



Marketing Strategies of Planning and Project Management Related Training Courses: *A Study of NAPD*

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ABSTRACT

The study was conducted to identify the effective marketing strategies for the training programs of NAPD. NAPD is one of the pioneers in the arena of training in the country. For that reason, marketing strategies of NAPD is of crucial importance. The aim of the study is to assess the existing marketing strategies for the selected training courses of NAPD and to determine the effective strategies for the same. The participants, nominating authorities and potential trainees were the respondents of the study. The study then found that participants prefer electronic mails for training communication. NAPD can explore linking with reputed university master's degree programs for starting master degree courses which will improve exposure of NAPD. The findings of the study has revealed that there is a correlation with the newspaper advertisement and number of participants. The present data exposed that NAPD's newspaper advertisement cost decreased as well as number of participants decreased. This study recommends for the post of a public relation officer at NAPD.

Keywords: NAPD, Training, Marketing Strategies, Stakeholders, Communication Media

Introduction

A marketing plan is a comprehensive document or blueprint that outlines an organization's advertising and marketing efforts for future endeavor. It can also be described as a technique that helps an organization to decide on the best use of its resources to achieve organizational objectives. It can also contain a full analysis of strength and weaknesses of an organization and its products. The marketing plan shows the steps or actions that will be utilized in order to achieve the planned goals.

In recent years, immense changes in the policies, governance, structure and status of training have been taken place all over the world. Environmental changes such as privatization, diversification, decentralization, internationalization and increased competition in training are common to most countries. These changes have an effect on how training institutions operate training and they are seen as the driving forces for the marketing of training (Maringe, 2006). Kotler (1991) considers that there are five concepts under which organizations conduct their marketing activity, namely the production concept, the product concept, the selling concept, the marketing concept and the societal marketing concept. Among those, the last two are of interest to the training area, as they contain the core of the marketing concept, as it is used today by most organizations. The marketing concept holds that the key to achieving organizational goals consists in determining the needs and wants of target markets and delivering the desired satisfaction more effectively and efficiently than competitors (Kotler, 1991, p-16).

The marketing application in training is known as the training marketing. Kotler and Fox (1995) believe that training marketing involves designing institutes to commendably meet the identified needs and wants and use marketing price, communication and distribution to inform, motivate and serve the training market.

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The aim of the marketing research is to identify the needs of potential customers in order to provide appropriate training programs. Analysis of the perception that trainees have towards the services offered by the training institutes which is leading to improve or develop new programs. For that, traditional marketing research methods, both quantitative and qualitative techniques can be used to study environmental factors influence training (Filip, A.2012). When expectations are measured at the beginning of a period, the extent to which they are fulfilled is not a strong predictor of course satisfaction (Appleton-Knap, Krentler 2006).

The aim of this study is to explore the factors influencing the effective marketing of the mentioned training programs offered by NAPD. It is obvious that the main beneficiary of this study would be NAPD. Different study reports have been reviewed in exploring effective marketing strategies, which are defined as the transformation of a market opportunity into the products that is different training courses available to be offered. This study has reviewed literature from two perspectives. Firstly, different relevant models are used to understand effectiveness of Marketing Strategies in different training courses. Secondly, various factors which of marketing strategies of different training courses are also cited from different sources.

NAPD regularly organizes training courses on various diversified issues relating to Project Management, Office Management, Human Resource Management, ICT, Development Economics and other cross-cutting issues for the officials of government, semi-government, autonomous bodies and NGO's for their capacity development. It arranges regular day courses, self-financed evening courses and request courses. The main focus of NAPD is to organize training courses on Planning and Project Management to develop the planning capacity of the officials to contribute in the Govt. development programs. NAPD is organizing development planning and project management courses in the day time as regular courses and Post Graduate Diplomas in Development Planning courses in the evening time from its inception.

