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ABSTRACT

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With economic globalization, continuous technological progress, and rapid changes in customer needs, competition among enterprises has become increasingly fierce. In order to cope with a more turbulent and complex competitive environment, companies need more flexible, efficient and innovative marketing organizations. Different marketing organization models reflect the hierarchical relationship of the marketing organization from simple to complex, from part to the whole, from the inside of the enterprise to the outside of the enterprise, and it also reflects the different stages of the development of the marketing organization. Therefore, it is of important theoretical and practical significance to select and design marketing organization mode according to factors such as enterprise development strategy (including marketing strategy) and organizational maturity, and to conduct performance management.

From a small factory at the beginning of its establishment, after more than 30 years of continuous adjustment, development and growth, Midea Group has undergone several strategic and organizational changes. Now it has become a large-scale comprehensive modern enterprise group dominated by the home appliance industry. From the initial passive transformation of the organizational structure to the active and conscious development of adapting the organizational structure to the environment to strengthen competitiveness, it is exactly one of the driving forces for its continuous development and growth. Keywords: marketing organization; departmental marketing organization; marketing performance

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INTRODUCTION

Alfred D. Chandler, a well-known American strategic management expert, once put forward the view that "structure follows strategy", and believes that corporate organizational structure not only has the characteristics of diversity, but also has the characteristics of dynamic adaptability. Marketing organization is a structural system formed by close cooperation of related personnel in order to achieve strategic goals and perform marketing functions. Only a perfect marketing organization can ensure the effective implementation of marketing strategies and the smooth completion of marketing activities, so as to achieve ideal marketing performance. Therefore, companies should select and design effective marketing organizations to ensure the effective implementation of marketing strategies based on changes in internal and external environments.

This paper studies the theory of marketing organization. This paper analyzes the application of the theory of marketing organization through the case of the development and change of the marketing organization of Midea Group, from the linear marketing organization to the business department marketing organization. Finally, according to the above research elements, the paper prospects the development of marketing organization.

In the first chapter about research on the structure of marketing organization and lists a lot of organization theory, capability maturity model, functional marketing organization theory, product type organization theory, market type organization theory, matrix marketing organization theory, the Capability Maturity Model, CMM, and BSC model for evaluating marketing effects, organizational maturity. In order to cope with the growth of the organization and continuously improve the performance of the marketing organization, it is necessary to continuously design and adjust the marketing organization structure in conjunction with environmental changes and corporate

development strategies. In summary, the marketing organization design includes two levels, namely: the design of the internal marketing organization of the enterprise and the design of the network marketing organization between the enterprises.

In the second chapter about Midea Group was established in 1968 in Guangdong. It is a large-scale comprehensive multinational enterprise group. Midea Group analysis, history and products. Analysis of the external environment: macro environment and micro environment. Analysis of internal environment: the 7-S model points out that the company must consider all aspects of the situation in the development process, including structure (Structure), system (System), style (Style), staff (Staff), skills (Skill), strategy (Strategy), Shared Value. Midea Group's marketing organization improving goals. The Linear Organization structure of Midea Group. Department system organizational structure of Midea Group.

In the third chapter contains marketing performance evaluation and continue the second chapter of Midea Group research, analysis Midea Group marketing inspiration. including sales, profit rate, sales growth rate, marketing cost, customer retention rate, new customer acquisition rate, market share, etc. that affect marketing performance. The results of Midea Group organizational optimization, how it improve brand influence through improve product quality and improve after-sales service level to be more competitive in these areas. Midea Group's increase technical research and development efforts. Involves economic benefit.

Measured the marketing performance of Chinese companies, the BSC model, and the index system of marketing organizations: scientific principles, the principle of adaptability, systematic principle, the principle of operability. Internal marketing organization design under different market orientation levels, consider the research factors: strategy, ability, structure, process, matrix management, reward system, etc. The development trend of marketing organization. Change from

vertical structure to horizontal structure.

1 RESEARCH ON MARKETING ORGANIZATION

1.1 The meaning and background of the topic

1.1.1 Background

Changes in the corporate marketing environment. The renewal and choice of the operation mode of an enterprise organization depends on the characteristics of the environment in which it is located. Therefore, changes in the environment are one of the important factors that cause changes in the organization of enterprises.

Since the 1970s, the global social and economic environment has undergone tremendous changes, forming a new sustainable development based on the knowledge economy, innovation as the core, information industry as the pillar, the world as the market, and the network as the link. Of economic growth. The marketing environment of enterprises mainly faces changes in the following aspects:

The market demand is complex and diverse. First, customer needs have become more demanding and diverse, not only focusing on product functions, but also focusing more on product appearance, features, quality, service, guarantees and more. This makes the segmentation of the market more and more obvious, and the requirements for professionalism and individualization of products are getting higher and higher. The second is that companies face the global market. Customers come from different geographic regions, different cultural backgrounds, have different values, different consumption habits, etc., making market needs more complex and diverse.[1]

The fierce competition and win-win situation. The changes in the competitive landscape are reflected in two aspects: First, the scope of competition has expanded. The current competition is a broad-based competition. Due to the rapid development of modern communications and information technology, the

competition of enterprises is no longer limited to a certain industry or a certain industry. Within the geographic area. Competitors come from any place and any industry in the world. Therefore, the competition is more intense. The second is that the purpose of competition has changed. The competition between enterprises is no longer to separate winners and losers in order to compete for limited resources, but to make use of the sharing, reproducibility of information resources and the substitution of other material resources. Both parties in the competition can benefit together. The competition is not accompanied by the loss of interests. Enterprises can compete and cooperate with each other. The way of competition will be a combination of strong forces.

Continuous progress and innovation of science and technology. With the rapid development of science and technology, product innovation is getting faster and faster, and product life cycles are getting shorter and shorter. Research shows that product development time, life cycle, and investment return cycle required by the capital market are increasingly shortening, which puts forward higher requirements for companies. Companies need to focus on production technology, product innovation, sales methods, daily management, and information collection. Respond faster in all aspects such as processing and processing. The development of science and technology, on the one hand, has improved and accelerated the standardization of products, on the other hand, it has also provided opportunities for a large number of customization. Enterprises can respond to every customized purchase with standardized sales without increasing costs (Davis , 1987).

Globality and scarcity of resources. Due to the development of information technology and the liberalization of the global market, companies can obtain resources from all over the world. Today's companies are "global companies that can buy raw materials where the raw materials are the cheapest, process and produce them at the lowest cost, and then sell the products where they can get the

highest price.” (Mile and Snow, 1984). But at the same time, due to the destruction of the natural environment, resources have become increasingly scarce.

The importance of information and knowledge. With the rapid development of modern information technology, human society has entered the information age and knowledge economy. In this era with knowledge and information as the basic characteristics, knowledge is updated faster and faster, and information is also appearing and disseminating in an explosive manner. The core competence of an enterprise is the ability to acquire knowledge and quickly use it. Informatization has become an important condition for the survival and development of enterprises. Enterprises need to pay more attention to the collection, dissemination and processing of information, while constantly learning and using new knowledge and technology.

The requirements of the new environment for corporate marketing organizations. With the advent of the era of knowledge economy, product life cycles have been shortening, and customer needs have become increasingly personalized and diversified. As a result, customer-oriented, fierce competition, and changes have quickly become a modern corporate marketing environment. In order to cope with the new marketing environment, companies need to adjust their marketing organizations to achieve sustainable development. In the face of a more turbulent and complex competitive environment, companies need more flexible, efficient and innovative marketing organizations (Duncan, 1976; Powell, 1987) . For this reason, the new environment puts forward new requirements on corporate marketing organizations:

The marketing organization needs to be truly market-oriented. In the ever-changing and increasingly micro-markets, only when marketing organizations have close contact with the market and are truly market-oriented, can they have an extremely keen sense of the market and capture fleeting opportunities.

Currently. Many companies set up corresponding functional departments in accordance with the order of operation, starting with research and development, and ending with customers, with purchasing, production, and marketing departments in the middle. From the perspective of business operations, this model is reasonable, but its shortcomings are also obvious. First of all, various functional departments are only regarded as one-way links in the enterprise operation chain, and they lack effective cooperation with each other. What is even more inadequate is that customers are only regarded as the end of the business process rather than the starting point, and the marketing organization built with this orientation can at best be regarded as the sales department of the company's products. The lack of research and development starting from the focus on the market will only make the new product an appreciation in the laboratory and lack market value. Therefore, the marketing organization must be a truly market-oriented organization.

The marketing organization must be customer-centric. The essence of marketing is to pursue profit by satisfying customer needs, and customers are the object of enterprise marketing. The era of "mass production, mass consumption" represented by standardized products has ended, and customer needs are becoming increasingly personalized and diversified. Enterprises must completely change the traditional organizational structure and provide customers with timely and effective services with the help of the development of information technology. The reformed marketing organization must be able to establish long-term partnerships with customers through counterpart management and life-long services to all customers, so that customers can truly become the core of the marketing organization.

The marketing organization must have flexibility and quick response capabilities. In an environment where the development of the industry is balanced and the market is not changing much, the traditional marketing

organization model of strict positioning, vertical management and level-by-level responsibility is usually effective. However, this kind of organization with clear hierarchy, many levels, and obvious bureaucracy can no longer adapt to the new information revolution and changes in the market environment. To this end, it is necessary to break through the rigidity of traditional marketing organizations, set up people according to the circumstances, make the marketing organization flexible and flexible, and be able to respond quickly to changes in customer needs and market competition, so that enterprises can take the initiative in competition .

The marketing organization needs to be based on the internal collaboration of the enterprise. In the case of profound changes in the micro-environment such as customers and competition, marketing is no longer just a matter for the marketing department. It is necessary to implement the marketing concept in the daily work of each functional department through the reengineering of the corporate marketing organization. To be fully aware that you are a part of a company's marketing activities, marketing should not be just the name of a department, but the business philosophy of the entire company. Only by realizing real marketing-oriented coordination and cooperation within the enterprise can the overall competitiveness of the enterprise be improved.

The marketing organization should be conducive to expanding the competitive advantage of the enterprise. In the fierce market competition, more and more companies abandon their diversification strategies and turn to establish real competitive advantages in their main fields (market, technology). In its core areas where it has certain advantages, the company seeks to incorporate supply, production, production and marketing into its competitive strategy. The cost of vertical integration through acquisitions or mergers is high, and companies are more willing to establish flexible and coordinated production and sales networks with upstream and downstream companies to reduce investment costs and

transaction costs, and improve operating efficiency. Therefore, the reengineering of the marketing organization should be able to give full play to the expertise of the marketing organization in close contact with the outside world, and establish medium and long-term partnerships between the enterprise and its upstream and downstream enterprises, so as to expand the competitive advantage of the enterprise.

The basic characteristics that a business marketing organization should have flattening. In the new marketing environment, the market is characterized by variability and diversity, and market opportunities are fleeting. The marketing organization of a company should be able to closely contact the market, gain insight into market changes and capture market opportunities at any time. Therefore, the marketing organization of an enterprise should not be set up in layers and separate departments, but should be market-oriented, take customer needs as the starting point, reduce levels as much as possible, and respond to market demands as quickly as possible. Only a flat marketing organization can improve the speed of information transmission and the efficiency of marketing decisions as much as possible, and give full play to the potential and creativity of marketers. Marketing organization is one of the most critical links for companies to communicate with external markets. Only flattening can ensure that companies respond quickly and accurately to the rapidly changing external market (Achrol, RaviS., 1991), thereby ensuring the sustainability of the company development of.

Flexibility. The essence of marketing is to achieve the goal of profit by meeting the needs of consumers. In today's marketing environment, market competition is becoming increasingly fierce, and consumer needs are becoming more personalized and varied. Therefore, companies must always be aware of changes in consumer needs and do With a quick response, companies can only provide consumers with timely and effective services by taking consumers as the

core of the marketing organization, completely changing the traditional organizational structure, and realizing the flexibility of the marketing organization, so as to seize the opportunity in the market competition. Get the victory.

Collaboration. In order to cope with fierce competition, companies must respond promptly to the ever-changing market information, and quickly provide targeted and comprehensive solutions to customer needs. For this reason, marketing is not only a matter for the marketing department of an enterprise, but also depends on the cooperation of various departments of the enterprise. All departments of the enterprise should realize that they are a part of the enterprise marketing. Not only must the marketing concept be truly integrated into the daily work of each business department, but also the organizational structure of the enterprise must be reorganized to make it more suitable for this market orientation. And synergy.

Externalization. The diversified market demand makes it impossible for any company to engage in a lot of professional production, and the coexistence of competition and cooperation makes companies seek more cooperation and alliances. In the fierce market competition, vertical integration through acquisitions or mergers is not necessarily a good choice. Enterprises must establish a certain core competitiveness in their marketing field, which may be more competitive than blind diversification strategies. Advantage. Therefore, enterprises can establish a flexible and coordinated production and sales network with other enterprises in the form of virtual organizations or strategic alliances, thereby reducing production costs and transaction costs, and improving efficiency. The establishment of virtual organizations and strategic alliances will help expand the competitive advantage of enterprises.

Knowledgeable. With the rapid development of science and technology, the speed of product upgrading has accelerated, products have become more complex

and high-tech content has increased. At the same time, the management technology of enterprises has become more advanced. Marketing organizations should be able to grasp more knowledge faster, and knowledge creation. It is a process of continuous interaction between tacit knowledge and explicit knowledge. To this end, companies must build learning organizations, create a good organizational learning atmosphere, and realize the dynamic creation of knowledge, thereby making marketing organizations more innovative and flexible.

The boundary is blurred. With the expansion of the scope of marketing activities and the deepening of cooperation between departments and enterprises, not all marketing activities take place in the same organizational position. Not only that, some activities even occur in different countries or regions, but they all belong to marketing organizations. It can be seen that the scope of marketing organizations is becoming more and more difficult to clearly define, that is, the boundaries of marketing organizations are becoming more and more blurred.

In summary, the corporate marketing environment is undergoing tremendous and rapid changes, such as intensified global competition, rapid changes in technology, extensive cooperation alliances between enterprises, and rapid changes in customer needs. Faced with the rapidly changing marketing environment, Marketing is no longer just a matter for the corporate marketing department, and the marketing organization is no longer just the internal marketing department of the enterprise, but has expanded to other departments outside the marketing department, and even the entire enterprise and even between the enterprise and other enterprises. Enterprises should choose the appropriate marketing organization model according to the dynamic changes of the marketing environment.

1.1.2 Research purpose and significance

Research purpose. In a complex and dynamic environment, if a company's marketing organization model cannot be adjusted with changes in the environment, the structure of the marketing organization will become an obstacle to the company's rapid response to changes. This thesis will focus on the selection of enterprise marketing organization mode under dynamic environment, design effective marketing organization according to internal and external environment, take effective measures to encourage and restrain marketing organization, scientifically evaluate the effectiveness of marketing organization, etc., using systematic thinking to carry out comprehensive in-depth study. I hope to achieve the following goals:

Apply organization theory and core competence theory to define the connotation and basic mode of marketing organization, and lay a theoretical foundation for in-depth research on enterprise marketing organization.[34]

Analyze the characteristics and applicable environment of various marketing organization models, and design the corporate marketing organization model in combination with corporate development strategies and external environments, including the design of internal corporate marketing organizations and network marketing organizations. For the design of the internal marketing organization of the enterprise, the strategy, organizational capability, structure, process, reward system, personnel and other variables are considered separately to provide guidance for the enterprise to select and design a reasonable marketing organization. For network marketing organization design, we not only study design models, but also analyze the factors that core companies should consider when choosing partners, so as to provide guidelines for companies to design network marketing organizations.

Based on the game analysis between the enterprise and the marketing

organization, and between the core enterprise and the partners in the network marketing organization, research the incentive and restraint mechanism of the marketing organization to promote the improvement of the execution of the marketing organization.

Apply balanced scorecard method, data envelopment analysis method, etc. to establish a marketing organization performance evaluation model to provide scientific methods and tools for effective evaluation of corporate marketing performance.

Research significance

Enterprise marketing organization is the basis and carrier for the realization of enterprise marketing ability. The level of enterprise marketing ability depends on the rationality of enterprise marketing organization and the consistency of marketing organization with enterprise development strategy. Aiming at the current lack of systematic research on the corporate marketing organization model, the impact of the environment on the marketing organization, the relationship between the marketing organization and corporate strategy, and the performance evaluation of the marketing organization, effective marketing organization design and construction of corporate operations. Marketing organization performance evaluation system has both theoretical significance and practical application value.

Theoretical significance. The design and evaluation of marketing organization model involves organization theory, strategic management theory and marketing management theory. The theoretical value of researching marketing organization model is mainly reflected in the following aspects:

Research on marketing organization model can further enrich and develop organization theory. At present, the theory of enterprise organization mainly focuses on the whole organization of the enterprise as the research object, and

there are still few researches on marketing organizations. The research on the construction of marketing organization, the definition of the relationship between marketing department and other departments, and the performance evaluation of marketing organization can further enrich and develop the research of enterprise organization theory at the micro-organization level.[33]

Studying the marketing organization model can further enrich the marketing management theory. At present, the research of marketing management theory on enterprise marketing organization mainly focuses on static marketing organization types and structures. With the changes in the internal and external environments of marketing, research on how to adjust and design marketing organizations to make them more adaptable to corporate development strategies and how to evaluate the performance of marketing organizations is still rare. Through the research of marketing organization model, this article helps to realize the operability of marketing organization design and the implementability of marketing strategy, and promote the transformation of marketing from art to science.

Actual application value. The systematic study of marketing organization issues is of great practical significance for Chinese enterprises to successfully carry out strategic marketing and ensure the effective implementation of marketing strategies. As mentioned earlier, a suitable organizational structure and scientific organizational performance evaluation are the necessary prerequisites and fundamental guarantees for the effective implementation of organizational strategies. How to build an effective marketing organization to help companies quickly identify market opportunities, deal with complex competitive environments, formulate marketing strategies and ensure the effective implementation of strategies is an important and urgent issue facing companies. Through the research of marketing organization model and performance management, this research can help companies build a marketing organization

model suitable for their own situation and establish an effective performance evaluation system in a rapidly changing environment.

Looking at the research of organization theory, there are not many research literatures on marketing organization. Although there are special chapters in many marketing management textbooks to introduce marketing organizations, they usually only describe alternative marketing organization structures in general, and fail to describe in detail the environment and strategies applicable to marketing organization structures.

The research on marketing organization began in the 1980s. At that time, it mainly focused on the static aspects of marketing organization's conceptual definition and structural form. In the 1990s, it began to focus on the dynamic aspects of marketing organization reform, marketing and organizational relations. [32]

Research on the structure of marketing organization.

The early research on marketing organization mainly focused on the overall organizational structure used by the company to plan, implement and monitor marketing activities. Marketing scholars generally believe that there are four main types of marketing organizations, namely: functional, product, market and matrix (Weitz and Anderson, 1981). This research on organizational structure is very useful for how companies organize various marketing activities, but there are also some shortcomings: First, the focus on the overall organizational structure ignores the type of enterprise, that is, in different types of enterprises, The organizational structure and collaboration of marketing activities should be different. For example, the same product-based organizational structure is adopted. In consumer goods companies, industrial supplies companies, and service companies, the responsibilities and rights of product managers, the relationship between product managers and other departments, and the role of

product managers on marketing performance are different. Second, these studies ignore whether external agencies should be used to jointly complete marketing tasks.

Research on marketing organization and its role.

Since the 1980s, some literatures have begun to focus on the relationship between the marketing department and other functional departments and the role of marketing. Research in this area is divided into two categories, one is conceptual theoretical research; the other is empirical research based on interviews .

Conceptual theoretical research. In the 1980s, many scholars studied the factors affecting the relationship between the marketing department and other functional departments from the perspective of concept definition (such as Gupta, Raj and Wilemon, 1986; Wind, 1981) and the influence of marketing in specific contexts (such as strategic planning). Aspect) the underlying factors (Anderson, 1982; Hutt and Speh, 1984).

To summarize and review the conceptual research of marketing organizations, we can find that there are many independent variables of marketing organizations, which are mainly due to the fact that marketing organizations include many aspects, such as structure (Weitz and Anderson, 1981), power (Hinings et al., 1974; Pfeffer, 1981), the relationship with other departments (Walker and Ruckert, 1987; Wind, 1981), and hierarchy (such as formalization, centralization and standardization) (Ruckert, Walker and Roering, 1985). In addition, scholars have also studied whether the marketing department must exist when the company designs its marketing organization (Piercy, 1985), whether to assign activities to the functional departments (Hutt and Speh, 1984), and the "location" for making various decisions (all Or separately) (Varadarajan and Clark, 1994), and whether the activity is performed internally or externally

(Achrol, 1991; Day, 1994; Doyle, 1995; Ruekert, Walker and Roering, 1985; Webster, 1992).

