based. The buildings were not long-lasting and so construction was a common phenomenon and the skills used were simple to learn and everybody had a chance to learn. In most communities there were set roles for different members of the community during construction processes based on both gender and age.

Use of bricks, stone and mortar is a fairly recent development in Kenya although it was introduced along the coastal towns of Kenya as early as the Fifteenth Century. The use of bricks and stones was reserved for the few people who lived on an "island" of wealth and affluence basically the Portuguese and the Arabs, in such towns as Pate, Mombasa and Malindi. The labour used by the Arabs and Portuguese was mainly slave labour at almost no cost. Arabs were used in works that required skilled craftsmanship and supervisory roles.

The wider spread of the use of blocks and stone and mortar developed inland during the time of colonisation which coincided with the time for the spread of Christianity. Missionaries used stone, blocks (mostly clay) and mortar to build schools, hospitals, churches and mission centres. The missionaries designed their own buildings, purchased their own materials or obtained them locally and built the structures themselves with few hands from local communities, on voluntary basis. Unlike the Arabs and Portuguese who were only interested in trade the missionaries had a foresight of perpetuity as well as the welfare of Africans and they needed to expand their missions. In preparation for this the missionaries trained a number of Africans in skills associated with modern buildings as work proceeded in new missions. However the training was not to a substantial number enough to bring faster development and this was compounded by the

reluctance of some people to opt for modern buildings which they perceived as too expensive as well as detached from their traditional designs, and values. To most communities households were homestead kind of environment rather than a house which would confine all members of the household to be under one roof, which was culturally unacceptable. The modern construction was also inhibited by lack of conventional material for construction.

At the beginning of the Twentieth Century the construction industry received a greater boost than any other it had ever received before at a go. The importation of the Indian railway builders popularly known as "coolies" brought in a large supply of building craftsmen. The Kenya Uganda railway brought in people with technical skills such as architects, quantity surveyors and engineers to develop the infrastructure. The railway demanded large scale exploitation of resources which called for opening up of quarries for ballast as well as timber yards for railway sleepers. These products were to be later used for other sectors of construction. The end of the Second World War and subsequent resettling of the war veterans in Kenya saw the increase in demand for more conventional housing. The war veterans came with their retirement benefits and so they had the ability to afford decent housing. The colonial government at the time expanded its construction of administrative centres and so the qualified professionals like quantity surveyors, architects and engineers were hired from the ex-soldiers who had served in the construction department of the army.

As early as 1933 the Architects and Quantity Surveyors Act had been passed on the lines of the Architects Registration Act of Britain enacted in 1931. One of the earliest quantity surveying firms in Kenya- Armstrong & Duncan dates to early 1930s. In 1955 the East Africa Institute of Architects was started modelled on the Royal Institute of



Architects. The Institute adopted the British system of contracting where a potential building owner selects the architect, who selects other consultants. This system has however been modified over time.

Training of building professions in Kenya was by correspondence courses offered by parent bodies in England or residual training in England. Later in the 1950 the Royal Technical College-Nairobi started courses in surveying and architecture although exams were those of parent bodies. The first degree course in Building Economics was launched in 1967 in the renamed University College of Nairobi and graduates left the College in 1970.

It was in the same year 1967 that the local branches of Royal Institute of Chartered Surveyors(RICS), Royal Institute of Building Architects (RIBA) and members of East African Institute of Architects (EAIA) came together to form the Architectural Association of Kenya (AAK) comprising Architects, Quantity Surveyors, Town Planners and Engineers. The AAK produced the first local Standard Method of Measurement (SMM) in 1969 which was based on the RICS 1963 edition. The edition was revised to metric in 1972. The AAK has been promoting and regulating the development of building related professions in Kenya and in so doing it keeps in touch with other professional bodies locally and internationally such as the Commonwealth Institute of Architects (CASLE),the Royal Institute of Chartered Surveyors (RICS),the Institute of Engineers of Kenya (IEK).

The Institute of Engineers of Kenya oversees the development and regulation of Engineering related professions of members. Both bodies have been mandated by Acts of Parliament. The Architects and Quantity Surveyors Act is Chapter 525 of Laws of



Kenya, while the Engineers Act is Chapter 530 of Laws of Kenya. There are also boards of registration for each profession and members are eligible for registration on the prove of qualifying in their field by examinations set and marked by their respective professional bodies.

#### 4.4.0 Legality and ethics in marketing management

The old testament clearly admonishes Jews and Christians against the use of lies and slander. The Lord commanded Moses "You shall not deal falsely nor use lie to another" Lev 19:11. The Psalmist reports, "Let not the slander be established", in the new Testament, Christians are told " let everyone speak the truth with his neighbour " Eph 4:25, Jesus warns " I tell you on the day of judgement men will render account for every careless word that they utter, for by your words you will be condemned Math. 12:36-37. The advertisers are responsible to the multiple neighbours, responsible to the owners, to the employees and the clients. They have the responsibility for objective truth. Thirdly they are responsible for preparing advertising messages with a sense of respect for their audience. The Confucian religion has accordingly developed a view which sanctioned appeals to any or all the seven passions (joy, anger, sorrow, fear, love, hatred and desire) as a means of persuading people to follow the four principles of charity, duty to neighbours, property and wisdom (Kotler 1967 p.12 ).

According to Aristotle a truly human act stems from a rational person who recognises what he does. Philosophers such as Aristotle and Aquinas thought of merchants as unproductive and acquisitive. Merchants were seen as taking advantage of helpless customers through buying "cheap" and "selling dear". In modern times marketers

are accused of getting people to buy what they do not need to buy. Customers are seen as victims of high pressure and sometimes deceptive selling ( Garret T.M. 1961 p.21 ).

Time honoured professions such as medicine, architecture and quantity surveying are touchy about marketing activity and it is in most cases considered unethical. In this way the public can not accuse the professionals of trying to create more business than the "natural" level of need for their services. Further the ban allows the practitioners to think themselves as "professional people" and not to engage in anything like business activity (Kotler P. 1975 p. 35).

A philosopher Arnold Toynbee in an article entitled "Is Marketing Morally Defensible" ( Eugene J.K.1977) argues that tools of marketing such as advertising are morally defensible. He points out that advertising like many other techniques available to man is neither moral nor immoral. Is music immoral because it awakens emotions? Is eloquence immoral because it persuades? Is the gift of writing immoral because it can arouse people to action? No. Yet eloquence, music and writing have been used for evil purpose.

Advertising deliberately stimulates our desires, whereas experience, embodied in teaching of religions, tells us that we can not be good or happy unless we limit our desire and keep them in check. Advertisement makes statements, not in order to tell the truth but in order to sell goods. Even when its statements are not false, truth is not their objective . In most cases advertising is intentionally hypnotic in effect. It makes people suggestible and docile.

Marketing has been criticised in other areas as being a waste of public money, being intrusive as it pries into personal affairs due to the market research that has to be undertaken and it is also said to be manipulative.

Persuasion is more a matter of strategy than manipulation, that is it is a process of arraying logical forces so that the people themselves decide what they want them to do, rather than actually changing people's logical limitations of resistance but also can be prohibitively time consuming and expensive.

People are hard to fool but there is not just the danger that sly selling will be detected and time ruining but also that particular attempt is likely impair all other, most honest. Any apprehension on the part of the buyers that someone is attempting to sell to them something without letting them know it and giving them a fair chance to make their own decisions will most likely create resistance. By the same token selling that does not seem to hide itself or pretend to be something different is reassuring so long as it does not go over to the opposite extreme of pushing people to buy through blatant pressure techniques which again will make them feel they do not have a chance to make their own decisions on the rational basis that is so necessary to them.

In persuasion man has the responsibility to present truthful information and to help others think rationally. Advertisement must not by-pass or render inoperative man's reflective powers and so man should be left to make his free will (Garret S.J. 1961 P.27) Techniques which aim at circumventing potential customers minds and reason in order to gain non-reflective, semi conscious or unconscious responses are immoral. Thus the standard to be promoted in persuasion is man's rational processes and any technique which "by-passes" or demeans reason is unethical ( Kruger 1966 pp 294)

#### 4.5.0 Legality and ethics in building consultancy

It seems that, building consultancy can be divided into two parts;

(i) The part which deals with skills, that is with being well qualified, knowing our job and knowing how to carry our job in business like manner which can be called the technical aspects and,

(ii) The part which relates to a credo or articles of faith. The stance one takes in the society. The consideration of our profession as a vocation, which establishes our walk in life and, as commonly expressed our duty to society which can be called the moral aspects.

All organisations must have an ethical foundation Without which there is no basis for doing business. Generally there are four types of ethics;

- those generally accepted standards and practices based on holy scripture's principles,
- those enacted and enlarged by associations
- those with legal backing
- those that are insisted on by leadership of firm or practice, or individual partner.

The generally accepted standards and practices based on holy scriptures principles are based on mosaic decalogue. These are becoming more and more a target of ratings of worshipping and less and less a base for setting standards against ( Fisher N. p, 1986 )

The ethics enacted and enforced by associations are usually arrived at as a result of compromise, numerous reports, committees and debate. They are thus very general in nature.

The ethics enacted and enlarged by legal backing cover legally enforced codes of practice and in essence call for practitioners to be law abiding citizens. These are the



ethics laid down in the Act of parliament, for example those covered by the Architects and Quantity surveyors Act ( chapter 525 of the laws of Kenya ) or those in the Engineers Act ( Chapter 530 of the laws of Kenya ).

The ethics that are insisted upon by the leadership of the firms or practices relate to the conduct of the members of staff of a particular firm. These are enforced by the firm through its management. Some examples are how the staff should relate with the clients, their mannerism, mode of dressing and approach to clients.

In the first meeting of the Royal Institute of British Architects (RIBA) in 1871 it is noted that the meeting was to discuss professional practice, standardisation of fees and standards of professional conduct and it appeared in the meeting that professional respectability was of more importance than all other matters such as professional technical qualifications ( **Boyer J. 1973 p. 227** ).

The professional building consultant have traditionally been regarded as having a special place in the society. In practising their professions these professionals;

1. Proudly proclaimed their quasi-judicial functions, impartiality and their integrity and in return the clients had confidence in their professions, accepting their advice and willingness and freedom to have their affairs managed by the professionals
2. Their standard of conduct was based on courtesy, honour and ethics with the professional man always acting as if he was the "loco parent " advising and guiding.
3. Their purpose in life was to follow their profession in pursuit of knowledge and public good.
4. They expected to be consulted and their advise to be accepted
5. They had fiduciary interest in their clients interest as if they were his own



6. They were was in a position of trust, honesty, integrity and their independent judgement were paramount.
7. Use of confidential information for personal gains had to be prevented and hence the use of standard fees, prohibition of self advertisement and competition.

These were the qualities which the professionals were to relate to and the construction industry had to emulate. The standards were set over a century ago as we have seen from the evolution of professions and were to be used as standards to guide the practices. Professionalism was to be an endeavour to uphold the standards by social philosophy which espouses the sanctity of moral ethics and social values.

Most ethical and legal restrictions used in Kenya today are based on the British form. However in Britain these rules and regulations have proved to be outdated in the face of the present economic and social realities. At first a professional was regarded as a person who should take full personal responsibility to those they serve, including full legal liability for loss caused by any failure. It has however proved impossible for the firms to guarantee that claims will be met since the amounts in question would be beyond the resources of professional partnership.

#### **4.6.0 Professionalism Registration and Regulation of Building Professionals in Kenya.**

In Kenya the use of the title Architect, Quantity Surveyor, Mechanical Engineer, Structural Engineer, Civil Engineer and Electrical Engineer are restricted by Acts of Parliament to people who have a University degree or equivalent academic qualification. In addition, it requires practical experience under supervision of a qualified professional. This is tested by an examination conducted by the appropriate professional institution.

The use of any affix which includes the above title is also restricted and use of style containing any of the words or phrases "architect", "architecture", "architectural", "quantity surveyor" or "quantity surveying" is restricted in CAP 525(3(1)) of the Laws of Kenya. Any person who contravenes the provisions of this sub-section is guilty of an offence and is liable to a fine not exceeding Five Thousand Shillings CAP 525(3(2)). Without prejudice to the powers of the Attorney General, proceedings of such an offence may be instituted by any person who is authorised in that behalf whether generally or specifically, by the board of registration of Architects and Quantity Surveyors CAP 525(3(3)).

Any person who, whether or not is otherwise qualified as or to be an engineer of any description not registered under Engineers Act Chapter 530 of the laws of Kenya who pretends to be a registered engineer or a registered technician engineer, or uses in any way the style or title describing his occupation or his business or any other name, style, title addition or description implying whether in itself or circumstances in which it is used such a person is an engineer; or in any way holds himself out to be an engineer of any description is guilty of an offence CAP 530 (20(1)). Any person who contravenes the provisions of this subsection is guilty of an offence and is liable to a fine not exceeding Twenty Thousand Shillings or to imprisonment for a term not exceeding two years or both. Any person registered as graduate technician engineer or graduate engineer pretends to be a registered engineer of a registered engineer who pretends to act as registered consulting engineer is guilty of an offence CAP 525 (20(2)). Such a person is liable to a fine not exceeding Twenty Thousand Shillings or imprisonment for a term not exceeding two years or both (20 ( 2 ) )

The Board of Architects and Quantity Surveyors from time to time, subject to confirmation by the Minister responsible for matters relating to public works, make by-laws for the following:

1. Definition of unprofessional conduct and the mode of inquiry into the method of dealing with such conduct and penalties which may be imposed upon any member found guilty of such an offence.
2. Determining the scale of fees charged by architects and quantity surveyors for professional advice, services rendered and work done.
3. Holding examinations authorised or permitted in the Act and carrying into effect any scheme or curriculum for education in architecture or quantity surveying.
4. For prescribing the conditions under which persons registered under the Act may practise as limited liability companies, and for requiring professional indemnity insurance in the case of unlimited companies and private firms.
5. For prescribing the procedure to be followed by persons applying for registration.
6. For instructions and orders conducive to the maintenance and improvement of status of architects and quantity surveyors in Kenya.
7. For adoption of common seal and manner in which such a seal may be fixed to any instrument.

The making of by-laws by the board is provided in CAP 525 5(5) of Laws of Kenya.

Any person who has been registered under the Engineers Act shall, if he intends to practise in his professional capacity, require, in addition to such registration, an annual licence. The Engineers Registration Board conducts inquiry on acts or omission amounting to improper or disgraceful conduct in a professional respect 530(15(1)).

The Board of Registration of Architects and Quantity Surveyors may at any time direct the name of a person be removed from the register where such a person fails to notify his current address to the registrar, requested his name to be removed, been found by the Board to be guilty of misconduct, members who pass away CAP 525 12(11(1)). Restoration of members to the register can be made where the member had been suspended or where he wins an appeal as provided in CAP 525(13) or where he pays a fine imposed by the Board.

The Engineers Registration Board may at any time direct that the name of a person be removed from the register where such a person fails to notify his current address to the registrars, requested his name to be removed, been found to be guilty of such misconduct as described in section is of the Act Engineers Act or failed to renew annual licence issued by the Board enabling him to practice as an Engineer or member who passes away CAP 530(13). Restoration of members to the register can be made when termination of a suspension of the effect of registration shall take effect, and for payment by the person concerned such fee, not exceeding the fee payable on application for registration as the Board may determine CAP 525(14).

There have been many arguments against the restriction to building related consultancy and conduct of building consultants. It is however clear that there is no restriction to people who practice without use of the restricted titles as stated earlier.



Some people practice by simply referring to themselves as , design consultants, building consultants, building designers, building project managers and other titles. This means that anybody with knowledge in construction can practise as a building consultant without being on the register, provided they do not term themselves as an Architect, Quantity Surveyor or Engineer. There is a difficulty however when somebody practices without the titles in convincing clients of his competence in his area of operation and this limits the trend. The people practising building consultancy without being on the register are subject to common law.

As many sectors of the economy become more liberalised some building consultants are asking for more freedom for example the newly formed Institute of Quantity Surveyors of Kenya is advocating for licensing of people with diplomas to act as professionals but under certain limitation just as nurses and clinical officer are operate medical clinics. They also advocate the same treatment for people like Architectural draughtsmen and technicians with training in various fields of building construction. The Registered professionals are arguing for relaxing of some rules and codes of professional conduct especially those dealing with the mode and manner of competition. Since the Seventeenth Century English Common Law has been hostile to any restraint to the trade. The following are some illustrations from leading cases in Britain on which Kenyan cases have been borrowed or modelled with some of these cases becoming precedence in passing judgement of cases in Kenya.

**In 1615, the guild of tailors of Ipswich tried to stop a man who was not a member of their guild of tailors of Ipswich from plying his craft in town. Lord Coke, then Chief Justice of Kings bench court held,**



**"At common law no man can be prohibited from worrying at any lawful trade for law abhor idleness, the mother of all evil..... and, therefore the common law abhors monopolies, which prohibit any form of working in any lawful trade".**

Prima facie therefore, all restrictions on the supply of goods and services are unlawful as Lord Denning said in *Petrofina Vs Martin* 1966.

**"Any contract which interferes with the free exercise of a trade or business by restricting (a man) in the work he may make with others is a contract in restraint of trade".**

Members of professional bodies have of course, a contractual relationship one with another and with the Corporation. As Lord Macnaghten said in the leading case of *Nordenfelt V Maxim Nordenfelt guns and Ammunition Co. Ltd* (1884);

**"All interference with individual liberty of action in trading and all restraints of trade.... are contrary to public policy".**

The pharmaceutical society V Dickson 1968 case arose when majority of members agreed to restrict what goods could be sold in a chemist's shop which one of the directors refused.

The house of the lords laid down with emphasis the right of one member to restrain the Corporation Lord Reid said;

**"If a particular restriction on his activities goes beyond anything which can reasonably be related to the maintenance of professional honour or standards, the court must be able to intervene".**

Lord Upjohn put said that some views of the council are unlawful, they cannot escape from the consequences that flow from that by using such phrases as "binding in honour" or "guidance:.. They must be judged by their acts, not their words.

Lord Hodson,

**"If the rule is bad as being unreasonable restraint to trade, it will in any event be outside the limits imposed on the society".**

The monopolies commission preliminary inquiry into provision of Architectural services led architects to abandon scale fees rather than face a full monopolies commission inquiry.

Mr Justice Mc Neill in Restrictive practices court held that the 1973 Charter of Royal institution of Chartered Surveyors, its by laws and regulations constituted a multi-lateral agreement between the members which was registrable under Restrictive Trade practices Act 1976 as an **"agreement between two or more persons carrying on business..... in the supply of services"** under section 11 of the Act.

In Britain professional societies are lifting their restrictions on advertising to allow members of fair opportunity to compete with and to counter claims of their competitors. Like in Kenya, in Britain construction professionals are regulated by Acts of Parliament with statutory bodies set up to determine who may exercise that particular trade and in what manner. Unlike in Kenya, the Acts or statutory bodies in Britain are in no way authorised to regulate the professions. The prohibitions which certain bodies like Royal institute of British Architects, Royal Institute of Chartered Surveyors impose on their members not to carry out certain activities have always been unlawful (**Parris J. 1986**) Members have been bamboozled into accepting them as valid exercise of their functions.

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## CHAPTER FIVE

### DATA EVALUATION AND INTERPRETATION

This chapter contains the research findings, which are presented under two sections. The first section is on data got from building consultants who are the core of this study while the second is from the developers, contractors, Ministry of Public Works departments and marketing experts.

