

Discussion on the Application of Project Management in Enterprise Marketing Activities—Take the XX Enterprise as an Example

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Abstract: When organizing and carrying out marketing activities, enterprises can adopt project-based management mode. Under the role of this new mode, it can not only help project-based companies make reasonable use of the project-based management mode, but also obtain good management effect, promote the improvement of the efficiency of marketing activities, and obtain good activity benefits. Taking the development of enterprise marketing activities as the background, this paper discusses the application of project-based management mode, grasps the content and focus of project-based management, and puts forward the relevant ways of effectively constructing project-based management system for reference.

1. Introduction

With the development of enterprise marketing activities, in various forms such as creation, exchange and communication, service-oriented parties and social subjects bring value with the help of activity forms, and form specific marketing concepts, which have a direct impact on the development of enterprise market operation activities management. Therefore, it is very important to have the correct marketing concept. In the social market, in order to guarantee the competitive advantage of enterprises, it is necessary to pay attention to the effective implementation of project management when organizing and carrying out marketing activities, and explore appropriate marketing channels, so that enterprises can give full play to the maximum marketing value in the whole market.

2. Content and focus of project-oriented management in enterprise marketing activities

2.1 Project-based management-related content

Different from the general type of management mode, when comparing the general management mode, project management usually takes tasks as the starting point, while the general type of management mode is based from the perspective of integration. The latter will combine the business strategy with the current products and markets, and the development of project management is to promote the continuous transformation of the company's strategy and form specific products and services.

In the project and marketing activities, there are the corresponding components. Such as, methods, resources, goals, etc. So, there are many similarities between the two. In order to promote the sustainable development of enterprise marketing activities, we can start from all aspects, on the basis of ensuring mutual unity, from the perspective of the project, the in-depth analysis of each link of marketing. At every stage of marketing activities, we carry out analysis and management from the perspective of project development. When doing marketing work, we also use the mark of the project.

In the project management work, the project contains relatively more management content. For example, these management contents include scope management, cost management, schedule management, human resource management and so on. In the whole life cycle of the project, the above management content is fully throughout. The core of management is usually in four aspects: time, scope, cost and quality. When carrying out the management of marketing activities, we can start from the core aspect of management, further determine the product scope and service scope, to ensure that the implementation of each work is within the determined range. When clarifying the limit of time, it is necessary to successfully complete the goals within the specified time. At the same time, the cost consumption should be reasonably controlled to ensure the smooth realization of the organizational goals.

In the evaluation of the program, the organizational goal can also be taken as an important measurement standard. In the analysis of marketing related concepts, it can be seen that the content of thought management is closely related to the core content of marketing activities. When organizing the management of marketing activities, it should include both time, scope, cost and quality, as well as some other factors. The importance of these factors is different. Project-based management regards marketing activities as a kind of project. After the completion of the first project-based step, corresponding management ideas and methods are adopted to ensure that the objectives of marketing activities can be successfully achieved.

2.2 Focus work of project-based management

In the implementation of project management work, the four problems involved are usually in the scope, cost, progress and quality.

2.2.1 Schedule management

In terms of progress, the relevant personnel should do planning, arrangement and other work in accordance with the order of work, and combine the time required during each work period, carefully analyze, formulate a detailed schedule, and take targeted prevention and control measures, and complete the corresponding work within the standard time. By clarifying the specific order in the project scope management, grasping the relationship between various work, marking the work order in detail, clarifying the cycle of various work, after further determining the key path, set the minimum construction period, and complete the project schedule. At the same time, the relevant personnel should also mark the beginning and end time in detail, and carry out comprehensive monitoring for changes in time. With the passage of time, the effective control of the overall progress is formed, so that the progress can be maintained within the normal state of ^[1].

2.2.2 Scope management

In terms of scope, usually in the whole life cycle, according to all the scope of work, the organization, management, control and other work are carried out smoothly, so as to ensure that all the work can be completed smoothly. Among them, the need to determine, verify, control and other

three aspects are all included. In the process of dissolving project work, users can obtain multiple sub-projects, identify specific scope when the organization carries out management and control work, and effectively construct and change control system to form a reasonable control mode, which can be corrected in time, avoid problems beyond the expected scope, and achieve the purpose of full scope management.

2.2.3 Quality management

In terms of quality, through clear customer requirements in terms of quality, to determine the implementation of quality control methods, when there is a clear quality control objectives, in the entire project implementation process, to ensure that the detection method used can correspond to the method and objectives. Within a certain time and cost, the project can be successfully completed. Not only that, project-based management also needs to provide a strong guarantee of quality performance in order to meet customer requirements.

When carrying out quality control operations, it is necessary to make reasonable organization and comprehensive planning. It is not only necessary to formulate clear quality control objectives, but also to ensure the feasibility of the quality policy and ensure the effectiveness of the planning scheme. Users adopt appropriate control means to give full play to the actual role of improvement measures. In the process of marketing activities, with the development of scope management, such means are usually aimed at the control of products and services.

