

ASSESSMENT OF MARKETING STATUS IN ARCHITECTURAL PRACTICES IN INDIA

A THESIS

*Submitted in partial fulfilment of the
requirements for the award of the degree*

of

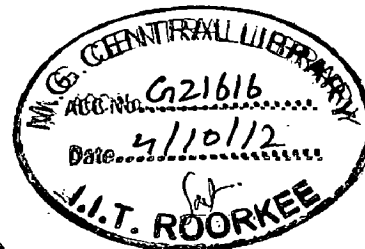
DOCTOR OF PHILOSOPHY

in

ARCHITECTURE AND PLANNING

by

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ROORKEE-247 667 (INDIA)

NOVEMBER, 2011

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CANDIDATE'S DECLARATION

I hereby certify that the work which is being presented in the thesis entitled "ASSESSMENT OF MARKETING STATUS IN ARCHITECTURAL PRACTICES IN INDIA" in partial fulfilment of the requirements for the award of the Degree of Doctor of Philosophy and submitted in the Department of Architecture and Planning of the Indian Institute of Technology Roorkee, Roorkee is an authentic record of my own work carried out during the period from August 2008 to November 2011 under the supervision of Dr. P.S.Chani, Assistant Professor, Department of Architecture and Planning, Indian Institute of Technology Roorkee, Roorkee.

The matter presented in this thesis has not been submitted by me for the award of any other degree of this or any other institute.

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This is to certify that the above statement made by the candidate is correct to the best of our knowledge.

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Supervisor
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External Examiner
Head of the Department / Chairman DRC 29.02.2012.



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ABSTRACT

In last couple of decades, the functioning of architectural firms has witnessed tremendous changes. Spurred by the internationalization trend in the architectural practices throughout the world, many of the firms have started using business concepts previously avoided by the firms. Professional bodies across the globe have relaxed the norms related to promotion and marketing of architectural services. Evidently, architectural professional firms have begun to practice marketing concepts to posit their firms in the widely expanding and competitive marketplace. However, there exist little known studies on 'what architects do to promote their services'. The present study focuses on Indian architectural firms and attempts to determine the current promotional and marketing efforts of the architectural practices in India. It also seeks to investigate about the causes of absence or presence, as the case may be, of marketing within the practices in the country.

The study is based on a primary research process of data collection through survey administration. The data is analysed using both descriptive and empirical research techniques. The findings revealed that trapping business through marketing activities exists in the architectural firms in India. Firms consciously indulge in a few below-the-line marketing activities and obviously using other prominent marketing tools to promote their services. Further, the awareness level of respondents on the basic marketing terminology is found to be low. However, there exists a general optimism towards the importance of marketing for the positioning and strengthening of the firms in the highly competitive market-place. Furthermore, the respondents displayed a great zeal of enthusiasm towards recognising the concept of marketing as a distinct business activity inevitable in architectural practices. The findings also suggested that unclear professional guidelines related to promotion activities act as a major attitudinal barrier towards practicing marketing as a legitimate activity.

The findings suggest that there has to be a greater role of marketing functions within the architectural firms to expand business. Also, there is need to integrate marketing knowledge within the academic curriculum to enable the entrepreneurs and young professionals in promoting business activities to sustain their practices.

ACKNOWLEDGEMENT

“Sri Vakratunda Mahakaaya, Koti-soorya samaprabha, Nirvighnam kuru me Deva, Sarva-karyeshu Sarvadaa” means “O, Lord Ganesha of the curved trunk and massive body, the one whose splendor is equal to millions of Suns, please bless me to that I do not face any obstacles in my endeavors”.

“Gurur Brahma Gurur Vishnu, Gurur Devo Maheshvarah, Guru Shakshat Param Brahma, Tasmai Sri Gurave Namah” means “Know the Guru (teacher) to be Brahma Himself. He is Vishnu. He Is Also Shiva. Know him to be the Supreme Brahman, And offer thy adoration unto that Peerless Guru”.

In Department of Architecture and Planning, I would like to thank Prof. S.Y.Kulkarni, Former Head of the Department and Chairman of my research committee, who provided me with a chance to pursue the doctoral research in the department. I am really thankful and gratified to Dr. R.K.Jain, Former Head of the Department, who convinced me to undertake the doctoral research. His constant guidance and support made the research work convene to its logical end. The research supervisor, Dr. P.S.Chani proved to be unveiled key to all turns and turfs of the processes involved in the research. His gestures to the personal problems of the researcher, which are inevitable during any research, will always be remembered admirably. He is the best I came across to make his point clear with extreme politeness and humbleness. It's learning. I thank him for that. I am really thankful to all the administrative staff to extend administrative and logistic support as and when needed. Gulzarji, Anitaji, Ajay, Sunil, Anil and Ashwini are the names which need a special mention.

In central administration, I would like to thank all the administrative staff in central administration, which I found to be very supportive to the genuine issues of the researchers. I extend my tribute to Late Farooqui ji, from DoSW office. His help with all smiles will always be the part of memoirs of this stay.

I extend my salutation to all the teachers in my graduation and post graduation, who imbibed in me, what I am today. My heartily thanks to all my friends and colleagues Jitendra, Munnawar, Nirbhay, Navneet Munoth, Aswini, T.R.Warsi, Krantikumar, Rajan, Sneh, Kulbhusan, Vineet who supported and cheered in one or the other way during this time period.

For the most sensitive part of my life, my family, words can never be articulated to express the deeper side of my feelings. During this process of research, I have lost my biggest assets since I opened my eyes first, my mother and father. At this moment, my eyes are wet remembering all the tough life they have lived to see their only son to achieve the success and live a happy life. My veins are cramping and heart is sinking to express my love to you - mummy and papa. I wish god give me a single chance to thank them explicitly. At this moment, I cannot forget the pains and struggle of my grandparents who restructured our family from a farming culture to educationist order. I thank my younger sister Anupama, her husband Upwan who always stood by me in tough times. Support of my mausi Prabha, buaji and phuphaji Savita and Shivindra trying to fill the gap of parents is laudable.

Dr. Ekta Singh, the better half of my life is very little to say about her. During this period of research, she staked her life by donating her liver trying to save my father, to see her kids playing with only surviving grandparent, to see her husband out of sorrow, to break all myths of in-laws relationships, to set an example of humanity. Dr Subhash Gupta, Liver transplant Surgeon at Apollo Hospital New Delhi claims her to be first PhD in the country willfully donating her liver. She has little words but unending actions to inspire not only for me but the society around us. I am lucky enough that god has given me a chance to say 'A big applaud to you Ekta'. Nobody can miss the chance to mention the names of the junior ones, the loves ones, my life's stress busters. My daughter Ananya and son Vasu, had never let my smile to dry away during all these tough times. They have been the source of inspiration to me for a blissful life. My love to both of them.

In last, I must say thanks to all again whom I could name and many whom I couldn't. Now, I take deep breath inside close my eyes to remember almighty and breathe out with thanks for all bestowed on me.

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GLOSSARY OF TERMS

ACE	:	Architects Council of Europe
AIA	:	American Institute of Architects
Approx.	:	Approximately
ARB	:	Architects Registration Board
C & S	:	Consulting & Services
CEOs	:	Chief Executive Officer
CIA	:	Cape Town Institute of Architects
CoA	:	Council of Architecture
e.g	:	Example
EU	:	European Union
Fig	:	Figure
GBC	:	Green Building Centre
HTML	:	Hyper Text Markup Language
IIA	:	Indian Institute of Architects
INR	:	Indian Rupees
IP	:	Internet Protocol
IT	:	Information Technology
KMO	:	Kaiser-Mayer-Olkin
PC	:	Principal Component
RFPs	:	Request For Proposal/Project

RIBA	:	Royal Institute of British Architects
SACAP	:	South African Council of Architectural Profession
SAIA	:	South Africa Association of Architects
SPSS	:	Statistical Package For Social Sciences
SWOT	:	Strength Weakness Opportunity Threat
UK	:	United Kingdom
USA	:	United States of America
USD	:	US Dollar
WOM	:	Word of Mouth

Chapter 1

INTRODUCTION

It is wrong to think that business is incompatible with ethics. I know that it is perfectly possible to carry on one's business profitably, and yet honestly and truthfully.

Mahatma Gandhi, 1935

1.1 BACKGROUND TO THE RESEARCH PROBLEM

The last two decades have seen an unprecedented growth of the service industry world-wide, due to increased globalization and newer innovations in the technology industry. This rapid growth in the service sector was coupled with the liberalization phenomenon across the various sectors and economies. As a result, cross-country trade in services and products increased multi-fold, which eventually intensified the competitive environment. This event gave impetus to the ongoing debate on de-regularization of promotional activities in professional services. Consequently, judiciary across the developed economies recognized the equal opportunities to compete, and allowed professional services to employ marketing as a tool to promote their firms and services (Grant, 2005). It is realized by the professional community that in the era of internationalization of firms, marketing has become an indispensable activity for the firms to capture new business and sustain their clients.

However, ignoring the change, many traditional firms still consider it unethical to engage in promotional activities to market themselves. This is more prevalent among the conservative practitioners, especially in architectural services, relying on more traditional ways like word-of-mouth marketing. Historically, researchers have profusely debated on the question "Should professionals market?" Nonetheless, the fact is that most professionals have already engaged in some form of marketing in the name of referrals, writing for most leading papers, site notice boards etc. There are indications that marketing within architectural services is an

indispensable activity which will calibrate in the future as a strong medium to address the needs of the client, market and economics.

1.2 PROBLEM STATEMENT

As highlighted above, globalization has led market conditions to become extremely volatile and competitive in the last couple of decades. Many of the changeability in the market environment are due to the rapid technological advancement, in almost all the industries and professions. All these transformations eventually, changed the way business is conducted. The transfer of technology and exchange of services has become a widespread phenomenon these days. As a result, the gap between demand and supply has reduced significantly. The services which were once localized have now become internationalized. Apparently, there is no more monopoly of the goods or service providers, as markets have transformed from the old oligopolistic system to the contemporary competitive system.

These shifts in the market system have made consumers the most influential stakeholder of the entire business chain. The internet revolution made the actual and desired knowledge easily accessible to the consumers. Evidently, the transfer and exchange of data and information across the globe became a matter of seconds. This made the consumers become more informed and choosy in the selection of the services and service providers. The consumer of the professional services also became more sophisticated and aware. As a result, the consumer became the focus of all the business activity. The service providers felt the need to understand the client's behaviour and his expectations for the services. The activity that became paramount for most of the firms operating in the professional services was, to identify their target market and promote their services within the confinement of the well researched marketing plan.

On the other hand, all the professional services had traditionally worked under a regulated regime, governed by the principles of strong ethics and ethos to serve the society with responsibility and accountability. Conventionally, the guidelines of the professional bodies advised the members to abstain from indulging in any acts of promotion. Knowingly, until

the end of 1970s, it was internationally illegal for the architectural services to promote or market their services (Grosskurth, 2008). However, the realities of the transformed business conditions forced the international professional associations and regulatory bodies across the globe to amend their respective regulations to accept the promotion and marketing of the services as a core component of their professional activities. The pressures were also felt on the architectural services across the nations. Countries like UK, USA, EU etc. liberalized the architectural service code, to accommodate the concept of “business” and “marketing”. All this was done to facilitate an environment of the profitable and efficient working of the profession.

Accordingly, the terms like “business”, “marketing”, “advertising”, “promotion” appeared in the code of practice described by the various professional bodies. Excerpt from the preface of Council of Architecture (CoA), Indiaⁱ, Architects (Professional Conduct) Regulations, 1989 states “The Profession of architecture calls for men of integrity, business capacity and artistic ability.....”ⁱⁱ. Interestingly, profuse debates on Architectural education in the context of the market driven environment also started.ⁱⁱⁱ Architectural Practice, earlier shying away from these terms started accommodating the vocabulary though not in a voluptuous taste. Evidently, architecture cannot remain untouched from this demand of society for long. Nevertheless, some professionals in architecture practice feared that introduction of ‘objective’ proofs might mean the end of their ‘creative role’ (Misra, 1973).

Gradually, Business concerns became parallel to the serving ethos and professional abilities. The fight for surviving the competition and doing commercially viable work became paramount. The academicians and practitioners in the architectural services acknowledged, the branding of the firms and services, and the need to communicate to the client about the prospective services offered. However, this was not absorbed as a part of practice by many of the practitioners. There was doubt about the effectiveness and the worthiness of the marketing tools. All this led to an environment of inquisitiveness which encouraged the academic research on the subject of marketing within the architectural services. Several researches were conducted across the regions on issues like the acceptability of marketing, effectiveness of marketing, tools of marketing, barriers to marketing etc. However, in Indian

context the researcher could not find a single study addressing the issue of marketing within architectural services. Most of the existing studies on this subject have been conducted in the western countries. A broad acceptability from the findings of several researches is that there is no argument about the importance of marketing to entrap prospective leads and projects by architectural firms in the era of competitiveness and declining workload^{iv}. Likewise, in case of India, the analogy should be true when an Indian architectural profession is facing tremendous survival pressure. The operational, economic and social challenges before the Indian architectural firms can be summarized as under:

- The growing liberalization policies, resulting in the entry of the multinational firms.
- Increase in the number of the service provider resulting in the decreasing workload.
- Growth of the urbane and informed clientele.
- Advances in the building science, design and computer technologies, resulting in the need to develop additional competencies.
- And lastly the internationalization trend resulting in increased complexities in the management and delivery of services.

Suggestively, the management and marketing of services in architectural firms in India are an important concern for the operationally sustainable future of the architectural profession^v. It is understood that marketing of architectural firms reverberates in identifying the needs and values of its clients, and market-oriented positioning of the firms. However, the lack of documentation and research work on the subject in Indian context reflects the non-existence of any view. Also, the absence of basic business and marketing learning in the architectural education in India advocates a negative association of the professionals with the subject. It is realized that there is a dearth of study in this area and needs academic investigation in the Indian context.

The purpose of the present research is to investigate the status of marketing within the architectural firms in India, and to understand the possible causes of low acceptance of the subject. A comprehensive study on marketing of architectural services would facilitate profession to address market-focussed competitiveness for sustainable architectural services and practices in the country.

1.3 RATIONALE OF STUDY

The rationale for conducting the present study in Indian context is as follows

- Admission counselling data of technology and engineering in India reveals architecture stream to be the last choice of the technical graduation aspirants especially in institutes clubbed with engineering education. The formal education of architects trained them to establish design-based practice rather than management-based design practice. The profit/income and job prospects have been never overwhelming to attract the best talent to join the profession. The economic transformation in the last two decades has developed the country as one of the largest service sector economies of the world. Still, the pace of Architectural Practice as compared to other professions and services is very slow and debatable. The lack of formal and continuing education of professionals to deal in competitive environment leads finally to technological inefficiency to bid for a variety of projects. The professional bodies in the country have a very indifferent attitude towards practice. Surprisingly, Council of Architecture which maintains the register and record of architects practicing in India have never conducted any formal survey to assess the situation of architectural practice since its inception in 1972.
- Practice makes a man perfect and experienced. With passing years in practice, knowingly or unknowingly, architects adopt various marketing functions to avoid extinction from the market. These functions are adopted by experience rather than any formal planning or training. Un-structured strategies and their co-relational impacts on other functions of the practice are not studied leading to un-sustained growth and gradual decline. As discussed earlier, there is no significant research traced on this issue in the Indian context. Realizing, the practice pressures faced by architectural design firms to capture larger market and avoid extinction, this research study will assist the design firms in India to understand the effectiveness of the marketing tools in Indian context and help them to strategize their marketing efforts accordingly.
- The construction sector covers two broad service areas viz. construction services and consultancy services. Investment in this sector constitutes more 6.5 per cent of India's

Gross Domestic Product growth. Though not an exact figure, more than 28000 architects are providing services as workforce in this sector. The economic growth generates competition in all sectors and architectural services are no exception. No matter, how unethical the marketing may appear to professional service firms, it is bound to exist in a competitive environment. Architectural services are very much like business propositions which operate in a dynamic, changing and competitive marketplace. Global competition and global cooperation coexist in the new world economy. The global alliances of firms are part of the strategy to stay in competition to gain a new profile of clientele. The client expects excellent services at competitive rates. It is getting difficult to retain the loyalty of the client on a long term basis. The profit margins are decreasing with increasing expectations of quality and technological edged services. The firms have to avoid stagnation or decline and above all, to rise in war against inflation. It is against this backdrop, relevant researches in marketing of architectural services firms are needed to widen the practice outlook.

1.4 OBJECTIVES OF STUDY

The research objectives of the present research are as follows

Objective 1: To review the existing literature, in order to identify the probable research variables and establish a relevant hypothesis.

Objective 2: To determine the existing status of marketing within the architectural firms in India. This objective seeks to

- Determine the level of marketing as a separate discipline
- Determine the extent to which marketing tools and strategies are currently employed by the firms and the effectiveness assigned to different marketing vehicles by the architects

Objective 3: Identify the awareness level of marketing concepts and terminology amongst the architect community in India

Objective 4: To ascertain the future acceptability level of marketing within the architectural firms in India

Objective 5: To identify the probable barriers to marketing within the architectural firms in India

Objective 6: To provide recommendations for the smooth and active integration of marketing activity within the architectural practice in India. This objective is based on the assumption that “marketing, in the future, is an inevitable activity for the architectural firms to survive proactively in competitive market driven environment”. The assumption is tested as one of the hypothesis using factor analysis technique.

1.5 SCOPE OF STUDY

The scope of the present study is limited to architectural consulting firms practicing in India and which have registered architects working with them. Further, academicians and researchers are not made part of the survey population, as the research is totally focussed to capture the perception of practicing architects, which they have gathered over years of experience they had gained in practice. In a few instances, there are firms which are not purely architectural design firm but have a defined cell practicing architectural services.

1.6 SYNOPSIS OF STUDY

The present study is structured in five chapters. The outline is discussed in brief in following section

CHAPTER 1: Chapter 1 sets the background for the research. It discusses the context of stating the problem statement and also defines the rationale for conducting the present research. Further, it provides the information pertaining to the research objectives and scope and outlines the structure of the research.

CHAPTER 2: Chapter 2 is organized in two parts. In the first section a brief theoretical background of marketing mainly, professional services marketing is done. This is followed by a detailed discussion on architectural practices in the context of global, domestic and institutional environment. Additionally, researcher also attempted to address the fundamental marketing issues underlining the architecture profession.

In the second section, researcher reviews the previous studies to refer to the specific issues and obstacles to marketing within professional services in general and a section dedicated totally to architectural services. The aim of the research is to frame relevant hypotheses, for testing in the present research, based on the review of literature studies.

CHAPTER 3: Chapter 3 elaborates on research design and methodology. It discusses about the sample size, questionnaire evolution and the empirical research tool applied.

CHAPTER 4: This chapter is the core of entire study and is organized in two parts. It presents the analysis of the data collected through primary survey. Part I presents the descriptive analysis of the survey responses. It is mainly based on the presentation and preliminary assessment of the responses received from the respondents. It uses techniques applied in descriptive investigation – mean, rated average, cross tabulation and correlation coefficient.

Part II of the analysis attempts to assess the marketing status and identifies and interprets the barriers to marketing within architectural firms in India. This analysis is based on empirical investigation and using the factor analysis technique.

CHAPTER 5: Chapter 5 provides the summary of the work done and discusses the major findings of the research. Further, it provides recommendations for the practicing firms and institutional bodies followed by discussion on limitation of the present research and opportunities for future research. Bibliography and Appendices are inserted at the end of the document.

1.7 CONCLUSION

The preliminary chapter has presented a background note for the present research study. It identifies the problem that the researcher intends to investigate. It is understood that marketing within architectural services is an emerging field. The role of marketing in the profession in the future is on the rise. However, it is also realized that marketing has been viewed as a stigma by many of the architectural professionals across the world. Traditionally, it is found that one major cause of this conformist attitude amongst the conservative practitioners was the rudimentary code of conduct imposed by the professional bodies.

In the following chapter researcher has attempted to identify the possible barriers to marketing acceptance within the professional services, through review of existing literature. But, it is important to understand the evolution of the discipline of marketing and the current understanding of the marketing within the professional services and mainly architectural services before reviewing studies on barriers to marketing.

ENDNOTES

ⁱ CoA (Council of Architecture) is the professional body for the regulation of the architecture profession in India.

ⁱⁱ Council of Architecture, Architects (Professional Conduct) Regulations. (1989), *published in the Gazette of India* [Part iii – Section IV] pp 562-564 and 566-567 on May 27, 1989.

ⁱⁱⁱ A+D journal and SPA Alumni had an interactive session on “Architecture Education: Should it be Market Driven?” on April 29, 2002, published in A+D, July-August, 2002 issue, Page 22-42 and 50-58 and 82-92.

^{iv} American Institute of Architects (AIA) survey^v of the marketing professional services reveal that architects and designers are *becoming more aware of the need to market their services to improve their competitive edge* in super-sophisticated-client, cost conscious market place that exist today.

^v Raghavan and Price (1999) state that consulting services in India require *intensive use of selected methods of marketing practices to meet the requirements of clients with diverse backgrounds, cultures and value systems*. Quality and reputation development of professional services succeeded by promotional activities lead to a competitive environment in market and gradually necessitate the adoption of modern marketing concepts.

Chapter 2

THE LITERATURE REVIEW:

2.1 MARKETING & PROFESSIONAL SERVICES MARKETING

2.1.1 INTRODUCTION

In the previous chapter, it is understood that marketing within architectural services is an emerging field yet the potential of the subject need to be tapped through a formal understanding and strategic application in the practice. The broad objective of literature review is to establish a background for identifying the variables for administrating the questionnaire to test the hypothesis which are formulated based on the review of the literature.

Based on the research objectives as suggested in chapter 1, the following were identified as the main objectives of reviewing the existing literature on marketing of services.

- To find the different ways adopted by the service professionals to market their services.
- To investigate the methods of promoting architectural services prevalent across the world.
- To identify the institutional obstacles to marketing of services profession with main focus on architectural practices

In the present chapter, an attempt is made to understand the evolution of the subject of marketing and review the relevant theories. Based on the above enquiries, the definitions of marketing drafted by various academicians and professionals and their evolutions are investigated to have an insight of the various marketing procedures and typologies across boundaries and professions.

2.1.2 EVOLUTION OF MARKETING AS DISCIPLINE

Researchers attempted to study Marketing history, broadly by two different approaches with one focusing on the history of marketing ideas and the other on the evolution of the marketing discipline. Dixon (1979) and Shaw (1995) traced the inception of marketing ideas in ancient Greeks and medieval ages to the present times. However, marketing as a discipline can be dated only to the turn of the twentieth century (Jones & Shaw, 2002).

The early nineteenth century (1836) witnessed the first instance of paid advertising in newspapers with timeline tracing the birth of products branding using trademarks in 1880s.ⁱ However the academic concept of marketing came into existence at the start of the twentieth century with University of Pennsylvania initiating a course “The Marketing of Products” in 1905 followed by University of Wisconsin offering “Marketing Methods” in 1910. During the formative years of marketing, the scholars conceptualizing the body of marketing thoughts were trained in the discipline of economics, which eventually led to the development of marketing concepts based on the distributive trade theories of economics focussing on demand, supply and trade matrix. The basic notion behind these concepts was that goods are produced because they have buyers or there is a demand. This relates to the era when there was a scarcity of goods relative to demand. The whole categorization of marketing was defined to focus on the production line. The great depression in 1930s witnessed a sharp fall in demand resulting in huge inventory piled up with the manufacturers and producers. It was during this period that academic focus shifted from production to selling. Thereafter, during 1950s, the emphasis shifted to market. This was followed by customer focus which has now gradually resulted in relationship marketing and social marketing.

Of the several historical categorization of marketing theory by various scholars, Robert Bartels (1988)ⁱⁱ categorized the development of the marketing theory decade-wise. According to him, during 1900-1920 basic concepts of marketing were invented and definitions of marketing were explored. During 1920-1950, the discipline was integrated based on the “identified principles”, “specialization in the field” and “variations in theories and identified definitions”. Newer sub-disciplines such as marketing management, marketing

systems, consumer behaviour, macro-marketing etc. also emerged. During 1950's and onwards the existing theories were re-assessed and appraised in the light of newer business demands with more focus on market attributes. Adopting a more scientific approach, this period is acknowledged as the period of the introduction of 'market orientation' – a business culture focussed on the continuous creation of customer value (Narver & Slater, 1990). The companies started investigating the needs and want of the customers and started producing goods and services based on investigation results. The period witnessed a paradigm shift from studying the business behaviour to analyzing the customer behaviour. Human social behaviour became an important marketing attribute and all this gave rise to newer sub-disciplines of holistic marketing, relationship marketing and interactive marketing.

The new definition is based on broader implications of marketing in the stakeholders' community as a whole. It recognizes marketing to be an educational process and a philosophy rather than simply a business function.

The concept of marketing is very vivid in nature. The review of evolutionary process is suggestive that the procedure and elements of marketing have changed with the times. The process of defining marketing still continues to be vibrant as the research community world over attempt to assimilate new concepts, new insights and challenges to broaden the working ground for marketers. The review helps in identifying the three vital elementsiii focal in the overall marketing process. Firstly, the whole marketing concept revolves around the system of barter or exchange, Secondly, the basic purpose of the marketing function is to fulfil the client's needs so customer or client is the crowd-puller of the whole marketing activity and thirdly, the entire process has to be a win-win for both, the entity and the customer.

In the succeeding part, the researcher has intended to understand the nature and attributes of professional services which have one or the other implication on the marketing of the professional services. Prior to attempting any fruitful discussion on marketing it is inclusive to have a concise description of service industry. The section highlights the characteristics of the service professional industry as investigated by many researchers.

2.1.3 CONCEPT OF PROFESSIONAL SERVICES

Traditionally, medicine, law and accounting were the only occupations labelled as profession. But over a period, the term profession has been extended to more and more applied fields. Instead of widely discussed term, there is no standard definition of Professional Services. Broadly, as stated by the Europeans and Americans one is called professional "if he can earn by rendering services" (Wheatley, 1983, p. 16). Further, professional services are defined by a few scholars as infrequent, technical and unique functions performed by architects, lawyers, doctors, researchers and consultants (Hoffman & Bateson, 2001). In generic terminology these functions are defined as "Services". The first known mention of "services" is found in the classification of industries done by Clark (1951). And, the very first description of services was observed by the American Marketing Association in 1966. Later on many attempts had been made by the scholars and marketing community experts to elaborate on the concept of services (Berry L. , 1980).

A service had been described as a "deed, act or performance" (Berry L. , 1980, p. 24). Services are intangibles i.e. something expressed as performance or act while goods are tangible physical assets (Lovelock, 2001). In business lexicon services and goods both are products of some business activity i.e. core output of any kind of industry. Both deliver some gain to the consumer; in case of goods - benefit is due to ownership of a physical asset, and in case of services - benefit comes from some act or performance by the professional.

Many of the earlier studies (Silvestro, Fitzgerald, & Voss, 1992) (Shostak, 1977) (Lovelock, 2001) highlighted the basic difference between services and goods which form the basis of the evolution of the separate stream of services marketing. This review of differences is important to understand the categorization of services. Clark (1951) identified four characteristics that differentiate services from goods are

- Intangibility,
- Inseparability,
- Heterogeneity
- Perishability.

Booms and Bittner (1981) were of the view that services owing to their unique feature need separate marketing strategies. They identified six major differences between goods and services

- Unlike goods, in services there is no ownership of any asset.
- Services are not inventory i.e. they cannot be stocked. They are ephemeral i.e. transitory as it is an activity or performance.
- As suggested by Shostack (1977), services are dominated by intangible elements.
- There is greater involvement of customers in the creation of services
- Unlike goods, services cannot be standardized. They are designed under controlled conditions to optimize both productivity and quality.
- Unlike goods, services cannot be evaluated by a physical touch prior to its purchase.

The above arguments clarify that the act performed by professionals are called services or specifically Professional services. As an independent discipline, the last two decades witness the prominent increase in service sector with convergence of marketing activities across the sector. This is also evident from numerous research studies which have been conducted by different scholars on the subject of service marketing in different service professions like legal services, engineering consultancy, accountancy, architectural profession, insurance services etc.

Early studies in the services had more focus on defining the services and distinguishing it from the goods. Later on studies defined and elaborated the concept of services based on the process and the interaction of the various elements, that constitutes service, with each other. A detailed description of this is provided in the later section. Based on this classification professional services are identified as a sub discipline of the services industry.

It is realized that differentiating services and goods is important for understanding the marketing needs of the professional services. Analogously, studies and researches have also revealed that there are marketing-relevant differences between services themselves.

The above section has dealt with the attributes of the professional services. It is also important to understand the process of professional services marketing in order to be able

to understand that what constitutes the barriers to marketing of professional services. In the following section an attempt is made to explicate the role of marketing within professional services firms.

2.1.4 PROFESSIONAL SERVICES MARKETING

One of the very first instances of marketing in professional services was mentioned by Saxena (1988). The study cites the presence of indirect form of marketing in the banking industry in the form of promotion activities and advertisements in the late fifties. However, review of literature revealed that a few scholars had suggested formal theoretical approach of marketing in professional services earlier. Based on the objectives to be achieved by the professional services firms^{iv}, three different styles of marketing have been recommended by the academicians (Kotler & Connor, 1977). These were Minimal, Hard Sell and Professional. Before reviewing the relevant theories related to professional services marketing, it is important to define professional services marketing. Kotler and Conner (1977, p. 6) synthesized "professional services marketing" definition as

"Professional services marketing consists of organized activities and programs by professional services that are designed to retain present clients and attract new clients by sensing, serving and satisfying their needs through the delivery of appropriate services on a paid basis in a manner consistent with creditable professional goals and norms".

A firm is said to be practicing Minimal marketing when it consciously minimizes or avoids development of the marketing development program. Their understanding to gain business is by rendering quality services to the client. The better quality to existing clients will bring more business from same clients who act as a reference to new prospects. This theory assumes that the technical expertise is more relevant to sustain business rather than developing a specialized marketing plan.

Hard-selling marketing has a sales orientation. Firms that indulge in hard-selling practice activities as offering commissions, price-discounting, business parties, referral commissions

etc. However, the majority of the professionals believe that hard-selling is injurious to the firm's image and is against the professional ethos. The concept of hard-selling is relegated by the professionals because it confuses marketing with selling. Due to lack of understanding, marketing as an inside activity with structured approach is often subdued by non-structured approach of an outside activity called selling.

Professional marketing is viewed as an identified 'defined process' to reach the target market for the offered services. It is seen in consonance with the professional ethos. Professional marketing consists of well laid down document which defines the objectives and strategies for marketing. It also identifies the persons and resource to achieve the marketing goals, along with specifying the budget and tools to be adopted. It also ensures that the tools and activities practiced are in consonance with professional values.

Kotler and Conner (1977) have defined the professional marketing in the context of its strategic, planning and control aspect. They suggested that six strategies are available to professional firms to promote growth through professional marketing, these are

- Cross selling of services or expanding services to the existing client
- Identifying and cultivating prospective high potential clients
- Deepening personal referral sources.
- Increasing market visibility and reputation by indulging in favourable awareness programmes
- Service and market specialization
- Replacing clients

Marketing theories have suggested that there are various elements that influence the marketing actions and decisions. These are addressed as marketing-mix^v, one of the core concepts of marketing. The term "marketing mix" was coined in 1953 by Neil Borden in his American Marketing Association presidential address (Banting & Randolph, 1973).

Broadly, the marketing-mix model defines the scope of the marketing plan and acts as a guide in conceiving and implementing the marketing planning. However, marketing is a very wide subject as such it is difficult to limit the scope in one model. Evidently, different

scholars have used different parameters to define the marketing-mix. The most accepted version of marketing-mix theory was given by McCharty (1964) with its conceptual model popularly known as “Four ‘P’s” model. This model provided the means to decipher marketing planning into practice (Bennett, 1997).

The single P (price) of microeconomic theory was the instigator of the “Four ‘P’s” named as - “Price, Place, Promotion and Product” (Chong, 2003). The model is represented by three encircles (Fig. 2.1). The innermost circle represents the consumer as the focal point of all the marketing efforts. The next circle contains the controllable factors which are termed as marketing-mix or “Four ‘P’s” i.e. Price, Place, Promotion and Product. The outermost circle contains the elements that are uncontrollable like business environment, legal environment, socio-economic environment etc.; these are termed as external factors. However, this model has also come under scrutiny in the last decades. Many academic critics consider the model to be lesser representative of the holistic environment and elements that comprise the business environment. This marketing mix developed by McCharty (1964) was more specific to the manufacturing sector.

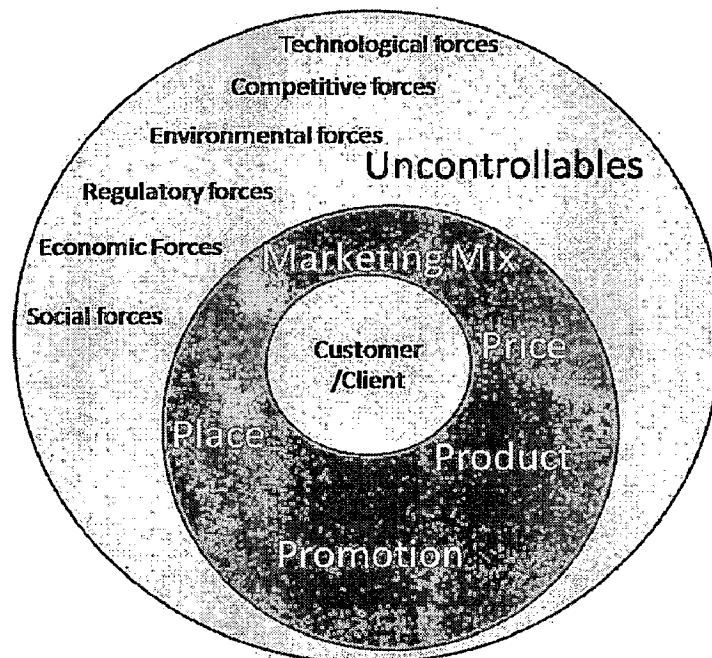


Figure 2.1 Marketing Mix Model by McCharty

(Source: Reproduced by Author)

2.1.5 SERVICE MARKETING MIX

The concept of marketing-mix is very popular as a toolkit approach (Shapiro, 1985), to attract customers, amongst the marketing managers. The theoretical literature has evolved a 4 Ps Marketing-mix for the marketing of manufactured goods – it includes Product planning, Pricing, Promotion and Place (distribution) as discussed earlier. However, academicians (Booms & Bitner, 1981) have extended the 4 P Marketing Mix to 7 Ps Marketing Mix (Fig. 2.2) for service firms.

Three items added were associated with the service delivery – Physical environment, Process and People. These items take into account the intangible nature of the services and the human element involved in the process^{vi}. The first 4Ps – Place, Price, Product and Promotion are associated with external marketing^{vii} and next 3Ps – Participant, Process and People are related to interactive marketing^{viii}.

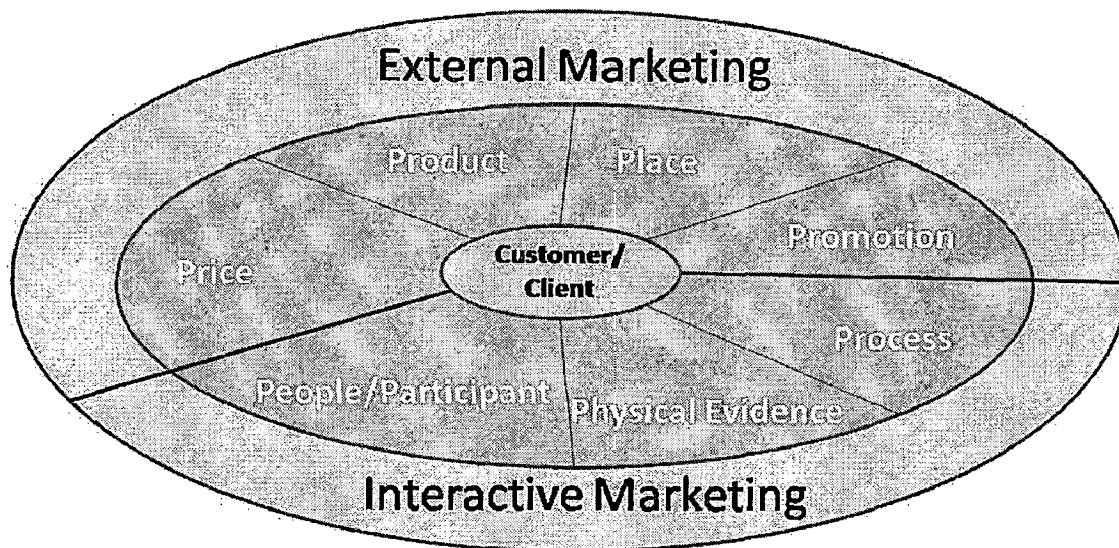


Figure 2.2 Marketing Mix of Services (7 P's)

(Source: Daly, Aiden, Let's Improve in Proceedings of Quiz 9 International Research Symposium on Service Excellence in Management, Sweden June 2004)

2.1.6 SEVEN 'P's OF SERVICE MARKETING

2.1.6.1 Product

Product refers to the service in offering that the firm sells to the clients. It is important for the service provider to focus on the attributes of the product. Product element embraces all the attributes of the product – it includes design, technology, usefulness of the service, convenience in usage, quality of the service offered, packaging, branding, warranty etc. In case of service-marketing mix, products are usually intangible in nature therefore some of these elements may be absent in few instances. Unlike goods or physical products, services cannot be measured. Nonetheless, in services certain items are there that have to be conceived or prepared by the service provider before service is sold to the clients. For e.g. – Hotel blue print will be prepared before establishing a hospitality business. This service blueprint defines exactly how the product (in this case the hotel) is going to be. Hence, it is important for the architect to focus on the quality of the drawings, extent of details and also the design of the service contract. Thus the service product has to be designed with care.

2.1.6.2 Place

Place refers to the location where service is made available. It is often referred to as a distribution channel. Depending on the nature of the service in offering, the distribution channel may be physical or electronic. In case of information based services, internet becomes a most preferred means of delivery, as it allows easy retrieval of information by the client as and when required irrespective of the location of the client. In case of services like engineering and architectural consultancy, both the means of distribution assumes importance. The place of location is important for the firm to make itself visible in the market and electronic distribution channel is imperative for the firm to have an easy exchange of views and comments over the design and to allow its clients to have easy access to the firm's services.

2.1.6.3 Price

Pricing in services is the return that the service provider gets from the client for the extended services. Unlike goods it is difficult to develop effective pricing strategies for the

services. Monroe examines that most of the service firms follow a naive and unsophisticated approach to pricing. The usual tendency is to charge as per the bearing capacity of the market can bear rather than cost-plus pricing mechanism (O'Farrell, Kitchens, & Moffat, 1993).

Murdock and McGrail (1994) conducted a study of professional accounting firms related to pricing strategy in marketing. They suggested that accountants overtly avoid using pricing as part of an overall marketing program. They further ponder that accountants take price for granted as far as there are satisfactory profits.

Pricing is an important strategic marketing tool used by professional firms to attract customers. Nonetheless, "the pricing of services remains one of the least researched and mastered areas of marketing with research and expertise pertaining to the pricing of services particularly lacking" (Hoffman & Bateson, 2001, p. 1015).

Berry and Yadav (1996) identifies three value based strategies for pricing of services:

- **Satisfaction based Pricing:** The goal of this pricing strategy is to alleviate client's uncertainty. Firms can do this in several ways, which includes service guarantees, benefit-driven pricing, and flat-rate pricing.
- **Relationship Pricing:** Service companies dearly gain if they can do more business with existing customers for a longer period of time. Firms can develop creative pricing strategies based on client's needs to motivate them for the benefits they can achieve from long-term sustainable relationships. Long term contracts, Price Bundling are examples of these strategies.
- **Efficiency Pricing:** Cost of the services can be substantially reduced by effective management processes. The profit earning due to this reduced cost can be shared with the clients. However, cost trimming resulting in less-expensive service leading to unsatisfactory services will not be successful. The focus on efficiency through innovation can be catchy, even more difficult for the competitors.