In the first section, the findings from each group of professionals is presented and analyzed in relation to the objectives and hypothesis under suitable headings identified in the theoretical framework. These headings are the features, which characterise effective performance of marketing management. At the end of each heading a summary of the three groups of consultants that is the Architects, Quantity Surveyors and Consulting Engineers as it relates to the findings under the heading is made. At the end of the presentation of findings from the consultants a general summary is made for the professions involved as it relates to the data collected. This summary also encompasses the second part of the analysis, which is the interpretation of the analysis for the consultant in general. The idea behind this analysis is to evaluate whether features characterising marketing management of building consultancy firms compare well with those suggested in the theoretical model. In total 12 consulting engineering firms, 27 Quantity Surveying firms responded.

The second section is a presentation of the suggestion made by various groups of potential clients on their opinion on what building consultants can do to reach them. It also has responses from marketing experts on how the professionals can improve on their marketing management in order to reach their markets better. The presentation in this section is done under each group of potential clients and marketing experts.



To find out how the clients view the current marketing practice of building consultants has been addressed under;

Marketing planning, promotion and presentation as well as responses from potential Building clients.

All the above findings together with the responses from the potential building clients and marketing experts will be used to help to come up with a suggestion of an effective method of marketing management for building consultancy services.'

### **5.1.0 Identification of Business Opportunities**

The questions asked to consultants under this heading were geared towards finding out whether building consultants know how to pick a lead that can result to a business contact as well as how they identify these leads. It also presents the means of knowing clients and that of receiving recommendation and the importance of these means.

#### **5.1.1 Identification of business opportunities by the Consulting Engineers**

Below are the responses of the major clients for the twelve consulting engineers who responded?

Scores	5	4	3	2	1	High Total Score High Rank	Total scores per cent
Client type						<b>TOTAL</b>	
State agency		4	3	4	1	34	19%
Corporate clients	4		5		3	38	21%
International agencies		4		4	4	28	16%
Community client		4		4	4	28	16%
Private client	8		4			52	28%
						<b>Total</b>	<b>180</b>
							<b>100%</b>

**Table 5.1 Clients for consulting engineering services**

\* Source: Field survey 1995

To get the totals, the numbers of firms are multiplied with the rank that they gave the particular type of client. Since the ranking was from the most important being given the lowest integer the lowest rank was hence given the highest score. This means for type of clients ranked as 1,2,3,4 and 5 the scores were awarded in the opposite direction as 5,4,3,2 and 1 respectively. The numbers of firms were multiplied with the score that corresponded with their ranking to get the total score. Ultimately the higher the total score the more important a type of client was. This type of analysis was used for all the subsequent data where ranking system was used.

The private client is therefore the most important client for Consulting Engineers followed by corporate clients the state agency is third while the international agencies and community clients had equal score in the points and so take the fourth and fifth positions respectively.

Regarding the question of how consulting Engineers got their potential clients the following responses were got;

- (i) Introduction by friends 75%
- (ii) Print media 16.7%
- (iii) Public relations 58%
- (iv) Introduction other consultants 41.7%.

Regarding the question whether Consulting Engineers worked with the same team of consultants on most projects the following responses were got;

33% of consulting engineers worked with the same team of consultants in most of their projects. The main reason for this was because they joined hands with other consultants to lobby for the appointments as a team. The 67% of the consulting engineers who did not work with the same team of consultants in most of their projects gave two reasons;

- (i) The clients in most cases did their appointments and therefore they could not influence the selection of other team members 66.7%.
- (ii) The nature of the projects that they are involved in varies hence warranting different team members 41.7%.

The following were the responses for which people recommend the consulting engineers to their potential clients.

Group of people	Scores						High total scores = High rank <b>TOTAL</b>	Total Scores per cent
	6	5	4	3	2	1		
Architects	6	3	1	2			61	24%
Quantity Surveyors		1	3		4	4	29	12%
Contractors		4		6	1	1	41	16%
Engineers	6			2		4	46	18%
Past Clients		4	6			2	46	18%
Others (Friends, banks)			2	2	7	1	29	12%
<b>TOTAL</b>							<b>252</b>	<b>100%</b>

Table 5.2 People who recommend Consulting Engineers

\* Source: Field survey 1995

The most important source of recommendation for consulting engineers are the Architects followed by past clients, fellow Engineers and Quantity Surveyors rank third and fourth respectively while contractors came out as last.

Regarding which newspaper, journals and magazines consulting engineering firms bought it was found that

All the consulting engineering firms buy the three main daily newspapers that is the Kenya Times, Daily Nation and the Standard. 42% of the Consulting Engineering firms subscribe to several professional journals and magazines. The main reasons for buying the newspapers and journals were;



- (i) To keep the employees well informed 16.7%
- (ii) To keep the employees entertained 25%
- (iii) To keep the clients busy while they wait to meet the consultants 66.7%

There was no indication that engineers can get marketing information or job opportunities from newspapers and magazines

Regarding how many people in the firm ensure that the firm obtains work due to their management skills it was revealed that;

All the consulting engineering firms depended only on their partners to obtain work. No consulting engineering firm had a professional with marketing management skills and the main reason for this was that the firms partners felt that such a person would not be necessary for their marketing because what counts most in obtaining work is the standing of firms principals.

Below are the rankings for factors that Consulting Engineers termed as important to be considered while recommending consultants.

Factor	Scores								Higher total = Higher rank	Total Scores %
	8	7	6	5	4	3	2	1		
A				2	7		3		44	10%
B	8	2	1	1					89	21%
C	4	8							88	20%
D					1	1	1	9	18	4%
E			7		2	2	1		58	13%
F			1			6	5		34	8%
G		2	2	8					66	15%
H			1	1	2	3	2	3	35	9%
<b>TOTAL</b>									<b>432</b>	<b>100%</b>

**Table 5.3 Factors that are considered by consulting Engineering firms while recommending consultants**

\* Source: Field Survey 1995

See legend on the next page

**Key**

A - The firms size in term's of permanently employed staff

B - Firm's experience in similar job

C - Technical and managerial knowledge and experience

D - Firms Current Workload

E - Quality of Supervision

F - Ranges of work that the firm is capable to perform

G - Firms reputation in relation to past clients

H - Professional fee charged.

Factor	5	4	3	2	1	Total	Total
						High rank score =	percent
A	10	10	10	10	10	50	17.77%
B	10	10	10	10	10	50	17.77%
C	10	10	10	10	10	50	17.77%
D	10	10	10	10	10	50	17.77%
E	10	10	10	10	10	50	17.77%
F	10	10	10	10	10	50	17.77%
G	10	10	10	10	10	50	17.77%
H	10	10	10	10	10	50	17.77%

Table 5.3 indicates the following as the order of importance of factors considered by Consulting Engineering firms while recommending consultants starting from the most important.

Factor	% Score
(i) Firm's experience in terms of similar jobs	21%
(ii) Technical and managerial knowledge and experience	20%
(iii) Firm's reputation in relation to past clients	15%
(iv) Quality of supervision	13%
(v) The firm's size in terms of permanently employed staff	10%
(vi) Range of work that the firm is capable to perform	9%
(vii) Professional fee charged	8%
(viii) Firms current work load	4%

### 5.1.2 Quantity Surveying firms identification of business opportunities

The following were the responses for the major clients of the quantity surveying services.

Client type	Scores					Total High total score = high rank	Total scores per cent
	5	4	3	2	1		
State agency	2	6	7	5	7	72	17.77%
Corporate clients	7	10	10			105	25.93%
International agencies				16	11	43	10.96%
Community Client		5	7	6	9	62	15.31%
Private client	18	6	3			123	30.37%
<b>TOTAL</b>						<b>405</b>	<b>100%</b>

Table 5.4 Client type for Quantity surveying services

Source: Field survey 1995

The following is the importance of the clients for quantity surveying services starting from the most important

	Percentage score
(i) Private client	30.37%
(ii) Corporate clients	25.93%
(iii) State agency	17.77%
(iv) Community client	15.31%
(v) International agencies	10.62%

Regarding the question of how quantity-surveying firms got their potential clients the following responses were got;

The main methods that quantity-surveying firms' cited that they used to know their potential clients were: -

- (i) Through professional associations 14.8%
- (ii) Friends in other disciplines 18.5%
- (iii) Politicians 22.2%
- (iv) Architects 40.7%
- (v) Engineers 37%
- (vi) Fellow quantity surveyors 14.8%
- (vii) Interaction in social functions 18.5%

Regarding the question whether quantity-surveying firms worked with the same team of consultants on most projects the following responses were got;

67% of quantity surveying firms worked with the same team of consultants in most of their projects. The main reasons given for the quantity surveyors working with the same team of consultants in most projects were;

- (i) They looked for jobs together as a team 59.2%
- (ii) They preferred to work with team members that they are well-acquainted with.42%

33% of quantity surveyors did not work with the same team of consultants in most of their projects. The main reason given was:-

- (i) The selection of consultants depends on the client.

Most of the firms, which did not work with the same team of consultants on most projects, were the ones whose main clients were not private organisations.

This suggests that for private clients in most cases the client only select the lead consultants who in turn selects his design team.

The following were the responses for people who recommend the quantity-surveying firms to their potential clients.

Group of people	Scores						TOTAL High score = High rank	TOTAL Scores percent
	6	5	4	3	2	1		
Architects	7	9	6	5			126	24%
Quantity Surveyors				1	24	2	53	10%
Contractors	2	6	10	9			109	21%
Engineers		4	4	12	3	4	82	16%
Past Clients	2	6	10	9			109	21%
Others.(Friends Banks)	2		4			21	49	9%
<b>TOTAL</b>							<b>528</b>	<b>100%</b>

**Table 5.5: People who recommend Quantity surveying firms**

\* Source: Field survey 1995

The importance of particular groups of people in recommending quantity surveying firms by the quantity surveying firms are starting from the most important are shown below.

Total scores %

- (i) Architects 24%
- (ii) Past Clients 21%
- (iii) Contractors 21%
- (iv) Engineers 16%
- (v) Quantity Surveyors 10%
- (vi) Others friends 9% (Others-partners' friends and financial institutions)



Regarding the questions as of which newspapers, journals and magazines the quantity- surveying firms bought the following answers were got;

85% of quantity surveying firms buy newspapers and magazines. The main reasons for buying newspaper and magazines are;

- (i) To keep the members of staff informed of current news 70%
- (ii) To get information on new development in the construction industry 14.8%
- (iii) Get views of other professional on certain issues 14.8%

(33%) of quantity surveying forms which means 39% of all firms which buy newspapers and magazines mentioned that the buying of newspapers and magazines helps them to get jobs on certain occasions.

Regarding how many persons the quantity-surveying firms depended on to obtain work for the firm;

All the quantity-surveying firms depended only on their partners to obtain work. No quantity-surveying firm had a professional with marketing management skills to do marketing for the firm. The main reasons for this was;

- (i) Lack of enough money to employ such a person 18.5%
- (ii) Management policy not to employ such a person 25.9%
- (iii) Such a person would not be effective in the firms marketing effort 37%
- (vi) Small size of the firm in terms of workload that it can handle 11%

On the following page were the rankings of factors that quantity-surveying firms felt were to be considered before recommending consultants to clients.

Factor	Scores								TOTAL Scores	Scores percent
	8	7	6	5	4	3	2	1		
A	1		6		3	14	3		104	9.75%
B	10	6	3	1	6	1			172	16.14%
C	6	3	9	2		4	2	1	150	14.07%
D				9			7	11	70	6.57%
E	3		3	3	9		9		111	10.41%
F		9	3	6	6		3		141	13.22%
G	4	9	3	6	3	1		1	159	14.92%
H	4	9	3	6	3	1		1	159	14.92%
<b>TOTAL</b>									<b>1066</b>	<b>100%</b>

**Table 5.6: Factors considered by Quantity Surveyors while recommending consultants**

\*Source: Field survey 1995

Key

A- The firms size in terms of permanently employed

B - Firm's experience in similar job

C - Technical and managerial knowledge and experience

D - Firm's current workload

E - Quality of supervision

F - Range of work a firm is capable to perform

G - Firm's reputation in relation to past clients

H - Professional fee charged.

The following is the order of importance of the factors that quantity surveyors considered to be of importance while recommending building consultants;

<u>Factor</u>	<u>Percentage score</u>
(i) Firm's experience in similar job	16.14%
(ii) Firm's reputation in relation to past clients	14.92%

- (iii) Technical and managerial knowledge and experience 14.07%
- (iv) Range of work a firm is capable to perform 13.22%
- (v) Quantity of supervision 10.41%
- (vi) The firms size in terms of permanently employed staff 9.75%
- (vii) Firms current workload 6.57%
- (v) Professional fee charged. 14.92%

### 5.1.3 Identification of business opportunities by the Architectural Firms

The following were the responses for the major clients of the architectural firms.

Client type	Scores					Higher total = higher score	Scores per cent
	5	4	3	2	1		
State agency	6	9	6	7	5	103	20.52%
Corporate client	2	17	6	6	2	110	21.91%
International agencies	1		1	5	26	44	8.76%
Community client		3	16	14	-	88	17.53%
Private client	24	4	4	4	1	157	31.27%
<b>TOTAL</b>						<b>502</b>	<b>100%</b>

Table 5.7 Client type for Architectural services

\* Source: field survey 1995

The following is the order of importance of clients for architectural services.

- |                            | <u>Percentage score</u> |
|----------------------------|-------------------------|
| (i) Private client         | 31.27%                  |
| (ii) Corporate clients     | 21.91%                  |
| (iii) State agency         | 20.52%                  |
| (iv) Community client      | 17.53%                  |
| (v) International agencies | 8.76%                   |

Regarding the question as to how architectural firms got their building clients the following methods were stated.

The main methods that architectural firms used to know their clients were

- (i) Personal contacts 27.3%
- (ii) Introduction from previous clients 30.3%
- (iii) Repeat orders from past clients 21.2%
- (vi) Introduction by friends 24.2%
- (v) Advertisement in newspapers 18.2%
- (vi) Social interaction 24.2%
- (vii) Market research 15.2%
- (viii) Lobbying 18.2%

Method	Percentage	Number of Responses	Total Responses
(i) Personal contacts	27.3%	10	37
(ii) Introduction from previous clients	30.3%	11	37
(iii) Repeat orders from past clients	21.2%	8	37
(vi) Introduction by friends	24.2%	9	37
(v) Advertisement in newspapers	18.2%	7	37
(vi) Social interaction	24.2%	9	37
(vii) Market research	15.2%	6	37
(viii) Lobbying	18.2%	7	37

Regarding the question whether architectural firms worked with the same team of consultants on most of their projects the following responses were got.

61% of architectural firms did not work with the same team of consultants on most of their projects. The main reasons given for architectural firms not working with the same team of consultants or their project were:-

- (i) The firms felt that working with different groups of consultants was more enriching 18.2%
- (ii) The clients preferred to select the design team members 45.5%
- (iii) Consultants are appointed depending on the nature of the project. 36.3%

39% of architectural firms worked with the same team of consultants on most of their project. The main reasons for this are;

- (i) The team members look for jobs together
- (ii) The team members understand each other better.

Most of the firms, which did not work with the same team of consultants on most projects, were the ones whose main clients were the non-private organisations. This suggests that for private client in most cases select the lead consultant who in turn selects other members of the design team.

The following were the responses for people who recommend architectural firms to their clients.

Group of people	Scores						Higher total = higher rank	Total scores per cent
	6	5	4	3	2	1		
Architects	2				15	16	58	8.4%
Quantity Surveyor		16	3	11	2	1	130	18.8
Contractors			6	16	9	2	92	13.2%
Engineers		5	21	6	1		129	18.6%
Past Clients	29	4					194	28%
Others	2	8	3		6	14	90	13%
<b>TOTAL</b>							<b>693</b>	<b>100%</b>

Table 5.8 Group of people who recommend Architectural firms to building clients

\*Source: Researcher's field survey 19954.

The importance of the group of people who recommend Architectural firms starting from the most important is as shown below:

<u>Group of clients</u>	<u>Percentage scores</u>
(i) Past clients	28%
(ii) Quantity Surveyors	18.8%
(iii) Engineers	18.6%
(vi) Contractors	13.2%
(v) Others friends politicians	13%
(vii) Architects.	8.4%



Regarding which newspapers, journals and magazines architectural firms bought the following responses were got

79% of all architectural firms buy newspapers and magazines. The main reasons for buying newspapers and magazines are-

- (i) To get information on current news 54.5%
- (ii) To keep informed on construction and materials 9%
- (iii) To keep clients busy while they wait to meet the consultants 36.4%

There was no suggestion that buying of newspapers and journals can be a source of information on markets for architectural services.

Regarding the question as to how many members of the firm ensured that the firm obtained work the following responses were got.

All architectural firms depended only on their partners to obtain work. No architectural firm had a professional with marketing management skills to contribute towards the firms marketing management effort. The main reasons given for lack of such a person were:

- (i) Lack of enough money to employ such a person 39%
- (ii) The firms did not see the need for such a person in their organisation. 61%

On the following page are the factors that architectural firms considered while recommending a consultant.

Factor	Scores								Higher total score = higher rank	TOTAL Scores per cent
	8	7	6	5	4	3	2	1		
A		8	4	5		8		8	137	12%
B	8	4		5	12			4	169	14%
C	8	12	B	2				3	209	18%
D			4	3		2	24		92	8%
E	4	5	15	6		3			196	16%
F		4		4	16	4	5		134	11%
G	13		2	4		8	4	2	170	14%
H				4	5	8		16	80	7%
<b>TOTAL</b>									<b>1187</b>	<b>100%</b>

**Table 5.9 Factors that Architectural firms considered as important before recommending a consultant.**

\* Source: Researcher's field survey 1995

Key

A - The size in terms of permanently employed staff

B - Firm's experience in similar job

C - Technical and managerial knowledge and experience

D - Firm's current workload

E - Quality of supervision

F - Range of work a firm is capable to handle

G - Firms reputation in relation to past clients

H - Professional fee charged

On the next page is the order of importance of the factors that are considered by the architectural firms while recommending consultants.

<u>Factors</u>	<u>Total scores %</u>
(i) Technical and managerial knowledge and experience	18%
(ii) Quality of supervision	16%
(iii) Firm's reputation in relation to past client	14%
(iv) Firm's experience in similar job	14%
(v) The size of the firm in terms of permanently employed staff	12%
(vi) Range of work a firm is capable to perform	11%
(vii) Firm's current workload	8%
(viii) Professional fee charged	7%

#### 5.1.4 Identification of Business Opportunities by Building Consultancy firms

The following is a summary of the types of clients for building consultancy services ranked in order of their importance in terms of totals of the firms and the rank they gave to particular clients.

	ENG	QS	ARCH	<u>Totals Scores</u>	<u>Scores per cent</u>
Private client	52	123	157	332	30.5%
Corporate client	38	105	110	253	23.3%
State Agency	34	72	103	209	19.2%
Community client	28	62	88	178	16.0%
International agency	28	43	44	115	10.5%
<b>TOTAL</b>				<b>1087</b>	<b>100%</b>

The above importance of clients has shown to be true to all building consultants. This could be because of the nature of services are consumed together and therefore their demand is derived demand and the consumption of each service is supplemented with another's consumption.

The main methods of knowing potential clients for building consultants were similar.