If the scope of control changes, effective corrective actions need to be taken, which is very similar to project scope management. Therefore, during the development of marketing activities and project management, the two methods are to achieve effective control of the project progress by formulating schedule and implementation plan. In cost management, quality management and many other aspects, there are also the same place with project management. Therefore, when carrying out enterprise marketing activities, we can adopt project-based management to help enterprises obtain good management results.

2.2.4 Cost management

By defining the actual budget scope, management needs to be organized within the appropriate scope. Under the requirements of the whole plan, the quality and schedule of the project can meet the standards. Through the development of a sound resource plan, the current cost is reasonably estimated and the cost budget is organized so as to successfully achieve the control target at last ^[2].

3. Important embodiment of project-based management in enterprise marketing activities

3.1 Fully attract customer groups and improve the market competitiveness

In the production and influence of enterprises, if the consumer demand of consumers can be fully met, it can promote the market competitiveness of enterprises. When enterprises carry out marketing activities, with the application of project-based management mode, it is usually necessary to take the needs of consumers as the important core, and improve and improve the current project construction, so as to effectively meet customers' production requirements for products.

In order to ensure that the various departments of the enterprise can cooperate with each other and coordinate with each other, it is necessary to effectively formulate corresponding solutions for the requirements of consumers when organizing the project management work. In the process of marketing, enterprises use high-quality products and services to promote the improvement of customer satisfaction and attract more high-quality customers and potential customers, so as to

obtain a higher market competitiveness, but also under this solid foundation, help enterprises to achieve stable and sustainable development goals ^[3].

3.2 Take the customers as the center and establish the marketing concept

During the period of social and economic development, with the gradual transformation of the enterprise management center, it can have some tendency in the sales link. In the whole market economy system, in order to highlight the proportion of enterprises, it is necessary to pay attention to the application of project management mode when organizing and carrying out marketing activities. With the formation of the new marketing model of enterprises, it is necessary to focus on the current main development direction of the market, and clarify the current development prospect of the enterprise, and grasp the actual needs of customers. In the implementation of project management work, it can better help enterprises to carry out marketing activities, promote the continuous improvement of enterprise visibility, so as to expand the influence of enterprises in the market.

4. Application countermeasures of project management in the marketing activities of XX enterprises

4.1 Project-based management ideas of XX enterprise marketing activities

In order to expand the market size of XX enterprises, in the organization of a large number of marketing activities, highlighting the characteristics of purpose, temporary, unique, life cycle and so on. For XX enterprises, when carrying out the project management of marketing activities, the overall management process is more complex, which can be implemented for the annual marketing or the marketing of the same type of products, and can also promote the development of project management in a specific marketing activity. Therefore, it mainly involves two levels, one is marketing program management, the other is single marketing project management.

Among them, in terms of project management, XX enterprises can start from many aspects to promote the smooth implementation of project-based management by establishing a unified management framework. For example, project management, scope management, organization management, schedule management, quality management, cost management and so on. In a single marketing project, with the development of management work, it is necessary to follow the unified framework of program management and formulate a suitable project plan for a single project to ensure the feasibility of work implementation methods ^[4].

XX enterprises through marketing project management, first in the project start-up stage, the acquisition of information as the focus of marketing activities, in order to analyze the feasibility of the project, complete the project work. When setting clear goals, enterprises should comprehensively consider the industry market and competitors, combined with market changes, and make reasonable adjustments to the marketing strategic plan.

Secondly, in the planning stage of the project, WPS, Gantt chart and critical path method can be used as an important management tool in the project management stage, so that appropriate management methods can be selected to effectively avoid marketing risks.

Thirdly, in the implementation and control stage of the project, it mainly includes the project scope, change cost control, schedule control, risk control, quality control and other aspects. XX enterprise adopts flow chart and earned value method as an important tool and method during project management, and implements comprehensive control over schedule, cost and quality plan.

Finally, at the end of the project, summarize and evaluate the marketing project according to the actual situation of marketing management. It is also necessary to conduct a comprehensive

assessment after quantifying the performance. Output the project results into documents, summarize the experience and lessons learned during the period, and confirm that all work is completed correctly to improve customer satisfaction.

4.2 Project organization and management of marketing activities of XX enterprise

4.2.1 Choose a project-based organizational structure

When XX enterprises carry out project-based management work, it is necessary to change the traditional organizational structure to ensure the formation of a new organizational structure and adapt to the current management environment. Based on the market environment with changing demands, in order to break the professional barriers between functional departments, it is necessary to communicate and coordinate more. When organizing and carrying out project-based management, it is necessary to clarify the role of managers of functional departments and do a good job in service simultaneously.