Empirical research based on interviews. Early scholars interviewed managers of sales, marketing and other departments and described various changes in the organization of the marketing function (Bund and Carroll, 1957; Carson, 1968; Lazo and Corbin, 1968). Although this empirical study explores marketing management practices in more depth, it has some shortcomings in the following two aspects: first, most studies are limited to large US consumer goods companies; second, these studies only provide a basic description and fail to describe Actual observations are linked to previous research, or there is no systematic link between organizational forms and accidental variables. Therefore, many empirical studies have not had much impact due to the lack of systematic theoretical explanations.

Research on the development and transformation of marketing organizations.

Since the 1990s, some scholars have begun to study the development and transformation of marketing organizations. These studies can be summarized in the following aspects.

The boundaries of functional departments in enterprises are disappearing, and enterprises are gradually adopting cross-functional teams to complete tasks (Achrol, 1991; Day, 1997; George et al., 1994; Webster, 1997). Achrol (1991) pays attention to the impact of the turbulent environment on marketing organizations. He believes that "in the future, companies will have strong penetration between departments, and the boundaries between levels and departments will be difficult to clearly define. Hierarchy will become minimized and indirect, and individuals will have greater autonomy." Marketing organization should have strong flexibility. Two ideal marketing organization

models are: marketing exchange company and network marketing organization company. (2) The relationship and alliance between the marketing organization and the company's external partners are becoming increasingly important (Achrol, 1997; Day, 1997; Walker, 1997). This relationship includes two types: one is the vertical relationship through the value chain (such as supplier-manufacturer, manufacturer-retailer); the other is joint marketing and brand alliances (Barclay and Smith, 1997; Bucklin and Sengupta, 1993). Webster (1992) discussed the changes in the role of marketing in companies, and believed that "managing strategic partners and positioning the company in the value chain of buyers and sellers" will become the core of marketing. For marketing organizations, one of the results of emphasizing external relationships is to encourage more functional areas to cooperate with external partners. In this way, in many cases, marketing is no longer the basic function of contacting the market (Achrol, 1991; Day, 1997), which may lead to the weakening of marketing power (Workman, 1993), but it will also make the company pay more attention to the core Capabilities and the company's strategic position in the value chain (Day, 1994; Webster, 1992).

The importance of developing intangible organizational elements. The elements of intangible organization include: market orientation (Hunt and Morgan, 1995), organizational learning (Sinkula, 1994; Slater and Narver, 1995), and market awareness (Day, 1994). They are the basis for companies to maintain sustained competitive advantage. Day (1997) believes that in order to get closer to customers, companies will gradually develop into a hybrid or super-large organizational model that integrates the advantages of a horizontal process form and a vertical functional form. Hunt and Morgan (1995) divided corporate resources into tangible resources and intangible resources. Focusing on the intangible organizational elements of the enterprise is to develop the organizational structure, coordination mechanism and culture to improve the flexibility, adaptability and cross-functional information sharing of the

enterprise.[2]

Research on the performance of marketing organizations

Clark and Ambler proposed in 2001 that marketing performance evaluation is an evaluation of the "relationship between marketing activities and corporate performance" (Clark and Ambler, 2001). Foreign research on marketing performance evaluation is mainly divided into three categories: the first category is the evaluation of marketing productivity (such as Morgan, Clark, and Gooner, 2002; Rust, Lemon, and Zeithaml, 2004), the second category is to determine the evaluation index (E.g. Barwise and Farley, 2003; Winer, 2000), the third category is the evaluation of brand equity (such as Aaker and Jacobson, 2001; Ailawadi, Lehmann, and Neslin, 2002).

1.2 Literature review

1.2.1 Concept definition

Organizational design can be divided into two aspects: organizational structure design (also called static design) and organizational operation system design (also called dynamic design). Among them, the operating system refers to control procedures, information systems, reward and punishment systems, and various standardized rules and regulations. Organizational design and change theory is the core content of management research. Continuously optimizing organizational structure to cope with organizational growth and continuous improvement of organizational performance is an eternal topic for organizations.[3]

Organizational design is for new enterprises. For a large number of old enterprises, the organizational structure is not static, and must be adjusted with changes in the external environment and internal conditions of the enterprise, that is, organizational change. In 1993, Hammer (M. Hammer) and Champ (J.

Champy) clarified the concept of "Business Process Reengineering" (Business Process Reengineering, BPR), and proposed that the organization should be designed based on corporate activities, events, and business flows. The basic elements make the original fragmented work process (including business process and management process) integrated. In 1998, Charles W. Hill and Gareth R. Jones believed that organizational change is the ideal of the enterprise from the current state to the future. Circumstances increase its competitive advantage activities, including three activities: transformation, process reorganization and innovation. Daft (Daft, 2003) explained in his "Group Theory and Design" how companies can adapt through "redesign". The challenge of informatization and globalization has put forward some new forms of organization, such as consortium, virtual organization, learning organization, transnational model, etc.

The rapid development and wide application of information technology have greatly changed the transaction methods, management methods, and operating procedures of enterprises, which has caused tremendous changes in the original corporate organization. More scholars have discovered from practice that a single content change cannot meet the needs of an enterprise. As Pascarella (1998) pointed out, although the process is important, the improvement of structure, culture, relationship and purpose also determines the value of the enterprise.

1.2.2 Performance theory

Basic principles of value chain theory. In 1985, Professor Michael E. Porter of Harvard Business School put forward the concept of value chain in his book *Competitive Advantage*. Porter believes that "every enterprise is a collection of various activities in the process of designing, producing, selling, sending and assisting its products. All these activities can be represented by a value chain." The value creation of an enterprise is through a series of activities, these activities can be divided into two types of basic activities and auxiliary activities, basic activities include internal logistics, production operations, external logistics,

marketing and sales, services, etc.; and auxiliary activities include procurement, technology development, human resources management and corporate infrastructure, etc. These different but interrelated production and operation activities constitute a dynamic process of creating value, that is, the value chain. The value chain is ubiquitous in economic activities. There is an industry value chain between upstream and downstream related enterprises and the enterprise. The connection of various business units within the enterprise constitutes the value chain of the enterprise, and there are also various business units within the enterprise. Value chain connection. Every value activity in the value chain will have an impact on how much value the enterprise can ultimately achieve.

Porter's "value chain" theory reveals that the competition between enterprises and enterprises is not just competition in a certain link, but competition in the entire value chain, and the comprehensive competitiveness of the entire value chain determines the competitiveness of the enterprise. In Porter's words: "The value in the minds of consumers consists of a series of specific internal material and technical activities and profits within the company. When you compete with other companies, it is actually a number of internal activities competing, not competition in a certain activity." [8]

Contemporaneous scholar Kogut (1985), when analyzing the comparative advantages of countries and the competitiveness of enterprises, believes that "the value chain is a combination of technology, raw materials and labor to form various input links, and then through assembly and combining these links to form the final product, and finally realize the value cycle process through market transactions, consumption and other activities." "This is a chain of increasing value. In this chain, each company may only participate in a certain link, or the company may incorporate the entire value-added process into the company's system." Kogart believes that in different How countries and regions allocate space for each link of the entire value chain depends on the comparative

advantages of each country and region. Correspondingly, the competitiveness of a country or region also determines that a company should be positioned in the value chain. Which link or technical level to ensure its competitive advantage. This view can reflect the relationship between the vertical separation of the value chain and the reconfiguration of global space more than Porter's view, so it plays an important role in the formation of global value chain theory.

Value chain theory and marketing organization. According to the value chain theory, both the marketing department and the entire enterprise are in a certain link of the value chain. Internally, business process reorganization can add value; externally, network marketing organizations can also create value.[4]

(1) Value chain theory and business process reorganization. According to the value chain theory, the business process of an enterprise is a value chain, and competition does not only occur between enterprises, but also between each value chain within the enterprise. Only by effectively managing each link (business process) of the value chain can an enterprise truly gain an advantage in market competition. The ultimate goal of any enterprise development is to maximize profits. In the process of pursuing profit maximization, the enterprise must continue to create value to achieve continuous performance improvement.

(2) Value chain theory and network marketing organization. According to the value chain theory, strategic alliances are very necessary. The value chain theory believes that the industry's monopoly advantage comes from the competitive advantage of certain specific strategic links in the industry. Grasping these key links is equivalent to controlling the entire value chain. It can be seen that the competitive advantage of enterprises comes from the strategic links of the value chain. A company's value chain is composed of many value activities. However, not every link creates the same value. Some links are more important than others, so these key links are captured. Relative to controlling the entire value chain. For example, in the manufacturing industry, many multinational companies have

established strategic alliances with their upstream and downstream partners, and then concentrated their respective resources in areas where they have advantages, and vigorously developed their core capabilities, thus achieving complementary advantages and mutual benefit. Win the situation and create greater value in the entire value chain. It can be seen from these that the value chain determines to a large extent the important resources and competitive advantages of today's enterprises.[5]

1.2.3 Core competence theory

Basic principles of core competence theory. Core competence was first proposed in *The Core Competence of the Corporation* by American scholar C.K. Prahalad and British scholar G. Hamel. Although Prahalad and Hamel did not directly define "core competence", they clarified its connotation through a series of expositions. Prahalad and Hamel believe that "core competence is the group learning ability within the organization, especially how to coordinate different product skills and integrate technology flows." "Core competence reflects the ability to communicate across internal organizational boundaries. Participation and a high degree of identity", "The key personnel as the core competence is the company assets that should be reasonably allocated in the company's management", etc. These narratives show that "core competence" is a collection of internal resources of an enterprise, and a "strategic resource" of an enterprise with the characteristics of "scarcity, inimitableness, channel dependence, and silence" hidden behind the product. As a combination of hard power and soft power of an enterprise, they comprehensively reflect the basic qualities and development potential of an enterprise, and are the support of enterprise strategic management.[9]

The research on core competence theory at home and abroad has formed different viewpoints mainly in the aspects of knowledge, technology, resources, organization and system.

Knowledge view. The view of knowledge believes that "knowledge" is not only the essential foundation of core competence, but also the basis for realization. Enterprises must cultivate and enhance core competence through their own learning.

The view of technology. The view of technology believes that the core competence of a company refers to the company's research and development capabilities, manufacturing capabilities, and marketing capabilities. To a greater extent, core competence is the ability to market products based on product family innovation. [6]

The view of resources. The resource view believes that resources are the source of companies to ensure that they obtain sustainable profits, and they play an important role in establishing a company's competitive advantage. The core competence is the ability of an enterprise to obtain and possess special resources.

Organization and system view. The view of organization and system believes that core competence is the organic combination of technical competence, organizational competence and corporate culture of an enterprise.

In 1987, the Software Engineering Institute, SEI of Carnegie Mellon University was commissioned by the US federal government to research and publish the Capability Maturity Model, CMM. The core of CMM is to treat software development as a process, and to monitor and study the process of software development and maintenance according to this principle, so as to make it more scientific and standardized, and better achieve the predetermined goals.

CMM hierarchy

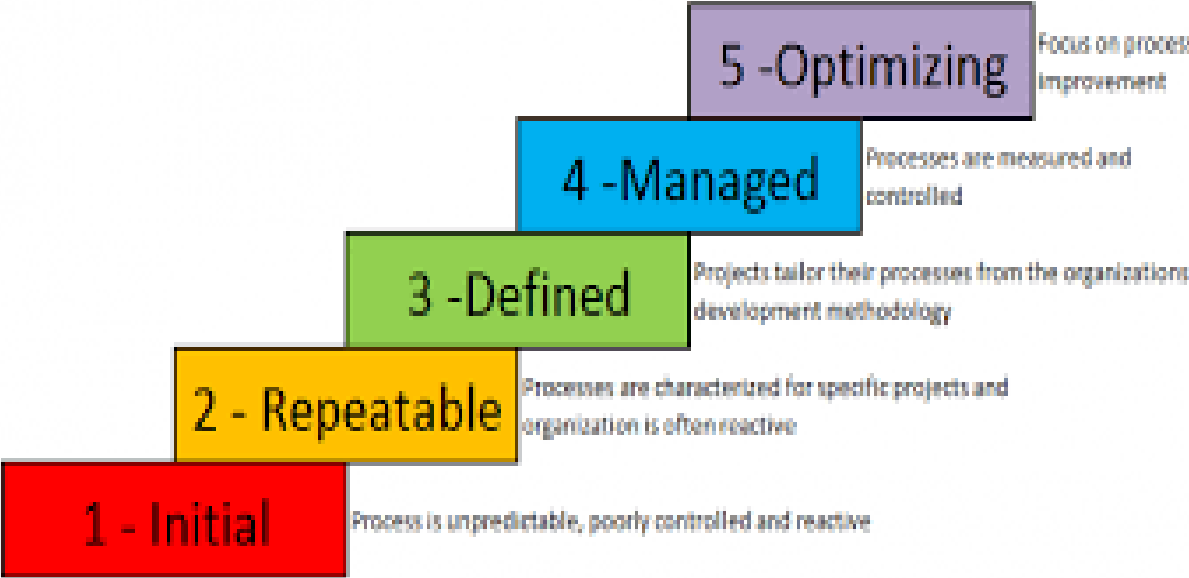
CMM defines five levels of process maturity, namely: initial level; repeatable level; defined level; managed level and optimized level. The basis of the idea: as long as you concentrate and continue to work hard to establish the basic structure of an effective software engineering process, and continuously

improve time and process management, you can overcome the difficulties in software development. The hierarchy of CMM is shown in the figure.

Application of CMM in marketing organization management

As a tool of process management, CMM can not only be used to evaluate the maturity of the enterprise organization, judge the growth stage of the enterprise, and select and design the marketing organization based on the growth stage of the enterprise; it can also be applied to the marketing organization management. Using CMM to analyze the marketing organization, the following information can be obtained:

The maturity of the marketing organization also evolves in a stepwise manner. At different stages of evolution, there are different goals and tasks. The work should focus on the continuous optimization of the process, and actively improve the shortcomings in the process to prevent defective goals. Through the continuous plan-implement-check-treatment (PDCA) cycle, the goal is gradually reached. When the goal set at this stage is reached, it indicates that it has reached the maturity level and can evolve to the next level.



Picture 1.1- Hierarchal levels of CMM

Through CMM, it is possible to standardize the operating standards of the marketing organization, establish as detailed as possible process quantitative indicators, and enable the organization to have a better controllable process, thereby improving the management performance of the marketing organization.

1.3 Choice of marketing organization model

1.3.1 The basic framework of BSC

The design of BSC includes four aspects, namely: finance, customers, internal processes, learning and growth. These aspects represent the three main stakeholders of the company: shareholders, customers, and employees. Each aspect has its core content.[7]

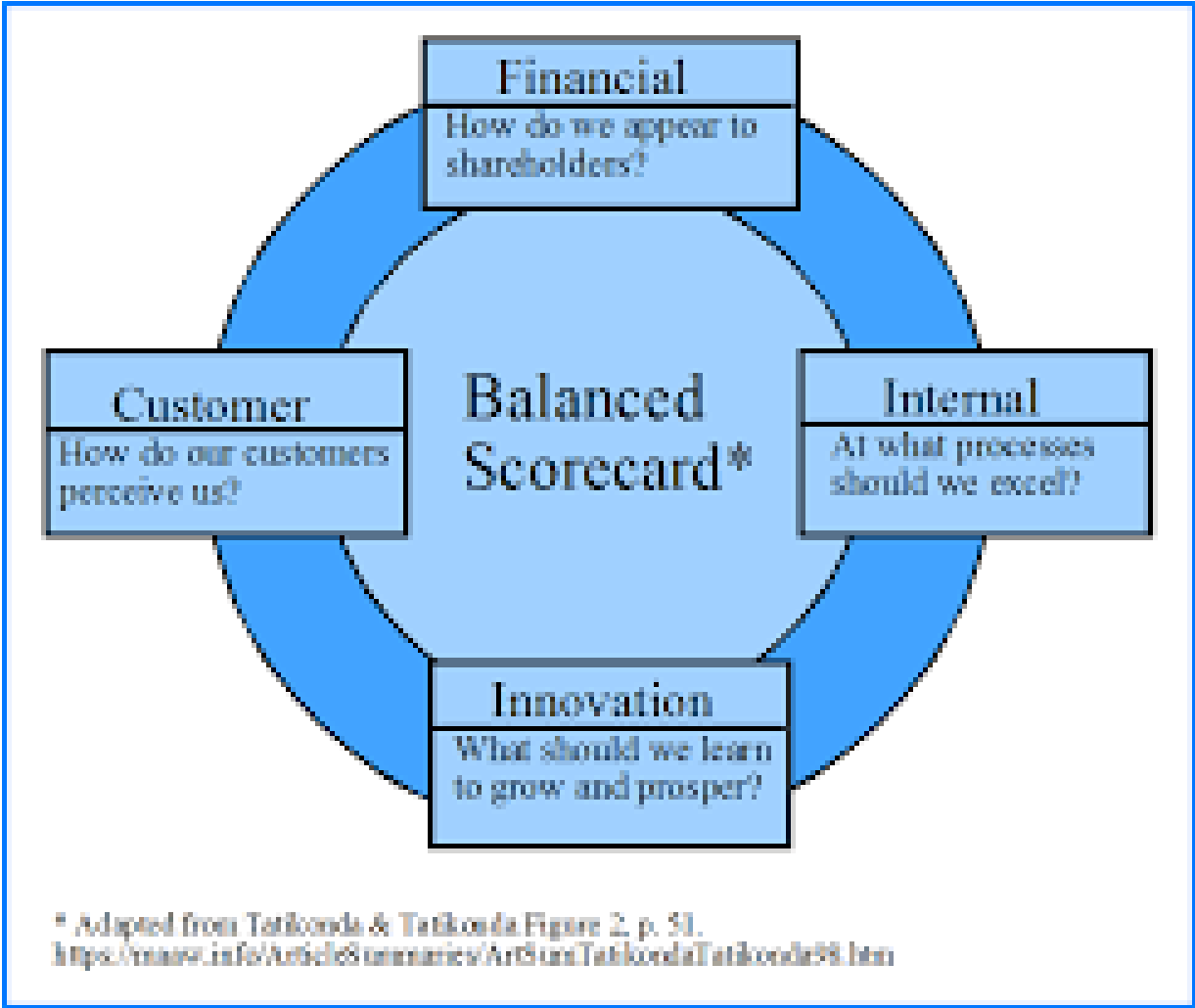
Financial aspects. Financial performance indicators can show whether a corporate strategy and its implementation contribute to improving corporate profitability. Financial goals are usually related to profitability. Its measurement indicators include operating income, return on capital, economic value added, etc. It may also be a rapid increase in sales or the creation of cash flow.

On the customer side. Customer indicators usually include customer satisfaction, customer retention rate, customer acquisition rate, customer profitability, and the share of the target market. The customer side enables managers to clarify customer and market strategies, thereby creating excellent financial returns.

The internal process. Managers need to identify the key internal processes that the organization must excel at. These processes help business units provide value propositions to attract and retain customers in target market segments and meet shareholder expectations for excellent financial returns.

In terms of learning and growth. The first three aspects of BSC generally reveal the gap between the company's actual capabilities and the capabilities

necessary to achieve breakthrough performance. In order to bridge this gap, companies must invest in the reengineering of employee technology, organizational procedures, and the rationalization of daily work. These are the goals that BSC pursues in terms of learning and growth. Such as employee satisfaction, employee retention rate, employee training and skills, and the driving factors of these indicators.



Picture 1.2- The basic framework of BSC is shown in the figure

The application of BSC in marketing organization management

Using the BSC method for performance evaluation can make up for the shortcomings of the company’s previous evaluation system that only focused on financial indicators. If companies only focus on financial indicators, they will

over-focus on short-term behaviors at the expense of long-term benefits, such as employee training and development, and customer relationship development and maintenance. These factors are the key factors for the successful development of the enterprise in the future, and also important factors that the marketing organization needs to consider.

The application of BSC method to evaluate the performance of marketing organizations has the following characteristics:

BSC can provide strong support for corporate strategic management. The evaluation content of BSC is closely related to the strategic goals of the enterprise, and the implementation of the enterprise strategy can be accomplished through the overall management of the BSC.

BSC can improve the overall management efficiency of the enterprise. The four items involved in the BSC are all key elements for the success of the company's future development. Based on the management report of the BSC, the seemingly unrelated elements can be organically combined, which can greatly save the time of the company's managers.