Quantity Surveyors in most instances worked with the same group of consultants more than the other consultants, followed by architects and consulting engineers were last. The above observation seems to explain why quantity surveying firms showed the least total of the percentage of the group of people who recommend the quantity surveying firms coming from other professionals that is a total of 44% followed by Architects 46% and consultants Engineers 54%. These totals were got by adding the percentage contribution of each group of professionals to a particular group of consultants. Where the consultants work as a group in most instances it is expected to indicate a lesser reliance of jobs from other consultants, since their source for jobs is already well established.

The following were the groups of people who recommended building consultants in order of their importance.

	ENG	QS	ARCH	<u>Totals Scores</u>	<u>Scores per cent</u>
Contractors	41	109	92	242	16.43%
Past clients	46	109	194	366	23.69%
Engineers	46	82	129	257	17.45%
Quantity Surveyors	29	53	130	212	14.39%
Architects	61	126	58	245	16.63%
Others (friends of partners, politician)	29	49	90	168	11.40%
			<b>TOTAL</b>	<b>1473</b>	<b>100%</b>

Past clients ranked highly as sources of recommendation for jobs. The consultants were among themselves the second most important source of recommendations for consultants in other professions. Consultants in the same professions were ranked as last among architectural and quantity surveying firms as sources of recommendation. Engineers ranked as

third in recommending fellow engineers for jobs.

Generally newspapers journals and magazines were seen as of no importance in getting jobs for building consultants, although most building consultancy firms buy newspapers magazines and journals.

The factors that were considered to be of importance by consultants in giving recommendations were ranked as follows, starting from the most important.

	ENG	QS	ARCH	Totals	Scores per cent	
(i) Technical and managerial Knowledge of the firm	88	150	209	447	16.65%	
(ii) Firm's experience in similar job	89	172	169	430	16.01%	
(iii) Firm's reputation in relation to Past clients	66	159	170	395	14.71%	
(iv) Quality of supervision	158	111	196	365	13.59%	
(v) Range of work a firm is capable to perform	34	141	134	309	11.51%	
(vi) The firms size in terms of Permanently employed Staff	44	104	137	285	10.61%	
(v) Professional fee charge	35	159	80	274	10.20%	
(vi) Firm's current workload	18	70	92	180	6.70%	
				<b>TOTAL</b>	<b>2685</b>	<b>100%</b>

**Table 5.10 Factors considered as importance by consultants by fellow consultants before recommending consultants.**

\* Source: Researcher's field survey 1995

On the next page are the methods that building consultants used to get their potential building clients



Method	Eng.	Qs	Arch	Total	Total%
Friends	9	5	8	22	18.8%
Print media	2		6	8	6.8%
Public relations	7			7	6%
Introduction by other consultants	5	25		30	25.6%
Interaction in social clubs		6	8	14	12%
Repeat orders from past clients			7	7	6%
Market research			5	5	4.3%
Introduction from past clients			8	8	6.8%
Lobbying through politicians		6	6	12	10.3%
Through professional associations		4		4	3.4%
<b>TOTAL</b>				<b>117</b>	<b>100%</b>

**Table 5.11 Methods used by Consultants to get potential clients**

\* Source: Researcher's field survey 1995

The results above seem not to compare well with the factors that these consultants considered to be of importance while giving recommendation to clients as well as the group of people who recommend the building consultants.

This is deduced from the fact that while past clients were the most important group who recommended consultants (23.69%), they were not ranked highly while considering methods that the consultants used to get clients. In total past clients repeat orders got a rank of (6%) and introduction from past clients got a rank of (6.8%) both of which totalled to (12.8%). At the same time friends and politicians had a score of 11.4% as group of people who recommended consultants this group had a total of 29.1% as methods that building consultants used to know clients. I.e., friends 18.8% and lobbying through politicians 10.3%.

All the consultants depended wholly on their partners to obtain work

## 5.2.0 Client Satisfaction

The data presented under this heading is on how firms make sure that the client is satisfied and how they get the feed back. The questions start by investigating whether the firms appreciate the satisfaction of the client in their marketing management.

### 5.2.1 Consulting Engineering firms client satisfaction

Of the twelve consulting engineers that responded 33% did not respond to the question on what their mission was. 42% of the firms responded that their mission was to provide Engineering services while 25% stated their mission as being one of providing high quality service in order to satisfy their clients needs. From a marketing perspective only 25% of the firms were marketing oriented in stating their mission as they considered their clients needs first.

50% of the firms had at least one job in the past two years from their former clients' recommendation. To corroborate the statement that the three firms whose mission was to satisfy the client were market oriented more than a half of their current workload was by recommendation from past clients or from past clients.

All the consulting engineering firms had at one point or another declined a job offer from a client after being appointed. The main reasons given for refusing a job offer after being appointed were varied and included clients offer of low fee, fear that the client might refuse to pay and incompetence of other design team members.

58% of the firms which have refused jobs after being offered have been approached again by the same client in the same or another project. However no firm suggested an answer as to why the same client had to come again. The above seems to suggest that refusing to accept a job from a client after being offered is not counter productive in the marketing of consulting engineering services.

### 5.2.2 Clients satisfaction by the Quantity Surveying firms

Of the twenty-seven Quantity Surveying firms that responded, 11% of the firms did not respond to the question of what their mission was. 14% of the firms mission was to render quantity surveying and building economics services. 22% of the firm's mission was to conduct business. 26% of Quantity Surveying firm's mission was to give quantity surveying and building economics services in order to improve the built environment and satisfy the client. From a marketing perspective 26% of the firms whose mission was to satisfy the client were marketing oriented, since they considered their clients' satisfaction as the main focus of their business activity.

89% of the quantity-surveying firms had at least one job in the last two years from recommendation from a past client. To corroborate the statement that the firms whose mission was to satisfy clients were more market oriented 64% of their current workload was a result of past clients' recommendation.

67% of the quantity-surveying firms have at one point or another declined a job after being appointed. The main reasons they have given for declining the jobs offer include:

- (i) Suspicion that the client could not afford their fee,
- (ii) Clients did not wish to pay in cash but in exchange of other consideration and -clients offered low fee.

All the clients who quantity-surveying firms declined to accept their jobs offer never went back to the same consultants for similar services again.

72% of the above quantity surveying firms suggested bankruptcy (the client went bankrupt after undertaking the project) as the reason why the clients whose work they declined after the offer never came back while the other five did not have any suggestions. The above seems to suggest that refusing to accept a job offer for quantity surveying services is not good

for quantity surveying firms as it concerns future jobs. However it appears prudent to refuse to accept a job from clients who seems to experience problem with money. This is supported by the suggestions by 72% of the quantity-surveying firms that the clients whose work they declined never came back to them because they become bankrupt. This could suggest that some clients who could not afford the cost for construction tried to engage quantity surveyors in a desperate attempt hoping that they will turn their dreams into reality through their services.

### 5.2.3 Client satisfaction by the Architectural Firms

Of the thirty-three architects that responded 9% of the firms did not respond to the question of what their mission was. 18% of the firms stated their mission as a means of making a livelihood. 45% of the firms stated their mission as provision of Architectural and planning services while 27% of the firms stated their mission as being to provide the best services as per their clients' requirements. From a marketing perspective the 27% firms whose mission was to provide services to their clients requirements were marketing oriented since they focused on the client.

64% of the architectural firms have benefited at least once in the last years by getting jobs through recommendation from past clients. Firms whose mission appeared marketing oriented had 66% of their current workload resulting from recommendation from past clients.

55% of the architectural firms had at least once declined a job after being appointed by a client. The main reasons given as to why architects declined a job offer included

- (i) The clients being too demanding on their requirements,
- (ii) Clients failure to honour their part of the agreement mostly payment and interruption of the progress of work,
- (iii) Failure to agree on fee with the client as well as apparent lack of seriousness on the part of

the client.

83% of the clients whose job offer to the Consultant had been declined had approached the same architect again after his decline for a job offer. The main reasons suggested for the client approaching an architectural firm which had declined a job offer include his recognition of their high quality work and failure to agree with other architectural firms. The above seems to suggest that declining a job offer after being appointed has no serious marketing consequences for architectural firms.

#### 5.2.4 Satisfaction of Clients needs by Building Consultancy Firms

In a summary it appears that generally building consultants in stating their business mission do not aim at satisfying their client. This is supported by the evidence that only (25%) of the building consultancy firms stating their missions geared towards achieving client satisfaction. In this aspect Architectural firms were better marketing oriented with 27%, Quantity Surveyors were second with 26% while Consulting Engineers were third with 25% of their consultancies missions being marketing oriented. Their differences were however very minimal.

63% of the consultancy firms had benefited in getting jobs within the last two years through recommendation of past clients. The firms whose mission was marketing oriented showed that they had an average of 60% of their current workload either directly or indirectly from past clients.

The above seems to have two indications that is;

- (i) It shows the primacy of being marketing oriented and
- (ii) It shows the importance of the past clients as a potential source of jobs in future.

67% of all building consultants sampled had at one point declined a job offer from a past client. 43% of all clients whose job offer was declined by consultancy firms went to the



same firms to ask for the same services another time. However on individual professions, no client turned away by a quantity surveying firm approached the same quantity surveying firms again for the quantity surveying services, while architects showed a higher rate of clients whose job offer had been declined approaching them again as compared to Consulting Engineering firms (83% as compared to 58%).

The above correlated with the number of private clients in buying services from the consultants. There are more peculiar reasons that can cause private clients to be turned away than corporate clients which seems to explain the second attempt to approach the consultants for a second time e.g. high rate of insolvency, indecisiveness etc.

### 5.3.0 Client Care

The data under this heading is that of questions relating to finding out whether the consultancy firms cared about their clients and if they did how they did it. In order to investigate the former the questions raised tried to find out whether consultants try to give their clients what they really need, rather than what they think or assume they want, or what has been considered traditionally best for the clients.

#### 5.3.1 Client care by consulting Engineering firms

100% of the consulting engineering firms do not segment their market in any one form. The main reasons suggested for not segmenting their markets were;

- (i) They did not see segmentation of the market as important to their business management.
- (ii) Their market was too small and by segmenting it they would be limiting their already constrained market. There is no firm that saw marketing segmentation as important in order to know its clients better so that the firm can concentrate its resources accordingly in order to serve its clients better.

33% of the consulting engineering firms did not respond to the question as to why their clients go to them. 33% of the other firms responded that their clients go to them instead of their competitors because their firm had the qualifications necessary to carry out the engineering work at hand. The remaining four (33%) gave various reasons tending to indicate that their clients go to them because they knew that their work was good. There was no indication that any of the firms cared for their clients and so clients went there because they knew that they would be well taken care of or that the firm would consider their interest. None of the firms indicated that it provided customised services which made clients feel cared for and hence their going to the firm.

33% of the consulting engineering firms did not keep a list of past clients. The main reason given for not keeping lists of past client was that they felt that such lists were of no value to them. 67% of the firms keep lists of past clients. The two main reasons which were suggested for keeping such lists were, for record purposes of the firm and for inclusion of such clients in their CVs with the list of projects handled. There was no firm that kept such lists for post performance evaluation in order to assess how their service had been perceived by the client and to show the client that the firm cared for the service it had provided.

From the fore going therefore the Engineering firms did not care for their clients in terms of segmenting the clients in order to understand them better, providing a customised service or by conducting a post performance evaluation.

### 5.3.2 Client care by Quantity Surveying firms

97% of the quantity-surveying firms did not segment their markets at all. The main reasons given for not segmenting their markets were that the market was too small and so no need to segment the market; others felt that such segmentation would be costly to their offices while other felt that segmentation would reduce their markets. 22% of the quantity-surveying

firms, which segment the market only, do so in terms of type of the client. The main reasons suggested for segmenting the market in terms of the client were; to identify potential clients and to discriminate those who are difficult to pay from those who pay easily in order to project the firms' cash flow. There was no quantity-surveying firm that felt that segmenting the market in terms of the clients would help to know clients better in order to improve the quality of service to them.

4% of the Quantity Surveying firms did not respond as to why clients go to them instead of going to their competitors. 67% of the firm had the opinion that clients go for their services instead of competitor's because they offered better quality service. 4% of the firms had the opinion that most of their clients go for their services because they charged a lower fee than the recommended scale. 26% of the firms responded that their client went to them because they spent some time to listen to their problems and made sure that their clients were happy with the services they offered. These firms can be said from a marketing perspective to be the ones which are marketing oriented because they care about their clients feelings towards their services.

15% of all quantity surveying firms did not keep a list of their past client. 85% of all quantity-surveying firms kept the lists of past clients. The reasons given why the firms did not keep the lists of past clients were; the firms felt that such lists are of no importance to them and the firms had never thought of it. The reasons given by the firms, which kept lists of past client, are listed below; -

- (i) They were important as references for future projects.
- (ii) The list of past clients was important for record purposes
- (iii) The list of past client was important for inclusion in CVs of the firm.

No firm felt or used the list of past client for post performance evaluation in order to assess how clients perceived their past consumption of the firm's services in order to address the consumers needs in future.

From the above the quantity surveying firms did not care for their clients in terms of segmenting the clients in order to understand them better, providing a customised service or through a post performance evaluation. The 26% of the firms, which showed client care only, did so by providing customised service. By gauging the firms on the three parameters of client care used, the average total customer care is reduced to 9%.

### 5.3.3 Client Care by Architectural firms

64% of all architectural firms did not segment their market in any way. The main reasons given by the firms for not segmenting their markets were; -

- (i) The firms believed in the spirit of free enterprise and competition
- (ii) The jobs were very few and by segmenting the market this would reduce their market even more.
- (iii) The segmentation of the market is of no use to the marketing management.

36% the architectural firms segmented their markets. All the firms, which segmented their markets, did so in terms of the type of client that they had. The main reason the firms gave for segmenting their markets were that it was important to segment the market in terms of the type of the client in order to anticipate payments and plan future cash flows since some clients do not honour the fee notes promptly while others do not pay at all. No architectural firm had the opinion that segmenting the market would help to know the clients and their requirements better in order to improve the service provided to them.

3% of the architectural firm did not give an opinion as to why their client went for their services instead of their competitors. The main reasons given as to why clients go for services of particular architectural firms' services were;

- (i) The clients knew that they would get high quality services
- (ii) The clients knew that their work would be delivered on time.
- (iii) The clients knew of the consultant's reputation through previous clients and promotional activities of the firm.
- (iv) The clients feared to approach larger firms.

36% of the architectural firms felt that their clients went for their services instead of those of the competitors because they knew that they would get personal attention and hence cared for their clients.

All Architectural firms kept a list of past clients. The Main reasons given for keeping a list of past client were; -

- (i) For use in CVs in future
- (ii) For future contact with the client for another job
- (iii) For record purposes of the office in case of inquiries in future

12% of the firms kept lists of past clients for the purposes of contacting the client to find out how the use of the building had turned out to be for record purposes in case other clients would like to make enquiries about the building in future. From a marketing perspective the 12% of the firms which kept lists of past clients for post evaluation performance were marketing oriented.

From the above architectural firms did not care for their clients in terms of segmenting the clients in order to serve them better, provide a customised service or by a post performance evaluation. Of the 36% of the firms which gave clients personal attention none of them



segmented the market in order to understand and serve the client better and considering that 12 % kept a list of past clients this gives an average of 16% of the firms which cared for their client when the three parameters cited earlier are considered.

#### 5.3.4. Building consultancy firms' clients care

In summary it is apparent that no building consultant firm felt that segmenting of the market in any one manner would be important in order to understand the client better.

15% of the building consultants spent time to listen to their clients' problems in order to serve them better. 6% of the building consultants who happen to be architectural firms kept a list of past clients for post evaluation performance.

The above indicates that when client care in marketing is considered in terms of three parameters namely segmenting a market in order to understand the client better, providing a costumed service and post performance evaluation the average client care was 7%, that is 0% from segmenting the market, 15% from customised service and 6% from post evaluation performance.

The architects had the best performance in terms of client care with all firms keeping a list of past clients and with an average of 16% total client care. The reasons for this could explain the fact that the most important source for getting projects for architects that is 28% was past clients unlike that of Quantity Surveyors 21% and Consulting Engineers 18%.

#### 5.4.0 Competitors and Marketing Environment

The questions asked to the consultants under this heading tried to find out what marketing difficulties and challenges building consultants faced in their marketing. It also tried to find out what the consultants did to surmount these marketing difficulties and challenges raised if any

#### 5.4.1 Consulting Engineers Competitors and Marketing Environment.

65% of all Consulting Engineers stated that there are different modes of competition in different sectors of the markets. However only 32% of these firms which means 20.8% of all the firms were able to list each sector and its mode of competition. The 35% who did not think that there are different modes of competition said that the services they offer are similar and hence the similarity in marketing irrespective of the sector.

All Consulting Engineers serve all sectors of the market.

67% of all Consulting Engineers responded that they faired better with the private clients than with the public clients.

The major challenges in marketing by Consulting Engineering firms were;

- (i) Lack of time 46%
- (ii) High cost of marketing 15%
- (iii) Professional rules governing the operation of these professionals 55%
- (iv) Unfairness in marketing by other consultants 52%
- (v) Proving that one firm is different from others offering similar services 54%

78% of all Consulting Engineering firms were not doing anything about their challenges in marketing while the remainder were;

- (i) Setting money aside to be used for their marketing effort 10%
- (ii) Leaving at least one partner to undertake most of the marketing effort for the firm 12%

85% of all the Consulting Engineers felt that their marketing was threatened by;

- (i) Other consultants who are not members of the same profession 55%  
particularly architects and quantity surveyors offering Engineering solutions
- (ii) Non-professionals masquerading as professionals 45%

88% of the consulting engineers did nothing about the threat facing them

92% of them felt that their professional body was capable of meeting all the threats that were facing them while 8% did not answer.

100% of all consulting Engineers foresaw competition as becoming tougher in future. 85% of all consulting Engineers marketed their services using traditional means such as letter headed paper, complementary slips, social contacts, etc. The remaining 15% did not give answers as to how they marketed their services as they regarded this information as their firm's secret which they could not divulge to the researcher.

8% of all consulting Engineers did not want to use other methods that they knew that their competitors used because:

- (i) 65% felt that their methods were unethical
- (ii) 35% felt that their methods were superior to those of their competitors.

#### 5.4.2 quantity surveying firms Competitors and marketing environment

85% of all quantity-surveying firms stated that there are different modes of competition in different sectors of the market.

55% of all the consultancies could not clearly distinguish the different modes of competition in different sectors. Of the 45% consultancy firms which distinguished different sectors the following are the different modes stated per sector per client;

- (i) Private client Presenting high quality work and public relations amount of fee 100%
- (ii) Co-operate client high quality work 40%, public relations 20%
- (iii) Public sector technical presentation 65%

The 15% of the firms, which did not think that there are different modes of competition, had the opinion that what mattered most in any sector was personal contact.

All quantity-surveying firms served in all the sectors of the market.

40% felt that the public sector was the one that they performed best in while the rest responded that the private clients were their best markets.

The major challenges cited by quantity surveying firms in marketing are;

(i) Regulations by professional associations 75%

(ii) Distinguishing individual firms from offering similar services in the

industry 70%

(iii) Convincing clients to give the firms an opportunity to prove firm's

services 60%.

60% of the quantity-surveying firms were not doing anything about their challenges in marketing while 40% were;

(i) Improving on their contacts with the client 20%

(ii) Using the professional body the Institute of Quantity Surveyors of

Kenya (IQSK) to ask for repeal of the Cap 525 of the laws of Kenya

70%.

(iii) Improving on the quality of work 10%

85% of all quantity-surveying firms felt that their market was being threatened by;

(i) Other consultants in the building industry who were offering their

services while they were not professionals in the area, 80% this group of

people included Architects and Engineers.

