

# Kisii Training Centre

## **REVIEW & DEVELOPMENT OF MARKETING STRATEGY**

**(March 2001)**

### **Products**

- **Labour-Based Road Construction and Maintenance Courses**
- **Labour – based and Community – managed Upgrading of Urban Low-income Courses**
- **Mechanics Course**
- **Driving Course**
- **Computer Proficiency Courses**
- **Electrical Installation Course**
- **Non – Training Services**

*Compiled by Sam Orwa/KTC  
with support from ILO/ASIST*

## **1. DEVELOPMENT OF A MARKETING STRATEGY FOR INTERNATIONAL COURSES**

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# 1. Development of a Marketing Strategy for International Courses

## Introduction

Training is a service and P.Kotler (Management Specialist) has defined it as follows; *“any activity or benefit that one party can offer to another that is essentially intangible and does not result in ownership of anything. Its production may or may not be tied to a physical product.”* The marketing of training is the process responsible for identifying, anticipating, and satisfying the clients’ training needs while profiting the institution.

In marketing of products, forecasting plays a key role. *It is an attempt to visualise or anticipate the kind of future environment in which an enterprise plans and the steps that should be taken. It makes assumptions about known and unknown future conditions that are likely to determine the success of these plans and attempts to predict the outcome of a business plan.*

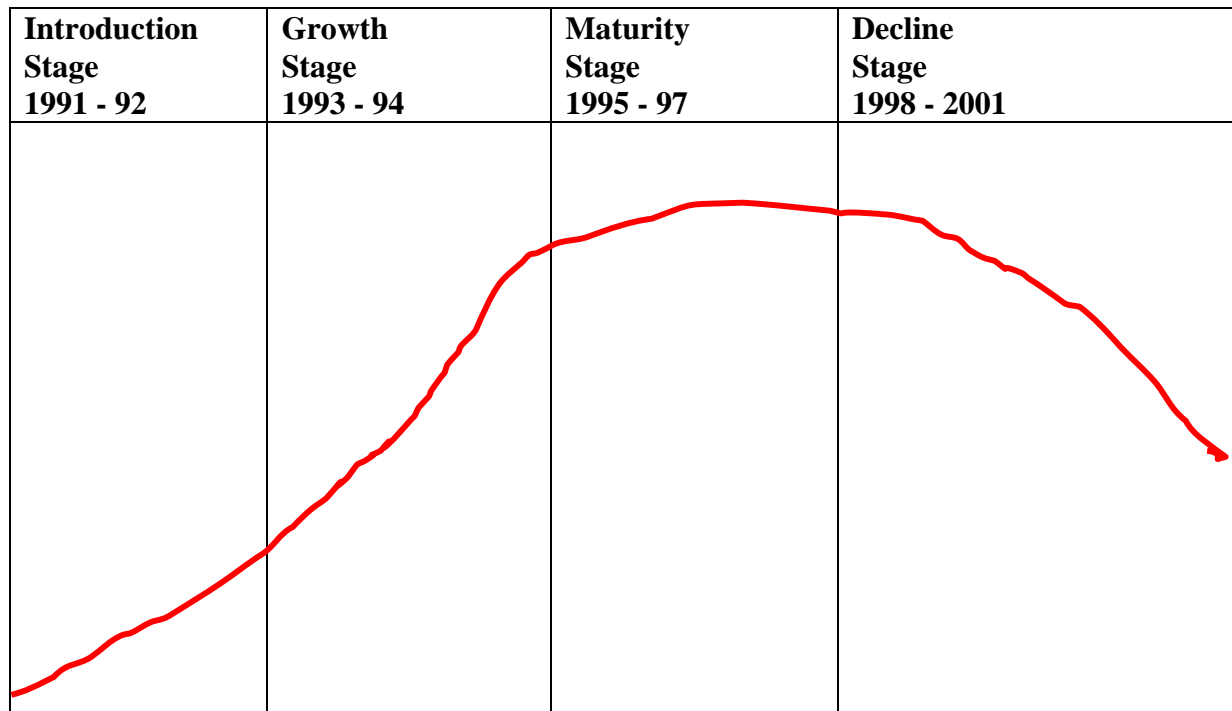
In December 2000 an assessment was made to forecast the marketing status and future of international courses from the year 2001 onwards. It was noted that there was a gradual decline of participants enrolled towards the end of the decade. This observation was also made by ILO/ASIST Training Needs Assessment report by Hemish Goldie Scott in 1999. The objective of the assessment was to identify institutions capable of conducting “Labour-based & Community-managed Upgrading of Urban Low-income Settlements Course”.

In the Technicians and Supervising contract courses (year 2000), over 50%-enrolled participants were from Kenya while in the engineer’s course participants from Kenya did not attend due to lack of sponsorship. The international course-training scenario has lately become unpredictable.