A well chosen pricing strategy should consider three things:

- To realize the financial goals of the firm (e.g. profitability, increasing revenues)

- Responding to the realities of the marketplace (i.e. the value of the service perceived by the client to pay for such service)
- Support the positioning of the service and be consistent with other variables of marketing-mix.

2.1.6.4 Promotion and Education/Promotional Mix

This element of the service marketing mix is the means by which the firm communicates with its consumers (Morgan N. , 1991). Firms communicate to the customers about the benefits of its services, through promotional activities. According to Rossiter and Percy (1987), promotion-mix strategy pursued by firms is based on the concept that firms intent to achieve their targets through a combination of personal selling, public relations, advertising in business and trade press, publicity events, and such other activities. According to Burnett (1988), there are three main objectives of using promotional marketing – to communicate to the customers about the firm’s competitive advantage, to convince the customer about the service, and to compete with the peer firms. He further adds that promotional strategies are approaches, tools and techniques that firms use to communicate with their clients with a message of value addition associated with their services. Usually promotion strategies are framed to target identified markets that include the existing clients and the prospective clients.

Promotional activities adopted by any firm are many and diverse. These different tools or activities have distinctive capabilities relative to the type of messages they convey to the customers (Lovelock, 2001). The different tools which form the part of the promotional - mix are as follows

- **Personal Selling and Public Relations:** Modern day public relations efforts include persuasive tactics to influence the attitudes and behavior of the targeted customers as well as legitimately benign initiatives. This involves a multitude of communication strategies. However, mixed-motive approach is generally adopted to design communication programs and campaigns to benefit both institutions and their publics. Jones and Bartlett (2009) summarized in their study that the practices of professions are dynamic in nature, so they are constantly updated, renewed and adapted in a dynamic

relationship between those enacting the profession and contingent on the demands of a range of stakeholders. The study cites the changes in Public Relation strategies to deal with stakeholder demands. The earlier publicity was overwhelmed by engagement of dialogue with stakeholders to accommodate their concerns and over the time engagement and transparency became the focal and legitimated public relations practices.

- **Promotional literature/Documents:** The literature on promotional mix has highlighted that there are traditionally three principal documents used by firms as promotional literature – Corporate Annual Reports, Case Histories (through Brochures) and House Journals. According to Olins (Corporate Identity: Making Business Strategy Visible Through Design, 1989) (The corporate search for identity, 1990), annual reports are the principal documents for the firms to communicate their corporate image and identity. Bly (1994) suggested that communicating case histories through brochures or via the firm’s website are effective promotional tools, because the client is able to relate with specific business situations. Further, according to him any firm publishes brochures with three main motives – to sell their services by highlighting the advantages and benefits of the services offered, to elucidate the attributes of services, and to explain their competitive advantage over their competitors or rivals.
- **Advertising:** Wheatley (1983) classifies advertising as short-term and long-term advertising. He examines that effective short-term advertising seeks to stimulate awareness, interest and action-now approach. It requires interested potential consumers for its success. The advertisements in the newspaper for example are relevant only to interested consumers and just acts as entry tickets to further explore their self interest. While, Long-term advertising pursue three basic objectives. Firstly, Professional should seek to develop and maintain consumer awareness. The content at this level should be informative and institutional in nature. Secondly, persuasive appeals to prospective clients to take action-now and to promote expansion of consumption by existing clients and finally, if the professional firm achieves dominance in the marketplace, advertising objectives should shift towards client loyalty and maintaining a professional image.

- **Sales Promotion:** Philip Kotler identifies three distinct characteristics of sales promotion. Firstly Communication to gain attention usually to provide information to the consumer to attract, secondly Incentives that incorporate concessions, inducements or contribution to offer value to the consumer and thirdly distinct Invitation to engage in transaction now. Potentially, sales promotion has a lot to offer to services marketing, yet it had been neglected among service providers and literature. Reasonably, due to intangible and value adhered nature of services, it is difficult to offer price related discounts or free trials. However few scholars (Farris & Quelch, 1987), advocates that price promotions can encourage service trials, allow differential service pricing for target segments and manage the demand fluctuations. However, for service firms reluctant to adopt sales promotion, Competitions provide an excellent opportunity to add value for clients, to differentiate themselves from rivals, to generate interest among clients and staff, to generate prospects for future promotions or to accomplish a wide variety of other marketing (Peattie & Peattie, 1995).
- **Word-of-Mouth (WOM):** WOM is usually defined as an exchange, flow of information, communication, or conversation between two individuals (Arndt, 1967). Most authors agree that WOM is informal and non-commercial conversation. Here “informal” refers to the conversation that is not organized officially. Researchers suggest that WOM influences the decision of the consumer positively (Richins, 1984) and negatively (Dichter, 1966). The impact of negative WOM is much more than the positive one. Sweeney et al. (2007) suggested that WOM may be more cognizant in nature to lead cognitive perceptions while negative WOM may be emotional in nature and sometimes result in strong emotionally charged views of the organization. Traditionally, WOM has been always a preferred tool used by professionals to promote their services of high credence qualities that play a vital role in the customer’s choices. Internet has had a great implication on the still effective traditional WOM networking like a social gathering, clubs etc. Rebecca Lieb (2009) on the cover page of her book puts it as “Searchers either find you, or they find your competitors”. Professionals have to strategise the challenge of online reputation and social media WOM.

2.1.6.5 Physical Environment/Evidence

Physical environment or evidence is one of the most important elements of service marketing-mix. It refers to the environment in which the service is delivered and where the firm and customer interact, and any tangible components that facilitate performance or communication of service (Munyoki & Muthusi, 2011). Due to the intangible character of services, clients often rely on tangible cues, or physical evidence, to evaluate the service before its purchase and to assess their satisfaction with service during and after consumption. Elements of Physical environment that affect clients include both exterior (such as signage, parking landscape) and interior attributes (as design, layout, equipment, decor etc.) (Zeithaml, Bitner, & Gremler, 2009). Discussing the above through a case in which, McGraw-Hill publishing's, Business Week and Architectural Record jointly sponsor an international competition to identify the best use of architecture that solves strategic business challenges. One of the participants in the competition, Apple Computers brought together architects, graphic designers, product developers, merchandising people, and CEO Steve jobs to create a retail space that would convey the company's philosophy and sell computers. The result is clean, open and spacious store that displays only a few computers to create the ambience of a museum. The company establishes a modern feel using a central glass staircase, white walls and large skylight. A second floor area encourages children to play with software and offers a large conference room for Apple product demonstrations. As one of the judges puts it, "the store, like Apple, is all about information, interaction and access". Strategic application led Apple Store, Soho, New York to be one of the four winners of the 2003 competition (Nussbaum, 2003, p. 62). The case explicates that winners of the competition demonstrated the strategic impact of design (or Physical evidence) on clients (or people), employees and the general public or all three.

2.1.6.6 Process

Process refers to the actual procedures, mechanism and flow of activities by which the service is delivered, the service delivery and operating systems (Zeithaml, Bitner, & Gremler, 2003a). Especially the consumers of professional services are not only interested in the end result, but also in how they receive the professional service (Morgan F. , 1992).

2.1.6.7 People

This element of marketing-mix has originated from the “inseparable” nature of the services, as discussed earlier. As services are highly interactive in nature, the human item in services is eternal to the development and delivery mechanism of services. People are the integral part of the whole service process; as such they become an important element of marketing-mix. The term people include both the firm’s employees and the firm’s client.

It will be inclusive here to have an overview of marketing in architectural services to develop an understanding of the issues concerning the subject in the profession.

2.1.7 ARCHITECTURAL SERVICES

It is important to first establish that what services are offered by the architectural firms before opening any purposeful discussion on the marketing within architectural firms. Formally, there is no institutional dictum that can define the service offering of professional firms in a regular manner. However, there is an institutional mechanism to guide and control the activities and services offered by the individual professionals. The similar analogy is there in the case of architecture profession. It is imperative for a practicing architect to either acquire a license to legalize his practice or to attain the membership^{ix} of the professional body that governs the profession in the respective country. The institution broadly defines the working conduct for the individuals. These conduct guidelines and the professional expertise facilitates the firms to define their service types and scope. One of the very generic explanations of architectural services industry is provided in NAICS Code: SIC 8712 that states “Design firms primarily engaged in providing professional construction-related design services constitute the architectural services industry. This industry includes companies that offer engineering design services related to architectural work but does not include civil engineering, ship or boat design companies” (NACIS Code: SIC 8712 Architectural Services, 2011, para.2)

Winch provides another insightful description as

Architectural services include the supply of the design of a building, a process which ranges from working with the client to establish requirements (known as 'briefing' or 'programming' in construction); defining a design concept; negotiating with external stakeholders such as regulators of the built environment ('planners') around that concept; developing the detailed drawings of that concept to instruct those who will execute the work on site; and supervising and authorizing the work of the executors on site. (Winch, 2008, p. 3)

Harvard Business School Professor David H. and the principals of Coxe Group, a long-established management-and-marketing consultancy to architecture and engineering firms classifies most successful firms in three categories (Coxe, et al., 1992).

- The firms that focus on the delivery of certain highly specialized (if aesthetically prosaic) project types for specific clients, which tends to draw clients who trust the firm to develop a detailed understanding of the individual requirements firmness, commodity and delight.
- Some firms specialize in not specializing the project type. They focus on providing high-quality service to a wide variety of clients who trust them to deal effectively with widely varying programming needs by focussing on the process as the path to sound, if not particularly specialized or innovative, products.
- Finally, some firms specialize in as worded by Maister (2001, p. 1) as "the big idea." Typically these are the legendary high-design firms whose clients trust and pay them to provide elevated levels of delight. Such a firm's service lead to uniquely customized buildings that no other firm could have produced.

Maister and colleagues identify that successful delivery, service and idea firms assert all their internal decisions not on their own value but on the values of their clients. This approach makes their structure, staff, salaries and benefits, management, pricing, invoicing and marketing procedures very differently – all on the basis of specific values of the clients for whom they prefer to work and target as future prospects (Green, 2001).

2.1.8 OVERVIEW OF MARKETING IN ARCHITECTURAL SERVICES

The marketing of architectural services is a very young field both for the academicians and practitioners in the field. The first known academic research work in architecture that relates to the business perspective of the profession was conducted by Blau (1987). In his work he highlighted the inbuilt strain between the creative aspirations of the architect and the profane facet of delivering profitable services to clients in a highly competitive environment. The conventional thinking of architects has always been in disagreement with the business approach towards the practice. Apart from many, some of the reasons for such disagreement may be – marketing is not felt important, the role of marketing is not clear, lack of knowledge, it is against the ethical conduct, it is difficult to market the services.

An important characteristic of architectural services, like other professional services, is the intangibility. Intangibility makes it difficult for the services to market as they cannot be perceived, felt and touched by the consumers at a first instance. Architectural services are project-based professional services, where the skills used to produce the output are invisible and thus difficult for the customer to assess (Sharma, 1991). Nonetheless, firms have been indulging in informal marketing since their inception, as mentioned in the preliminary section. However, owing to the increased survival pressure after the period of slump in seventies many of the firms mainly in the western economies adopted marketing as a core activity in the practice. The firms realized that even the most creative work will not fetch clients if the market is unaware of their existence.

Another problem in sequence is that Architects rarely regarded their profession as a business to be advertised (Karam, 2003). A common response from the architect is “my buildings speak for themselves” (Somya, 2001, p. 34). Further, in the academics the issues of marketing in Professional Practice were never given much attention^x. Sparing few developed countries like USA (Demkin, 2001), traditionally, the subject of marketing had received a raw deal. In India the formal education of the subject “Professional Practice” in many Institutions of Architecture mainly focus on the introduction of Professional bodies as CoA and IIA, Code of ethics, responsibilities and liabilities. There is no introduction of “Business Development” or “Marketing” as a function to achieve the targeted growth in practice. The central theme of professional code is to protect the public from unqualified practitioners rather than

introduce the public with quality bearing professionals. Code of ethics specifies the do's and don'ts of advertising the practice^{xi}. The policing role of the professional bodies is very well codified, that has an overwhelming impact on the fresh graduate to restrain from business development or marketing function in confusion with the do's and don'ts of advertising. The questions "whether advertising is marketing? Is the conduct of client survey marketing? Is the use of discounting and pricing gimmick marketing?" demand training assisted answers to realise these activities - and many more- as part of the modern marketing operation. The principles of marketing seem to be largely disregarded by architectural professionals due to incompatibility of marketing with coded language of professional ethics (Ojo, 2011). Conventionally, professional bodies and their dictums have played a vital role in framing the opinion of the architects, especially the senior professionals working in the field. In the following part, the researcher has attempted to investigate the view of a few professional bodies, across the world, on marketing.

2.1.9 MARKETING AS PERCEIVED BY ARCHITECTURAL PROFESSIONAL BODIES

The evolution of architectural practice—from an anti-competitive, may-the-best-man-win culture to a highly competitive scenario where firms have to trail to win new projects, promote their designs, and also market their firms—was one of the most important changes in the architectural profession during the 20th century (Kolleeny & Linn, 2002). After the first establishment of any professional body to regulate the profession of Architecture, as Royal Institute of British Architects in UK in 1834, almost all countries till now have established regulatory authorities and institutions to regulate the profession and provide uniform insight by defining the standards and rules of the working of the profession. The whole notion of regulating the profession is based on the fact that Architectural and engineering services belong to the group of "accredited" professional services, as opposed to non-accredited business services such as marketing, advertising and consultancy.^{xii} The second half of the twentieth century witnessed a tremendous change in the perception towards the field of architecture. Professional perception as an artistic and creative discipline was overshadowed with the changing demands of positioning and establishing the firms in the era of competition and decreasing workload. A need for adopting business and marketing practices

was felt. Many of the firms have started practicing marketing activities and strategising their work with a marketing orientation. But, still many conservative architects, who entered the profession with high ideals, continue to abstain from it. Professional bodies with conflicting ideals paramount by opposite schools of thought could bring minimal changes in the respective regulations towards adopting business and promotion of architectural services (Symes, Eley, & Seidel, 1995). It is inclusive here to discuss the codes of few eminent professional bodies in the world to understand the implication of the imposed codes and rules on the adoption or acceptance of marketing.

United Kingdom: Architects Registration Board (ARB) is the regulatory body for the architects in the UK. The code of conduct of ARB suggests on the promotion of the practice. It does not ban advertising as a promotional means in compliance with the general guidelines of the Advertising Standard Authority of the country. Furthermore, the Professional body Royal Institute of British Architects (RIBA) also has defined a code of conduct for its members. In 1979, the Royal Institute of British Architects changed their code of conduct to allow architects to market for services (RIBA, 1979)^{xiii}. The code of conduct accepted advertising as a tool for promotion of the architectural service with guidance note three providing a detailed document of reference towards utilization of advertising as a promotional tool^{xiv}. The prescriptive document mentions the term “marketing” and determines the promotional and marketing means, a registered member should use and exercise restraint on certain specified activities.

United States of America: American Institute of Architects (AIA) is the professional body that describes the working of the architectural profession in America. According to “Architect’s handbook of Practising Professionals^{xv}” in the American regulating system the powers to regulate the profession is exercised by the States and the other territorial jurisdictional authorities. In 1990, forced by the changing global trends, AIA agreed to refrain from adopting such rulings (in its code of conduct) that required members to restrain from submitting competitive bids, price quotations, complimentary works and allowing discounts (Kolleeny & Linn, 2002). Furthermore, a close scrutiny of the statement on antitrust laws reveals that AIA has defined a few activities that encourage marketing in a very rudimentary

manner. These are – Providing discounts, providing free services and submitting at any time a competitive bid or price quotations including circumstances where price is the sole criteria for the selection of the architect^{xvi}. These illustrations are suggestive of a positive perception towards the acceptance of marketing in professional bodies of architects.

Architects Council of Europe (ACE): ACE recognizes marketing as one of the ability important for the practice of the profession. Under its “Proposed framework for professional experience”, for its registered architects, it has identified “knowledge and ability in marketing” as one of the desired skills for business and professional practice. The use of “business” terminology is in itself indicative of the economic acceptance by the profession in competitive realms and no more seen as anti consumer and society at large.

South African Council of Architectural Profession (SACAP): In South Africa SACAP is the regulatory authority and a professional body South African Institute of Architects (SAIA) constitutes regional institutes, such as the Cape Institute of Architects (CIA). SACAP is responsible for the registration of persons within the architectural profession and administers a code of conduct to ensure societal benefits. In 1981, codes of practice were relaxed to allow promotional activities in the business.

Australian Institute of Architects (AIA): AIA is the professional body of architects in Australia responsible for representing the interests of its members. Its main objective is to provide services to its members in the form of continuing education, recommending standards of professional conduct, representing the profession in the political arena, and other matters which are of interest to its members.

Council of Architecture, India (CoA): CoA regulates the architecture profession in India body under the provision of Architects Act that was enacted by the Act of Parliament in 1972. CoA in India is responsible for setting up the code of conduct for the practicing architects and simultaneously it also acts as a watchdog for the correct working and development of the architectural education in the country, besides maintaining the register of architects. Architects Act provides for registration of Architects, standards of education, recognized qualifications and standards of practice to be complied with by the practicing architects. It

has a defined code of conduct for facilitating a competent, responsible and meticulous practice of the profession.

This preliminary investigation of the directives of a few architectural regulating bodies across the world suggests that there exists a combination of laws and codes that influence the professional behaviour of the architects. A few of these codes are dogmatic^{xvii} and some are voluntary in nature. Historically, the rules prohibited the practitioners from indulging in any form of promotion and marketing. The basic assumption of architectural services is rendered to fulfil the basic wants of the society towards its need of a safe built environment. However, the recession during 1970-1980s and growing technical sophistication resulted in deregularisation of many professional streams. The phenomenon was also experienced in the architectural services. The change and modifications in the architectural codes of various countries is suggestive of an optimistic trend towards the acceptable role of marketing in the architectural profession globally.

2.1.10 ARCHITECTURE PROFESSION IN INDIA

In post Independent India, architectural profession in the country can be discussed in terms of Pre-Liberalisation and Post-Liberalisation era. Mid-90's is considered to be the dawn of the liberalisation in India. The decade previous to 90's emphasized on the phenomenon of social integration in all realms of the profession. Barring a few examples of big participations, till 1980's most large scale buildings and settlements were commissioned by government departments or public sector entities in-house design facilities (Mehrotra, 2011). Few large architectural firms were dedicated to private developers whose impact on the socialist state agenda was minimal due to lack of competitive business environment. These large firms owned by a few pioneers in the profession were at the centre stage of mind and medium of the government. Government trying to identify itself with the remarkable mile-stones in the form of buildings provided an opportunity to many Foreign and Foreign-trained Indian architects. These firms provided remarkable architectural icons on public funded money with design vocabularies reflecting the international ethos of architecture yet addressing the social commitment of the state. Capitol buildings, Chandigarh and IIM Ahmedabad are few

examples in the list. B.V. Doshi, Charles Correa, Raj Rewal, A. P. Kanvinde were among the few, exhibiting legendary contributions to define the professional and conceptual vocabulary of Indian architecture in this era. However, the monopoly of some big names in profession siding with the uncompetitive may-the-best-man-win theory doubts the ethical credibility within the profession. The validity of these doubts lies in the findings that most of these architects remained in the influential positions for years in Council of Architecture (CoA), the regulatory body of Architects in India or government panels and cases occur where a single person holds the chair of the president of CoA for more than two decades in total 39 years of its existence^{xviii}. In the largest democratic system of the world, the question on the determinants of diversity of thought process at regulatory level is imminent. At this time, when technology was experimented in the developed economies, Indian architectural practice and education was adhering to the art-based training and acquiring neat drafting skills adopted from colonial systems of trainings, surprisingly under the auspices of legendary personalities (Menon, 2010). These issues are related to the nurturing of the architectural profession throughout the country. On narrowing down the focus to works in this era, nobody can contradict the works of architects like Joseph Alien Stein whose buildings are still considered among the best examples of the Indian dimension in international architectural practices.

In 1990-91, the government was on the brinks of economic windfall due to overburdening socialist policies that included massive subsidies in almost every sector, political complications and the controlled business environment. At this time, the government made a remarkable shift in the economic policy by decontrolling various aspects of economy and opening the doors to foreign investment in a gradual manner. Though the message was well taken by global economies, the impact at ground level started taking shape in mid 90's. Government shifted its focus from buildings to economic infrastructure (Road, Rail, Power etc.) to address the conduciveness needed for economic reforms. To remain competitive in global economy, quantitative and qualitative improvements were inevitable (Ansari, 2009). At this time, architectural profession was totally ill-prepared to respond to these changes. The sudden flow of technology, whether in construction sector or the office tools, caught the architectural professionals in a jinx of confusion. The demands of the market changed as well

as increased to cater the needs of the most open economies further straining the ill-conceived management processes. Surprisingly, education of architecture never responded to such changes and kept producing the technologically incompetent workforce in the profession burdening the practice environment in pay-to-train model. However, at the personal level, foreign-trained and practice-oriented educationists tried to expose the young fraternity to extreme concepts and philosophies like “Deconstruction (Das, 2002)” practiced globally. Many revisited the historical Indian theories “Vastu (Bharat & Kulkarni, 2007)” to bridge an association with contemporary practices. The last decade of the twentieth century can be summarised as the period of transition for the architectural practices in India and paving way for the new approaches to be adopted by the profession.

The generation graduated in the transition era (90's) represented the young practitioners' group of the first decade of twenty-first century. These Neo-Pluralists were relatively autonomous actors that forged and look after their own (sectional) interests (Mehrotra, 2011). They applied new building products and technologies in the projects, gradually associating and partnering with the pro-active marketing of construction product industries. New themes like Energy Efficiency, Green Technologies, Safety, and Sustainability were old wines served in new glasses. The shining glasses were modelled, de-modelled and remodelled to the aspirations of the client's competitive edge in their respective societies. With international experience, the construction product industries innovatively created demand by introducing prize winning projects in the country (e.g. Green Building Centre, Hyderabad) to market their standardized products, leaving little space for customized architectural solutions. Young Professionals, though not formally trained in these tricks and gimmicks of the marketing typology started adopting them unconsciously, which generated a fierce competition in the practice of architecture in last decade. The competition in the architectural practice with more and more open economy became the reality of the times.

With the above discussion about the architectural practice scenario in the country, researcher intends to draw basis for verification of the issues related to competition and strategies adopted by the practices. The parameters and process to verify such status will be covered in the analysis stage of the research.

2.1.11 MARKETING AND THE ARCHITECTURE EDUCATION IN INDIA

Architectural education system in India is regulated by the 'Council of Architecture' and 'All India Council of Technical Education' norms. However, the teaching in the sector is taken care by full-time faculty, rarely allowed to practice architecture converting the institutions as 'dead wood' with time (Akhtar, 1998, p. 34). Professionals in the AIA defined market as "..... a body of clients with common needs" as cited by Karam (2003). Since marketing is associated with practice part of the profession, the response of architectural education on market-driven issues is imperative. Traditional approach (Maitra, 2002) advocates the need of development of the spirit of service in architectural education in paradigm of social welfare with, no-touch attitude to the conventional system by market generated forces (Maheshwari & Warsi, 2002). Market relation to profit orientation, questions the subject of marketer suspiciously about the welfare of the consumers of services and such subjects should stay away from temples of learning (Maitra, 2002). To address the concern of suspicions, a deep study of Indian context is necessary before the efficacy of the market mechanism in mediating architectural education is recognized or rejected (Menon, 2002). Architectural education in India is lacking almost fifty years behind the contemporary practice creating incompetency internationally (Contractor, 1998) which otherwise should have taken lead to radically influence the practices in the country. The education needs to work within a real and pragmatic context formed by market forces. Institutions can however also help shape market forces by taking an activist position and generating our own market system (Dalal, 2002). The diminishing geographical boundaries of the market due to rapid technological advancements in Information Technology demands internationally high standards of architectural education system (Milind, 2002). That open door to the new modes of inquiry and research in collaboration with other disciplines like arts, politics and business (Kukreja, 2002). The students should be exposed to management solutions like communication, marketing and leadership towards competence (Deobhakta, 2002). Ashok Lall argues that the free - market process creates new demands on professional services. In an era, where clients have a choice of services, proficiency and reliability with a bottom line of the economy becomes the subject of competition. The market will demand higher standards of competence and efficiency and hence 'market-driven' education would be

beneficial (Lall, 2002). Citing the example of Japan, Professor Saha of School of Planning and Architecture, New Delhi judiciously rejects the notion of suspicion that advocates the anti-market vocabulary in favour of the conventional values. As a market, driven by a global economy, Japan had been successful in preserving its values in building environment. It happened because; its people created the 'demand' of cultural aesthetics to be supplied to the 'market', and Japanese architects trained in architectural schools could offer a market-driven solution. Market may be perceived by architects as 'price tag' plus a number of other parameters including dimensions of culture and emotion (Saha, 2002).

From the discussion above, the architectural education can be classified in conservative, midlist and reformist approach towards market-driven forces. Practices carve out from the existing system of architectural education prevailing in the country. However, there is no evidence of significant researches on the assessment of attitudes and needs of the architectural practices in light of business dimensions.

2.1.12 IMPORTANCE AND NEED OF MARKETING IN ARCHITECTURAL FIRMS

The services offered by the architectural firms can be classified as professional services. Conventionally, professional firms have rejected the doctrine of marketing philosophy, mostly due to their self imposed belief of serving the society as an accounted professional. Nevertheless, in the last two decades the growing competitiveness and the changing customer behaviour have brought a great change in the contemporary thinking of the professionals. This departure from the traditional dogma is also experienced in the architectural services. As discussed earlier, the codes of architects were re-visited by many nations to adjust it to the growing demand and make the practice compatible to the changing professional environment and suit the more-informed and sophisticated client.

During the nineteenth century and till mid twentieth century the demand for the architectural services was high in comparison to the supply of the services. However, in the late twentieth century the market conditions became turbulent and architectural firms had to face a business environment which had moved from a period of abundance to a highly competitive state (Davy & Harris, 2005). This led to a change in the conventional role of the

profession. This shift in the role was first investigated by Stephen Greenberg (Greenberg, 1993). He posed the question 'whether architecture for the foreseeable future switched from a profession to a commercial enterprise?'

Historically, architects as a dedicated professionals relied on the traditional methods of networking and word-to-mouth approach of getting work. According to McLaughin (2005), a network of personal relationships and word-of-mouth brought enough new clients to grow a profitable business. Earlier architects preferred the client to approach him rather than making efforts to attract him. This was mainly due the fact that there was enough work in the market and the choices for the client were limited. But in the last couple of decades due to increase in the globalization activities, cross-country trade and technological advancement there is no more dearth of expert service providers. Even the client has become more knowledgeable, aware and sophisticated. The environment of versatility and competitiveness has made the client powerful and informed. This has apparently influenced his buying behaviour of the client who is no more averse to switch the service-provider. These challenges are imposing tremendous organizational pressure on the firms, which is grappling to provide consistent services and meet the needs of the client that is also internationalizing. In such a market system it becomes imperative for the service providers to proactively focus on targeting their prospective clients. Furthermore, to survive the growing internationalization trend firms need to differentiate their services and expertise from their peers operating in the market. Evidently, the firms need to strategies to create a "brand" and to be visible in the marketplace. This can be rightly put in the words of Professor Qazi Mowla (1997, p. 273) as "Problems lying in the physical articulation of contemporary needs, where tradition or contemporary planning cannot offer a safer guide, need to be identified and solutions sought". Although, this was stated in the reference of the changing urban morphology but it is reflective of the changing business environment in the building profession.

The above discussion emphasizes that architectural firm's need to market aggressively in order to pose strongly in the marketplace. In Indian context, the internationalization trend is more challenging for the Indian firms. The client in India may be based locally but very much

aware of the international markets and trends, and prefers to have international design and latest technical details in his buildings. In terms of latest technical expertise, the architectural education in India is way behind the international style. To augment this, it becomes important to the firms especially small and medium sized firms to differentiate their core strength. This argument further strengthens the rationale for the architectural firms to adopt marketing. It is apparent that to remain competitive it is crucial for the firms to make formal marketing efforts. Marketing helps firm in creating a brand and differentiating their uniqueness from other fellow firms and exhibit the value, client will derive from their services.

Realizing the indispensability of marketing for creating a competitive edge many architectural firms in developed economies have adopted marketing to ensure a profitable and desirable work. Almost, every large and medium-sized firm in the USA has full-time marketing staff. According to the AIA's "Survey of Firms-2003"^{xix} about 87 percent of firms with 50 or more employees have a marketing person, and 71 percent of these have 2 or more. Around 50 percent of the firms with 20 to 49 employees have minimum of one person for marketing activity. However, there is still a significant section of the architects who consider marketing to be unprofessional and unethical. The conservative group still considers their technical expertise to be the biggest selling tool. Consequently, they are very contemptuous about the usefulness of the marketing strategies.

Nonetheless, the above arguments are suggestive that the importance of marketing cannot be overlooked, where the client expects the best obtainable service for the value for money, the effectiveness of marketing. Unfortunately, in Indian context there is no known formal published document, research or study that follows the development of marketing within the architectural profession in the country.

2.1.13 CONCLUSION

The preliminary chapter of Literature study has presented a background note for the present research study. It identifies the problem that the researcher intends to investigate. It is understood that marketing within architectural services is an emerging field. The role of

marketing in the profession in the future is on rise. However, it is also realized through a review of a few studies that marketing has been viewed as a stigma by many of the architectural professionals across the world. Traditionally, it is found that one major cause of this conformist attitude amongst the conservative practitioners was the rudimentary code of conduct imposed by the professional bodies.

A close review of the architect's code of conduct of a few countries was done by the researcher. It was revealed that the regulatory institutions in many of the countries have accepted that the architectural services are challenged by the growing business pressures and declining work load. In lieu of the changing market environment, regulatory bodies realized that apart from creativity and technical expertise of the core subjects architects also need to learn business marketing skills. To cope with the changing scenario code of conduct was edited by a majority of the regulatory bodies world over, to give acceptance to promote activities within the profession. Nonetheless, despite the changes in the tenets of the code still marketing is unaccepted by many of the practitioners or to put it simple, architects still restrain from practicing marketing activities to promote their work and capture the target market. It is felt that there exist certain issues towards the full acceptance of marketing as a functional domain.

After understanding the evolution of the marketing discipline independently and contextually, as advocated by the academicians and professionals, the following chapter, is an attempt to identify the possible barriers to marketing acceptance within the professional services, through review of existing literature.

Endnotes

ⁱ Branding is a common term used in marketing. The American Marketing Association defines a brand as a "name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers". Brands in the field of mass-marketing originated in the 19th century with the advent of

packaged goods. Industrialization moved the production of many household items, such as soap, from local communities to centralized factories. When shipping their items, the factories would literally brand their logo or insignia on the barrels used, extending the meaning of "brand" to that of trademark.

ⁱⁱ Robert Bartels was one of marketing's most prolific scholars. His research covered a broad array of marketing topics, including the marketing-as-a-science debate, theory, metatheory, the nature and scope of marketing, credit management, international marketing, comparative marketing, macromarketing, and marketing education, among others.

ⁱⁱⁱ The three vital elements are one as implied in the marketing definition suggested by Kotler (2001).

^{iv} Studies (Kotler & Connor, Marketing professional services, 1977) have identified three common objectives of the professional services firms as – sufficient demand, sustained growth and profitable volume.

^v A preliminary mention of marketing-mix was done in the former section of the chapter.

^{vi} The marketing-mix was further elaborated by Agarwal (Teas & Agarwal, 2000). He expanded it further to 8 elements by including one more variable namely: Time and Speed.

^{vii} External marketing involves making the services available to the customers.

^{viii} Interactive marketing relates to efforts of the employees to win the loyalty of the customers in the process of interacting with the customers while delivering service.

^{ix} In India it is mandatory for the architects to register themselves with the Council of Architecture before they start working as a professional architect and use the title 'Architect'.

^x Handbook of Professional Documents (2005), published by Council of Architecture, India. Appendix A (Courses, Periods of study and Subjects of examination), p.42.

^{xi} In Handbook of Professional Documents (2005), published by Council of Architecture, India., p.51.

^{xii} The distinction between accredited and non-accredited professional services was discussed in the Uruguay Round Working Group on Professional Services.

^{xiii} As per the 1979 Code of Conduct of Royal Institute of British Architects.

^{xiv} Accessed from website http://www.architecture.com/Files/RIBAProfessionalServices/_ProfessionalConduct/Constitution/CodeOfConduct/GN3%20Advertising%202007.pdf on 24 August 2011

^{xv} The Handbook is published by the American Institute of Architects.

^{xvi} According to the AIA code of practice, these activities are not considered unethical, unprofessional or contrary to any policies of the American Institute of Architects or any of its components. Data retrieved from website <http://books.google.com/books?id=ISzC3inw7cC&pg=PA36&source=gbp toc r&cad=4#v=onepage&q&f=false> on 25 August 2011

^{xvii} A few are mandatory, by their basic nature. Such codes are imposed as a part of acquiring and holding the license or a registration for professional practice.

^{xviii} Presidents of CoA from 1972 to 2011: J.R.Bhalla (1973-83, 1986-1997), H.R.Lahoya (1983-84), Jeet Malhotra (1985-86), P.R.Mehta (1997-2004), V.S.Sohoni (2004- continuing).

^{xix} The Business of Architecture: 2003 AIA Firm Survey by the AIA Economics and Market Research Department (ISBN: 1571650075) is currently available in PDF form www.aia.org/aiarchitect/thisweek03/tw1031/1031tw_firmsurvey.htm

Chapter 2

THE LITERATURE REVIEW:

2.2 BARRIERS TO MARKETING WITHIN PROFESSIONAL SERVICES FIRMS

2.2.1 INTRODUCTION

In the earlier chapter, a review of existing theories on marketing was conducted to understand the role of marketing in professional services. The impact of the changing professional guidelines and the ever-growing process of liberalization and globalization on the profession of architecture were also studied in reference to the other economies of the world. The researcher attempted to frame a background to introduce the problem of the barriers to marketing within the professional firms to be discussed in the present chapter.

2.2.2 PERCEPTION AND BARRIERS TO MARKETING WITHIN PROFESSIONAL SERVICES FIRMS

In the last couple of decades, there has been a significant increase in the trade of intangible goods (services) which generated the interest among the academicians and professionals. Consequently, several studies were conducted to assess the importance of the application of marketing principles to professional services and to understand the reasons for the low acceptance of marketing principles among the professional community.

Earlier literature has suggested that almost all professionals have marketed since time began, which has been different from the “aggressive” media advertising. The earlier discussion also highlighted that marketing has become an important function for professional services firms to meet the unprecedented challenges faced by them (Kotler & Connor, 1977). However, it was also diagnosed in part one of chapter 2 that many

professionals and professional service firms restrain from adopting marketing tools to promote their services.

While reviewing the literature on barriers to marketing it was realized that there were very few studies conducted specifically on identifying the barriers to marketing within professional services firms and research specific to architectural service firms is almost negligent. In the light of this limitation researcher structured the literature review study as follows

- First part of the study focuses on identifying the barriers as suggested by several scholars related to professional services firms in general i.e. study was conducted with no major focus on any particular profession. Within this also researcher identified two categories of barriers – one arising due to distinctive characteristic (different from goods) of professional services that make marketing of services difficult and other arising due to the professional environment, institutions and industry constraints, which consequently results in the hesitation or reluctance of the professionals to adopt marketing .
- Second part of the study discusses the barriers as identified in studies related to specific professions including architectural services
- Third part of the study identifies the various tools which are practiced by different professional firms to promote their services.
- The last part summarizes the whole of the literature review in terms of research types - profession and barriers as identified.

2.2.3 BARRIERS ARISING DUE TO DISCRETE SERVICE'S TRAITS

It was discussed in detail earlier chapter that the marketing of professional services is different from marketing of manufactured goods cited in various studies by the researcher to support this view. It is established that strategies that to sell traditional goods may not be transferable to professional services and often it is the characteristics of the services that makes its marketing difficult (Thakor & Kumar, 2000) (Coldren, 2006) (Kotler & Bloom, 1984). In terms of acceptability towards marketing within professional service firms, not much has been empirically researched. Much of the earlier literature relating to this subject

has been conducted in the US with focus on de-regulation of services and use of advertising. In the following part those studies are discussed which are focussed to investigate that “what makes marketing of professional services difficult?”

Several scholars have suggested that there are four unique characteristics of professional services namely – Intangibility, Inseparability, Heterogeneity and Perishability¹ (Rushton & Carson, 1985) (Cooper & Jackson, 1988). Many have highlighted that these characteristics have significant impact on the marketing of professional services (Lovelock, 1996).

I. Intangibility

One of the greatest barriers to marketing of professional services is that most of these services are intangible. According to Amonini et al (2010), professional services fall at the extreme intangibility end of the tangibility spectrum. Intangibility makes it difficult for the client (mainly first time buyers of the services) to understand and assess, in terms of quality and value of the services offered. Intangibility is the primary distinguishing characteristic of services which makes them unable to be touched or sensed in the same manner as physical goods (Hoffman & Bateson, 2001). This results in clients experiencing difficulties in evaluating the performance characteristics of a service in offering prior to purchase (Kotler & Bloom, Marketing Professional Services, 1984). Eventually, it is difficult to measure the client’s satisfaction.

Researchers in the field of marketing of professional services have identified many marketing problems arising due to the intangibility of the services. According to Hoffman and Bateson (2001, p. 58) “the lack of ability to store services, the lack to protect services by patents as well as the difficulty in displaying, communicating and pricing of services” are associated to the intangibility of services. In the event of services, like management and architectural consulting the inability to patent services means that new and existing services/designs can easily be copied. In addition, often it is difficult for the customer to evaluate the time and price provided by the service provider. According to Backhaus (1995), architectural services contain a substantial intangible element, eventually this result in a vast knowledge – gap between the client and the architect.

The problems associated with the unique characteristics of service intangibility results in a great challenge to explain the firm's service offering and highlight its competitive advantage. It is observed that in such instances service professionals and marketers rely more on traditional techniques/practices of Word of Mouth (WOM) advertising (Hoffman & Bateson, 2001). Further, Coldren (2006) suggested communicating the service process, deliverables and benefits through tangible clues. Also, a strong organizational image and branding reduces the perceived risk associated with intangibility.

II. Inseparability

Inseparability is the other unique characteristic of services; this means services are inseparable from its provider. According to Mudie & Pirrie (2006), unlike goods, services are produced and consumed (experienced) simultaneously. Eventually, the overlapping of activities resulting from the inseparable trait of marketing, leads to several marketing problems.

In the case of most of the professional services, service provider is usually present throughout the service delivery, consecutively becoming the service itself or becoming tangible evidence. As the client is able to observe the actions and process during the entire phase of service delivery he keeps a close watch over the quality and value of the service. Evidently, service user or consumer is liable to frame his experience regarding the services offered based on his interaction and communication with the service deliverer at the site. This creates a challenge for the professional service firms as they have to ensure that all the employees showcase suitable knowledge and expertise while delivering services. Also, the challenge lies in effectively managing different market segments with different needs within the single service environment (Hoffman & Bateson, 2001). Further, this poses challenges in assigning staff, managing the processes (Mollenkopf & Burn, 2000). As is evident, that staff is often the service that becomes a boundary spanning staff or a part-time marketer, despite of a formal non marketing role.

III. Heterogeneity

Heterogeneity means it is difficult to maintain consistency in the delivery of the service. It arises as a result of differences in the people's orientation, the variation in quality and

epitome of the service. The variation in delivery may be from provider to provider and from time to time. This deviation in service delivery may be a result of redundant factors or difference in an individual's perception. Further, there is no way to decipher in most of the services that the service delivered matches what was planned and promoted or promised (Zeithaml, Bitner, & Gremler, 2003b).