Objectives of the Study

This study aims at achieving the following major objectives:

01. To evaluate existing training marketing strategies of selected training courses of NAPD
02. Based on the evaluation proposed effective marketing strategies for the selected training courses of NAPD

The Concept of Marketing Strategy

Marketing strategy has been a salient focus of academic inquiry since the 1980s' (Mavondo 2000). It consists of an internationally integrated but externally focused set of choices about the organization and addresses its customers in the context of a competitive environment (Bradley 2003). There are numerous definitions of marketing strategy in the literature and such definitions reflect different perspectives (Li et al 2000). A traditional definition of marketing strategy is a plan for pursuing the firm's objectives or how the company is going to obtain its marketing goals with a specific market segment (Orville and Walker 2008; Theodosio, Leonidus, 2003; Kotler, Armstrong, 2009) while Brodrechtova (2008) explains that marketing strategy is a roadmap of how an organization assigns its resource and relates to its environment and achieves its objective in order to generate economic value and keep the institute ahead of its competitors. In laymen terms it is to determine the nature, strength, direction, and interaction between the marketing mix-elements and the environmental factors in a particular situation (Li et al 2000). According to Levie (2006), the aim of the development of an organization's marketing strategy development is to establish, build, defend and maintain its competitive advantage.



A thorough analysis of the newest scientific articles on strategic management and organizational behavior indicate that 71% of them analyze organizational performance as a dependent variable, 12% of them analyze it as an independent variable while 11% of the studies analyze performance as a dependent as well as an independent variable (March and Sutton 1997). The decision of the marketing strategy content also determines which specific resources and capabilities are required to be combined and transformed to develop and deliver the value offering that consequently leads to organization's performance. In order for a marketing strategy to offer subsequent amount of value and achieve performance it should be well-timed with market requirements. Therefore, Timing is an important marketing strategy decision when examining new market targets or value propositions is the timing of entry or launch (e.g., Green et al. 1995; Lieberman and Montgomery 1998). Such important time considerations can often impact other marketing strategy content decisions. For example, when a marketing strategy must be developed to deliver a return on investment in 1 year versus 2 years, different market segmentation, targeting and value proposition decisions may be appropriate (e.g., Green et al. 1995).

Standardization and Adaptation

Literature reveals that most studies concentrate on factors that influence the selection of a certain strategy, and they seek to recognize forces that stimulate standardization or adaptation. Nevertheless, the validity of the choice of standardization or adaptation strategy is determined by its potential to improve the organization's performance (Samie & Roth, 1992).

Standardization

The opposite of adaptation is a standardization approach of marketing. The view of the standardization standpoint (as proposed by Jain, 1989; Levitt, 1983) posits that there is a union of cultures with comparable environmental and clients interest around the globe that calls for standardized products across export markets. According to Levitt (1983), organizations that are marketed well have moved away from customizing items to offering standardized products or services that are advanced, functional, reliable and low priced. The author adds that organizations can achieve long-term performance by directing their marketing activities on what everyone wants rather than worrying about the particulars of what everyone thinks they might like which can be costly to cater when following individual preferences.

Adaptation

The central basis of the adaptation school of thought is that when entering a foreign market, marketers must consider all environmental factors and constraints such as religion, language, climate, race, occupations, education, taste, different laws, cultures, and societies (Czinkota and Ronkainen, 1998). However, researchers have distinguished important sources of constraints that are hard to measure such as cultural differences rooted in history, education, religion, values and attitudes, manners and customs, aesthetics as well as variations in taste, needs and wants, economics and legal systems in the export markets. In an adaptation approach, "multinational companies should have to find out how they must adjust an entire marketing strategy and, including how they sell, distribute it, in order to fit new market demands" (Vrontis and Thrassou, 2007). It is crucial for marketers to adjust the marketing mix and marketing strategy to suit local tastes, meet special market needs and consumers' non-identical requirements (Vrontis and Thrassou, 2007).



Standardization and Adaptation of the 7P's

Product

The product itself is at the beginning of marketing strategy efforts toward firm performance. According to Keller, (2003) in order to create brand loyalty, consumers' experiences with the product must, at least, meet, if not actually exceed, their expectations. According to Doole and Lowe (2004) product image is one of the most powerful points of differentiation for consumers.