## 2.0 The Product Life Cycle of International Courses

In order to comprehend the marketing status of the international courses offered by KTC, it is important to apply the marketing analysis tool namely “The Product Life Cycle.” A product is defined as something that is capable of satisfying a customer need or want. The theory recognises that most products will have a finite market life. This life span has separate stages similar to human life span as illustrated in the next diagram.

## Product Life Cycle -International Courses in Labour –based Road Technology



### 2.1 Introduction Stage

At the introduction stage time was spent on initial awareness creation about the need for labour-based roadwork training and its benefits. This was the time the courses were introduced by ILO/ASIST in 1991.

### 2.2 The growth stage

This is the stage that labour – based training at KTC enjoyed rapid growth with relative lack of competition. It was one of the most profitable stage of the life cycle of the courses.

The growth stage was built and managed so that:

- (a.) Full customer demand base was met.
- (b.) Selective building of customer demand at the expense of existing or substitute types of courses.
- (c.) There was search for other target market regions where the product once modified could be sold.

From 1993 onwards labour –based road technology received immense donor support in many countries in sub- Sahara Africa. Capacity building became a major activity in several labour – based road programmes and Kisii Training Centre provided the much-needed training. The training of trainers’ course was introduced which further enhanced the labour –based training institutions in these countries.

### **2.3 The maturity stage**

This was the stage that labour – based roadwork training was well established in the market and profitable. A lot of effort was placed on consolidation. Critical marketing was done at this stage to maintain market share and customer loyalty.

In 1995 – 97, Kisii Training Centre became the household name in labour –based roadwork training. There was hardly any competition from consulting engineering agencies. In some occasions the institution was forced to limit the number of participants for effective learning purposes.

### **2.4 The decline stage**

This is the stage when sales and profitability declined. This could be due to obsolescence, changes in customer demand to the product, familiarity, or emergence of better and cost effective product in the market.

The management has the following options:

- (a.) Withdrawing expenditure on specific training product and diverting the same to other training products
- (b.) Eliminating the existing training product once demand has declined.
- (c.) Maintaining training services on restricted basis for instance for those markets regions in which there is still need of the service only.

By 1998, Kisii Training Centre had trained over 450 labour –based practitioners (engineers, technicians & trainers) from sub – Sahara Africa. This contribution was bound to have some impact since labour – based roadwork programmes became self – reliant.

The main client for KTC is the Ministry of Roads & Public Works hence any change of policy or delay in execution of programmes has direct impact on training at Kisii Training Centre. For instance the delay in implementation of the Roads 2000 programme has a direct impact in the institutions training.

The question now is, how should KTC approach the future? The specific reasons contributing to the decline are discussed below:

### **3.0 Factors contributing to the current low participation from sub-Saharan African country's**

#### ***3.1 Positive Achievement***

One positive step by KTC is that it has achieved its objective of promoting and improving the use of labour - based methods throughout Sub- Sahara Africa region and beyond. As such the institution has almost exhausted the targeted market populace with exception of specific sub - Saharan African countries which are still untapped due to political/military conflicts, instability and natural calamities. These countries include Rwanda, Somalia, Sudan, Burundi, Sierra -Leone, Nigeria and Mozambique besides the French speaking countries.

#### ***3.2 Difficulty in getting sponsors***

Lack or difficulties in getting sponsorship by potential participants. In the last engineers course 7 participants from Sudan failed to turn up due to lack of sponsorship. In the engineers course 2000 no Kenyan participant attended due to lack of sponsors. Few governments in Sub –Sahara Africa have the ability to directly meet the fees; hence the courses are to a great extent dependent on donor investments in infrastructure programmes.

#### ***3.3 Impact of Reform Programmes***

Reform programmes taking place in some Sub-Saharan African countries has resulted in temporary suspension of training programmes which has affected labour –based roadwork training too i.e. Kenya, Zambia.

#### ***3.4 Impact of Natural Calamities***

The flood damages in Southern Africa region namely Mozambique, Zambia, Zimbabwe and Botswana. The repeated flood damages in these countries have necessitated that technical engineering staff are withheld within the country to assist in disaster initiatives.

#### ***3.5 Competition from Consulting Engineers***

The developing trend of consulting agencies engaging labour–based road technology training engineers to conduct in -country training has resulted in stiff competition for KTC. This includes strengthening of labour –based road training centres i.e. Roads Training School – Zambia (World Bank Funded). It is important to note that countries like Zambia, Lesotho, Namibia have ceased sending participants to the courses since the emphasis is on conducting LBT training locally. Competition is expected from consulting agencies in Uganda (COWI) and Tanzania (Norconsult). Ghana is also gearing to commence international courses in LBT.

### ***3.6 Delay in implementation of Roads 2000 Programme – Kenya***

The delay of Roads 2000 taking off in Kenya is yet another set –back. The potential number of trainees in Kenya can comfortably keep KTC busy for even two years. KTC is hopeful that all possible initiatives will be done to enable the programme to start, as the same would result in maximum utilisation of the school.

