

Research on Marketing Organization Design and Reengineering

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Abstract: The research object of the research on marketing organization design and reengineering is the function, structure, management and change laws of the marketing organization of the enterprise. Based on the regularity of the law, scientifically design, manage and innovate the marketing organization, so as to lay a scientific and efficient marketing organization foundation for the creation of a marketing enterprise organization capable of matching marketing capabilities with core capabilities, in order to cultivate, maintain and update sustainable competitive advantage of the enterprise.

1. Introduction

There is no unified understanding of the concept and composition of marketing organization in the domestic and foreign theoretical circles and marketing circles. I summarize the main points of the marketing literature on “the concept and composition of a marketing organization” as follows:

(1) Marketing organization = sales department. This is the initial stage of the marketing organization's development, and a small number of marketing functions such as market research and advertising promotion are given to the original sales department. Some Chinese companies in the 1990s have this understanding of marketing, and believe that to strengthen the construction of marketing organizations is to increase sales staff.

(2) Marketing organization = narrowly defined marketing department. The main characteristic of this marketing organization is that the marketing department and the sales department are in a parallel position in the enterprise organization system: in different enterprises or at different stages of development of the same enterprise, the two departments may be under the same leadership and management, or they may be led by two superiors.

(3) Marketing organization = Marketing department in a broad sense = Marketing department in a narrow sense + Sales department. This concept of marketing organization is consistent with the view of Robert E. Wilt and others: “Marketing organization refers to the positions and structures of marketing activities within an enterprise.” Therefore, we can say that this kind of marketing organization is the internal marketing organization of the enterprise. The concept of generalized marketing department is generally called “marketing company”, “marketing company” or “sales company” in the organizational structure of the enterprise, and is led by the vice president of marketing (sales) / deputy general manager of marketing (sales). Some people call the “generalized marketing department” a marketing center, including the sales department. The characteristics of this marketing organization are: the business concept implemented by the enterprise is the marketing concept, the sales department is only a functional department of the marketing department, and it is under the management of a superior leader (that is, the vice president of marketing, called CMO in the United States). Work closely together.

(4) Marketing organization = the entire company organization, that is, a modern marketing company. Whether a company can be called a modern marketing company (effective marketing company) depends on how all employees of the company, especially executives, view marketing functions and customers. Only when all departments of the company realize that they are “working for customers” and marketing is not just a department name, can these companies become modern marketing companies: Only when all employees of the company realize that their jobs are determined by choice The company can become an effective marketing company only when the customers of our products are created. Philip Kotler added a sixth stage of the evolution of the

marketing department in Marketing Management, which is a process and results-based company. This type of company requires that the marketing department be designed according to the processes or results of order processing, customer acquisition and maintenance, etc., so as to change the way the marketing and sales personnel are organized according to functions.

2. The Marketing Organization Optimization Design Principles

The principle of consistent goals. The establishment of marketing organization is to achieve the marketing goal of the enterprise, it is an effective means and system guarantee to achieve this goal. Therefore, the setting must be based on and obey the marketing objectives of the enterprise, and the two must be highly consistent. In the design process of the marketing organization, it is necessary to adhere to the goal of marketing, set up posts based on “things”, and set up people based on “posts.” Ensure that all positions and institutions in the organization are set up to achieve marketing goals. Any positions and institutions that are not related to marketing goals are resolutely cancelled, and those positions and institutions that have little to do with marketing goals are adjusted or merged.

Division of labor and cooperation principles. Under the objective conditions of socialized mass production, division of labor and collaboration is an inevitable requirement to achieve the marketing goals of modern enterprises. Therefore, adherence to the principle of division of labor and cooperation is one of the necessary conditions to ensure the success of the marketing organization setup. It is necessary to decompose the marketing goals layer by layer, and finally implement them into specific work details and clear tasks, which are responsible by various departments and positions. Through clear division of labor within the organization, the work content and scope of each department and each post are defined. In the division of labor, we must also emphasize the cooperation between each other. Division of labor is a process from the whole to the details, but only through the coordination and cooperation between each detail, can each detail not run in isolation. Through the division of labor and cooperation, the joint efforts within the marketing organization can ensure the orderly operation of the company's marketing work, generate synergy, and play an overall role.