Table 2.1 Summary of implications on Marketing due to distinct Characteristics of Services

S. No.	Distinct Character	Author	Implication on Marketing of services
1.	Intangibility: cannot be seen, cannot be touched	Kotler and Bloom (1984) Hoffman & Bateson (2001)	Difficulty in evaluating the performance characteristic of the services. Quality and value of the services offered cannot be assessed by the client Difficulty in displaying, communicating and pricing of services Difficulty to have a pricing formula
2.	Inseparability: production and delivery of services cannot be separated i.e. client and service provider are inseparable	Mollenkopf & Burn (2000) Hoffman & Bateson (2001)	Difficulty in assigning staff and managing processes as staff should have an expertise in the service processes of the firm Difficulty in satisfying different market segments with different needs within the single service environment The service provider is directly linked to service, hence services can be produced in limited supply only
3.	Heterogeneity: difficulty in maintaining consistency in the delivery of services	Zeithaml et al, (2003)	Difficulty in promoting the delivery attributes.
4.	Perishability: services cannot be inventoried	Parasuraman et, al, (1988)	Difficulty in promoting, planning and pricing services

IV. Perishability

Services are highly perishable because they cannot be stored, inventoried or returned (Parasuraman, Zeithaml, & Berry, 1988). As services are highly dependent on human resources, they remain underutilized during no work period. There is difficulty in balancing supply with fluctuating demand. This further pose challenges to the service provider in promoting, planning, scheduling and pricing of the services.

While summarizing the studies that highlight the obstacles to marketing of professional services researcher identified one of the impediments to be very relevant in the context of the architectural profession. This impediment is framed as one of the research hypothesis

***Hypothesis1:** “Intangibility associated with architectural services makes it difficult for the architects to market their work.”*

In the following section attempt is made to study the barriers towards marketing within the professional services firms as have been identified in the studies conducted previously.

2.2.4 BARRIERS DUE TO PROFESSIONAL ENVIRONMENT AND INSTITUTIONS

In this section the researcher has attempted to investigate the reasons for the low level of involvement of architects and engineers in marketing practices. During the review of literature pertaining to barriers of marketing, researcher found that studies related specifically to identify barriers of marketing in architectural services were a few in numbers. Taking this as one of the limitations, researcher included studies pertaining to engineering consultancy firms also in this section to have a broader perspective of barriers to marketing within consultancy services Based on the researchers’ review of the previous studies, this section pertaining to barriers is structured under specific heads. These heads are as follows – Perception towards marketing, Institutional Constraints, Professional Environment and Academic Relation.

a. PERCEPTION TOWARDS MARKETING

Several studies were suggestive that marketing as an activity has been highly disregarded by the professional service providers. Kotler & Conner (1977) wrote a descriptive paper to explicate the role of marketing in professional services. In the article, they expounded that traditionally, marketing has been looked down by the professionals. Nevertheless, in recent years there has been increasing environmental pressure on the service professionals to market their services. Varied forces are actively posing challenges for the professional service provider and creating pressure on the firms to compete with each other. They identified these forces as

- Assault on professional code of ethics,
- Changing expectations of the clients and
- Increased competition

Rutland (1991) wrote a concept paper on the status of architectural services in Saudi Arabia. He was of the opinion that even after the removal of anti-marketing rules, there are still many architectural firms that do not actively pursue marketing. Marketing is seen as unimportant and unprofessional by the architectural firms.

Morgan (1991), in his study advocated that professionals have a very pessimistic approach towards marketing. The general perception is that marketing will devalue their business and has a negative impact of the professional service firms. Harris and Piercy (1999) conducted a study on the barristers' profession in the UK and the findings advocated that there is a belief that marketing is unnecessary to a profession of this type. The senior barristers believed that it is only the hard work which is rewarding and hence there is no need for marketing.

An empirical research conducted by Morgan et al (1994) to assess the extent to which the marketing concept has been adopted and implemented by architectural firms in the UK. The findings indicated that 63 percent of firms maintained some kind of organization for marketing in the form of a marketing department or an individual responsible for marketing. Nonetheless, the conventional approach towards marketing in architectural firms is that it is the responsibility of the superior to market for the firm. Hence, it becomes a difficult task to

actively involve personnel at all hierarchical levels in the formulation of marketing plans so that successful implementation can be enhanced.

Another empirical study related to marketing in the architectural profession in South Africa (for Cape Town) was conducted by Karam (2003). The study argues for the necessity of a marketing approach particularly in times where the workload is declining. From the findings it is apparent that the majority of the professionals in architectural services in Western Cape do not find marketing necessary.

Ellingson et al (2006) conducted an empirical studyⁱⁱ on marketing in accounting services in the US and Norway. The results of the study highlighted that Norwegian accounting professionals considered that there is no need for marketing in their profession as clients automatically come to them.

Jaafer et al (2008) conducted a study to explore the necessity of applying marketing practices by engineering consultancy firms in Malaysia. The results of the studies were in conformance with the earlier studies, it stated that construction and services (C & S) consultancy firms tend to adopt minimal marketing styles. The customary belief is that "it is the responsibility of the firm's directors to project the image of the company". And, the client will select the consultant based on how the owner or the director can win his confidence. This leaves little scope for adopting typical marketing tools that are otherwise both costly and time consuming. The study also mentioned that the principle of marketing have been largely disregarded by the consulting professionals due to the incompatibility of marketing with the "professional ethics".

b. INSTITUTIONAL CONSTRAINTS

The importance of institutions and professional bodies in professional services cannot be undervalued. Most of the professional services are there to serve the community and the civil society. There are public ethos and sense of accountability attached to most of these services. The inception of professional bodies was based on the idea of administering a system of uniform regulatory control of the profession in the interest of the society. Often these institutional guidelines serve as a guiding mentor and seldom have they acted as a deterrent to the changing professional environment. Several studies have highlighted the

detrimental role of the professional guidelines towards the acceptance of marketing within the professional firms.

Kotler and Conner (1977) mentioned in their study that professional services firms are not well prepared to face the growing competitive forces. They highlighted the existence of barriers within professional services marketing as

- **Disdain of Commercialism:** Conservative attitude of many professionals makes them believe that pursuing the acts to increase firm's profit is against their ethos of serving the society.
- **Association Codes Ethics:** Most of the professional associations have framed and followed strict rules against practicing activities that promote commercialization of professional services.
- **Equating Marketing with Selling:** Majority of the professionals are unaware of the concept of marketing. The generic approach towards marketing is that it is an activity to pursue selling of the products or services. As there is a ban on selling of services, most of the professionals abstain from adopting marketing.

Cohen and Sims (2007) in a study advocated that there is a variable perception of marketing that is in part due to the generation gap and in part to the partnership structure. The older partners are still conservative in their approach and are much inclined to the institutional mindset of professional governance, which historically banned any form of marketing.

Further, Harris (2000) in a study investigated for any association between attitude towards marketing and professional association. He found that there exists a deep professionalism conflict; most of the professionals believe that marketing planning is not in consonance with the professional ethics. The conservative attitude of the senior professionals is much responsible for promoting anti-marketing thoughts.

Harris and Piercy (1999) conducted an empirical study focusing on the marketing of professional services with a specific focus on barristers in the UK legal system. The study provides a purposeful insight as

- The traditional culture of the bar has a great impact on the attitude of the professionals: The conservative section of the bar is very sceptical to the idea of innovative marketing. Evidently, the older the chamber, the lesser is the acceptance towards marketing.
- The hierarchical structure of the chamber reinforces a degree of traditionalism and adherence to the status-quo: All decisions pertaining to the working of the profession are undertaken by various committees generally dominated by senior members of the profession and leaves little scope for any democratic action. The younger barristers are reluctant to put forward their perceptions and the older barristers are unwilling to change for any self-interest and maintain the status –quo against the risk of undergoing any innovation.
- There is a perception that marketing is unprofessional: Barristers with ten years of standing had a very pessimistic view of marketing and considered it unethical and incompatible “with an ancient and dignified profession”. However, the young barristers showed an inclination towards marketing and felt that it can help them gain exposure.

Further, according to Kolleeny and Linn (2001), architectural services have evolved from an anti-competitive may-the-best-man-win culture to one in which firms have to market their firms and promote their designs. Nevertheless, many architects still do not acknowledge that they need marketing. Pre-1970, the greatest impediment to marketing was the rule imposed by the institutional bodies that prohibited a firm from knowingly competing with another by offering to charge less for the same work. Architects could advertise, for a line, in yellow pages but any “exaggerated or self-laudatory language” (2001, p. 5) in brochures and press releases was against the rules.

Kubany and Lynn (1999) in their article on fee charging behaviour of architects in the US highlighted that architects as professionals were reluctant to compete with each other. This was mainly due to the ruleⁱⁱⁱ that prohibited firms from knowingly competing with each other by offering to charge less for the same work. The assumption behind framing such prohibition was to assist in maintaining the ethos of serving the society honestly without compromising with the quality of work. He advocated that this prohibition from competing

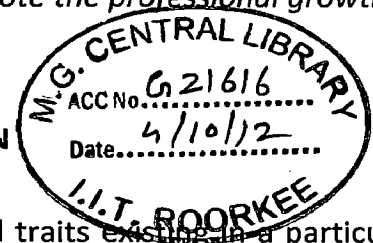
with the fellow architects also turned out to be the greatest deterrent to marketing within the profession.

The review of these studies points two major concerns, first the dominant attitude of the professional or institutional bodies and second the attitudinal barrier towards marketing. These concerns are indicated as two research hypothesis

Hypothesis 2: *The age-old conservative guidelines of the professional bodies rule the attitude of the senior professionals and are active in propagating anti-marketing notions."*

Hypothesis 3: *"There exists a great resistance among the architect community to adopt marketing as one of the mainstream function in future to promote the professional growth"*

c. PROFESSIONAL ENVIRONMENT AND ACADEMIC RELATION



Professional environment can be described as the culture and traits existing in a particular profession that becomes the way of practicing the profession. It is conventionally observed that professional environment plays a pivotal role in framing the professional attitude of the people. The traditional working ways in any profession offer resistance to change and rejection of newer working styles. Furthermore, the professional education imparted in the early academic years is also very influential in framing the working techniques that professionals adopt in the initial years of practice. A few exploratory and conceptual studies conducted by various scholars have indicated that these variables are decisive in framing the perception of professionals towards marketing, which dominantly is negative. A few of such studies are reviewed in the following part.

Cohen, G. (2007) in her paper investigated for the earlier proved hypothesis that there exists misconception related to the acceptance and efficacy of marketing within professional services and that whether this situation is still valid, and if so, is it due to (a) lack of understanding of the role of marketing, (b) lack of acceptance of marketing as a valid management discipline suitable for the professional services or (c) lack of marketing's

legitimacy as a profession within a liberal professional environment. The major findings of the study are as follows:

- Marketing lacks legitimacy within the definition of a profession: Marketing in its practical application has been unable to show that it is based on accepted cultural values.
- Furthermore it has failed to demonstrate that it is backed up by a formal, academic, abstract knowledge system.^{iv}
- Marketing seen as a tactical tool. There has been a tendency in professional firms for marketing to be used as a quick fix, use as an ad-hoc mechanism to achieve some gains. It is seen as an alien activity for which many have not been trained. The reason behind resistance can often be insecurity and misbelieve that practicing marketing will lower the standards of the profession.
- Marketing is a straight overhead for which client cannot be charged.

Harris (2000) in his study finds two barriers pertaining to the professional environment as follows

- Ignorance about the marketing planning and its benefits.
- The difficulties inherent in the traditional structure of the professional services, collective decision making and poorly defined individual's responsibilities, are one main cause of firm's reluctance to pursue plans for strategic marketing.

Another study (Harris & Piercy, 1999) aimed at investigating the attitude of the professionals towards the role of marketing. Further, the authors researched to identify a series of barriers to the development of marketing and identified barriers towards marketing within the legal profession in the UK. These barriers are as follows

- There is a considerable confusion over the term marketing: The barristers understood marketing as – advertising, hard-sell personal selling and price-wars.
- Lack of marketing skills and knowledge provides a substantial barrier to change.
- There is a considerable confusion over the issue of a customer in professional service context

- The systems of the Bar themselves militate against the adoption of innovations like marketing: Evidently, within this system of it is assumed that any move towards developing marketing activity in this profession would become the remit of clerks alone.
- The system of work-allocation contributes to restricting the development of strategic marketing within the Bar: The findings disclosed that the lead-time for the majority of the barristers is twenty-four hours i.e. most briefs for the case arrive the day before the court appearance. The barristers are unable to plan their working week and as such there is no scope for medium or long term perspective.

Cohen and Sims (2007) discusses the contingency approach and institutional approaches for investigating their relevance in building a theoretical model that explains the barriers to marketing within the accountancy and law firms. The paper based on empirical evidences advocates that institutional approach is relevant for professional services. Hence, based on the institutional approach the theoretical model is conceived. This model explains the barrier as

- Organisational conflict between the need for responding to contingency pressures.
- The internal and external institutional isomorphic pressures of maintaining professional legitimacy with the implications of forfeiting organizational efficiency.

The findings of Ellingson et al (2006) in a study suggested varied reasons for resistance towards accepting marketing among the Norwegian accounting professionals. These are as follows

- The general perception is that “good reputation and quality work” is more important for their effective practice and not marketing (p.137).
- The accountant community believes that “marketing is undignified for the accounting profession” (p.144).
- The size of the population they serve is another reason for not adopting marketing activities: Over two-thirds of the Norway accountants were serving in communities with populations less than 10,000. Manifestly, accountants in smaller community feel less need to market their services.

- The misconception about marketing: Majority of the accountants believed marketing to be same as advertising instead of all activities to attract and retain clients. They are not aware of the benefits and advantages of marketing
- The overall perception of accountants in Norway was very pessimistic. On the contrary, accountants in the US held a very strong opinion about the importance of marketing in the accounting profession.

The Morgan (1994) study also explicitly illustrated that there still exist barriers to implementation of the marketing efforts. Principally, the main elements that act as hurdles to the effective implementation of marketing effort are as follows:

- Lack of in-house marketing expertise: Ensuring that all customer contact staff are trained in the fundamental advocacy of marketing in satisfying customers is a difficult task.
- Recognizing the need for an integrated marketing approach: It may be related to difficulty in convincing the partners or directors to accept marketing as a legitimate business function

Vickerstaff (2000) conducted an empirical research on marketing within the legal sector and barriers to its development within the profession in England and Wales. The study identified seven barriers to marketing developments based on the empirical analysis of the responses to the questionnaire administered on legal firms. The barriers identified are as follows:

- Culture: Legal practices have a distinctive culture and a way of working which can be a major barrier to the implementation of marketing.
- Time Constraints: Here marketing would seem to be viewed as a time consuming exercise which is outside the scope of normal legal work and hence constitutes an additional task.
- Resources: Marketing is misinterpreted as a cost and not investment by the professionals. As such professionals are reluctant to spend on it in the light of limited resources.

- **Internal Communication Barrier:** The internal communication barrier is closely related to the employee orientation dimension of marketing orientation, and reflects a lack of team culture within some legal firms.
- **Awareness and Understanding:** Lack of understanding on the subject of marketing.
- **Lack of expertise and skills to undertake marketing activities.**

Jaafer et al (2008) study confirmed that C & S firms in Malaysia were concerned more with the financial aspects rather than the 'substance' of the marketing. The findings highlighted several constraints which significantly maligned the intention of professionals to adopt a holistic approach to marketing in their practices. These are as follows

- The types of services offered by C & S firms are based on their intangible knowledge in engineering designs and supervision of construction works. Evidently, it is pertinent for the firm to have a distinct engineering or technical department that provided support to their core business. Hence, firms rely on their capabilities in delivering services as an important marketing strategy to attract customers and do not believe in establishing a separate marketing division.
- The "competitive environment" fostered stiff fee competition in the industry. This illustrated that local C & S firms were more concerned with the financial aspects of providing service. The majority of the respondents replied that their priority was to consider the pricing policy of their competitors and not to develop a full-fledged marketing team to attract customers. Thus, the findings of the study advocated that competing on the price is one of the major barriers to the consulting firm's adoption of the marketing concept.

Karam's study also suggested that architects in Cape Town also do not have a well defined target market there are numerous reservations around the benefits and utilization of marketing among the architect community (Karam, 2003). The main reasons cited by him are

- Architects rarely regarded their profession as a business to be marketed or advertised.
- Their strong belief is that their buildings speak for themselves.

- They are usually sceptical of its effectiveness and are apprehensive about its worthiness.

Kolleny and Lynn (2001) in their study illustrated several reasons for the reluctant attitude of architects in US towards marketing, these are as follows

- Historically, in most of the countries marketing was looked upon as an unethical practice and in many countries it was also forbidden.^v
- There is a self-imposed restraint by the architects. They considered it unethical to compete with one another on the basis of price.^{vi}

Rutland (1991) in his paper also illustrated the various reasons because of which architects restraint from marketing. These are as follows

- The necessary marketing skills are lacking.
- Client's immediate needs are always put first.
- Crisis management prevails in the firm.
- The discipline for the sustained marketing effort is lacking.
- A written, measurable marketing plan is lacking.

Lucchesi (2001) wrote a concept paper to describe the conflict between professionals and bureaucracies with an emphasis on architectural practices. He advocated that marketing is rarely included in the professional practice courses offered at architectural schools. This academic ignorance on the subject of marketing during the formative years of architects is one major reason that professionals in architectural services are reluctant to adopt marketing in their practices.

The above studies suggest that negative association traditionally attached to marketing also has its connection to the academic knowledge imparted to the professionals during their learning years. The professional knowledge that is delegated in the academies entirely focuses on the technical inputs. The importance of managerial inputs and its implications is highly ignored in the academics. Rather, the traditional educational system and structure is conceived and followed for many decades in a way that it infuses tremendous confidence in the professional community regarding the effectiveness of their technical expertise.

Furthermore, the costing of professional services has also been a concern. The general belief is that cost incurred on marketing activities cannot be billed under any suitable heads while charging the client. These conclusions based on the findings of the above studies point towards the other three hypotheses of this research.

Hypothesis 4: *“The hesitation to accept marketing emanates from the fact, that there is a high academic ignorance and lack of expertise on the subject of marketing, within the architectural community.”*

Hypothesis 5: *“The general perception is that technical expertise has always been the best sales tool.”*

2.2.5 SUMMARY OF BARRIERS TO MARKETING WITHIN PROFESSIONAL SERVICES

The summary of the barriers to marketing as extracted from the literature review is presented in a comprehensive readable format in Table 2.2.

Table 2.2 Summary of the barriers as identified in the literature review

S.No	Author / Year	Description of the study	Barriers Identified
Barriers as identified in the studies on professional services firms in general			
1.	Kotler and Conner (1977)	Study explicates the role of marketing in professional services	a. Disdain of Commercialism. b. Association Codes Ethic c. Equating marketing with selling
2.	Cohen. G (2007)	Study investigated for the probable reasons of less acceptance of marketing in the practice by the professional service firms	a. Marketing lacks legitimacy within the definition of profession b. Its failure to demonstrate that it is backed up by a formal, academic, abstract knowledge system

			<ul style="list-style-type: none"> c. Marketing seen as a tactical tool: A quick fix approach d. Marketing is a straight overhead e. Generational gap and the partnership structure
Barriers as identified in the studies on specific professional services firms			
1.	Vickerstaff (2000)	Study on marketing within legal sector and barriers to its development within the profession in England and Wales	<ul style="list-style-type: none"> a. Professional culture b. Time Constraint c. Resource Constraint d. Internal Communication Barrier e. Misconceptions related to subject of marketing f. Lack of expertise
2.	Cohen and Sims (2007)	Study addresses the barriers to acceptance of marketing within accountancy and law firms	<ul style="list-style-type: none"> a. Organisational conflict b. Internal and external institutional isomorphic pressures of maintaining professional legitimacy
3.	Harris (2000)	The study investigated for the pressures to conduct strategic marketing planning, investigate for the barriers to strategic marketing planning, and identify the responses to these barriers. It focussed on 25 legal and 25 accountancy firms in UK	<ul style="list-style-type: none"> a. Belief that marketing planning is unnecessary and unproductive b. Professionalism conflict: against professional ethics c. Ignorance about the marketing planning and its benefits d. Difficulties inherent in the traditional structure of the professional services e. Conservative attitude of the senior professionals
4.	Harris & Piercy (1998)	The study was directed on the marketing of professional services with a specific focus on	<ul style="list-style-type: none"> a. The traditional culture of the bar b. The hierarchical structure of the chamber reinforces a

		barristers in the UK legal system	<p>degree of traditionalism and adherence to status-quo</p> <p>c. Perception that marketing is unprofessional and unnecessary</p> <p>d. Confusion over the term marketing</p> <p>e. Lack of marketing skills and knowledge</p> <p>f. Confusion over the issue of a customer in professional service context</p>
5.	Ellingson et al (2003)	The study compares the general perception of marketing and marketing experiences by accountants in US and Norway	<p>a. Belief that good reputation and quality work” is more important for their effective practice and not marketing</p> <p>b. marketing is undignified for the accounting profession</p> <p>c. No need for marketing in their profession</p> <p>d. Size of the population: In smaller community there is less need to market the services</p> <p>e. Belief that marketing is same as advertising</p>
6.	Hite et al (2000)	The study aimed at assessing the perception of industrial user towards advertising by the accountants	<p>a. Lacks dignity</p> <p>b. Injurious to the firm’s image</p>
7.	Cutler and Schimmel (1998)	The study attempted to integrate direct marketing with relationship marketing, focussing on the profession of legal services	<p>a. Legal and attitudinal barriers</p> <p>b. Anti-advertising attitude</p> <p>c. Associated with low esteem of profession</p>
8.	Hite and Fraser	The study on consumer’s and practitioner’s	<p>a. Advertising could spoil the image and dignity of the firm</p>

	(1988)	perception about advertising in the profession of accounting	
Barriers as identified in the studies on architectural and engineering professional services firms			
1.	Jafer et al (2008)	The study explores the necessity of applying marketing practices by engineering consultancy firms in Malaysia	<ul style="list-style-type: none"> a. Firms rely on their capabilities in delivering services as an important marketing strategy b. Little scope for adopting typical marketing tools that are otherwise both cost and time consuming c. Competing on the price is one of the major barriers to the consulting firm's adoption of the marketing concept d. Incompatibility of marketing with the "professional ethics"
2.	Karam (2003)	The study assess the extent to which the marketing concept has been adopted and implemented by architectural firms in UK	<ul style="list-style-type: none"> a. Lack of in-house marketing expertise b. Recognizing the need for an integrated marketing approach c. Marketing is the responsibility of the superior to market for the firm
3.	Kolleeny and Linn (2002)	The study argues for the necessity of a marketing approach particularly in times where the workload is declining	<ul style="list-style-type: none"> a. Belief that architectural services is not a business to be marketed or advertised b. Belief that their buildings speak for themselves c. Scepticism about the effectiveness of marketing.

4.	Rutland (1991)	Study investigated for the reasons for the reluctant attitude of architects in US towards marketing	<ul style="list-style-type: none"> a. Marketing is unethical and is forbidden b. Rule that prohibited a firm from knowingly competing with another by offering to charge less for the same work c. A self-imposed restraint by the architects
5.	Lucchesi (2002)	Study assessed the role of marketing in architectural services	<ul style="list-style-type: none"> a. Marketing is not seen as important. b. Marketing is seen as unprofessional. c. The necessary skills are lacking. d. The discipline for the sustained marketing effort is lacking. e. A written, measurable marketing plan is lacking
6.	Kubany and Lynn (1999)	Study describes the conflict between professionals and bureaucracies with an emphasis on architectural practices	<ul style="list-style-type: none"> a. Academic ignorance to the subject of marketing during the formative years of architects

Based on this summary of the literature review the researcher arrived at a few important perceptions and barriers to marketing that have historically represented the attitude of professional services firms in general. These are as follows

1. Marketing is seen as unimportant and unprofessional by the professional services firms.
2. Architectural firms do not commit significant resources to marketing.
3. The negative approach towards marketing has its origin in the predominant attitude of the professional bodies and associations against adopting the business approach to the profession.
4. The notion of applying marketing is unethical for the professional services as most of the services are viewed as services for the welfare of the civil society.

5. The general perception is that technical expertise is important to procure business and not marketing.
6. The hesitation to accept marketing also emanates from the lack of academic knowledge and expertise in the subject of marketing.
7. The absence of marketing support activities is due to general budget constraints and conventional business orientation, where the service provider finds it difficult to incur the cost of marketing functions under the client's bill.
8. Conventionally, the architectural firms rely on the sales efforts of the company's chief executive officer or the owner.

2.2.6 STUDIES ON TYPES OF VARIOUS PROMOTIONAL TOOLS ADOPTED AND PRACTISED BY PROFESSIONAL FIRMS

The literature suggested a very negative perception regarding the acceptance of marketing. Nevertheless, it also indicated that professionals have been engaging themselves in several activities to ensure the growth of their firm and promote their services. Even in the absence of formal marketing division or executives firms have been using different tools and techniques to increase their market size. Researcher has attempted to investigate for the presence of such activities in the existing literature. In the subsequent section a few of these studies are reviewed.

Kotler and Conner (1977) advocated that traditionally, marketing has been under-applied by the professional service firms. There is absence of proper marketing functions and divisions within majority of professional firms. Panitz and Withey (2008) conducted a study to investigate for any relation between the performance of a small service firm and attitude (or perception) of the owner (or manager) towards marketing. The levels of gross sales, an increase in the number of employees and number of clients were taken as a proxy for the company's performance. The results of the study showed a significant relation between attitudes about marketing and company's performance. The findings revealed 18 different attitudes towards marketing to be associated with the company's performance. However, the study highlighted that there was very little association between actions and attitudes and both are different entities. The findings of the study suggested that "improvements in

staff expertise, employing the services of public relations specialists, advertising in appropriate professional journals, and emphasizing price/value in the service are the only activities that were considered universally effective regardless of how company performance was measured”.

The study conducted by Ellingson et al mentioned in the earlier section on review of barriers to marketing, further investigated for the most effective marketing activities. The Norway accountants identified good reputation, quality work, word-of-mouth, personal contact, and satisfied customer who recommends their firms to other as the most effective marketing tools. Furthermore, the findings of the study advocated that technical expertise of the staff, using the services of external marketing and public relations company, advertising in professional journals and the use of pricing as a marketing tool played a significant role in improving the performance of small professional firms. The study also suggested that the use of market research to identify the potential clients did not play an appreciable role in increasing the gross revenues of smaller firms (Ellingson, Hiltner, Loyland, & Elbert, 2006).

Heischmidt et al (Heischmidt, Elfrink, & Mays, 2002) had done an empirical study to reveal the current status of advertising and the type of advertising that are believed to be most effective in the accounting profession in three different geographic areas of the US – Denver, Kansas city and Memphis. The study concluded that the promotional efforts of accountants are primarily print media including telephone yellow pages, brochures, and newspaper. Also gaining importance is advertising through the internet. The study also reflected on the relationship marketing. All the three levels of relationship marketing^{vii} existed in the profession of accountancy in the US. The findings suggested that accountants gain new clients through referrals and in return will send a financial incentive to the referring client. The social relationship marketing is done through involvement in civic organizations and community service projects and structural level of relationship marketing is accomplished by producing a quality service to the client.

Cutler and Schimmel (1998) suggested in their study that integrated indirect marketing should be deeply ingrained as part of relationship marketing in the legal professional services. They conceptually suggested based on the assessment of earlier studies that contact should be maintained with the customer beyond the completion of a specific case as clients themselves are an effective marketing tool through referral generation. The last

contact made by the firm with the customer should not be a bill but cards and greetings on special occasions and updates on legal issues that may interest them.

Karam (2003) also advocated that despite the fact that architects in Cape Town do not find marketing necessary but they have been using some of the marketing tools effectively. The study highlighted that establishing the target market is one of the important marketing strategies. And, the next step is to promote the services using one or two marketing tools. In the research conducted Karam identified varied marketing activities practiced by the architects either consciously or unconsciously. These are as follows – use of office brochures, notice boards on construction sites, permanent plaques on building projects, and published articles in professional journals, magazines (p. 406).

Ainscough and Lockett (1996) were a strong supporter of using the internet as a marketing tool. They believed that in fast-growing global economy network connectivity has become an important tool for the consumers and customers to remain connected with the service providers. Evidently, companies have the opportunity to reach to the customers worldwide by employing this sophisticated and cost-effective technology.

Davis et al (Davis, Soo, & Trompeter, 2005) conducted a research to assess the integration status of marketing within accountancy firms in the UK. The study focuses upon the use of the traditional marketing concepts of pricing and promotion in the accounting profession. Historically, customer-oriented pricing and promotion concepts, as understood by marketers, have been avoided by professional accounting services. In the era of de-regulation pricing strategy has been used by the firms to stay competitive in the market-driven economy. Further, firms also indulged in the promotion strategies to increase their market base.

Cheppell and Willis (2000) extensively researched on the marketing tools adopted by the architects to succeed in their profession. They suggested that architects may directly approach the clients on hearing about any prospective business opportunity. They advocated that many offers were obtained in this manner. They were also of the opinion that office brochures and architects' sign boards are the popular communication devices. It was concluded that brochures become more effective if it displays following information –

introduces the key members of the firm, numbers of years in existence, area of expertise and illustration of its successful works. Further, they recommended that WOM is a very efficient source of promoting an architectural practice. In order to encourage WOM it is important to foster contacts which are likely to be useful sources of work. They noticed that one most effective way of building contacts is by joining any clubs or organizations of a social, religious, sporting, civic or political nature. They further highlighted two approaches to marketing of services that are typically common to the profession of architecture. Architects often indulge in lecturing and publishing articles on their work. It is observed that many medium and big size firms hire members or employees who have expertise in giving talks or writing interesting and useful articles based on the work of the firm (practice). Cheppell and Willis also noted that architects often participate in the competition. One most obvious reason for participating is to create awareness about the existence of the firm amongst the prospective client group.

Ramsey and McCoole (2005) conducted a survey to study about the web-based communication of professional service firms, which also included architectural services, in New Zealand. They observed that only a small number of firms had a website. The main reasons cited by the firms for having a website were – to promote and advertise the firm's name and intent, to communicate specific service information, to enhance customer service, to communicate with the clients and lastly because the competitors have one. The findings of their study concluded that "having a Web presence provides effective advertising and brand building" to the firm.

McLaughlin (2005) also advocated that in a web-connected community, the prospective client prefers to first avail information about the likely service provider by possibly visiting the firm's website. It is observed that even despite a referral at hand many clients are inquisitive to have general information about the work of the firm and the key employees before making any personal contact. McLaughlin concludes that having a good website provides an opportunity for the firm to differentiate them from their competitors.

While researching on the application of relationship marketing tools within architectural firms, Skaates (2001) suggested that when architectural firms are dealing with clients like

multinational firms, where the possibility of repeat projects is high, maintaining a long-term relationship with activity and resource links may prove to be beneficial. In such instances, the architects or the service provider's motivational interest in maintaining relationships with the existing clients is high.

Hite et al investigated for the efficacy of the mass media vehicle as a tool for advertising. This finding suggested that mass media vehicles may not be the appropriate choice for accountants who wish to target industrial user. Industrial users may view mass media as inappropriate due to the inefficiency of these vehicles in reaching a specialized target audience (Hite, McIntyre, & Burke, 2000).

Table 2.3 Summary of Promotional Tools As Identified In the Literature

S.No	Author	Profession	Marketing Tool
1.	Ainscough and Lockett (1998)	General	a. Internet
2.	Karam (2003)	Architecture	a. Use of office brochures, b. Notice boards on construction sites, c. Permanent plaques on built projects, and d. Published articles in professional journals and magazines.
3.	Cutler and Schimmel (1998)	Legal Services	a. Referral Generation
4.	Heischmidt et al (2002)	Accountancy	a. Print media including telephone yellow pages, brochures, and newspaper
5.	Ellingson et al (2006,)	Accountancy	a. Good reputation, quality work, b. Word-of-mouth, personal contact, and happy and satisfied customer who recommends their firms to other

6.	Panitz and Withey (2006)	Professional Services in general	<ul style="list-style-type: none"> a. Staff expertise, b. Employing the services of public relations specialists, c. Advertising in appropriate professional journals, and d. Emphasizing price/value in the service
7.	Davis et al (2003)	Accountancy	<ul style="list-style-type: none"> a. Pricing strategy b. Promotion strategy
8.	Cheppel and Wills (2000)	Architecture	<ul style="list-style-type: none"> a. Personal contacts b. Word-of-mouth c. Office brochures and Sign boards d. Lecturing and writing articles e. Participating in competitions
9.	Ramsey and McCole (2005)	Professional services in general (including architectural firms)	<ul style="list-style-type: none"> a. Website
10.	McLaughlin (2005)	Professional service firms (overall)	<ul style="list-style-type: none"> a. Website
11.	Skaatas (2001)	Architectural firms	<ul style="list-style-type: none"> a. Relationship marketing: Maintaining relations with the existing clients.

2.2.7 CONCLUSION

The review of the theories and research studies on the subject of marketing within professional services is suggestive that academic research on professional services marketing is conducted in a very generic manner under the subject "professional firms". A few investigators have attempted to assess the status of marketing within specific professional services namely- barrister, accounting and engineering consulting. During the course of investigation researcher discovered that academic/empirical research pertaining to marketing within architectural firms have not been significantly pursued by the scholars

throughout the globe. The major empirical studies on this subject relating exclusively to the profession of architecture, that was available^{viii}, are only 10 in number. The majority of the research was focused on the subject of tolerability of the marketing concept and the extent of its practice within the architectural firms. One of the studies^{ix} had a focus on identifying the existing barriers and assessing the attitudinal impediments towards marketing. Further, there was no empirical research on this subject in Indian context.

Many startling revelations emerged from the review of studies. Overall, the professional environment was dismissive of marketing notion. The “professional ethics” and “self ethos” of the professionals significantly malign the intention to accept marketing as a practice within the profession. The lack of knowledge about marketing and wrong association of marketing with advertising widely exists within the professional community. Marketing, as a defined formal function was highly ignored by the professionals, rather they had a firm belief in following their own practice of maintaining personal contacts and exploring referrals. Furthermore, the in-depth belief of the professionals that their technical knowledge and expertise of the profession is the utmost tool to gain business is also a major attitudinal barrier. However, the review also highlighted that a process of new thinking and alignment towards marketing is also beginning gradually. It is recognized in the review that barriers to marketing exist within architectural firms in many countries but simultaneously it is also revealed in the empirical studies that firms are attempting to engage themselves in orienting their activities towards marketing. The growing competition and the changes that architectural firms are facing have forced the firms to be proactive in applying strategies that have prospect of increasing their work. Review of specific studies disclosed the varied tools and strategies that professional firms are applying to survive the professional pressures. Most of the strategies used are the traditional methods of referrals, personal relations, WOM, commissions etc. that have been in practice since decades. The literature indicates that firms rely more on relationship building but with client becoming more aware and knowledgeable firms understand that they have to identify their uniqueness and the diversity within their profession. Realizing this a few firms launched their website to take advantage of an internet to promote their work and services.

The literature indicated that considerable studies have been done to assess perception and status across different professional services and across different The findings of these studies highlighted interesting outcomes which became th the researcher to frame the research hypothesis for the present study. In the s chapter attempt is made to verify these hypothesis.

Endnotes

ⁱ This was also mentioned in the beginning of the chapter.

ⁱⁱ The study used Chi-square statistical technique to analyze the survey responses. In the survey respondents were presented with a series of statements and asked to indicate the extent of their on a scale of one (strongly agree) to five (strongly disagree)

ⁱⁱⁱ The rule was established by the institutional bodies' active in the architecture profession in US, p

^{iv} It is recommended by (Abbott, 1988) and (MacDonald, 1995).

^v The first Principles of practice adopted by the American Institute of Architects in 1909 barred architects from using even the simplest forms of marketing. They could not offer free services, such as proposals. They could not take part in any competition unless it was under the AIA's guidelines.

^{vi} In the 1990 decree, American Institute of architects promised to refrain from adopting policies that restrained members from submitting competitive price bids, price quotations, discounts, or However, this decree had a little effect on the anti-marketing attitude of the architects.

^{vii} According to Berry (1995) three levels of relationship marketing exists. These are Financial, Structural.

^{viii} Availability is mentioned in terms of research publications in various journals, dissertation available online, conference papers and other academic papers available on internet.

^{ix} The study is a dissertation conducted by a management scholar under the aegis of a department on the status of acceptance towards internet (website) as an effective medium for architectural services in the Cape Town region of South Africa.

Chapter 3

RESEARCH METHODOLOGY

3.1 INTRODUCTION

In this chapter researcher intends to discuss the different approaches and strategies adopted to pursue the research and will illustrate the step-by-step approach to the choices made in the data collection and analysis methods used. Additionally, it attempts to discuss the evolution of questionnaire and various problems related to the primary research process undertaken by the researcher.

3.2 DATA AND RESEARCH METHODOLOGY

Broadly, the following steps are adopted by researcher to pursue this research

- The present research is based on primary data collected through administrating a questionnaire based survey.
- The major research findings are based on the analysis of data collected through primary survey. To collect the primary data a well designed questionnaire was developed and circulated to selected group of respondents to draw a conclusion. The respondents were carefully chosen; mainly the target group were the private firms who are practicing architectural services in India. An empirical assessment of the responses was done using a suitable statistical tools facilitated by the SPSS software.

3.2.1 Research Design

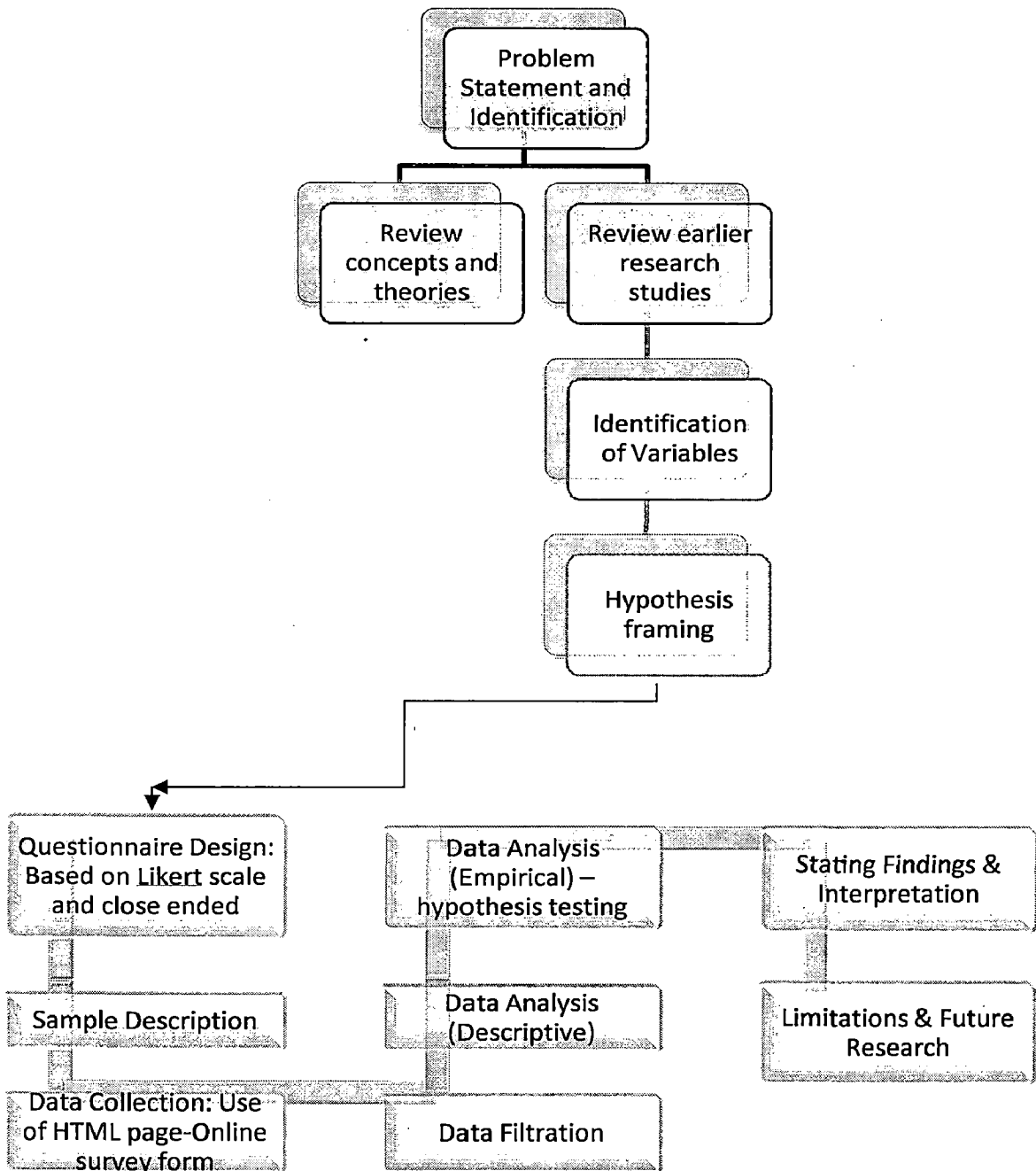
The structure for research analysis of this survey is a combination of both descriptiveⁱ and empirical researchⁱⁱ.