(ii) Non professionals 20%

60% of quantity surveying firms did nothing about the threat to their marketing profession.

20% of the quantity-surveying firms stated that they strive to improve on their quality to out do other people trying to offer similar services.

10% of the quantity-surveying firms tried to raise awareness of the need to get professional services from qualified consultants and were campaigning through the professional body

The remaining 10% were asking for more protection from the government through legislation by adopting more stringent rules protecting the profession.

90% of all quantity-surveying firms foresaw competition increasing in future.

100% of quantity surveying firms marketed using traditional means of using trappings such as communication artifacts, of these 25% supplemented their marketing efforts by offering high quality work after being awarded a job.

65% of the quantity-surveying firms did not want to use other methods of marketing that they knew that their competitors used. They did not want to use them because;

- (i) 50% felt that these other methods were too expensive and time consuming.
- (ii) 40% felt that these methods were unethical.
- (iii) 10% felt that their firm's were still small and hence other methods were not suitable for firms like theirs.

#### 5.4.3 Architectural firms Competitors and marketing environment

45% of all the architectural firms stated that there are different methods of marketing applicable to different sectors of the market.

The different sectors in terms of clients and methods of marketing listed were;

- (i) Public client Technical proposal 80%, professional fee 20%
- (ii) Private client Professional fee charged 100%
- (iii) Corporate client Technical proposal 75%, professional fee charged 25%



The remaining 55% of the architectural firms were of the opinion that their service marketing was similar irrespective of the sector that they served and hence did not justify different methods of marketing.

All the architectural firms served in all the sectors of the market.

The major challenges in marketing by the architectural firms were;

- (i) High cost of marketing 60%
- (ii) Unfair means of marketing adopted by other competitors 50%
- (iii) Distinguishing firms from others offering similar services 40%

There was no architectural firm that indicated that it was doing anything about the challenges that were facing the firm.

The major threat facing the architectural firms cited by 50% in marketing were the semi professional that posed as architects and charged lower fee and ere therefore more attractive to the potential clients these were mainly draughtsman 50%.

The following were the ways that the firms followed to encounter their threat;

40% of the architectural firms felt that by improving their quality to a high level they would be able to eliminate the competition completely.

20% of the architectural firm felt that they were helpless since only the use of titles was protected and not engaging in the practice.

40% of the architectural firms felt that with time more and more enlightened clients will be involved in building projects and they will always insist on a qualified professional.

81% of the architectural firms marketed their services using traditional means such as social interaction, lobbying and communication artifacts.

74% of the architectural firms did not want to use other methods of marketing that they knew that their competitors used because;

- (i) They felt that their methods were superior to those of the competitors 63%
- (ii) They felt that other methods used by the competitors were degrading to the profession and unethical 37%

#### 5.4.4 Competitors and marketing environment of Architectural firms

65% of all the building consultants stated that there were different methods of competition in different sectors of the market.

40.7% of all consultants were able to state the different sectors and the mode of competition in each sector.

It was apparent that the private sector clients were more concerned about the fee charged while the public and the corporate clients were more concerned about the quality of work for quantity surveying and architectural services. This could be explained by the fact that the private client is by far much smaller compared to the others in terms of financial outlay and capital sources and his sensitivity towards costs of the services.

35% of the other consultants stated that due to the fact that the services offered to all sectors are similar the methods of competition in all the sectors are the same.

All the consultants served in all the sectors of the market. This seems to indicate lack of specialization for all building consultants. The major challenges to marketing by building consultants were cited to be;

- (i) Rules and regulations governing the marketing operations of building consultants 43.3%
- (ii) Unfair in the means of competition used by fellow consultants 34%
- (iii) Difficulty to distinguish firms from others offering similar services 51.3%
- (iv) High cost of marketing 25%
- (v) Lack of time for marketing 15%

The major threat that consultants faced was from building consultants in different professions trying to offer services in other professions as well as from semi-professionals 61.7%

66% of all building consultants did nothing about the marketing challenge that they met in their work environment while the same number did nothing about the threat that felt that their practices faced

34% of the consultants felt that their respective professional bodies were doing enough to counter their marketing threats and challenges while 10% felt that by improving on the quality of the services that they offered they would be able to drive out all competition

66% of all consultants foresaw the possibility of stiffening competition in the future

88.8% of all building consultants marketed their services through traditional means such as personal contacts, communication artifacts as well as marketing related activities

73% of all consultants did not want to use other methods that they knew their competitors used because;

- (i) They were of the opinion that the competitors method were inferior to the ones that they were using 36%
- (ii) They felt that other methods of marketing were too expensive 17%
- (iii) They regarded the methods that their competitors used as unethical 47%

The above seems to underscore the conservative nature of building consultants towards their approach to marketing management in spite of knowledge of the changes in marketing environment and competition

### 5.5.0 Marketing Planning, Promotion and Presentation

The data presented under this heading relate to how firms projected their future marketing goals and developed means to reach their projections. It also presents how building consultancy firms create awareness of their firms' services and how they pack and deliver their services.

#### 5.5.1 Marketing Planning Promotion and Presentation by Consulting Engineering firms

The following were the main ways, in which consulting engineers market their services:

- (I) Introduction through friends
- (ii) Contacts in social functions
- (iii) Sending out firm's c.v. to potential clients

25% of the consulting engineers did not know other marketing methods that can be used for marketing their services other than the ones that they used. The main reason for not knowing other methods of marketing was that the firms had not bothered to find out.

75% of the consulting engineering firms knew of other methods of marketing but did not use them. The main reasons for not using other methods that the consulting firms knew were:

- (i) The methods were unethical (71%)
- (ii) Some firms felt that some methods were not suitable for their particular firms. (18%)
- (iii) Some firms felt that other methods were too expensive for their firms to afford. (11%)

The following were the main features that some consulting engineering firms used to distinguish themselves from others offering similar services.

- (i) Quality of work (68%)
- (ii) Maintenance of strict professional conduct (32%)

However 75% of the consulting engineers could not tell the features that distinguish their firms from others offering similar services.

All the Consulting Engineers were associated with a professional body. The main reasons for being associated with a professional body were for the firms to keep informed of the development in the profession.

All the consulting Engineers encouraged their staff to join professional organisations. The main ways that consulting engineers encourage their staff are:-

- (i) Subscribing for club memberships
- (ii) Giving the members of staff time to participate in social organisations.

The main reasons for joining this kind of organisations were:-

- (i) To get to meet potential clients
- (ii) To entertain their members of staff.

On the next page, Table 5.10 lists some communications artefacts that can be used in marketing of building consultancy services and the number of firms which used the Artefacts.

Artefact	No. of firms	% of firms
1. Brochure	8	47%
2. Leaflet	5	28%
3. Booklet	3	17%
4. Pamphlet	11	62%
5. Newsletter	12	67%
6. Journal	12	67%
7. Magazine	12	67%
8. Website	12	67%
9. Social media	12	67%
10. Other	12	67%
Total	17	100%

Table 5.10: Communications artefacts for consulting engineering



COMMUNICATION ARTEFACTS	Use		Do not		Don't use but we would like to		Would not like to use		No comment	
	No	%	No	%	No	%	No	%	No	%
	Letter headed paper	12	100%							
Complimentary Slip	12	100%								
Marked Envelopes	12	100%								
Business card	9	75%	3	25%						
General brochure	12	100%		67%						
Folders			8	67%	4	33%				
Covers	4	35%	8	67%						
Project Lists	9	75%	3	25%						
Client Lists	3	25%	9	75%						
News Letters	4	33%	4	33%	4	33%				
Contribute articles in journals			9	75%	3	25%				
BQS/Drawings	9	75%			3	25%				
Sponsorship			9	75%	3	25%				
Contribute to good causes	4	25%	4	33%	4	33%				
Curriculum Vitae	12	100%								
Calendars			8	67%	4	33%				
Exhibition			8	67%	4	33%				
Diaries			9	75%	3	25%				
Site notice board	12	100%								
Photographs	4	33%	4	33%	4	33%				
Advertise on radio, TV,			12	100%						
Appear on yellow pages of	12	100%								
Press release			12	100%						
Publicity during start and end of			12	100%						
Total	130		122		36		0		0	

Table 5.12 Communication artefacts for consulting engineers

\* Source: Researcher's field survey 1995

62.5% of the communication artefacts were used by at least 25% of the consulting engineering firms. Assuming that all the communication artefacts were supposed to be used by all the consulting engineers that is twelve consulting engineers per artefact this means that consulting engineers were supposed to use communication artefacts 288 times (No. Of consulting engineering firms (12) x no. Of artefacts (24). However the total of consulting engineers using communication artefacts is 118. This means that communication artefacts are used on an average of 45.1% ( $130/288 \times 100$ ) by Consulting Engineering firms.

Several firms would have liked to use some communication artefacts but could not do so because of certain reasons. Based on a calculation similar to the one above, the number of times that the consulting Engineers would have wanted to use some communication artefacts out of the expected 288, were 36. This means 13% ( $36/288 \times 100$ ) of all communication artefacts that consulting engineers desired to use but they could not use. The main reasons for not using some communication artefacts by some consulting engineers were:-

- (i) The professional ethics did not allow the use of such tools
- (ii) The tools were too expensive for the firm.

There was no indication by any consulting engineering firm that it would not like to use a particular communication artefact.

On the next page Table 5.11 lists some activities that are related to marketing and corresponding indication in terms of the number of firms which use, do not use, do not use but would like to use, would not like to use and those which did not comment.

Marketing activities by consulting Engineers	Use	Do not use	Do not use but would like to use	Would not like to use	Did not comment

ACTIVITIES RELATED TO MARKETING	use		do not use		Do not use but would like to		Would not like to use		NO COMMENT	
	No	%	No	%	No	%	No	%	No	%
	Quoting different fee in relation to goals of the firms and prevailing demand situation			9	75%					3
Quoting different fee for some type of building in different areas	4	33%	4	33%	4	33%				
Quoting different fee for the same type of client in different geographical areas	4	33%	4	33%	4	33%				
Quoting lower fees for jobs of certain clients (e.g. new clients, old clients, others.)			12	100%						
Negotiating fee with clients			9	75%	3	25%				
Having shares or interest in a company concerned with construction industry e.g. construction or materials manufacturing			12	100%						
Exhibiting name of the firm outside the firm ostentatiously			12	100%						
Including both name of the professionals and the firms on site notice boards			12	100%						
Including the list of the services offered on site notice boards			12	100%						
Including professional affixes on site notice board			12	100%						
Having site notice boards of more than 50mm in height with ostentatious format			8	67%	4	33%				
Having more than one notice board on site			8	67%	4	33%				
Having notice board on site before actual commencement of actual building works			8	67%	4	33%				
Having notice boards on site after practical completion			12	100%						
Taking part in competition without the consent of the AAK	4	33%	4	33%	4	33%				
Displaying building designs on site notice boards			12	100%						
Total	12	-	138	-	27	-			3	-

TABLE 5.13 Marketing activities by consulting Engineers

\* Source: Researcher field survey

Consulting engineers used 19% of all the sixteen activities. Assuming that all the marketing related activities are supposed to be used by consulting engineers that is twelve consulting engineers per marketing related activity the times that consulting engineers used marketing related activity are expected to total to 192 times. However a total of twelve consulting engineers used marketing related activities, means an average of 6% ( $12/192 \times 100$ ) marketing related activities are used by Consulting Engineers.

All the marketing related activities were not used by all firms at the same time. On average 72% ( $138/193 \times 100$ ) marketing related activities were not used by consulting engineers. The main reason for not using these marketing related activities was that the professional ethics did not allow the use of such activities.

There was no consulting engineering firm which indicated that it would not like to use a particular marketing related activity. This suggests that all the above marketing related activities were desirable for marketing of consulting engineering services.

There were some marketing related activities which consulting engineers expressly stated that they would like to use but could not use them due to some reason. On average 14% ( $27/192 \times 100$ ) of all marketing related activities above could not be used by the firms which wanted to use them. The main reason for not using these marketing related activities which the firms wished to use just like those of not using was that the professional ethics did not permit the use of such marketing related activities.

#### 5.5.2 Marketing Planning, Promotion and Presentation by Quantity Surveying firms

The following were the main ways that quantity-surveying firms market their services in order of importance.

- (i) Self Introduction through letters and CV's (33%)
- (ii) Introduction through friends and third parties (30%)

- (iii) Lobbying through politicians (23%)
- (iv) Introduction through fellow consultants mainly architects (21%).

48% of the Quantity Surveying firms knew other methods of marketing that can be used for marketing of building consultancy services like theirs while 52% of others did not know. The firms, which knew other methods of marketing other than the ones they used, did not use these methods mainly because-:

- (i) Other marketing methods were unethical (63%)
- (ii) Other marketing methods were inappropriate for their firm (37%)

The firms, which did not know other methods of marketing mainly, did not know because they had never bothered to find out. This can be corroborated by the fact that twelve firms did not give an answer to that question while four firms found it vague and 41% responded that they did not know because they did not know.

The main features that quantity-surveying firms used to distinguish their firms from others offering similar services was

- (1) Quality of work 66%

56% of quantity surveying firms could not however tell the features that distinguish their firms from others offering similar services as theirs.

85% of the quantity-surveying firms are associated to either another firm or professional association. However out of these only 13% are associated to other firms all the others are associated to professional associations. The main reasons for quantity surveying firms associating with others firms and professional associations are; -

- (i) To obtain work tendered in other countries for example work tendered in portion can be sublet to a local firm (42%).
- (ii) To obtain material on professional development (30%).



- (iii) To sublet work to other firms in order to off load the burden on the firms staff in order to maintain quality work. (28%)

The firms, which were not related to other firms and professional organisations, felt that such affiliation would not be of any benefit to their firm.

89% of the quantity-surveying firms encourage their members of staff to join social organisations by using some of the following methods.

- (i) Paying subscription to clubs (21%)
- (ii) Giving members of staff time to take part in such organisations (23%)
- (iii) Verbal encouragement (56%)

The main reasons for encouraging such membership were;

- (i) To allow members to relax and therefore improve on their productivity in the office
- (ii) To help members to meet potential clients.

The 12% of the firms, which did not encourage their members of staff to join social organisations, did not do so because of the following reasons -:

- (i) They felt that the firms should not interfere with the members of staff free time (47%).
- (ii) The firms did not have money to encourage such membership and the related costs (27%)
- (iii) Such relationship would not be of any benefit to the firms (26%).

On the table 5.12 is a list of some communication artefacts that can be used in marketing of building consultancy services. The number of firms, which use, do not use, do not use due to some reasons but would like to use, would not like to use and those who had no comment have been inserted in the table.

COMMUNICATION ARTEFACTS	Use		Do not use		Don't use but we would like to		Would not like to use		No comment	
	No	%	No	%	No	%	No	%	No.	%
	Letter headed paper	27	100%							
Complimentary Slip	15	56%	6	22%	6	22%				
Marked Envelopes	15	56%	9	33%	3	11%			2	7%
Business card	27	100%								
General brochure	6	22%	6	22%	6	22%	6	22%	3	11%
Folders			14	52%	9	33%	2	7%	2	7%
Covers	14	52%			13	48%				
Project Lists	20	74%	6	22%	5	19%	2	7%		
Client Lists	9	33%	20	74%	6	22%	6	22%		
News Letters			20	74%	4	15%			3	11%
Contribute articles in journals			4	15%	4	15%			3	11%
BQS/Drawings	17	63%	10	37%	4	15%			2	7%
Sponsorship	3	11%	3	11%	11	41%	2	7%	1	4%
Contribute to good causes	12	44%			9	33%			3	11%
Curriculum Vitae	24	89%			3	11%				
Calendars			13	48%	14	52%			2	7%
Exhibition	3	11%	11	41%	11	41%			2	7%
Diaries			13	48%	14	52%				
Site notice board	24	89%			3	11%				
Photographs			12	44%	9	33%			6	22%
Advertise on radio, TV,	3	11%	12	44%	6	22%	6	22%		
Appear on yellow pages of	12	44%			15	56%				
Press release			13	45%	10	37%			3	11%
Publicity during start and end of	3	11%	12	44%	3	11%	3	11%	6	22%
Total	222		184		168		25		36	

Table 5.14 Communication artefacts for quantity surveyors

• Source: Field survey 1995

71% of the communication artefacts were used by at least 11% of the quantity-surveying firms. Assuming that all communication artefacts were supposed to be used by all consulting engineers that is twenty seven quantity surveying firms using each artefacts this means that Quantity Surveyors were supposed to use these artefacts a total of 648 times (No. Of Quantity Surveying firms [27] x No. Of communication artefacts (24)]. However the total number of times that Quantity Surveying firms using communication artefacts is 222. This means that communication artefacts were used on an average of 34% ( $222/648 \times 100$ ) by quantity surveying firms.

Some quantity-surveying firms would have liked to use some communication artefacts but they could not do so because of certain reasons. Using a calculation like the one above a total of 168 out of the expected 648 was got from the number of firms which would have liked to use some communication artefacts but did not use this. This means 26% ( $168/648 \times 100$ ) of communication artefacts were: -

- (i) The use of such artefacts was not permitted by the professional ethics
- (ii) It was too expensive to use such communication artefacts.

4% ( $25/648 \times 100$ ) of all communication artefacts were not wanted by the quantity surveying firms in their marketing management.

On table 5.13 are some of the marketing activities that are related to marketing and the corresponding indication in terms of the number of firms which use, do not use, do not use but would like to use and those with no comment.

Marketing activities by Quantity Surveyors

ACTIVITIES RELATED TO MARKETING	use		do not use		Do not use but we would like		Would not like to use TO USE		NO COMMENT	
	No	%	No	%	No	%	No	%	No	%
	Quoting different fee in relation to goals of the firms and prevailing demand situation	12	44%	6	22%					
Quoting different fee for some type of building in different areas	9	33%	9	33%	9	33%				
Quoting different fee for the same type of client in different geographical areas	6	22%	15	56%					6	22%
Quoting lower fees for jobs of certain clients (e.g. new clients, old clients, others.)	9	33%	16	59%					2	7%
Negotiating fee with clients	9	33%	18	67%						
Having shares or interest in a company concerned with construction industry e.g. construction or materials manufacturing	20	74%	6	22%	1	4%				
Exhibiting name of the firm outside the firm ostentatiously			18	67%					9	33%
Including both name of the professionals and the firms on site notice boards	3	11%	18	67%	3	11%			3	11%
Including the list of the services offered on site notice boards	13	48%	10	37%	4	15%				
Including professional affixes on site notice board	7	26%	11	41%	7	26%			2	7%
Having site notice boards of more than 50mm in height with ostentatious formal			24	89%	3	11%				
Having more than one notice board on site	1	4%	24	89%	2	7%				
Having notice board on site before actual commencement of actual building works	2	7%	16	59%	4	15%	5	19%		
Having notice boards on site after practical completion	7	26%	7	26%	7	26%			6	22%
Taking part in competition without the consent of the AAK			14	52%	5	19%			8	30%
Displaying building designs on site notice boards			17	63%	7	26%			3	11%
Total	98	-	232	-	58	-	5	-	39	-

TABLE 5.15 Marketing activities by Quantity Surveyors

\* Source: Researcher field survey 1995

25% of marketing related activities were not used at all by quantity surveying firms. Assuming that all the marketing related activities were supposed to be used by all quantity surveying firm this means a total of 432 quantity surveying firms using marketing related activity would have been achieved (No of marketing activities (16) x No. of quantity surveying firms (27)). However a total of 89 was achieved which indicates a 23% ( $98/432 \times 100$ ) use of marketing related activities stated above by quantity surveying firms.