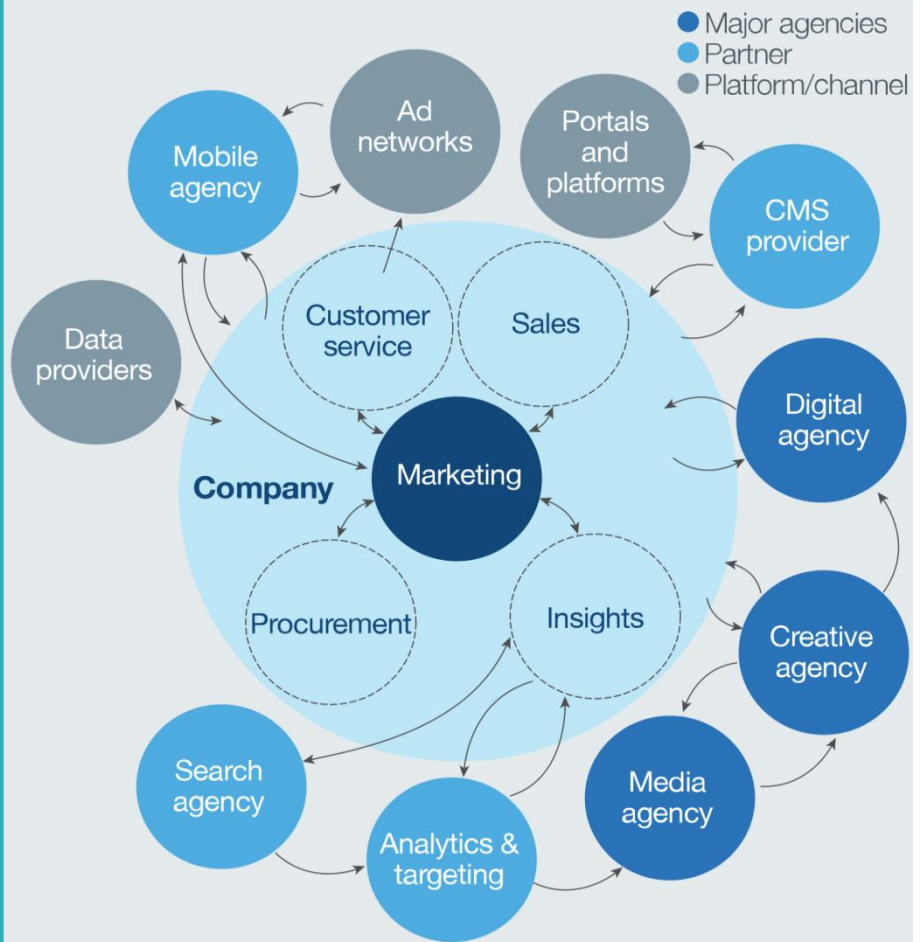
BSC can strengthen teamwork. Through the combination of various elements of the enterprise, BSC enables managers to simultaneously consider the different functions and roles of various functional departments of the enterprise in the overall enterprise.

BSC can enhance the motivational effect of enterprises and increase employees' awareness of participation. BSC emphasizes management by objectives. The senior management of the enterprise does not stipulate the behavior of subordinates, and encourages subordinates to accomplish their goals creatively (rather than passively). BSC emphasizes motivation, which is exactly what marketing organization management needs.

From a linear campaign process with few partners...



... to an interconnected ecosystem



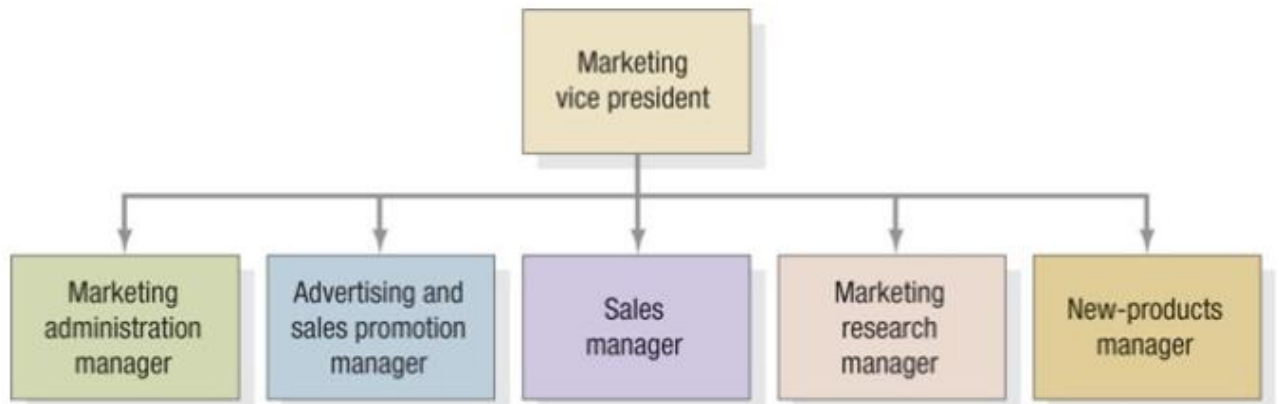
Picture 1.3- Patterns of marketing organization

1.3.2 Departmental Marketing Organization

Departmental marketing organization refers to the enterprise's marketing department and its subsystems. This is a narrow concept of marketing organization, and it is also people's traditional understanding of marketing organization. There are certain differences and connections between the departmental marketing organization and the so-called marketing department. The internal marketing organization of some enterprises is the marketing department, and the marketing department is responsible for all the marketing functions of the enterprise; some enterprises have a more detailed division of internal marketing functions. The internal marketing organization includes not only the marketing department, but also the sales department, advertising department, market research department, New product management department, etc. It can be seen that the departmental marketing organization is the general name of the department that undertakes the marketing function within the enterprise.

Functional organization. The functional organization is the oldest and most common marketing organization. This kind of organization is usually composed of various marketing function experts under the leadership and coordination of the vice president of marketing, as shown in Picture.1.4.

As product management involves almost all aspects of business operations,



Picture 1.4- Functional marketing organizations

Functional marketing organizations also emphasize the importance of various marketing functions (such as sales, advertising, and market research, etc.). In Picture 1.4, in addition to the five types of marketing function experts, it may also include customer service managers, marketing planners.

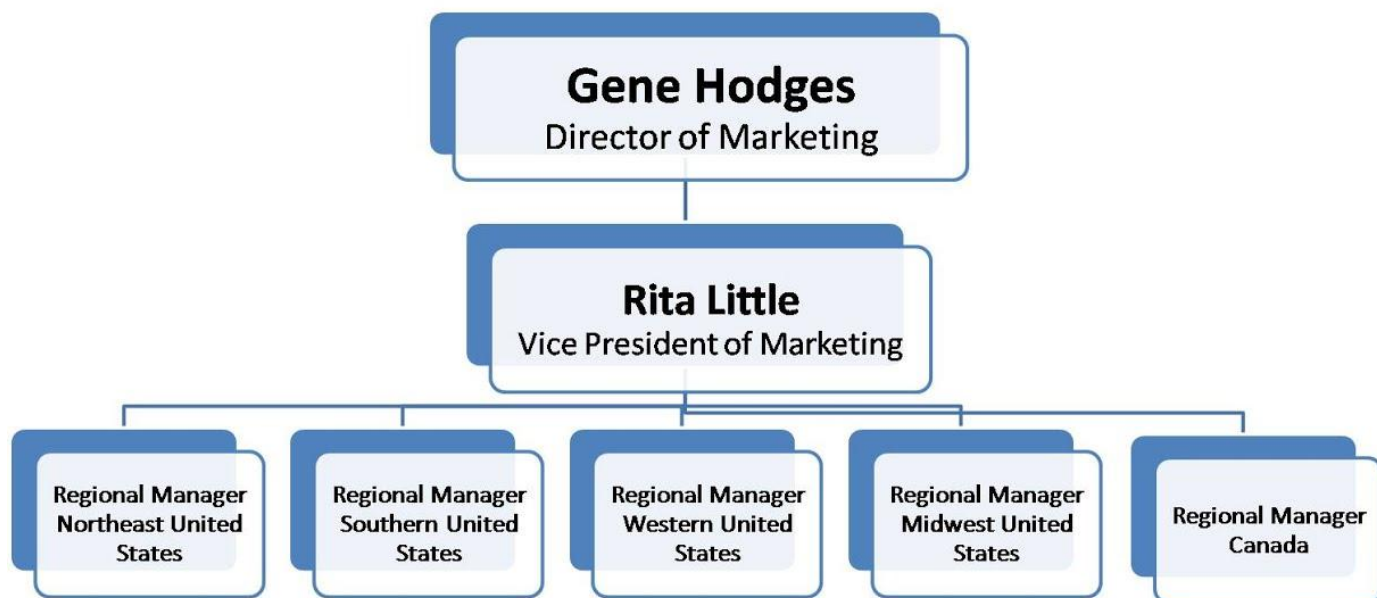
The main advantage of a functional organization is its simple administrative management. When an enterprise has only one or a few products, or the marketing methods of various products of the enterprise are roughly the same, it is more effective to set up an organizational structure according to marketing functions. But with the increase in product varieties and the expansion of the market, functional organizations will lose their effectiveness. First, since no department is fully responsible for a product or a market, it is impossible to formulate a complete plan for each product or each market, and it is easy for certain products or markets to be ignored; secondly, each department will emphasize their own In order to obtain more budgets and a higher status than other departments, the marketing vice president often faces the problem of

mediating disputes between various departments.

Regional organizations. When the geographic span of a company's marketing activities is large, in order to make the entire marketing activities more effective, its marketing agencies are often set up according to geographic regions, as shown in Picture 1.5 . This kind of hierarchical specific control is very necessary when the sales task is complicated, the sales staff's salary is very high, and the sales staff has a great influence on the profit. In fact, regional organizations usually need to be combined with other types of organizations.

Product management organization. Companies that produce multiple products or multiple different brands often establish management organizations based on products or brands, that is, under the leadership of the general product manager, a manager is assigned for each type of product, and then a manager for each specific product. **Hierarchical management.** The product management organization is shown in Picture 1.5.

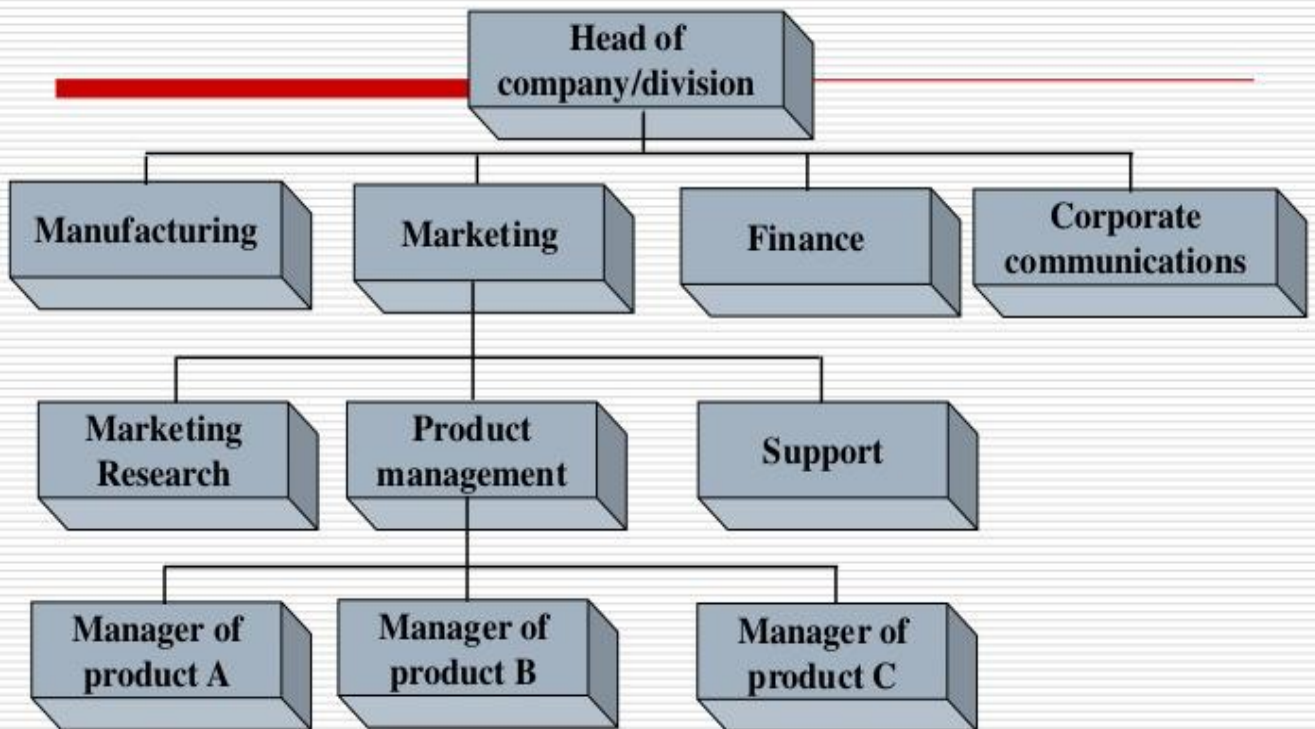
Product management organizations can avoid departmental conflicts in functional organizations. If the various products produced and operated by the enterprise are very different, and the absolute quantity of the products is large, it is suitable to establish a product management organization. The advantages of a product management organization are: The product marketing manager can effectively coordinate various marketing functions; The product manager can promptly reflect product problems in the market and respond positively to market changes; Because the product managers are responsible for selling themselves Products under its jurisdiction, even less important products, will not be ignored; product management becomes the best place to train young managers



Picture 1.5- Regional Marketing Organization

The shortcomings of product management organizations are: ①Product management is likely to cause conflicts in some departments. Due to the limited power of the product manager, it may not be able to guarantee the effective performance of the responsibilities of the advertising, sales promotion and other departments; Because the division of powers and responsibilities is not clear enough, some departments are led by multiple leaders; The increase in product management personnel and related experts may cause the company to bear more The indirect management expenses of each product; The product managers are independent of each other, and it is easy to cause friction in order to maintain the interests of their products. In order to overcome the above shortcomings, it is necessary to clarify the responsibilities of each product manager and the division of labor relations.

Product-Focused Structure



Picture 1.6- Marketing Organization in type of Product Management

. Market-oriented organization. When customers can be segmented and treated differently according to their unique buying habits and product preferences, it is necessary to establish a marketing organization. Some marketing experts believe that the establishment of corresponding marketing departments and branches centered on the main target markets is the only way to ensure that companies realize the modern marketing concept of "customer-centric". The market organization is shown in Picture 1.7 .



Picture 1.7- Marketing Organization in type of Market

Similar to a product management organization, in a market organization, a general sales manager administers several market segment managers. The main advantage is that the company can carry out integrated marketing activities around the needs of specific customers to meet the needs of different customers. Demand is conducive to enterprises to strengthen sales and market development. Its shortcomings are similar to those of a product management organization. There are conflicts between unclear powers and responsibilities and multiple leaders.

Matrix organization. Matrix organization is the product of the combination of market organization and product management organization. For companies that face different markets and produce many different products, a two-dimensional matrix organization with both product managers and sales managers can be established, as shown in Picture 1.7.

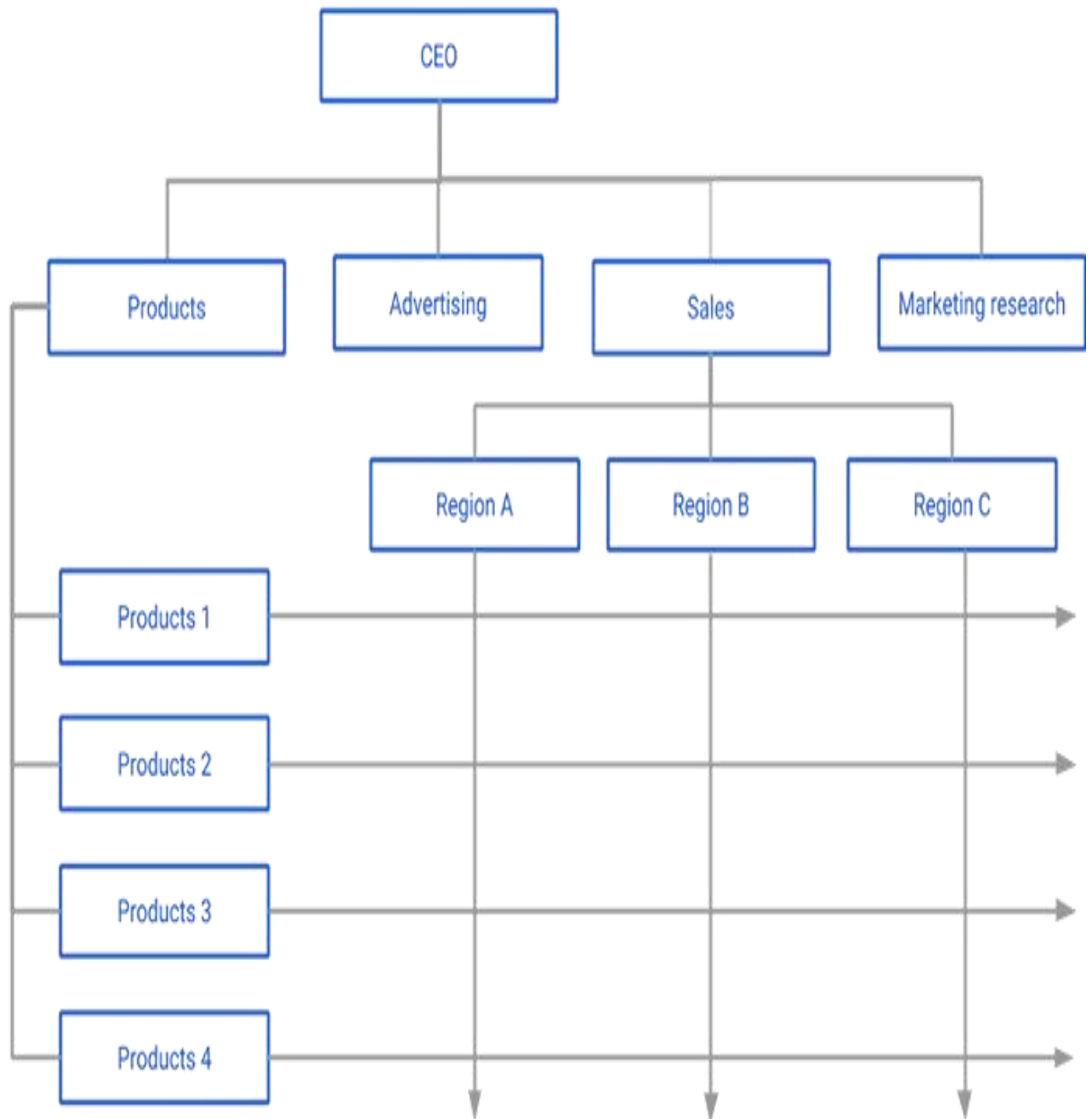
The advantage of matrix organization is that it is easy to set up, adaptable, can strengthen the collaboration between various departments within the enterprise, can concentrate the knowledge and skills of various professionals without increasing the staffing, which is conducive to improving work efficiency. However, the shortcomings of dual leadership, excessive decentralization, poor stability and high management costs have offset part of the management

efficiency to a certain extent. Most managers believe that only for those very important products and markets, it is necessary to set up a matrix organization and separate product managers and sales managers at the same time.

Company marketing organization. The company's marketing organization is based on the entire company to organize and manage marketing activities. At this time, the marketing organization is no longer a functional department of the company, nor is it a combination of several functional departments. A marketing organization is an entire company organization. Such a company is also called a marketing-oriented company, that is, the company is marketing-oriented, and various departments coordinate and cooperate with each other to maximize customer value.

The characteristics of the marketing department and personnel under the company's marketing organization model. The marketing department and personnel within a marketing-oriented company have the following characteristics:

The internal marketing organization tends to be flat and flexible. The traditional marketing organization level within the company may be: deputy general manager of marketing-national sales business manager-regional sales business manager-regional sales business manager-local sales manager-general marketing personnel. It is inevitable that information transmission is slow, which is easy to cause information distortion and delayed decision-making. With the development of information and communication technology, the role of the company's middle management department has gradually weakened, making it possible to reduce the level of marketing organization.



