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SOME RESTRUCTURING MEASURES OF THE MARKETING PROCESS IN A CORPORATE FIRM

Empirical studies

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Abstract

This study was drafted with the aim of presenting a version, concerning a set of measures that will be implemented by any corporate firm (and not only), medium size and production capacity, in order to improve the organization marketing, to improve the efficiency of which must have the effect (at least) to maintain market share, maintaining contractual relationships, maintaining trust with creditors, regardless of their nature, improving distribution system etc.

When using this version, it will put pressure on any company, but we remember that we implement the proposed measures which one must be carried in conditions of fair and strong competition and that, binding, must be taken into perspective, aspects such as the internationalization of business environments and economic globalization, issues can not be neglected, even if they pertain at distant prospect.

We developed this version, after multiple and extensive comparative analysis, on different companies in the corporate environment, in many countries and we have concluded that the proposed measures can meet the requirements to a good extent.

INTRODUCTION

Marketing activities of companies are effective, only if achieving goals, from action plans, depend on a high performance management, of the team's programming and planning vision and market activity.

Following the submitted approaches from research, the most powerful companies accumulate vast experience in various fields, but just as well, slippages may occur owing, primarily, to poor marketing organization and lack of specific control

It is also known that it is not enough to have in the company, just efficient and effective thinking, due to certain market development potential and detailed planning for that, however, this can not ensure the success of specific marketing operations. It needs a flexible and articulated marketing organization, to integrate those operations in specific programs.

OUR SOLUTION

We present our solution, with the set of necessary measures that should not be omitted, by specifying the priorities that will be determined by the management of each corporation, from case to case.

A realistic vision of the corporation, by adopting specific mechanisms of marketing for penetration to solid markets

The corporate enterprise must choose, consistently and continuously, for ways and mechanisms, to implement new concerns regarding management upgrades.

"Such action defining new ways and mechanisms, will change, the vision and approach to issues unit's management.

Marketing organization can not be effective, than if direction of fundamentation the company is market-oriented. Highlighting of this orientation, it contributes to the achievement of the objectives considered important, in organizational terms or on different technical plans" " [Balaure and all, 2003].

"The continuity, itself, in the future, in the marketing concept, is indispensable and of great importance, to get maximum profit from investments.

Without such concepts, the most significant activity and more proper or adequate, at operational level, may be misguided, decreasing the efficiency of operations, and marketing tools.

A highly competent marketing spirit is, however, the best incentive to use such means and techniques effective in achieving the goals"[Bratianu, 2006].

PRIORITY FOR MARKETING WITHIN THE ORGANIZATIONAL STRUCTURE

The evolution of these two phenomena - the place of marketing actions in the company's corporate management structure and opportunities for expression of marketing decision makers in the decision making process of the organization - marked some organizing principles, noteworthy, in order to shape managerial structures related marketing, within units.

Among these, we believe that for the company corporate, a special interest presents: [Brindasu and Cernusca, 2001].

- reflection of the market structure in any marketing organization, customer orientation should become an issue, not only of the functional structure of marketing, but the whole enterprise, each organizational level and of every person;

- insurance for a particularly flexibility, based on a system of marketing planning and marketing instruction, and a real marketing culture;

- marketing integrating and of the trading and sales structures, starting from the fact that the marketing and sales or transactions represent key factors of the process of winning customers;

- administration of the new objectives and other new activities offered by different teams or groups, because some objectives or activities require maximum attention from the organization, imposing great way to concentrate their efforts to development and market penetration;

- adoption of flexible systems of organization to ensure the most favorable conditions for achieving such objectives, which in some cases can become strategic for units of this type;

- assume responsibility for the marketing functional structure, so as to act as an integrating force within the organization by promoting a culture of marketing, able to focus all functions of the organization's strategic direction, to meet the needs and demands of consumers and by providing a managerial status to allow the implementation of marketing precepts, of taking, overall, the economic unit.

A first step in organizing of functional marketing structures - lines, departments, offices, independent individual responsibility - consists in organizational fixing, those structures that define the position, in relation with other functional structure, of the enterprise and accurate inventorying of the various functions.

I exemplify, in my version, the fact that the corporation has in its structure, the following divisions, structured, departments, as such as:

- Exploration & Production Division
- Exploration & Production Services Division
- Division with specific activity (I)

- Marketing Division
- Division with specific activities (II)
- Division Global Solution (IT)

As shown previously, marketing activities occupy an important place within the institution, Division of Marketing, representing, in fact, the company interface with customers, which is subject to direct management.

The volume and complexity of corporate activities requires organization of this division, with specific organization of the third stage of development of marketing - integrated marketing.

I believe that in one of the newly established divisions, we can attach a marketing department until the new structure matures.