54% ( $232/432 \times 100$ ) of marketing related activities stated above were not used by quantity surveying firms. The main reasons for quantity surveying not using marketing related activities stated above were:

- (i) The professional ethics did not allow the use of such activities
- (ii) The use of such marketing activities is unnecessary to the practice.

13% ( $58/432 \times 100$ ) of all marketing related activities that the quantity surveying firms would have wanted to use did not use because they were unethical to the firm's according to the Architectural Association of Kenya's regulations.

Only 1% ( $5/432 \times 100$ ) of the marketing related activities were not desired by the quantity surveying firms.

### 5.5.3 Marketing Planning, Promotion and Presentation by Architectural Firms

The following were the main ways that architectural firms market their services:

- (i) Personal contacts (10%)
- (ii) Lobbying through politicians (48%)
- (iii) Letters of introduction of the services (35%)
- (iv) Introduction through friends and colleagues (7%)

85% of the architectural firms knew of other methods of marketing that can be used for marketing of services like theirs, but they did not use them. The main reasons for not using



other methods were:

- (i) The other methods were unethical (54%)
- (ii) Other methods are too expensive for the firm to afford (25%)
- (iii) Other methods were not appropriate for their firms and therefore would not be productive (21%).

The 15% of firms, which did not know of other methods of marketing other than the ones they used, did not know because:

- (i) They had not bothered to find out

The main features that architectural firms used to distinguish themselves from others offering similar services were: -

- (i) They offered more attention to their clients (53%)
- (ii) They offered better quality than their competitors (47%)

However 52% of all architectural firms could not tell the main features that distinguish their firms from others offering similar services.

39% of all architectural firms are not associated with any other firm or association. The reason for not being affiliated with other organisations is because the firms did not find any need for such association.

61% of all architectural firms were affiliated with either other firms or an association.

The main reasons for such affiliation were:

- (i) To keep informed of the development in the profession (47%)
- (ii) To help the firms get jobs (35%)
- (iii) To exchange information and ideas on the latest designs and technology (18%)

21% of architectural firms did not encourage their members to join social organisations.

The main reason for not encouraging members of staff not to join social organisations is: -

- (i) The firms' felt that it was not their responsibility to influence the members of staff on their leisure (51%)
- (ii) The firms did not have money (49%)

79% of all architectural firms encouraged their members of staff to join social organisations. The main ways of encouraging members of staff to join social organisations are:

-

- (i) Paying subscriptions or part thereof for the associations (53%)
- (ii) Giving workers time to attend the social functions (47%)

The firms, which encouraged the workers to join social organisations, did so in order to:

- (i) Help the members enjoy themselves and be productive to the firm (38%)
- (ii) Expose the firm to a wider audience. (37%)
- (iii) Improve on public relations (25%).

Table 5.14 lists of some communication artefacts that can be used in marketing of building consultancy services. The number of firms, which use, do not use, do not use due to some reasons but would like to use, would not like to use and those who had no comment have been inserted in the table.

Communication artefact	Use	Do not use	Do not use due to some reasons but would like to use	Would not like to use	No comment
Advertisement	11	41	1	11	2
Public relations	11	41	1	11	2
Direct mail	11	41	1	11	2
Telemarketing	11	41	1	11	2
Website	11	41	1	11	2
Brochure	11	41	1	11	2
Signage	11	41	1	11	2
Video	11	41	1	11	2
Photography	11	41	1	11	2
Press releases	11	41	1	11	2
Press conferences	11	41	1	11	2
Press kits	11	41	1	11	2
Press tours	11	41	1	11	2
Press conferences	11	41	1	11	2
Press kits	11	41	1	11	2
Press tours	11	41	1	11	2
Press conferences	11	41	1	11	2
Press kits	11	41	1	11	2
Press tours	11	41	1	11	2
Press conferences	11	41	1	11	2
Press kits	11	41	1	11	2
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Press tours	11	41	1	11	2
Press conferences	11	41	1	11	2
Press kits	11	41	1	11	2
Press tours	11	41	1	11	2
Press conferences	11	41	1	11	2
Press kits	11	41	1	11	2
Press tours	11	41	1	11	2
Press conferences	11	41	1	11	2
Press kits	11	41	1	11	2
Press tours	11	41	1	11	2
Press conferences	11	41	1	11	2
Press kits	11	41	1	11	2
Press tours	11	41	1	11	2
Press conferences	11	41	1	11	2
Press kits	11	41	1	11	2
Press tours	11	41	1	11	2
Press conferences	11	41	1	11	2
Press kits	11	41	1	11	2
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Press conferences	11	41	1	11	2
Press kits	11	41	1	11	2
Press tours	11	41	1	11	2
Press conferences	11	41	1	11	2
Press kits	11	41	1	11	2
Press tours	11	41	1	11	2
Press conferences	11	41	1	11	2
Press kits	11	41	1	11	2
Press tours	11	41	1	11	2
Press conferences	11	41	1	11	2
Press kits	11	41	1	11	2
Press tours	11	41	1	11	2
Press conferences	11	41	1	11	2
Press kits	11	41	1	11	2
Press tours	11	41	1	11	2
Press conferences	11	41	1	11	2
Press kits	11	41	1	11	2
Press tours	11	41	1	11	2
Press conferences	11	41	1	11	2
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Press tours	11	41	1	11	2
Press conferences	11	41	1	11	2
Press kits	11	41	1	11	2
Press tours	11	41	1	11	2
Press conferences	11	41	1	11	2
Press kits	11	41	1	11	2
Press tours	11	41	1	11	2
Press conferences	11	41	1	11	2
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Press conferences	11	41	1	11	2
Press kits	11	41	1	11	2
Press tours	11	41	1	11	2
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Press conferences	11	41	1	11	2
Press kits	11	41	1	11	2
Press tours	11	41	1	11	2
Press conferences	11	41	1	11	2
Press kits	11	41	1	11	2
Press tours	11	41	1	11	2
Press conferences	11	41	1	11	2
Press kits	11	41	1	11	2
Press tours	11	41	1	11	2
Press conferences	11	41	1	11	2
Press kits	11	41	1	11	2
Press tours	11				

COMMUNICATION ARTEFACTS	Use		Do not use		Don't use but we would		Would not like to use		No comment	
	No	%	No	%	No	%	No	%	No	%
	Letter headed paper	33	100%							
Complimentary Slip	33	100%								
Marked Envelope	16	48%			4	12%			3	9%
Business card	33	100%								
General brochure	20	61%	10	30%	3	9%				
Folders	10	30%	7	21%	7	21%			9	27%
Covers	11	33%	3	9%	10	30%			9	27%
Project Lists	15	45%	3	9%	9	27%			5	15%
Client Lists	6	18%	9	27%	9	27%			9	27%
News Letters	21	78%	12	36%						
Contribute articles in journals			15	45%	9	27%			9	27%
BQS/Drawings	6	18%	12	36%	15	45%				
Sponsorship	30	91%	3	9%						
Contribute to good causes			15	45%	18	55%				
Curriculum Vitae	33	100%								
Calendars			25	76%	6	18%	2	6%		
Exhibition	3	9%			25	76%	5	15%		
Diaries			25	76%	6	18%	2	6%		
Site notice board	25	76%	2	6%	5	15%	1	3%		
Photographs	6	18%	3	11%	25	76%	6	18%	3	9%
Advertise on radio, TV.			20	61%	10	30%	3	9%		
Appear on yellow pages of	18	55%			6	18%	3	9%	6	18%
Press release			15	45%	6	18%	3	9%	9	27%
Publicity during start and end of	6	18%	8	30%	12	36%	4	12%	4	12%
Total	325		187		185		29		66	

Table 5.16 Communication artefacts for Architectural firms

\* Source: Researcher's field survey 1995

21% communication artefacts were not used at all by any of the architectural firms. Assuming that all communication artefacts were supposed to be used by all the architectural firms this would mean thirty three architectural firms using the twenty four communication artefacts which means communication artefacts being used to a total of eight hundred and fifty eight. On average 41% ( $325/792 \times 100$ ) of all marketing communication artefacts were used by architectural firms.

24% ( $187/792 \times 100$ ) of all communication artefacts were not used by architectural firms. The main reasons as to why these communications artefacts were not used are:

- (i) The artefacts were not allowed by professional ethics (45%)
- (ii) The firms had not thought of using them (37%)
- (iii) The firms had no enough money to be used for the purpose (18%)

Only 4% ( $29/792 \times 100$ ) of all communication artefacts were not desired for use by architectural firms. This means that the architectural firms wished to use most (96%) of all communication artefacts.

On table 5.15 some of the marketing activities that are related to marketing and the corresponding indication in terms of the number of firms which use, do not use, do not use but would like to use and those which would not comment.

Marketing Activity	Use	Do not use	Do not use but would like to use	Do not comment
Advertising	15	15	15	15
Publicity	15	15	15	15
Direct Mail	15	15	15	15
Personal Selling	15	15	15	15
Telemarketing	15	15	15	15
Other	15	15	15	15
Total	150	150	150	150

ACTIVITIES RELATED TO MARKETING	use		do not use		Do not use but would like to		Would not like to use		NO COMMENT	
	No	%	No	%	No	%	No	%	No	%
Quoting different fee in relation to goals of the firms and prevailing demand situation	9	27%	24	73%						
Quoting different fee for some type of building in different areas	9	27%	21	64%					3	9%
Quoting different fee for the same type of client in different geographical areas	6	18%	24	73%					3	9%
Quoting lower fees for jobs of certain clients (e.g. new clients, old clients, others.)	8	24%	20	61%					5	15%
Negotiating fee with clients	26	79%	4	12%					3	9%
Having shares or interest in a company concerned with construction industry e.g. construction or materials manufacturing			23	70%	5	15%			5	15%
Exhibiting name of the firm outside the firm ostentatiously	4	12%	20	61%					9	27%
Including both name of the professionals and the firms on site notice boards	13	39%	10	30%					10	30%
Including the list of the services offered on site notice boards	4	12%	22	67%	2	6%			5	15%
Including professional affixes on site notice board	9	27%	19	58%					5	15%
Having site notice boards of more than 50mm in height with ostentatious format	9	27%	19	58%	1	3%			4	12%
Having more than one notice board on site	3	9%	25	76%	2	6%			3	9%
Having notice board on site before actual commencement of actual building works	6	18%	20	61%	3	9%			4	12%
Having notice boards on site after practical completion	8	24%	18	55%	3	9%			4	12%
Taking part in competition without the consent of the AAK	9	27%	9	27%	12	36%			3	9%
Displaying building designs on site notice boards.					22	67%	8	24%	3	9%
Total	123	-	278	-	50	-			69	-

Table 5.17: Marketing activities by architects

- Source: field 1995



13% of all the marketing related activities were not used at all by the architectural firms. Assuming that all the marketing related activities were supposed to be used this means that each of the marketing related activity was supposed to be used thirty three times. This means an expected total of five hundred and twenty eight is expected (No of marketing activities [(16) x No. of architectural firms (33)]. However a total of 123 is recorded for the firms which used the above marketing related activities, which means a 23%  $(123/528) \times 100$  use of all marketing related activities.

Based on the principle used above 53%  $(278/528 \times 100)$  marketing related activities were not used.

The main reasons for not using the marketing related activities listed above were either it was unethical to do so or the firms did not find the need for doing so.

9%  $(50/528 \times 100)$  of all the marketing related activities which the firms wanted to use could not be used due to certain reasons.

Only 2%  $(8/528 \times 100)$  of all marketing related activities were not desirable for use by architectural firms.

#### 5.5.4 Building Consultants' Marketing planning promotion and presentation

There is a general indication that building consultants use similar ways to get themselves known to their potential clients. Architectural firms knew more methods (85%) that are applicable to a business like theirs which they did not use followed by quantity surveyors (48%) and lastly the engineers (25%). The reason for this could be related to the fact that the past clients have got more weight for recommending clients for Architectural firms followed by quantity surveyors and then lastly consulting engineers. This could have the implication that architects have to know of more ways of marketing because they deal with clients who vary greatly while building consultants are generally more homogeneous in terms of their educational

background and professional requirements.

Majority (61%) of the building consultancy professionals did not know of the features that distinguish their firms from others offering similar services 75%, 56% and 52% for Consulting Engineering, Quantity Surveying and Architectural firms respectively. Most of the firms which knew thought of their quality as the main feature which distinguish their firms from others offering similar services.

A higher proportion (100%) of consulting engineers was associated with a professional body followed by quantity surveying firms (85%) and then architectural firms (61%). This can also be explained by the reason suggested earlier of consulting engineering firms relying more (54%) on fellow consultants, followed by quantity surveying firms (50%) and then architectural firms (45.8) in getting recommendation.

What has been stated above seems to be corroborated by the observation that a higher proportion of architectural firms encourage their members of staff to join social clubs followed by quantity surveying firms and then consulting engineering firms. The above is supported by the fact that social organisations are likely meeting places for potential individual clients who can recommend the consultants.

All the above expectations are given more weight by the fact that Architectural firms use by far more communication artefacts proportionally followed by quantity surveying firms and consulting engineers (41%, 34%, 45.1% respectively). Most of the communication artefacts which were not used at all were not used because they were construed to be unethical or lack of funds to use these artefacts which were thought as too expensive for the firm.

A lower proportion for use of marketing related activities was recorded than that of communication artefacts. The main reason could be because all the marketing related activities are not allowed by the AAK by-laws.

The Architects and the Quantity Surveyors had the highest use of the marketing related activities while the Consulting Engineers were last. (23%, 23%, 19% respectively).

### 5.6.0 Potential Building Clients

This is a presentation of the responses of organisations, which form a major market for building consultancy services. The three groups that were considered to represent all the potential building clients were, Departments of the ministry of public works and housing which represent the Government, building developers, and the contractors. The questions that were being responded to in this section tried to find out how the potential clients came to know of particular building consultants and their suggestions to the consultants on what they can do in order to be known by these groups.

#### 5.6.1 Ministry of Public Works Departments

The three ministry of public works departments i.e. Architectural department, Contracts and quantities and structural departments opinion that quality of the final product is the most important factor in a building development.

The ministry of Public Works hires private consultants when the available professional resources in the department are in adequate.

All Ministry of Public works departments kept lists of building consultants to ensure that services are rendered by professionally qualified and competent consultants. These lists are drawn from applications sent to the ministry by the professionals.

The requirements for building consultants to be included in the list of consultants in the Ministry of Public Works are: -

- (i) The firms must have professionals who are qualified and registered by the board of registration for engineers or architects and quantity surveyors as the case may be.

(ii) Their business (firms) must be registered and operating under the law.

The list of building consultants was not revised on a regular basis for all consultants but the firms' particulars are updated either annually or bi-annually to reflect the changes in firms capacity on application by the firm.

Competence in terms of personnel in firms in relation to the complexity of the project were considered to be of prime importance in selecting building consultants by ministry of public works departments.

Ministry of Public Works departments stated political interference as one of the reasons that affect selection of building consultants. Work overload on building consultancy firms can also lead to a firm not being award a building consultancy job.

Liberalisation of the marketing management practice so that building consultants can use some of the restricted marketing tools like negotiating fee; advertising in the media and billboard etc. was advocated as a policy by departments in the Ministry of Works.

Illegal and unethical means of securing commissioning of work and use of bribes as well as reliance on political patronage to get jobs were regarded as some of the disastrous practices by building consultants in their marketing management and strategy. Unprofessional conduct such as colluding with contractors to defraud client's money was blamed as one of the reasons why clients loose faith in building consultants.

The following was the advise to building consultants in order to avoid malpractice and improve their chance of winning jobs in the ministry departments:

- (i) The firms should maintain professional integrity by avoiding malpractice and adhere to code of conduct.
- (ii) The firms should register with the departments by submitting a detailed C.V. showing their capacity.

The analysis of the responses here below are based on adding up the totals of the rank that each attribute was given. Since the ranking was supposed to be from the most important being given the lowest integer i.e. or being ranked as one (1) the lowest rank was hence given the highest score which was equal to the highest integer in the ranking system. The number of firms, which gave a particular score per factor, was multiplied out to give the total score. The higher the totals meant the more the importance an attribute was considered to be. This kind of analysis has been used throughout this section where ranking system was used.

Below are the results of the ranking of some factors that the Ministry of Public works and housing departments considered before short listing consultants in order of importance (starting from the most important)

score	6	5	4	3	2	1	Total score	Total score %
Factors								
Good reputation as planners and organisers	2	1					17	27%
Previous experience with the consultant	1		2				14	23%
Size of the firm			1	2			11	18%
Friendly co-operation			1	1	1		9	15%
Previous work experience in similar project					1	1	8	13%
Track record					1	2	3	5%
							<b>TOTAL</b>	<b>62</b>
								<b>100%</b>

Table 5.18 Factors considered by MOPW departments before shortlisting consultants

\* Source: Researcher's field Survey 1995

Based on a similar analysis, on the following pages are the rankings of some means of knowing building consultants



Score	6	5	4	3	2	1	Total score	% Total score
Means of knowing consultants								
Directories/site notice boards	2			1			15	23%
Trade journals		2		1			13	21%
Contact with other professionals		2	1	1			10	16%
Social functions		1			2		10	16%
Contribution of articles				2		1	9	14%
Positions held in professional associations				1		2	6	10%
<b>TOTAL</b>							<b>53</b>	<b>100%</b>

Table 5.19 Means of knowing building consultants by MOPW

\* Source: Field survey 1995

The following are the factors that need to be considered while awarding a job for construction Consultancy in order of importance (starting from the most important)

Score	8	7	6	5	4	3	2	1	Total	Total Score %
Factors										
Technical and managerial knowledge and experience	2			1					21	20%
Firms size in terms of permanently employed staff	1	1		1					20	19%
Firms reputation in relation to past clients		1	1	1					18	17%
Professional fee charged			2		1				15	15%
Firms current work load		1		2					15	15%
Firms experience in similar projects					1	2			10	10%
Quality of supervision							2	1	5	5%
Range of work that the firm is capable to perform							1	2	4	4%
<b>TOTAL</b>									<b>98</b>	<b>100%</b>

Table 5:20 Factors considered by MOPW while awarding job to consultants

\* Source: Field Survey 1995

The main suggestion to building consultants from departments in the Ministry of Public Works on what they should do in order to improve methods of reaching more clients was to educate the community about their services through relevant media and arrange interviews on radio and television.

### 5.6.2 Building Developers

Below are the factors that the five building developers that responded consider in terms of importance in a building project.

Factors	Score	5	4	3	2	1	Total Score	Total score %
Cost control		1	2	2			21	27%
Completion of project in time		2	2		1		20	26%
Quality of the final product		1	1	2	1		17	22%
Structural stability		1		1	2	1	13	17%
Aesthetic appeal					1	4	6	8%
							<b>TOTAL</b>	<b>77</b>
								<b>100%</b>

**Table 5.21 Factors considered by developers in building projects**

\* Source: Field Survey 1985

Four (80%) out of the five building developers approached architects first when they wanted to construct while one (20%) approached quantity surveyors.

40% of the building developers had building consultants in permanent employment in their organisation. The building consultants in employment by building developers were

- (i) Quantity surveyors
- (ii) Architects

The building developers who did not have building consultants employed by their organisation did not have them because:

- (i) They thought that they were an unnecessary expense
- (ii) They could easily hire consultancy firms to offer these services

All the building developers thought that it was necessary for their organisations to have building consultants in permanent employment by the firm.