### ***3.7 Changing Trends***

Programmes in poverty alleviation are shifting focus from improvement of rural roads to urban low - income settlement. As such KTC is addressing these changes by introducing a course in “Upgrading of Urban –Low - income Settlement using Labour –based technology.” Labour –based roadwork technology is only a priority in countries that have not yet adopted the technology. These same countries are encumbered by lack of capacity to sponsor trainees to these courses.

## **4.0 Marketing steps undertaken for the year 2001**

- 250 course brochures for the year 2001 have been circulated during the Regional Seminar in Cairo.
- 100 course brochures have been forwarded to ILO/ASIST office in Harare.
- The presentation of a paper by Principal (KIHBT) and Instructor Roads in the Regional Seminar for Labour – based Practitioners in Cairo (October 2000) was a positive step expected to yield some results.
- The participation of the Principal at a Review Seminar at Morogoro and the subsequent study tour to Kisii by two Chadian engineers is expected to have some outcome.
- 100 brochures have been given to ASIST office Nairobi for distribution to interested enquirers
- Letters have been circulated to target projects giving information on the course programme.
- A KTC video, 200 brochures and two laminated posters have been forwarded to ILO/ASIST Asia Pacific office in Bangkok.
- Brochures have been forwarded to SDC (Islamashah) for dissemination to LBT projects. This is to be followed by discussions on how KTC could contribute its labour-based roadwork technology through training to regions covered by SDC.
- Mr.Andreas Beusch of Intech Associates also took brochures for distribution during his global field activities.



- Due to unforeseen circumstances the company “Form-net” that has been handling KTC e-mail has been dissolved. This has resulted in making arrangements for a new e-mail address. The situation could lead to temporary difficulty in communication flow with clients since 500 brochures bearing the former address have been circulated.
- In order to retain the already established communication with clients KTC has embarked on circulating the new e-mail address to clients. ILO/ASIST has agreed to circulate the new KTC’s E-mail address in the forthcoming Regional Seminar Proceedings. (Cairo Seminar).

## **5.0 Proposal/Strategy for Marketing of International Courses**

### **5.1 Diversification of Training**

Kisii Training Centre is in the process of reviewing its training programmes to include urban courses. This initiative should continue, as it is a response to the market demand.

### **5.2 Portable Training**

To counter the threat of consulting engineers who have the capacity to reach the client (conduct in country training), KTC should venture out and offer its training services beyond the Kenya borders. In case capacity is lacking due to shortage of trainers, then the institution should explore the possibility of contracting local engineers on short – term basis to enable it meet the external training demands. Portable training is an important marketing vehicle. KTC should prepare such portable training and material and post same to the web.

### **5.3 Utilization of KTC by SDC projects**

The Swiss Agency for Development and Co-operation’s(SDC) technical and financial aid to KTC has come to an end. However SDC’s investment in KTC is enormous. It would be quite appropriate for SDC to utilise this investment by sensitising its relevant project managers to use the training services provided by KTC.

### **5.4 Accreditation of International Courses**

Marketing is concerned with satisfying a customer’s requirement hence it is important that all effort is directed towards developing the courses to suit the market demand. One approach would be to implement the proposed accreditation of international courses to make more recognisable and increase their impact in the job market.

### **5.5 Market Survey & Analysis**

A market Survey & analysis should be carried out, to determine the specific countries and projects still needing training in labour –based roadwork technology and capacity to meet the training costs. This approach would best be carried out through market segmentation, as it would distinguish the various clients in different regions and their needs hence enabling KTC to tailor its products accordingly. The same analysis would also indicate how various countries are building their capacity in preparation for privatisation (“Force Account” to “Contracting”). ILO/ASIST could assist in this exercise and provide existing information on the market status.

### **5.6 Emphasis of Marketing in Asia**

An extract from an ILO/ASIST information video on working conditions, states that the labour – based programmes are central part of the recovery in South East Asia. One of the activities under this policy is capacity building in public and private sectors. KTC can make its contribution of building this capacity in Asia through training hence there is need to aggressively market in Asia.

### **5.7 Direct Marketing to Donor Agencies Supporting MR&PW (Kenya)**

Since the training for Roads 2000 in the Ministry of Roads & Public Works has been made open for other consulting agencies besides KIHBT/KTC, the institution should directly market its products to donor agencies supporting the ministry. The aim is to solicit support from donor agencies to sponsor ministry staff to various courses offered by KTC, with the objective of achieving maximum utilisation of the institution.

### **5.8 Focus Marketing to NGO's, Parastatals & MOLG**

In targeting local market KTC should focus also on NGO's, parastatals, Ministry of Local Govt. and communities that may need labour – based roadwork technology.