The principle of unity of command. In order to cope with the rapidly changing market environment, it is necessary to ensure that the marketing organization of an enterprise runs uniformly and efficiently. In the marketing management work, we must resolutely eliminate the impermissible and endless phenomenon. Ensuring that the marketing organization works quickly is an effective way for enterprises to flexibly respond to the market. This requires that marketing organizations must implement unified command. The principle of unified command requires that when designing the marketing organization structure, the marketing organization has a systematic and continuous hierarchical command system, which clearly specifies the responsibilities and levels of command and communication methods at each level. Leadership and responsibility are implemented at each level, and relevant information is uploaded and issued. Each level of organization only accepts the leadership and command from a superior organization. Subordinates cannot report beyond levels, but they can appeal beyond levels.

Reciprocity principle. Authority and responsibility are two interrelated concepts. Duties refer to the responsibilities and obligations of a certain position, and authority refers to the powers that should be possessed to fulfill the responsibilities and obligations of a certain position. Generally speaking, power should include the power of decision, order, review, proposal, and control. Responsibility and authority are inseparable. Therefore, when designing the marketing organization structure, both the responsibilities of each department and each position must be clearly defined, and the necessary management authority must be given to complete the duties. Responsibilities and authorities must not only be unified, but they must also be equal. Only responsibilities, no powers or too small powers, people will not have the ability to perform their duties or cannot perform their duties fully. On the contrary, only powers and no responsibilities, or great powers and small responsibilities, will result in lack of supervision or abuse of power, thus Random command or no command. Only when responsibilities and powers are equal, Diao` is the best combination.

3. The Restructuring of Marketing Organization

Due to changes in industries, markets, and competition, it is often necessary to make adjustments to a company's strategy and constantly formulate a competitive development strategy. When the company's strategy changes, the organizational structure of the company's headquarters also needs to be restructured. Under the current overall situation of economic development, it is necessary to reconstruct the organizational structure of enterprises. The economies of various countries in the world have begun to merge, and the development of economic globalization has accelerated greatly. In the process of enterprises, especially corporate companies participating in the international economic tide, they have become the backbone of our national economy. When an enterprise company locates its own development goals, it should strive to become an increasingly powerful company and even a multinational company, and strive to rank among the world's advanced enterprises. At present, multinational corporations have also brought a great impact on the organizational structure of China's corporate companies. The control of multinational corporations over the formation of China's industrial development will definitely affect the organizational structure of corporate companies in the industry.

In a modern society where science and technology are increasingly advancing and society is constantly developing, consumer needs are constantly changing. In order to seek development, companies must pay close attention to the development pulse, adjust their development strategies in a timely manner, and the company's business will also change. In this case, it is necessary to reconstruct the organizational structure of the company's headquarters.

Promoting industrial restructuring is still an important task for reform and development during the "11th Five-Year Plan" period. Under the guideline of promoting the continuous adjustment of the industrial structure, China's large enterprises and corporate companies are facing constant industrial adjustment. When the company's industrial structure is adjusted, the industry direction changes or the product is upgraded, the organizational structure of the company's headquarters should be adjusted accordingly, the function of the headquarters should be repositioned, and the strategic focus of the company's development should be adjusted in a timely manner.

When the company's business portfolio changes significantly, for example, from a single industry business portfolio to a dominant industry business portfolio, from a dominant industry business portfolio to a relevant diversified business portfolio, from a relevant diversified portfolio to become Irrelevant and diversified combinations, etc., the existing organizational structure of the company headquarters and the new business combination cannot be matched, and the organizational structure of the company headquarters must be reengineered to match the new business combination to increase the value of the company headquarters.

For a company with a single industry portfolio and a dominant industry portfolio, in order to achieve or maintain a leading position in an industry, it is very important to concentrate resources and capabilities. For the reconstruction of the organizational structure of such a company, it can be considered to emphasize the "centralization and behavior "Control" type structure, the headquarters can adopt an operational control type.