Pricing

The second P of the marketing strategic elements is price. According to Agwu and Carter (2014), 'among the four Ps, price is the only income generator and it is the value attached to a product or service. Lovelock (1996) suggested that pricing is the only element of the marketing mix that produces revenues for the firm, while all the others are related to expenses. Xenfeldt (1983) cited in Avlonitis and Indounas (2005) stated that pricing objectives provide directions for action.

Place

The third P in the marketing strategies is the place which is also known as distribution. All products need effective distribution structures (Onkvisit and Shaw, 1993).

Promotional Activities

The fourth P is promotional activities of the units (e.g., retailers, manufacturers' representatives, sales offices, and wholesalers) comprising them. Therefore the choice of distribution should be viewed as an orchestrated network that creates value for user or consumer through the generation of form, possession, time and place utilities (Stern and El-Ansary, 1988).

People

Thorough research is important to discover whether there are enough people in your target market that is in demand for certain types of products and services.

The company's employees are important in marketing because they are the ones who deliver the service. It is important to hire and train the right people to deliver superior service to the clients, whether they run a support desk, customer service, copywriters, programmers...etc.

When a business finds people who genuinely believe in the products or services that the particular business creates, it is highly likely that the employees will perform the best they can.

Process

The systems and processes of the organization affect the execution of the service. So, you have to make sure that you have a well-tailored process in place to minimize costs. It could be your entire sales funnel, a pay system, distribution system and other systematic procedures and steps to ensure a working business that is running effectively. Tweaking and enhancements can come later to "tighten up" a business to minimize costs and maximize profits.

Physical Evidence

In the service industries, there should be physical evidence that the service was delivered. Additionally, physical evidence pertains also to how a business and its products are perceived in the marketplace.

It is the physical evidence of a business' presence and establishment. A concept of this is branding. For example, when it is the training about of "fast food", come first McDonalds. When it is thinking of sports, the names Nike and Adidas come to mind.

It is immediately known exactly what their presence is in the marketplace, as they are generally market leaders and have established a physical evidence as well as psychological evidence in their marketing.

They have manipulated their consumer perception so well to the point where their brands appear first in line when an individual is asked to broadly "name a brand" in their niche or industry.





Effective Marketing Strategies and its Benefits

Marketing strategy is an essential part of conducting business operation as it directly influences the outcome and result of firm performance. In a nutshell on the 4Ps of marketing strategy, an organization should be constantly developing new products/services in consideration of product life cycle (PLC) the product element is the new product itself, getting the price right involves examining customers/clients perceptions, promotion involves engaging in a range of promotional activities e.g. competitions, product tasting etc, and place involves using the best possible channels of distribution such as leading retail chains. Marketing therefore plays a key role in determining such aspects as:

- the appearance of the product/services – in line with the requirements of the market;
- the function of the product/services – products must address the needs of customers as identified through market research;

Methodology

Pilot Study was conducted constituting trainees and nominating authorities. No. of respondents 20 trainees, nominating authorities-02. Instrument used Structured Questionnaire (open ended & close ended questions).

Based on the literature review and pilot study, a questionnaire was developed. A semi structured questionnaire with both close-ended and open ended questions were used to conduct survey. Open-ended questions helped to explore the real facts of effective training marketing.

The questionnaire consists of two sections. Personal details such as age, gender, job status, year of experience, affiliated institutions were collected in the first section. In the second section, the survey instrument based on several questions related to training marketing issues were collected.

Data collection

The quantitative information required for the descriptive research is mainly primary in nature. Thus, primary data were collected by conducting interview sessions with different respondents such as trainees, trainers, nominating authorities, other training institutes and training organizers from the government, semi-government, autonomous organizations and NGO's. The sampling method followed was non-probability purposive sampling.

Sampling frame

The study area was predetermined; major institutions which represent the trainees constitute around 304 known population/respondents were included in the sampling frame. According to official records held in NAPD, Nominating Authority comprises of 60, trainers consist of 36 and training institutes or universities comprises 12 population respondents based on similar training organizing experiences and potential trainees who have not yet undergone NAPD training comprise 300 population. From them, a representative sample was surveyed.