### **5.9 Amalgamation Engineer & Technician Courses**

One proposal that could be adopted is to combine the technician and engineers courses and develop the urban low –income settlement course as an international course. In that case KTC would hold the following courses:

- **Supervising Labour –based Roadwork Course,**
- **Urban – Low income Settlement Course**
- **Engineers/Technician course for Labour –based road technology.**

### **5.10 Programming of Alternative Courses as a Contingency Measure**

Having seen the possibility that one of the programmed international courses could miss participants, it would be wise to schedule a similar course to run at the same time for the MOR&PW. This could be an orientation course for technicians or engineers in labour – based roadwork technology. The Roads Board could be approached to finance the training. This safety measure would ensure that the training slot allocated for international courses in the annual course programme is profitably used.

### **5.11 Target Non- ASIST Core Countries**

KTC has to identify other possible focal points to disseminate training information especially for non-ASIST core countries. The development of a Website for KTC, which is currently in progress, should be finalised.

### **5.12 Review and Publication Course Costs**

KTC should review the various courses' costs and make necessary adjustments with a view to publishing affordable course costs to the prospective clients. These costs should be readily available upon request by clients.

### **5.13 Advertising KTC courses**

Steps should be taken to advertise the courses in newspapers like “The East African”, local and regional professional engineers' publications. The use of this media would ensure that a larger number of potential clients are informed as magazines have a wider circulation opportunity.

## **6.0 STRATEGY FOR MARKETING OF URBAN COURSES**

### **6.1 The Training Need for Urban – Low-income Settlement Sector**

It has been established that the urban poverty in Kenya, is mostly confined to informal settlements which have expanded fast at growth rates between 13% and 24% a year. It further notes that unplanned settlements in Nairobi have a population of 2 million while Dar-Es-Salaam has 70% of the population residing in unplanned settlements. These settlements are characterised by poor or non-existent public infrastructure, un and under-employment and insecurity. Local Authorities lack adequate capacity to provide the much-needed resources within these settlements.

Studies have taken place with the aim of finding sustainable solutions to the environmental problems in the informal settlements in urban areas. One of the popular solutions adopted is that it is more appropriate to build the capacity of the inhabitants of these settlements to enable them improve their own environment. One-way intervention is through the design of relevant training.

Recommendation was made that KTC should take up this opportunity and contribute its labour – based road technology and management knowledge, skills and attitudes to the communities residing in the unplanned settlements, while at the same time building its capacity in working with communities and Community-based Organisations.

From 21<sup>st</sup> November to 13<sup>th</sup> December 2000 a pilot course supported by ILO/ASIST was organised by KTC in collaboration with KEWI. Eleven participants drawn from Kisumu, Kisii, Naivasha, and Nairobi councils & local authorities attended the course. The participants contributed valuable information, which were later found to be extremely useful for further course development.

A workshop to review the course was held on the 17<sup>th</sup> November 2000. One of the proposals was that a strategy paper should be prepared for future marketing of urban courses. A team from KIHBT/KTC was formed to undertake marketing functions covering East Africa with support from ILO/ASIST. The team was composed of the following: Training Co-ordinator KTC Sam Orwa, Deputy Principal Mr. Mworira, and Principal KIHBT eng. B.G.Ariga.

### **6.2 Marketing of urban courses; the way forward**

#### **6.2.1 Identifying the Clients**

The first key task is to identify potential clients. This requires that a contact list is compiled and updated regularly. The list should be sufficiently detailed so as to provide all the necessary information on the clients such as name of contact person,

organisation, address, fax and e-mail. This list is expected to serve as an urban course contact diary. Information on the background of the urban low-income settlement projects should also be available for reference purposes. The Ministry of Local Government (*Urban Department*) and ILO/ASIST could be useful sources for this information.

### **6.2.2 Timely Decision of Course Dates & Production of Brochures**

The course dates should be decided upon early preferably one year before the course takes place. This leads to timely production of brochures. Public bodies have long and bureaucratic procedures for selection of personnel attending courses and applying for training funds. It is therefore important that the brochures are printed and circulated on time to enable the organisations to meet the training deadline.

### **6.2.3 Development of Contact Persons within East Africa**

It is important to develop a cordial working relationship with strategically placed contact persons in the Ministry of Local Government, various Local Authorities & Councils and NGO's. All possible incentives and motivation techniques should be applied to ensure commitment of the contact persons. They (contact persons) should preferably be having roles, related to workshops/seminars where they can disseminate the course information. The Permanent Secretaries in the Ministry's of Local Government in the three East African countries should also be adequately briefed with the aim of gaining consensus within their ministries.

### **6.2.4 Disseminating of Course Information**

The available avenues for dissemination of course information are seminars, workshops and study tours. Study tours and seminars within local authorities and Ministry of Local Government are other possible gatherings for advertising the courses.

The ASIST bulletin is another important media for transmitting information to beneficiaries. Topical issues regarding development of urban training at Kisii Training Centre should be included in ASIST bulletin.