Picture 1.8-Marketing Organization in type of Matrix

The flat marketing organization of the company enables marketing decision makers to keep abreast of the front-line marketing dynamics, track developments throughout the process, listen to the opinions of front-line marketers, and make timely scientific decisions. When necessary, directly authorize or direct front-line marketing personnel to effectively control the market initiative. At the same time, in order to speed up the dynamic response to market competition, the

company's internal marketing department can transfer personnel with corresponding professional skills according to specific marketing problems and tasks to form a temporary "marketing project team" to be fully responsible for specific marketing projects to achieve marketing Organizational flexibility.

The functional transformation of the internal marketing department. To make the company develop into a marketing-oriented company, the functions of the internal marketing department need to be repositioned. The company's internal marketing departments can be divided into staff-type and first-line marketing departments. The former consists in making recommendations and implementing supervision, such as marketing administrative management departments, marketing information management departments, and marketing planning departments. The staff marketing department should face the overall situation of the company and directly put forward marketing strategy suggestions to the senior marketing managers. The first-line marketing department focuses on marketing operations, such as new product development, product sales, customer management and other departments.

The self-development awareness of internal marketers is increasing day by day. Since internal marketers have the closest contact with the market and have a more real feeling and understanding of the market, they need to accurately judge the impact of environmental changes and be able to react quickly. For this reason, the company's internal marketers require greater independent decision-making power to facilitate can give full play to their own marketing initiative and creativity.

The superiority of the company's marketing organization model. The advantages of marketing-oriented companies are mainly reflected in the following aspects:

It can match the company's marketing capabilities with research and

development capabilities and manufacturing capabilities. In a market with oversupply of goods and fierce competition, marketing-oriented companies are "full marketing products, full participation in marketing activities, full organization of marketing functions, full time and space marketing services, full marketing strategies, and full development of marketing relationships." "The business philosophy needs to be implemented by all departments within the company. Only by enabling every employee and every department of the company to "think what customers think" and matching the company's marketing capabilities with its research and development capabilities and manufacturing capabilities can the company's competitive advantages be continuously enhanced.

It can meet the consumer demand of users faster and better than competitors. Marketing-oriented company is a combination of demand-oriented company and competition-oriented company. Demand-oriented emphasizes researching and satisfying customer needs, while competition-oriented emphasizes paying attention to competitors. As a marketing-oriented company, the internal marketing department will work together with other departments within the company to research and meet customer needs and focus on competitors, so as to be able to meet users' consumer needs faster and better than competitors.

Ability to have excellent market sensing capabilities and customer contact capabilities. Marketing-oriented companies collect, analyze and use market information more systematically, profoundly and forward-looking than other types of companies. Marketing-oriented companies replace the concept of "transaction marketing" with the concept of "relationship marketing". Based on cooperative actions, planned participation and close communication, they will actively establish closer and more coordinated relationships with customers and channel members. It is worth noting that marketing-oriented companies usually need to invest more resources, and are easy to pursue short-term economic

benefits, while despising the long-term social benefits.

1.3.3 Internet Marketing Organization

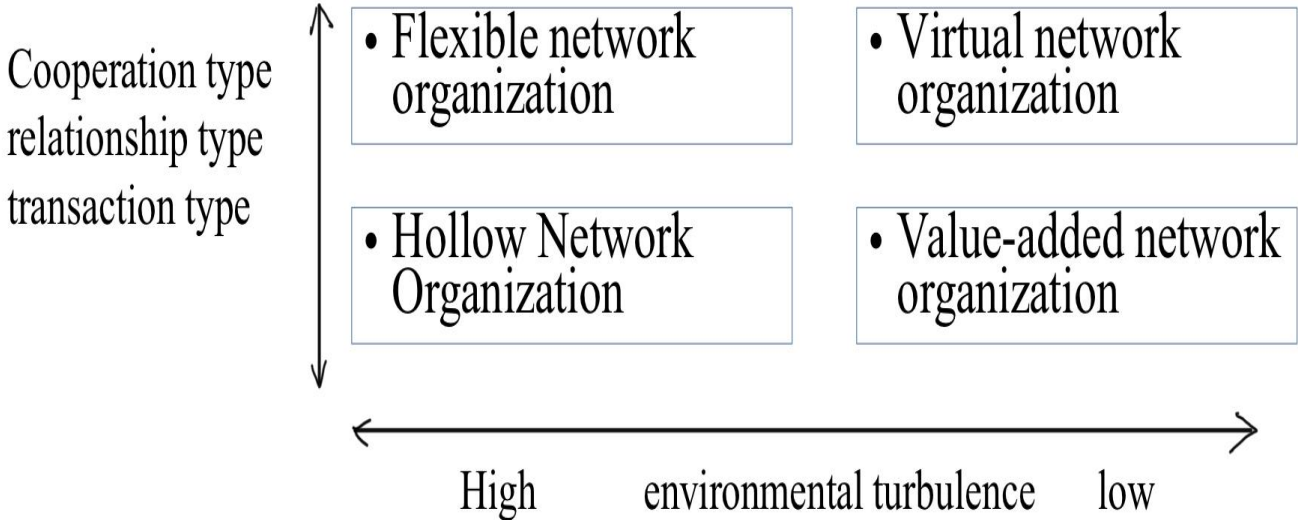
According to the resource dependence theory, organizations in the same market environment are closely related. The survival and development of an enterprise cannot be separated from the necessary resources provided by the surrounding enterprises and organizations. However, the enterprise depends on other organizations. A lot of uncertainty. But if an interdependent relationship is established between organizations, then this uncertainty can be reduced to a certain extent. The main manifestation of this dependence relationship between enterprises is the cooperation between enterprises. The development of new technology has made the environment facing enterprises more turbulent. Economic globalization has made the space for enterprises to compete unlimitedly. Enterprises need to face environmental challenges together through various cooperation. For this reason, there are more and more cooperations and alliances among global enterprises, including technology research and development alliances, production alliances, and network marketing organizations.

The type of network marketing organization. Internet marketing organizations have different classification methods, and there are two typical classification methods as follows:

Classified according to the identity of the members of the network marketing organization, the network marketing organization can be divided into vertical network organizations, inter-market network organizations and opportunity network organizations.

According to the environmental turbulence (high or low) and the relationship between network organization members (cooperative or transactional), network marketing organizations can be divided into four types,

namely: hollow network organization, flexible network organization. The value-added network organization and virtual network organization are shown in Picture 1.9.



Picture 1.9- Types of Network Organization

Hollow network organization. The hollow network organization is a transaction-based organization in a turbulent environment. It has a core organization—a worldwide marketing office and information center. All other functions (including manufacturing, production operations, product design, etc.) Handed over to an external professional organization to complete, the core organization only retains the marketing function. The hollow network organization is managed by a small number of employees within its core organization. The core organization has limited internal capabilities. It is very necessary to rely on other organizations or individuals to assist in performing its functions and meet customer needs. The core organization mainly coordinates these professions according to the needs of customers. Organizational relationship.

The Marketing Exchange Company proposed by Achrol (1991) is a hollow network organization. "A marketing exchange company is organized according to customers and markets. It can be regarded as a broad marketing information system, an intermediary system, and a place to exchange customer needs, products and marketing services. The company will not set up any special internal R&D department or manufacturing department, therefore, there is no conflict between functional departments. The market and customers drive the company to adapt to the environment, and the quality of the market information network is the basic premise of the company's coordination capabilities."

Flexible network organization. A flexible network organization refers to an organization that faces a turbulent environment but has a stable long-term cooperative relationship among its members. In a flexible network organization, the coordinator may be a company that advocates cooperation, or it may be an organization jointly established by various companies, with a specially established team to confirm customer needs, design products, and confirm sources of supply. In the entire network organization, there are special processes from the development of new products to the satisfaction of various customer needs.

In a flexible network organization, the company at each node maintains close communication with the coordinator. However, the companies on each node perform tasks relatively independently. "In this relationship, the main driving force is to respond more flexibly and quickly to the increasingly complex needs of customers" (Quinn, 1992).

Value-added network organization. In a market where the environment is relatively stable, customer preferences are divergent, and market segments are difficult to determine, it is easy for companies to form value-added network organizations. In this kind of network organization, the members of the organization increase the value of the product in the process of product

manufacturing and delivery through their own specialized core capabilities. The relationship between the members of the organization is transactional. While using the global supplier network, the core organization also establishes an internal stable operating system, has the function of creating value, and is responsible for product design and innovation.

Virtual network organization. In a relatively stable environment, organizations aim to maintain a long-term competitive advantage and establish a long-term stable cooperative relationship to form a virtual network organization, which can also be called a virtual enterprise. The virtual network organization is similar to the reform of the traditional organization. When the environment is less turbulent and the core organization is looking for cooperation with other organizations, the virtual network organization is a more appropriate form of organization. Unlike hollow network organizations, virtual network organizations perform many traditional functions within them, and have continuous core capabilities in product innovation and production efficiency (Achrol, 1991). Like flexible network organizations, strategic alliances are also a common way of cooperation for virtual network organizations.

The superiority of the network marketing organization. Companies use a variety of ways to build network marketing organizations, borrow external forces from the company, break through the limitations of their own capabilities and resources, treat competitors as partners, integrate and reset marketing resources, and help companies deal with the fierce market competition in the era of knowledge economy. Challenges play a very important role. Specifically, the superiority of the network marketing organization is reflected in the following aspects:

Conducive to expanding the market scope. With the advent of the era of knowledge economy, economic globalization is an inevitable trend and trend. In order to survive and develop, it is necessary for enterprises to enter the

international market to seek new opportunities. However, it is not easy for companies to directly enter the market of a certain country. They often encounter many unexpected obstructions and restrictions, such as various trade barriers and green barriers. However, if you establish a network marketing organization with a local enterprise, you can enter the country's market smoothly.

Conducive to reducing operating risks. In today's era of information surge, the living environment of enterprises is becoming more and more complicated. In the course of operation and market competition, enterprises not only have to face market risks, insufficient capital risks, and business decision-making risks, but also political risks and environmental changes risks. Faced with various risks, a single enterprise is usually unbearable, and the establishment of a network marketing organization is conducive to responding to various risks with overall advantages.

Conducive to sharing marketing expenses. With the continuous advancement of technology, product development is changing with each passing day, product life cycles are getting shorter and shorter, and consumer preferences are becoming more and more changing. Sometimes a company alone cannot afford huge marketing expenses. Take Apple's mobile phone marketing as an example. China Unicom alone cannot afford the huge marketing expenses in the Chinese market. However, China Unicom and Suning Electric Co., Ltd. formed an online marketing organization, which greatly reduced the huge cost burden of China Unicom in developing marketing channels.

It is conducive to sharing customer information and learning the advantages of the other party's enterprise. In today's era of information surge, customer information, especially valuable customer information, is an important guarantee for enterprise development. The formation of a network marketing organization between related companies will enable them to obtain and share relevant customer information conveniently and quickly at a lower cost, thus playing a

positive role in improving the marketing performance of the company. At the same time, by establishing an online marketing organization, companies can not only complement each other's advantages, but also provide the possibility to learn from each other's advantages.

Conducive to enhancing and maintaining market competitiveness. First of all, the reason why enterprises can form alliances shows that they are connected in the value chain. Coordination and sharing of value chains among alliance partners can enhance their own competitive advantages. The network marketing organization formed by Procter & Gamble and Wal-Mart is a typical example. Second, if companies want to maintain their own competitive advantages, they must establish barriers to entry for future competitors. From a strategic point of view, a good network marketing organization is one of the best barriers. Completely different from the price and characteristics of the product, marketing channels are difficult to imitate, and building an effective network marketing organization is conducive to maintaining a competitive advantage. In addition, the establishment of a network marketing organization can help solve the problem of insufficient resources required by a single enterprise. At the same time, economies of scale will not affect the flexibility of the organization, so that enterprises can make full use of the advantages of economies of scale and enhance market competitiveness.

1.3.4 Choice of marketing organization model

The marketing organization model is not static. No model is suitable for all enterprises, and no model is suitable for any stage of business development. Companies need to choose different marketing organization models under different circumstances according to changes in the external environment and their own development needs. There are many factors influencing the choice of marketing organization model, but in summary, it can be divided into two aspects: external influencing factors and internal influencing factors.

External influence factors

From the perspective of the external environment of enterprises, increasingly complex markets, more diversified and personalized customer needs, rapid development of information technology, more intense and complex competition, and economic globalization are important factors that affect the choice of marketing organization models for enterprises. In fact, due to the influence of these factors, more and more companies abandon the departmental marketing organization model and choose the corporate marketing organization model or even the network marketing organization model.

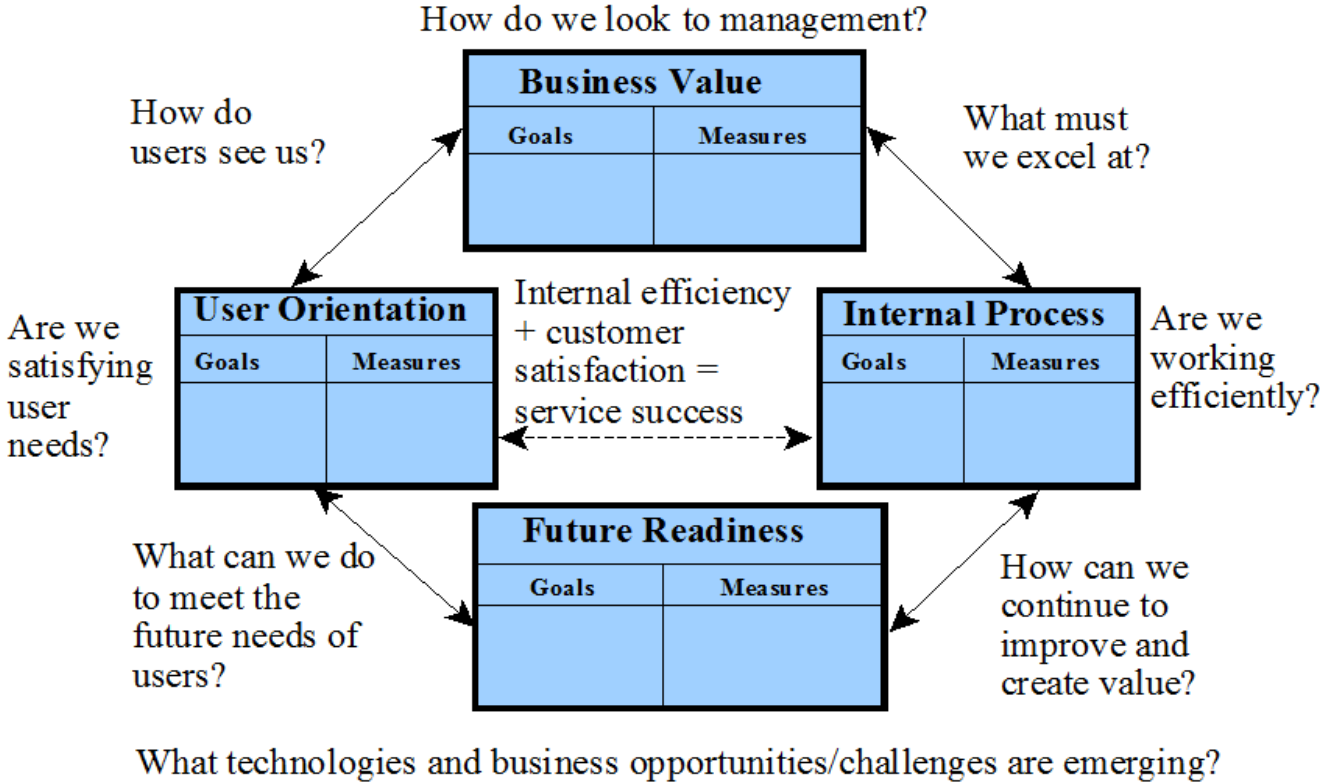
Market complexity requires rapid response from marketing organizations. With the advent of the era of knowledge economy, product life cycles have been shortening, and customer needs have become increasingly personalized and diversified. As a result, customer-oriented, fierce competition, and changes have quickly become a modern corporate marketing environment. The complex market environment has promoted the transformation of corporate marketing organizations.

The rapid development of information technology provides technical support for the transformation of marketing organizations. Since the 1990s, with the rapid development of information technology, a global information network has begun to form, and information acquisition has become simple and fast. Whoever can master or use advanced technology in a relatively short period of time will have a competitive advantage. The rapid development of science and technology has intensified the fierceness of international competition. If organizations want to survive and develop in competition, they must master advanced technology in time to ensure their competitive position.

Economic globalization has promoted the transformation of marketing organizations. Facing the wave of economic globalization, companies, regardless

of their size, are in a large global market. Facing a more open international market, companies must not only have local competitiveness, but also have the international competitiveness of "going out". Economic globalization has made companies have more and more connections with the outside world, and the degree of interdependence between companies has also increased. Many companies that work alone in a closed market environment are aware that only alliance is the best policy and an effective way to improve international market competitiveness and expand international market share. It can be seen that economic globalization is the fundamental reason that promotes the development of marketing organizations to network marketing organizations.

The matching relationship between marketing organization and strategy is shown in Picture. 1-10.



Picture 1.10-The Matching Relationship between Marketing Organization and Strategy

Organization scale. With the rapid changes in the market environment, factors such as market uncertainty have greatly increased the business risks of enterprises. Therefore, the scale of the enterprise is very important, and it is a favorable condition for the enterprise to fight against risks. For small-scale enterprises, centralized marketing and sales management is usually adopted within the enterprise, and it is mainly based on functional organizations, and each functional department is only responsible for its management links. When the company's production scale and marketing scale reach a certain level, it may consider choosing a market-oriented company marketing organization and network marketing organization.

Enterprise products. Modern enterprises have entered the era of product development. The speed of product development, product variety and combination will all affect customers' buying tendency. When the company has only one or a few products, it is suitable to establish a functional marketing organization within the company; when the company produces a variety of products with large differences, it may be necessary to establish a marketing organization based on the product. For industrial product companies, due to the high technical complexity, close collaboration between manufacturers and customers is required. Therefore, the departments that contact customers are no longer limited to marketing or sales departments, and the spread of marketing activities among various functional departments is relatively high. In this way, market-oriented company marketing organizations and even network marketing organizations have become the choice of enterprises.

Organizational Maturity Model. According to the maturity theory, modern enterprises can be divided into five levels according to their capabilities, namely: earning a living, honoring, pressure, pioneering and career.

A livelihood enterprise. A livelihood company is the lowest level of organization in the organizational maturity model. The day-to-day work of such

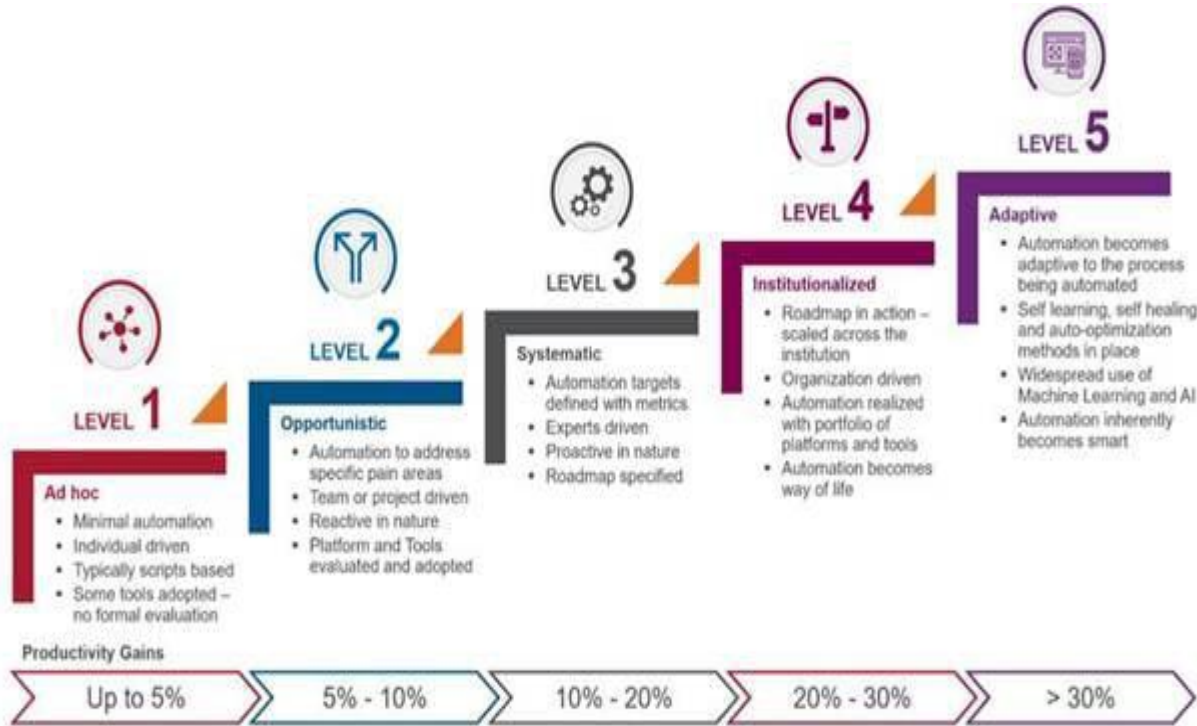
enterprises is often carried out in order to survive, lacking a good organization, and there is hardly any standardized process to regulate. The way an enterprise works is mainly determined by the performance of its employees, and the randomness of work is relatively high. Enterprises may go bankrupt or go bankrupt at any time.