- Descriptive research includes surveys and fact-finding inquiries of different kinds. The major purpose of descriptive research is a description of the state of affairs as it exists at present. The main characteristic of this method is that the researcher has no control over the variables; he can only report what has happened or what is happening.
- Empirical research is data-based research. It results in conclusions which can be verified by observation or experiment. In such a research, the researcher must first provide himself with a working hypothesis or has a framed view about the probable results. He then works to get enough facts (data) to prove or disprove his hypothesis.

3.2.2 Research Method

Research method used for data collection in the present research is a questionnaire and research technique used is electronic survey. The questionnaire was designed on an HTML page launched through a website. The web space for the questionnaire and storing of data responses was purchased. The hyperlink "<https://www.surveymonkey.com/s/IITR500RES>" was mailed to the respondents through emails followed by telephonic requests. The questions were direct with multiple choice type and some were based on a Likert scale. Space was adequately provided for any additional comments or information. To extract reliable data software was utilized to restrict one response from each IP address and also to capture the IP address. Based on the understanding the researcher devised the research process as detailed in Figure 3.1.

Figure 3.1: Research Process



3.2.3 Research Analysis Tools

The important statistical tools used are as follows;

- **Descriptive:** It includes mean and standard deviation and is mainly conducted on responses of questions based on a Likert scale.
- **Cross Tabulation and Correlation Analysis:** Using these tools an attempt is made to analyze the relationship between two or more variablesⁱⁱⁱ. Correlation analysis is used to determine the extent to which changes in the value of an attribute are associated with changes in another attribute. Both Cross tabulation and Correlation analysis is done using SPSS software in the present research.
- **Factor Analysis:** It is used in exploratory research to reduce the large number of variables-set of smaller number of factors.

The main applications of factor analytic techniques are:

- a. To reduce the number of variables and
- b. To detect structure in the relationships between variables, that is to classify variables.

Factor analysis is a process which examines how the underlying constructs influence the responses of a number of measured variables. Factor analysis assumes that the manifest (observed) variables are linear combinations of some underlying latent (unobservable) factors. It is used in exploratory research and is based on the assumption that there exist certain latent factors which contribute to the maximum variance among the observed variables and these underlying hidden factors are much smaller in number than the number of observed variables. To elaborate it further (DeCoster, 1998), factor analysis model proposes that each observed response (measure 1 through measure 5) is influenced partially by underlying common factors (factor 1 and factor 2) and partially by underlying unique factors (E1 through E5), refer Figure 3.2. The strength of the link between each factor and each measure varies, such that a given factor influences some measures more than others.

Factor analysis does not tell the meaning of the factors. It is purely a statistical technique indicating, which and to what degree variables relate to an underlying and undefined variable. The substantive meaning given to a factor is typically based on the researcher's careful examination of what the high loading variable measure. Further, it is advocated that Factors must be called something other than the name of a particular observed variable. The reason for this is that Factors are latent aggregates of observed variables and the factor name should represent the aggregate and not be confused with a specific measured variable. The rotation process indicates the simplest solution among a potentially infinite number of solutions that are equally compatible with the observed correlations (Kim & Mueller, 1978).

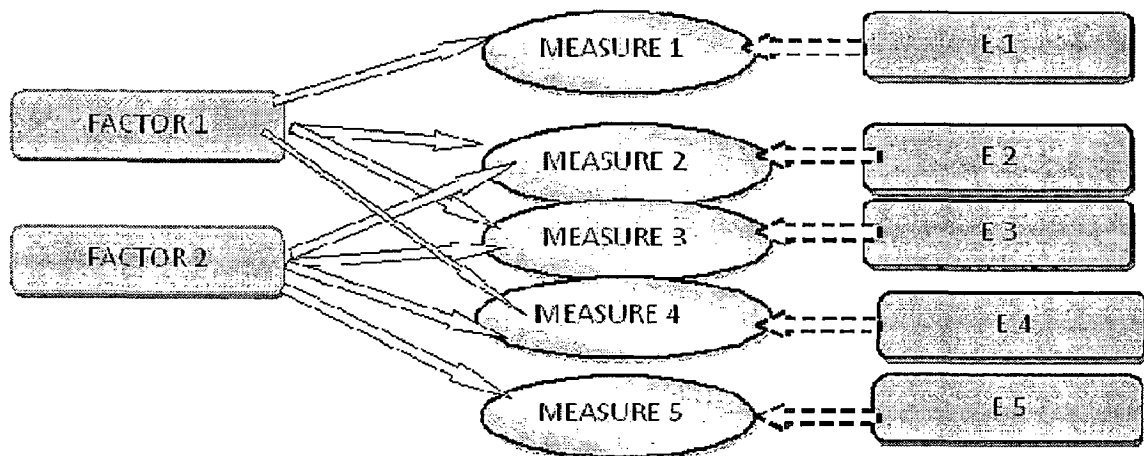


Figure 3.2: Common Factor Model

(Source: DeCostre, 1998)

Factor Analysis Process

Factor analysis is performed by observing the co-relation between the measured (observed variables). Variables which highly correlate to each other are (either positively or negatively) assumed to be influenced by the same factors and those that are unrelated are likely to be influenced by different factors (DeCoster, 1998). The following section focuses on how to conduct factor analysis.

The background study on factor analysis suggested the following steps in extracting the factors or to reduce the variables. The correlation matrix for the variables is constructed to find the nature and extent of correlation between each variable. Inspection of the correlation matrix may show that there are positive relationships within some sets of variables and there may be negative within some, also the intensity of the relationship is higher between some subsets as compared to others. The next step involves extraction of the initial factor, there are a number of methods available to extract variables, from these Principal Component (PC) Factor Analysis is usually employed. Before conducting factor extraction or reduction, it is required to carry out KMO^{iv} and Bartlett's test of sphericity.

Once these tests are within acceptable limits, PC factor analysis is done to extract a smaller set of underlying factors. There are a number of methods to determine the optimal number of factors or components. The *Kaiser criterion*^v states that a number of factors selected should be equal to the number of the Eigenvalues^{vi} of the correlation matrix that are greater than one. The Scree test^{vii} states that one should plot the eigenvalues of the correlation matrix in descending order, and then use a number of factors equal to the number of eigenvalues that occur prior to the last major drop in eigenvalue magnitude or when graph tends to level off.

The factors thus obtained are rotated to obtain a factor solution that is equal to that obtained in the initial extraction but which has the simplest interpretation^{viii}. The factor loading^{ix} of the variables is observed and factors are finally extracted, these factors identified are tested for reliability test of being the right combination for this Cronbach's alpha^x test is conducted. The factors are then interpreted to provide the best explanation for the variables influenced by that factor.

Based on the above discussions, researcher adopted the following methodology to identify and interpret the factors in the questionnaire study.

- SPSS software was used to conduct factor analysis. A cutoff value of 0.00001 for the determinant of the correlation was taken as acceptable to carry KMO and Bartlett's

test of Sphericity, necessary to carry before PC factor analysis. KMO value greater than 0.5 and Bartlett's value less than 0.05 is taken as acceptable.

- Eigen value = or >1 is taken as cut off for extracting the number of factors and is validated by the Scree plot. Rotated Component Matrix was drawn using Varimax method to minimize the number of variables that have high loadings on each factor.
- Factor Loading of 0.3 or more is taken as significant cut-off value.
- Variables having a factor loading of 0.7 or more were selected.
- Latent variables which had a factor loading of 0.5 or above on one factor and 0.3 or more on another factor were also selected.

The above methodology has been used as a guiding principle and not as a cut-off approach to overcome practical difficulties in the factor-analysis.

3.2.4 Sample Size

Researcher has sent the questionnaire to almost 1200 people through emails, personal visits and also developed an HTML page on the internet to have online-submission of questionnaire response, it is attached as Appendix 1.

1.	No. of Email Requests Sent	1200
2.	No. of Responses received	307
3.	No. of Valid^{xii} responses	219

For missing data in the survey responses, listwise deletion (also called complete case analysis) is adopted, which reduced the sample size substantially from 307 to 219, but it does have more advantages. In particular, under the assumption that data are missing

completely at random, it leads to unbiased parameter estimates especially where correlation among variables is unavoidable for any statistics (Howell, 2008).

As per the Council of Architecture, India Directory 2009, there are 34025 architects registered architects in India. Of these more than 50% are in the age group of 20-35 Years and more versatile to web based tools, which formed that basis for this web based survey. More than 18000 architects are practicing in seven cities of Mumbai, Delhi, Pune, Bangalore, Chennai, Kolkata and Hyderabad. The architect members (about 17000) having valid email ID's (around 6000) of professional body Indian Institute of Architects were the target group for survey respondents. The "tailored design" approach suggested by a Dillman (2000) was implemented to administer the respondent groups. 1200 architects were emailed randomly within the regional groups formed taking care of the high number of architects practicing in above mentioned cities. Since, there is no institutional data of the number of architectural firms practicing in the country, as a limitation architects were chosen as respondents. The subjects within sample organizations were those who were most directly responsible for marketing the firm, winning new clients and maintaining relationships with existing clients. In case of firms which had no marketing division care was taken to send mail to the senior executives, directors or proprietors who were in some decision making role.

Number of responses received by the researcher was 307. This suggests a response rate of 25.6%. Further, out of 307, valid responses were 219 (18.25%). The survey was administered in period from January 2011 to July 2011. Keeping in view the length of survey which is directly responsible for the response rate, the response is fair enough to conduct the research analysis.

Studies have recommended that response rate of 10% or above are a good percent to be considered as a representative sample for analysis and generalization of responses. The response percent in the present research is also significantly better to support the generalization of the research findings.

3.2.5 Questionnaire

The focus of the study primarily is to assess the marketing status within architectural practices in India. The questionnaire was designed mainly to seek somewhat precise answers to following important questions (based on the objectives identified in preliminary chapter) -

- What is the extent of marketing usage within the architectural firms in India?
- What is the perception, of architectural professionals in India, pertaining to marketing (its understanding and acceptance)? ,
- What is the effectiveness of available marketing tools?
- What are existing barriers towards acceptance of marketing?

The choice of questions was made with an intention to achieve the main objective, as described in the problem background, to give recommendations to Indian Government regarding what factors it should highlight to attract more foreign investment into the infrastructure building. The questionnaire was designed to capture and address the main issues that are often seen in circulation in international forums of professional bodies, debates and which also form part of academicians and practitioner's deliberations and discussions. Attempt was made to analyze the main issues grouped under few important major heads, which measures the firm's details, status of marketing within it, marketing awareness, effectiveness of different marketing tools and various barriers to marketing. The choice of major heads was based on the filtering of the variables as narrated under the literature study; the major heads are as listed below:

A. Respondents Profile: Under this variable the attempt was made to capture the information pertaining to the personal details of the respondent. The main variables considered are – age, qualification, designation and gender. The intention is to justify the suitability of the responding subject for the overall conformance of the data collected.

- B. Firm's Profile:** This section aims at examining the profile of the firms. The measured variables are – age of the firm, annual turnover of the firm, service portfolio of the firm, area of operation and origin country of the firm.
- C. Firm's Work Sourcing Profile:** The variables grouped under this head aims to assess that what are the various prevalent methods amongst the Indian architectural firms to source their work.
- D. Status of Marketing within Architectural Firms:** The purpose of this section is to assess the overall status of extent of marketing activities within the firms
- Recognition of the marketing activity
 - Existence of Marketing Entity: Under this category the researcher attempted to
 - a. Investigate about the organization of the marketing function as a separate entity.
 - b. Explore the extent of various marketing orientation activities which the architectural firms undertake to train their employees
 - c. To gather information about the person or designation in the firm directly responsible for marketing.

Six different instruments were used to measure the degree of marketing orientation happening in the firms. These are Client Orientation, Client Relationship Management, Market Research Process, Competitor Orientation, Strategic Orientation and Inter-functional Coordination

- Organizational Strategies reflecting marketing efforts: A variety of variables were developed to elicit information pertaining to the marketing efforts, whether formal or informal, of the firms in the survey. The variables in this section pertained to cover the information related to
 - a. Market Environment
 - b. Client Information
 - c. Organizational Policies

- E. Awareness on “Marketing Terminology”:** To assess the level of understanding, on ‘marketing’, of the respondents they were asked eight questions representing variables broadly – advertising, marketing control system, market segmentation, marketing-mix, service elements, corporate branding and service features.
- F. Effectiveness of Marketing Tools as perceived by the Architectural Firms:** This section of the survey examined the effectiveness of the various marketing tools as perceived by the respondents. The respondents were given a set of five marketing vehicle namely – Above the line advertising, Below- the line advertising, Public relations, Non-traditional advertising and Internet advertising; and were asked to rate the effectiveness of these vehicles on a Likert scale
- G. Perception and barriers towards marketing acceptance:** The aforesaid variables are discussed under five major sections. Section first and second was intended to capture the respondents and firms profile respectively. Section third reflected upon the status and understanding of various marketing tools respectively. Section fourth attempted to capture the perception and barriers towards marketing acceptance within the architectural practices in the country. The last section measured the effectiveness level of different available marketing tools. This section was not based on a Likert scale therefore no typical statistical technique was applied, only mean and standard deviation was applied to arrive at the results. Section third of the questionnaire was based on a Likert scale (5-1, 5 equivalent to strongly agree and 1 equivalent to strongly disagree), and was intended to have a comprehensive feedback on the environment and status of marketing application as prevalent in each of the questioned firm. The assessment of this section was done using mean, average weighted mean and correlation analysis. The fourth section was based on close-ended choices and analysis of this section was done using a factor analysis technique and applying SPSS software.

Making use of the inputs received from respondents a basic conceptual analysis was done in the sections, as discussed above, and then empirical assessment was carried applying factor analysis techniques and using SPSS software. The intention of conducting basic conceptual analysis was to ascertain the category-specific perceptual differences in the choice of

variables. Finally, using factor analysis a set of factors were identified that substantially represented the perceptions and barriers that needs to be addressed to enhance

We may conclude that this research focuses to investigate the marketing environment within architectural practices in the country using primary data gathered through online survey. It is evident that this area of research is still under-explored and is in its infancy, as such it is expected that the findings of this study will significantly contribute to the missing literature on this subject in the context of Indian architectural practices. In the following chapter a detailed discussion is done on the analysis of the data collected.

Endnotes

ⁱ Descriptive research does not fit neatly into the definition of either quantitative or qualitative research methodologies, but instead it can utilize elements of both, often within the same study. Descriptive research involves gathering data that describe events and then organizes, tabulates, depicts, and describes the data collection (Glass & Hopkins, 1984). It often uses visual aids such as graphs and charts to aid the reader in understanding the data distribution. Because the human mind cannot extract the full import of a large mass of raw data, descriptive statistics are very important in reducing the data to manageable form. When in-depth, narrative descriptions of small numbers of cases are involved, the research uses description as a tool to organize data into patterns that emerge during analysis. Those patterns aid the mind in comprehending a qualitative study and its implications. Descriptive studies report summary data such as measures of central tendency including the mean, median, mode, deviance from the mean, variation, percentage, and correlation between variables.

A descriptive study might employ methods of analyzing correlations between multiple variables by using tests such as Pearson's Product Moment correlation, regression, or multiple regression analysis. It may also simply report the percentage summary on a single variable. Some of the common data collection methods applied to questions within the realm of descriptive research include surveys, interviews, observations, and portfolios.

ⁱⁱ Empirical research is a scientific way of analyzing a data based on observations. It goes beyond simply reporting the data and is basically meant to either support or reject a hypothesis.

ⁱⁱⁱ Data about variables is recorded in a table or matrix. The most common type of data collected in cross tabulation is a count of the occurrences of the variables. This count or number is referred to as frequency.

-
- iv KMO is a sampling adequacy technique. It predicts if data are likely to factor well, based on co partial correlation. There is a KMO statistics for each individual variable and their sum is the statistic. KMO varies from 0 to 1.0 and KMO overall should be 0.60 or higher to proceed with fact
- v Kaiser-Mayer-Olkin (KMO) criterion: A common rule of thumb for dropping the least important the analysis is the K1 rule. Though originated earlier by Guttman in 1954, the criterion is usually i relation to Kaiser's 1960 work which relied upon it. The Kaiser rule is to drop all components with under 1.0.
- vi The eigenvalue for a given factor measures the variance in all the variables which is accounte factor. The ratio of eigenvalues is the ratio of explanatory importance of the factors with re variables. If a factor has a low eigenvalue, then it is contributing little to the explanation of var variables and may be ignored as redundant with more important factors.
- vii The Cattell scree test plots the components as the X axis and the corresponding eigenvalues as one moves to the right, toward later components, the eigenvalues drop. When the drop ceases a makes an elbow toward less steep decline, Cattell's scree test says to drop all further compone one starting the elbow
- viii There are two major categories of rotations, orthogonal rotations, which produce uncorrelated oblique rotations, which produce correlated factors. The best orthogonal rotation is widely b Varimax.
- ix The factor loadings, also called component loadings in PCA, are the correlation coefficients variables (rows) and factors (columns). Analogous to Pearson's r , the squared factor loading is t variance in that indicator variable explained by the factor
- x Cronbach's alpha is a popular method to measure reliability to test the consistency of t questionnaire.
- xi It is seen in practice that 0.7 standard is quite high and practical data may not meet this criteri why some researchers particularly for exploratory research use a lower level such as 0.4 (G (Raubenheimer, 2004). It is advocate that in any event factor loadings must be interpreted i theory and not by arbitrary cut-off levels. Common social science practice uses a minimum cut factor-loading. Another arbitrary rule-of-thumb terms loadings as weak if less than 0.4 and, st than 0.6 and otherwise moderate.
- xii A few of the respondents though started filling the survey online but could not complete it 'Valid' here is considered as those responses where the respondent has attempted to provide his the last question of the survey.

Chapter 4

DATA PRESENTATION I:

DESCRIPTIVE ANALYSIS

4.1 INTRODUCTION

In this chapter, researcher attempts to descriptively analyze the responses of section A, B, C and E of the survey questionnaire. Part A consists of Q1 to Q16 and intends to capture the information on respondents profile and firm's profile. In Part B researcher has attempted to assess the status of marketing within architectural firms in India. Q17 to Q57 measure this particular attribute of the research. Further, in section C through Q58 to Q 67 an attempt is made to assess the formal awareness of the respondents on marketing. Furthermore, through Q88 to Q94, the researcher also intends to investigate the general awareness of the respondents related to various marketing vehicles. It also attempts to measure the effectiveness of the vehicle or to find out the most popular vehicle of marketing that is used either knowingly or unknowingly by the respondents.

4.2 ANALYSIS: QUANTITATIVE FINDINGS

4.2.1 DEMOGRAPHICS

4.2.1.1 Respondents' Profile

The age – range of the respondents is 23-63 and the average age of the respondents in the group is 34.1. The standard deviation of this variable is 7.63. This is suggestive that the majority of the respondents belong to a younger age - group, around 62% of the respondents are of 35 years or below and approximately 10% are above 45 years. 78.2%

Male and 21.8% Female respondents constitute the gender distribution excluding 8 missing responses. The age distribution (Fig. 4.1) is suggestive that the sample is representative of more techno-savvy group graduated in the post liberalization era of the country after 90's.

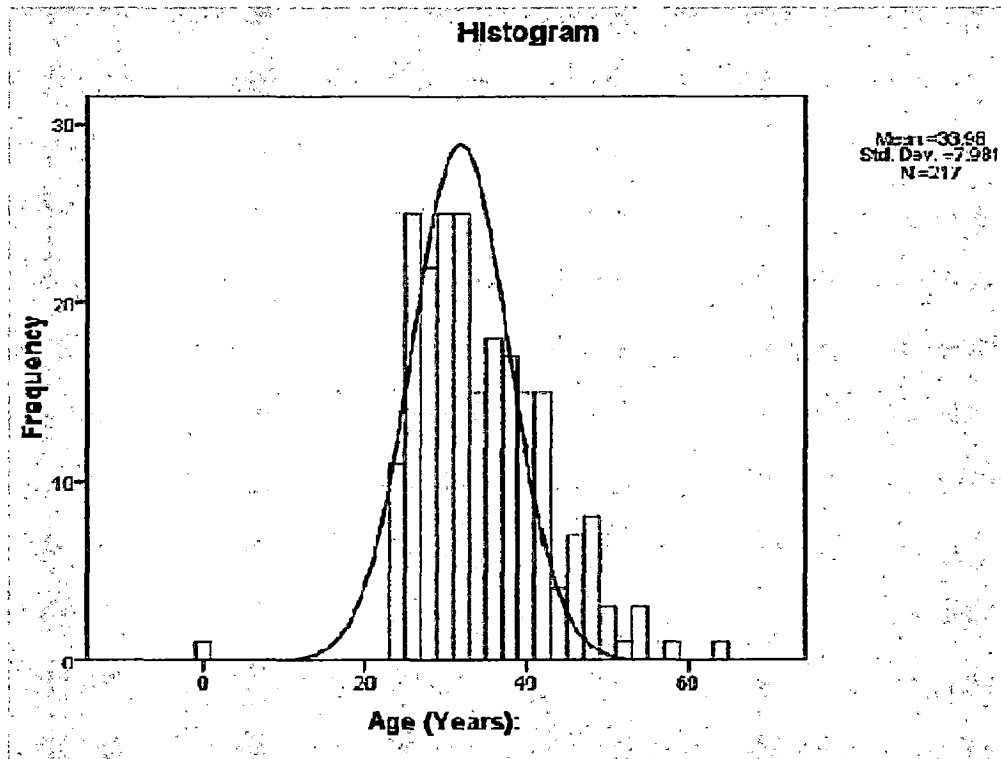


Figure 4.1 Age Distribution of the Respondents

Further, 117 (56.25%) of the respondents are from top-management, which included Principal Architect, Proprietors, Directors, Associate Architects, Consultant, Managing Director, Vice President and Senior Manager. And, 75 (about 36%) of the respondents are from middle-management, which included architects and managers with 16 (7.6%) respondents from Junior-level, which included junior or assistant architects or assistant manager. The designation of the respondents also reveals that the representative group has a fair level of decision-making and managing skills. In order to validate the findings of any survey based study, it is important that the sample group should appreciably comprise of respondents who have demonstrated considerable maturity in their work performance and are not proletarian. One more interesting revelation gathered from the analysis of the

respondent's profile is that young professionals have been able to proliferate at senior levels and as such dominating the architectural industry in India.

4.2.1.2 Firm's Profile

Analysis of the respondent's company profile reveals that approximately 50% of the architectural firms have been practicing for more than 10 years (Table 4.1). Of the remaining, 70 (about 33%) firms in the present sample are practicing for five or less number of years. Further, 38 (approximately 18%) of firms have been practicing for more than 25 years, contributing as respectable number of experienced firms in the sample. The sample is suggestive that the architectural industry in India is well established and steady. Further, there are 49.8 percent of the firms in the survey that are established in the last 10 years in India. It can be said that a significant number of firms have started in the era of liberalization and de-regulation. Cross tabulation of the respondent firms with their recognition to the concept of marketing (Q5 & Q23, Appendix 2) reveals that 45 (21.1%) firms out of 213 responding firms have separate marketing department. Out of these 45 firms, 24 (53%) architectural firms were established in last 10 years. This advocates that the existence of the liberal policy regime ascribed to the functioning of professional services has given impetus to marketing related activities within the newer architectural firms in India. Further, it is also reflected that adoption of marketing related activities is being pursued aggressively by younger firms to experiment the concepts towards growth objectives. However 12 (25%) firms with more than 25 years of experience seem to have established the department as part of established management practice to compete (Table 4.2).

Further, apart from the mixed age-distribution, the service-portfolio of these firms is of full of variety (Table 4.3). Beyond architectural design services, many of them engage in other allied built environment specializations. An interesting finding emerges after cross tabulating this variable (Q6) with the variable (Q23) pertaining to the existence of marketing division in the firm (Appendix 2). The analysis suggests that out of 197 firms providing architectural services, only 34 (17.26%) have marketing divisions. A close analysis of the result reveals that there are 118 firms which are providing both architecture and planning services and out of

this 23 (19.5%) firms have a separate marketing division. Apparently, one of the interpretations can be that the firms with diversified work-portfolio are pro-marketing. This can be suggested to be a future area of research that whether any co-relation exists between the work-portfolio of the professional consulting firm and its adoption of marketing activities or whether the presence of marketing division enhances the work profile of the firm.

Table 4.1: Number of Years, the Organization has been in Existence

Answer Options	Response Percent	Response Count
1-5 Years	32.6%	70
6-10 Years	17.2%	37
11-25 Years	32.6%	70
25-50 Years	13.0%	28
More than 50 Years	4.7%	10
<i>answered question</i>		215
<i>skipped question</i>		4

Table 4.2: Number of years of Firm's Existence and Recognition of the Concept of Marketing (Cross-Tabulation)

Answer Options	Existence of Marketing Division (Response Count)	Response Percent
1-5 Years	14	31
6-10 Years	10	22
11-25 Years	9	20
25-50 Years	8	17
More than 50 Years	4	8
Total		45

Table 4.3: Services provided by the Organisation

Answer Options	Response Percent	Response Count
Architecture	92.5%	198
Planning	57.0%	122
Engineering	38.8%	83
Interior Design	71.5%	153
Research	14.0%	30
Real Estate	19.6%	42
<i>answered question</i>		214
<i>skipped question</i>		5

A further analysis (crosstab Q9 & Q23, Appendix 3) of firm's profile highlights a significant finding pertaining to the annual turnover of the organization and existence of marketing division (Fig. 4.2). A close scrutiny of the data suggests that there exists a positive relation between the turnover and existence of marketing division. It is obvious that firms having greater turnover are likely to be one with more workload, diversified core activities and also their area of operation is wide. For these firms, there is more likelihood of having a separate marketing division as structural set-up to operate in a dynamic competitive environment.

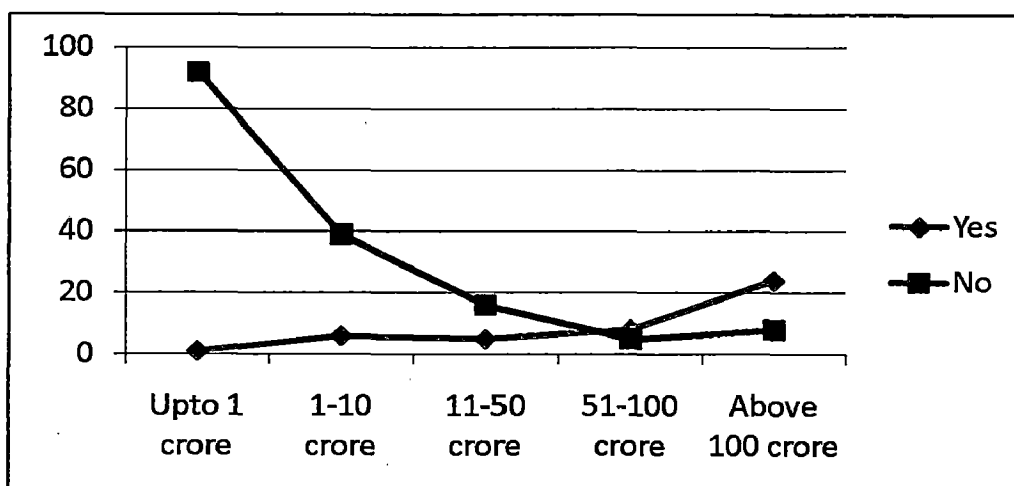


Figure 4.2: Cross Tabulation of Firm's Turnover with Existence of Marketing Division

(Note: 1Crore = 10 Million, Turnover mention in INR)

Nonetheless, in the absence of information pertaining to the number of years of existence of the marketing division and also in the light of missing trend analysis, it is difficult to establish that whether increasing turnover is the cause of having a separate marketing division or vice-versa. However, this analysis is out of the scope of present research but can be developed as a probable area of future research.

Further, there are 93 firms (approx. 46%) of 204 responses whose annual turnover is less than or equal to 10 million INRⁱⁱ. 45 firms (approx. 22%) lies between 10-100 million INR and 32 (16%) firms with turnover above 1000 million INR. Of the 204 responses, 77 (38%) small and 15 (7.4%) mid-sized firmsⁱⁱⁱ in the survey has a workforce of 10 or less. Interestingly, 83 (40.6%) small and 20 (10%) mid-sized firms are served by a number of architects less than 5, which suggests that architects and consultants constitute the major work force in these segments of the firms. There are 117 (55%) firms having architects in the range 1-5 while only 32 (19.5%) firms having more than 25 architects. A further, cross-tabulation of this variable with the existence of marketing division suggests that incidences of firms having marketing division, in the sample, is less among the firms having less than 10 architects (Q8 & Q23, Appendix 3). The analysis also suggests that those firms have a separate marketing division, where number of architects is more than 25. This can be interpreted as having a direct relation with the amount of workload.

Regarding the type of clientele, the findings reveal that a large number of firms have both Government and Private clients. There are 103 (47%) firms in the survey which work for both Government and Private Sector. While, only 8 (3.7%) firms work only for Government clients exclusively and 102 (46.6%) percent firms work only for the private sector. The findings indicate that a high percentage of firms rely on private projects and a very small number of firms exclusively source their work from the public sector. These phenomena may be attributed to the era of globalization, due to which there exist tremendous opportunities to source work from the private sector. This is much unlike the previous regularized era when majority of big projects were sourced from public sector only. Further, a general elucidation is that probably private sector is more approachable with strategies like referrals. This is important in order to define the context of one's target market and associated promotional

activities depending upon the emphasis which firm give to private or Government client or both. But understanding market type does not warranty increased client-base.

A further cross-tabulation of types of clientele with the existence of marketing division (Appendix 4) advocates that out of 102 firms which work only for private client, 17 (16.6%) firms have a separate marketing division. While out of 8 firms, which are working exclusively for Government clients, 4 (50%) have separate marketing divisions. And, 24 (23%) firms out of 103 firms, which are working both for Government and Private Clients, have a separate marketing division. The findings reveal a very contradictory picture. Traditionally, the instances have been that private-clientele firms market themselves proactively. In the present analysis, although incidences of occurrence are more for private-clientele firms but in terms of representative sample, firms working exclusively for government clients have a greater representation in terms of higher percentage. Apparently, it can be manifested that in a competitive business environment significant amount of promotional efforts is required in procuring Government projects.^{iv}

In survey, regarding the area of operation of firms, 121 (approx. 55%) firms have a national presence and 54 (approx. 25%)^v firms have an international presence. Cross-tabulation with the existence of marketing division indicates that out of 45 firms having separate marketing division, 14 of them have exclusively international presence, 15 have national presence and 27 have both national and international presence. As a percentage, out of 81 firms which operate exclusively at national level 15 (19%) have marketing division and out of 20 firms which operate exclusively at international level 14 (70%) have marketing division. Further, out of 40 firms which work both at national and international level, 27 (67%) firms have a marketing division (Table 4.4). A general interpretation of the findings is that presence of marketing division is directly related to the increasing geographical extent of the firms.

Table 4.4: Cross Tabulation of Geographical presence and existence of Marketing Division

Description	(Response Count)	Existence of Marketing Division (Response Count)
Firms having only National Presence	81	15 (19%)
Firms having only International Presence	20	14 (70%)
Firms having both National and International Presence Only	40	27 (67%)

The above section represents a quantitative assessment of the firm's profile in which researcher made an attempt to investigate the existence of any pattern between the various attributes of the firms and presence of marketing division in those firms. The following part is an effort to analyze the response pertaining to "how firms source their work".

4.2.1.3 Firm's Work Sourcing Profile

Researcher expounds four criteria to identify firm's work-sourcing profile. Firstly to have a broad understanding of various existing sourcing channels in the country, secondly to identify work-sourcing profile from earlier clients, thirdly to investigate the status of referral tools and finally to identify the firm's adherence to the new tendering tool of RFPs which has become a new procuring instrument after liberalization phenomena in India. Table 4.5 provides the details of the finding.

Table 4.5: Details on Firm's Sourcing of Work

Ways of Sourcing	Response Percent	Response Count
Registered on Government or Private Organisation's roster	34.3%	73
Responding to RFP (Request for Proposals)	44.6%	95
Enter Competition	36.6%	78
Networking	56.3%	120
Word of Mouth	66.2%	141
Call from old clients / clients	76.5%	163
Referrals from industry (other consultants working in the field)	50.2%	107
Marketing	20.2%	43
Advertising	8.9%	19
All of the Above	10.3%	22
<i>Total respondents who answered the question</i>		213
<i>skipped question</i>		6

The findings reveal that almost 76% of the respondents sourced their work from the old clients. This indicates that it is easy for a firm to get repeat work from an existing or earlier client. Around 55% of the respondents agreed that up-to half (25-50%) of their work is sourced from earlier clients. This suggests that for architectural firms, it is wise to maintain genial relations with earlier clients and keep the existing clients happy and satisfied. This becomes more imperative in the light of architectural services being intangible. Intangibility characteristic associated with architectural services at the very first instance makes it difficult for new clients to effectively comprehend the quality and the attributes of the services being offered to them. The earlier client becomes a source of referrals for new clients and work. In this background, established relationships with the earlier clients serve as an effective marketing strategy to acquire new assignments.

Further, networking, word-of-mouth and referrals from industry had a higher frequency of occurrence in the sample. Many good building can be designed by many good designers but the convenience to achieve such good products influence the decision of the client while awarding the project. This convenience factor is physically invisible to assess before the actual commencement of the project and can be only be believed. And belief has a positive association with the people, one in known to. The figures in responses again point out this association of belief well understood by the providers of the professional services. Traditionally, these have been the tools relied upon by the conventional architectural firms to remain in the business loop for prospective business gains. Nowadays, research and application in these areas are carried under "relationship marketing" expertise. "Relationship marketing refers to all marketing activities directed toward establishing, developing, and maintaining successful relational exchanges" (Morgan & Hunt, 1994, p. 22).

Thus it is important for architectural firms to ensure the building of trust, commitment and loyalty with their clients and industry colleagues to ensure stability and success. Further, an assessment of "work sourced through RFPs", it was found that 66 (about 32%) firms source their 25-50% of work from RFPs (Request for Project). RFPs are usually the mode of obtaining work from the public sector or through multilateral organizations. Seemingly, there is an acceptance of this mode of participation in governmental works. However, there

are certain eligibility criteria for firms to appear for RFPs. The Government's idea of procuring consultants through RFPs is to avoid red-tapism and nepotism. And, many times the consultant's strategy to respond to RFPs is to make its presence felt in the market place. However, sometimes it is observed that despite of confirming to all the criteria, a few firms fail to acquire projects. A probable reason for this could be that lot of referrals and award-before-advertise policy assist in creating projects that suits a particular firm's profile. This is usually evident in case of small and medium sized projects awarded by local governmental bodies. Linking this interpretation to the variable in Q15, which inquiries about what percent of the firm's work is sourced from industry referrals. The analysis suggests that approximately 73 (35%) firms source 25-50% of their work from industry referrals. However, private clients also adopt this strategy to expose to the variety of architectural firms to select the best convenient suiting their requirements.

Networking is another prominent source to gain project. 120 (56%) firms adopted this tool to acquire their work due to its tremendous potential to bring business. Usually, the most senior executive or the proprietor of the firm engages himself in networking activities like meeting people, locating the prospective clients and acquiring information about the probable projects and clients. Submitting entries in competition are another way of sourcing work. Approximately 78 (37%) firms in the survey indicated that they source their work through competition. A general overview of the practicing trend in India is suggestive that "entering through competition" is an obvious choice of the budding and struggling practitioners. Competition provides an excellent opportunity for the young firms to represent themselves and to get fast recognition. At the same time, big firms are often reluctant to enter a competition, as it requires great effort and time and the certainty of it resulting in a project is very less. Yet very-big^{vi} firms enter the realistic competition projects of landmark capacity to siphon long-term business gains and idea-based competition projects that bring them the vivid nature of publicity. This is also validated in the survey findings (Appendix 4). A closer assessment of the responses suggests that usually small and mid-sized firms having annual turnover up to INR 100 million, follow "sourcing work through competition" as one of their choices.

The lowest rated sources were marketing (20.2%) and advertising (8.9%). Perhaps this indicates that architectural firms in India are not effectively using marketing activities to enhance their business prospects. The probable reasons for lower acceptance of marketing are further interrogated in section D of the survey. The findings indicate that approximately 61 (20.2%)^{vii} firms in the survey are using marketing to source their work of which 12 firms using this medium are very-big firms with turnover above INR 1000 million. An interesting finding that emerged from the survey responses, after cross tabulating this variable with variable in Q23 (Appendix 5) is that out of 61 firms which use marketing as a way to source their work 27 firms do not have a separate marketing division. This suggests that marketing is either the responsibility of the most senior executive or the proprietor of the firm. This is further confirmed by the survey findings, the responses of most of these firms to variable in Q22 which inquires about “who leads the marketing activities in your firm” is pointing towards the individual senior executives. Apart from the options provided a few firms indicated certain other sources of work. The most prominent qualitative finding that appeared as ‘other’ comments was that to acquire work “firm’s reputation” and “quality of service” plays an effective role. One of the respondents went beyond the basic question, to highlight one of the most prominent issues related to the business practice of architectural firms in India. He rightly pondered that advertising is not permitted in the architectural profession in India. And, the concern was if architects are not allowed to liberally promote their services in market-driven environment “how will they survive?” However, a critical review of this statement highlights another hesitation pertaining to acceptance of marketing within the architectural community in India. The statement is indicative that the concept of marketing is misunderstood with advertising and this notion seems to be widespread^{viii}.

4.2.2 STATUS OF MARKETING WITHIN ARCHITECTURAL FIRMS

This section intends to examine the efforts of the architectural firms in India in practicing marketing strategies, if any. The section B of the survey comprising of Q17 to Q57, investigates about marketing elements that are measured within the firm. It is an attempt to understand the extent, to which the marketing concepts have been adopted and

implemented in the architectural firms in India. The primary intention of the researcher here is to

1. Understand the perception of the respondent firms on the “recognition of the marketing activity” – Q17 to Q19
2. Examine the existence of any organizational entity charged with executing marketing activities – Q20 to Q26
3. Enquire about the existence and positioning of various marketing activities. A variety of qualitative measures or variable were constructed, as identified from the review of existing literature, to gather information pertaining to
 - a. Research activities in locating and assessing market and clients, which can be termed as market research^{ix} - Q27 to Q37
 - b. Main tactical activities, which can be classified as marketing strategies, pursued broadly with an intention to increase business base - Q38 to Q55
4. Enquire about the change in workload and probable causes - Q56 to Q57.

4.2.2.1 Reorganization of the marketing activity

Assessment of data collected through survey indicates that around 158 (74%) firms in the survey acknowledge the concept of marketing and 56 (26%) firms opted negative to recognize the concept. A further cross tabulation with variable in Q23 and Q9 is suggestive that these firms are mainly small firms with annual turnover of upto 10 million INR (0.2 million USD) and they do not have a separate marketing division, except one. The findings illustrate that there is a significant level of understanding of the concept of marketing. However, this does not imply that the level of marketing orientation within the firm is appreciably higher. This variable is further investigated in the section 4.2.2.2.