- Elements: The respondents are spread around offices of different government and non-govt. organizations. So the respondent's permission from their authority, geographical distance and convenience of the research team were a considerable issue as well. It was ensured that both males and females were included in the sample.
- Extent: Institutions send trainees on selected topic in NAPD in last 5 years (2011-2015). (Annexure-07)
- Time: This study followed the time plan specified in the terms of reference of the study.



Population and sample size

The survey will be based on responses from various types of participants involved in the training program. The profile of the respondents is given below (Table 1):

Table 1: Distribution of Sample

Description	Population	Sample	Sampling frame
Number of Participants	241	73	Trainees of DPPM & PGDDP courses of NAPD of 2011-2015
Number of Nominating Authorities	60	20	Nominating Authorities of the trainees of DPPM & PGDDP courses of 2011 -2015
Number of Trainers	36	12	Trainers of the DPPM & PGDDP courses of 2011 -2015
Respondents from similar type of training Institutes/Universities	12	06 (Govt.-2, Universities-2, Private -2)	Training institutes/universities providing similar training courses
Potential trainees	Unknown	100	Trainees who have not undergone NAPD training
Total	304	211	

Source

NAPD Research on the “Exploring Effective Marketing Strategies for National Academy for Planning and Development towards Development Planning and Project Management Courses”

Data Analysis

The analysis plan for this study took place in a series of steps. The first step was the presentation of the descriptive statistics that allow explaining the distribution of the measures. The second step was the analysis in which cross validations of the outcome was included by expert opinions. This allowed examining the association between the measures. Besides, there was qualitative analysis based on in-depth interviews, document reviews and observations.

Findings

Analysis of existing marketing strategies based on marketing mix

National Academy for Planning and Development (NAPD) is a specialized national training institute on Project Management under the Ministry of Planning of Bangladesh. The major two courses organized by NAPD are Development Planning and Project Management (DPPM) and Post Graduate Diploma in Development Planning (PGDDP). The course duration of DPPM is 15 working days and the course fee is taka 18,000 per participant. The objective of this course is to familiarize them with existing procedures, practices, rules and methods of project planning and management. This course is designed for grade-9 or equivalent officers working in govt., semi-govt., autonomous and non-govt. organizations. The course duration of PGDDP is 10 months and the course fee is taka 40,000 per participant. The objective of this course is to equip the participants with most recent techniques of planning, project management as well as theoretical and practical knowledge of basic economics and research. This course is designed for grade-9 or equivalent officers working in govt., semi-govt., autonomous and non-govt. organizations.





Satisfaction of participants on training materials/participation/quality of training

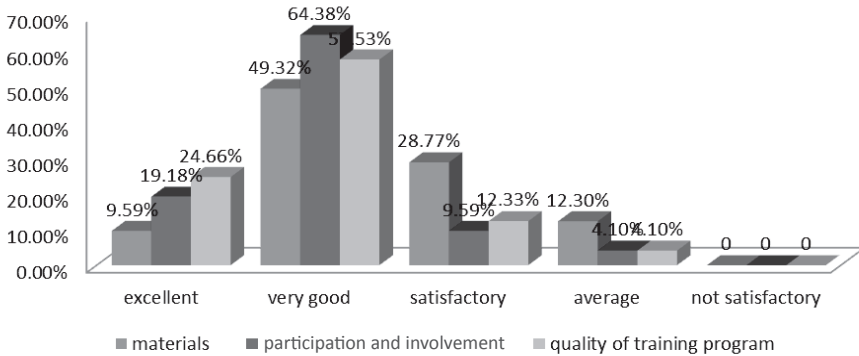


Figure 1: Satisfaction of participants on training materials/participation/quality of training