Honorary enterprise. Honor-based enterprises are the second-level organizations in the organizational maturity model. This type of enterprise has solved the basic survival problem. Although there is a certain organization in the enterprise, the employees lack a sense of responsibility and emotional investment in their work. They just follow the leadership's instructions to work step by step, and do not really understand their own work. Many deep-level work in an enterprise (such as team building, cultural building, brand building, etc.) is just a behavior for the enterprise to gain honor, and it is only a formality.

Pressure-oriented enterprises. A stressful enterprise is the third-level organization in the organizational maturity model. This type of company not only solves the survival problem, but also has a good perception of the environment, can formulate and implement development strategies according to market and competitive pressures, and adjust the work methods of employees. But this kind of change is often passive, and it is not yet able to fully perceive future changes and make an "anticipated response."

Pioneering enterprise. The pioneering enterprise is the fourth level of organization in the organizational maturity model. Such enterprises have basically got rid of their passive position in market competition, have almost no pressure to survive, and are able to actively pioneer and innovate. Pioneering companies generally have formed common values and long-term goals accepted by all employees, and communication and cooperation between corporate members are easy.

Business-oriented enterprises. The career enterprise is the highest level organization in the organizational maturity model. This type of enterprise has formed a relatively complete corporate culture. The employees of the enterprise love their work, are full of passion at work, and regard the common goal of the enterprise as their lifelong career and pursuit.



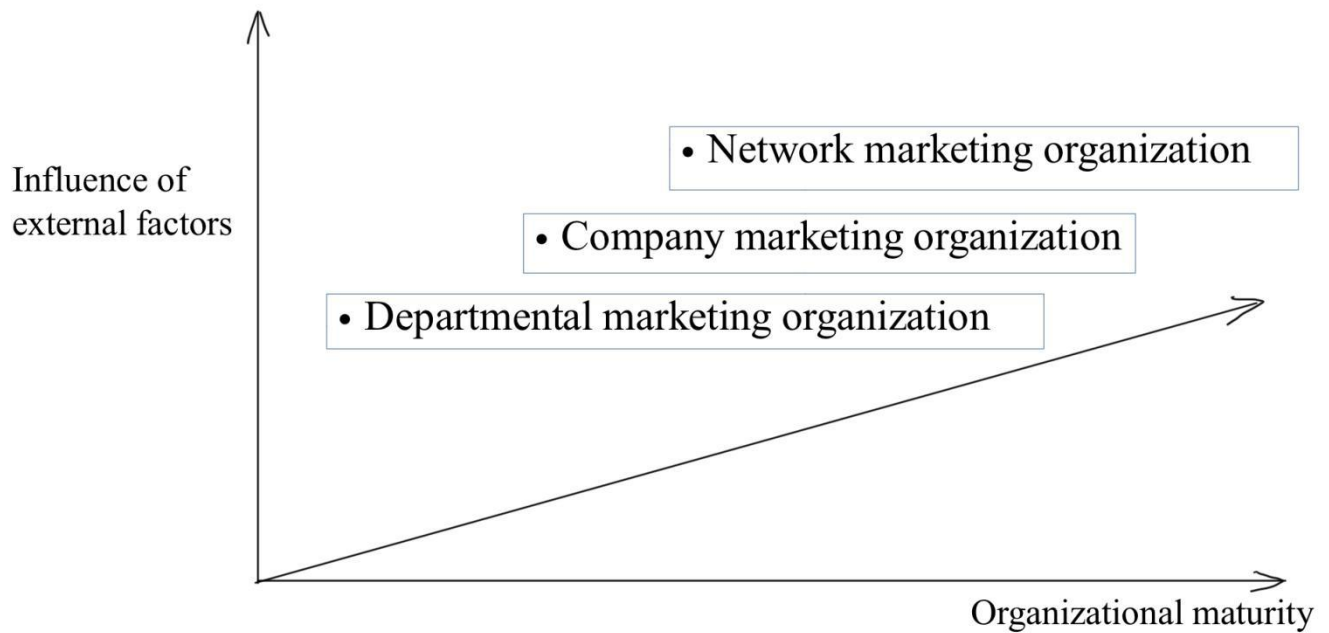
Picture 1.11- Enterprise Organization Maturity Model

Marketing organization selection model based on organizational maturity as mentioned above, the selection of a marketing organization model by a company mainly depends on the external and internal influencing factors of the company. From the perspective of external influence factors of enterprises, market complexity, rapid development of information technology and economic globalization have made more and more enterprises pursue the concept of "full marketing" and establish network marketing organizations. From the perspective of the internal conditions of the enterprise, the development strategy, the scale of the organization and the products of the enterprise will largely determine the choice of the enterprise's marketing model. But in any case, companies need to

consider their own organizational maturity to choose a marketing model.

According to the basic theory of Marxism, the internal cause is the basis for the change and development of things, the external cause is the condition, and the external cause works through the internal. Companies at different levels in the organizational maturity model should choose different marketing organization models. For livelihood companies and a small number of honorable companies, generally should choose the departmental marketing organization model, and strive to improve the internal marketing organization of the company, open up product sales as soon as possible, and reduce the pressure on the survival of the company. For most pioneering and career-oriented enterprises, the network marketing organization model should be selected, and the establishment of network marketing organizations can further enhance the core competitiveness of the enterprise and ensure the sustainable and healthy development of the enterprise. For most honor-oriented enterprises and pressure-oriented enterprises, consider choosing the company's marketing organization model. Marketing organization selection model based on organizational maturity.

According to the different scope of corporate marketing activities and strategic levels, marketing organizations can be divided into departmental marketing organizations that focus on the internal marketing department and its affiliated functional departments, corporate marketing organizations that use the entire company for marketing (ie, market-oriented companies) and a network marketing organization that forms a marketing network with enterprises and their external partners. The marketing organization models are not isolated and mutually exclusive, but exist in different development stages of the company and companies implementing different strategies. It can also be said that the three marketing organization models represent the three development stages of marketing organizations



Picture 1.12-Organizational maturity

. The departmental marketing organization has a clear organizational structure, with clear division of labor between departments, and the organizational performance is very simple; but the organizational structure is too rigid, and conflicts between departments are obvious, and it is prone to slow decision-making and slow response. The company's marketing organization is market-oriented, crosses departmental boundaries, resolves inter-departmental conflicts, and responds quickly; however, it is only limited to the company and has limited ability to create and deliver greater customer value as much as possible. The network marketing organization implements business outsourcing, strong alliances, and complementary resources. It expands the scope of marketing activities and can create greater value for customers from each node in the value chain. However, this type of organization is diverse and loose in structure. Conducive to effective management.

There are many factors influencing the choice of marketing organization model, but in summary, it can be divided into two aspects: external influencing factors and internal influencing factors. The external influencing factors mainly include: the increasing complexity of the market, the rapid development of information technology and economic globalization; the internal influencing factors mainly include: development strategy, organization scale and enterprise products. But in the final analysis, companies need to comprehensively consider their external environment and their own maturity to choose a marketing organization model.

For the increasingly complex market, the marketing organization reflects five major development trends: from a vertical structure to a horizontal structure; from a routine task to an authorized role; from a formal control system To share information; from a competitive strategy to a cooperative strategy; from a rigid culture to an adaptive culture.

2 PLANNING AND IMPROVING OF MARKETING ORGANIZATION OF MIDEA

The initial enterprise will have an enterprise life cycle from small to large. In such a life cycle development process, the different stages of the life cycle of the enterprise directly affect its competitive strategy and the choice of organizational structure. However, the corporate competitive strategy is also it is not only passively accepting changes in the internal and external environment of the enterprise to make adjustments. Managers can improve the life cycle process of the enterprise through proactive marketing changes. In this context, the author conducted a case study on the marketing reform of Midea Group in recent years, and analyzed the current situation of Midea Group.

In the life cycle stage, it is expected that the selected channel mode change and organizational structure change will be analyzed to provide certain changes and enlightenments for the development of private enterprises.

The gradual process analysis of Midea Group's marketing is divided into four aspects. The first part introduces the history and current situation of Midea Group.

The group's upcoming strategic transformation conducts background analysis. The third party analyzes the transformation process of its marketing channels during the strategic transformation period. The fourth aspect analyzes the transformation process of the marketing organization. The fourth part is mainly a summary, which extends to analyze the enlightenment brought by Midea Group's marketing upgrade to other private enterprises. It is divided into three aspects. The first aspect summarizes channel segmentation is an inevitable trend, and the second aspect summarizes any company. Marketing cannot be separated from the development stage of its life cycle. In the third aspect, it is concluded that companies must make a gradual and orderly transformation when they carry out marketing organization transformation, and cannot engage in a

revolutionary one-size-fits-all approach.

2.1 Midea Group analysis

2.1.1 History and products

Midea Group was established in 1968 in Guangdong. It is a large-scale comprehensive multinational enterprise group with three listed companies, Midea Electric, Little Swan, and Welling Holdings. The main industries are concentrated in the home appliance manufacturing industry. It has 200 subsidiaries, more than 60 overseas branches and 10 strategic business organizations. It is the scope of development in the home appliance industry in China. One of the largest companies. Among the many home appliance companies in China, Midea has the most diverse products, the most complete industrial structure, and the most extensive influence. It is one of the few large companies. Midea Group's main products include washing machines, air conditioners, range hoods and other home appliances. In China, Midea has a total of 14 production locations across the entire market. The output and sales volume of home appliances ranks among the top domestic rankings, and is in Asia and South Africa. In the Americas and other places, a number of overseas production sites have been established. Midea mainly focuses on products and customers. While making steady progress, it also does not forget to continue to improve product quality and provide customers with better products.

In response to "Made in China 2025", Midea Group has launched a "dual wisdom" strategy, namely smart home and smart construction, to further improve the company's creativity and product quality. Midea has developed new businesses to further expand its development channels, increase corporate business, improve logistics and distribution systems, and increase cooperation with overseas companies to achieve a mutually beneficial and win-win situation. At the same time, it has also created a cooperative development for industry and finance.

According to statistics, the average lifespan of Fortune Global 500

companies is only about 40 years, which is far lower than the average lifespan of its employees: since the establishment of the Dow Jones Industrial Index 108 years ago, only General Electric is still on the list. Moreover, General Electric has also gone through several difficult and painful stages of development. In Japan, the average life span of enterprises in the past 100 years has been less than 30 years: The average life span of domestic enterprises in China has been even shorter. Some people even count it as 5 years. It took 7 or 8 years to come out, anyway, it was very short. These things sound a bit unreasonable, but as long as we think about the short-lived "giant" companies such as Giant, Aidu, Sanju, and Qinchi that are often mentioned as negative teaching materials, it will be easier to understand the history of Chinese private enterprises in recent years. Survival dilemma. It can be seen that the business development of an enterprise does not lie in how beautiful it is at a certain time, or how high the market share of its products at a certain time, but whether it can continuously reform and change in the ever-changing market environment. Innovation, and the private enterprises that have emerged in China in the past two decades are particularly lacking in core competitiveness. They have long relied on low-level competitive strategies such as price wars to survive, squeezing the living space of competitors and squeezing their own gross profit. To the point where it is unbearable.

Midea Group is a typical representative of Chinese private enterprises, and it is not even exaggerated to say that its development history is the epitome of the development history of private enterprises over 30 years of reform and opening up in China, especially since it entered the 21st century, it took ten years. From a scale of 10 billion to a scale of 140 billion, the compound annual growth rate is amazing. However, this company itself has many problems. With the continuous expansion of the scale, the gross profit rate is declining year by year, and the channel inventory remains high. Internal managers Corruption is endless. From 2008 to June 2011, in order to realize the grand plan of "recreating a beautiful" proposed by the founder He Xiangjian, Midea Group carried out a thorough

marketing reform.



Picture 2.1- Midea air conditioning products

From the headquarters to the local area, the organizational structure, marketing model, and business process were all done. Big changes, but as of June 2011, there were very big problems in terminal retail, channel inventory, company cash flow, etc., so the vigorous marketing reform was immediately stopped, and He Xiangjian also immediately proposed a scale-oriented approach. Strategic transformation of the development model to benefit priority.

Midea Group has professional production bases in 6 countries around the world except China, covering Vietnam, Egypt, Brazil, Argentina, Belarus, and India. There are also 16 production bases in China. In addition to Midea, it also owns more than ten brands such as Hualing, Little Swan, and Welling. It has 150,000 employees. In 2011, it achieved operating income of more than 140 billion. In 2012, the brand The value of the world's top five hundred, as high as 61.1 billion.

The products operated by Midea Group mainly include air conditioners,

refrigerators, washing machines, microwave ovens, fans, induction cookers, rice cookers, electric pressure cookers, water dispensers, electric kettles, range hoods, water heaters, water purification equipment, stoves, disinfection cabinets, overall household appliances, lighting, etc. Four categories, hundreds of home appliances, compressors, motors, magnetrons, transformers and other home appliances accessories products. Now it has the most complete air-conditioning industry chain, refrigerator industry chain, washing machine industry chain, microwave oven industry chain and dishwasher industry chain in China; it has the most complete small home appliance product group and kitchen home appliance product group in China.

2.1.2 Analysis of the external environment

Macro environment.

Since entering the 21st century, the air-conditioning industry has continued to develop rapidly. Air-conditioning products have gradually changed from "life luxury" to daily necessities, which has greatly stimulated the development of the world's air-conditioning industry.

Policy environment: The implementation and consolidation of supporting policies for home appliances to the countryside, old-for-new, and energy-saving supplements have effectively stimulated China's domestic demand market. In terms of export tax rebates, the reduction of the export tax rebate rate has had a significant impact on the average profits of export-oriented industries and export companies; however, as far as China's domestic air-conditioning industry is concerned, the international market is for air-conditioning companies to avoid the risk of excessive internal competition. One of the inevitable ways of new sources of profit.

Economic environment: With the development of China's economy and the improvement of people's living standards, air conditioners, as an important

household appliance, play an increasingly important role in national economic production and people's social life. Judging from the trend of patent generation in the past five years, the technology has reached saturation.[23]

Social environment: The urbanization ratio of the population is showing an upward trend, driving the overall consumption power to continue to rise. In recent years, the consumption of household appliances has increased rapidly, and durable consumer goods have developed in the direction of gentrification. The penetration rate has further increased. The demand for important content and very important tools, especially the development of air conditioners, is growing rapidly.

Micro environment.

In terms of the factor of competition intensity of competitors in the same industry. As far as China is concerned, in the air-conditioning industry, competition is very fierce. Like the well-known "Haier" and "Midea", they do very well in air-conditioning. Occupies a large share of the air conditioner market.

For "Midea", the threat of such a competitor is very big. Not only these influential competitors, there are also many other air-conditioning manufacturers in China. Therefore, although China needs a lot of air conditioners, its production capacity is seriously surplus-"supply" far exceeds "demand." Therefore, we can see that many merchants are fighting a "price war". Faced with such a situation, how to formulate a good strategy is a very important issue. Only in this way can we continue to survive. Nowadays, consumption is increasingly moving in the direction of "energy saving and environmental protection", while most of China's air conditioners remain at the previous level without much improvement. Therefore, increasing the research and development of air conditioners and studying how to save electricity, practical and environmentally friendly air

conditioners is one of the winning magic weapons to keep a better survival in this industry. In addition, you can also learn from "Haier" and strengthen after-sales service and maintenance. This will not only help expand the consumer market, but also strengthen consumers' "loyalty" to products.

In terms of "buyer's bargaining power", this was not very important in the past, but it is also particularly important now. Buyers today are different from those in the past. In the past, they didn't talk about the issue of marketing networks very much, but now marketing is a vital link that affects the sales of a product. Just like the very famous "Gome" and "Suning" two major home appliances sales malls. They have a strong merchandise sales network, which is a place that merchants value very much, but therefore, their hard-earned profits are taken up by them. "Midea" also faces such a problem. Therefore, in the face of this situation, we cannot always rely on their sales network. We can imitate the "direct sales" model of Dell computers. The "direct selling" model can circumvent this part of the seller, which can not only reduce costs, but also increase the profits of the merchants. This is the best of both worlds. Although many companies have tried to imitate Dell's computer model and failed to succeed, China is now becoming more developed, its economic capacity is getting stronger and stronger, and its education level is getting higher and higher. We have reason to believe that this business model is very useful big prospects.

Threats of new entrants: For Midea Group, the threat of new entrants is greater. From the perspective of entry barriers: entry barriers are low. my country's home appliance industry is generally a low-barrier industry. However, entry barriers have continued to increase after the 1990s, and various companies in the industry "invade" each other's fields. From the perspective of economies of scale: economies of scale can be achieved through various commercial activities, such as marketing, manufacturing, research and development, and procurement. The homogenization of the value chain links such as the production of home

appliances and specialized division of work is quite common. Most home appliance companies tend to adopt world-class advanced technologies for mass production in order to win the benefits of economies of scale. From the perspective of product differentiation: over time, customers will gradually believe that a company's products are unique. This kind of cognition will bring opportunities for companies to provide further services. To make advertising effective, companies will also be able to lead other companies in providing products and services to customers. Usually new entrants have to allocate a lot of resources to eliminate customers' loyalty to the original product. They often use lower prices to counteract it, and corporate profits decrease accordingly. From the perspective of public relations: the expected retaliation measures will undoubtedly make new enterprises entering the home appliance industry be retaliated by incumbents. However, if new entrants look for market gaps where the incumbents do not provide services to enter and avoid entry barriers, and small startups seek and serve those neglected market segments, not only will they not incur fierce retaliation from incumbents, they can also accelerate the growth rate of the entire home appliance industry.

Substitutions refer to those products that have the same or similar functions as the products produced by the company. The main products of Midea Group include household air conditioners, commercial air conditioners, large central air conditioners, refrigerators, washing machines, etc. In general, the number of alternative products is small, the substitution is not strong, and the threat of alternative products is small. The cost for users to switch to alternative products is relatively high, and the intention to change is low, which puts little pressure on the company. However, as home appliances become more intelligent and humane, the threat of alternative products mainly comes from the upgrading of products in the industry.

There are many products that are similar to Midea's products. For

example, in the field of central air conditioning, Gree, Haier, and Zhigao have all become Midea's strong opponents. The products they produce are less differentiated, and the threat of mutual substitution is great.

The price of alternative products. The price of alternative products largely affects consumers' purchasing choices. For example, Haier recently launched products with decorative functions. On the one hand, the price is not much different from that of Midea and other companies. On the other hand, it takes into account beauty and practicality. Consumers will get more benefits from products with decorative functions. Therefore, Midea should grasp the development trend of science and technology and market demand, and introduce appropriate substitute products at the appropriate time to take the lead.

The intensity of competition among alternatives producers. The threat of alternatives comes mainly from the innovative R&D capabilities of industry giants. After occupying part of the low-end market, Haier and Gree have rapidly developed high-end products. Central air-conditioning and other fields correspondingly pose new threats.

2.1.3 Analysis of internal environment

The 7-S model points out that the company must consider all aspects of the situation in the development process, including structure (Structure), system (System), style (Style), staff (Staff), skills (Skill), strategy (Strategy) , Shared Value. Here we use 7S to analyze Midea Group.

Midea Group's organizational structure, with the CEO heading the company. There is a management committee. 7 business departments: Administration and Human Resources Department, Finance Department, Market Operation and Audit Department, IT Department, Resources Department, Development Department, Life Electrical Appliances Department. The next level is the functional departments: Microwave Oven Division, Drinking Water

Equipment Division, Bus Company, Wittur Company, Fan Division, Heating and Cleaning Division, Dishwasher Company, Kitchen Appliance Company, Water Heater Company, Meizhi Compressor Company .[22]

System: Midea Group started from home appliances, gradually transformed equipment manufacturing and carried out global R&D and production layout. Midea will continue to deepen its transformation, be brave to change, seize opportunities, and pursue new growth. Through the practice of "one beauty, one system, and one standard", it will focus on the three strategic main lines of business strategy, Internet strategy, and globalization strategy, with a single product Of manufacturers turn to provide system integration service solution providers to achieve business model innovation.