Table 4.6 discloses interesting findings pertaining to the relation between variable in Q17 and variable relating to various marketing activities as enquired in Q27 to Q55. A Cross-tabulation technique was used to arrive at these results.

Table 4.6: Cross tabulation of “Firm recognize the concept of marketing” with various “marketing activities”

Marketing Activities	Firms recognizing the marketing concept			
		Yes	No	Total
Does your firm conduct any formal or informal market research?	Count	60	9	69
	% of Total	28.2%	4.2%	32.4%
Is there any annual marketing plan for the firm?	Count	51	3	54
	% of Total	23.9%	1.4%	25.4%
Is there any budget for marketing in the firm?	Count	61	3	64
	% of Total	28.6%	1.4%	30.0%
Is there any marketing audit conducted for your firm?	Count	37	2	39
	% of Total	17.4%	.9%	18.3%
Does your firm identify the potential market for offering its services?	Count	133	32	165
	% of Total	62.4%	15.0%	77.5%
Is there any difference between the potential market and the served market?	Count	126	35	161
	% of Total	59.2%	16.4%	75.6%
Is your firm empanelled as a consultant (organization category) with any of the government/private/multilateral organizations?	Count	103	38	141
	% of Total	48.4%	17.8%	66.2%
Does your firm calculate the market share of its services in the field?	Count	45	9	54
	% of Total	21.1%	4.2%	25.4%
Does your firm forecast its future demand?	Count	113	29	142
	% of Total	53.1%	13.6%	66.7%
Does your firm indulge in peer review (SWOT analysis) of its competitors?	Count	74	16	90
	% of Total	34.7%	7.5%	42.3%
Does your firm indulge in profiling its present customer / client base to keep track for future business opportunities?	Count	129	37	166
	% of Total	60.6%	17.4%	77.9%
Does your firm constantly communicate with client to improve and foster client-relationships?	Count	136	42	178
	% of Total	63.8%	19.7%	83.6%
In order to increase effectiveness of its relationship with the existing clientele and prospective one, do your firm indulge in organizing business parties.	Count	58	13	71
	% of Total	27.2%	6.1%	33.3%
Does your firm have a Vision and Mission statement?	Count	115	32	147
	% of Total	54.0%	15.0%	69.0%
Does your firm have a brochure?	Count	99	24	123
	% of Total	46.5%	11.3%	57.7%
Does your firm have a formal website on internet?	Count	110	27	137
	% of Total	51.6%	12.7%	64.3%
Do any of your firm's owner / partner / staff write a column in newspaper or about projects in consumer magazines or researches in journals?	Count	69	17	86
	% of Total	32.4%	8.0%	40.4%
Do your firm practice branding of its services?	Count	82	11	93
	% of Total	38.5%	5.2%	43.7%
Do you practice Price discrimination / price variability between the clients for same services?	Count	91	35	126
	% of Total	42.7%	16.4%	59.2%
Does your firm publish the comments of satisfied clients on its websites of brochures?	Count	36	7	43
	% of Total	16.9%	3.3%	20.2%

The above analysis suggests that of the 158 firms that recognize the concept of marketing 136 (63.8%) firms engage themselves in effective communication with existing and past clients. This indicates that element of 'communication with client' is considered very important by these firms. This aligns with the earlier researches and literature findings. Client-relation is rated as one of the most intensive marketing activities by the scholars for consulting firms [56]. Further, 133 (62.4%) firms indulge in identifying the potential market for their services. This is again an important finding that is in consonance with the literature findings. An important element of "services marketing" is to locate and define the prospective market for your service offerings. Thus, approximately 84% of the firms that understand marketing concept implement "market research". Furthermore, a higher percentage of firms also have a "vision and mission" statement, forecast their demand and have a formal website, probably to brand their image.

Researcher also attempted to capture the firm's perception on the causes of acknowledging and un-acknowledging the concept of marketing. Figure 4.3 and 4.4 provides the details. The top three reasons for "need to market" cited by the firms are – to achieve the growth objectives of the firm, to capture a larger market base and to remain competitive.

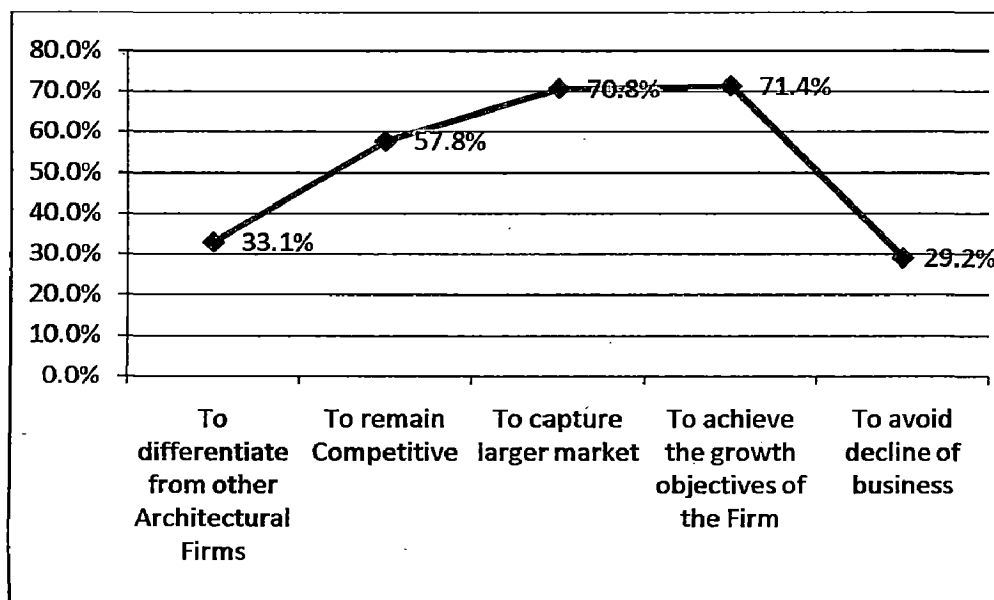


Figure 4.3: Reasons for "Need to Market"

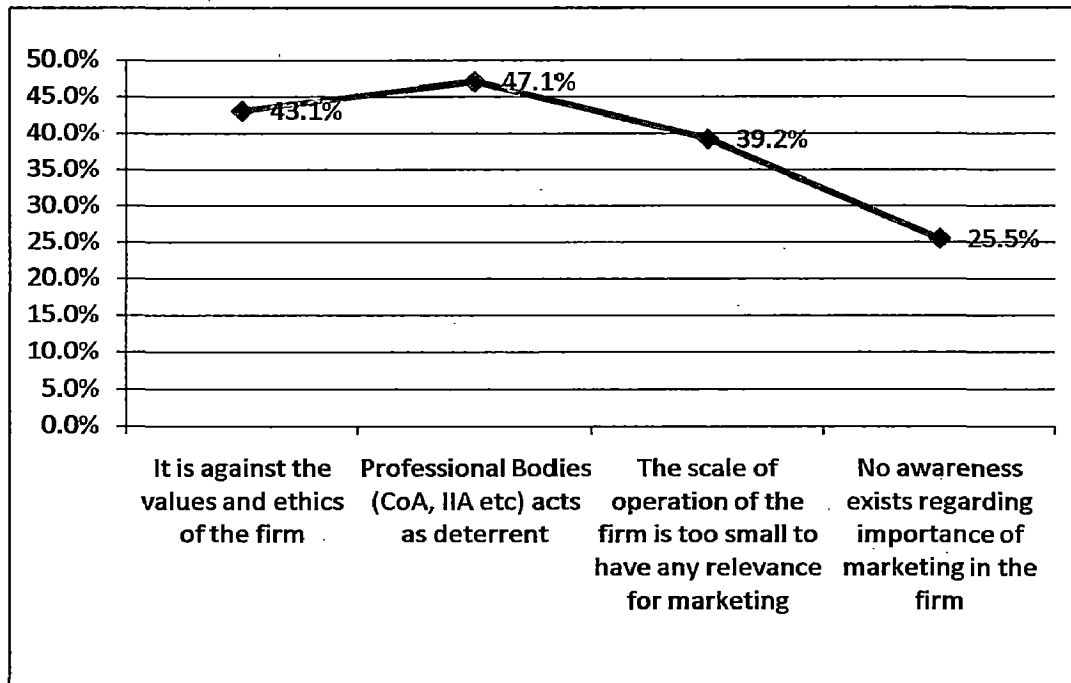


Figure 4.4: Reasons for “No Need to Market”

The most prominent reasons outlined by the respondent firms for “not having any need for marketing” are that the “Professional bodies’ acts as deterrent” and that it is perceived as “against the values and ethics of the firm”. These responses provide very insightful and important findings. These relate to the institutional and professional barriers, which are discussed in detail in section D i.e. analysis Part II which is based on empirical analysis of the data.

Further, a few respondents provided a qualitative response to both these variables. Some stated they need to market to enter international markets, to maintain their reputation, to get hold of the right kind of client. While, one candidly derecognized the need for marketing, the other firm accepted the importance but expressed incompetence to implement it. The qualitative response of a few firms on “no need to market” presents a very pessimistic view of the respondents on the acceptance of marketing. Four of the firms aggressively denied any role of marketing for progress of architectural services and others relied more on their technical expertise.

After investigating on the aspect of recognition to the concept of marketing, the survey proceeded to explore about the marketing related activities of the firms.

4.2.2.2 Existence of Marketing Entity

Before enquiring about the existence of formal marketing activities, researcher attempted to explore the extent of various marketing orientation activities which the architectural firms undertake to train their employees. Six different instruments were used to measure the degree of marketing orientation happening in the firms. In marketing professional services three aspects hold importance – client, market and competitor. And, to effectively manage these three it is pertinent to co-ordinate inter-functional activities of the firm. Based on these six instruments of measures used by the researcher are - Client Orientation, Client Relationship Management, Market Research Process, Competitor Orientation, Strategic Orientation and Inter-functional Coordination.

The findings suggested that majority of the firms significantly indulged in orienting their staff towards – Client relationship management, Inter-functional coordination and Strategic orientation (Fig. 4.5). Client relationship management is an inevitable activity for any architectural consulting firm to get repeat work. Literature is suggestive that investing time and resources on existing and old clients brings more business than spending resources on newer one. As architectural consulting is an intangible product where client's judgement is based the elaboration provided by the service providers. Hence, a client will prefer to choose a service provider with whom he has a prior experience. This finding is also confirmed by the earlier analysis as depicted in Table 4.6. Also, Table 4.7 provides the details of the mean score of the measures included in marketing orientation. It indicates that 'Client Relationship Management' is the most pertinent measure of marketing orientation in architectural firms in India and 'Competitor Orientation' is the activity that is least practiced.

Table 4.7: Details of Marketing Orientation Activities

Activities	Valid N	Missing Cases	Mean	Standard Deviation
Client Orientation	203	16	3.25	1.19
Client Relationship Management	206	13	3.48	1.175
Market Research Process	200	19	2.56	1.193
Competitor Orientation	197	22	2.5	1.16
Strategic Orientation	199	20	3.02	1.31
Inter-Functional Coordination	200	19	3.34	1.2

Note: N indicates the Frequency of the responses

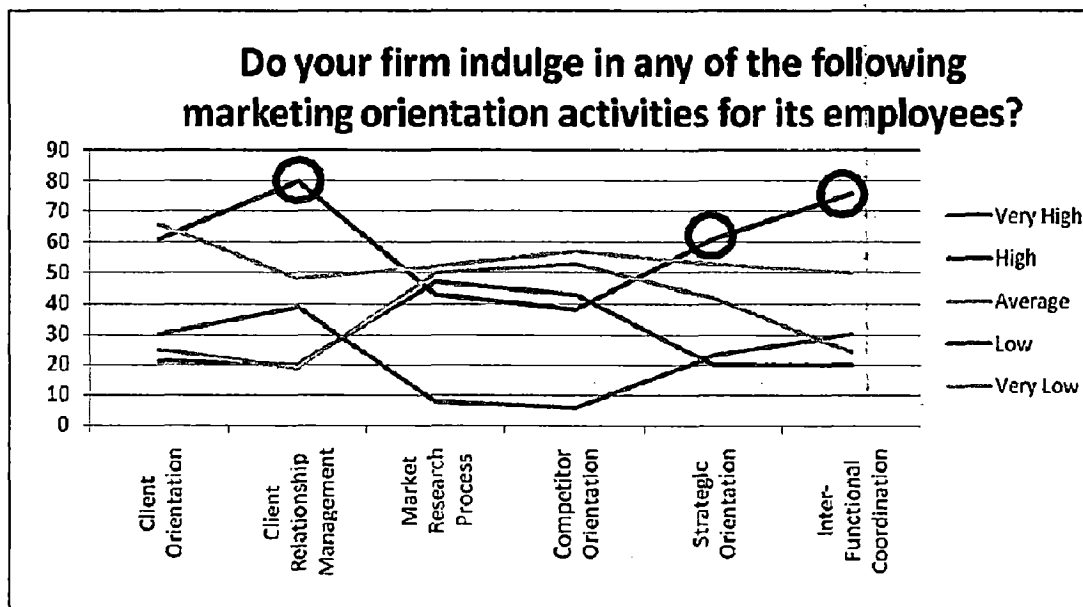


Figure 4.5: Comparative Scores of Marketing Orientation Activities

The respondents were further investigated about the organization of the marketing activity in their firms. About 74% (154 no.) firms stated that they do not have any formal marketing function. This means there is no organized delegation of marketing responsibility in these firms and also suggests that marketing as an organized function does not exist in the Firms. This is suggestive that status of marketing as a separate entity in the firms that participated in the survey is relatively very low. About 26% (55 no.) firms stated that they have a formal

marketing function and only 21% (45 no.) Firms have a separate marketing department this signifies that these firms recognize the importance of marketing as a separate entity for the progress of the firm in a highly competitive environment. A cross tabulation (Fig. 4.6) of this variable with annual turnover points that most of these firms, which accept marketing to be separate from the clout of other organizational activities and departments, are big firms having an annual turnover of more than 1000 million INR (20 million USD). The ratio of existence to no existence is suggestive that as the firm size increases the ratio increases. This can be interpreted that the need for having a separate marketing function is directly proportionate to the firm size in terms of annual turnover.

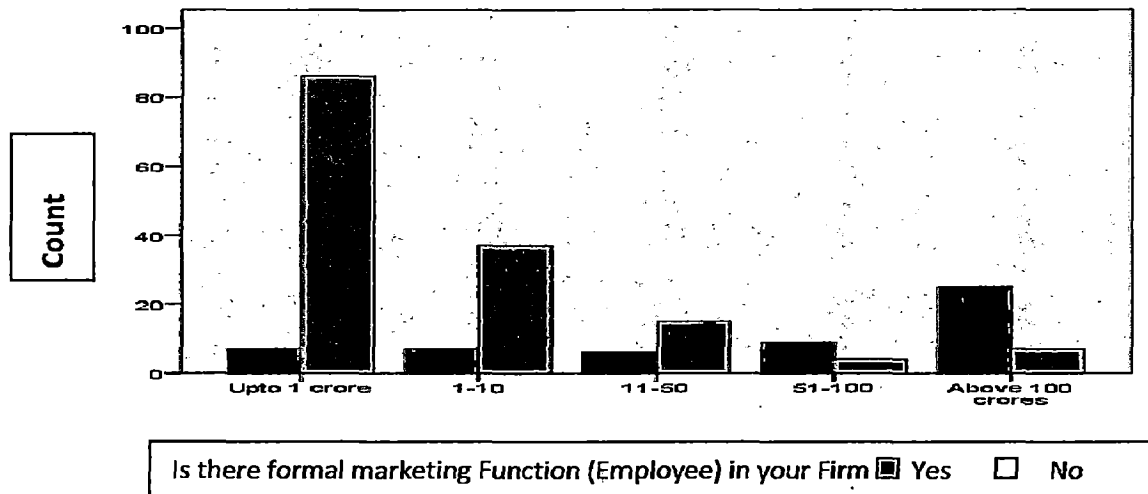


Figure 4.6: Cross-tabulation of Formal Marketing Function with Annual Turnover (Note: 1Crore = 10 Million, Turnover mention in INR)

The survey proceeded to gather information about the person or designation in the Firm directly responsible for marketing, in the firms which have expressed the existence of some form of marketing organization. The analysis highlights that 19% (38 no.) Firms have specifically designated 'marketing director' (management personnel) responsible for the marketing division of the firm. A closer examination of the data indicates that the proprietors or principals of almost 51% (104 no.) Firms are responsible for marketing and positioning of the firm. The other most responded category was Director's or CEOs of the firm. About 32% (65 no.) firms agreed that their directors or CEOs indulge in marketing the

firm's services. Moreover, it is evident that directors, proprietors, or CEOs in most of the architectural firms are qualified architects, who are more aware of the technical expertise and services of the firm in offering. A cross-tabulation (Figure 4.7) with the annual turnover indicates that in firms, where the proprietor or principals are responsible for marketing activity are mostly small firms, with annual turnover less 10 million INR (0.2 million USD). A few of the responding firms had different responses other than the choices provided. They named "Corporate communication department", "Project Directors", "Commercial Directors" to be responsible for up taking marketing activities. The above analysis establish that people responsible for marketing are mostly the strategic decision makers in the firm, who have either the authority or capacity to take instant decisions.

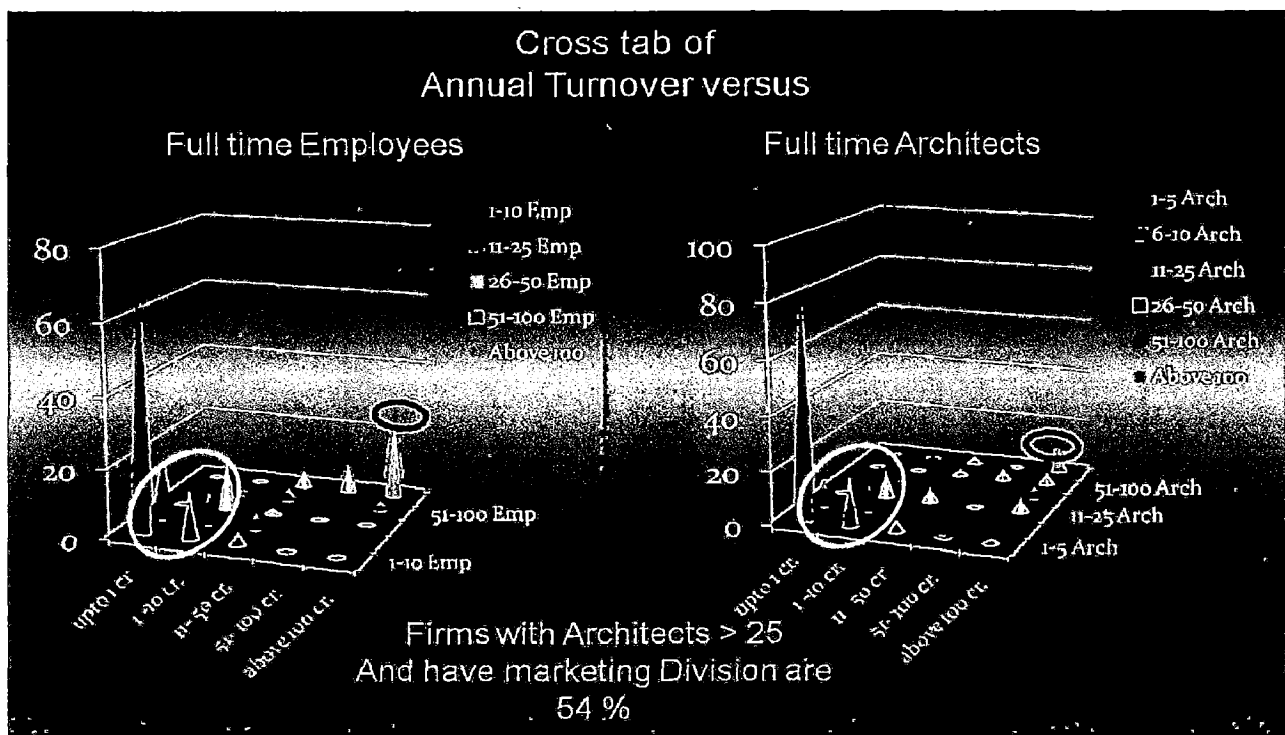


Figure 4.7: Cross tabulation of Annual turnover with Number of Employees and Number of Architects (Note: 1Crore = 10 Million, Turnover mention in INR)

Further, the information was gathered pertaining to the number of employees in the marketing division in respondent firms. This was done to understand the enormity of the marketing function in the context of overall business activities in the firms. The size of any department or number for employees dedicated to a particular activity reflects its

significance in successful working of that organization. Further, the survey of firms (45 no.) which accepted to have a separate marketing division highlights that there are around 46% (21 no.) firms which have substantial strength of the marketing staff i.e. more than 10 numbers that include 39% (18 no.) firms having a marketing staff of more than 20 employees. This indicates the more prevailing status of the marketing function in these firms. A cross tabulation with annual turnover indicates that majority of the firms having separate marketing division are big firms with annual turnover of more than 1000 million INR (20 million USD) (Figure 4.8). From the graph it can also be interpreted that firms which do not have separate marketing activity are small firms (92 no.) having their business turnover less than 10 million INR (0.2 million USD) annually. It can be interpreted from these findings that either these firms have disassociated themselves with the marketing concept or may have their marketing functions merged with other activities of the firms.

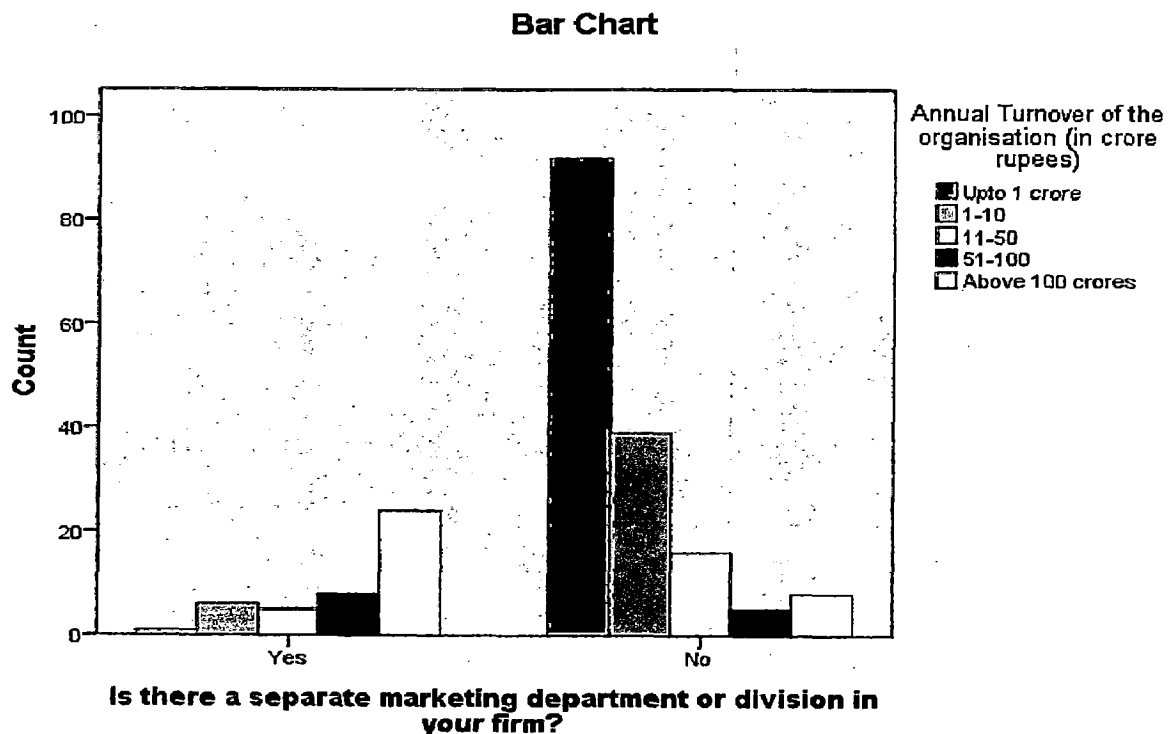


Figure 4.8: Existence of Separate Marketing Division with Annual Turnover (Note: 1Crore = 10 Million, Turnover mentioned in INR)

It can be observed from the above analysis that 79% of the firms in the survey were functioning without any overt marketing entity and around 74% of the firms do not have any dedicated staff for marketing activities. This description of marketing organization is suggestive that large numbers of firms in the survey do not explicitly have significant resources committed for marketing related activity. Furthermore, the findings advocate that the actual marketing responsibilities rested with the senior personnel, principal or proprietor.

Furthermore, a cross analysis with service portfolio is suggestive that marketing activity is more dominant in the firms possessing diverse service portfolios. In order to capture a relative picture, the researcher investigated to find the existence of any co-relation between 'numbers of employees' with 'number of marketing staff'. Both the Pearson and Spearson value of the correlation between number of marketing staff and the number of full time staff is positive and moderately high indicating a good and positive correlation. Also, the significance value of the test is well below the threshold value of 0.05, hence suggesting that the relation is statistically significant (Appendix 6). Hence, analysis indicates a strong and positive correlation between number of marketing staff and the number of full time staff suggesting that bigger the firm, the bigger is the marketing division. An additional correlation analysis between the number of marketing staff and number of architects is further suggestive of a positive correlation between two as the Pearson value is positive in the test (Appendix 5). However, the value is not very high as such indicating a very moderate but significant correlation between two.

A further enquiry into the level of hierarchy or delegation of marketing responsibility level wise indicates that the majority of the firms with smaller marketing division have top management executives in the role of marketing (Figure 4.9). While in firms which have a bigger marketing department there is a large junior management task force working under senior management. This can be indicative of the fact that senior management designations are more difficult to achieve in big firms as compared to relatively small firms for the employees of the same calibre and experience.

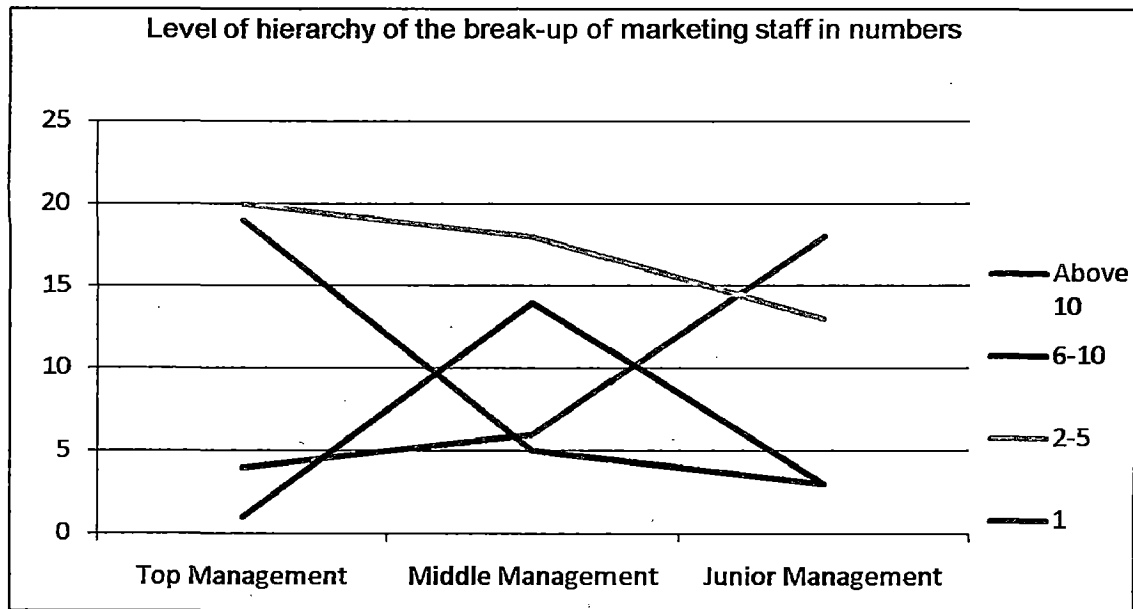


Figure 4.9: Hierarchy of Marketing Staff in Numbers in the firms

In an overview, the survey reveals that about 168 (79%) firms in the survey not having a separate marketing division are relatively small or medium sized firm in terms of their business turnover. But, this disassociation to marketing is not suggestive of any resistance to adopt marketing in future. This particular aspect is explored in the later part of the survey. However, in this section also researcher attempted to find out whether or not these firms, which do not have separate marketing division, “hire the services of outside marketing agencies to scan the business environment”. The findings reveal that 16 firms out of 168 firms which do not have separate marketing division and 16 firms out of 45 firms which have separate marketing division accepted that they take the services of outside marketing consultants (Q23 & Q26). This can be comprehended as; probably these firms have a better understanding of the increasingly competitive nature of the architectural services and the importance of having an information system to strategize in a dynamic environment. Evidently, these firms hire the services of expert marketing professionals to gather information pertaining to their target market, competitors etc. This information is considered to be an asset to any firm which is desirous of remaining competitive in the era of growing internationalization trend.

The above description and analysis pertaining to the existence of marketing organization or function has provided a preliminary start-up in determining the status of the firms in that respect. However, merely knowing the status of formal marketing functions do not solely reveals the extent of marketing and client-orientation in the firm. Consequently, to have more specific information pertaining to the efforts and the inclination of the firm and its employees towards marketing activities is investigated further in the proceeding part.

4.2.2.3 Organizational Strategies Reflecting Marketing Efforts

A variety of variables were developed based on the measures identified by the review of other research studies, to elicit information pertaining to the formal or informal marketing efforts of the respondent firms. This section covers questions in the range Q27 to Q57. The break-up of the broad variables investigated is as follows

- The firm's strategy to scan 'Market Environment' Q27 to Q36.
- Strategy to manage 'Client Information' Q37 to Q41.
- 'Organizational Policies' having implications on promotion strategies Q42 to Q55.
- Information on the changing workload of the firm.

A. Market Environment

The respondent firms were asked to mention whether they indulge in any kind of market research activity. The intention was to gather the perception of the firms on the importance of knowing about their client and their niche market as well as competitors. Around 32% (69 no.) firms were involved in conducting any formal or informal market research. While, 68% (144 no.) firms admitted that they do not indulge in any market research activities. This shows that architectural professionals either find little importance of market research or they are totally ignorant of the positive implications that market research can have on architectural practices. This can also be said typically to be a "professional syndrome", conventionally professionals believe to deliver quality services and extend the expert advice to their clients. The general thinking is that spending time and resources to research about the market environment will not deliver much gain.

Respondent firms were asked a few specific questions about marketing strategies, if any, they have. The variables used were – annual marketing plan^x, marketing budget^{xi} and marketing audit^{xii}. Around 25% (54 no.) firms admitted that they have an annual marketing plan. About 30% (64 no.) firms agreed that they have a marketing budget and only 18% (39 no.) firms pursue marketing audit for their business. A cross-tabulation of these variables (Table 4.8) with the existence of marketing division reveals that 18 (of 54) firms which do not have separate marketing division and still pursue marketing plan and 23 (of 64) firms allocate marketing budget for their business. However, a very few such firms undergo a marketing audit. Interestingly, this is communicated that there may not be any formal organization for marketing activities but a few firms acknowledge the magnitude of having an annual marketing plan and budget in the era of a growing global economy. A cross-tabulation of these variables (Table 4.9) with the turnover of the firm reveals these activities are dominantly adopted in very big firms with annual turnover more than 1000 million INR (20 million USD). Of the total 38 firms which undergo a marketing audit, 58% (22 no.) are from very big firm's category. This may be concluded as firms adopt marketing planning and budgeting strategy at an early stage of their growth as compared to the marketing audit. A qualitative interaction with a few firms revealed that they realize the importance of having a budget for marketing activities, but scarcity of resources and lack of proper knowledge restrict them to have so.

Table 4.8: Cross Tabulation of Marketing Activities with Separate Marketing Division in Firms

	Separate Marketing Division		
	YES	NO	Total (of 213 firms)
Firms adopting Marketing Plan	36	18	54
Firms adopting Marketing Budget	41	23	64
Firms adopting Marketing Audit	33	6	39

Table 4.9: Cross Tabulation of Marketing Activities with Annual turnover of the Firms (Note: 1Crore = 10 Million, Turnover mentioned in INR)

	Annual Turnover of the Firm					
	Upto 1 Crores	1-10	11-50	51-100	Above 100 Crores	Total (of 213 firms)
Firms adopting marketing Plan	5	7	7	8	25	52
Firms adopting Marketing Budget	11	9	9	8	25	62
Firms adopting Marketing Audit	0	4	5	7	22	38

Further, data was gathered on potential market for the firms. Surprisingly, against the earlier negative responses to marketing activities, about 78% (165 no.) firms agreed that they make efforts to identify their potential market and around 76% (161 no.) of the firms in the survey also acknowledge the difference between “potential” and “served” market. This finding has a very positive indication related to the adoption of marketing activities in the architectural firms in India. It can be advocated from this analysis that a high percentage of architectural firms in India have a clear identification of their target market. Identification of the potential market is suggestive that firms practicing in India are proactively engaging in locating their prospective clients, whom they can target to offer their services. In marketing of professional services, knowing one’s target market is an important and foremost activity for any firm to establish its marketing portfolio (Coxe W. , 1980). A comparative assessment of this variable with variable in Q27, which enquires about conducting of market research by the firms, presents a very ironical picture. Only, around 32% of the firms agreed that they conduct marketing research, however more than double of that i.e. around 79% agreed to identify their potential market. The theoretical research strongly conveys that the target market for the firm is established through conducting a market research that can either be formal or informal (Karam, 2003). Such occurrences are also indicative of a very favourable environment for the acceptance of marketing. This suggests that instinctively many firms are practicing marketing related activities without formally adopting them.

Further it is investigated, whether firms are empanelled as a consultant with any of the public or private organization. Being empanelled with an organization is suggestive that the firm has a clear idea of its target market and can fairly distinct itself with the choice of public or private works. Also, as discussed earlier it is the primary strategy of promotion to establish and analyze the target market (Haupt & Kubitzka, 2002). However, in most of the government organization it is imperative to be registered on their rosters, in order to do public projects. Since, public projects generally are of large scale, it is observed that the intention of a few firms is not to get the project but to make their name felt in the market place. Hence, firms which are empanelled as consultant can moderately be perceived as pro-marketing. Approximately, 67% (141 no.) firms were found to be empanelled with one or the other organization. It is concluded from the above findings that firms are engaging in locating their target market, identifying potential client but results of another variable in Q34 are suggestive that many (75%) of them are not serious to enquire about their market share. The measure of market share is an important indicator of the volume of business being done by any firm and also is a good pointer of the firm's performance. But, only 25% (54 no.) firms in the survey calculate their market share out of which 32 firms are big firms with turnover more than 100 million INR (2 million USD). Predictably, firms that calculate market share are usually perceived to be competitive and market driven in practice. The above percentage indicates that the majority of the firms are not associated with the idea of market share, may be the need is not felt or the concept is not well understood. Since, there exists no independent data on of the business performance of the architectural firms the government level or professional body's level in the country; it can be the other reason for not calculating the market share a holistic way. On the contrary, 67% (142 no.) firms do forecast their future demand and surprisingly a big number (121) of firms do not indulge in peer review of its competitors. An interesting finding that emerges here is that firms are indulging in the market research process whether in absolute manner or in isolation as a single performer rather than in a relative way. This is fairly strengthened by the findings of the responses to variable in Q37 and Q38, which relates to client information.

B. Client Information

About 57% (121 no.) firms do not indulge in the SWOT analysis of their competitors but 79% (166 no.) invest sufficient resources in maintaining the profile of their customers. Further, around 84% (178 no.) of the firms agreed that they “constantly communicate with their client” to improve client-relationships (Figure 10 & 11). Around 17% firms put efforts to contact them on a monthly basis and 64% firms surely communicate with their clients on festive occasions. This is suggestive that firms are becoming excessively client-focused to sustain and foster the progress of their firms. As it is evident, a satisfied client is more likely to repeat the consultant for the desired services in case of new projects. Hence, it is beneficial for the firms to indulge in profiling clients and engage in communication with them to keep a watch on prospective projects. Also, earlier studies and marketing literature have advocated that interpersonal relationships play a vital role in seeking new and repeat business (Roberti & Heintz, 2010).

Firms were also asked, whether they indulge in organizing business parties. The response to this measure was not very positive as only 33% of the firms agreed that they indulge in organizing business parties and mostly it is during festive seasons. The festive season is considered more suitable for such parties to avoid any unethical touch or meanings and but to address a personal gesture of relationship with clients. A few also mentioned that it is customary to organize parties after the award of any new project to entertain clients. The analysis suggests that building relationships with clients is a very important activity for the majority of the firms but relatively little emphasis is placed on entertaining and engaging the client post-project delivery.

The next part of this section of the survey proceeds to explore about the existence or status of specific marketing strategies and tools in terms of the organizational policies adopted by the firm.

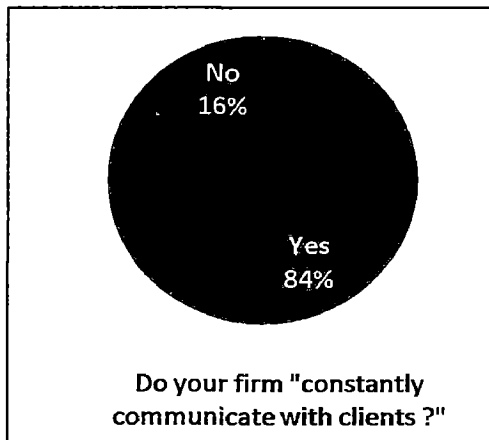


Figure 4.10: Client-Communication

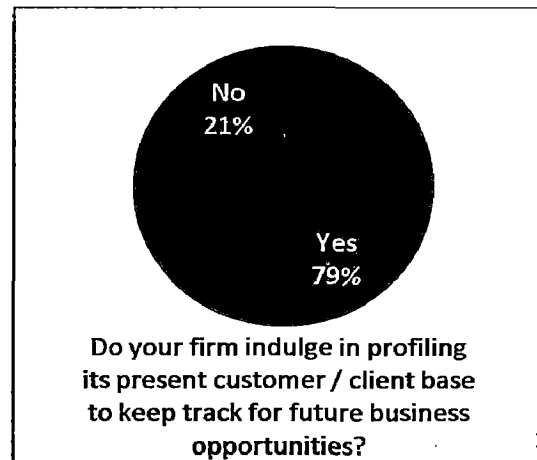


Figure 4.11: Profiling Client

C. Organizational Policies

The objective of this set of questionnaire is to determine the techniques, used by the architectural practices in India, which acts as a medium of communication with present and prospective clients, purpose and situation, taking into consideration the characteristics of each medium and the relevant 'factors' involved. The set of variables investigated in this section are mainly those which can be associated with marketing activities.

Respondent firms were asked whether they have a "vision and mission" statement. Vision and Mission statement of company acts as a guide for achieving the goals and objectives of the organization. It is observed that defining "vision and mission" is often seen as a positioning strategy by organizations nowadays. Vision and mission statement of organizations spells out their differentiation approach with their competitors. And, differentiation of services is perceived as an important promotional strategy to create a niche in the market place. A large number of firms, around 70% or 147 firms, in the survey have a vision and mission statement. This can be argued that these firms attempt to persuade their prospective buyers by defining their offerings differently through their "vision and mission" statement. As client today is very informed, aware and sophisticated, so long term vision and commitment communicated through these statements have dominating 'first impression' impact on client's choice during the primary search for the service provider.