FUNDAMENTAL - INCREASED ATTENTION TO THE RATIO BETWEEN POWERS AND THE SYSTEM OF RELATIONS OF THE MARKETING DEPARTMENT

The special place that marketing functional structure occupies in the organizational state - in relation to other components of the management structure of the economic unit - generates a wide range of responsibilities returning to the matter in question.

These tasks fall, actually, within processes and actions by which the corporation is involved in relations system in the environment in which it operates.

For my version, I structured the responsibilities of the marketing division, from corporation, into two broad categories: : [Brătucu and all, 2000].

- responsibilities on the collection and dissemination of information
- tasks concerning the general activity of the strategies and the marketing mix.

4.1. Tasks on the collection and dissemination of information

In marketing, the information is paramount, as it contributes to the foundation of drafting strategies, planning operations and carrying out control operations. [Ionescu, 2008].

Organization of punctual studies
Regarding to organization of ad hoc or punctual studies, it notes that, in the development of marketing strategies, those responsible for these problems can to have need of punctual collecting of market information, or perform studies - tests, prediction models, simulations, behavioral explanatory models, patterns of elasticity of demand [Catoiu and all, 1999].

Achieving these studies is entrusted generally to specialized structures of the corporate company or - in some cases, to foreign organizations; marketing managers must actively

participate in the design and their preparation for to be easy to use. [Boier and Timiras, 2006].

Design and preparation of ad-hoc studies, of this type, involves four main stages: problem formulation, establishing the list of information to be collected, choice of performance and achievement program setting of the estimate.

Organizing permanent information flow

Regarding the organization of permanent information, we stress that it is considering creating, maintaining operating and developing marketing information system, whose purpose is the collection, processing, classification and dissemination of information continuously or periodically. [Jugănar, 1998, p. 262].

The development of a marketing information system In our view, this implies, in turn, three main stages, namely:

- inventory of necessary informations, in the form of detailed and precise list of information that are subject to ongoing needs - which, in fact, represents the specification of the system;

- choice of information sources, according to the criteria of compatibility, reliability and economy - are taken in view account sources and reports to those who dealing transactions with the company, external statistics published by public and professional bodies and the results of periodic surveys, taken from specialized organizations, based on orders or subscriptions;

- treatment procedures and dissemination, which involves a storage phase, treatment in a standardized and systematic dissemination to recipients of information, all in a computerized manner through databases and computer programs, for the treatment and dissemination of information.

4.2 Duties that is considering the insurance of the development activity generated by strategies and marketing mix

- general marketing strategy drafting, its incorporation into enterprise activity and control of the application;

- orientation market research and conduct studies under its own or in collaboration with specialized units required or decision making of managers either direction and strategies on the future development of the business;

- organize of the distribution proces, taking into account, here, of whole management system of trading forces, settlement, location, sales, of objectives or services, in the field or service area objectives and sector relationships with intermediaries and beneficiaries;

- communication and its component - promotion, which in the last decade has seen a tremendous development, serving to signal the market presence of the company itself, the area in which they operate, the types of goals or services performed, the distribution system used prices and incentives provided to potential beneficiaries.

The relationships system of the Marketing Division from corporation We can say, however, that this approach affects the entire management structure of the company, making its system of relationships, from marketing, to get a great complexity, being found in that system, all known relationship management practice, namely: relationships authority

- hierarchical, functional and staff - cooperation and control relationships. [Flitar, 2002].

- relations of authority and especially, ones hierarchical, are emerging, in relation to the management of the economic unit and are, generally, in relations of subordinate, marketing nucleus receiving a series of tasks to staff management.

- functional relationships are seen in relation to other functional structures, within the organization, embodying the transmission to them, of provisions, informations, tasks, etc., which are caused by the activities of specialized marketing, as well as and the need to ensure a shared vision to address relationships market.

- cooperation relations appear also in the relations with other functional structures, expressing the need and possibility of colaboration with them, either in the substantiation of decisions, either in the implementation of established programs to achieve the strategic objectives of the enterprise; such relations are considering a permanent contact with the operative core marketing aimed - on one hand - providing specialized assistance needed to achieve the objectives set, on the other hand, to obtain the necessary informations, to achieve control of marketing programs:

- control relationships are seen in relation to the management bodies, at higher hierarchical levels and with a range of functional structures, above or below the hierarchical level of the core marketing, in the latter acting on behalf of the management, following various actions, provided by established market strategy.

INTERNAL RESTRUCTURING OF THE CORPORATE MARKETING DIVISION

Internal organization of marketing divisions from corporation, shall be based on the functions [Gherasim, T., 1995, p. 198] that involve the creation, in the division of certain departments whose powers are defined by the specific activity. Through a broad network of distribution stations, and specialized sales channels, the Marketing Division (**Fig. 1.**) offers high quality products to its clients.