NAPD provided handouts, training bag, note book, pen, name badge, flip chart as training materials to the participants of PGDDP and DPPM courses. In the training session, participants were given group exercise, case study as class exercise. The participants presented this exercises in group presentations. The participants were also involved in questions- answers sessions with the resource persons. It was found from the study that a number of the participants (9.59%) expressed that the training materials were excellent. The majority of the participants (49.32%) opined that the training materials provided by NAPD were of very good quality. A significant number of participants (28.77%) regarded the materials as satisfactory. In respect of participation and involvement, a significant number of the participants (19.18%) regarded it as excellent and majority of the participants (64.38%) opined that there participation and involvement in the classroom was very good. When the participants were asked about the quality of NAPD training, a significant number of them (24.66%) regarded the quality of NAPD training as excellent and majority of the participants (57.53%) regarded training quality as very good. It is evident from the analysis that the participants were satisfied with the training materials provided by NAPD, degree of their participation and involvement in the training sessions and quality of NAPD training.

- The trainers were asked about the participation and involvement of the participants during the training program. Majority of the trainers (58.33%) agreed to the point that the trainee’s participation and involvement was effective. A significant portion of the trainers (41.67%) strongly agreed to this point.
- Most of the trainers (66.67%) agreed to the point that the time allocation was sufficient for each topic.
- In reply to the query as to whether the trainers would recommend the NAPD organized training programs to others, nearly cent percent (91.67%) of the trainers agreed that they will definitely recommend to others. It can be revealed from this analysis that the trainers are very much supportive to recommend NAPD organized training courses to others.
- The Nominating Authority and the organizer of different organizations were asked whether the Development Planning and Project Management course is required for the organizational development. Majority of the respondents (66.67%) strongly agreed to this point.
- The per hour training cost of different training organizations was analyzed. It is found from the analysis that per hour training cost of NAPD is least in comparison to other training organizations like BIM, MDS and IBA DU. So it is an advantage for NAPD that the NAPD organized training courses are cost effective.



Flowchart of the existing promotion strategy

Existing marketing strategy of PGD-DP and DPPM courses will follow the flowchart given in figure. The details of each step will be described accordingly.

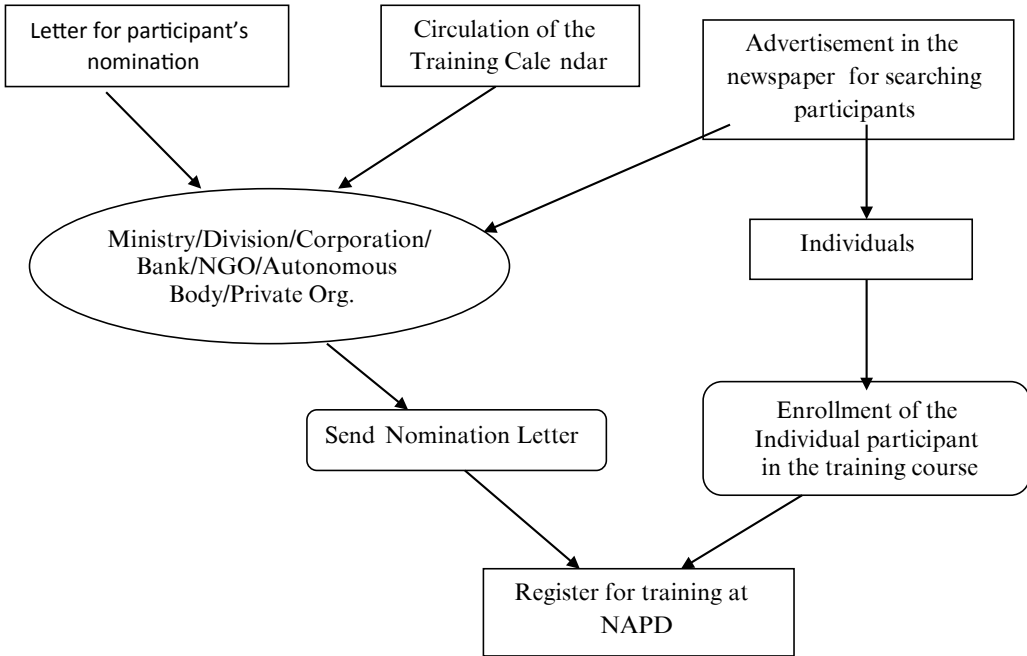


Figure 2: Flow chart of the existing marketing strategy

From the beginning of a financial year, NAPD prepares a training calendar with all information regarding the training course. This training calendar is sent to different organizations like Ministries, Divisions, Corporations, Government and Private Banks, NGO's, Autonomous Bodies etc. NAPD prepares a letter for participant's nomination and sends it to those different organizations one or two months before starting the specific course. Around 400 nominating authorities are available to send letters of training invitation. Another marketing strategy of NAPD is publishing course advertisement in the newspaper. In this way nominating authorities are informed about the training courses of NAPD and they send their nomination letters with nomination of their officers.