KTC should further develop marketing through Internet and explore marketing of the courses through other bulletins.

### **6.2.5 Conducting Follow-ups & Impact Assessments**

A follow – up of the participants should be conducted after an agreed number of courses. The objective would be to assist the participants in their working environment and assess the impact of the courses. The effect would be three fold:

- (I.) Important information would be gathered on the application of skills learnt during the course in working environment. Experiences, difficulties would be noted leading to relevant and practical oriented case studies.

- (II.) The personal contact developed during follow-ups would enhance confidence in the institution. KTC would be seen as a support oriented institution, keen to ensure that knowledge and skills learnt are applied after the course. Specific problems peculiar to projects would be effectively addressed.
- (III.) The impact assessment of the training can also be carried out during the follow-ups. The information would be important for future course development.

## **6.2.6 Review of the Course to Meet the Market Demand**

### **(i) *Sensitivity to Market Demands***

Marketing is concerned with the understanding the needs and wants of clients and adapting the operations of the institution to effectively meet the required training services.

This implies that the course designers have to be sensitive to the training needs by periodically reviewing the course. The assessment of the changing demand for training can be achieved through:

- Formal and informal interactions with participants
- Course evaluations conducted at the end of each course.
- Interactions with organisations and projects
- Impact assessments of ex-trainees through follow-ups (forms and methodology are available)
- Information from ILO/ASIST

### ***6.2.7 Development and Strengthening of Market –Oriented Operations Management at KTC***

- a. In order to achieve an effective market oriented service the whole institution should operate so that the marketing objectives are effectively met on time. All the administrative & training services should be directed to achieve effective marketing results. This includes operational e-mail services, phones and fax.
  
- b. In a broader sense, marketing is a function carried out by the all staff in the institution. It includes instructors' who are the key service providers. It is therefore important to ensure that all members of staff involved are well motivated in order to ensure that quality-training services are maintained. Duties should also be assigned to willing and competent persons. Those who may not be proficient in a given area should be assisted through training and exposure to build their capacities.

## 7.0 Marketing Action Plan (Urban Low – income Settlement Courses)

| Activity   | Who                                   | When                                     | Remarks  |
|--|---------------------------------------|--|--|
| <b><i>Preliminary action plan</i></b>  |                                       |  |  |
| 1. Identify clients and prepare contact list covering Kenya, Uganda and Tanzania         | Marie Winsvold<br>ASIST               | 25 <sup>th</sup> Feb 2001                | Existing urban contact list to be provided by ASIST  |
| 2. Decision of course dates for urban skills pilot course                                | KTC/ASIST                             | 7 <sup>th</sup> Feb 2001                 | done   |
| 3. Decision of course dates for 2002 urban course  | KTC/ASIST                             | June 2001                                |  |
| 4. Development of Contact Persons in East Africa   | KTC                                   |  | ASIST to suggest names of possible contact persons capable of promoting the urban courses in Tanzania & Uganda |
| 5. Preparation of urban course brochures   |                                       | July 2001                                |  |
| 6. Dissemination of course information to clients for courses to be run in the year 2002 |                                       | August 2001                              |  |
| <b><i>Long term action plan</i></b>  |                                       |  |  |
| 7. Conducting follow-ups & impact assessment   | To be decided after the skills course | To be programmed after the skills course |  |
| 8. Review of course to meet market demand  |                                       |  | To be based upon impact assessments and evaluation outcome   |
| 9. Development of market oriented operations management                                  | KTC                                   | Continuos                                | Semi – autonomous status if achieved will enhance market oriented management approach at KTC                   |



## **8.0 Analysis of the Products Available for Marketing at Kisii Training Centre**

### **8.1 Steps**

- Define the products
- Analyse the existing and potential market for each product
- List the target groups and prioritise them
- Devise publicity vehicles for the products
- Market the products

### **8.2 Types of product**

- Local, portable, and international training courses (these constitute the CORE PRODUCT)
- Study tours: both within Kenya and outside the country
- Hire of the facilities of KTC as a conference centre, or as a venue for third party training
- Information services: photocopying of documents, sale of literature from the ILO, sale of KTC-designed and published pamphlets and booklets
- Seminars and workshops
- Consultancy services: from community to international level
- Construction management services
- Merchandising (this is currently sub-contracted to members of staff: the pub, café, and shop)
- Possible hire or lease of equipment (this is only viable if Government regulations allow KTC to retain the revenue)
- Possible sale of culvert rings (this is only viable if Government regulations allow KTC to retain the revenue)

## ***9.0 Training courses: Core product***

**Top level: for professionals and degree holders (mainly engineers and architects)**

### **9.1 International Engineers Course (existing)**

- Description: comprehensive coverage of labour-based technology applied to roadwork design, construction, and maintenance; planning and management systems; access and rural employment; integrated rural accessibility planning; contracting out and managing labour-based roadwork; management of people and self development
- Length: six weeks (one week in Nairobi, four weeks in Kisii, one week in Mombasa)
- Current target group: development and project engineers
- Future target group: add senior technicians
- Geographical catchments: Kenya and international

- Entry requirements: qualified civil engineer; stationed or about to be stationed in a labour-based project; previous labour-based experience an advantage but not essential
- Number of trainee weeks sold to date: a large number, from 1991 to the present.