Marketing activities as the center, so that all functional departments organic integration, the formation of marketing as the core matrix organizational structure. Enterprises can select suitable professionals from marketing, technology, delivery, supply chain, finance and other departments, set up project teams, and appoint project managers to carry out management work. The use of matrix organizational structure can help XX enterprises solve the communication and cooperation problems between departments, facilitate the employees of functional departments to obtain knowledge and skills in other professional fields, and facilitate the continuous improvement of employees' comprehensive quality and professional ability.

4.2.2 Three-level structure operation mode

Taking the large project of XX enterprise as an example, in order to make up for the shortcomings in the traditional management method and ensure the cooperation and coordination among various functional departments, it is necessary to take the original matrix organizational structure as the key basis to further establish a sound three-level operation mode of marketing project, and include the project steering committee, the project core team and the project capital team.

In the three-level structure, the senior management of XX enterprise has the decision-making right and needs to cooperate with the core team to effectively deal with important issues through coordination, so as to keep the project in a stable state of operation. The core team of the project should include the project manager, the marketing and commercial leader, the technical solution leader, and the project delivery leader. The Project Manager is appointed by the Marketing Project Management Office and is responsible for all management and coordination work throughout the marketing project life cycle. Taking the marketing business leader as an example, it generally refers to the marketing personnel, in addition to the need to clarify the needs of the project, but also need to actively maintain customer relations, master the current project bid quotation.

4.3 Project planning and implementation of marketing activities of XX enterprise

4.3.1 Progress Management

When making the project schedule, it is necessary to sort the project tasks in order to confirm the start and end time of each task to ensure the rationality of the time arrangement. WBS can be used as a basis when making a schedule for a company's marketing project. Assuming sufficient

resources, it is possible to prioritize each work task and determine an appropriate schedule after a successful time estimate is completed.

In order to avoid deviations in the project schedule, it is necessary to set the schedule according to the process, strictly manage the schedule, and take effective corrective measures to make the project advance in an orderly manner according to the plan. XX enterprises in the marketing project work list, through the development of the project network map, you can get the key path of marketing projects. By making reasonable adjustment to some work, the purpose of shortening the construction period is achieved after optimization. After the development of marketing project Gantt chart, it is convenient for the project manager of a company to clearly understand the progress of the entire project task, and can make an objective and reasonable assessment of the progress and implementation of the project anytime and anywhere.

4.3.2 Quality management

In the implementation process of marketing project management, XX enterprises need to pay attention to the mutual balance of progress, cost and quality, and strengthen the reasonable allocation of various resources to achieve a relatively ideal state. XX enterprise marketing activities project quality management process, including quality planning, quality assurance and quality control, and throughout the whole project life cycle. According to the project quality plan, regular evaluation, inspection and improvement are carried out to ensure that the project quality is consistent with the plan requirements ^[5].

For the marketing activities of XX enterprises, after defining the main types of products, quality control can usually be implemented by means of testing. That is, unit testing, integration testing, stress testing, system testing, etc., aimed at fully guaranteeing product quality to meet the basic requirements of project quality. During the project quality management period, in order to meet the needs of customers, the traditional PDCA cycle can be adopted to develop and perfect the quality objectives and quality plans according to the contract requirements of customers. Through strict implementation, combined with the process and product, on the basis of all-round monitoring, according to the final monitoring results, effective improvement measures are taken to match the needs of customers.

4.3.3 Cost management

In the enterprise marketing project, it is necessary to increase the investment of funds to promote the promotion of marketing efficiency. In order to ensure the full utilization of capital costs and avoid the waste of funds, it is necessary to adopt effective cost planning methods, and ensure that the investment of marketing costs can obtain corresponding application effects when doing a good job in cost management and control, so as to achieve the goal of maximizing the utilization of costs.

During the period of project cost management, it includes three parts: project cost, estimated cost and budget cost control. Taking the project cost budget of XX enterprise as an example, it is mainly based on a variety of information such as project specifications, manpower plans, and schedule plans, and it is usually reflected in two aspects such as manpower and management when preparing various aspects of expenditure. With the development of the project cost control operation, the above expenditure preparation content is taken as an important baseline, and WBS is taken as the basis. After the decomposition of various work tasks, XX enterprise needs to start from every detail task and determine the budget cost of the entire project by doing a good job of cost measurement.

5. Conclusion

With the continuous improvement of economic system construction and reform, an increasingly fierce competition trend has been formed among enterprises. In order to promote the improvement of the marketing efficiency of enterprises themselves, in addition to mobilizing the enthusiasm of enterprises, they also need to continuously innovate the marketing strategies created by enterprises through timely carrying out various types of marketing activities. When enterprises carry out marketing activities, for the application of project-based management mode, it is usually necessary to determine specific management projects, focus on marketing tasks, and timely adopt appropriate methods to implement management according to the implementation of each link of the project to meet the actual needs of enterprises.

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