Style:The adjustments of beauty are all centered on the decentralization and decentralization of power. The other side of the decentralization and decentralization of power is the transformation and change of responsibilities and interests, which is a step-by-step optimization of management mechanisms. Within Midea is the development and growth of the business unit system. Midea has comprehensively promoted the corporateization of the business unit system and the operation mode of secondary subsidiaries under the management of the business unit, and further improved the modern enterprise system. The entire organizational structure of Midea has been optimized again to enhance Midea's market competitiveness. Every change in Midea's organizational structure has brought about a liberation of its productivity. It is precisely this organizational structure that seems to be self-reflection and self-improvement. Changes have enabled Midea to develop and grow step by step and become a world-class enterprise.

Staff: 1. The indicators are quantified, scientific and reasonable, and establish a standardized management and assessment system that improves overall satisfaction and perfection; 2. Through fair, fair and open assessment,

introduce a competitive mechanism; 3. Implement dynamic management of outlets and introduce an elimination mechanism; 4. Encourage Advanced, strengthen scientific management of service outlets, promote service network 5. Improve brand service quality, and promote sales.

Skill: Now it has the most complete air-conditioning industry chain, refrigerator industry chain, washing machine industry chain, microwave oven industry chain and dishwasher industry chain in China; it has the most complete small home appliance product group and kitchen home appliance product group in China; there are more than 60 in the world Overseas branches, products are exported to more than 200 countries and regions.

Strategy: Established a new system with business divisions as the main operating body, actively delegated powers, and established five business divisions for air conditioners, household appliances, compressors, motors, and kitchenware. Each business division is composed of multiple companies, and each business division has been established. The five modules of market, planning, service, finance, and operation management form a market-oriented organizational structure that allows professional people to do professional things. Changing the traditional product promotion model centered on a few dealers to a consumer-centered marketing model greatly increases the number of sales staff and improves the quality of the entire sales team. In terms of channel construction, while seizing the main distributors, Midea also actively developed secondary and tertiary markets, activated terminal sales, and established more than 1,500 after-sales service outlets across the country. Such a pyramid-shaped sales system and information network with many branches, even if manufacturers and distributors at all levels products can be quickly diverted, and the factory can develop and design new products based on the information returned by the front-line sales staff, and realize a benign interactive relationship between production and sales.[29]

Shared value: Corporate mission: to be the beauty of the world. Corporate vision: to create a better life for mankind. Corporate spirit: openness, harmony, pragmatism, and innovation. Core values: people-oriented, create the best business philosophy, create value for society, create profits for shareholders, and Employees create opportunities. Talent concept: use talents to achieve careers, and careers to achieve talents. Quality philosophy: quality is the life of an enterprise. Management mechanism: centralized power, decentralization, orderly authorization, and authority. Decision-making mechanism: Be accurate in the big, be careful in the small, be scientific, and not blind. Talent mechanism: first meet the horse, then race. Constraint mechanism: people-oriented and have rules. Reform mechanism: the only constant is change.

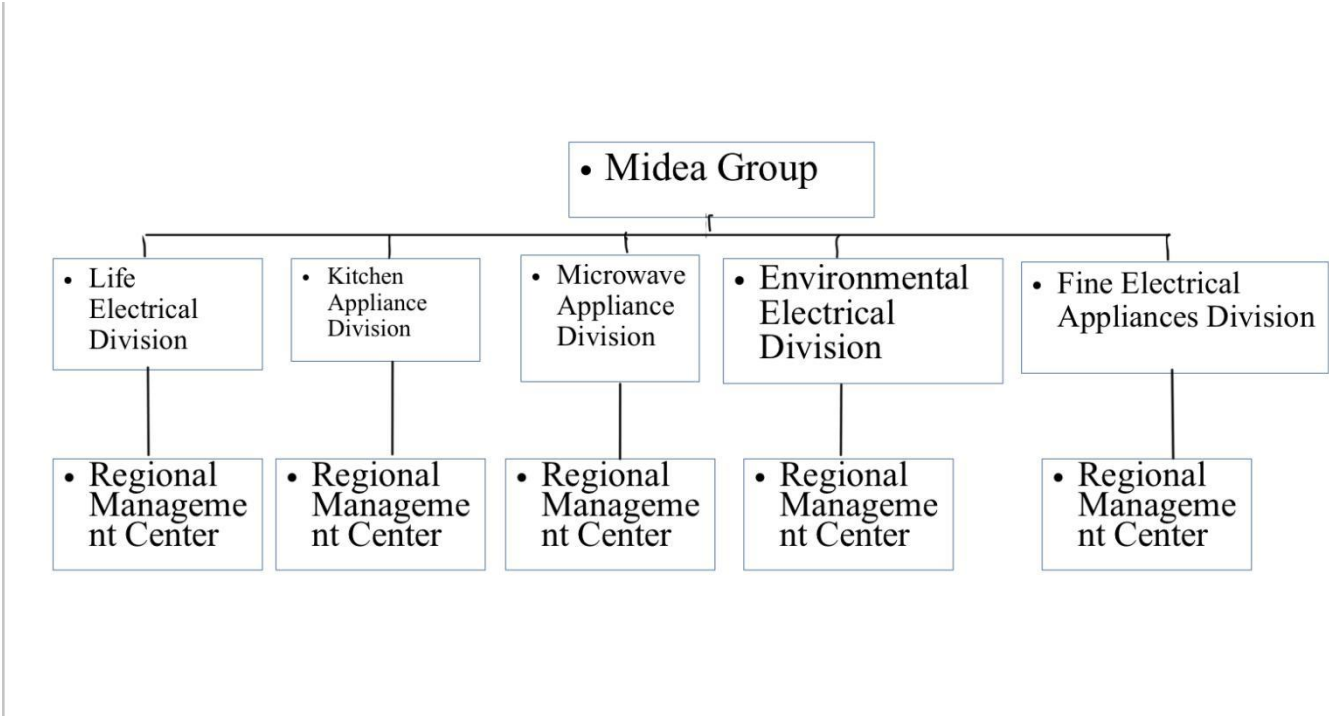
2.1.4 Midea Group's marketing organization improving goals

The deterioration of the external and internal environment is also directly reflected in the financial statements of Midea Group. According to Midea Group's financial statements for the first three quarters of 2011, Midea Group's net profit for the first quarter and second quarter of 2010, 2011 Both have increased, but there has been a decline in the third quarter, and the decline has been even greater in the fourth quarter, but at the same time, operating income has increased.

In mid-2011, Midea Group President Fang Hongbo said that in the past year, China's home appliance industry has opened up and down. With the withdrawal of the home appliance policy at the beginning of the year and the downturn in the real estate industry, the industry's high growth for several consecutive years has declined. In this context, Midea Electric puts forward a strategic transformation at the right time, and upgrades its development goals from purely pursuing market share and reducing costs in the past to pursuing sustained growth in corporate profits.

In addition to technological changes such as improving product quality and enhancing product core technical competitiveness, Midea Group’s strategic transformation has also undergone important changes in the marketing system, mainly through changes in marketing channels, organizational changes in the marketing system, and cultural changes. Achieved. This article focuses on detailed analysis of the most typical marketing channel changes and marketing organization changes.[10]

2.2 The Linear Organization structure of Midea Group



Picture 2.2- The Linear Organization structure of Midea Group

The characteristics of this organizational structure are: on the basis of straight lines, corresponding functional departments (such as planning, sales, supply, finance, etc.) are set up under the administrative directors at all levels to engage in professional management, and act as the staff of the administrative directors at this level. The unified command of the supervisor is combined with the staff-guidance of the functional departments. Under the linear functional structure, the lower-level institutions are not only under the management of the higher-level departments, but also under the business

guidance and supervision of the functional management departments at the same level. Administrative leaders at all levels are responsible step by step and highly centralized. Therefore, this is a system in which departments are divided according to business management functions, and the top managers directly command each functional department. It not only maintains the advantages of the linear structure of centralized and unified command, but also absorbs the inherent shortcomings of the functional structure of the meticulous division of labor and the focus on the professional linear-functional organizational structure as follows: It belongs to a typical "centralized" structure, where power is concentrated at the top management, and the subordinates lack the necessary autonomy; The horizontal connection between various functional departments is poor, which is prone to disjoint and contradictions; The linear-functional organizational structure is based on a high degree of "division of powers". If the goals of each functional department and the linear department are not unified, conflicts are likely to occur. Especially for matters that require multi-sector cooperation, it is often difficult to determine the ownership of the responsibility; The information transmission route is long, the feedback is slow, and it is difficult to adapt to the rapid changes in the environment.

Fremont E. Custer, a master of organization, believes that when the organization "the environment is relatively stable and determined; the goal is clear and lasting; the technology is relatively uniform and stable; decision-making can be programmed." It is appropriate to adopt a linear functional organizational structure. In the early stage of the company's development, Midea had a single product line and simple departments, so it was easy to adopt a linear functional structure.

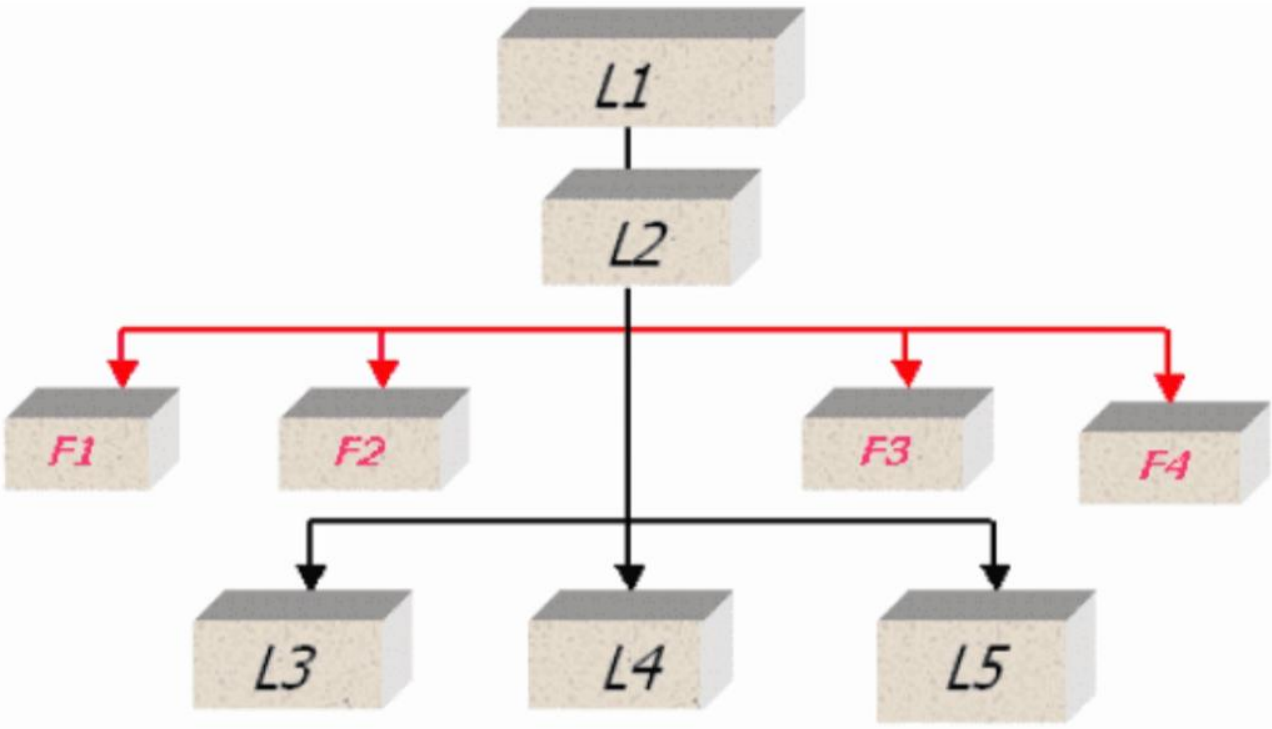
2.3 Department system organizational structure of Midea Group

Midea carried out the transformation of its business department in 1997 and began a comprehensive organizational reform. At that time, five business divisions were established: Air Conditioning Division, Compressor Division (Toshiba Compressor was acquired in 1998), Home Appliance Division

((including fans, water dispensers, rice cookers, etc.), Kitchenware Division, Motor Division. Each. The business department has its own products and independent market, enjoys great operational autonomy, and implements independent operation and independent accounting. It is not only a profit center controlled by the company, but also a product responsibility unit or market responsibility unit, and it is responsible for sales, research, production, and administration. The management of personnel, personnel, etc. is responsible for unified leadership. In addition, the sales departments within each business department basically set up five modules of marketing, planning, service, finance, and operation management. The above functions are placed in the sales department to form a market oriented organizational structure. The original "production and operation department" and similar "internal planned economy" institutions have gradually disappeared. This business department transformation has brought vitality to Midea, and its business has developed rapidly afterwards, and its scale has expanded rapidly. In 1998, the reform of Midea's business unit system achieved initial results. In this year, Midea's air-conditioning production and sales increased by 80%: the fan ranked the top of the global sales champion; the rice cooker was firmly in the leading position of the industry; the electric motor and small home appliances were also among the best.

The business unit structure is also called the multi-segment structure, that is, business units (or large subsidiaries) are set up according to products/markets, regions, users, etc. Each business unit system has the characteristics of centralized decision-making and decentralized operation, and the highest leader freed from daily production and operation activities, so that they can be responsible for the group's strategic activities. This organizational structure embodies the organic combination of hierarchical system and market mechanism. It has both decentralized business units and headquarters responsible for coordination, supervision, and strategic decision-making, thus ensuring necessary coordination and control. In fact, the logic of Midea's hope to break through the

ceiling with the help of the business unit system is simple: when the performance fell in 1996, it showed that Midea's ability to control a sales scale of 3 billion is a difficult hurdle. Then if the organization is divided into smaller individuals, in this way, the current scale of each business unit becomes 500 million, and there is still room for growth of 5 times before reaching their growth ceiling of 3 billion. For Midea's entire company, the ceiling of the entire organization has become 15 billion. Breaking the boundaries of the scale of enterprise growth in a way of breaking up into parts. After undergoing the transformation of the business system, Midea has rejuvenated the entire organization and ushered in a blowout growth that began in 1998, from 3 billion to 10 billion. It only took 4 years to make the leap.



Picture 2.3- Business department standard structure

Combine business activities according to the output of the enterprise, and establish a specialized production and operation management department, that is,

a business department. Each division is mainly responsible for one or several products. All business activities related to the product, such as design, production, technology, sales, service, etc., are organized in this product division, Is managed by the business department; in the case of a wide sales area and scattered factories, the company can divide the business department by region; if the customer type and market are different, it can also set up a business department according to the customer (market). In this way, each business department has its own product or service production and operation process, and contributes a profit to the enterprise.

The implementation of the organizational structure of the business department allows the top leaders of the enterprise to get rid of daily administrative affairs, concentrate on researching and formulating various business strategies and operating policies for the development of the enterprise, and delegate the maximum management authority to each business department, so that they can follow the company's Operational objectives, policies and systems, completely autonomous management, give full play to their enthusiasm and initiative.

All business divisions are profit centers and carry out independent accounting. That is to say, the implementation of the business unit system means that the market mechanism is introduced into the enterprise, and the economic exchanges between the business units will follow the principle of equivalent exchange and form a commodity-currency relationship.

Midea's internal implementation of the business department is of great positive significance to the company. In the period of enterprise development and growth, the rapid growth of the enterprise will cause the company's turnover to rise sharply in the short term. The company seizes the opportunity to enter different fields to develop new products. In this way, the enterprise has to face the task of operating multiple products. The company's traditional straight-line

functional structure obviously cannot accomplish this task well. The products are differentiated, and managing multiple products at the same time will inevitably not achieve the best sales effect for each product. Therefore, the use of the organizational structure of the business unit can separate different products for targeted management and operation, which has many advantages:

a Each business unit has its own product and market, can plan its future development, and can flexibly and autonomously adapt to new situations in the market and react quickly. Therefore, the organizational structure of the business unit is highly stable and adaptable.

b It allows the senior management to have more time to implement decision-making functions, and at the same time enables each business unit to display the enthusiasm and creativity of operation and management, and maximize the efficiency of each management team and perform their respective functions.

c The business department needs to operate independently, so the managers of the business department can be well trained, which is conducive to cultivating talents and reserve cadres for the future development of the enterprise.

d The emergence of the business unit allows the company to better understand the situation of each product, which is also more conducive to the company's evaluation of the contribution of each product to the company's total profit, and it is conducive to the senior management to formulate future development strategic plans.

2.4 Development of Midea Group organizational system

On the basis of the organization structure of the business unit system, a new form of management organization structure appeared in some large companies in the United States and Japan in the 1970s. Ministry system. It is an increase of a first-level management agency between the top management of the organization

and each business department, responsible for the jurisdiction and coordination of the activities of each business department, so that the leadership style is appropriately concentrated on the basis of decentralization. The advantage of this is that the strength of several business units can be concentrated to jointly research and develop new products, and the activities of various business units can be better coordinated, thereby enhancing the flexibility of organizational activities.

The establishment of the business department system did solve the problem of Midea's rapid development and inadequate management, but it did not mean that it could be done once and for all. After 2001, Midea faced the same problem as in 1997: insufficient control of the business unit, and management problems. With the expansion of scale, the company's product line is too long and there are too many varieties, and Midea has once again expanded to an unmanageable situation. At that time, the Home Appliances Division had developed to have more than a dozen products, and its internal management was seriously out of balance. There was a big problem with the fan products, the inventory was large, and the loss was one or two billion. In July 2002, He Xiangjian split the Home Appliances Division into four divisions: electric fan division, rice cooker division, microwave oven division, and water dispenser division. So far, seven or eight business divisions have "emerged" within the Midea Group, some of which generated sales revenue that even exceeded the total revenue of the entire Midea Group in 1996. From the low performance of 1996, which may even be acquired by Kelon, came out of the trough, and quickly entered the 10 billion club of Midea, internal sentiment was high, and the formulation of future business plans also began to "release satellites." He Xiangjian realized that it is difficult to grow bigger without specialization. After organizational introspection, Midea initiated the second reform of the deepening business unit, and proposed four adjustment directions in terms of improving the management level and strengthening the competitiveness of the organization, and re-optimized the entire organizational

structure of Midea. Due to the rapid development of some business units, Midea has gathered business units with similar product types, such as small for home appliance products, a secondary management platform is set up accordingly to deal with business management issues at the division level, once again increasing the flexibility of the organization in order to respond to market demands more quickly and professionally. In August 2002, Midea's Air-Conditioning Division implemented the business headquarters system. Three divisions were established under the Air-Conditioning Division to unify the management of the originally relatively dispersed secondary subsidiaries into the headquarters.

In the past 20 years or so, there have been two different "business eras": the ten years of opportunity victory and the ten years of strategy victory. The next ten years should be the ten years of organizational success. Throughout the development process of Midea, it is not difficult to find that every adjustment of the organizational structure is when difficulties arise or are about to arise in the operation of the enterprise. After the optimization and adjustment of the structure from the straight-line guide system to the division system, the entire enterprise will rejuvenate and show a good development trend.

3 PERFORMANCE EVALUATION AND MIDEA GROUP MARKETING INSPIRATION

3.1 The construction of the performance evaluation index system of the marketing organization

3.1.1 Problems in the performance evaluation of marketing organizations in China

For a long time, many companies believe that marketing results are obvious and relatively easy to evaluate, which leads to marketing organization performance. Although some evaluations have involved stakeholders (such as customers intermediaries, etc.), the overall operation of the enterprise (corporate culture construction, corporate brand maintenance), marketing innovation, social benefits, etc., because these indicators are difficult to evaluate, they cannot be evaluated. Get full attention. [11]

Insufficiency of the performance evaluation index system of existing marketing organizations

Looking at the marketing performance evaluation of Chinese enterprises, the inadequacy of the evaluation index system is mainly reflected in the following aspects:

Pay attention to financial indicators and ignore non-financial indicators. Under the conditions of market economy, Chinese enterprises attach great importance to financial performance, so they use more financial indicators, such as sales, sales volume, etc., in the performance evaluation of marketing organizations. Although non-financial indicators including customer satisfaction, market share, brand value, new product revenue, and social and public image are gradually gaining attention from enterprises, there is still a certain gap between them and actual actions. This shows that although Chinese companies have begun to pay attention to evaluating the performance of marketing organizations

from multiple angles, the pursuit of financial performance is still the first concern of most companies.