### **9.2 Local course in labour-based roadwork orientation (existing)**

- Description: orientation to labour-based roadwork construction and maintenance; from concept to practice
- Length: four weeks (two weeks in Kisii, a period in the field, a further two weeks in Kisii)
- Current target group: Kenyan Government engineers
- Future target group: the same
- Geographical catchments: Kenya only
- Entry requirements: qualified civil engineer; previous experience in roadwork an advantage; no previous labour-based experience necessary
- Number of trainee weeks sold to date: a large number, especially during the RARP and MRP phases.

### **9.3 International Supervising Labour-based Contracts course (existing)**

- Description: labour-based roadwork contracting development; preparation of contract documents; tender procedures; award of contracts; contract management of unpaved roadwork construction and maintenance, and paved road maintenance; defects liability
- Length: four weeks (one week in Nairobi, three weeks in Kisii with a four-day tour to sites in Uganda or Tanzania)
- Current target group: contract supervisors (from Government and the private sector) who are engineers or senior technicians for labour-based road construction and maintenance projects
- Future target group: the same
- Geographical catchments: Kenya and international
- Entry requirements: qualified civil engineer, previous labour-based experience in force account or commercial operations
- Number of trainee weeks sold to date: once a year during 1999 and 2000.

Local/portable course in labour-based roadwork design, construction, and contract supervision (planned)

- Description: contracting development; preparation of contract documents; tender procedures; award of contracts; contract management of unpaved roadwork construction and maintenance, and paved road maintenance; defects liability
- Length: three weeks (three weeks in Kisii with a four-day tour to sites in Uganda or Tanzania)
- Planned target group: Kenya Government and private sector consulting engineers
- Future target group: the same

- Geographical catchments: Kenya; possible portable in-country course
- Entry requirements: qualified civil engineer; previous experience in roadwork; some previous experience in contract supervision preferred; no previous experience in labour-based roadwork
- Number of trainee weeks sold to date: none.

#### **9.5 International Training of Trainers course (existing)**

- Description: comprehensive coverage of training methodologies and techniques applied to labour-based roadwork training
- Length: four weeks (one week in Nairobi, three weeks in Kisii)
- Current target group: development and project engineers and senior technicians of labour-based projects
- Future target group: this course is run on demand
- Geographical catchment: Kenya and international
- Entry requirements: qualified civil engineer or engineering technician with experience in labour-based roadwork
- Number of trainee weeks sold to date: the course was run in 1993, 1994, and 1995.

#### **9.6 Local course in Microsoft Windows, and Office Applications (planned)**

- Description: introduction to the Windows operating system, basic techniques in spreadsheet and word-processing using Excel and Word
- Length: one week (at KTC)
- Planned target group: Government engineers
- Future target group: the same
- Geographical catchment: Kenya only
- Entry requirements: none; no previous computing experience necessary
- Number of weeks sold to date: none

### **10.0 Middle level: for technicians and HND holders**

#### **10.1 International Senior Technicians Course (existing)**

- Description: comprehensive coverage of labour-based technology applied to roadwork design, construction, and maintenance; planning and management systems; access and rural employment; integrated rural accessibility planning; contracting out and managing labour-based roadwork; management of people and self-development. This course is essentially the same as Top Level 1, with a greater emphasis on field practical training.
- Length: five weeks (one week in Nairobi, three weeks in Kisii, one week in Mombasa)
- Current target group: development and project technicians
- Future target group: amalgamate this course with Top Level 1
- Geographical catchment: Kenya and international

- Entry requirements: qualified civil engineering senior technician, stationed or about to be stationed in a labour-based project; previous labour-based experience an advantage but not essential
- Number of trainee weeks sold to date: a large number from 1993 to the present.

#### **10.2 Local course in labour-based roadwork orientation (existing)**

- Description: orientation to labour-based roadwork construction and maintenance; from concept to practice
- Length: four weeks (two weeks in Kisii, a period in the field, a further two weeks in Kisii)
- Current target group: was Kenyan Government senior road inspectors and road inspectors. No longer run since the market was satisfied. This reflects a decline in Kenyan Government investment in labour-based roadwork.
- Future target group: this course could be re-introduced if the investment in labour-based roadwork picks up, and if the Roads 2000 programme really takes off. Most of the technicians employed under the Roads 2000 programme have no labour-based training.
- Geographical catchment: Kenya only
- Entry requirements: qualified civil engineering technician; no previous labour-based experience
- Number of trainee weeks sold to date: many in the past. This course was last run in 1993, 1994, and 1997 (the MRP units were disbanded in 1998).