PROVIDING HIGH QUALITY PRODUCTS TO CUSTOMERS, BOTH PRIVATE AND COMMERCIAL

Referring to the wholesale market, the corporation must be a major partner, for companies and institutions, within economic sectors, such as transport, industry, construction and mining, agriculture or public authorities and civil. Through its network of regional warehouses (if it has), the corporation can supply many products to commercial customers.

Improvement of products and services and alignment to international standards of marketing activities, is an ongoing concern, the corporation continuing, thus, to meet the requirements of its customers and make every effort to meet its goals. [Neagu and Rahau, 2005].

Through its adopted organizational structure, the Marketing Division aims for:

- decentralization – by the assignment of certain independent company's decisions, each fully responsible in the organization's policy, proposing and leading business and doing research, production, marketing and various other activities subsumed;

- product orientation - the demarcation between departments is determined by the nature of the manufactured product or sold by geography or by type of service;

- line of Staff authority – by the right organizational structure adopted by the company, each department is responsible to carry out its objectives, members of staff being aware of the operational activities of the department, but more involved in the actual implementation, thus allowing them to think about future goals, variables wich determine the planning department, the control department, professional competence, the control department and specialized assistance,

- delegation - responsibility and authority being delegated at each echelon of the direction of the president of the company, to the directory site of the first line;

- control - the company maintains control over all fields of activity, every achievement is compared with the objectives of the department.

CONCLUSIONS

In our study, we wanted to accredit the fact that such concept designates corporate company management mechanisms efficiency measures, by which a corporation can be managed and controlled.

Also, the flexibility of a company can change the transition from one period to another, the life cycle that we go through any corporation.

For example, during the period of its inception, the company will seek to provide products and services that will make it known to the market, then, after the company has grown and has a particular brand, it seeks to promote the brand image; building business, company defends its prestige earned.

It is clear that a corporate company is permanently bound to transform

marketing, into their own philosophy and a way of behavior.

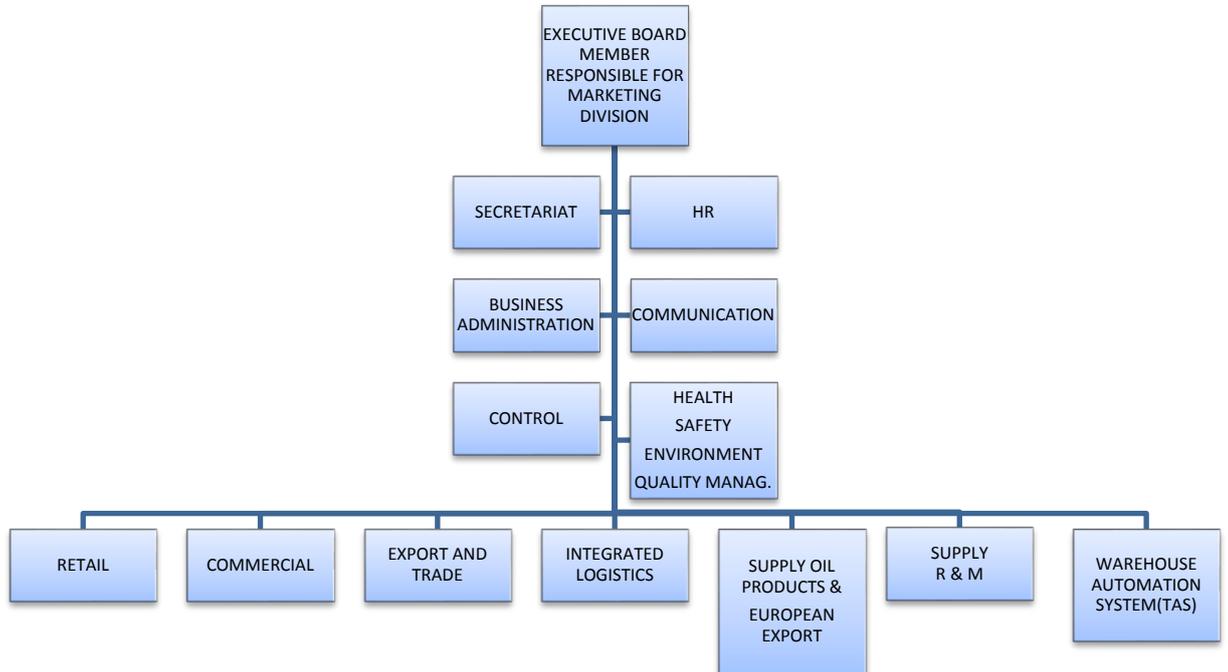
The marketing strategy must occupy a dominant position, representing the core of the marketing. The strategies left without independent existence, from synergistic effects, are particularly important. Corporate success in market activity depends on its pragmatism, and on how internal and external resources are managed efficiently in its favor.

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ANNEXES

Fig. 1. Organizational Marketing Division (Variant)



Source: Adapted from others corporate organization charts