Pay attention to quantitative evaluation indicators and ignore qualitative evaluation indicators. When many companies implement the performance evaluation of marketing organizations, they mainly choose quantitative indicators that are relatively easy to evaluate, ignoring performance evaluations such as employee satisfaction, customer satisfaction, brand value, learning and growth. In fact, corporate marketing performance is not only expressed in quantitative terms. If the evaluation of qualitative indicators is not considered, the performance evaluation of the marketing organization will be imperfect.

Pay attention to marketing result indicators and ignore marketing investment indicators. Most marketing organization performance evaluation focuses on marketing results indicators such as sales and sales volume, while ignoring indicators such as personnel investment and capital investment in marketing organizations. In fact, insufficient or scientific investment in corporate marketing will also affect the performance of marketing organizations to a large extent.

Pay attention to unitary indicators and ignore comprehensive indicators. Most companies have a narrow scope for marketing performance evaluation. Marketing performance evaluation is only for the internal marketing department of the enterprise, ignoring the effect evaluation of organic cooperation with internal departments such as production, R&D, human resource management, and financial management. In fact, the marketing performance of a company is highly comprehensive. The performance of a marketing organization is the result of the joint efforts and cooperation of all departments and all employees of the company, and the result of the coordination and cooperation of all links in the entire supply chain of the company.

Consequences of imperfect performance evaluation index system of marketing organization

As mentioned earlier, the evaluation index system is an important foundation for the performance evaluation of marketing organizations. If the performance evaluation index system of marketing organizations is not perfect, it will not be able to truly reflect the company's marketing performance and even mislead the company's marketing management.

Excessive focus on financial performance can easily lead to short-term marketing behavior. The one-sided pursuit of sales or sales volume by enterprises can easily lead to excessive attention to short-term interests by corporate managers, while neglecting investment in intangible assets that are of great significance to the long-term development of the enterprise, especially to the future growth of the enterprise. Sometimes, in order to achieve short-term financial goals, intangible assets such as customer satisfaction and corporate reputation will be sacrificed or overdrawn, greatly damaging the sustainable development ability of the company. Relevant survey data show that most companies are unwilling to invest in the development of new technologies and the expansion of new markets, which fully illustrates this point.

Only focusing on marketing results and ignoring the marketing process severely weakened the guiding role of the marketing organization's performance evaluation. The biggest problem in evaluating a company's marketing performance based on financial results is that the company's marketing process is regarded as a black box. It is impossible to reveal the marketing behavior that led to such results based on the performance evaluation results, and it is impossible to understand whether the company's various marketing activities are creating value or Destroying value-added, it is difficult for business managers to monitor marketing activities and processes.

The one-sidedness of the performance evaluation of the marketing organization cannot reflect the system competitiveness of the enterprise. Traditional marketing organization performance evaluation focuses on the performance evaluation of the corporate marketing department, thinking that the customer is the customer of the corporate marketing department, ignoring the relationship between the realization of marketing goals and other departments of the enterprise and other members of the supply chain. The performance evaluation of the marketing organization does not pay attention to the measurement of the overall performance of the supply chain, cannot reflect the system competitiveness of the enterprise, and is not conducive to promoting the enterprise's pursuit of overall synergy.

3.1.2 BSC-based marketing organization performance evaluation content

Based on the Balanced Scorecard (BSC) method, the performance evaluation of a marketing organization should include four aspects, namely: finance, customers, internal processes, learning and growth. The comprehensive consideration of these four aspects can achieve a balance between internal and external, results and driving factors, long-term and short-term, qualitative and quantitative. [37]

Financial performance

Good financial performance is the basis and prerequisite for the survival of the marketing organization, and it is also the ultimate manifestation of the performance of the marketing organization. From the perspective of system engineering, the higher the index value of the output end, the stronger the marketing ability of the company and the stronger the market competitiveness. The smaller the index value at the input, the higher the input-output efficiency of the marketing organization. Based on the research results at home and abroad, the indicators that can reflect the financial performance of the marketing

organization mainly include sales, profit margins, sales growth rates, product sales, return on investment, and marketing costs.

Sales. In a fixed period (year, quarter, or month), the increase in sales mainly depends on three driving factors: the increase in product sales, the increase in unit product prices, and the increase in product categories. These driving factors are closely related to customer satisfaction. Product sales are an important manifestation of the influence of a marketing organization, as well as a prerequisite for the marketing organization to obtain profits and other benefits, and it can reflect the value realized by the marketing organization in a certain period of time.

Profit margin. Profit margin is the main index to evaluate the performance of marketing organization, and it can reflect the profitability of marketing organization. The greater the profit margin, the stronger the profitability of the marketing organization, the higher the added value of the product, and the better the marketing performance.

Sales growth rate. The sales growth rate is the ratio between the company's sales growth this year and the previous year's sales. It reflects the increase or decrease in sales. It measures the company's operating conditions, market share, and predicts the company's business expansion. An important indicator of the trend. The greater the sales growth rate, the faster the product sales growth rate and the better the marketing performance.[38]

Product sales. Product sales refer to the number of products sold. The higher the sales volume, the better the market performance and the higher marketing performance.

Return on investment. The rate of return on investment refers to the economic return obtained through investment. Companies can increase their return on investment by reducing sales costs, increasing profit margins, and

improving asset utilization efficiency. The rate of return on investment can reflect the profitability of an enterprise.

Marketing costs. Marketing costs directly reflect the importance the marketing organization attaches to marketing. Marketing costs include: marketing staff costs, advertising investment, promotion investment, channel investment, public relations investment, service investment, etc. Under normal circumstances, high marketing costs will bring effective marketing performance. [39]

Customer performance

In the fierce market competition, customers have become the "God" of enterprises and their marketing organizations, and the degree of customer recognition is related to the rise and fall of marketing organizations. Therefore, the customer factor is also an important factor influencing the performance of the marketing organization. [12]

For companies and their marketing organizations, customers include two levels, namely: consumers and middlemen. How to provide consumers with high-quality products and considerate value-added services, thereby enhancing customer value, has become a concern for many marketing organizations. The intermediary is the main artery of commodity circulation and the reservoir that regulates the relationship between commodity supply and demand. It plays an important role in improving the management performance of the marketing organization, meeting market demand, and increasing economic benefits. Therefore, reflecting the performance of the marketing organization on the customer side, the performance of both consumers and middlemen should be taken into consideration.

Based on the research results at home and abroad, the main indicators that can reflect the performance of the marketing organization on the customer side are customer satisfaction, customer retention, new customer acquisition,

middleman satisfaction, market share, brand recognition, and company reputation.

Customer satisfaction. Customer satisfaction is a prerequisite for customer loyalty, and the level of customer satisfaction reflects the quality of the company's performance in the eyes of customers. The specific measurement index of customer satisfaction can be the customer satisfaction index, which can be obtained through surveys and interviews of customer groups.

Customer retention rate. Customer retention rate refers to the proportion of companies that continue to maintain trading relationships with old customers. It can also be understood as customer loyalty. The ability of companies to retain old customers is the key to companies maintaining market share. The higher the customer loyalty, the more likely the customer is to buy again, the higher the frequency of purchase, and the greater the ability to withstand price increases within the limited range of the marketing organization, the more conducive to increasing the marketing organization's sales and profits, and the more conducive to resistance Price cuts or dumping by competitors.

New customer acquisition rate. The acquisition rate of new customers refers to the proportion of the company's success in acquiring new customers. It reflects the company's ability to tap potential markets and expand its market share. It also reflects the company's reputation in the eyes of the public from the side. The ability of an enterprise to acquire new customers is the key for an enterprise to increase its market share. This indicator can be described by the growth rate of the number of customers or the growth rate of customer transaction volume.

Satisfaction of middlemen. The higher the satisfaction of the middleman, the easier it is to form a long-term cooperative relationship with the marketing organization, and the more active it will be to promote the communication between the marketing organization and the end customer, so that the marketing

organization can grasp the customer's consumption needs, market information and marketing of similar products .The situation of the organization provides information for the marketing organization to adopt appropriate marketing strategies.

Market share. The market share can directly reflect the satisfaction degree of the products and services provided by the marketing organization to consumers and users, and it can also indicate the status of the products of the marketing organization in the market. The higher the market share, the stronger the company's marketing capabilities and competitiveness, and the better and more stable the company's sales and profit levels. [40]

Brand recognition. Brand recognition is an important part of brand equity, and it is a standard for measuring consumers' awareness and understanding of brand connotation and value. Brand recognition is a manifestation of a company's competitiveness, and sometimes becomes a core competitiveness, especially in the mass consumer goods market. There is little difference in the quality of products and services provided by competitors. At this time, consumers will tend to decide buying behavior based on the familiarity of the brand. The level of brand awareness can reflect the company's marketing performance.

Company reputation. A company's reputation is the level at which an enterprise obtains the trust and praise of the public. The evaluation of a company's reputation usually uses indicators such as popularity, trust and reputation. Obtaining a good company reputation is a unique resource owned by a company, which can help companies improve their competitiveness in all aspects.

Performance in internal processes.

According to the internal value chain of the enterprise, the internal process can be divided into three aspects: research and development, manufacturing and

after-sales service. These processes can help marketing organizations provide value propositions, attract and retain customers in target market segments, and satisfy customers and interests. Demand, and ultimately obtain a good marketing organization performance.

Research and development process. This is the process of continuous innovation. Optional performance evaluation indicators include product R&D profitability, product R&D investment ratio, and new product sales ratio.

Product R&D profitability. Product R&D profitability refers to the ability of an enterprise to research and develop new products to obtain profits, that is, the net profit of new products. The higher the profitability of R&D, the better the marketing performance of the company's new products.

Product R&D investment ratio. In the short term, the product R&D investment ratio can be regarded as the ratio of product R&D investment to the current output, which is used to measure the impact of R&D costs on the proportion of operating costs in the current period. From a long-term perspective, the product R&D investment ratio can be regarded as the ratio of the cost incurred in the new product R&D process to the total sales revenue of the product throughout its life. The product R&D investment ratio can be used to measure the operational performance of the product.

The proportion of new products in sales. The percentage of sales of new products refers to the percentage of sales of new products in all product sales. The higher the proportion of new products in sales, the higher the success rate of new product development.

Manufacturing process. This is a process that reflects whether an enterprise can provide customers with products and services in a timely, effective, and continuous manner. The performance evaluation should be considered in terms of cost, quality, and time. The evaluation indicators that can be selected include

product production cost, product qualification rate, and labor productivity.

Product production cost. Production cost refers to the various production expenses incurred by an enterprise for the production of products, including all manufacturing expenses and direct expenditures. [25]

Product qualification rate. The product qualification rate refers to the percentage of the number of qualified products to the total number of products in the product quality inspection. The higher the product qualification rate, the better the product quality level.

Labor productivity. Labor productivity refers to the ratio of labor results created by laborers in a certain period of time to their corresponding labor consumption. The level of labor productivity can be expressed by the quantity of a certain product produced by the same labor per unit time. The more the number of products produced per unit time, the higher the labor productivity; it can also be expressed by the labor time consumed to produce a unit product. The less labor time required per unit product, the higher labor productivity.

After-sales service process. This reflects the process in which companies provide repairs and maintenance for products and help customers complete settlement procedures. Performance evaluation should also be carried out from the three aspects of cost, quality, and time. The selectable evaluation indicators include after-sales service cost, one-time success rate of after-sales service, and product failure response speed. [26]

Cost of after-sales service. The cost of after-sales service refers to the expenses incurred by the enterprise for the service provided to consumers after the product is sold. The cost of after-sales service is a cost that an enterprise is responsible for products and consumers. In a sense, the cost of after-sales service has a certain role in promoting the expansion of product sales and increasing the competitiveness of products.

One-time success rate of after-sales service. The one-time success rate of after-sales service refers to the ratio of the number of successful after-sales service to all the times of after-sales service. The higher the one-time success rate of after-sales service, the higher the quality of after-sales service.

Product failure response speed. Product failure reaction speed refers to the reaction time of an enterprise in the face of product failure. The shorter the time, the faster the speed and the higher the quality of after-sales service.

Performance in learning and growth.

Under normal circumstances, there is a certain gap between the actual marketing capabilities of a company and the capabilities needed to realize its marketing strategy, and these gaps need to be made up through the learning and growth of employees, the use of corporate information systems, and effective corporate procedures. Therefore, the performance evaluation indicators of the marketing organization in terms of learning and growth can choose the satisfaction of marketing personnel, the retention rate of marketing personnel, the contribution of marketing personnel, the training opportunities of marketing personnel, the investment of information system, the sensitivity of information system, the coverage rate of information system support process, and the effectiveness of corporate procedures, etc.

Satisfaction of marketers. Satisfaction of marketers refers to the feeling state formed by marketers by comparing their perceived effects with their expectations. It is the marketers' perception of the extent to which their needs have been met. The higher the marketer's satisfaction, the higher the enthusiasm and efficiency of their work. [27]

Marketing staff retention rate. The marketing staff retention rate is the percentage of the current marketing staff to the total marketing staff (including resigned staff). The retention rate of marketing personnel can reflect the loss of

marketing personnel of a company. It can not only provide guidance for the recruitment of marketing personnel for the company, but also improve the management measures of existing marketing personnel by finding the reasons for the loss of marketing personnel of the company.

Contribution of marketers. Marketing staff contribution refers to the contribution of marketers to the company's profit growth and company's reputation enhancement. To a certain extent, the contribution of marketers also reflects the learning and growth opportunities of marketers.

Training opportunities for marketing personnel. Marketing personnel training opportunities refer to various training opportunities specially provided for marketers to improve their overall quality. The more training opportunities, the more learning and growth opportunities for marketers

Information system investment. Information system investment refers to the investment of enterprises in the development, construction and maintenance of information systems. Under normal circumstances, the more investment in the information system, the higher the degree of informatization of the enterprise.

Sensitivity of information system. Information system sensitivity refers to the response speed of enterprise information systems in terms of information collection, transmission, analysis, and sharing. The higher the sensitivity of the information system, the greater the role of the information system in business management and even marketing management.

Information system support process coverage. Information system support process coverage refers to the degree of coverage and function of enterprise information systems in supporting various business processes. The greater the coverage of the information system support process, the greater the role of the information system in business management and even marketing management.

Effectiveness of corporate procedures. The effectiveness of corporate

procedures refers to the standardization of corporate management systems and procedures, and the effectiveness of corporate system implementation. The higher the effectiveness of corporate procedures, the more standardized corporate management, higher management efficiency, and better marketing performance.

3.1.3 Marketing organization performance evaluation index system

The principles of constructing the performance evaluation index system of marketing organizations in order to evaluate the performance of marketing organizations in a scientific and reasonable manner, the following principles should be followed in constructing an evaluation index system:

Scientific principles. The construction of the performance evaluation index system of the marketing organization should not only be based on marketing management theory and organization management theory, but also combine the current situation of the marketing organization and consider factors such as market environment and customer needs. Therefore, the marketing organization performance evaluation index system should be able to summarize the main factors of the marketing organization's performance, and fully reflect the marketing organization's performance, so that the marketing organization can improve the self-diagnosis and self-improvement ability of the marketing organization through the accounting and comprehensive evaluation of the index system.

The principle of adaptability. According to the thought of contingency management theory, the performance evaluation of marketing organization must reflect the unique characteristics of marketing organization. For this reason, the construction of the performance evaluation index system of the marketing organization should have a strong pertinence, and it should be able to reflect the operational characteristics of the marketing organization and the needs of environmental changes.

Systematic principle. Marketing organization performance evaluation index system should not be limited to certain aspects of the marketing organization characteristics, but should systematically consider the marketing organization performance, not only the financial indicators of the marketing organization, but also the non-financial indicators; the input of the marketing organization must be considered indicators, also consider the output indicators of the marketing organization, so as to objectively and accurately reflect the performance of the marketing organization.

The principle of operability. The construction of the performance evaluation index system of the marketing organization should consider the operability of the actual evaluation. This should be mainly reflected in two aspects: one is that the meaning of qualitative indicators must be accurate and the connotation must be clear, and relevant data can be obtained through interviews, questionnaire surveys, etc. or from the business records of the marketing organization, related reports, and exchange documents; the second is quantitative. The indicators should be closely linked to the performance of the marketing organization, and relevant data can be obtained directly from the corporate marketing organization or related departments.

The main indicators of marketing organization performance evaluation.

As mentioned earlier, the performance of BSC-based marketing organizations can be divided into four aspects: finance, customers, internal processes, and learning and growth. Follow the construction principles of the marketing organization performance evaluation index system, refer to the research literature on the performance evaluation of the marketing organization at home and abroad and apply the KPI method to select 30 measurable secondary indicators from four aspects: finance, customers, internal processes, learning and growth, and then through marketing organization interviews, expert consultation and other methods.

Among the above 20 evaluation indicators, sales, profit rate, sales growth rate, marketing cost, customer retention rate, new customer acquisition rate, market share, product R&D investment ratio, sales proportion of new products, product production costs, product qualification rate, labor productivity, after-sales service cost, one-time success rate of after-sales service, product failure response speed, salesperson retention rate, and information system investment are quantitative indicators, and data can be obtained directly or indirectly from the financial department and marketing department of the enterprise. Customer satisfaction, intermediary satisfaction, company reputation, marketing staff satisfaction, marketing staff training opportunities, information system sensitivity, and the effectiveness of corporate procedures are qualitative indicators, and survey statistics obtained by marketing organizations and related research can be used.

The performance evaluation of marketing organization is an important means to measure the management level of marketing organization and to find defects in marketing management. Based on the analysis of the insufficiency and consequences of the performance evaluation index system for marketing organizations in my country, this chapter constructs a performance evaluation index system for marketing organizations from four aspects: finance, customers, internal processes, learning and growth based on the balanced scorecard method, and applies data The envelope analysis method has established an evaluation model, and empirical analysis proves that the evaluation model has practical value.

The marketing organization performance evaluation index system constructed based on the balanced scorecard method covers 20 indicators, among which financial indicators include four secondary indicators: sales, profit margin, sales growth rate and marketing cost; customer indicators include customer satisfaction, customer retention rate, new customer acquisition rate, middleman

satisfaction, market share and company reputation 6 secondary indicators; internal process indicators include product R&D investment ratio, new product sales ratio, after-sales service cost, and one-time success of after-sales service Rate 4 secondary indicators; learning and growth indicators include marketing staff satisfaction, marketing staff retention rate, marketing staff training opportunities, information system investment, information system sensitivity and the effectiveness of corporate procedures 6 secondary indicators.

3.2 Internal marketing organization design under different market orientation levels

The design of internal marketing organization at the primary market-oriented level. A marketing organization at the primary market-oriented level is a traditional departmental marketing organization. This organizational model is suitable for some companies, but for most companies, it is just a transitional model. This organizational model still takes functional departments as the main organizational unit, but adds some teams to coordinate marketing activities.

Strategy. When products have just entered the market, market competition is not fierce enough, and customer needs are relatively single, not all customers think that personalized products or complex solutions are valuable and are willing to pay more for it. At this time, enterprises only need to provide standardized products, and there is less cooperation between departments. Therefore, the establishment of a traditional hierarchical structure with functional departments as the basic unit can ensure the marketing efficiency and effectiveness of the organization. However, with the fierce market competition and the diversified development of customer needs, customers will gradually prefer personalized solutions. At this time, companies should maintain the original structure and increase customer teams to serve these important customers.

Ability. For the above strategies of the organization, the marketing organization needs to have the following capabilities :analyze customer sales and

profit data; understand the needs of the target market and pass this need to other departments within the organization: Establish a stable and good relationship with customers; Develop flexible core products so that this core product can be easily changed into customized products according to customer needs; Provide pre-sale, sale and after-sales service to increase the value of the product; Establish a sales support system that helps relationship sales; Manage a matrix customer team; Cooperate between various departments within the marketing organization, and cooperate with other departments; Looking for external resources of the organization to increase the value of the product.

Structure. Organizations at the primary market-oriented level are still dominated by the traditional vertical hierarchical structure, but in order to pay more attention to the needs of the market, customer teams can be added to enhance the horizontal connections of the organization. This customer team integrates experts from different product lines, different regions and different functional departments to analyze customer needs and provide customers with overall solutions. When building a customer team, the following questions need to be considered: Team tasks and goals. Since team members come from different functional departments and have different professional backgrounds and thinking modes, a clearer task and goal are needed to ensure their cooperation. For the customer team, the main tasks and goals are: Predict customer needs and guide customer preferences by maintaining close relationships with customers and effective internal communication; coordinating the design of new products according to customer needs. High-level support. The emergence of customer teams is a threat to the existing organizational structure, especially for the sales department that has always controlled customer relationships. Therefore, the customer team needs high-level support to ensure its smooth work. High-level support can speed up the decision-making process and effectively handle conflicts. Team form. The team can be a physical team, that is, all team members work together; the team can also be a virtual team, that is, team members keep in

touch and work together, but they can be in different places. This needs to be based on smooth information communication.