40% of the building developers kept a list of building consultants in their organisation.

The main reasons why these building developers kept the lists of building consultants were;

- (i) The list served as a handy source of quick reference in cases of a quick need for a consultant
- (ii) To ensure that only consultants with the required capacity can be engaged in the organisation's project.

The names of the building consultants included in the developers lists were mainly got after examination of letters of introduction and CVs sent to the organisation by the building consultancy firms.

The building consultants who are included in lists of the building developers must be:

- (i) Professionally and technically qualified to handle the projects of the nature that the organisation undertakes.
- (ii) Registered under the law.

The list of building consultants was revised as and when considered necessary by the organisations or in case of an application to do so by the building consultancy firms.

The 60% of the building developers who did not keep a list of building consultants did not do so because they did not think that such lists were necessary. They often had a firm which they had worked with before which they preferred to continue working with and in cases

of any need for changes they would ask the other consultants they deal with to recommend another firm. The general feeling was that there was no need of changing consultants for every new project as it was better to deal with consultants who understood the organisations operations better.

The most important factors while selecting building consultants were:

- (i) The consultancy firms honesty and diligence in carrying out the work.
- (ii) The consultancy firms commitment to duty

The professionals advise that building developers wanted from the building consultants were the conventional traditional services expected from the respective consultants.

No services offered by building consultants were thought not to be important by the building developers.

All the building developers felt that the building consultants should actively participate in advertising their services as in the media and negotiating consultancy fee. The main reasons for the above was to make the professionals to be known better and to inject an element of competition in their businesses in order to improve on their efficiency.

No building consultants who have been appointed by building developers have failed to take up their appointments.

Regarding the question as to what building developers would consider as a disastrous practice by building consultants, which hinder their marketing management. 60% of the developers stated that the most disastrous practice by building consultants in their marketing management has been unprofessional practice of colluding with contractors to defraud the client of money. This has led to their loss of credibility among building developers. However the other 40% of the developers could not mention any disastrous practice.

On the next page are the factors that are considered while selecting building consultants

Score	6	5	4	3	2	1	Total score	Total score %
Factors								
Previous experience with the consultants	3	1	1				27	26%
Previous work experience in similar project	2	3					27	26%
Track record		1	3	1			17	17%
Good reputation and planners			1	2	1	1	13	13%
Friendly co-operation				2	2	1	11	11%
Size of the firm					2	3	7	7%
<b>TOTAL</b>							<b>63</b>	<b>100%</b>

**Table 5.22 Factors considered by developers before shortlisting consultants**

\* Source: Field Survey 1995

The following is the order of importance of the means of knowing building consultants that were suggested by the building developers (starting from the most important)

Means of knowing consultants	Score	6	5	4	3	2	1	Total score	Total Score %
Contact with other professionals		1	2	1	1			23	22%
Social Functions		2	2				1	23	22%
Trade journal		1	1	2	1			22	21%
Contributing articles in professional journals		1		1	2	1		18	17%
Positions held in professional associations				1	1	3		13	12%
Directories/Site notice boards						1	4	6	6%
<b>TOTAL</b>								<b>105</b>	<b>100%</b>

**Table 5.23 Means of knowing consultants by building developers**

• Source: Field survey 1995

•



The following are the factors that the building developers consider before awarding a job for construction consultancy (starting from the most important)

Factors	Score	8	7	6	5	4	3	2	1	Total score	Total score %
Firms reputation in relation to past clients			2	2	1					28	16%
Technical and managerial knowledge and experience		3							2	26	15%
Quality of supervision		2				2		1		26	15%
Range of work that the firm is capable to perform			2		2				1	25	14%
Professional fee charged			1	2			1			23	13%
Firm's experience in similar projects				1		3	1			21	12%
Firm's current work load					2		3			19	11%
Firm's size in terms of permanently employed staff								4	1	9	4%
<b>TOTAL</b>										<b>177</b>	<b>100%</b>

Table 5.24 Factors considered by building developers before commissioning consultants

\*Source: Field survey 1995

The suggestions on what building consultants should do in order to improve their methods of reaching more clients are: -

- (i) Having educational programs through the media
- (ii) Reducing their scale of fee in order for their services to be more affordable.

### 5.6.3 Building Contractors

The following are some of the factors that the twenty-four building contractors that responded consider to be of importance in a building project (starting from the most important)

Score	5	4	3	2	1	Total score	Total score %
Cost control	15	6	3			108	30%
Completion time for the project	5	11	8			93	26%
Quality of the final project	4	7	13			87	24%
Structural stability				12	12	36	10%
Aesthetic appeal				12	12	36	10%
						<b>TOTAL</b>	<b>360</b>
							<b>100%</b>

Table 5.25 Factors considered by contractors in a building project

\* Source: Field Survey 1995

55% of contractors approached quantity surveyors while ten (45%) approached architects when they want to undertake a building project.

14% of the building contractors had building consultants in their employment. The following were the building consultants who were employed by building contractors as a percentage of the total number of professionals employed.

- (i) Quantity Surveyors (78%)
- (ii) Engineers (15%)
- (iii) Architects (6%)

The building contractors who did not have building consultants in their employment did not have them because of the following reasons: -

- (i) They felt that their workload did not warrant the employment of such consultants
- (ii) They did not see the need to have such consultants in their employment
- (iii) They felt that the salaries of these professionals were too high and

therefore it was more economical to hire consultants only when the need for their services arose.

Building contractors did not in general keep a list of building consultants but the building consultants who hired consultancy services had a working relation with particular firms which they worked with on a regular basis.

The most important factors considered by building contractors before selecting building consultants were that;

The consultants would perform quality work in order for them to make profit from a particular project and get a repeat order from the same client or good recommendation for other jobs in future.

All the building contractors required the conventional traditional professional services of the building consultants.

There was no professional service that building contractors felt was not necessary.

All the building contractors felt that there was a need for building consultants to be involved in active advertisement in the media and negotiating their fee in order to win more clients. The main reasons for this were: -

- (i) Some consultants are unnecessarily too expensive
- (ii) Some consultants are not known and would be better known if they advertised in the media.
- (iii) Some building contractors did not know the range of services that some consultants offer.

Fee was the main reason that hinders some building contractors from awarding jobs to some consultants. Some consultants stick to the scale of fees allowed in their professional bodies, which are too high according to building contractors.

The following were the responses regarding the question as to what the contractors considered as a disastrous practice by building consultants in their marketing management.

Some of the disastrous practices by building consultants in their marketing management and strategies were: -

- (i) Some consultants talk more of professionalism and the importance of their involvement in building projects while they offer very little.
- (ii) Demanding a down payment even before they produce work and ending up with delays.

Below is order of importance of the factors that are considered while shortlisting building consultants by building contractors (starting from the most important)

Factors	Score	6	5	4	3	2	1	Total score	Total score %	
Previous experience with the consultant		6	6	8	4			114	22%	
Previous work experience in similar project		10	5		6		3	111	21%	
Track record		8	5	4	4		3	109	21%	
Good reputation as planners and organisers			8	10	6			98	19%	
Friendly co-operation				2		20	2	50	10%	
Size of the firm					4	4	16	36	7%	
								<b>TOTAL</b>	<b>518</b>	<b>100%</b>

**Table 5.26 Factors considered by contractors while shortlisting consultants**

\* Source: Field survey 1995

On the following page is the order of importance of some of the means of knowing building consultants (starting from the most important)



score	6	5	4	3	2	1	Total score	Total score %
Means of knowing consultants								
Social functions	9	7	5	3			118	23%
Directories & Site notice boards	9	5	5				114	23%
Trade journals	2	7	7		8		91	18%
Positions held in professional associations	2	5	6	2	6	3	82	16%
Contribution of articles in professional journals	1			8	5	10	50	10%
Contact with other professionals	1		1	6	5	11	49	10%
	<b>TOTAL</b>						<b>504</b>	<b>100%</b>

**Table 5.27 Means of knowing consultants by building contractors**

\* Source: Field Survey 1995

Below are some of the factors that the building contractors take into consideration before selecting their building consultants.

Score Factors	8	7	6	5	4	3	2	1	Total Score	Total score
Technical and Managerial knowledge and experience	10	8	4	2					170	19%
Professional fee charged	10	8	5				1		168	19%
Firm's current workload	2	8	8	5	1				157	19%
Firm's reputation in relation to past clients	1		4	10	7		2		113	13%
Firm's experience in similar project	1		3	3	3	10		4	113	13%
Firm's size in terms of permanently employed staff				3	3	4	8	6	61	7%
Quality of Supervision				1	5	6	5	7	56	6%
Range of work that the firm is capable to perform					5	4	8	7	55	6%
	<b>TOTAL</b>								<b>893</b>	<b>100%</b>

**Table 5.28 Factors considered by contractors while awarding a job to consultants**

\* Source: Field Survey 1995



The following suggestions were made of what building consultants should do in order to improve on their means of reaching more clients.

- (i) They should participate in public activities such as charitable organisations.
- (ii) Promote their services in the media
- (iii) Operate from offices, which can be easily located.

#### 5.6.4 General Opinion of Potential Clients Generally on marketing by building consultants

Generally the potential clients of building consultants i.e. building developers, Ministry of Public Works departments and contractors had different weights for different factors that they considered in building projects. The Ministry of Public Works considered high quality work at a score of (30%) as the most important factor while building developers and contractors felt that cost of the building project was more important at score of 30% and 27% respectively. This could be explained by the fact that most building developers and contractors are business enterprises with the motive of making profit overriding all others.

All the potential clients consider professional qualifications to be of prime importance before commissioning them. While the Ministry of Public Works kept a list of consultants who had made submission to the departments for consideration building developers and contractors generally relied on past contacts and recommendations and preferred to work with building consultants that they have worked with before as opposed to new ones for every new project.

On the next page is a summary of the means of knowing building consultants by building developers.

Means of knowing consultants      MOPW%    DEV%    CONT%    TOTAL    TOTAL%

Directories & site notice boards	33	6	23	52	17.3%
Trade journals	21	21	18	60	20%
Contact with other professionals	16	22	10	48	16%
Social functions	14	22	10	61	20.3%
Published articles	10	17	23	41	13.7%
Position in professional associations		12	10	38	12.7%
			<b>Total</b>	<b>300</b>	<b>100%</b>

**Table 5.29 Summary of factors used by potential clients to know building consultant**

\* Source: Field Survey 1995

The following were the factors that were considered by potential clients before awarding jobs to consultants

Factors considered      MOPW%    DEV%    CONT%    TOTAL    TOTAL%

Technical & Managerial knowledge	20	15	19	54	17.6%
Firms size in terms of permanent staff	19	4	7	30	9.8%
Firm's reputation in relation to past clients	17	16	13	46	15%
Amount of professional fee charged	15	13	19	47	15.3%
Firm's current workload	15	11	19	45	14.7%
Firm's experience in similar projects	10	12	13	35	11.4%
Quality of supervision	5	15	6	26	8.5%
Range of work the firm is capable to perform	4	14	6	24	7.8%
			<b>Total</b>	<b>307</b>	<b>100%</b>

**Table 5.30 Summary of factors considered by potential clients while awarding a job to consultants**

\* Source: Field Survey 1995

There were calls by 65% of the contractors and 60% of the developers for building consultants to advertise their services so that they can be known. The above underscores the fact that consultants are not known especially in the work that they perform. This is supported by an observation seen earlier that consultants in different group are the second major source of recommendation to other groups. This means that a client rarely knows a full consultancy team and knows one group, which introduces others to him.

Lack of honesty, which has led to lose of credibility, has been described as a disastrous practice by building consultants, by all the groups of potential clients.

The following is a summary of factors considered by building developers before shortlisting consultants.

Factors	MOPW%	DEV%	CONT%	TOTAL	TOTAL%
Good reputation as planners and organisers	27	26	22	75	24.9%
Previous experience with the consultant	23	26	21	70	23.3%
Size of the firm	18	17	21	56	18.6%
Friendly co-operation	15	13	19	47	15.6%
Previous work experience in similar project	13	11	10	34	11.3%
Firms track record	5	7	7	19	6.3%
			<b>Total</b>	<b>301</b>	<b>100%</b>

**Table 5.31 Summary of factors considered by potential clients before shortlisting consultants**

\* Source: Field Survey 1995

M.O.P.W departments considered good reputation of building consultancy firms as planners and organisers to be of most importance while building developers and contractors considered previous work experience to be of most before commissioning a building consultant. This corroborates an observation made earlier

that building contractors and developers prefer to work with consultancy firms that they have worked with before while M.O.P.W. departments selected consultancy firms depending on the type of project and the capability of the consultancy firms.

M.O.P.W. departments and building contractors considered firm's reputation in relation to past clients to be most important for a firm while building developers considered firms reputation in relation to past client to be of utmost importance while commissioning a building consultant.

### **5.7.0 Marketing Consultants**

The responses here are based on interviews conducted with various marketing consultancy firms. The four marketing consultancy firms visited were different in terms of their speciality in marketing. The four specialisation which marketing firms undertake are marketing research, promotion, public relations and advertisement.

#### **5.7.1 Marketing Research consultants**

Marketing research firms generally help to gather information on consumer needs. They also undertake collection of information to evaluate consumers' perception of a product or service. The marketing research firms undertake testing of the sales of a new product to help and establish the market conditions.

The major challenge of marketing of building consultancy services faced by marketing research firms is the fact that a service can not be produced as a sample, which can be tested in the field. Ignorance on the part of professionals was also on the forefront. A marketing research expert lamented that in a marketing seminar organised by Marketing Society of Kenya in 1994 for professionals, no building consultant turned up in spite of the fact that letters were sent to the AAK secretariat and advertisement put in the newspapers. However, marketing research experts felt

that they could be involved by building consultants in the following activities; -

- (i) To evaluate the perception of services that a building consultancy firm has offered on recently completed projects
- (ii) Gather information on client requirements and needs in order to inform the building consultants what to emphasise on in their package of services.

The following was the advice to building consultants from a marketing research firm, 'building consultants should join the Marketing Association of Kenya so that they can appreciate the potency of marketing and realise that marketing is not just the employment of a single or a combination of a few marketing tools in order to trap a client in the short run'.

#### **5.6.2 Public Relations**

Public relations firms aim at helping a company to improve on its public image. They help to arrange for the creation of a space in newspapers containing a message, which seems to come from outside the firm with the aim of developing a corporate image.

The major challenge that marketing consulting firms specialising in public relations saw for building consultancy services marketing was that, whereas advertising is restricted in most professions public relations is allowed but still very many firms knew the difference between the two. Many professionals are very apprehensive of being construed to be conducting their business in unprofessional manner by undertaking public relations.

The public relations firms felt that in this era characterised by general loss of faith in many professions including building consultancy due to malpractice, building consultants should engage public relation firms in order to develop a corporate image



for individual firms of building consultancy by the consultants showing their positive contribution to the construction industry.

The advise the of marketing research firm specialising in public relations was that "Building Consultants should keep net working in order to keep in touch in relevant market group, through media and being where people are (social functions), contributing to worthy causes and sponsoring professional related seminars and workshops.

### 5.7.3 Advertisers

Marketing experts specialising in advertisements help to produce advertisement to be aired on the radio, viewed on the television or printed on posters and newspapers. The advertisers help to talk to the media in order for the clients to obtain discounts.

The major challenge that advertisers face when dealing with marketing of services like building consultancy services were the restriction to use advertisement by professional ethics.

The advertisers felt that they could help building consultants to produce logos for their firms, which can help to attract clients.

The advise to building consultants from advertisers was for the restriction for advertising to be removed so that building consultants can make use of advertising, to raise awareness of what they offer and counter any adverse publicity from their competitors.

#### 5.7.4 Promotion firms

Marketing consultancy firms specialising in promotion undertake the tasks of taking products directly to the people. They do this by for example developing contests and issuing free samples to participants or winners of contests.

The major challenge that marketing expert firm specialising in promotion saw for building consultancy services was the nature of services in the sense that samples can not be given out. The fear also pointed out that there was by many building consultants to undertake promotion due to ignorance as they think that it will be mistaken to be advertising.

The promotion firm felt that they could help building consultants by showing some products of building consultants like drawings, photographs and models.

The following was the advice from promotion expert "Let others talk advertise by doing high quality work"

#### 5.7.5 General Marketing Consultants' opinion marketing of building consultancy services

The following were the general feelings that came out from the marketing firms experts interviewed in the four types of marketing consultancy firms.

- (i) The building consultancy firms should offer high quality work in order to win their clients confidence.
- (ii) The building consultants should carry themselves in professional like manner in order to instil confidence in their clients. Clients evaluate the expected services in terms of qualifications of the professionals, experience level, the way professionals present themselves on paper, location of the office, looks of the offices as these are the only visible attributes that clients can use to evaluate the perceived services.

(iii) The building consultants should always show that they care by offering a post service evaluation or follow up. A marketing research expert said that after doing work with every business deal with a client they send a service evaluation questionnaire not only to see how their service has been perceived but to show that we care

## CHAPTER SIX

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter contains the theme of the study in a summary, it also presents the marketing management functions which have been reviewed, and the main findings of the study in relation to the objectives and the hypothesis of the study. It includes conclusions based on the analysis in the preceding chapter and ultimately the recommendations of the study.

#### 6.1 Summary

This research has been based on building consultants and their marketing management. In this regard, it has been evident that marketing management manifests itself in carefully formulated programs, not just random actions of one party seeking to achieve his desired objective of selling his product. This means that the marketer seeks to offer benefits to the target market of sufficient attractiveness to produce voluntary exchange.

The primary function of all the building consultants whether large or small was raised in the first chapter as being to obtain new work and to execute existing one.

The need for change by building consultants in order for them to achieve their basic goal was also raised. This was emphasised by the mentioning of the increasing competitiveness in the market place for building consultants. By the end of the first chapter one thing was made evident and that was in addition to being skilled in their respective professions Engineers, Quantity Surveyors and Architects must also acquire a knowledge of various marketing management activities which although alien to their training, may be vital to the survival of their practices.

To facilitate the understanding of the marketing concept better the second chapter presented the definitions of marketing and its applicability to building consultancy firms. The primacy of marketing was brought out with a clear message to building consultants as to the benefit of marketing and the likely shortfalls for lack of effective marketing. Among other factors raised was that building consultants firms have to have *raison d'être*, and try to explain what they do. Each building consultancy firm has to know its purpose, values, tenets, beliefs, outlook and school of thought. By the end of the second chapter it had been proven that marketing is more involving than just the application of some marketing tools. It was also evident that marketing is neither degrading nor philanthropic, as it is a means to an end. Clients are only provided with what they want because this improves the odds of long term organisational survival in a competitive climate.

A third chapter was introduced which showed how the marketing needs, which were established in the second chapter, are met. These marketing needs are met by embracing marketing functions in different ways. The different marketing function led to a fourth chapter in which some different marketing models were evaluated each with its points of strength and weakness. To conclude this chapter a conceptual marketing model was developed from the tools discussed in the chapter.

As had been indicated in the first chapter marketing management problems experienced by building consultants resulted both from factors endemic in the system and some from the way the professionals have conducted themselves. An appraisal of the professionals involved in building projects was done in the fourth chapter together with some ethical and legal restrictions governing the building professionals, to address the conduct of professionals. By the end of the chapter it was evident that marketing



management can be carried out without compromising on professional ethics although some ethics and legal restrictions had no valid basis in the commercial realities of today's business and should be discarded to pave way for use of more marketing tools and techniques.