#### **10.3 International Supervising Labour-based Contracts course (existing)**

- This course is the same as Top Level 3.

#### **10.4 Local/portable course in the execution of routine maintenance, drainage structures, and spot improvements for labour-based roadwork (existing)**

- Description: pricing, bidding, management and execution of labour-based roadwork routine maintenance for both paved and unpaved roads; labour-based roadwork spot improvements, and construction of drainage structures for unpaved roads
- Length: six weeks (all in Kisii)
- Current target group: Kenyan contractors' managing directors and chief executives
- Future target group: the same
- Geographical catchment: Kenya; possible portable in-country course
- Entry requirements: experienced small-scale construction contractors; previous experience in labour-based infrastructure no necessary
- Number of trainee weeks sold to date: 132 for DANIDA.

### **10.5 International Training of Trainers course (existing)**

- This course is the same as Top Level 5

### **10.6 Local course in Microsoft Windows, and Office Applications (planned)**

- This course is the same as Top Level 6.

### **10.7 Local/portable course in labour -based contract supervision (planned)**

- Description: labour-based roadwork contracting development; preparation of contract documents; tender procedures; award of contracts; contract management of unpaved roadwork construction and maintenance, and paved road maintenance; defects liability. This course is based upon Top Level 3.
- Length: four to six weeks (all in Kisii)
- Planned target group: Government and private sector contract supervisors
- Future target group: the same
- Geographical catchment: Kenya; possible portable in-country course
- Entry requirements: qualified civil engineering technician with previous experience in force account or commercial roadwork operations, or in construction contract supervision; previous labour-based experience an advantage
- Number of trainee weeks sold to date: none but planned for DANIDA in 2001.

## **11.0 Vocational level: for FOG**

### **11.1 Local course in labour -based roadwork drainage structures (existing)**

- Description: construction and maintenance of single culverts, multiple culverts, drifts and stone bridges
- Length: twelve weeks (all in Kisii)
- Current target group: Kenya Government technicians and overseers
- Future target group: the same, plus contractors' technicians and overseers
- Geographical catchment: Kenya
- Entry requirements: qualified construction artisan; previous labour-based experience an advantage
- Number of trainee weeks sold to date: a large number.

### **11.2 Local/portable course in labour -based roadwork construction and maintenance (existing)**

- Description: the use of labour-based technology and management in the construction and maintenance of low-volume unpaved roads
- Length: four weeks (all in Kisii)
- Current target group: community-based leaders and artisans
- Future target group: the same
- Geographical catchment: Kenya; possible portable in-country course
- Entry requirements: leadership qualities, artisan experience an advantage

- Number of trainee weeks sold to date: 40 for ILO/PPEP.

### **11.3 Local/portable course in labour -based paved and unpaved roadwork maintenance (planned)**

- Description: routine maintenance execution and management for paved and unpaved roads (the Roads 2000 concept)
- Length: four weeks (all in Kisii)
- Planned target group: contractors' foremen and overseers
- Future target group: the same
- Geographical catchment: Kenya; possible in-country portable course
- Entry requirements: qualified construction artisan with previous experience in small-scale contracting; previous labour-based experience an advantage
- Number of trainee weeks sold to date: none.

### **11.4 Local course in labour -based roadwork drainage structures and spot improvement (planned)**

- Description: construction of single culverts; maintenance of single culverts, multiple culverts, drifts and stone bridges; execution of spot improvements such as embankments and short sections of gravelling
- Length: three weeks (all in Kisii)
- Planned target group: contractors' foremen and overseers
- Future target group: the same
- Geographical catchment: Kenya
- Entry requirements: qualified construction artisan; previous labour-based experience an advantage
- Number of trainee weeks sold to date: none.

### **11.5 Local/portable course for Site Supervisors of Labour -based & Community-managed Upgrading of Urban Low-income Settlements — Basic Course (existing)**

- Description: the urban environment; measuring techniques; community-managed labour-based approaches; stores management; basic technical skills; supervision of labour-based works; reporting and quality control
- Length: three weeks (all in Kisii)
- Current target group: site supervisors (technicians and overseers) from municipalities, NGOs, communities and contractors
- Future target group: the same
- Geographical catchment: Kenya; possible portable in-country course
- Entry requirements: leadership qualities; artisan experience an advantage
- Number of trainee weeks sold to date: 36

### **11.6 Local/portable course for Site Supervisors of Labour -based & Community-managed Upgrading of Urban Low-income Settlements — Skills Course (planned)**

- Description: work management; labour issues; solid waste management; urban roads; urban drainage; urban water supply; urban sanitation; estimating, costing, contracting
- Length: three weeks (all in Kisii)
- Planned target group: site supervisors (technicians and overseers) from municipalities, NGOs, communities and contractors
- Future target group: the same
- Geographical catchment: Kenya; possible portable in-country course
- Entry requirements: leadership qualities; artisan skills such as masonry work, carpentry, plumbing
- Number of trainee weeks sold to date: none.