The next series of variables focus on the use of various marketing tools by the firms to promote their practice and to commune with the prospective clients. The variables investigated here vary from office brochure, website, writing a column in a newspaper, various sales promotion tools, pricing strategies etc. The objective is to explore the extent of resources spent and the concerted efforts made by the architectural practices in India to attract the prospective buyers of their services. The first form of tool enquired was a brochure. Brochure is widely used across several professions in the service industry as it is perceived to be an effective medium of conveying information about the services offered and achievements made by the firm. However, it appears from the survey result that in architectural practice in India use of the brochure is not universal. Around 57% (123 no.) firms agreed to use brochure while 43% (90 no.) do not have firm's brochure to promote their services. In marketing, brochure is an important part of marketing strategy. An effective brochure is based on a proper market research and the interaction of three functions viz. Informative Function, Advertising Function and Identification (concept based) Function to target specific clientele. Though, the responses do not reflect the universality of brochure yet 123 (57%) firms are making use of brochures, hence this can be assumed that the majority of the firms are not reluctant to use this marketing tool.

The next tool investigated the "use of website" by 219 respondent firms through variables in Q44, Q45, Q46 and Q55. A very significant percentage i.e. 67% (137 no.) firms in the survey have a website. And, of these only a few firms around 5% (8 no.) update their website on a daily basis, around 10% update it monthly and majority around 67% update it as and when needed (Figure 4.12). A cross tabulation with the existence of marketing division is suggestive of an interesting trend (Figure 4.13). All the firms which update their website daily have a separate marketing division. Out of 11 firms which update their website once in a week, 8 have separate marketing division. And out of 92 firms which update their website seldom only 23 have a separate marketing division and out of 13 firms which have never updated their website only one have a marketing division. This highlights that frequency of updating the website is directly related to the existence of marketing division. This is also verified by the correlation test in Appendix 7, which depicts a positive and significant correlation. A further analysis of the existence of a website with the existence of marketing

division is suggestive that all the firms which have a separate marketing division also have a website but not necessarily all the firms which have their website also have a separate marketing division. Hence, it can be advocated that architectural firms in India are aware of the importance of the presence on web/internet. Being visible on web world is an important branding tool, nowadays, as more and more people are penetrating the web-world [96]. Also, the internet has become the primary source of information for the young and educated people world-wide [69]. About 92 firms in the survey have a website but not a separate marketing division. This indicates of a very vague but positive inkling towards marketing amongst the firms. This tool is also gaining importance due to 24x7 work culture expanding in India with growth in the service sector, where clients serving the service sector have little time to utilize other tools to search for appropriate consultants to take up their job. Keeping in view the needs of such markets, architectural firms have to be more efficient in designing their website. A revelation of variable in Q55 extracts that out of 137 firms having website, 94 (69%) firms do not publish the comments of their satisfied clients on the website which proclaims a serious lacuna in the research towards the effectiveness of this tool. Another serious issue identified by the researcher is the poor visibility of architectural firm's websites in search engines. SEO^{xiii} (Search Engine Optimization) tools and strategies need to be taken care of frequently to update the website responding to the system architecture of search engines.

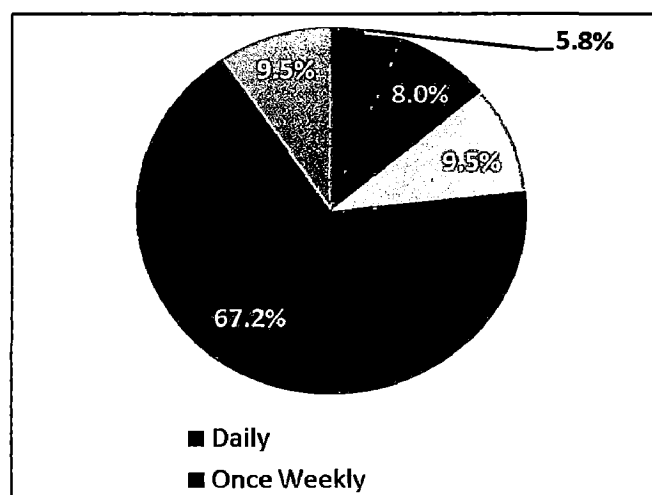


Figure 4.12: Interval of Updating the Information on Website

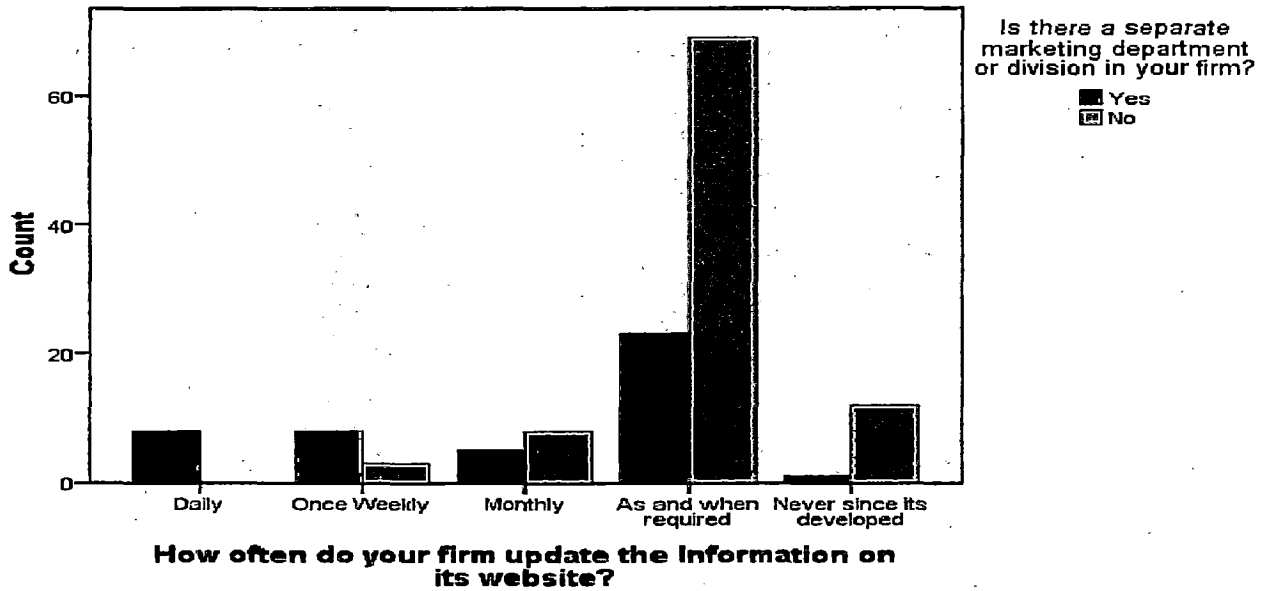


Figure 4.13: Cross tabulation of updating information on website with the existence of separate marketing department

The other tool of investigation is from Information Technology (IT) sector regarding communication through emails. The email address with firm's domain name^{xiv} gives a tech savvy impression of the firm with allocated budget to communication services on the internet. However, email account on open email service providers is general trend due their reliable un-interruptive services. The primary objective of email is fast and efficient communication with date, time and region records. Almost 31% (65 no.) firms agreed to respond to email queries immediately and 50% (106 no.) firms reply on a daily basis. Few firms (14%) reply to the queries on emails as per convenience. Though, a big number (81%) respond on the same day, but in an era of globalization where firms compete internationally and technological solutions for convenient immediate reply are in place, this statistic is bound to shift more in favour of immediate reply in architectural service firms if at all they wish to remain competitive in their work culture to suit client needs. The push mail technology on mobile communication gadgets already adopted by corporate service sector worldwide is an example of efficient real time communication also complying to modern business etiquettes.

The other tool of investigation is significant to the professional services like architectural practices, management practices and medical practices. This relates to the approach of gaining publicity by writing in newspapers, magazines and journals. A good number of firms, around 41% (86 no.) accepted that someone from the firm is engaged in writing in such mediums. About 22 firms in the survey, participates in writing activities on an annual basis, 19 on quarterly and 22 on a monthly basis. However, a credible number of firms deliver such writings only when they are approached which depicts the presence of hesitation in the profession towards pro-active marketing. Writing an article in newspapers is an effective way to reach a wider public. Several scholars have also advocated that “looking outside the profession, to the general public rather than talking to each other, will be vital to future business opportunities” (Symes, Eley, & Seidel, 1995, p. 109). It can be interpreted that firms which make efforts to indulge in writing about their profession, projects and professional experience have an unseen motive of putting the firm’s name in front of a wider audience. This is a kind of marketing activity to make the firm’s presence felt among the wider community to build an active image of intellectual solution provider with a higher degree of competence. However, this tool needs efficient writing skills by professionals which many times are leased from ghost writers^{xv}.

Further, respondents were enquired about the various sales promotion tools used by the firms. The variables in the survey covered three sales promotion tools – incentives/commissions, sponsoring events, attending or organizing seminars or conferences. Around 64% (86 no.) firms in the survey offer incentives and commissions, either to employees, clients or third party to get projects. About 54% (73 no.) attend or organize seminars or conferences and around 26% (35 no.) believe in sponsoring events. A few of the firms mentioned that no tools for sales promotion are used rather they rely on their expertise and quality of their services. A cross tabulation with variable ‘existence of marketing division’ and ‘annual turnover’ reveals a very interesting picture. Out of 86 firms offering incentives and commission, 57 (66%) firms do not have marketing division and such offerings are actively pursued by small and mid-size firms. While, tools like organizing seminars/conferences and sponsoring events are aggressively pursued by big firms. The understanding of this finding is that small and mid-size firms spend more on specific project

oriented personalized promotion tools, while big firms initiate through generalized promotion tools with focus on a wide range of projects showcasing their competitiveness through open discussion forums.

Furthermore, practice to brand the architectural services was analysed for respondent firms. Branding (Fatt, 1997), is a message that identifies competence, standard and image to consumers. The branding conveys a knowing and trust to consumers. Around 44% (93 no.) firms reported that they practice branding of their services. An additional cross tabulation with the variable “existence of marketing division” pointed that the 93 firms in the survey which practice branding of the services, 55 firms do not have separate marketing division. And out of these 93 firms 27 take the services of expert marketing professionals to develop a corporate brand for them. A cross tabulation indicates that of these 27 firms, there are 21 firms having separate marketing division. Despite having a separate marketing division these firms believed in hiring the services of professional marketing firms. This could be due to the belief that as an inside observer probability of missing on minute insufficiency is high. Since, the firm’s brand image represents all internal and external assets—the names, iconography, literature, signs, vehicles, and culture of a firm. This indicates that many firms highly regard the need for developing a corporate identity for themselves. Yet, firms seem to be using ‘branding’ as a design centric strategy rather than an opportunity to create recognition for their firms in the market place where competition is fierce.

Last important aspect related to marketing status, investigated in the survey was “Pricing of the services”. The researcher’s intention was to understand the main guiding principle behind the pricing strategy of the firms. The pricing strategy is an important tactic adopted in marketing to promote sales and expand business. Firms were asked to mention their pricing policy. Three variables namely – profit maximization, cost recovery and market size segmentation was used to understand about the pricing strategy. Around 47% (90 no.) firms have stated ‘profit maximization’ as their motive and around 30% (59 no.) opted for ‘market size segmentation’. However 23% (44 no.) firms responded that their pricing policy is based on the simple ‘cost recovery’ concept. This suggests that a large number of firms are working on the long term objective of profit maximization and very small number of firms in the

survey have a short-term objective of cost recovery. A cross tabulation with annual turnover is suggestive that out of 44 firms which stated that their objective is 'cost-recovery' approximately 67% (28 no.) are small firms having annual turnover less than 10 million INR (0.2 million USD). This can be interpreted that small firms are mainly struggling to remain there in the competition and recover the expenses, until they reach that stage of business life-cycle when they can bill the client for their unique services. Another interesting finding is that 'profit maximization' is more aggressively practiced by firms by big firms having experience more than 25 years or by mid-size and small firms having experience less than 10 years. This suggests that bigger firms with more experience have learnt to adopt 'profit maximization' to avoid decline and the firms with less experience adopt 'profit maximization' due to their owners training in post liberal era. Another, finding related to pricing strategy was that around 61% (126 no.) firms practice price – discrimination between the clients for same services. And, out of these 126 firms, which practice price-discrimination, 76% (91 no.) do so in the supposition of future opportunities. These findings are contrary to the CoA guidelines, which prescribes the scale of charges for architects practicing in India^{xvi} and suggest that regulating bodies should adopt and keep reviewing the guidelines to address the era of global competitiveness.

This part of the section focussed on identifying the changing trend in the workload in architectural practice in India. Around 75% (160 no.) of the firms were of the view that their business has increased in the last five years, 5% (11 no.) stated it has decreased while 20% (43 no.) did not perceive any significant changes. These firms were also asked to provide the reason for the perceived changes in the workload. Out of 219 firms only 122 firms gave qualitative reply to this question. A casual overview of the responses suggested that around 34 (28%) firms, which have experienced an increase in their business in last five years, have attributed it to some marketing tool or marketing strategy. Also, out of the 11 firms which have perceived a decrease in the workload, 6 firms have attributed it to the 'lack of marketing strategies'. 24 (20%) firms attribute it to external forces like recession or increase in infrastructure facilities effecting the change in workload, while 39 (32%) firms consider their experience and technical expertise for increase in workload.

The analysis of the foregoing part, revealed many interesting findings pertaining to the status of marketing activities, in the architectural firms in India. The latter part consists of the analysis pertaining to the awareness level of the architects on the subject of marketing.

D. Awareness on “Marketing Terminology”

One assumption/hypothesis that emerged from the review of literature is that most of the firms do not apply the marketing techniques and strategies as their awareness level to the marketing concept is very low. To assess the level of understanding of the respondents they were asked eight questions representing variables broadly – advertising, marketing control system, market segmentation, marketing-mix, service elements, corporate branding and service features. The misconception related to marketing and advertising was found to be pre-dominant among the respondents as around 39% of the respondents said that they consider advertising^{xvii} and marketing as same and around 19% expressed their lack of clarity on the subject.

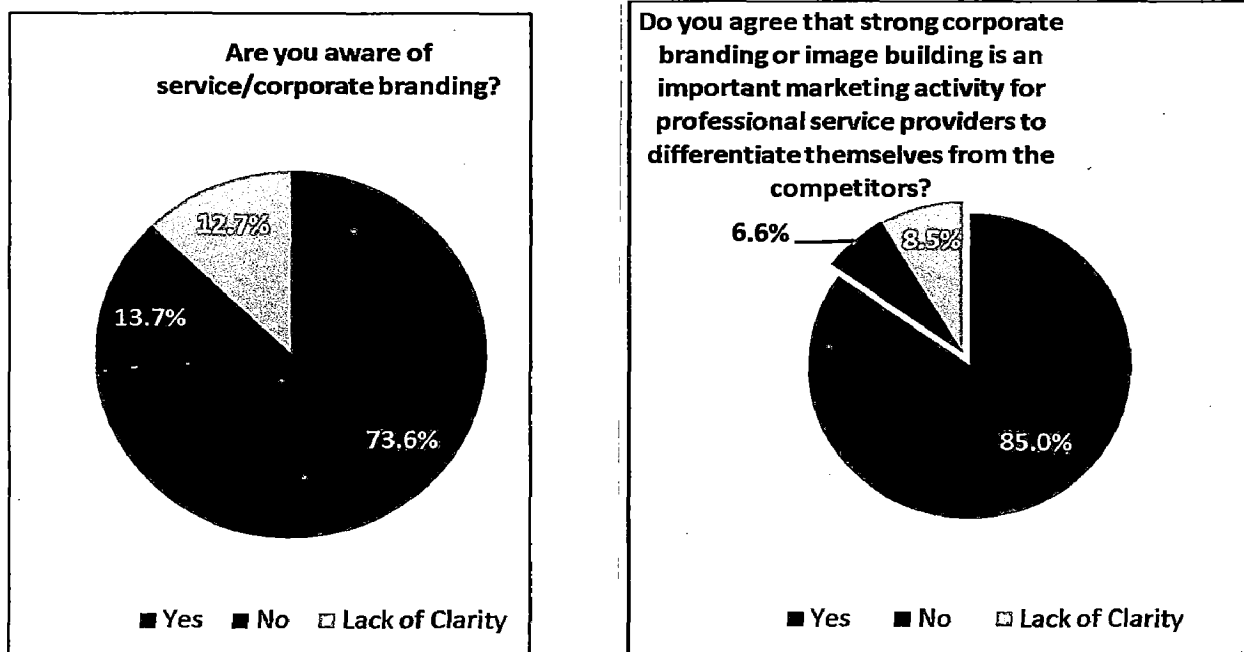


Figure 4.14: Responses on Corporate Branding

Further, in alignment to the previous studies the majority of respondents in the survey were unaware of the marketing terminologies – market segmentation, marketing control system and marketing-mix. Apart from marketing, respondents were asked question regarding the characteristics of the services. Unfortunately, only 32% of the respondents could relate with them. Nevertheless, 74% (156 no.) of the respondent firms indicated their awareness about corporate branding and surprisingly 85% (181 no.) of the total firms in the survey agreed that a strong corporate brand is an important marketing activity for professional service providers to differentiate themselves from the competitors (Figure 4.14). But ironically only 93 (44%) firms prefer to practice branding of their services which can be an area of future research. These findings suggest that respondents' understanding of the concepts and techniques of marketing is very low. But, appreciably respondents realize the importance of corporate branding in differentiating one's practice from their competitors.

E. Internationalization and Indian architectural firms

The last two questions in this section intend to identify the internationalization trend of the architectural firms in India. The firms were asked about the benefit they accrue on attaching themselves with foreign firms. The most prominent response was "getting associated with a brand" followed by "increasing share in big projects" (Figure 4.15). Further, the intent was to capture the Indian firm's perception about the probable objective of foreign firms for collaborating with Indian firms. The most appearing response to this question was that foreign firms require "local associate to help the execution of projects" followed by the need for 'local associate to liaison with Government bodies. Findings also reveal that firms are least interested in adopting the managerial skills adhered by foreign firms. The cross tabulation of the variables in Q66 and Q67 reveals the top three reasons for Indian firms to collaborate with Foreign Firms and vice-versa as firstly 'brand association & local project associate', secondly 'increase share in big projects & local project associate' and lastly 'to become international & local project associate'. This brings a very interesting picture about Indian firms. Indian Firms in top three aspects find growth and expansion opportunities in collaborating with foreign firms i.e. to brand, to increase share in big projects and to become

international. Whereas, some firms see themselves as local associate to help execute projects for foreign firms, which in a way shows a lack of confidence to compete with foreign firms technically. The ill-designed education strategy in the country may be one of the reasons for this technical incompetence.

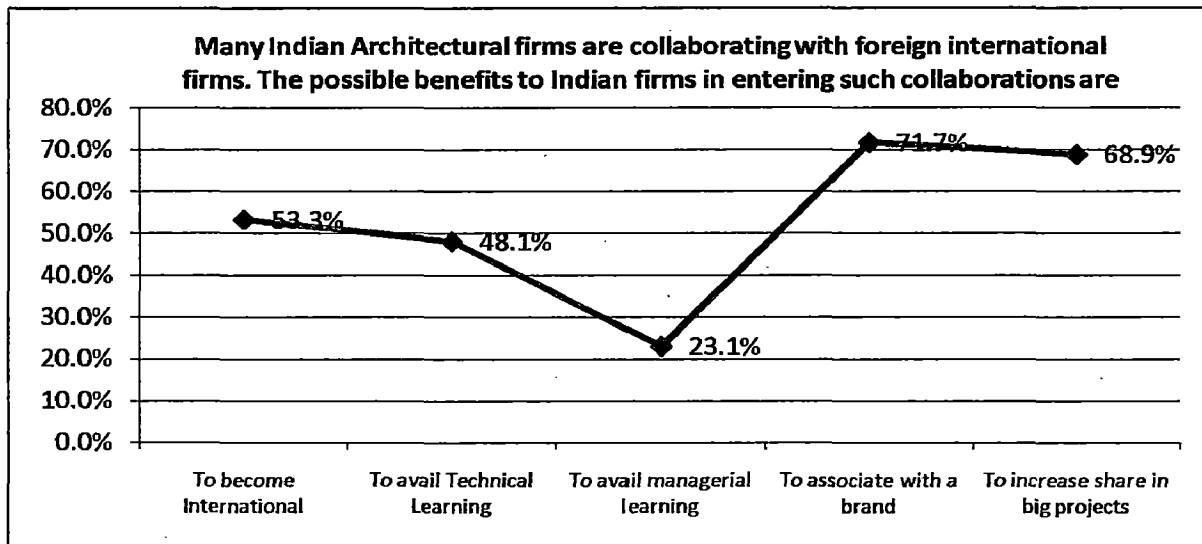


Figure 4.15: Internationalization and Indian Architectural Firms

4.2.3 EFFECTIVENESS OF MARKETING TOOLS AS PERCEIVED BY THE ARCHITECTURAL FIRMS

The preliminary and middle section of the survey was based on gaining an overall understanding of the marketing status in the architectural firms in India (descriptive analysis detailed and discussed in first round of analysis) and the perception of the individual respondents on the acceptance and non-acceptance of marketing (examined empirically in part II of the analysis), respectively. The final section of the survey examined the effectiveness of the various marketing tools as perceived by the respondents. The respondents were given a set of five marketing vehicle namely – Above the line advertising^{xviii}, Below- the line advertising^{xix}, Public relations, Non-traditional advertising^{xx} and Internet advertising; and were asked to rate the effectiveness of these vehicles on a Likert scale.

Among all these marketing vehicles, non-traditional marketing was rated highest by the respondents, followed by public relations. The rating average was highest for non-traditional advertising (Rated average - 4.15) and was lowest for above the line advertising (Rated average - 2.61). Details of rated average means of the responses are provided in Figure 4.16.

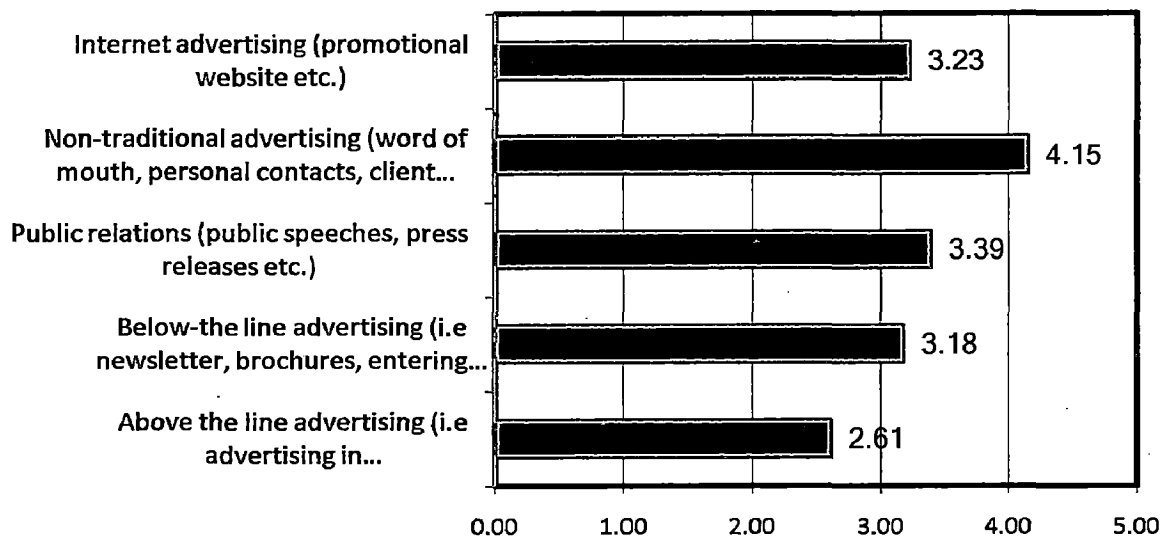


Figure 4.16: Rated Average Means of the Marketing Vehicles

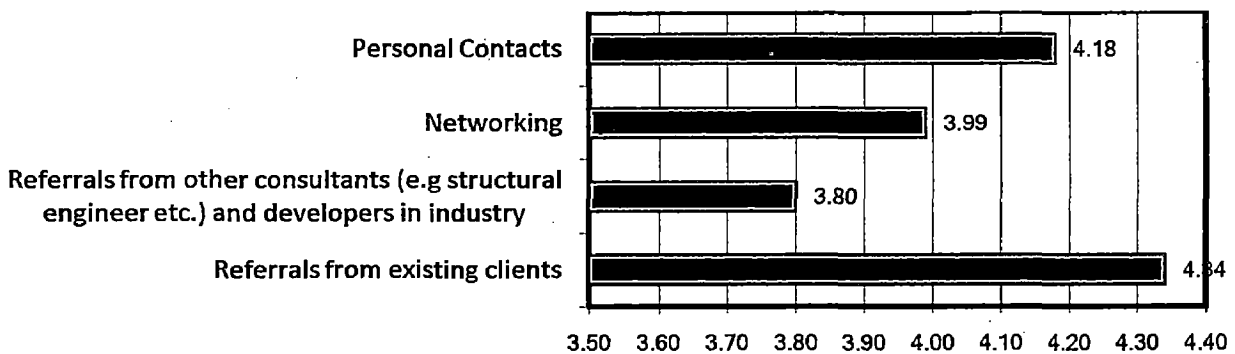


Figure 4.17: Rated Average Means of Various Word of Mouth (WOM) Tool

Finally, respondents were asked to rate the effectiveness of various tools available under different marketing vehicles. Under, above the line advertising category the tool rated highest was 'advertisement in architectural publications'. This was followed by 'advertisement in yellow pages'. In case of below the line advertising the rated average for three tools was higher than 3 – participating in competitions (3.95), presence in allied industries functions (3.59) and presence at conference or seminars (3.39). The respondent's

approach towards 'public relations' tools was proactive, as rated average for two out of three tools under this category was more than 3.5 – public presentations on formal opening of projects (3.61) and publishing articles in consumer magazines (3.72). However, the most optimally rated tool was 'word of mouth' (WOM). Respondents were asked to rate four different tools under this category – referrals from existing clients, referrals from other consultants, networking and personal contacts. Respondents took on a much more confirmatory approach towards all these tools. The rated average mean for all these tools was more than 3.5 (Figure 4.17). The most highly rated effective tool was 'referrals from existing client' this was followed by 'personal contacts'.

The above findings indicate that a majority of the respondents regarded WOM as a most effective marketing medium. This result is in line with the findings of the other studies [19], which identified WOM as an effective medium of marketing that brings business with referrals.

Furthermore, the survey also captured the respondent's perception regarding 'a cold call to past clients'. About 80percent of the respondents agreed that 'a cold call to existing or past clients' is an effective tool to generate new business. This further strengthens the earlier finding which highlighted that around 25% - 50% of work of about 77% firms, in the survey, is from repeat clients and around 84% of these firms actively engages in communicating with their clients.

The survey then investigated about the various aspects of the website. The respondents were asked to indicate the effectiveness of various attributes related to the designing of the website that have an impact on showcasing of the firm. Six measures were used to assess their effectiveness – projects showcasing, appearance of the website, staffing and contacting details, rules of engagement, new events and happenings and details of the industry association. The most significantly rated (4.21 rating)) attribute was 'showcasing of projects', which is very much in alignment with the earlier findings. The earlier studies state that most of the firms uses website primarily to promote the firm's name by showcasing the portfolio of their successful projects (Fritzsimmmons & Fritzsimmmons, 2006). The next highest rated attribute was 'appearance of website' followed by 'details of industry association'. The

findings are suggestive that respondents have a fair understanding of the various facets of a website.

Lastly, respondents were requested to indicate their view on the development of marketing as a separate discipline in their organization in the future. The response to this question was overwhelmingly positive with only around 5% of the firms stating 'no' and around 21% registering 'not sure' as their option. This finding can lead to an assumption that marketing has a bright and encouraging future in the architectural firms in India. This can further open new areas of research and opportunity for both marketing academia and professionals to work in co-operation with the architectural professionals and firms in order to facilitate a progressing strategy to ensure organizational survival.

4.3 CONCLUSION

This part of the analysis was focused on addressing the objectives 2, 3 and 4 of the study. The analysis presented was based on simple descriptive techniques of mean and rated average. At a few important instances, cross-tabulation technique was used to create a contingency table from the multivariate frequency distribution of statistical variables using SPSS. This was employed to cross examine the level of dependency of one variable on the other. To further establish the correlative relevance of the findings, at several occasions Coefficient of Pearson and Spearman were also investigated for the responses.

Data for this section was collected across the variety of themes essentially covering the underlying concept of marketing, usage of different marketing strategies and tools and assessment of the acceptability level. Objective 2 was framed to examine the status of marketing within the architectural firms in India. The survey findings can be generalized to state that the majority of the firms acknowledge the existence of marketing for the growth of professional services but only a few firms maintain a distinct marketing organization to facilitate promotional activities and greater client interaction. Further, the size of the marketing division in most of these firms was optimal. Another general observation was that the application of marketing strategies like marketing plans, marketing budget, and

marketing audit was minimal. However, one positive outcome was that the majority of the firms were aware of their potential market. Objective 3 intended to assess the awareness of the architects on the basic marketing concepts. The responses suggest that the majority of the professionals in architectural practices are not sufficiently compatible with marketing terminologies. Nevertheless, in spite of lack of formal knowledge on the various aspects of marketing, many of these firms are significantly using various marketing tools to acquire newer projects. Further, as mentioned earlier the analysis in this chapter also aim to cover objective 4 which intends to investigate the future of marketing in this profession in India. The survey findings have been encouraging on this aspect. Around 57% (120 no.) firms stated their intension towards establishment of marketing division in future and 16% already have a separate marketing entity. These findings are discussed in detail in the concluding chapter (Chapter 5).

To conclude this section of the analysis, it can generically be stated that amongst the responding firms, there exists less awareness on formulating and implementing the marketing strategy but there is enough knowledge about varied tools of marketing. And, definitely marketing has a future but it is shadowed by certain barriers existing in the professional's mindset. In the following chapter, identification of these barriers is done empirically using the reduction technique of factor analysis.

ENDNOTES

ⁱ According to Lawrence S. Kleiman, the skills needed at the top managerial level are the "broadened understanding of how: competition, world economies, politics, and social trends effect organizational effectiveness" as described in "Management and Executive Development" Reference for Business: Encyclopedia of Business(2010): n. page. Web. 25 Mar 2011.

ⁱⁱ The conversion rate as on October 05, 2011 of 1USD (US Dollar) is 50 INR (Indian Rupees)

ⁱⁱⁱ For the purpose of this study, firms with turnover equal to or less than 10 million INR (1 crore) are considered small size firms, from 10 million to 100 million INR (1-10 crores) as mid-sized firms and above 100 million INR (10 crores) as big firms.

- ^{iv} The four firms working exclusively for the Government firms have been established for long time. Two of the firms are more than 25 years old having an annual turnover of around 50-100 crores. While, two of the firms are more than 50 years old firms and have an annual turnover of above 100 crores.
- ^v These firms also operate at national level. Out of 121 firms, which have national presence, 40 have international presence also and 81 exclusively work at national level only.
- ^{vi} Firms with turnover above INR 1000 Million are considered very big firm in the present study.
- ^{vii} Figure of 61 includes 43 who have selected marketing and 22 who have selected all the above and deduction 4 common who opted both (43+22-4=61).
- ^{viii} Advertising is simply tools to encourage sales of services while marketing is far beyond simply selling of services. Marketing involves efforts to identify target market, background research to understand market and customer psychology includes efforts to satisfy clients, maintain long term relationships with existing clients and provide effective and qualitative service delivery.
- ^{ix} "Market research can be termed as simply the intelligence a firm gains and possesses regarding its customers, competitors and other environmental variable, and a marketing research unit is the typical form in which such information is identified, processed and analyzed within a firm" (Morgan et al, 1994)
- ^x Marketing Plan is referred to any written document which outlines specific actions that firm intend to carry out to interest potential clients of the service and persuade them to avail the service that firm offers.
- ^{xi} It is the term applied to that sum of expenditure agreed to be spent on sales promotion, advertising, trade promotions, discounts, consumer promotions and allied expenditures.
- ^{xii} It is used as a tool to constantly update changes in the external environment and firm's own internal business experiences. It is implemented not only at the beginning of the process, but also at a series of points during implementation of the plan like by SWOT analysis.
- ^{xiii} SEO means Search Engine Optimisation
- ^{xiv} The Internet uses the domain name system (DNS) as a form of address for users. The domain names provide users with a way to describe a particular Internet site without having to know the Internet Protocol (IP) address, which may be a number of up to twelve digits. The DNS domains indicate different types of Internet users, providing structure and organisation to the growing medium. For example, in India users affiliated with academic institutions are designated by the '.edu' in the address, and commercial affiliations are denoted by '.co.in' or '.com' and '.net'.
- ^{xv} A ghostwriter is a professional writer who is paid to write books, articles, stories, reports, or other texts that are officially credited to another person. Celebrities, executives, and political leaders often hire ghostwriters to draft or edit autobiographies, magazine articles, or other written material. In music, ghostwriters are used in film score composition, as well as for writing songs and lyrics for popular music genres.
- ^{xvi} CoA has a prescribed 'Conditions of Engagement and Scale of Charges Preamble' for the Architects practicing in the country. The defined Scale of Charges provides the schedule of fee to be charged for different types of projects. For details refer the following link '<http://www.coa.gov.in/practice/practice.htm#a6>'
- ^{xvii} Advertising is the paid, public, non-personal announcement of a persuasive message by an identified sponsor; the non-personal presentation or promotion by a firm of its products or services to its existing and potential customers while, Marketing is the systematic planning, implementation and control of a mix of business activities intended to bring together buyers and sellers for the mutually advantageous exchange or transfer of products or services.
- ^{xviii} Above the line advertising refers to ATL communications use media that are broadcast and published to mass audiences. ATL promotions are also difficult to measure well. Promotional activities carried out through

mass media, such as television, radio, out-of-home, magazines, cinema and newspaper, are classed as "above the line" promotion.

^{xix} Below the line advertising refers to BTL communications use media that are more niche for communication, however, that gives the marketer the ability to tailor their messaging in a more direct manner to the audience. BTL promotions are highly measurable, giving marketers valuable insight into return-on-investment. BTL advertising uses unconventional brand-building and promotional strategies such as direct mail, sales promotions, flyers, point-of-sale, telemarketing and printed media (for example, direct mail and usually involves no motion graphics)

^{xx} Non-traditional advertising represents far more than shifting terminology or advertising-industry jargon. It represents a sea change in the way in which brands hope to interact with consumers. It includes things like event-promotion, loyalty clubs, word-of-mouth, referrals etc.

Chapter 5

DATA PRESENTATION II :

FACTOR ANALYSIS

5.1 INTRODUCTION

In this chapter (Part II of the analysis), researcher attempts to empirically analyze the responses to section D of the questionnaire. Factor analysisⁱ is conducted using SPSS software on the responses to section D to identify groups of variables that significantly represent the perception of architectural practitioners towards the acceptance and perceived barriers towards marketing within the profession in India.

In the process of factor analysis 20 variables (Q68 – Q87) were used to identify the group of factors. For the ease of identification, Variables were abbreviated as BAM (Barriers to Architectural Marketing) with numbers from BAM1 (for variable in Q68) to BAM20 (for variable in Q87). The responses for these variables were measured on a Likert scale.

5.2 DATA ANALYSIS I: PERCEPTION AND BARRIERS

The process adopted for conducting factor analysis is discussed in detail in Chapter 3 - Research Design. Prior to conducting factor analysis it was pertinent to obtain the descriptive analysis of the 20 variables. The detail of the descriptive analysis is provided in Appendix 8. The univariate option was used to get this output to see that how many cases were actually used in Factor Analysis. The number of cases used is 197, which is less than the total number of cases or responses i.e. 219ⁱⁱ.

5.2.1 Factor Analysis

The first step while conducting factor analysis was to investigate for any correlation between the 20 variables. A correlation matrix was constructed to test these variables (Appendix 9). The correlation matrix presents the matrix of correlation between the variables in rows and columns. The underlying principle for conducting correlation analysis is that only those variables should be included in factor analysis which correlates with each other and one those do not correlate with each other should be eliminated. Firstly, the value of correlation coefficient of all the variables is checked to find whether any of the variable has majority of its coefficient value greater than 0.8. If any variable has then it should be eliminated before conducting factor analysis otherwise there will be singularity of data. On investigating the table of Correlation Matrix it was found that all the variables have a majority of correlation coefficients below 0.80. Further indicating that there are no variables that strongly correlate with each other, therefore no multicollinearity exists. This is further approved by the value of the determinant in the correlation matrix. The value of the determinant is 0.001 which is more than 0.0001 this depicts that no multicollinearity or singularity exists between the 20 variables. Hence, all the variables are appropriate to perform the factor analysis.

As explained earlier the determinant value obtained is above the acceptable value and is proper to carry out KMO and Bartlett's Test of Sphericity. These tests are pre-requisite to perform factor analysis. In Bartlett's test (Appendix 10) the $\chi^2 (130) = 1354.748$, the significance value (p) is 0.000 which is less than 0.000 which is below 0.05 and acceptable. These values suggest that correlation matrix is significantly different from the identity matrix, in which the variables would not correlate with each other, and hence the variables are appropriate for factorization. The KMO value is 0.842 which is greater than 0.5ⁱⁱⁱ and hence characterize that the set of variables being used are very good for conducting a Principal Component Factor Analysis.

The next step was to investigate for communalities (Appendix 10). Communalities explain the amount of variance in each variable that is accounted for. Initial communalities are estimates of the variance in each variable accounted for by all components or factors. Extraction communalities are estimates of the variance in each variable accounted for by the

factors (or components) in the factor solution. Smaller values indicate variables that do not fit well with the factor solution, and should possibly be dropped from the analysis. Extraction value of all the variables is more than 0.5 except BAM4 for which it is .489. It is also near to 0.5 and hence considered for conducting factor analysis.

The number of components or factors was determined using the cutoff Eigen Value = or > 1 . The Eigen Value is reflected in the Total Variance Explained^{iv} table (Appendix 11). Based on table, six factors are extracted^v. This is further validated by Scree Plot (Figure 5.1) which has a point of inflexion after six factors. Component Matrix Table (Appendix 12) presents the factorial saturation of the variables in factors before rotation. The table Rotated Component Matrix (Appendix 13) is one of the most important output tables of the factorial analysis. Rotated component matrix^{vi}, is a matrix of the factor loadings for each variable onto each factor. In other words, it establishes which variables relate to which factor. For instance, in Appendix 13, the 0.779 saturation of the item BAM 15 in F1 factor represents the Pearson correlation coefficient between variable BAM15 and F1 factor.