The following is a summary of finding from the fifth chapter.

Regarding the identification of business opportunities by consultancy firms the following observations were made:

The order of importance of the types of clients for building consultancy services starting from the most important was private client, corporate, state agency, community client and international client.

The order of importance of people who recommend building consultants starting from the most important is past clients 23.69%, Consulting Engineers 17.45%, Architects 16.63%, Contractors 16.43%, Quantity Surveyors 14.39%, the others who included friends and politicians 11.4%.

The factors that were considered to be of importance while recommending consultants starting from the most important are, Technical and Managerial experience of the firm 16.65%, firms' experience in similar job 16.1%, firms reputation in relation to past clients 14.7%, quality of supervision that the firm offers 13.5%, range of work that the firm is capable to perform 11.5%, professional fee charged 10.2% and firm's current workload 6.7%.

The methods that building consultants used to get their potential clients starting from the most widely used were, Introduction by other consultants 25.6%, introduction by friends 18.8%, introduction and repeat orders from past clients 12.8%, interaction in social clubs 12%, lobbying through politicians 10.3%, print media 6.8%, public

relations 6%, market research 4.3% and professional associations 3.4%.

There seems to be an inconsistency between the importance of the group of people who recommend consultants and the methods that the consultants used to get jobs, which suggest an effectiveness of the methods, employed. Considering the methods employed and the importance of the client as a limiting factor the scores that should be taken are, past clients 12.8%, consultants 25.6% and friends are limited to the importance of 11.4% this averages to 49.8%.

Concerning client satisfaction by building consultants.

It was evident that only 25% of the consultancy firms had their mission geared towards client satisfaction. The firms whose mission was geared towards client satisfaction had had 60% of the current work load from the recommendation of past clients while 63% had benefited getting jobs from past clients in the last two years. 67% of all consultancy firms had turned away clients at one time due to various reasons.

Concerning client care.

No consultant segmented his or her market in order to serve his or her client better. Only 15% of the building consultants spent time to listen to their clients in order to serve them better. Only 6% of the building consultants kept a list of past clients for post performance evaluation. When client care was evaluated on the basis of these three parameters i.e. Segmenting the client in order to serve particular clients better, providing customised service and post performance evaluation the average client care was 7%.

Concerning competitors and marketing environment.

Only 40.7% of the building consultants were able to identify the different

marketing sectors and the methods of marketing that are mostly applicable to each sector. All building consultants operated in all sectors in the market. The difficulty of distinguishing one firm from others offering similar services was regarded by 51.3% of the consultants as the major challenge in their marketing management effort.

66% of the building consultants did nothing about this and other challenges as well as threats that they saw in their marketing environment.

88.7% of all building consultants marketed their services using traditional methods of marketing. 73% of all consultants did not want to use other methods of marketing that they knew that their competitors used.

Concerning building consultants marketing planning and promotion.

All building consultants used similar ways to make their firms to their clients. 61% of the firms did not know how to distinguish their firms from others offering similar services.

Building consultants used 40% of the communication artefacts. The communication artefacts that were not used were considered as unethical.

22% of the marketing related activities were used by building consultants. The average use of communication artefacts and marketing related activities was 31%.

Concerning potential building clients the following summary can be drawn.

Different clients had different emphasis on the factors that they considered to be of importance of consulting firms. All the potential clients considered a firm's ability as an organiser and planner before shortlisting it for award of jobs at an average of 24.3% over other factors. The firms past experience and track record were not seen as of major importance as they had average scores of 11.3% and 6.3% respectively. Directories and site notice boards were very important for knowing building

consultants by MOPW departments and contractors at 33% and 23% respectively, while developers ranked social functions as of prime importance at 22% ranking.

Technical and managerial experience of the building consultancy firms were generally of prime importance to the client before awarding a job to building consultants at 17.6% rank, others were professional fee charged at 15.3% score and firms reputation in relation to past clients at 15% score.

Marketing consultants' interviews can be rounded up with the following conclusion.

Marketing consultants were of the opinion that building consultants should operate in professional like manner and they should strive to improve on their presentation, corporate image and client care in order to improve on the marketing management.

Based on the information presented in the fifth chapter, the objectives to this study were addressed and the hypothesis was tested for conclusions to be drawn.

## 6.2 Conclusion

On the extent and methods of marketing currently used by building consultants, it was established that only a few firms had well established marketing management systems in their consultancies. In addition most of the marketing management methods used were the traditional methods that emphasised on making contacts with fellow consultants and potential clients by getting involved in social clubs.

However there was a general appreciation of the need to use other methods of marketing but the use of these methods was hindered by professional ethics and availability of resources. The above implies that marketing methods of building consultancy services are still traditional and there is very little utilisation of the recent developments in the information technology systems as has happened in other

industries.

Regarding difficulties faced by building consultants in marketing their services it was realised that there are both problems which are endemic in the system and some of which are from the way the professionals have conducted themselves. It was evident that some marketing tools and methods of marketing, which building consultants wished to use because they thought that they could have been more effective, were not used because they were restricted by the professional regulations as being unethical. The above restrictions were mostly aired by building consultants and also some potential clients suggested certain ways of marketing such as negotiating fees with clients and advertising as some useful marketing management practices. The issue of lack of credibility on the side of professionals was a major hindrance to marketing raised by the potential building clients and some few consultants. It was established that some building consultants found it difficult to convince clients because some clients believed that these consultants would collude with the contractors to misappropriate the project money, due to past experience that the clients had with the consultants. The above implies that building consultants face difficulties in marketing of their services because they could not practise their discretion in using any method of marketing that they thought would be appropriate without considering professional ethics.

Concerning how building consultants surmount their difficulties in marketing it was established that most building consultants did nothing to surmount the problems. This was supported by the consultants responses that the problems that affect them do so to all of them generally and equally and can not be addressed individually. There were no suggestions from consultants for example that they adhered to professional



code of ethics so that they can change the bad impression created by others. A good number of the firms surmounted their marketing difficulties by discreetly floating some professional ethics such as negotiating fee with clients. Some building consultants hoped that by offering quality work they would create a good name for their consultancy firms and overcome the problem of loss of credibility. By high quality work firms hoped to distinguish themselves from others offering similar services. It can therefore be said that there appears to be a general attitude of each firm conducting its marketing effort on its own without general group effort. From the problems that have been revealed it is evident that individual consultancy firms effort might not be good enough as some problems like institutional rules require group effort. High quality work will not also be a sufficient means of overcoming the marketing difficulties. This is because after being ready to offer high quality service the building consultancy firms should go out and find a means of showing the potential clients that the firm's services are of high quality and convince them to buy the high quality services.

On the feelings of practising consultants on the existing by-laws and legislation governing their marketing management it was evident that most building consultants were not in favour of some existing by-laws. However a few consultants from older firms felt that the regulations are in order. This could be because of the rigidity to change that older people are said to have or hidden fears of loosing some of their clients to new firms. These assumptions appear more valid when one considers that these older firms did not give concrete reasons as to why these by-laws should remain in place other than saying that there are likely to be some abuses by the consultants. The consultants could not say exactly, which abuses but said it would cheapen the

profession if consultants go touting for their services. Most building consultants felt that most institutional rules were long overdue for overhaul and should therefore be changed. Many consultants admitted to be at the moment flouting some of these regulations in their practices in order to maintain and win clients. The above is a clear indication that some institutional by-laws are not popular with the building consultants as they affect their marketing management effort.

From the conclusions which have been stated in the preceding paragraphs based on research findings from data collected and analysed in the preceding chapter, it is apparent that building consultants did not market their services effectively as per the theoretical model developed as can be derived from;

Identification of business opportunities by building consultants, where there is a clear inconsistency between the order of the people who recommend Building consultants factors considered to be of importance while recommending consultants and the methods that building consultants used to get their potential clients. This is a clear indication of the deficiency of the methods used, which gives a score of 49.8% of the scores for this parameter.

Concerning client satisfaction by the consulting firms, it was evident that only 25% of the firms had their mission geared towards client satisfaction.

Concerning client care, only 15% of the building consultants stated explicitly that they spent time to listen to the problems of their client instead of offering the conventional solution which they thought were applicable from their consultancies in the industry.

Concerning competitors and marketing environment, only 40.7% of the building consultants were able to identify different marketing sectors and the marketing

method applicable to each. All the consultants operated in all sectors, which is apparent lack of specialisation of consolidating all the firm's resources in a niche that the firm had a comparative advantage over others. 88.7% of the firms still practised traditional means of marketing.

Concerning marketing planning and promotion it is apparent that all building consultants used similar methods in marketing planning and promotion. Building consultants only used 31% of all communication artefacts and marketing related activities.

From the above, gauging the effectiveness of marketing on the five parameters stated, it can be concluded that marketing by building consultants is being carried out on an average of  $\{49\% + 25\% + 15\% + 40.7\% + 31\%\} / 5 = 32.14\%$ . Since this is less than the 50% average set out in the methodology to reject the hypothesis then hypothesis that "Marketing of building consultancy services has been ineffective" and the rider to the hypothesis that "the above has been caused by institutional framework governing the operation of building consultancy firms, lack of appropriate marketing knowledge by the practising professionals or by the lack of appreciation of the necessity for marketing by consultants" is accepted.

In summary a good many building consultants are artists not analysts, in their marketing management. For them, marketing is an art form, and, it seemed, they really do not imagine it can be any other way. Their temperament is timid to system, order and knowledge concerning non-conventional means of marketing of services. They revel in traditional methods of marketing building consultancy services and do not engage in fact gathering for better planning. They do not believe in written plans in their marketing management and fear to spend money for marketing because they do

not assess the likely results of their spending. It is therefore not easy to sell the value of marketing and in particular the non-traditional ways of marketing. It might take lot of time, experience and many facts to influence their thinking, but with shortage of jobs many seem keen to try out new methods of marketing for their practices but professionalism and professional association have played a great role as hindrances to marketing.

### **6.3 Recommendations**

In the earlier discussions of this thesis, various ways were suggested though implicitly, of solving marketing management problems of building consultancy services. These suggestions came out in the context of study setting, the literature review, conceptual framework as well as data presentation and analysis.

The explicit recommendations of this study based on the data conclusions based on data analysis from the field findings are: -

1. Building consultancy firms should try to prove to their potential clients of their availability, affordability and ability in their marketing management.
2. Building consultancy firms should change their attitude towards non-traditional means of marketing and be open minded to change.
3. Professional organisations should relax some by-laws, which restrict marketing activity so that the building consultants can rationalise their methods with regard to fee determination, negotiation and collection.
4. Professional associations should encourage their members to learn more about marketing management by organising seminars related to marketing.
5. Professional organisations should do publicity for their professions through seminars and contribution to philanthropic causes.

6. Marketing should be taught as a course in building professionals courses at the university and should also be examined in the professional exams.
7. Professional associations should police and bring disciplinary action or help clients to recover for damages arising out of malpractice by building consultants as these malpractice lead to loss of faith in building consultants.
8. Building consultancy firms should be on the forefront in condemning all issues in the society that can adversely affect the development on land in order to improve on their public image.
9. Building consultancy firms should employ the services of marketing management experts.
10. Building consultancy firms should consider their practices as perpetual concerns and therefore look for ways of diversifying their services in the building industry to increase their turnover and hopefully their profit.
11. The professional associations should think of safeguards against abuse by building consultants in case of a repeal of some restrictive by-laws. Drafting of conditions of contract where the building consultants have to declare all their interests in construction for example in material manufacture or contracting so that the client or lead consultants can decide whether they can continue to have the services of the same consultants in one project but with different interests. In such a case a different consultant can prepare the list of tenderers and do the tender analysis.



## 6.4 Areas for Further Research

This study generally involved the general practice of marketing management by building consultants. It did not investigate in detail the extent of the importance of each of the marketing tools that have been discussed. The general assumption in the study was that all the tools developed are of vital importance to marketing management. It is recommended that a study be carried out to investigate the importance of each of these marketing tools as they concern marketing of building consultancy

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U. MICHUNGU

M.A. (STUDIES)

INFORMATION WILL BE TREATED CONFIDENTIALLY



**BUILDING CONSULTANTS QUESTIONNAIRE**

MARKETING MANAGEMENT AND ENVIRONMENT

Dear sir,

I am a postgraduate student in the department of Building Economics and Management at the University of Nairobi, conducting a research entitled " **MARKETING OF BUILDING CONSULTANCY SERVICES IN KENYA** " .

This is for the purpose of part fulfilment of the requirements of a masters Degree in Building Management.

Your firm has been selected to be included in the study. As a result, I kindly request you to assist me by completing the attached questionnaire to make a useful contribution to the study which is vital to building consultants in their business.

To enable me to complete the research in time, I am requesting you to return the questionnaire within one week by which I hope you shall have found time to complete filling it.

Your assistance will be greatly appreciated to make the research a success.

Yours,

Faithfully

Signed: \_\_\_\_\_

P. MUCHUNGU

( M.A. STUDENT )

**\* ALL INFORMATION WILL BE TREATED CONFIDENTIALLY \***

**QUESTIONNAIRE FOR BUILDING CONSULTANTS**

**SECTION A**

**MARKETING MANAGEMENT AND ENVIRONMENT**

1. When did your firm start operating.....

2. What can you say is the mission of your firm.....

3. What is the form of your business.

- (i) Sole proprietorship
- (ii) Partnership. No. of persons.....
- (iii) A private company
- (iv) Limited company

4. Employees in your company in terms of

	Number	Nationality
Directors	YES / NO	
Partners		YES / NO
Associates		
Registered professionals		
<b>Support staff</b>		
-Receptionists		
-Secretaries		
-Typists		
-Messengers		
-Drivers		
-Others (specify).....		

5. Among the office facilities that are used on a day to day basis in carrying out the office operations, please indicate,

Facility	No.
Computer	
Telephone	Heads..... Lines.....
Fax	YES / NO
Printing machines	
Photo copying machines	
Others (specify).....	

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

- ( ) State agency
- ( ) Corporate clients
- ( ) International agencies
- ( ) Community client
- ( ) Private client
- ( ) Others (specify).....

7. How do you get to know your Potential clients.....

8. How do your clients get to know of you.....  
9. What sectors of the market do you serve (eg. factory buildings, institutional buildings, private and public buildings etc. ).  
.....

10. What is your major market by sector.....

11. What is your future market expectation in terms of;  
Competition.....  
.....  
Demand.....  
.....  
Nature of the clientele.....  
.....

12.(i) Do you segment your market in terms of YES / NO  
(a) Geographical location YES / NO  
(b) Type of construction YES / NO  
(c) Type of client YES / NO  
(d) Any other (specify).....YES / NO

(ii) If your answer for 12(i) is yes in any one case, why do you segment your market in the manner you have stated.....

(iii) If all your answers for 12(i) are no, why do you not segment your market.....

13.(i) Is profitability more in some sectors eg. factory buildings, institutional buildings, private or public buildings than in others YES / NO

(ii) If yes, arrange the market sectors in terms of their profitability.....

(iii) If the answer for 13(i) is no, why do you think profitability does not differ with sectors.....

14.(i) Are there different modes of competition eg. presentation,fee,public relations, others in different sectors YES / NO

(ii) If yes for Q.14(i)list each sector and its mode..  
.....

(iii) If your answer for Q.14(i) is no, why is the mode of competition similar for all sectors.....

15. How do you fair in each sector as it concerns competition  
.....

16. What is your major challenge in marketing your firm.....

17. What are you doing about your major marketing challenge.....

18. (i)Is there any threat in your market from other quarters eg quasi - professionals  
YES / NO

- (ii) If the answer to Q.18(i) is yes then answer the following
- (a) who is the threat.....
- (b) Are you doing anything as an individual or as a group about the threat that you are facing **YES / NO**
- (c) If the answer to Q18(b) is yes, what are you doing about your threat.....
- (d) If the answer to Q18(b) is no, why are you not doing something about your threat.....
19. What trends can be foreseen in the competition.....
20. How do you market your services.....
- 21(i). Do you know how your competitors market **YES / NO**
- (ii) If yes how do your competitors market.....
- (iii) If the answer for Q.21(i) is no, Why do you not know of how your competitors market.....
22. If your competitors use different methods from yours why do you not use the same methods as they do.....
- 23.(i) Do you know of other methods of marketing that can be used in a business like yours. **YES / NO**
- (ii) If yes,
- (a) which methods are these.....
- (b) Why do you not use the same methods that your competitors use.....
- (iii) If you do not know other methods of marketing, why do you not know.....
24. What do you consider as the major factors to be considered in the marketing of services like yours.....
25. Number the following factors in the order of their importance in marketing.
- ( ) Promotional activities
- ( ) Fee
- ( ) Quality
26. In your opinion, Why do your clients come to you instead going to your competitors. ....
- 27 What features distinguish your firm from others offering similar services .....



28. How many times has your firm benefited in getting jobs in the last two years from past client's recommendations.....

29.(i) Have you ever declined to do a job for a client after being appointed (Please, tick) **YES/NO**

(ii) If yes,

(a) why did you decline to do the job.....

(b) Has the client ever approached you again **YES / NO**

(c) What do you think is the reason for your answer above.....

(ii) If the answer to Q.29 (i) is No, are there any circumstances that would make you decline a job offer **YES / NO**

(iii) If the answer to Q.29 (ii) is yes, under what circumstances would you decline a job offer.....

(iv) If your answer to Q 29 (ii) is no, why would you not decline to take up a job offer from a client.....

30(i) Is your firm affiliated to any other firm or professional association **YES / NO**

(ii) If yes,

(a) Which professional body / firm is your firm affiliated to .....

(b) Of what benefit is the affiliation / membership to your firm.....

(c) If your firm is affiliated to another firm, where is the headquarters.....

(iii) If your answer for Q 30 (i) is no

(a) what are the reasons for your answer as to why firm is not affiliated to any professional body or firm.

31 (i) Does your firm encourage its members of staff to join social organisations **YES / NO**

(ii) If yes ,

(a). How does it encourage this.....

(b) Which organisations.....

(c) Of what benefit is such membership to you.....

(iii) If the answer to Q 31 (i) is no,

(a) Why does your organisation encourage its members to join social organisations

32 (i) Does your firm work with the same team of consultants in most cases **YES / NO**



(ii) If yes what are the reasons for this.....

(iii) If the answer for Q 31 (i) is no, what are the reasons  
.....

33. (i) Does your firm keep a list of present and past clients

**YES / NO**

(ii). If yes, some or all.....

(iii). why does your firm keep such a list.....

(iv). If your firm does not keep a list of clients it has dealt with, why does it not keep such a list.....

34. Rank the following people who recommend you to new clients in order of importance by the number of times that they do, starting from the most important

( ) Architects

( ) Quantity surveyors

( ) Contractors

( ) Engineers

( ) Past clients

( ) others ( specify).....

35. Which newspapers, journals, and magazines does your firm buy

.....

36. Why does your firm buy the newspapers you have listed above.....

.....

37.(i). Does your firm encourage its members to contribute articles in professional journals

**YES / NO**

(ii) If yes, of what benefit is it to your firm.....

(iii) If no, why does it not encourage.....

38. How many persons in your firm ensure that the firm obtains work due to their marketing management skills ( tick in the ( ) )

( ) One partner / owner

( ) Some of the partners ( how many ).....

( ) One employee

( ) Others (specify).....

39. If your firm does not have a partner or employee with marketing management skills what are the reasons(tick in the ( ) )

( ) small size of the firm in terms of the work load it can handle

( ).Lack of enough money to employ such a person

( ) Management policy not to employ such a person

( ) others .....