Individuals are also informed about the course by newspapers and they communicate NAPD about their personal interest for the specific course. Stakeholders use different communication methods to reach their nomination letters to NAPD. Government or private organizations send an official nomination letters by post or fax. But individuals communicate over phone or send their applications to NAPD by E-mail. Before starting the course an NAPD list is prepared by collecting all the officer's names and addresses from nomination letters as participant's list.

NAPD should communicate with the other organizations through phone, fax or personnel email. Another suggestion was to communicate directly with different divisions, directorates, and agencies rather than sending letters to the concerned ministries.



Advertisement in the electronic media could also be a good option. Options like personal communication, arranging workshop for marketing of training courses were also iterated by the respondents.

- Nominating authorities were asked about the preferred marketing strategy. Most of them (about 18) mentioned “by post” methods as their preferred method. Seeking nomination by sending training calendar is mentioned by 14 respondents. Other methods mentioned by the nominating authorities were newspaper advertisement (1 respondent), advertisement through websites (3 respondents). Nominating authorities also mentioned advertisement through mails, SMS.
- Marketing strategies of six training organizations were reviewed in this study. Among the six, one is government organization; three of them are autonomous organizations and the rest are private organizations. When they were asked about the marketing policy they followed to set the participants of any training program, different methods were iterated by the respondents from the respective organizations. Advertisement through sending letters by post, by the training schedule (training calendar), newspaper advertisement, advertisement in websites, etc; are some common findings. All the organizations have one thing common. That is advertisement in their websites. Nomination seeking letters to be sent by post is another method followed by almost 67% of the respondents. Newspaper advertisement is another common method followed by different organizations.
- When respondents were asked about the nomination process that NAPD follows to set participants, 86% of the participants agreed to that. On the other hand only 14% of the total respondents did not agree on this point. According to their suggestion, besides letters and training calendar NAPD should communicate with the other organizations through phone, fax or personnel email. Another suggestion was to communicate directly with different divisions, directorates, agencies rather than sending letters to the concerned ministry. Advertisement in the electronic media could also be a good option. Options like personal communication, arranging workshop for marketing of training courses were also iterated by the respondents.

Effective Marketing

Preference on specific certification

- When trainees and potential respondents were asked about preference of certificates, majority of them (101 out of 190) favored the government training academy for training certification. A significant number of the respondents showed their preference for institutes with international affiliation. Some of the respondents also expressed their interest for the public university (34 out of 190). From this analysis it is evident that government training academies are at the top of their preference for training certification followed by institutes with international affiliation and then the public university. Thus NAPD should collaborate with different reputed public universities and institutes with international affiliations.



Funding source of participants for training enrollment

Table 2: Year-wise comparative number of Trainee

Year	PGDDP Course			DPPM Course		
	Number	Org. funded	Self funded	Number	Org. funded	Self funded
2011	13	9	4	14	14	0
2012	18	9	9	18	18	0
2013	24	17	7	24	23	1
2014	16	9	7	21	20	1
2015	12	8	4	15	15	0

In the year of 2011 to 2015 the number of participants of PGDDP course who participated by their own funding is high compared with the day course DPPM. So from the data it is clear that participants were more interested to join in a diploma certificate course though they have to be paid by their own.