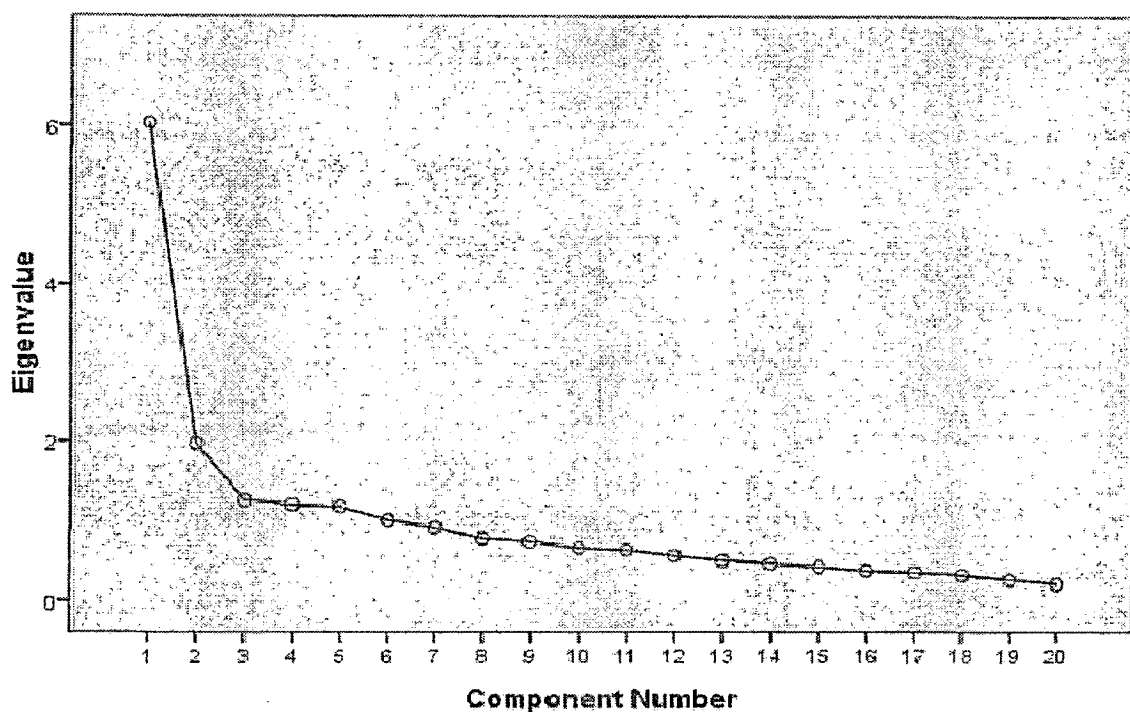


Figure 5.1: Scree Plot

Based on the above analysis 6 factors are identified. Those variables were chosen which have highest factor loadings in the group. The composition of the variables of these factors is as follows:

F1: Variables BAM15, BAM16, BAM11, BAM13

F2: Variables BAM2, BAM1, BAM20

F3: Variables BAM17, BAM18, BAM19

F4: Variables BAM8, BAM10, BAM9

F5: Variables BAM6, BAM7^{vii}

F6: Variables BAM3, BAM4^{viii}

5.2.2 Reliability Test

In any research, where summated scales are used to probe for the underlying factors, it is pertinent to check for the reliability of the scales^{ix}. In order to check for the reliability, Cronbach Alpha test of reliability is done using SPSS. Cronbach's alpha is an index of reliability associated with the variation accounted for by the true score of the "underlying construct", where construct is the hypothetical variable that is being measured (Hatcher, 1994).

Table 5.1: Cronbach's Alpha Value

FACTORS	VARIABLES	CRONBACH ALPHA VALUE
F1	BAM 15, BAM 16, BAM 11, BAM13	0.814
F2	BAM 2, BAM 1, BAM 20	0.697
F3	BAM 17, BAM 18, BAM 19	0.730
F4	BAM 8, BAM 10, BAM 9	0.504
F5	BAM 6, BAM 7	0.410
F6	BAM 3, BAM 4	0.560

The first step while checking for reliability was to measure the reliability of all the 20 variables in this section of the questionnaire. In this section, the overall Cronbach's Alpha is 0.787 (Appendix 13), which is an admirable figure, indicating that the reliability of the scale used in this research is adequate^x. In the next section, the reliability of all the subscales individually will be measured.

The Alpha Cronbach value of the variables comprising each factor is more than 0.5 except for F5. Hence, it can be interpreted that the variables adequately represent their factors. After reexamining the variables associated with factor F5, it is realized that they are important for the interpretation of results, and understanding that a few of the research studies have accepted values above 0.3 to be a decent score in acknowledging the factor representation, it is accepted by the researcher in this case also.

5.2.3 Interpretation of the Identified Factors

The six factors identified during the factor analysis process represent the respondent's perception towards marketing and identified barriers towards marketing. Table 5.2 provides the detail of the variables comprising the factors.

Table 5.2: Factors Presenting Perception towards Marketing and Barriers to Marketing

Factor	Description	Factor Loading
F1: Disassociation of Marketing "as a subject" within the institutional bodies and the academic curriculum is a major cause of lower acceptance of marketing within the practice		
BAM15	In order to increase the internationalization prospects of the Indian architectural firms it is imperative that CoA guidelines should be changed to accept marketing as a legitimate management practice for the architectural service providers	0.779
BAM16	The present day corporate working demands the professionals (mainly the new entrants) in the industry to be well equipped in the marketing functions so that they can add value to the firm from the day of joining (or inception).	0.751

BAM11	The absence of basic management education in the architectural education programme is responsible for undermining the importance of marketing principles in building the target market for easier entry and survival.	0.676
BAM13	There is a need to shift this negative perception in order to enable the architectural service providers to reach the large customer base in lieu of the shrinking domestic client.	0.569
F2: In the challenging de-regulated market situation importance of marketing within architectural practices cannot be undermined.		
BAM2	Due to growing globalization and competitive trends in the architectural profession, marketing has become an important tool for architecture service providers throughout the world	0.745
BAM1	One of the transformations in the architectural industry with times is that, it has changed from being regulated (restrained promotion) to proactive promotion and marketing of architectural services to stay competitive.	0.680
BAM20	Marketing is a known ingredient of a successful practice but architects are still to be convinced with its full potential	0.636
F3: There is a need to develop marketing training as an integral part of the formal architectural education, facilitated by industry interaction.		
BAM17	In order to develop the business and marketing intelligence within the practitioners it is important to revisit the architecture curriculum in India to include basic business and marketing principles.	0.628
BAM18	In order to increase the awareness about the benefits of marketing to the architectural service industry, there is a need to facilitate the industry-specific education facilitated by governing bodies, marketing and the architectural profession	0.633
BAM19	This is also important to bring the marketing and architectural industry closer together so that the two can mutually benefit from each other.	0.741

F4: Marketing spoils the firm's image while Technical expertise is primary to progress in practice		
BAM8	The professional culture (as it has evolved over the years) is dominated by the overall supreme belief that only professional's expertise acquired through continual training can lead to a successful practice.	0.749
BAM10	Architectural community alike other professional communities consist of seniors, mid-careers and starters in the profession. Most senior architects believe that marketing will spoil the image and dignity of the firm	0.674
BAM9	Many Indian architectural service providers rely on product-oriented business model which is illustrated by their perception that their (Design/building) and qualitative service are the main drivers to increase the revenue growth.	0.644
F5: Intangible attribute of architectural services and unclaimed time spent on marketing activities are deterrent towards marketing within architectural practices.		
BAM6	The intangibility factor (non-physical nature) of architectural services leads to the fact that it is difficult for the architects to market especially to first time client about their work.	0.755
BAM7	Architects believe that he can bill for the time and resources spent on projects but cannot bill on those spent on marketing activities, as such it is regarded as a "non-essential" overhead to practice.	0.661
F6: Rudimentary/Loosely defined views, pertaining to promotional activities, by the architectural institutional bodies in India acts as a barrier towards adopting marketing.		
BAM3	There are legal cases worldwide, where judiciary allowed professional services to practice marketing. Consequently many countries relaxed their norms and de-regularized the marketing in architectural services. Nevertheless, professional bodies in India still considered it unethical and inadequate.	0.866
BAM4	CoA guidelines advise architects to abstain from indulging in many forms of advertising on ethical grounds since its inception. Eventually, this has created a strong mental barrier and resistance amongst the architectural profession and educations related to marketing of architectural services.	0.502

After a close examination of the variables, researcher has attempted to define the factors, as stated in Table 5.2. A further assessment of the factors is suggestive of classification of factors. Factors F1, F4, F5 and F6 can be grouped as Barriers, F2 as Perception and F3 as Action.

BARRIERS: F1: Disassociation of Marketing “as a subject” within the institutional body and the academic curriculum is a major cause of lower acceptance of marketing within the practice

F5: Intangible attribute of architectural services and unclaimed time spent on marketing activities are deterrent towards marketing within architectural practices.

F6: Rudimentary/Loosely defined regulations, pertaining to promotional activities, of the architectural institutional body in India acts as a barrier towards adopting marketing.

F4: Marketing spoils the firm’s image while Technical expertise is primary to progress in practice

PERCEPTION: F2: In the challenging de-regulated market situation importance of marketing within architectural practices cannot be undermined

ACTION: F3: There is a need to develop marketing training as an integral part of the formal architectural education, facilitated by industry interaction.

5.2.4 DISCUSSIONS

The results of this section of the survey provide very valuable insights on the marketing related attitude of the respondents. A few of the identified factors align well with the null hypothesis as identified from the review of the literature, while others approve the alternate hypothesis. Factor F5, identified as one of the barriers, advocates that intangible attribute of

architectural services are deterrent towards marketing within architectural practices. This appears to support the general hypothesis H 1

Factor F5: Intangible attribute of architectural services and unclaimed time spent on marketing activities are detrerent towards marketing within architectural practices

Hypothesis 1: “Intangibility associated with architectural services makes it difficult for the architects to market their work.”

Intangibility has been discussed in detail in chapter 2, the theories in marketing have highlighted this attribute greatly to distinguish between goods and services marketing. Intangibility results in the inability of the service provider to explain service output to the client at the very first instance. Consequently, the client has to depend on the architects' advice to comprehend and evaluate the intangible cues. The architect finds it difficult to convince the client, especially the first-timers, about the core expertise of firm and service output. The inability to physically experience the service and to objectively evaluate other alternatives makes the customer more sceptical about the authenticity of the service-output. The results essentially imply that architects are at a distinct disadvantage in their marketing efforts due to the intangibility associated with the services. It can be argued here that intangibility factor affords greater opportunity for the architects to engage in more personal and behavioral relationship with the client.

Factor F6 that relates to the loosely defined regulations pertaining to the promotional activities of the institutional bodies in India also is much in agreement with the hypothesis H

Factor F6: Rudimentary/Loosely defined regulations, pertaining to promotional activities, of the architectural institutional body in India acts as a barrier towards adopting marketing

Hypothesis 2: The age-old conservative guidelines of the professional bodies rule the attitude of the senior professionals and are active in propagating anti-marketing notions.

It was discussed earlier in chapter 2 that the rudimentary dictums of the professional bodies had an adverse impact on the thinking of the architects pertaining to the marketing. The code of conduct defined by the professional associations of architects in many countries

initially had very amateurish views on the marketing of the architectural services. However, with changing market situations they adopted liberal norms towards promotion of the services. But, most of the architects are still influenced by those conservative rules which prevented any kind of competition among their contemporary and considered marketing as unethical. In Indian context, also the CoA codes do not clearly mention on the marketing activities that can be adopted by the practicing professionals. Furthermore, the system of schedule of charges as prescribed in the Code of conduct by the CoA acts as anti-competitive regulations. These ethically restrict architects from quoting lower fees. The ploy of quoting lowest price is usually adopted as a marketing means to penetrate new markets. However, keeping pace with the volatile market situation professional bodies in many countries have undone the system of fee-schedule.

Factor F2 relates to the adoption of marketing activities within the architects community in India in future. The factor does not support the hypothesis H that emanates from the literature review

Factor F2: In the challenging de-regulated market situation importance of marketing within architectural practices cannot be undermined.

Hypothesis 3: There exists a great resistance among the architect community to adopt marketing as one of the mainstream function in future to promote the professional growth

As suggested by earlier studies, the service professionals have shown great resistance towards acceptance of marketing in their firms as a business practice. However, the findings of the present study have revealed stark negation to the literature findings. Factor F2, that emerged as one of the major findings, have recognized the need for integrated marketing approach within the architectural practice in India. The respondents perception advocate that marketing has to be encouraged as a core business function within the practicing firm to ensure organizational survival within the competitive business environment. On further analysis of the respondent's profile, the researcher realized that age group of the respondents in the present study is in 25-45 years range. And, the majority of the respondents falls in the first half of the group while, the respondents in most of the earlier

researches were mainly the professionals in their late forties or early fifties. The age profile of respondents seems to have an impact on their perception related to marketing. The thinking of seniors in the profession is still very much dominated by the old guidelines of the professions who have “a positive disdain and distaste for marketing and the market in all its forms” (Wilson, 1997, p. 49). Nonetheless, the present study reveals that among the younger and newer generation, of the architectural profession in India, the process of realigning their thinking towards marketing has begun. Also, the research has provided evidence to suggest that respondents are proactive to pursue an orientation towards marketing.

Factor F1, is suggestive of academic and professional ignorance as one of the barriers towards marketing. This factor also approves of the hypothesis H as suggested by the review of earlier studies.

Factor F1: Disassociation of Marketing “as a subject” within the institutional body and the academic curriculum is a major cause of lower acceptance of marketing within the practice.

Hypothesis 4: The hesitation to accept marketing emanates from the fact that there is a high academic ignorance and lack of expertise on the subject of marketing within the architectural community.

The empirical results indicate that one major reason of reluctance towards marketing originate from the fact that architects are unaware of the basic concept of marketing. Historically, architectural services are rarely recognized as a business that has to be promoted by the service provider, in order to gain work and increase client-base. Manifestly, during their academic training years, there is no introduction to the idea of business marketing. In the lieu of the absence of proper knowledge architects are always suspicious of the usefulness and the worthiness of the marketing tools. Howsoever, there are numerous instances when he is vaguely engaged in marketing activities despite the lack of formal training in the subject. It is true that there is a lack of expertise and, eventually, confidence among the architect to professionally align their activities towards marketing of their services. This also relates to the perception of the architects that their technical

expertise will bring greater business to them rather than any promotional activities. This notion is further reflected in the factor F4. And, factor F4 also approves of the hypothesis H which is stated based on the review of specific studies in the marketing of professional services.

Factor F4: Marketing spoils the firm's image while Technical expertise is primary to progress in practice.

Hypothesis 5: The general perception is that technical expertise has always been the best sales tool.

The formative training of architects is in technical subjects and as such they have immense reliance on their technical expertise. It is imbibed in their roots that as a professional their expertise and hold on their core work and knowledge will ensure their survival. The belief is that a strong professional identity created by their technical expertise and propagated by the earlier clients, is key to gaining business. It appears from the findings that the architect's community in India rely heavily on the age-old tradition of getting work through references. Their technically biased and conservative attitude has extremely undermined their efforts to adopt marketing. However, it is also accepted that marketing is needed for further growth of the architectural firms. Further, it is understood that lack of professional knowledge on the subject of marketing is closely related to over buoyancy on technical proficiency. This assessment opens new insights and opportunities. It can be advocated that a gradual process of learning and integrated industry interaction of marketing and architectural firms can build sanguine environment to captivate marketing thinking and operationalizing it into practice for economic gains. This opinion is further validated by factor F3.

Factor F3: There is a need to develop marketing training as an integral part of the formal architectural education, facilitated by industry interaction.

The above factor is classified as 'Action' by the researcher. There is a need to undo the confusion between "marketing" and "advertisement". As it is the association of marketing with advertisement, that has made it visibly an unethical event among the professional community. A proper academic alliance with the technical knowledge will enable architects

to understand the process of marketing. It will enable them to acknowledge that marketing is basically creating demand and developing business.

5.3 CONCLUSION

This part of the analysis looks at the data collected through section D of the survey. The investigation has been done empirically using the factor Analysis technique. Based on the findings and the above discussions, it can be stated that the results obtained here affirm to a few of the revelations made in the earlier studies conducted in other countries and also in other professional services like accountancy and law. The measure of 20 variables was reduced to six major factors using SPSS.

The six factors highlighted are mainly in confirmation with the hypothesis framed based on the studies conducted by other researchers in the architectural as well as other similar professions and other economies. Except, factor F3 all the other five factors generally aligns with the hypotheses. There is a broad agreement of the respondent group, as reflected by factor F2, on the importance of marketing for running of firms in today's competitive business environment. However, this finding is in disagreement with most of the literature findings where respondents have shown no importance to marketing for the survival of their profession. Further, several constraints were identified as barriers - F1, F4, F5, F6 which disparage the efforts of the respondents to align themselves with the marketing concept. Furthermore, factor F3 emerged as a prescriptive note on how marketing can be imbibed as a process within the firms. Thus, the results of this section provide insightful information on – Barriers to marketing, Perception for future and Action needed.

The following chapter is the concluding chapter where the researcher has highlighted the major findings of this research, discussed the limitations and suggested a few recommendations. It also outlines the possible future research areas.

ENDNOTES

ⁱ Exploratory Factor Analysis is used. There are two types of factor Analysis – Exploratory and Confirmatory. Exploratory factor Analysis is used to uncover the underlying structure of a relatively large set of variables. The researcher's *a priori* assumption is that any indicator may be associated with any factor. This is the most common form of factor analysis. There is no prior theory and one uses factor loadings to perceive the factor structure of the data

ⁱⁱ This is due to the fact that some of the variables have missing values. SPSS by default does a listwise deletion of incomplete cases.

ⁱⁱⁱ The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) and the Bartlett's measure test of sphericity provide insights in the correlation of variables. With the KMO, the measure value varies between 0 and 1, a bare minimum of .5 is recommended. Values between .5 and .7 are mediocre, values between .7 and .8 are good and values more than .8 are great. A value close to 1 indicates that the pattern of correlations is relatively compact and so FA should yield distinct and reliable factors. The KMO can also be calculated for individual variables. The Bartlett's measure tests the null hypothesis that the correlation matrix is an identity matrix and that there are some relationships between variables and therefore it needs to be significant ($p < 0.05$).

^{iv} Total Variance Explained table (Table no. 5) is one of the most important, because it contains eigenvalue values for each factor, the percentage of variance explained by each extracted factor as well as the percentages of cumulative variance explained by all factors extracted before and after rotation (Lazăr, 2008, p. 325).

^v The only factors with an eigenvalue higher than 1 are extracted.

^{vi} Rotated Component Matrix was drawn using Varimax method, which minimizes the number of variables that have high loadings on each factor. A factor loading of 0.3 or more was used as significant cut-off value.

^{vii} It is suggested in the theory of the factor analysis that minimum of three variables are accepted to represent a variable. However, in a few exceptional cases, if variable is not representing the group properly or the Cronbach alpha value is more after eliminating a particular variable then it is advised to drop that variable. Based on this assumption, researcher has dropped the variable BAM5 as the same view is represented in the Factor 4

^{viii} refer endnote viii

^{ix} Since summated scales are an assembly of interrelated items designed to measure underlying constructs, it is very important to know whether the same set of items would elicit the same responses if the same questions are recast and re-administered to the same respondents. Variables derived from test instruments are declared to be reliable only when they provide stable and reliable responses over a repeated administration of the test

^x Reliability means that a scale should consistently reflect the construct it is measuring. According to numerous journal articles and books, a value more than 0.5 is acceptable, values substantially lower indicate an unreliable scale.

Chapter 6

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

6.1 RESEARCH SUMMARY

This study provides an overview on how marketing has been practised and deployed within the architectural firms in India. It also seeks to understand and identify the causes of low acceptance of marketing among the architects in the country. The review of literature on marketing within professional services indicated that there has been little research conducted on the subject of deployment and acceptability of marketing within the architectural firms, globally. In light of the scarcity of studies pertaining to the architectural practice, researcher reviewed studies pertaining to other similar professions like legal, accountancy, and engineering consultancy. The basis of choosing these professions was that like architectural services these professions are also regulated by governing bodies and broad characteristics of the services offered are quite similar. The review also revealed that not a single study pertaining to this subject and profession was conducted in Indian context. Further, the review enabled the researcher to identify the key variables to be measured through survey questionnaire. These are

1. Perception of the respondent firms on the 'recognition of the marketing activity'
2. Existence of any organizational entity charged with executing marketing activities
3. Existence and positioning of various marketing activities
4. Respondent's awareness on marketing terminology
5. Perception of respondents on the effectiveness of various marketing vehicles
6. Perception on the acceptance and barriers to marketing within the architectural practices.
7. Perception on future adoptability of formal marketing in practice.

The data collected, by measuring these variables, was intended to fulfil the research objectives as stated in chapter 1. The analysis of data was split in two stages. The first stage was based on descriptive analysis which assessed the deployment of marketing within the firms and the second stage was based on empirical analysis which identified the perception and barriers to marketing within architectural firms in India.

The following paragraphs summarize and interpret the findings of the data analysed in the earlier chapter, in the light of the framed objectives. The researcher also discusses the major implications of the findings on the architectural practice.

6.2 MAJOR FINDINGS

Primary data collected through survey was intended to address research objectives 2, 3, 4 and 5.

OBJECTIVE 2: To determine the existing status of marketing within the architectural firms in India. This objective seeks to

- Determine the level of marketing as a separate discipline
- Determine the extent to which marketing tools and strategies are currently employed by the firms and the effectiveness assigned to different marketing vehicles by the architects

FINDINGS 2a: Variables addressing the 'existence of marketing as separate discipline' were analysed and it is found that

- Around three-quarter of the firms recognize the concept of marketing and 65% of these three-quarters do not have a separate marketing division.
- Reasons for "need to market" cited by the firms are – to achieve the growth objectives of the firm, to capture larger market base and to remain competitive.
- A less than quarter of the firms in survey have a separate marketing division. While a little more than quarter of the firms maintained some kind of organization in the form of an individual responsible for marketing.

- The size of marketing division in firms was optimal. Around 69% of these firms have a marketing staff of more than 5 employees.
- Further, a direct association was observed between the size of the firm, annual turnover and size of marketing division.
- Presence of marketing division was found to be directly related to the increasing geographical extent of the firm
- Cross analysis with service portfolio is suggestive that more diverse is the design portfolio more dominant is the marketing activity in the firm
- Additionally, it was observed that firms which do not have a formal marketing division are not necessarily outlier of marketing. Majority of the remaining firms, which are mostly small in size and turnover, indicated that the firm's proprietor or directors are directly responsible for marketing of the firms. Also around 15 percent of these firms indicated that they hire the services of outside marketing agencies to scan the business environment for them.
- People responsible for marketing, in these firms, are mostly the strategic decision makers in the firm, who have either the authority or capacity to take instantaneous decisions.

These findings lead to the conclusion that as separate function marketing has a modest appearance in the Indian architectural firms. There is a significant link of firm's annual turnover and level of diversification with the existence of marketing division. The formal marketing orientation¹ of firms is low but firms overwhelmingly recognize the concept of marketing and are not averse to indulging in marketing activities. Broadly, findings suggest that firms have not directed significant resources to marketing activities but appear to have overcome their reluctance towards marketing.

FINDINGS 2b: Variety of measures were analysed to identify 'the extent of usage of marketing tools by the firms'. The major findings pertaining to this objective are

- Majority of the firms never engage in market research. However, surprisingly more than three-quarter of them had assimilated a system to identify the potential market

and can differentiate between potential and served market. But, firms lack interest in knowing about their share of market. This contrary behaviour depicts that architectural professionals are aware of the importance of having a 'focussed market approach' but are ignorant of the positive implications that 'market research' can have on their practices.

- As far as use of proper marketing strategy is concerned most of the Indian firms do not explicitly indulge in marketing planning activities like – marketing budget, market segmentation and marketing audit.
- Firms are particular in assessing their future demand in order to avoid any decline in practice.
- Majority of the firms indulge in profit maximisation supporting the view that architectural practice is a business, like any other business it has to work towards maximizing it's revenue. Hence, keeping a philanthropic view that these services are meant to serve for the well-being of the humankind, is not justified.
- Firms engage in price discrimination between the clients for same services. The main reason of following differential pricing is to avail prospective future opportunities and to increase client base.
- A cross tabulation with annual turnover is suggestive that majority of the firms, which stated that their objective is 'cost-recovery', are small firms having annual turnover less than 1 crore. This can be interpreted that small firms are mainly struggling to remain there in the competition and recover the expenses.
- Around 64percent or 86 firms in the survey offer incentives and commissions, either to employees or clients, for acquiring projects.
- Surprisingly, more than 80 percent firms acknowledged the importance of corporate branding for architectural practices.
- The responses suggested that around 21 firms, which have experienced increase in their business in last five years, have attributed it to some marketing tool or marketing strategy.
- Among all the five marketing vehiclesii non-traditional marketing was rated highest by the respondents, followed by public relations.

- majority of the respondents regarded WOM as a most effective marketing medium
- About 80percent of the respondents agreed that 'a cold call to existing or past clients' is an effective tool to generate new business.
- most of the firms uses website primarily to promote the firm's name by showcasing the portfolio of their successful projects
- Participating in competitions is rated as one of the most effective marketing activity. Competition provides an excellent opportunity to the young firms to represent themselves and to get fast recognition.

It can be concluded that though firms deny existence of any formal marketing function many of them proactively engage in marketing activities. The firms are intuitively practising marketing related activities, to position their firm to attract clients, without formally adopting them. There appears to be silent routinization of the marketing tasks in the firms. Many firms indulge in knowing about their competitors, market and client. Relatively, client is the focus of majority of the firms. Firms emphasise communications to specific client segments mainly the older and existing clients. About half of the firms are interested in peer review kind of research. But, the remaining half seems to be operating in isolation as probing about their peer and competitors is not a continuous practice in these organizations.

Use of other marketing tools is also much prevalent in considerable number of firms. Significant numbers of firms have a vision and mission statement, brochure, website and they practice branding. In marketing theory all these tools are related to image building. Brochure is below-the-line marketing tool and website is above-the-line marketing tool. Use of website is seen as a new generation marketing tool. Internet presence provides a whole new world of opportunities for the professional service providers. According to Bandyopadhyay (2001), the Internet marketer has a global reach with the elimination of obstacles created by geography, time zones and location.

Further, number of Indian architectural firms hires marketing professionals to develop the corporate brand for them. This suggests that though architectural practices in India lack a proper marketing function, they realize the importance of purposefully creating an image of

the firm to differentiate their services in a highly competitive market place. Furthermore, practising differential pricing indicates that firms understand the importance of retaining older clients.

The findings pertaining to 'objective 2b' are in alignment with an earlier study which found that professionals of all types now aggressively use marketing tools to overcome competition in the industry (Jaafer, Aziz, & Wai, 2008).

OBJECTIVE 3: Identify the 'awareness level of marketing concepts' and terminology amongst the architect community in India

FINDINGS 3: To assess the level of understanding of the respondents, researcher has used following variables – advertising, marketing control system, market segmentation, marketing-mix, corporate branding and service features. The major findings are

- Significant number of respondents had a lack of fundamental understanding between marketing and advertising.
- In alignment to the previous studies the majority of respondents in the survey were unaware of the marketing tools – market segmentation, marketing control system and marketing – mix.

It can be summarized that most of the architects are not sufficiently exposed to the fundamental marketing terminology. Nonetheless, a comparison of findings of objective 2b and objective 3 are suggestive that there are three sets of respondents – one: who are unaware of the marketing concepts and are unknowingly applying some of the marketing tools ostensibly to acquire projects, second: who do not confirm to the marketing ideologies but are applying a few of the traditional marketing techniques like WOM, referrals, networking etc., third: who understand the imperativeness of the marketing activity in today's commercial market place.

OBJECTIVE 4: To ascertain the future acceptability level of marketing within the architectural firms in India

FINDINGS 4: The overall opinion towards creating marketing, as a core function, is surprisingly positive. Despite strong ratings for not having a separate marketing function initially, approximately 57 percent of respondents are likely to set up a marketing as separate function in future, which could be an indication that architectural practices have experienced exposure to the benefits of marketing, thereby changing their perception.

Firms agree that architectural services throughout the world have undergone major changes. Liberalization of economies, growing technical advancement and phenomena of global trade has consequently resulted in a highly competitive and commercial marketplace. Subsequently, a “firm’s commitment to, and ability to support, the ongoing changes in technology plays an increasing role in retaining the competitive position in global practice” (Keune, 2007, p. 6). As a result of this growing pressure, coupled with ongoing reforms in the professional organizations world over, architectural firms have understood that they need to project their vision, philosophy and skill in order to distinguish themselves.

Majority of the firms are attempting to develop a distinct organizational culture that provides superior value for customers and a sustainable competitive advantage for organizations. This conveys that the marketing concept has been substantially endorsed by the architectural practices in India.

OBJECTIVE 5: To identify the probable barriers to marketing within the architectural firms in India

FINDINGS 5: The barriers to marketing within architectural firms in India were determined by empirically investigating the data using factor analysis technique. The major barriers as identified are

- The intangibility factor (non-physical nature) of architectural services leads to the fact that it is difficult for the architects to market specially to first time client about their work.
- Rudimentary/Loosely defined regulations, pertaining to promotional activities, of the architectural institutional body in India acts as a barrier towards adopting marketing
- Disassociation of Marketing “as a subject” within the institutional body and the academic curriculum is a major cause of lower acceptance of marketing within the practice
- Self acclaimed belief that marketing spoils firm’s image and dignity is one important reason for discarding marketing from practice.
- A strong belief that technical expertise is primary to progress in practice hence marketing tends to be overlooked.

Principally, many architects are reluctant to indulge in marketing mainly owing to their traditional belief and value system. Conventionally, marketing in architectural services had been poorly perceived and considered incompatible with professional ethos of serving the society. Further, senior architects self-reliance in assumption that quality speaks for itself (Kotler & Connor, 1977) also maligns the marketing intention of young practitioners. However, the most dominating cause appears to be the lack of understanding and knowledge of ‘what marketing is?’

6.3 RECOMMENDATIONS

Researcher has made recommendation from the perspective of four different stakeholders – Architectural Practice, Practice Regulation, Architectural Educational and Management Practice.

Recommendations for Practice Regulation

1. The most important finding of the present research is that marketing has come to stay in the architectural practices in India. Global trade in architectural services is the new phenomena of new century. In the light of changing global scenario, in most of

the developed and developing foreign economies practically every large and medium sized firm has full time marketing staff. Regulatory bodies in many countries had to reform their codes to accommodate these changes in the profession. Codes of ethics were redefined to adopt the concept of 'marketing' to enable practitioners to promote their services and market their firms. Many of the regulatory bodies had even introduced foreign chapters to facilitate cross-country trade and practices in other nations. In India also many foreign architectural firms have started their offices either as individual entity or in partnerships. Also, many Indian firms are looking beyond the domestic borders to increase their area of work. In these situations, it is important for firms to build their image and practice positioning of firms to make themselves visible in the market place. Marketing is one of the activities which can help firms strategies to widen their client base. However, firms in India inspite of displaying inclination for marketing had not yet adopted it whole heartedly. A major reason for it is the 'code of ethics' which loosely links promotional activities to unethical conduct and against the notion of 'service'. The codes distinctly neither restrict practice of any marketing activities nor does it encourage indulgence in promotion related activities.

2. It is suggested that recognizing the growing competitive nature of architectural practices in the country Institutional bodies may re-visit their code of conduct. The present code of conduct, which probably have never been majorly rewritten since their inceptionⁱⁱⁱ, are more restrictive in terms of promotional activities. The professional governing body in India must realize the need to pave the way for a permissive and liberal framework to enable practices to formally embrace marketing within practice in an institutional way. The professional bodies may frame proactive guidelines which are aligned with the overall standard of the architectural practices.
3. CoA guideline pertaining to fee regulation should be revised in the light of market-driven environment. Pricing of architectural services is a debatable area and this is aggravated by the established standards that rule the industry. One school of

thought perceives that deregularizing price leads to low standards of services as there is a tendency to compromise with the quality of work due to low pricing. While the other advocates that professionally imposed restrictions reduces competition. However, in competitive market scenario firms practice price-discrimination and use low pricing to penetrate the newer markets and also to survive in the existing market. In such conditions the fee regulating guidelines of CoA acts as a barrier mainly for the idealistic section of the profession. The competitive young professionals are engaging themselves in pricing strategies to cope with the declining workload and increasing peer pressure. It is impertinent for the professional bodies to formally accommodate these growing changes, forced by the market-driven economy, in the practice of the profession to enable the newer professionals and small firms to continue practicing dynamically and proactively in the industry.

Recommendations for Architectural Practice

1. The findings are suggestive that architectural practices in India generally understand the value of marketing for their profession and industry in today's commercial market place. However, only a trivial section has a proper marketing function within the firm. It is understood that there exists budget constraints mainly for smaller firms in hiring proper marketing staff. And, usually in most of these firms the marketing acumen is with the top management and there is no delegation to the lower tiers. Unfortunately, in these firms the staff feels disparate to the business strategy or planning, if any, and feels disabled to employ any marketing activities within the organizational function. It is recommended that such organizations need to interact continuously with their employees and in specified intervals brief them about their business procurement experiences. Further, institutional bodies like CoA and IIA, as suggested earlier, need to endorse marketing and serve as a resource centres for educating the practicing professionals about marketing vehicles available for architects and benefits of the same.

2. Furthermore, firms which are practising marketing as separate functions need to move ahead and ensure that all the major employees of the organization are trained in the basic promotion of satisfactorily marketing firm to the client. Additionally, care must be taken to ensure that marketing plan is well integrated with the vision and mission of the firm.
3. Around 77percent of the firms source their work from repeat client. And about 25-50 percent work is sourced from earlier clients. If this result is generalized, then it can be said that at least 25 percent of the firm's work comes from earlier client. In such a scenario, it is recommended that a significant percent of the firms marketing effort should be focussed towards building a committed, confident and dynamic professional relationship with the past and present clients. The theories of marketing planning offer the concept of 'De-briefing' – a stage which comes after the project is closed. Studies have suggested that de-briefing yields valuable information.
4. Capturing from the above recommendation, it can be suggested to the firms that 'Client-Relationship management' is the strongest marketing tool for them to have greater business returns. It is important for any firm, whether big or small, to understand its services from the client-perspective.
5. Established practices and also the newer professionals, provided they have enough financial resource, should indulge in branding of their services. As branding is an important tool in differentiating one's service from its competitors. Branding can be achieved by defining the core excellence of the firm, by ensuring service quality, by earning client loyalty etc. The firms need to identify their core strength, as well as weakness, and then initiate efforts to develop it as a brand. This view was also supported in earlier studies (Coxe, et al., 1992), indicate that architects must project their philosophy and vision in order to distinguish themselves. They suggested that prospective clients will choose those firms that offer their services most noticeably.

6. One of the most effective tools is WOM. It is important for firms to understand that simply delivering quality and significantly creative work will not help them to seek more projects, unless the market is aware of the 'firm's existence'. Hence, it is important for the firms especially the newer ones to spread the word and publicize their successful projects, through documentation and publications.

Recommendations for Architectural Education

The architectural curriculum in India is completely silent on the concept of marketing. The findings of the present study revealed that the absence of basic management education in the architectural education programme is responsible for undermining the importance of marketing principles. Due to the lack of basic knowledge during the academic training years, architects are always apprehensive of the expediency and worthiness of the marketing tools. The responses indicated that there is a demand among the practitioners to change this contemptuous opinion in order to enable the architectural services to reach the large customer base and also to retain the loyalty of the existing clientele. In this background, it is recommended that the architectural curriculum in the country should be broadened to include the basic knowledge about marketing. Furthermore, it is suggestive that as part of pedagogy along with theory a brief practical project be included as a credit point. And, to facilitate this each project can be attached to established practicing firms that indulge in marketing. Thus, a proper academic alliance with the technical knowledge will enable architects to understand the concept and process of marketing.

Recommendations for Management Practice

This study found a significant shift in the perception of the architects towards marketing. As the survey progressed a general shift from pessimistic to optimistic approach in favour of marketing was felt. This shift towards a positive view, as well as the established finding that architectural firms consider adopting marketing activity in future to promote their work, provides an ample of opportunities for the marketing professionals. Marketing professionals can prepare to offer consultancy services to the architectural firms, probably the focus

should be on medium and big sized firms. The important consideration or challenge for the marketing professionals will be to devise tailor made marketing plan for the promotion of architectural services.

6.4 RESEARCH LIMITATIONS AND FUTURE RESEARCH

1. The present research is not based on trend analysis. In the absence of information pertaining to the number of years of existence of the marketing division and also in the light of missing trend analysis for the variables, it is difficult to establish that whether increase in one variable for instance age of the firm or growing diversification programme is the cause of having a separate marketing division or vice-versa. It is suggested that investigating links between certain measurable variables like age of the firms and existence of marketing division can be developed as a probable area of future research.
2. Further, it is suggested that future research can be undertaken to probe about the implications of having a separate marketing divisions on the growth or profitability of the firms.
3. Based on the assessment of marketing status in architectural practices in India, future research may be undertaken to derive the policy framework and identify the broad strategies to promote marketing as a supportive function to enhance the business prospects for the architectural firms.

The present research has been successful in assessing the status of marketing in the architectural firms in India and in understanding the perception and barriers towards marketing amongst the architectural practice in the country. Hence, the study has addressed the research problem and the framed objectives.

6.5 CONCLUSION

The study has provided some insight into the development of marketing in the architectural practices in India. The findings of the research suggests that architectural practices in India are keenly involved in marketing their practice more than as suggested in the earlier studies^{iv}. The empirically investigated research provides evidence that many of the respondent firms are betrothed in efforts to pursue an orientation towards marketing. Though independent existence of marketing function is not prominently appearing in more than 26% of the firms, marketing in piecemeal do exist in majority of them.

The market-environment, in the country, in which architectural firms are operating today is becoming increasingly complex and competitive and also dynamic. In addition, today's Indian client is more literate, aware, has become demanding, is in look out for value for money and has reduced loyalty. In such a client-culture firms, whether big or small, have to aggressively compete with each other not just to acquire clients but also to retain clients. In such a scenario marketing can help foster architect-client relationship. Use of marketing strategies and variety of tools can create a niche market for the firm, improve service delivery and bring greater satisfaction to client and thus bring repeat clients. The respondent firms have also realized that there is a need to formally adopt marketing practices as a response to increasing environmental pressure which is forced by growing liberalization and internationalization trend in the Indian architectural industry. Evidently, majority of the firms have positively responded to accept 'marketing of their services' as a distinct function of the firm in future.

Nonetheless, several barriers to marketing within architectural practice exist in India. Principally, the main hurdles as identified are disassociation with the benefits of marketing and institutional dictums. There is a need to eradicate these misconceptions and ignorance regarding marketing and evolve newer thinking towards it. This calls for a change in the regulatory and academic structure of the profession in the country. Subsequently, facilitate the articulation of understanding on marketing, within the trainee architects, as a gradual education process.

To conclude, in order to ensure firm's survival in the prevailing market-driven scenario it is imperative to view marketing in global perspective as an essential organizational activity rather than as clumsy 'advertising or selling' phenomena. Additionally,

'Marketing shall not be practised to undermine technical expertise but to endure better services, foster client relationship and guarantee firm's growth.'

ENDNOTES

ⁱ Marketing orientation is seen to comprise a customer orientation, shared employee responsibility, organisational co-ordination, competitor awareness and profitability over time (Vickerstaff, 2000) Rresearcher measured the marketing orientation elements through the survey detailed discussions on it are already done in Chapter 4 I.

ⁱⁱ a set of five marketing vehicle namely – Above the line advertisingⁱⁱ, Below- the line advertisingⁱⁱ, Public relations, Non-traditional advertisingⁱⁱ and Internet advertising; were measured on likert scale.

ⁱⁱⁱ After 1989 regulations, few reflection occur as published in Gazette of India [Part III- Section IV] PP 7108 on 3.05.2003 and PP 7594 on 21.06.2003, as mentioned in CoA Handbook of Professional Documents 2005 on P 51.

^{iv} The earlier studies referred here none was based on research in India.

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Indian Institute of Technology Roorkee: PhD Research Survey (20 minutes)

About the Research

This Survey is a part of the PhD Research in Department of Architecture and Planning at IIT Roorkee. The questionnaire has six sections which are designed to assess the awareness or presence of MARKETING as a function in the architectural firms of India within the global business environment and identify the constraints and opportunities to establish marketing/service marketing/professional service marketing as a key function for the sustained growth of architectural firms.

The survey may take about 20 minutes to respond. I shall be personally grateful if you kindly spare some moments from your valuable time and very busy schedule to fill the following questionnaire. Your co-operation and assistance would go a long way in helping to complete the present research endeavor. If you have any queries pertaining to the questionnaire, please contact

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SECTION A : INTRODUCTION

The Purpose of this section is to gather general information about the respondent and the operations of the firm.