40. Rank the following factors that need to be considered while recommending a consultant in order of importance stating from the most important

- ( ) The firm's size in terms of permanently employed staff
- ( ) Firm's experience in similar job
- ( ) Technical and managerial knowledge and experience
- ( ) Firm current work load
- ( ) Quality of supervision
- ( ) Range of work that the firm is capable to perform
- ( ) Firms reputation in relation to past clients
- ( ) Professional fee charged

41. What has been your firms biggest obstacle in marketing.....

42. What are you doing about it.....

43. Do you consider your firm as successful / not successful in the light of the mission stated earlier YES / NO

44. What can you say has been the single most important attribute to your current state.....

45. List the number of projects handled in the last five years and the client

State Corporate International agencies Private Other Total

1989  
1990  
1992  
1993  
1994

## SECTION B

### **MARKETING STRATEGIES IN CONSULTANCY MARKETING**

Below is a list of some communication artifacts that can be used in marketing of services like those of building consultants. At the end of each artifact in the ( ) provided please indicate

- (1) you use
- (2) you do not use
- (3) you do not use but would like to use
- (4) you would not like to use
- (5) no comment

**Give reasons**

- Letter headed paper ( ).....
- Complementary slip ( ).....
- Marked envelope ( ).....
- Business card ( ).....
- Folders ( ).....
- Covers ( ).....
- General brochure ( ).....
- Project lists ( ).....
- Advertise on radio, newspapers, t.v, or journal( ).....
- Client lists ( ).....
- Appear on yellow pages of telephone / business directory( ).....
- Press release ( ).....
- Publicity in the media during start, progress or end of project ( ).....
- News letter( ).....
- Drawings, BQs, samples( ).....
- Photographs of past projects ( ).....
- Contributing articles in journals ( ).....
- Calenders ).....
- Sponsor construction technology seminars or popular national events like games ( ).....
- Contribute money to good causes e.g disabled persons funds ( ).....
- Exhibitions ( ).....
- C.Vs ( ).....
- Site notice boards ( ).....
- Give out Diaries ( ).....

Below is a list of some activities that are related to marketing . Please indicate in the ( ) provided

- (1) you use
- (2) you do not use
- (3) you do not use but would like to use
- (4) you would not like to use
- (5) no comment

and give reasons for your choice in the space ..... provided after every question

1. Quoting different fee in relation to goals of the firm and prevailing demand situation

( ) reasons.....

2. Quoting different fee for the same type of building in different areas ( ).....

## SECTION B

### MARKETING STRATEGIES IN CONSULTANCY MARKETING

Below is a list of some communication artifacts that can be used in marketing of services like those of building consultants. At the end of each artifact in the ( ) provided please indicate

- (1) you use
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- (4) you would not like to use
- (5) no comment

**Give reasons**

- Letter headed paper ( ).....
- Complementary slip ( ).....
- Marked envelope ( ).....
- Business card ( ).....
- Folders ( ).....
- Covers ( ).....
- General brochure ( ).....
- Project lists ( ).....
- Advertise on radio, newspapers, t.v, or journal( ).....
- Client lists ( ).....
- Appear on yellow pages of telephone / business directory( ).....
- Press release ( ).....
- Publicity in the media during start, progress or end of project ( ).....
- News letter( ).....
- Drawings, BQs, samples( ).....
- Photographs of past projects ( ).....
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- Calenders ).....
- Sponsor construction technology seminars or popular national events like games ( ).....
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- Exhibitions ( ).....
- C.Vs ( ).....
- Site notice boards ( ).....
- Give out Diaries ( ).....

Below is a list of some activities that are related to marketing . Please indicate in the ( ) provided

- (1) you use
- (2) you do not use
- (3) you do not use but would like to use
- (4) you would not like to use
- (5) no comment

and give reasons for your choice in the space ..... provided after every question

1. Quoting different fee in relation to goals of the firm and prevailing demand situation ( ) reasons.....
2. Quoting different fee for the same type of building in different areas ( ).....



3. Quoting different fee for the same type of client in different geographical areas ( )  
.....
4. Quoting low fee for jobs of certain clients ( eg. new clients, old clients others  
( ).....
5. Negotiating fee with clients ( ).....
- 6.(i) Having shares or interest in firm or company concerned with building industry such as  
construction and manufacturing of building materials ( ).....
- (ii) In case you would like to have interest in a company concerned with building industry  
which type of company would you like to have interest in.....
7. Exhibiting the name of the company outside the office ostentatiously  
( ).....
8. Including both the name of the professional and the firm on site notice boards.....  
.....
9. Including the list of the services offered on site notice boards  
( ).....
10. Including professional affixes on site notice boards ( ).....
11. Having site notice boards more than 50 mm. in height with ostentatious format ( )  
.....
12. Having more than one notice board on site ( ).....
13. Having notice boards on site before actual commencement of actual building works( )  
.....
14. Having notice boards on site after practical completion ( ).....
15. Taking part in competition without the consent of the A.A.K ( ).....
16. Displaying building designs on site notice boards ( ) .....

\* ALL INFORMATION WILL BE TREATED CONFIDENTIALLY \*



## APPENDIX II

### QUESTIONNAIRE FOR MINISTRY OF PUBLIC WORKS DEPARTMENTS

Dear sir,

I am a postgraduate student in the Department of Building Economics and Management, at the University of Nairobi conducting a research entitled " **MARKETING OF BUILDING CONSULTANCY SERVICES IN KENYA** ". The purpose of this is partial fulfilment of the requirements of a masters Degree in Building Management.

Your department has been selected as one of those which engage building consultants in various projects.

To enable me to complete the research in time, I am requesting you to return the questionnaire within one week by which I hope you shall have found time to complete filling it.

Your assistance will be greatly appreciated in making this research successful.

Yours,

Faithfully

Signed: \_\_\_\_\_  
P. MUCHUNGU  
( M.A. STUDENT )

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The ministry of public works provides as well as commissions and advises other departments on commissioning of building consultants. The main aim of this questionnaire is to get information on various aspects that relate to commissioning of building consultants.

### SECTION A

1. What do you consider as the most important factor in a building project among the following
  - ( ) Cost control
  - ( ) Completion time for the project
  - ( ) Structural stability
  - ( ) Aesthetic appeal
  - ( ) Quality of the final product
  - ( ) Others (specify).....
2. Under what circumstances does your department commission private consultants.  
.....
3. Do you consider it necessary for an department like yours to have building consultants employed as permanent members of staff for it's building projects **YES / NO**
4. Do you keep a list of building consultants in your department  
**YES / NO**
5. If yes, why do you keep such a list.....
6. If you do not keep a list of building consultants.
  - (i) Why do you not keep such a list.....
  - (ii). Do you think a list of selected building consultants would be important to your department.....
7. If your organisation keeps a list of building consultants how do you get the names of the consultants to include in the list.....
8. What requirements are there to be met by the building consultants before they are eligible to be enlisted.....
9. How often do you revise the list of your building consultants.....
10. What do you perceive as the most important factor while selecting the following consultants
  - Quantity surveyor.....
  - Architect.....
  - Engineer.....

11. Have you ever appointed a consultant who declined to take up the appointment  
YES / NO
12. If yes, what reasons did they give.....
13. Would you approach such a consultant in future YES / NO
14. Give reasons.....
15. Are there any reasons that hinder your department from selecting certain consultants  
YES / NO
16. If yes, give the reasons .....
17. What can be done about the reasons.....
18. The government advises on policy, would you propose "liberalisation" of the marketing management practice by building consultants (eg. by use of some of the restricted tools like negotiating fee, advertising in the media and billboard etc.)  
YES / NO
19. Which professional advise would you like to get from the following consultants:  
Quantity surveyors.....  
Architects.....  
Engineers.....
20. Do you think that there are some services that are offered by some consultants that you can do without. YES / NO
21. If the answer is yes for the question above, which professional advise can you do without.....
22. What would you consider as disastrous practice by building consultants in their marketing management and strategies.....
23. What can you advise consultants to do in order to avoid such practices.....
24. What would you advise consultants to do in order to improve their chances of being commissioned jobs by your department.....

## SECTION B

Use the following information to answer question 1 and 2.

On a scale of 1 to 5 ranging from,

1. Essential, 2. Very important, 3. Important,

4. Quite important, to 5. Not important.

1. Indicate the importance of the following factors while selecting a consultant by entering the corresponding number in the brackets provided ( ) with the options given above.

- (i). Good reputation as planners and organisers ( )
- (ii). Size of the firm ( )
- (iii). Previous experience with the consultant ( )
- (iv). Friendly cooperation ( )
- (v). Previous work experience in similar project ( )
- (vi). Track record ( )

2. How important do you think the following would be in knowing building consultants

- (i). Trade journal ( )
- (ii). Contact with other professionals ( )
- (iii). Directories ( )
- (iv). Social functions ( )
- (v). Site notice boards ( )
- (vi). Contribution of articles in professional journals ( )
- (vii) Positions held in professional associations ( )

3. Rank the following factors that need to be considered while awarding a job for construction consultancy in order of importance by inserting number 1 to 8. ( starting from the most important).

- ( ). Firms size in terms of permanently employed staff
- ( ). Technical and managerial knowledge and experience
- ( ). Firms experience in similar projects
- ( ). Firm's current work load
- ( ). Quality of supervision
- ( ). Range of work that the firm is capable to perform
- ( ). Firms reputation in relation to past clients
- ( ). Professional fee charged

4. Give suggestions on what and how building consultants should do in order to improve their methods of reaching more clients.....

### APPENDIX III

#### BUILDING CONTRACTORS QUESTIONNAIRE

Dear sir,

I am a postgraduate student in the Department of Building Economics and Management, at the University of Nairobi conducting a research entitled " **MARKETING OF BUILDING CONSULTANCY SERVICES IN KENYA** " .

The purpose of this is part fulfilment of the requirements of a masters Degree in Building Management.

Your company has been selected as one of those which engage building consultants in various projects. To enable me to complete the research in time, I am requesting you to return the questionnaire within one week by which I hope you shall have found time to complete completing it.

Your assistance will be greatly appreciated in making this research successful.

Yours,

Faithfully

Signed: \_\_\_\_\_

P. MUCHIUNGU

( M.A. STUDENT )

\* ALL INFORMATION WILL BE TREATED CONFIDENTIALLY \*



## SECTION A

1. How many times on average does your company undertake building construction projects per year.....
2. Rank the following factors in order of their importance in a building project.
  - ( ) Cost control
  - ( ) Completion time for the project
  - ( ) Structural stability
  - ( ) Aesthetic appeal
  - ( ) Quality of the final product
  - ( ) Others, specify.....
3. When you want to undertake a project which consultant do you approach first to achieve your aim among the following
  - ( ) Quantity surveyor
  - ( ) Architect
  - ( ) Structural engineer
  - ( ) Civil engineer
  - ( ) Others, specify.....
4. Do you have building consultants in permanent employment by your company YES / NO
5. If yes which ones.....
6. If you do not have consultants employed by your company why don't you employ them.....
7. Would you consider it necessary for an company like yours to have building consultants employed as permanent members of staff for its building projects YES / NO
- 8.(i) Do you keep a list of building consultants in your company  
**YES / NO**
  - (ii) If the answer to Q.8(i) is yes,
    - (a) Why do you keep such a list.....
    - (b). How do you get the names of the consultants to include in the list .....
    - (c). What requirements are there to be met by the building consultants before they are eligible to be enlisted.....
    - (d). How often do you revise the list of your building consultants

(ii).If you do not keep a list of building consultants

(a). Why do you not keep such a list.....

(b). Do you think a list of selected building consultants would be important to your company YES / NO

9. What do you perceive as the most important factor while selecting the following consultants  
Quantity surveyors .....

Architects .....

Civil engineers .....

Structural engineers .....

Other consultants (specify).....

10. How do you get to know of building consultants.....

11. Which professional advise would you like to get from the following consultants

Quantity surveyors.....

Architects.....

Engineers.....

12. Do you think there are some services that are offered by some building consultants that you can do with out YES / NO

13. If the answer is yes above which professional services can you do without.....

14. Would you like to see the building consultants getting actively involved in advertising their services as in the media and negotiating their scale of fee in order to get more clients YES / NO

15. What are your reasons for your answer in question 14 above .....

16. Have you ever appointed consultants who declined to take up the appointment YES / NO

17. If yes, what reasons did they give.....

18. Would you approach such a consultant in future YES / NO

19. Give reasons.....

20. Are there any reasons that hinder your company from selecting certain YES / NO

21. If yes give the reasons .....
22. What can be done about the reasons.....
23. What would you consider as disastrous practice by building consultants in their marketing management and strategies.....

### SECTION B

Use the following information to answer questions 1 and 2

On a scale ranging from 1 to 5 ie., 1 = Not important  
 2 = Quite important 3 = important 4 = Very important 5 = Essential

1. Indicate the importance of the following factors while selecting a consultant by entering the corresponding number in the brackets provided ( ) with the options given above.

- (i). Good reputation as planners and organisers ( )
- (ii). Size of the firm ( )
- (iii). Previous experience with the consultant ( )
- (iv). Friendly cooperation ( )
- (v). Previous work experience in similar project ( )
- (vi). Track record ( )
- (vii) Recommendation by a friend ( )

2. How important do you think the following would be in knowing of building consultants

- (i). Trade journal ( )
- (ii). Contact with other professionals ( )
- (iii). Directories ( )
- (iv). Social functions ( )
- (v). Site notice board ( )
- (vi). Contribution of articles in professional journals ( )
- (vii) Positions held in professional associations ( )

3. Rank the following factors that need to be considered while awarding a job for construction consultancy by marking 1 to 8 from the most important.

- ( ). Firms size in terms of permanently employed staff
- ( ). Technical and managerial knowledge and experience
- ( ). Firms experience in similar projects
- ( ). Firm's current work load
- ( ). Quality of supervision
- ( ). Range of work that the firm is capable to perform
- ( ). Firms reputation in relation to past clients
- ( ). Professional fee charged

4. Give suggestions on what and how building consultants should do in order to improve their methods of reaching more clients.....

APPENDIX IV

QUESTIONNAIRE FOR BUILDING DEVELOPERS

Dear sir,

I am a postgraduate student in the Department of Building Economics and Management, at the University of Nairobi conducting a research entitled " **MARKETING OF BUILDING CONSULTANCY SERVICES IN KENYA** ".

The purpose of this is partial fulfilment of the requirements of a masters Degree in Building Management.

Your organisation has been selected as one of those which engage building consultants in various projects.

To enable me to complete the research in time, I am requesting you to return the questionnaire within one week by which I hope you shall have found time to complete filling it.

Your assistance will be greatly appreciated in making this research successful.

Yours,

Faithfully,

Signed: \_\_\_\_\_

P. MUCHUNGU

( M.A. STUDENT )

\* ALL INFORMATION WILL BE TREATED CONFIDENTIALLY \*

## SECTION A

1. How many times does your organisation undertake building construction projects per year  
.....
2. Rank the following factors in order of their importance in a building project
  - ( ) Cost control
  - ( ) Completion time for the project
  - ( ) Structural stability
  - ( ) Aesthetic appeal
  - ( ) Quality of the final product
  - ( ) Others, specify.....
3. When you want to construct which consultant do you approach first to achieve your aim
  - ( ) Quantity surveyor
  - ( ) Architect
  - ( ) Structural engineer
  - ( ) Civil engineer
  - ( ) Other, (specify) .....
4. Do you have building consultants in permanent employment by your organisation **YES/NO**
5. If yes which ones.....
6. If you do not have consultants employed by your firm, why don't you employ them  
.....
7. Would you consider it necessary for an organisation like yours to have building consultants employed as permanent members of staff for its building projects **YES / NO**
8. (i) Do you keep a list of building consultants in your organisation **YES / NO**
  - (ii). If yes for Q. 8 (i).
    - (a). Why do you keep such a list.....
    - (b). How do you get the names of the consultants to include in the list.....
    - (c). What requirements are there to be met by the building consultants before they are eligible to be enlisted.....
    - (d). How often do you revise the list of your building consultants.....
  - (iii). If the answer to Q. 8.(i) is no ie., you do not keep a list of building consultants
    - (a) Why do you not keep such a list.....
    - (b). If you do not keep a list of selected building consultants do you think a list of selected building consultants would be important to your organisation



9. What do you perceive as the most important factor while selecting the following consultants  
Quantity surveyor .....

Architect.....

Engineer .....

10. How do you get to know building consultants.....

Quantity surveyors.....

Architects.....

Engineers.....

12 Do you think that there some professional services offered by some building consultants that you can do without **YES / NO**

13. If yes, ie. there are some professional services that you can do without, which services can you do without.....

14. Would you like to see building consultants actively participating in advertising their services as in the media, billboards, etc. and negotiating their consultancy fee **YES / NO**

15 What are your reasons for your answer above.....

16. Have you ever appointed consultants who declined to take up the appointment **YES / NO**

17. If yes, what reasons did they give.....

18. Would you approach such a consultant in future **YES / NO**

19. Give reasons for your answer above.....

20. Are there any reasons that hinder your organisation from selecting certain consultants **YES / NO**

21.If yes give the reasons .....

22. What can be done about the reasons.....

23. What would you consider as disastrous practice by building consultants in their marketing management and strategies.....

## SECTION B

Use the following information to answer questions 1 and 2

On a scale ranging from 1 to 5 ie.

1 =Essential, 2 =Very important, 3 =Important, 4 =Quite important, 5 =Not important

1. Indicate the importance of the following factors while selecting a consultant by entering the corresponding number in the brackets provided ( ) with the options given above.

- (i). Good reputation as planners and organisers ( )
- (ii). Size of the firm ( )
- (iii). Previous experience with the consultant ( )
- (iv). Friendly cooperation ( )
- (v). Previous work experience in similar project ( )
- (vi). Track record ( )
- (vii) Recommendation by a friend ( )

2. How important do you think the following would be in knowing of building consultants

- (i). Trade journal ( )
- (ii). Contact with other professionals ( )
- (iii). Directories ( )
- (iv). Social functions ( )
- (v). Site notice board ( )
- (vi). Contribution of articles in professional journals ( )
- (vii) Positions held in professional associations ( )

3. Rank the following factors that need to be considered while awarding a job for construction consultancy by marking 1 to 8 from the most important.

- ( ). Firms size in terms of permanently employed staff
- ( ). Technical and managerial knowledge and experience
- ( ). Firms experience in similar projects
- ( ). Firm's current work load
- ( ). Quality of supervision
- ( ). Range of work that the firm is capable to perform
- ( ). Firms reputation in relation to past clients
- ( ). Professional fee charged

4. Give suggestions on what and how building consultants should do in order to improve their methods of reaching more clients

.....

APPENDIX V

INTERVIEW GUIDE FOR MARKETING EXPERTS

1. What range of services do you offer.....
2. Who are your major clients.....
3. Do you offer marketing services for professional services **YES / NO.**
4. If yes what do you do in detail.....
5. Who are your major professional clients.....
6. Why .....
7. Are there other professionals that you think can benefit from your services.....  
.....
9. If you don't offer marketing services for professionals why do you not.....  
.....
10. Do you think you can be of any use to building consultancy consultants **YES / NO**
11. If yes what can you do for them.....
12. If no what would you advice them.....
13. What do you think is the major obstacle of marketing of professional services.....  
.....
14. Can you suggest how the problem you have stated above can be overcome.....
15. What challenges do you foresee in marketing of professional services in future.....  
.....
16. What is your advice in light of these future challenges.....