## ***12.0 Courses for the general public***

### **12.1 Course in automobile driving**

Length: four weeks (all in Kisii)

### **12.2 Course for Mechanics Trade Test Grade II**

Length: twelve weeks (all in Kisii)

### **12.3 Course for Auto-Electrician Trade Test Grade III**

Length: twelve weeks (all in Kisii)

### **12.4 Course for Electrical Installation Trade Test Grade III**

Length: twelve weeks (all in Kisii)

### **12.5 Course in Personal Computer proficiency**

Length: four weeks (all in Kisii)

## ***13.0 Non –Training Services (Secondary Products)***

### **13.1 Study Tours for senior managers and decision makers of labour – based projects**

#### **Description:**

- Study tours are learning events intended to impart concepts and practices of labour –based roadwork technology within a short duration. The aim of study tours is to convince managers and policy –makers that the technology is applicable and cost effective. Study tours can be categorised into three distinct types namely: *small ad-hoc, occasional and cost recovery tours*.
- Length: Recommended duration 2 weeks but maximum 3 weeks
- Target group: policy makers and managers

- Future target group: countries currently adopting or intending to adopt LBT technology in Africa and Asia.
- Geographical catchment: Kenya and international
- Entry requirement: practising or potential labour –based roadwork practitioners/policy makers from NGO, s or government departments.
- Number of participants to date: over 100

### **13.2 Consultancy Services**

- Description: A consultancy is an advisory activity aimed at supporting an individual or agency to perform a function. There is a potential for KTC to offer its labour – based roadwork technology and contracting skills on consultancy basis. Where there is need the institution could also engage specialists in various fields on short-term contractual basis to bid and support specific consultancy services.
- Length: duration as determined by contract.
- Target group: communities and NGO's local and international
- Geographical catchment: Kenya and sub –Sahara Africa & Asia
- Conditions: Contract
- Number of consultancies undertaken: One

### **13.3 Construction management services**

- Description: The supervision of construction process from the beginning to the end. In this kind of exercise workers are provided and a KTC engineer becomes the Works Manager who ensures that the standard specifications are adhered to.
- Length: duration as determined by contract.
- Target group: communities and NGO's local and international
- Geographical catchment: Kenya and sub –Sahara Africa & Asia
- Conditions: Contract terms
- Number of works undertaken: nil

### **13.4 Sale of culvert rings/hire or lease of equipment**

- Description: The activity entails manufacture & sale of culvert rings to organisations. The fee charged should cover the cost of labour + materials + profit for the institution. The hire or lease of roadwork equipment is another viable option. However this is only possible if the government allows KTC to carry out the services and retain the revenue for the institutions development.
- Timing: When autonomous status or special authority is granted to engage in full business ventures including sale of materials etc.
- Target group: Communities, NGO's and Local Authorities
- Geographical catchment: Within the district & surrounding.



### **13.5 Hire of KTC facilities as a conference centre or venue for third party training**

- Description: The service entails the hiring out of KTC facilities for conference or training purposes. Indications show that for successful hiring out of facilities there would be need to provide extra exclusive building complete with conference facilities. In this way the programmed training services would not be interrupted.
- Timing: When autonomous status or special authority is granted to engage in full business ventures including hiring out of facilities etc.
- Target group: Communities, NGO's and Local Authorities
- Geographical catchment: Within the district & lake basin region

### **13.6 Seminars and workshops**

- Description: KTC is endowed with good conference facilities hence besides offering regular training the institution could also impart its labour –based roadwork technology, mechanics and driving skills through workshops/seminars to organisations and public during training off peak season.
- Length: According to Terms of References
- Target group: policy makers, managers of labour –based roadwork projects and public and NGO's for mechanical oriented workshops
- Geographical catchment: Kenya and international
- Entry requirement: To be specified according to workshop objectives
- Number of participants to date: NIL

### **13.7 Information services: photocopying of documents, literature from the ILO, KTC – designed and published pamphlets and booklets**

- Description: This includes the production of technical manuals and reference materials to interested parties by KTC. The materials could be photocopied, printed and sold at affordable but profitable rates
- Target groups: Course participants, institutions and communities.
- Geographical catchment: Sub-Sahara Africa and beyond.

### **13.8 Regional Laboratory Services**

KTC is equipped with a soils laboratory. The lab could charge some fee and render services to relevant clients within the region. At the same time KTC could run short induction courses on laboratory services.

### **13.9 Conclusion**

KTC has reached a turning point in delivery of its products. This requires that it respond to the market environment by programming relevant courses according to

the demand. This should preferably take place by May 2001 in order to give ample time for scheduling and marketing of next year's courses.