For corporate companies whose business portfolio types are restricted and related diversified portfolios, in order to take full advantage of reducing transaction costs, coordination is particularly important. For the reorganization of this company's organizational structure, the headquarters may consider adopting "centralization-based, decentralized Supplementary "organizational model, with behavioral control as the soil and financial control as the supplement, the company can choose a type or type of organizational structure. For non-restrictive related diversified companies, in order to take advantage of economies of scale and scope, resource sharing is the most important.

4. The Principle of Restructuring the Marketing Organization

Judging from the current status of the company's development, giving play to the company's advantages, returning to its core business, and cultivating its core competence must become the reference for the company's organizational structure design. Under the existing organizational

structure, carry out reasonable analysis and diagnosis, take the company's strategy as the starting point, and choose to sort out the organizational structure architecture mode and function settings according to the advantages of the company's headquarters, and consider how the company's headquarters as the "headquarters" Give play to advantages and create value for subsidiaries, so as to achieve the optimal design of the company's organizational structure. There is no single optimal or long-term perfect organization structure. Therefore, managers must continuously test the effectiveness of the organization structure, and constantly redesign and improve the organization structure.

The reconstruction of the organizational structure must be based on the status quo and maintain the stability of the company's development. At the same time, appropriate innovation should be carried out on the basis of the status quo to promote the company's stability in seeking innovative development. The restructuring of the company's organizational structure must be conducive to organizational development, can enhance its core competitiveness, and help maintain and enhance the corporate image.

There are certain resources available within the company's company and the company's headquarters. Many resources within the company cannot be used or mobilized independently by member companies when they are operating independently. Only by cooperating and cooperating with other companies within the company can they be obtained. Better development and utilization, therefore, the company headquarters is required to play a role of the development of internal potential resources, through the coordination and scheduling of resources, revitalize internal resources and give full play to the potential advantages of company resources.

According to Peppard's and others' classification of business process reengineering, one is a new design method, and the other is a systematic transformation method. The new design method refers to fundamentally reconsidering the way in which products or services are provided and designing new business processes from a zero starting point. The system transformation method refers to identifying and understanding the existing business processes, and creating the required processes based on the existing business processes. Neither approach is suitable for reengineering business processes at the company's headquarters.

The reorganization of the company's organizational structure is based on the existing company. The systematic and progressive approach is to objectively analyze the advantages and disadvantages of the existing company and make full use of the company's advantages to meet customer needs. Through a series of evolutions, The progressive reform approach and the structural improvement of the company's core processes to achieve the company's long-term development goals. For example, after a company expands or merges, a systematic approach is to integrate the company's goals and systems on the basis of inheritance, and to gradually reform the process, structure, and personnel. extreme.

No matter what the company's organizational structure is based on, when analyzing and improving the company's business processes, it must closely focus on the company's development goals and be strategically oriented. Strategy is the direction, without which it is impossible to guarantee the effectiveness of the reconstruction of the company's organizational structure. In the current market environment, the customer is God, and the coordinate system for business process reconstruction must be met to meet the customer's needs. The market is constantly changing. When reengineering business processes, we must catch such changes in a timely manner, seize the roots of such changes, and rationally improve business processes.

5. Conclusion

New era technology is one of the motivations for enterprises and corporate companies to break the rules and implement changes. It always plays an active role in business process reengineering and organizational reengineering. The correct and efficient use of information technology is a very important part of process reengineering. Without the support of information technology, the organizational structure of modern enterprises cannot achieve such rapid development. Nowadays, the differences between marketing strategies and competition strategies are getting smaller and

smaller. The traditional marketing theory as the core can no longer adapt to the requirements of the new situation and must be replaced by the “full marketing concept”. The “full marketing concept” specifically includes six aspects: full satisfaction of marketing products, full participation in marketing activities, full organization of marketing functions, full process of marketing services, comprehensive marketing strategies, and full development of marketing relationships.

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