1. Information about the respondent

Name:	<input type="text"/>
Age (Years):	<input type="text"/>
Company:	<input type="text"/>
City/Town:	<input type="text"/>
Home Country:	<input type="text"/>
Email Address:	<input type="text"/>

2. Gender of the Respondent

- Male
- Female

Indian Institute of Technology Roorkee: PhD Research Survey (20 minutes)**3. Qualification of the Respondent**

- Graduation (B.Arch / B.E)
- Graduation (any other)
- Post Graduation (M.Arch / M.E)
- Post Graduation (any other)
- Doctorate
- Diploma

4. Designation of the Respondent in the Organisation**5. Number of Years, the organization had been in existence**

- 1-5 Years
- 6-10 Years
- 11-25 Years
- 25-50 Years
- More than 50 Years

6. Services Provided by your organisation

- | | | |
|---------------------------------------|--|--------------------------------------|
| <input type="checkbox"/> Architecture | <input type="checkbox"/> Engineering | <input type="checkbox"/> Research |
| <input type="checkbox"/> Planning | <input type="checkbox"/> Interior Design | <input type="checkbox"/> Real Estate |

7. Number of Full time Employees in the organisation

- 1-10
- 11-25
- 26-50
- 51-100
- Above 100

Indian Institute of Technology Roorkee: PhD Research Survey (20 minutes)**8. Number of Architects / Consultants in your Firm**

- 1-5
 6-10
 11-25
 25-50
 50- 100
 Above 100

9. Annual Turnover of the organisation (in crore rupees)

- Upto 1 crore
 1-10
 11-50
 51-100
 Above 100 crores

10. Types of Clients

- Government
 Private

11. Geographical Area of the Operation of the Firm / Organisation

- City
 District
 State
 National
 International

12. If area of Operation is international, Specify the countries of operation

Indian Institute of Technology Roorkee: PhD Research Survey (20 minutes)**13. How does your firm source its work?**

- Registered on Government or Private Organisation's roster
- Responding to RFP(Request for Proposals)
- Enter Competition
- Networking
- Word of Mouth
- Call from old clients / clients
- Referrals from industry (other consultants working in field)
- Marketing
- Advertising
- All of the Above

Other (please specify)

14. What percent of your firm's present work is sourced from earlier clients?

- Less than 25%
- 25% to 50%
- 50% to 75%
- More than 75%

**15. What percent of your firm's present work is sourced from industry referrals?
(Help Text: Industry referrals means different consultants in your business network)**

- Less than 25%
- 22% to 50%
- 50% to 75%
- More than 75%

16. What percent of your Firm's work is from responding to RFP's (Request for proposals)

- Less than 25%
- 22% to 50%
- 50% to 75%
- More than 75%

Indian Institute of Technology Roorkee: PhD Research Survey (20 minutes)**SECTION B: ASSESSMENT OF MARKETING STATUS IN ARCHITECTURAL FIRMS IN INDIA**

In this section, the researcher intends to assess the status of marketing activity, whether consciously or unconsciously, as happening in the architectural organizations in India. It strives to identify the market research process, if , conducted by the firms.

17. Do your firm recognize the concept of marketing?

- Yes
 No

18. If Yes, Why do your firm need to market?

- To differentiate from other Architectural Firms
 To remain Competitive
 To capture larger market
 To achieve the growth objectives of the Firm
 To avoid decline of business

Other (please specify)

19. If No, Why don't your firm believe in marketing?

- It is against the values and ethics of the firm
 Professional Bodies (CoA, IIA etc) acts as deterrent
 The scale of operation of the firm is too small to have any relevance for marketing
 No awareness exists regarding importance of marketing in the firm

Other (please specify)

Indian Institute of Technology Roorkee: PhD Research Survey (20 minutes)

20. Do your firm indulge in any of the following marketing orientation activities for its employees?

	Very Low	Low	Average	High	Very High
Client Orientation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Client Relationship Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Market Research Process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Competitor Orientation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic Orientation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inter-Functional Coordination	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

21. Is there any formal marketing function (employee) in your firm?

- Yes
 NO

22. Who is responsible to lead the Marketing activity in your firm?

- Proprietor / Principal
 Director / CEO
 Senior Architect
 Marketing Director (Management Personal)
 None

Other (please specify)

23. Is there a separate marketing department or division in your firm?

- Yes
 No

24. Number of Employees in the marketing staff (to know the organization of the marketing staff)

- 1-5
 6-10
 11-20
 more than 20

Indian Institute of Technology Roorkee: PhD Research Survey (20 minutes)

25. Level of hierarchy of the break-up of marketing staff in numbers

	1	2-5	6-10	Above 10
Top Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Middle Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Junior Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

26. In case of absence of marketing division, do the firm hire the services of outside marketing agencies to scan the business environment of the firm?

- Yes
 No

27. Do your firm conduct any formal or informal market research?

[Help Text: The collection and analysis of information about client, market niches, and the effectiveness of marketing programs]

- Yes
 No

28. Is there any annual marketing plan for the firm?

[Help Text: A marketing plan is a written document that outlines specific actions you intend to carry out to interest potential clients of the service and persuade them to avail the services you offer]

- Yes
 NO

29. Is there any budget for marketing in the firm?

[Help Text: Marketing budget is the term generally applied to that sum of expenditure agreed to be spent on sales promotion, advertising, trade promotions/discounts, consumer promotions and allied expenditures]

- Yes
 NO

Indian Institute of Technology Roorkee: PhD Research Survey (20 minutes)

30. Is there any marketing audit conducted for your firm?

[Help Text: Because the business environment keeps changing constantly, the marketing audit is used as a reference tool, with constant updates reflecting changes in the external environment and your own internal business experiences. It is conducted not only at the beginning of the process, but also at a series of points during the implementation of the plan. e.g. by SWOT analysis]

Yes

NO

31. Do your firm identify the potential market for offering its services?

Yes

No

32. Is there any difference between the potential market and the served market?

Yes

No

33. Is your firm empaneled as a consultant (organisation category)with any of the government/private/multilateral organisations?

Yes

No

34. Do your firm calculate the market share of its services in the field?

Yes

No

35. Do your firm forecast its future demand?

[Help Text: Future demand of the projects/ clients in terms of revenue to avoid decline in practice]

Yes

No

Indian Institute of Technology Roorkee: PhD Research Survey (20 minutes)

36. Do your firm indulge in peer review (SWOT analysis) of its competitors.

[Help Text: SWOT means Strength, Weakness, Opportunities, Threat analysis]

- Yes
 No

37. Do your firm indulge in profiling its present customer / client base to keep track for future business opportunities?

- Yes
 No

38. Do your firm "constantly communicate with client" (e.g. after sales follow-up as phone calls or postcards once the project has been completed) to improve and foster client-relationships.

- Yes
 No

39. If Yes, Then how often?

- Monthly
 On Festive Seasons
 Annually

Other (please specify)

40. In order to increase effectiveness of its relationship with the existing clientele and prospective one, do your firm indulge in organizing business parties

- Yes
 No

Indian Institute of Technology Roorkee: PhD Research Survey (20 minutes)

41. If Yes, Then how often?

- Monthly
- On Festive Seasons
- Annually

Other (please specify)

42. Do your firm have a Vision and Mission statement?

- Yes
- No

43. Do your firm have a brochure?

- Yes
- No

44. Do your firm have a formal website on internet?

- Yes
- No

45. How often do your firm update the information on its website?

- Daily
- Once Weekly
- Monthly
- As and when required
- Never since its developed

46. How often do your firm reply to queries on emails?

- Immediately
- On daily basis
- Weekly
- As per convenience

Indian Institute of Technology Roorkee: PhD Research Survey (20 minutes)

47. Do any of your firm's owner / partner / staff write a column in newspaper or about projects in consumer magazines or researches in journals?

- Yes
- No

48. If Yes, Then how often do they write?

- Weekly
- Monthly
- Quarterly
- Annually

Other (please specify)

49. What are the sales promotion tools your firm uses?

- Incentives / Commissions
- Sponsoring Events
- Seminars / Conferences

Other (please specify)

50. Do your firm practice branding of its services?

- Yes
- No

51. If Yes, do your firm hire the services of a marketing professional to develop the corporate brand for it?

- Yes
- No

Indian Institute of Technology Roorkee: PhD Research Survey (20 minutes)**52. What is your pricing policy for services offered?**

- Profit Maximisation
 Cost Recovery
 Market Size Segmentation

Any Other (please specify)

53. Do you practice Price discrimination / price variability between the clients for same services?

- Yes
 No

54. If Yes, What is the motive behind price discrimination?

- Prospective future opportunities
 Increasing Client base
 Marketing purpose

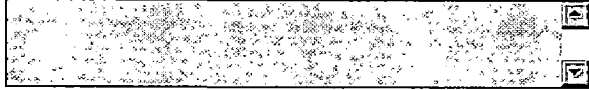
Any Other (please specify)

**55. Do your firm publish the comments of satisfied clients on its websites or brochures?
(Click NA in case firm has no website or brochure)**

- Yes
 No
 NA

56. How has your firm's workload (business) changed in last five years?

- Increased
 Decreased
 No Significant Change

Indian Institute of Technology Roorkee: PhD Research Survey (20 minutes)**57. What is the probable cause of change / no change in workload?****SECTION D: ASSESSMENT OF LEVEL OF AWARENESS OF MARKETING CONCEPTS AMONG THE...**

In this section, the intention is to examine the awareness level of the concept of MARKETING in architectural community. The purpose is to establish the existing gap on the understanding of the marketing activity.

58. Do you consider Advertising at par to marketing?

- Yes
 No
 Lack of clarity

59. Do you know about market segmentation?

- Yes
 No
 Lack of Clarity

60. Are you aware of marketing control system?

- Yes
 No
 Lack of Clarity

61. Do you know about 7P's of Service Marketing Mix?

- Yes
 No
 lack of Clarity

Indian Institute of Technology Roorkee: PhD Research Survey (20 minutes)

62. While locating, processing and delegating services to the client what are the service elements in your priority (Rank them)?

	Very Low	Low	Average	High	Very High
[P] PRICE	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[P] PRODUCT (Output of service activity)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[P] PROCESS (Service Activities e.g. drawing quality)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[P] PEOPLE (Reputation of service provider)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[P] PROMOTION (Earning credibility for future business opportunities)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[P] PLACE (From where service is sold e.g. visibility and location of office))	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
[P] PHYSICAL EVIDENCE (e.g. building itself speaks of its designer, or business card of the firm)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

63. Are you aware of special features of services like intangibility, perishability, lack of ownership etc?

- Yes
 No
 Lack of Clarity

64. Are you aware of service/corporate branding?

- Yes
 No
 Lack of Clarity

65. Do you agree that strong corporate branding or image building is an important marketing activity for professional service providers to differentiate themselves from the competitors?

- Yes
 No
 Lack of Clarity

Indian Institute of Technology Roorkee: PhD Research Survey (20 minutes)

66. Many Indian Architectural firms are collaborating with foreign international firms. The possible benefits to Indian firms in entering such collaborations are _____

- To become International
- To avail Technical Learning
- To avail managerial learning
- To associate with a brand
- To increase share in big projects

Other (please specify)

67. Many Foreign international firms are collaborating with Indian firm. Th possible reasons that international firms are entering into such collaborations are _____

- Legal bindings to work in collaboration
- Local associate for liaisoning government bodies
- Local associate to help execution of projects

Other (please specify)

SECTION 4: BARRIERS TO MARKETING IN ARCHITECTURAL SERVICES

In this section the researcher intents to capture the respondent's perception regarding the acceptance of marketing as the mainstream function of the architectural services and eventually to identify the barriers to its acceptance.

68. One of the transformation in architectural industry with times is that,it has changed from being regulated (restrained promotion) to proactive promotion and marketing of architectural services to stay competitive ?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Indian Institute of Technology Roorkee: PhD Research Survey (20 minutes)

69. Due to growing globalization and competitive trends in the architecture profession, marketing has become an important tool for architecture service providers throughout the world.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

70. There are legal cases worldwide, where judiciary allowed professional services to practice marketing. Consequently many countries relaxed their norms and de-regularised the marketing in architectural services (e.g AIA-American Institute of Architects, RIBA). Nevertheless, professional bodies in India still considered it unethical and inadequate.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

71. CoA (Council of Architecture India) guidelines advise architects to abstain from indulging in many forms of advertising on ethical grounds since its inception. Eventually, this has created a strong mental barrier and resistance amongst architectural professional and educationist related to marketing of architectural services.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Indian Institute of Technology Roorkee: PhD Research Survey (20 minutes)

72. If architects adopt marketing to their practices, it will harm their self acclaimed professional ethics and ethos of serving the society.

[Help Text: Self Acclaimed here means the self imposed ethics other than suggested by Professional bodies]

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

73. The intangibility factor (non- physical nature) of architectural services leads to the fact that it is difficult for the architects to market specially to first time client about their work.

[HELP TEXT:intangibility makes it difficult for the client to understand that what services are offered in terms of quality and value]

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

74. Architect believes that he can bill for the time and resources spent on projects but cannot bill on those spent on marketing activities, as such it is regarded as a 'non-essential' overhead to practice.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Indian Institute of Technology Roorkee: PhD Research Survey (20 minutes)

75. The professional culture (as it has evolved over years) is dominated by the overall supreme belief that only professional's expertise acquired through continual training can lead to a successful practice.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

76. Many Indian architectural service providers rely on product-oriented business model which is illustrated by their perception that their product (Design/building) and qualitative service are the main drivers to increase the revenue growth.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

77. Architectural Community alike other professional communities consist of Seniors, Mid-career and Starters in Profession. Most senior architects believe that marketing will spoil the image and dignity of the firm.

- Strongly agree
- Agree
- Neutral
- Disagree.
- Strongly disagree

Indian Institute of Technology Roorkee: PhD Research Survey (20 minutes)

78. The absence of basic management education in the architectural education programmes is responsible for undermining the importance of marketing principles in building the target market for easier entry and survival.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

79. Many foreign architectural firms operating in India today rely on proper marketing division to increase their business prospects and have an international base to maximise their organisational effectiveness. The conservative approach of Indian architectural firms and lackadaisical approach towards promotion activity is one of the major hindrance to growth of the organization in today's global village.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

80. There is a need to shift this negative perception in order to enable the architectural service providers to reach the large customer base in lieu of shrinking domestic client.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Indian Institute of Technology Roorkee: PhD Research Survey (20 minutes)

81. It is hard for the clients to choose architect for their services. A more focused marketing approach of an architectural firm could result in a greater competitive advantage over other firms.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

82. In order to increase the internationalization prospects of the Indian architectural firms it is imperative for the firms to accept marketing as a legitimate management practice.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

83. The present day corporate working demands the professionals (mainly the new entrants) in the industry to be well equipped in the marketing functions so that they can add value to the firm from the day of joining (or inception).

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Indian Institute of Technology Roorkee: PhD Research Survey (20 minutes)

84. In order to develop the business and marketing intelligence within the practitioners it is important to revisit the architectural curriculum in India to include basic business and marketing principles.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

85. In order to increase the awareness about the benefits of marketing to the architectural service industry, there is a need to facilitate industry-specific education facilitated by governing bodies, marketing and architectural professionals.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

86. This is also important in order to bring the marketing and architectural industry closer together so that the two can mutually benefit from each other.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

87. Marketing is a known ingredient of a successful practice but architects are still to be convinced with its full potential.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

Indian Institute of Technology Roorkee: PhD Research Survey (20 minutes)

SECTION E : RESPONDENTS PERCEPTION REGARDING ADOPTION OF MARKETING TOOLS

The main objective is to infer the priority of respondents in the event of adopting marketing as a core organization activity. This section will be useful to capture the details of the foreign firms which are operating in the international market and using these strategies to upscale their market base.

88. Rate the following elements in terms of their effectiveness as marketing tools for architectural practices.

(1- Least Effective, 5- Most Effective)

	1	2	3	4	5
Above the line advertising (i.e advertising in magazine, newspaper, yellow pages etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Below-the line advertising (i.e newsletter, brochures, entering competition etc)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public relations (public speeches, press releases.etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Non-traditional advertising (word of mouth, personal contacts, client referrals)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internet advertising (promotional website etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

89. In case of ABOVE THE LINE ADVERTISING rank the following in terms of their effectiveness

(1- Least Effective, 5- Most Effective)

	1	2	3	4	5
Advertise in general newspaper	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advertise in consumer magazines	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advertise in yellow pages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advertise in architectural publications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

90. In case of BELOW THE LINE ADVERTISING rank the following in terms of their effectiveness

(1- Least Effective, 5- Most Effective)

	1	2	3	4	5
Newsletters (post)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Signage on notice boards	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Presence at conference or seminars	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participating in competitions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Presence in allied industries functions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Indian Institute of Technology Roorkee: PhD Research Survey (20 minutes)

91. In case of PUBLIC RELATIONS rank the following in terms of their effectiveness (1- Least Effective, 5- Most Effective)

	1	2	3	4	5
Press Releases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public presentations upon formal opening of projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Publishing articles in consumer magazines or industry journals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

92. Rank the following WORD OF MOUTH tools in terms of their effectiveness (1- Least Effective, 5- Most Effective)

	1	2	3	4	5
Referrals from existing clients	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Referrals from other consultants (e.g structural engineer etc.) and developers in industry	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Networking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personal Contacts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

93. Do consider the cold calls to existing or past clients as an effective tool to generate new business?

- Yes
- No

94. While having a website which of the following has great impact on promotion of the firm (Please rank them)?

(1- Least Effective, 5- Most Effective)

	1	2	3	4	5
Portfolio of projects i.e. showcasing of completed projects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Appearance of Website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Staffing and contacting details	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rules of engagement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New events and happenings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Details of Industry association	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

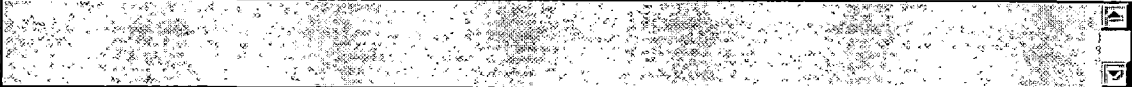
Other (please specify)

Indian Institute of Technology Roorkee: PhD Research Survey (20 minutes)

95. In future, would your firm consider developing marketing as one of the core function/department of the firm in future to brand it and to broaden its market base?

- Yes
- No
- Not Sure
- Already Adopted

96. ANY OTHER VALUABLE COMMENTS



Appendix 2

Number of Years, the organization had been in existence * Is there a separate marketing department or division in your firm? Cross tabulation				
	Is there a separate marketing department or division in your firm?	Total		
		Yes	No	
Number of Years, the organization had been in existence	1-5 Years	12	58	70
	6-10 Years	10	27	37
	11-25 Years	9	61	70
	25-50 Years	8	19	27
	More than 50 Years	6	3	9
Total		45	168	213

Q6 and Q23 Cross tabulation		Q23. Is there a separate marketing department or division in your firm?		Total
Q6. Services provided by firms		Yes	No	
Architecture	Count	34	163	197
	% within Q6	17.3%	82.7%	
	% within Q23	75.6%	97.0%	
	% of Total	16.0%	76.5%	92.5%
Planning	Count	25	97	122
	% within Q6	20.5%	79.5%	
	% within Q23	55.6%	57.7%	
	% of Total	11.7%	45.5%	57.3%
Engineering	Count	27	56	83
	% within Q6	32.5%	67.5%	
	% within Q23	60.0%	33.3%	
	% of Total	12.7%	26.3%	39.0%
Interior Design	Count	16	137	153
	% within Q6	10.5%	89.5%	
	% within Q23	35.6%	81.5%	
	% of Total	7.5%	64.3%	71.8%
Research	Count	12	18	30
	% within Q6	40.0%	60.0%	
	% within Q23	26.7%	10.7%	
	% of Total	5.6%	8.5%	14.1%
Real Estate	Count	20	22	42
	% within Q6	47.6%	52.4%	
	% within Q23	44.4%	13.1%	
	% of Total	9.4%	10.3%	19.7%
Total Count		45	168	213
% of Total		21.1%	78.9%	100.0%

Appendix 3

Annual Turnover of the organization (in crore rupees) * Is there a separate marketing department or division in your firm? Cross tabulation				
Note: 1 crore=10 million		Is there a separate marketing department or division in your firm?		Total
		Yes	No	
Annual Turnover of the organisation (in crore rupees)	Upto 1 crore	1	92	93
	1-10	6	39	45
	11-50	5	16	21
	51-100	8	5	13
	Above 100 crores	24	8	32
Total		44	160	204

Annual Turnover (INR in Crores)	Yes	No
Upto 1 crores	1 (1.1%)	92 (98.9%)
1-10	6 (13.3%)	39 (86.7%)
11-50	5 (23.8%)	16 (76.2%)
51-100	8 (61.5%)	5 (38.5%)
Above 100	24 (75%)	8 (25%)
Total	44	160

Note: 1 Crore = 10 Million

Number of Architects / Consultants in your Firm * Is there a separate marketing department or division in your firm? Cross tabulation (Q8 and Q23)		Is there a separate marketing department or division in your firm?		Total
		Yes	No	
Number of Architects / Consultants in your Firm	1-5	9	108	117
	6-10	5	24	29
	11-25	7	19	26
	25-50	6	5	11
	50- 100	8	6	14
	Above 100	10	6	16
Total		45	168	213

Appendix 4

Q10 and Q23 Cross tabulation		Is there a separate marketing department or division in your firm?		Total
Type of clients		Yes	No	
Government Clients	Count	28	83	111
	% within Q10	25.2%	74.8%	
	% within Q23	62.2%	49.4%	
	% of Total	13.1%	39.0%	52.1%
Private Clients	Count	41	164	205
	% within Q10	20.0%	80.0%	
	% within Q23	91.1%	97.6%	
	% of Total	19.2%	77.0%	96.2%
Count		45	168	213
% of Total		21.1%	78.9%	100.0%

Cross tabulation Q13 & Q9		Annual Turnover of the organisation (in crore rupees)					Total
How does your firm source its work?		Upto 1 crore	1-10	11-50	51-100	Above 100 crores	
Registered on Govt. or Pvt. Organisation roster	Count	26	18	8	5	14	71
	% within	36.6%	25.4%	11.3%	7.0%	19.7%	
	% within	28.0%	40.0%	38.1%	38.5%	43.8%	
	% of Total	12.7%	8.8%	3.9%	2.5%	6.9%	34.8%
Responding to RFP	Count	33	27	10	5	17	92
	% within	35.9%	29.3%	10.9%	5.4%	18.5%	
	% within	35.5%	60.0%	47.6%	38.5%	53.1%	
	% of Total	16.2%	13.2%	4.9%	2.5%	8.3%	45.1%
Enter Competition	Count	30	20	7	5	12	74
	% within	40.5%	27.0%	9.5%	6.8%	16.2%	
	% within	32.3%	44.4%	33.3%	38.5%	37.5%	
	% of Total	14.7%	9.8%	3.4%	2.5%	5.9%	36.3%
Networking	Count	49	28	13	6	18	114
	% within	43.0%	24.6%	11.4%	5.3%	15.8%	
	% within	52.7%	62.2%	61.9%	46.2%	56.3%	
	% of Total	24.0%	13.7%	6.4%	2.9%	8.8%	55.9%

Appendix 4 (contd.)

Word of Mouth	Count	73	33	11	3	13	133
	% within	54.9%	24.8%	8.3%	2.3%	9.8%	
	% within	78.5%	73.3%	52.4%	23.1%	40.6%	
	% of Total	35.8%	16.2%	5.4%	1.5%	6.4%	65.2%
Call from Old Clients / Clients	Count	78	39	16	7	15	155
	% within	50.3%	25.2%	10.3%	4.5%	9.7%	
	% within	83.9%	86.7%	76.2%	53.8%	46.9%	
	% of Total	38.2%	19.1%	7.8%	3.4%	7.4%	76.0%
Referrals from industry	Count	46	33	9	3	12	103
	% within	44.7%	32.0%	8.7%	2.9%	11.7%	
	% within	49.5%	73.3%	42.9%	23.1%	37.5%	
	% of Total	22.5%	16.2%	4.4%	1.5%	5.9%	50.5%
Marketing	Count	8	8	6	5	14	41
	% within	19.5%	19.5%	14.6%	12.2%	34.1%	
	% within	8.6%	17.8%	28.6%	38.5%	43.8%	
	% of Total	3.9%	3.9%	2.9%	2.5%	6.9%	20.1%
Advertising	Count	6	1	3	3	5	18
	% within	33.3%	5.6%	16.7%	16.7%	27.8%	
	% within	6.5%	2.2%	14.3%	23.1%	15.6%	
	% of Total	2.9%	.5%	1.5%	1.5%	2.5%	8.8%
All of the above	Count	1	2	3	4	11	21
	% within	4.8%	9.5%	14.3%	19.0%	52.4%	
	% within	1.1%	4.4%	14.3%	30.8%	34.4%	
	% of Total	.5%	1.0%	1.5%	2.0%	5.4%	10.3%
Count		93	45	21	13	32	204
% of Total		45.6%	22.1%	10.3%	6.4%	15.7%	100.0%

Appendix 5

Q13 and Q23 Cross tabulation		Is there a separate marketing department or division in your firm?		Total
		Yes	No	
How does your firm source its work?				
Registered on Govt. or Pvt. Organisation roster	Count	18	55	73
	% of Total	8.5%	25.8%	34.3%
Responding to RFP	Count	21	74	95
	% of Total	9.9%	34.7%	44.6%
Enter Competition	Count	15	63	78
	% of Total	7.0%	29.6%	36.6%
Networking	Count	24	96	120
	% of Total	11.3%	45.1%	56.3%
Word of Mouth	Count	14	127	141
	% of Total	6.6%	59.6%	66.2%
Call from Old Clients / Clients	Count	23	140	163
	% of Total	10.8%	65.7%	76.5%
Referrals from industry	Count	15	92	107
	% of Total	7.0%	43.2%	50.2%
Marketing	Count	24	19	43
	% of Total	11.3%	8.9%	20.2%
Advertising	Count	10	9	19
	% of Total	4.7%	4.2%	8.9%
All of the above	Count	14	8	22
	% of Total	6.6%	3.8%	10.3%
Count		45	168	213
% of Total		21.1%	78.9%	100.0%

Appendix 6

CROSS TABULATION Q7 and Q8			Q8: Number of Architects / Consultants in your Firm					Total	
			1-5	6-10	11-25	25-50	50- 100		Above 100
Q7: Number of Employees in the marketing staff (to know the organization of the marketing staff)	1-5	Count	8	4	2	2	1	1	18
		% within Q7	44.4%	22.2%	11.1%	11.1%	5.6%	5.6%	100.0%
		% within Q8	80.0%	80.0%	28.6%	33.3%	12.5%	10.0%	39.1%
		% of Total	17.4%	8.7%	4.3%	4.3%	2.2%	2.2%	39.1%
	6-10	Count	0	0	2	1	3	1	7
		% within Q7	.0%	.0%	28.6%	14.3%	42.9%	14.3%	100.0%
		% within Q8	.0%	.0%	28.6%	16.7%	37.5%	10.0%	15.2%
		% of Total	.0%	.0%	4.3%	2.2%	6.5%	2.2%	15.2%
	11-20	Count	0	0	0	1	2	0	3
		% within Q7	.0%	.0%	.0%	33.3%	66.7%	.0%	100.0%
		% within Q8	.0%	.0%	.0%	16.7%	25.0%	.0%	6.5%
		% of Total	.0%	.0%	.0%	2.2%	4.3%	.0%	6.5%
more than 20	Count	2	1	3	2	2	8	18	
	% within Q7	11.1%	5.6%	16.7%	11.1%	11.1%	44.4%	100.0%	
	% within Q8	20.0%	20.0%	42.9%	33.3%	25.0%	80.0%	39.1%	
	% of Total	4.3%	2.2%	6.5%	4.3%	4.3%	17.4%	39.1%	

Correlation between number of marketing staff and number of full time employees		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.596	.065	4.924	.000 ^c
Ordinal by Ordinal	Spearman Correlation	.695	.068	6.412	.000 ^c
N of Valid Cases		46			

Correlation between number of marketing staff and number of architects		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.486	.126	3.691	.001 ^c
Ordinal by Ordinal	Spearman Correlation	.508	.127	3.911	.000 ^c
N of Valid Cases		46			

Appendix 7

Correlation between "frequency of updating website" and "existence of marketing division"

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval	Pearson's R	.467	.068	6.139	.000 ^c
Ordinal by Ordinal	Spearman Correlation	.420	.075	5.375	.000 ^c
N of Valid Cases		137			

Appendix 8

DESCRIPTIVE STATISTICS (Q.68-Q.87)

	Variable Description	Mean	Std. Deviation	Analysis N
BAM1	One of the transformations in architectural industry with times is that, it has changed from being regulated (restrained promotion) to proactive promotion and marketing of architectural services to stay competitive?	2.0609	.87268	197
BAM2	Due to growing globalization and competitive trends in the architecture profession, marketing has become an important tool for architecture service providers throughout the world.	1.9289	.87191	197
BAM3	There are legal cases worldwide, where judiciary allowed professional services to practice marketing. Consequently many countries relaxed their norms and de-regularised the marketing in architectural services (e.g AIA-American Institute of Architects, RIB	2.2792	.79425	197
BAM4	CoA (Council of Architecture India) guidelines advise architects to abstain from indulging in many forms of advertising on ethical grounds since its inception. Eventually, this has created a strong mental barrier and resistance amongst architectural professionals	1.9239	.94722	197

Appendix

BAM5	<p>If architects adopt marketing to their practices, it will harm their self acclaimed professional ethics and ethos of serving the society.</p> <p>[Help Text: Self Acclaimed here means the self imposed ethics other than suggested by Professional bodies]</p>	3.1929	1.26303	197
BAM6	<p>The intangibility factor (non- physical nature) of architectural services leads to the fact that it is difficult for the architects to market specially to first time client about their work.</p> <p>[HELP TEXT: intangibility makes it difficult for the client to u</p>	2.2944	.87167	197
BAM7	<p>Architect believes that he can bill for the time and resources spent on projects but cannot bill on those spent on marketing activities, as such it is regarded as a 'non-essential' overhead to practice.</p>	2.5127	.94550	197
BAM8	<p>The professional culture (as it has evolved over years) is dominated by the overall supreme belief that only professional's expertise acquired through continual training can lead to a successful practice.</p>	2.0102	.98452	197
BAM9	<p>Many Indian architectural service providers rely on product-oriented business model which is illustrated by their perception that their product (Design/building) and qualitative service are the main drivers to increase the revenue growth.</p>	1.9746	.80456	197
BAM10	<p>Architectural Community alike other professional communities consist of Seniors, Mid-career and Starters in Profession. Most senior architects believe that marketing will spoil the image and dignity of the firm.</p>	2.7462	.97758	197
BAM11	<p>The absence of basic management education in the architectural education programmes is responsible for undermining the importance of marketing principles in building the target market for easier entry and survival.</p>	1.9746	.82953	197

Appendix

BAM12	Many foreign architectural firms operating in India today rely on proper marketing division to increase their business prospects and have an international base to maximise their organisational effectiveness. The conservative approach of Indian architects	1.9442	.84632	197
BAM13	There is a need to shift this negative perception in order to enable the architectural service providers to reach the large customer base in lieu of shrinking domestic client.	2.0152	.80481	197
BAM14	It is hard for the clients to choose architect for their services. A more focused marketing approach of an architectural firm could result in a greater competitive advantage over other firms.	1.9898	.82059	197
BAM15	In order to increase the internationalization prospects of the Indian architectural firms it is imperative for the firms to accept marketing as a legitimate management practice.	2.0102	.80806	197
BAM16	The present day corporate working demands the professionals (mainly the new entrants) in the industry to be well equipped in the marketing functions so that they can add value to the firm from the day of joining (or inception).	2.0355	.78491	197
BAM17	In order to develop the business and marketing intelligence within the practitioners it is important to revisit the architectural curriculum in India to include basic business and marketing principles.	1.9289	.81755	197
BAM18	In order to increase the awareness about the benefits of marketing to the architectural service industry, there is a need to facilitate industry-specific education facilitated by governing bodies, marketing and architectural professionals.	2.0000	.72843	197

Appendix

BAM19	This is also important in order to bring the marketing and architectural industry closer together so that the two can mutually benefit from each other.	2.1117	.79993	197
BAM20	Marketing is a known ingredient of a successful practice but architects are still to be convinced with its full potential.	1.8985	.90342	197

Appendix

Appendix 9

Correlation Matrix (Q.68-Q.87)

	BAM1	BAM2	BAM3	BAM4	BAM5	BAM6	BAM7	BAM8	BAM9	BAM10	BAM11	BAM12	BAM13	BAM14	BAM15	BAM16	BAM17	BAM18	BAM19	BAM20
BAM1	1.000	.596	.351	.234	-.242	.063	.024	-.024	.111	-.018	.164	.357	.405	.329	.317	.287	.192	.273	.218	.312
BAM2	.596	1.000	.235	.111	-.358	.222	-.048	-.005	.179	-.177	.329	.403	.467	.534	.486	.458	.344	.273	.410	.451
BAM3	.351	.235	1.000	.306	.002	.050	.012	-.010	.107	-.013	.166	.099	.089	.130	.234	.172	.133	.212	.120	.082
BAM4	.234	.111	.306	1.000	-.133	.139	.078	.105	.172	-.004	.270	.154	.202	.229	.201	.127	.257	.244	.262	.229
BAM5	-.242	-.358	.002	-.133	1.000	.087	.284	.154	.000	.110	-.224	-.214	-.239	-.338	-.352	-.264	-.268	-.205	-.215	-.282
BAM6	.063	.222	.050	.139	.087	1.000	.255	.020	.149	-.074	.243	.216	.175	.140	.162	.171	.216	.112	.166	.181
BAM7	.024	-.048	.012	.078	.284	.255	1.000	.334	.192	.153	.004	-.034	-.024	-.112	-.060	-.032	.054	-.015	.046	.085
BAM8	-.024	-.005	-.010	.105	.154	.020	.334	1.000	.316	.278	.013	-.116	-.026	-.019	-.080	.019	.052	.000	-.021	.070
BAM9	.111	.179	.107	.172	.000	.149	.192	.316	1.000	.193	.228	.125	.182	.262	.118	.131	.230	.192	.100	.270
BAM10	-.018	-.177	-.013	-.004	.110	-.074	.153	.278	.193	1.000	.061	-.085	-.053	-.080	-.016	-.055	-.048	-.122	-.128	-.058
BAM11	.164	.329	.166	.270	-.224	.243	.004	.013	.228	.061	1.000	.376	.390	.472	.503	.503	.509	.355	.322	.391
BAM12	.357	.403	.099	.154	-.214	.216	-.034	-.116	.125	-.085	.376	1.000	.563	.455	.486	.395	.274	.248	.161	.446
BAM13	.405	.467	.089	.202	-.239	.175	-.024	-.026	.182	-.063	.390	.563	1.000	.611	.596	.460	.335	.453	.405	.444
BAM14	.329	.451	.130	.229	-.338	.140	-.112	-.019	.262	-.080	.472	.455	.611	1.000	.539	.476	.425	.410	.456	.439

Appendix

BAM15	.317	.486	.234	.201	-.352	.162	-.060	-.090	.118	-.016	.503	.466	.596	.539	1.000	.659	.403	.477	.388	.337
BAM16	.287	.458	.172	.127	-.264	.171	-.032	.019	.131	-.055	.503	.395	.460	.476	.659	1.000	.401	.455	.337	.279
BAM17	.192	.344	.133	.257	-.268	.216	.054	.052	.230	-.048	.509	.274	.335	.425	.403	.401	1.000	.454	.429	.425
BAM18	.273	.273	.212	.244	-.205	.112	-.015	.000	.192	-.122	.355	.248	.463	.410	.477	.455	.454	1.000	.556	.279
BAM19	.218	.410	.120	.262	-.215	.166	.046	-.021	.100	-.128	.322	.161	.405	.456	.388	.337	.429	.556	1.000	.343
BAM20	.312	.451	.082	.229	-.282	.181	.085	.070	.270	-.058	.391	.446	.444	.439	.337	.279	.425	.279	.343	1.000
BAM1		.000	.000	.000	.000	.188	.370	.366	.060	.403	.011	.000	.000	.000	.000	.000	.003	.000	.001	.000
BAM2	.000		.000	.061	.000	.001	.250	.472	.006	.006	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
BAM3	.000	.000		.000	.489	.242	.432	.444	.067	.426	.010	.063	.107	.035	.000	.008	.031	.001	.046	.125
BAM4	.000	.061	.000		.032	.026	.138	.071	.008	.475	.000	.015	.002	.001	.002	.037	.000	.000	.000	.001
BAM5	.000	.000	.489	.032		.112	.000	.015	.499	.062	.001	.001	.000	.000	.000	.000	.000	.002	.001	.000
BAM6	.188	.001	.242	.026	.112		.000	.389	.018	.152	.000	.001	.007	.025	.011	.008	.001	.058	.010	.006
BAM7	.370	.250	.432	.138	.000	.000		.000	.004	.016	.480	.317	.370	.059	.200	.330	.226	.418	.262	.117
BAM8	.366	.472	.444	.071	.015	.389	.000		.000	.000	.429	.053	.359	.396	.104	.394	.236	.500	.385	.164
BAM9	.060	.006	.067	.008	.499	.018	.004	.000		.003	.001	.040	.005	.000	.049	.034	.001	.004	.080	.000
BAM10	.403	.006	.426	.475	.062	.152	.016	.000	.003		.196	.117	.228	.133	.411	.223	.251	.044	.037	.208
BAM11	.011	.000	.010	.000	.001	.000	.480	.429	.001	.196		.000	.000	.000	.000	.000	.000	.000	.000	.000
BAM12	.000	.000	.063	.015	.001	.001	.317	.053	.040	.117	.000		.000	.000	.000	.000	.000	.000	.012	.000

Sig.
(1-tailed)

Appendix 10

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.842
Bartlett's Test of Sphericity	1354.748
Approx. Chi-Square	190
df	.000
Sig.	

Communalities		
	Initial	Extraction
BAM1	1.000	.747
BAM2	1.000	.697
BAM3	1.000	.774
BAM4	1.000	.489
BAM5	1.000	.597
BAM6	1.000	.669
BAM7	1.000	.611
BAM8	1.000	.600
BAM9	1.000	.516
BAM10	1.000	.685
BAM11	1.000	.603
BAM12	1.000	.646
BAM13	1.000	.616
BAM14	1.000	.626
BAM15	1.000	.742
BAM16	1.000	.644
BAM17	1.000	.582
BAM18	1.000	.614
BAM19	1.000	.639
BAM20	1.000	.616
Extraction Method: Principal Component Analysis.		

Appendix 11

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.041	30.203	30.203	6.041	30.203	30.203	3.173	15.864	15.864
2	1.982	9.910	40.113	1.982	9.910	40.113	2.668	13.342	29.206
3	1.270	6.349	46.462	1.270	6.349	46.462	2.309	11.543	40.749
4	1.214	6.068	52.530	1.214	6.068	52.530	1.731	8.657	49.407
5	1.190	5.948	58.477	1.190	5.948	58.477	1.420	7.100	56.507
6	1.018	5.088	63.565	1.018	5.088	63.565	1.412	7.058	63.565
7	.924	4.622	68.187						
8	.789	3.943	72.130						
9	.750	3.750	75.880						
10	.668	3.338	79.218						
11	.643	3.214	82.433						
12	.568	2.838	85.271						
13	.509	2.545	87.816						
14	.470	2.351	90.168						
15	.427	2.133	92.301						
16	.379	1.896	94.196						
17	.357	1.783	95.980						
18	.325	1.623	97.603						
19	.267	1.336	98.938						
20	.212	1.062	100.000						

Extraction Method: Principal Component Analysis.

Appendix 12

ROTATED COMPONENT MATRIX

	Component					
	1	2	3	4	5	6
BAM15	.779					
BAM16	.751					
BAM11	.676		.333			
BAM13	.569	.504				
BAM12	.557	.552				
BAM14	.506	.474	.354			
BAM2		.745				
BAM1		.680				.515
BAM20		.636	.347			
BAM19			.741			
BAM18	.409		.633			
BAM17	.376		.628			
BAM8				.749		
BAM10			-.327	.674		
BAM9				.644		
BAM6					.755	
BAM7				.393	.661	
BAM5		-.404			.557	
BAM3						.866
BAM4			.446			.502

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 9 iterations.

Appendix 13

ALPHA CRONBACH VALUE FOR ALL 20 VARIABLES

Case Processing Summary

		N	%
Cases	Valid	197	90.0
	Excluded ^a	22	10.0
	Total	219	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics			
Cronbach's Alpha	N of Items		
.787	20		