Mode of Promotion

Preference of Training Communication System

	No. of responses	By post	SMS	E-mail	Facebook	Newspaper	E. media	Others
Trainee's	39	13	15	29	7	19	3	4
Trainer's	5	0	2	5	0	0	0	0
Organizer's	1	1	1	0	0	1	1	0
N. Authority	9	6	2	5	2	2	2	2
Total	96	22	27	67	16	26	17	5

Table 3: Preference of Training Communication System

For organizing a training program, enrollment of the participants is a prime factor. For seeking participants nominations, different types of communication systems are followed by the training organizations. The inquiry about this training communication system was a quest in this research. Different groups responded differently in this matter. As for the trainees, most of them (29 of 39) expressed their preference about email communication. Then they preferred newspaper (19 of 39) followed by SMS (15 of 39) and by post (13 of 39). In respect of trainers, most of them showed their preference in e-mail, some of them also preferred SMS. In this research, potential trainees' viewpoints were also taken into account. Among them, a significant number of respondents preferred email (28 out of 42). A good number of participants preferred electronic media (11 out of 42). Training organizers, other than NAPD, prefer newspaper, electronic media, by post and SMS to communicate with their trainees. Nominating authorities of the participants of NAPD, chose by post (6 out of 9) and email (5).

- When to the respondents that were asked whether 'word of mouth' is an important factor or not, most of them answered in the affirmative. That means recommendation from near ones can be a vital factor to choose a training program.





Influencing factor to register for a training program - Views of nominating authority

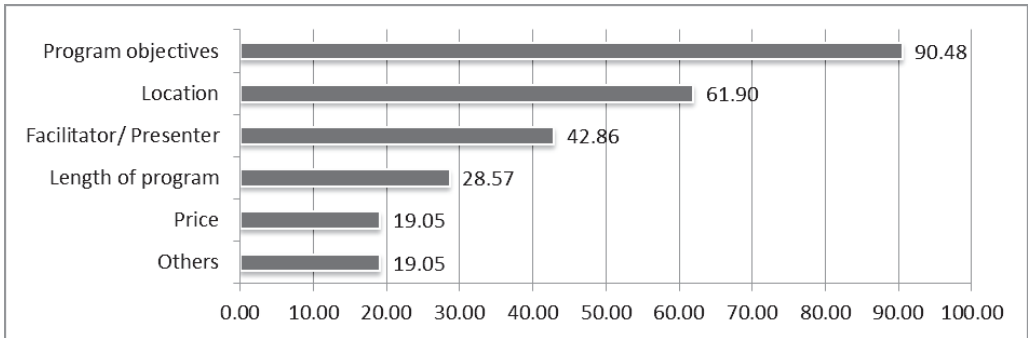


Figure 3: Influencing factors of training program

When organizations were asked about the factors which influence the respective organizations to nominate their personnel in any training program, about 90% of the total respondents mentioned the program objective. The objective is mentioned in the nomination seeking letter and also in the annual training calendar. Location of the training center is also a major concern. About 62% of the respondents agreed on this point. Other factors are facilitator’s or speaker’s profiles (42.46%), duration or length of the training program (28.57%) and the course fee (19.05%). Respondents also pointed out need of the personnel, contents of the program as other important factors to participate in a training program.

Marketing Strategy of NAPD and Others Organizations

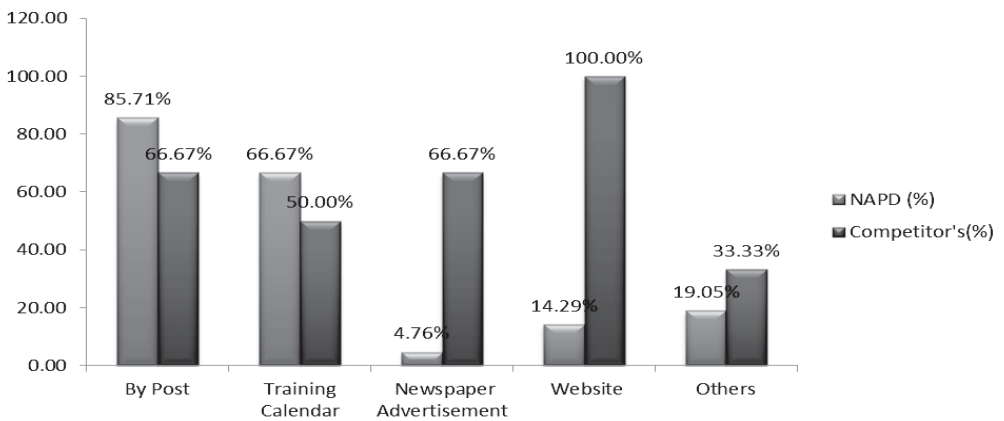
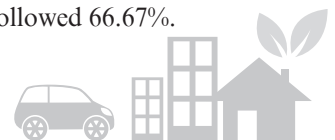


Figure 4: Marketing Strategy of NAPD and Other Organizations

In case of marketing strategy, the researchers have found that all of the organizations with NAPD maintain their strategy based on by ‘post’. NAPD as 85.71% and other organizations as 50.00% send their letters by ‘post’. The researchers recognized NAPD’s marketing based on basically by post and its training calendar but other organizations followed the newspaper advertisement and website. The above data have shown that other organizations provide their circular in websites. The comparison of newspaper advertisement has shown that NAPD is in a poor condition like 4.76%, on the other hand other organizations followed 66.67%.



Conclusions and Recommendations

Devising an effective course that meets a demand in the training industry is not the start of a long journey towards making a training course profitable. In order to fill the training course up with trainees, a multi-faceted approach of marketing is needed. NAPD has got a better opportunity for its location to maximize the reach of the training and ensure that the people looking for training courses in the industry find the training courses of NAPD. There are different marketing channels NAPD can use. NAPD can embrace social media, email, its training nomination letters, and also can run an online forum for better marketing of its training courses. Actual transformation of potential trainees to be trainees is an important factor for training marketing. For this reason NAPD can use AIDA (Awareness, Interest, Desire, and Action) approach. For awareness build up, all training information should be informed to the potential trainees by different communication channels. After that, NAPD can take up some incentive programs like inviting trainees to the NAPD organized training programs.

On the basis of findings some effective and strong recommendations are given below:

- NAPD can organize workshops and seminars for updating contents of the training program with nominating authorities and other potential organizations.
- NAPD can explore linking with reputed university to improve the value of the certificate. Additionally the international institutions might have other options to improve the value of certification.
- A considerable budget should be allocated for advertisement purpose to increase the number of participants.
- As NAPD is situated at the heart of the Dhaka city with residential facilities, it should capitalize location advantage by much awareness through marketing channels. There are many universities and public/private organizations surrounding NAPD. Thus, NAPD can communicate with these potential groups.
- NAPD has an official website that circulates different information regarding the upcoming training course but in this study it reveals that NAPD's website management is not sufficient. It should update information frequently. There is no hit counter in the website so that it should be incorporated.
- It was found from the study that participants prefer electronic mails for training communication. NAPD follows this method but it needs further improvement. NAPD needs to develop an email list of participants, the email list of trainers as well as of nominating authorities. In this method former participants of NAPD who took part in the training course can play an important role. They can recommend other new participants for enrollment in the NAPD training courses.
- In the present situation, social media is very important for training marketing. In this study, we have found that participants prefer Facebook for knowing about NAPD training. This is why, it is needed to update training information regularly in the NAPD Facebook page. There are companies who conduct digital marketing activities for others. NAPD can outsource these digital marketing services.



- The researchers have found a correlation with the newspaper advertisement and number of participants. The present data prove that NAPD's newspaper advertisement cost decreased and the number of participants decreased also. So it is needed to increase newspaper advertisement cost so that more participants can enroll. In the newspaper advertisement, the design and content development of the advertisement of NAPD are not up to the standard comparing to the other competing training organizations. Even the frequency of the advertisement need to be increased for reaching participants. A short course outline can be given in the advertisement.
- Mobile SMS is also important for training marketing as the researchers have found in the study. Some of the respondents opined that mobile SMS is very much effective for them.
- NAPD is a pioneer government training institute but there is no post for a public relation officer. As a training institute, NAPD urgently needs the post for maintaining communication regarding training marketing.

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