Process. Establishing a customer team means that the organization needs to change some horizontal processes, which should mainly focus on the following two issues: customer information management. In order to make decisions for customers, the customer team needs the company's financial and information systems to provide them with timely data. The customer team needs to understand the customer's profitability in all products and services, so as to analyze and predict what products or services customers value the company most, as well as the customer's lifetime value; at the same time, the customer team must also evaluate when the company loses these customers. What a loss. The establishment of the customer team and support system is simultaneous and continuous. The establishment of the customer team needs to be based on certain customer information, but without a customer team, the information provided by the financial and information systems will not be very specific. Therefore, when the customer team is established, it will guide the further improvement of the support system, thereby laying the foundation for customer relationship management (CRM).

Matrix management. This kind of customer team is in the form of a matrix. Each team member is responsible for the customer team as well as the original functional department (or product or area). Only when the company can clearly identify the following issues, matrix management can be successful. Such as: the department or personnel that makes product portfolio decisions, the degree of product customization, pricing and discount strategies, the procedures for developing new products, the performance evaluation of fulfilling orders, etc. If these issues are not clear, there will be many conflicts in matrix management.

Reward system. The reward system of a marketing organization mainly depends on its performance, including: the total sales revenue of customers,

customer satisfaction, customer retention or the number of new customers. The allocation should be based on the organizational structure, and double counting should be avoided as much as possible.

Personnel. In a primary market-oriented organization, customer team members need to have strong technical and cooperative skills, as well as understanding customers. Customer team members must have a very high position in the company and must be able to get the support and respect of other departments. Therefore, the human resources department needs to select, train and motivate employees who have the ability to cooperate and are familiar with customers.

The leader of the customer team must have strong leadership skills, because the emergence of the team will cause conflicts in pricing, customization, cost allocation, and standardization. Therefore, the team leader needs to frequently introduce to the team members the purpose, tasks, and objectives of the customer team. Their expectations, and how they fit the strategy and how they operate. It is also necessary to promote the importance and significance of market orientation throughout the company, and seek support and cooperation from other departments.

At the same time, it is also necessary for the company's senior management to support the establishment of market-oriented organizations, to be clear about the capabilities necessary to establish a market-oriented organization, and to resolve and handle various conflicts in a timely manner.

The internal marketing organization design of the intermediate market-oriented level. With the fierce competition and the increase in customer demand for personalized products, the company needs a higher degree of market orientation, and more and more extensive collaborations between various departments within the company. In order to cope with this change, organizations

can adopt integrated roles, such as account managers, which can also be referred to as customer relationship managers. The account manager is a brand new role in the company. Its main task is to coordinate and integrate products and services from the customer's standpoint. The account manager is an intermediary to strengthen the relationship between the organization and customers, and is more authoritative in the customer team than the team leader.

Designing an account manager is not an easy task. As an integrated role, the account manager is more likely to become a bottleneck. Others in the company may see this role as an intruder and try to maintain the established relationship between themselves and customers, and the account manager as the company's only channel for contact with customers can also cause other people's dissatisfaction. Therefore, for the design of the internal marketing organization of the intermediate market-oriented level, the most important thing is how to design the account manager.

Strategy. When the product enters the market for a period of time, it gradually enters the growth and maturity period. Competition will become more intense and customers will become more selective. Enterprises begin to pay more attention to customer segmentation, strive to develop targeted products and solutions for different customers, and implement differences. Strategy and specialization strategy. At this time, companies will face more diverse customers, and at the same time, the solutions they can provide are more diverse. In the case of more complex internal integration tasks, it is far from enough to rely on customer teams to serve customers. At this time, different teams need to be established for different solutions for different customers.

Ability. The necessary capabilities of an internal marketing organization with an intermediate market-oriented level are as follows: Make full use of information and financial systems to make customer relationship management go deep into every aspect; Manage complex interfaces; Integrate or disband each

team as needed; Select and establish an account manager who can not only strengthen internal cooperation but also represent the interests of customers.

Structure. The provision of overall solutions to different customers and the organization's market orientation drives the organization to set up an account manager. The responsibility of the account manager is to explore customer needs and lead a team to develop solutions. The members of this team mainly come from various experts within the organization, and the account manager can also hire more suitable and economical experts or suppliers from outside the organization. The account manager is usually held by the leading members of the organization, unlike the customer team who usually only comes from the executive level. In this way, the account manager can pass the customer's response more directly to the senior management of the organization.

In actual operation, setting up an account manager needs to pay attention to the following issues: Experts need to have more direct contact with customers. In many organizations, in order to simplify contact with customers, usually only account managers or account managers keep in touch with customers, and they become the link between customers and experts. However, due to the limitation of product knowledge of account managers and managers, it is difficult for them to fully understand customer needs. Therefore, it is necessary to increase the direct contact between experts and customers to a certain extent.

Dispel the notion of privatization of customer relationships. The fewer people the organization has in contact with customers, the better, and the simpler the interface, the better. However, setting up an account manager and simplifying the customer interface does not mean the absolute privatization of customer relationships. The key is to strengthen communication and coordination within the organization.

Clarify the role of the account manager. The account manager is actually

the coordinator of the relationship between the organization and customers. When market opportunities arise, the task of the account manager is to seize market opportunities and seek more appropriate solutions within the organization, rather than controlling market opportunities. In order to develop complex solutions, experts within the organization need to communicate, cooperate and work together. The account manager is to coordinate the work of these experts and the relationship between the experts and customers and suppliers. The account manager does not need to be and cannot be an expert in all aspects. He only needs to help customers find the right experts.[13]

Process. In the primary market-oriented organization, it is very necessary to establish an appropriate customer information system and a good matrix relationship. For the intermediate market-oriented organization, it is necessary to establish a project team and customer relationship management system on this basis.

Project team. In addition to setting up an account manager, an organization with an intermediate market-oriented level also needs to establish a variety of project-based teams. For this reason, the organization needs to have the ability to form and dissolve teams at any time. [14]

Customer relationship management system. The customer relationship management system can capture all customer information, reflect the status of solving problems, and track project progress. Account managers need to use this information to confirm market opportunities and solutions, and customers can also directly understand the progress of the project without having to go through the account manager. Therefore, customer relationship management can manage customers more effectively and provide customers with targeted solutions. However, during the operation, it is necessary to ensure that all personnel in contact with customers can enter customer information into the system in a timely manner.

Reward system. Marketing organizations with an intermediate market-oriented level must rely on a powerful information system to collect, process, and transmit customer information. Therefore, the rewards at this time pay more attention to the contribution to the customer relationship management system and the sharing of customer information. [15]

Personnel. The account manager is an integrated role and requires many abilities, including:

High-level technical ability. To ensure that it can communicate with other functional departments and build trust. Good customer management ability. To establish and maintain a stable customer relationship. Very good influence. To influence customers to make appropriate purchasing decisions and influence other personnel in the company to establish market orientation. To this end, the company needs to strengthen customer relationship management training. [19]

Design of internal marketing organization with advanced market-oriented level. A marketing organization with a high level of market orientation is also a corporate marketing organization. This kind of organization, while retaining the necessary production and functional departments, establishes a horizontal organization that is entirely process-centric, and is usually called the "front-to-back organizational structure". The "front" here refers to the market and customers, and the "back" refers to the company's product design and other support functions. this "front-to-back organizational structure", which can have the advantages of a product-based organization and a customer-based organization at the same time. [16]

1) Strategy. When reaching a high level of market orientation, companies need to pay more attention to the market, focus on customers, improve market response capabilities, and achieve a higher degree of specialization. Therefore, it is necessary to further segment the market , expand the value chain, and provide

customers with a higher level of overall solutions for products and services, and strive to provide customers with more diverse choices. [17]

2) Ability. A marketing organization with a high level of market orientation should have the following capabilities:

1. Able to establish decision-making and conflict resolution procedures or control structures to manage complexity and conflicts;

2. Establish a project management system in the organization to support team projects;

3. Establish a pricing system and market mechanism for the front-to-back interactive structure. [18]

3) Structure. In a highly market-oriented enterprise, the structure of the marketing organization is to target each market segment (including customers and regions) (that is, the front-end unit), and the overall solution of products and services as the back-end unit, through various value added process to deliver products and services to various market segments. Therefore, in the entire organizational structure, differentiation should be achieved in the links that can add value to customers, and standardization should be achieved as much as possible in the areas that increase costs. That is to say, the front-end reflects the differences of different market segments as much as possible, while the back-end should maintain a simple product structure and allow product developers to focus on their professional expertise.

When designing this kind of "one-to-one organizational structure", the following issues should be paid attention to:

The front end is the company's profit center. They are not simply customer management, on the contrary, they provide customers with a corporate team through a matrix organization in the front-end unit.

The front end can be constructed in different ways:

- a. According to customer characteristics, such as demographic characteristics or purchasing preferences;
- b. According to geographical areas, such as administrative regions or different stages of market development;
- c. According to the type of industry;
- d. According to the type of channel member, such as distributor, OEM (Original Equipment Manufacturer, OEM), retailer or direct sales. Usually, a front-end unit is a combination of the above categories and is a matrix structure.

The front-end units have different scales. On the one hand, the front-end unit should be small enough to ensure that it is concentrated in a certain market, so that it can directly control these markets. On the other hand, the front-end unit should be large enough to get the attention of the back-end unit and guarantee dedicated resources. As the organizational structure changes, the scale of the front-end unit is also changing. At the beginning, various small units should be established and overlap as much as possible; then, the scale of the front-end unit should be adjusted according to customers, channels, and sharing of the back-end unit.

The relationship between sales and marketing is closer. In a product-oriented organization, marketing is a strategic function, which pays more attention to brand and product positioning, while the sales function is an executive team, and there will be a transfer process between the two. However, when the company adjusts its goal to serve large and complex customers, marketing and sales need to work together to make product, price, and brand decisions. Large customers usually have a purchasing team responsible for purchasing. They have different interests and concerns and different organizational structures, and they especially want to explore the issues of customization and pricing in more depth. Therefore,

the company's account managers, product managers and advertising managers need to have closer cooperation, and the marketing function has become more complex. The product marketing department in the back-end unit pays more attention to product upgrades, while the marketing department in the front-end unit pays more attention to building brand loyalty. This before-and-after structure requires a higher-level centralized marketing leadership to ensure the consistency of this information.

A project management unit is required. To propose complex overall solutions for customers, it is necessary for the organization to have strong project management capabilities. Many companies need to establish project management units to assist product and sales teams.

The service moves forward to the front. For highly market-oriented organizations, after-sales service becomes as important as pre-sale consultation and the product itself. Therefore, providing services to customers and obtaining customer information from them have become the focus of front-end market segments.

Process. "Front-to-back structure" can bring the organization closer to the market, but it also produces more units and teams. There are more interfaces between these teams. Therefore, more communication and coordination are needed. The product unit focuses on what new products are being developed, and the front-end customer unit is responsible for understanding customer needs and purchasing products from the back-end product unit on behalf of the customer. It can be seen that providing customers with high-quality products, complete solutions, and establishing trust relationships are the basis for ensuring collaboration between units. In top-down management, the establishment of sound processes and horizontal connections is a necessary condition for establishing this kind of trust.

Consistent goals. As long as the company formulates a segmentation strategy and regards each segment as a profit center, conflicts will arise between the marketing department and the product department. To this end, it is necessary to set consistent goals for the marketing department and the product department.[20]

Product portfolio. The more closely integrated products and services are needed, the more in-depth research is needed on the coordination of all product lines and market segments. Sometimes, a good product is not necessarily suitable for the needs of the target market.

Overall program development. The development process of the overall solution is the inevitable result of the product development process. Organizations need to consider the limitations of customization and what solutions can be copied and sold to other customers. If all solutions can only be used once, that is, only for a single customer, then this kind of organization will not be profitable even though it is market-oriented. [21]

Pricing and market standards. Since market-oriented organizations need to provide overall solutions, this involves different products and services of the company, and each product and service has its own cost structure and pricing standards. Therefore, the price set for this overall plan may be higher or lower than the sum of the cost of purchasing each part of the product or service separately. Then, which product or service should be discounted, and which product or service should be increased in price. Becomes the biggest conflict. To this end, a committee composed of marketing and sales representatives can be established to solve pricing and discount issues. The financial department should also develop a pricing model to design a unified transaction fee. Then the organization decides which products should be purchased from the external market. Which products are produced internally. [36]

Reward system. The rewards for the "one-to-one organizational structure" should be more focused on contributions to the team, unit or company, rather than on individual achievements. And should provide some compensation for sales and other front-end units, customer satisfaction and customer relationship evaluation should also become an evaluation factor.

Personnel. In addition to the talents required in the primary market orientation and the intermediate market orientation level, the "front-end organizational structure" also requires a multi-skilled account manager. The entire team should be able to adapt to technology quickly and be agile customer management. In addition, some product experts with dual identities should be established in the front-end market unit and the back-end product unit. This will not only help establish a more coordinated context, understand the goals and tasks of different functional departments, but also enable product managers know more about customer needs and get closer to market information. The more complex the overall plan, the more complex the customer's buying team, which requires the company to have a higher-quality and higher-level customer team and sales staff.

3.3 Midea Group Marketing Inspiration

3.3.1 Organizational optimization results

With its advanced management model, excellent management team and continuously enriching product portfolio, Midea Group has achieved great success in the field of white goods and small household appliances in one fell swoop, and has become one of the leading companies in the home appliance industry. Through continuous technological innovation and talent training, Midea Group has established an excellent reputation and won the trust of consumers. At the same time, Midea Group has received extensive support through continuous and active maintenance of relations with the government, distributors, and customers. By participating in various beneficial

social welfare activities, maintaining good information communication channels with the government, making more contributions to the society, and establishing a good corporate image in front of the public at home and abroad. Use news media to promote corporate image and product image through news, soft news reports, etc. in conjunction with marketing plans to enhance corporate visibility and reputation. [24]

3.3.2 Improve brand influence

Midea Group should vigorously develop other forms of sales and reduce the proportion of personnel. For example, in terms of brand influence, especially its refrigerators, it now has three brands: Little Swan, Rongshida and Valin, although the total sales are considerable. Secondly, improve product quality and improve after-sales service level to be more competitive in these areas.

Attract external talents. Just like the previous analysis of Midea's employment methods, 95% of Midea's professional managers are cultivated within the group itself. This is a major feature of Midea. I think Midea Group should absorb some talents from outside the company, which can help the company. Come with new ideas and expand the thinking of enterprise development.

Seize the opportunity for the development of network marketing. In today's society, the Internet is developing rapidly, and various companies have also implemented online marketing for their products.

However, in terms of home appliances, although network marketing has already begun, it is clear that a real market monopoly has not yet formed. This also gives major home appliance companies a good opportunity to show off. I think Midea Group can seize this opportunity to seize the online market and make some achievements in online marketing.

3.3.3 Increase technical research and development efforts

The application of technology is one of the most important competitiveness of a company. The technology will be constantly updated. To maintain an advantage in technology research and development, it is necessary to increase research and development efforts to save the cost of purchasing cores in the future.

In 2007, the reform of Midea's business unit system achieved initial results. In this year, Midea's air-conditioning production and sales increased by 80%; fans ranked high in the global sales champion; rice cookers were firmly in the industry's leading position; motors and small home appliances were also among the best.

The business department structure reflects the organic combination of the hierarchical system and the market mechanism. There are not only decentralized business departments, but also a headquarters responsible for coordination, supervision, and strategic decision-making, thus ensuring the necessary coordination and control. In fact, the logic of Midea's hope to break through the ceiling with the help of the division system is simple:

3.3.4 Economic benefit

When the performance slipped in 2006, it showed that Midea's ability to control a sales scale of 3 billion yuan is a difficult hurdle. If the organization is divided into smaller individuals, the current scale of each Xiangye Department becomes 500 million yuan, before they reach their growth ceiling of 3 billion yuan, there is still five times more room for growth. For Midea's entire company, the ceiling of the entire organization has become 15 billion yuan. Breaking the boundaries of the scale of corporate growth in a way of breaking up into parts. After the transformation of the business system, Midea has revived its entire organization and ushered in a spurt of growth since 2010, from 3 billion yuan to

100 million yuan. It only took 4 years to make a jump of 100 million yuan.[28]

3.4 The development trend of marketing organization

For an increasingly complex market, the design of a marketing organization must consider the following development trends.

3.4.1 Change from vertical structure to horizontal structure

The traditional marketing organization is limited to the marketing department and its affiliated functional departments, including sales department, market research department, advertising department, etc. Marketing activities also only involve these departments, and there is less cooperation between departments and sometimes conflicts. The marketing organization and even the entire company are coordinated and controlled in accordance with the vertical hierarchical structure, and the decision-making power is often controlled by the senior management. This structure can improve production efficiency and promote the in-depth development of technology, especially in large organizations, hierarchical authority is a very effective monitoring mechanism. However, in a rapidly changing environment, this level becomes a burden. Senior managers cannot respond quickly to problems and opportunities that arise at any time, and there is a great distance between senior managers and front-line employees. For this reason, when designing a marketing organization, the vertical structure should be changed to a horizontal structure to make the organization more flat. Establish a marketing organization around horizontal work processes rather than departmental functions, and set up some self-management teams as the basic work units of the marketing organization. In this way, because the members of the team are from different functional departments, the barriers between departments can be obviously eliminated.[35]

3.4.2. From routine tasks to authorized roles

In traditional marketing organizations, marketing activities are broken down into several independent special tasks. The senior management of the organization knows the content of these tasks and controls the distribution and execution of these tasks, and employees only need to perform them as required. Will cause discontinuity of work and obstacles to information communication. Therefore, tasks need to be turned into roles, that is, each employee does not perform tasks mechanically, but should become a role, a part of a dynamic social system. Every role has its authorization and responsibility. Every employee is a role in a team or department, and uses his power and ability to achieve goals, and these roles will be constantly adjusted. Employees are aware of the content and purpose of each task, and proactively discover and solve problems in contact with other people or customers.

3.4.3 From a formal control system to sharing information

In traditional marketing organizations, due to the small scale of the organization and fewer employees involved, the communication of information is not very formal, and there is no formal control system and information system. However, with the expansion of marketing activities, more and more people and functions are involved, and cross-functional, cross-departmental and even cross-organizational collaboration is required. Information communication has become a crucial issue. Information sharing is the basis for effective marketing activities. If every employee can understand the company and market information in a timely manner, he can react quickly, so that the company can quickly respond to changes in the environment. In the design of a marketing organization, it should be noted that the organization does not use information to control employees, but to establish a wide range of information communication channels, not only to ensure that employees' information is smooth, but also to enable customers, suppliers and even competitors to be able to communicate. There are channels for

smooth communication with the company to improve the learning ability of the organization.[30]

3.4.4 From a competitive strategy to a cooperative strategy

In traditional marketing organizations, marketing strategies are formulated by senior managers and aim to achieve high-efficiency performance. They usually consider how the organization can better participate in competition, effectively use resources, and respond to changes in the environment. However, with the enhancement of market orientation, the opportunities for employees to contact customers, suppliers and new technologies have increased, and they have gradually participated in the process of identifying customer needs, solutions and strategy formulation. In addition, the organization's strategy also appears to cooperate with suppliers, customers and even competitors. The boundaries between organizations are gradually disappearing, and organizations are both competing and cooperating, forming modular or virtual network organizations.

3.4.5 From a rigid culture to an adaptive culture

For an organization to develop healthily, its culture must ensure that the organization can adapt to changes in the external environment. A rigid culture prevents the organization from responding quickly to changes in the environment. In a rapidly changing environment, marketing organizations must establish a system concept that can always pay attention to changes in the internal and external environment of the organization and make corresponding adjustments. This system concept dilutes the boundaries between organizations. Everyone in the organization is a creator of value, the organization becomes a network of relationships, and everyone can fully display their talents.[31]

The goal of the marketing organization is to ensure the smooth implementation of the corporate marketing strategy. Therefore, with the adjustment of the corporate marketing strategy, the marketing organization

should also make timely adjustments in accordance with changes in the environment. The marketing organization is not necessarily a functional department of the enterprise. With the development of the organization, the concept of the marketing department will become weaker and weaker, and the role of the marketing department will change with the development of the enterprise. The marketing department is just a narrow marketing organization. Marketing organization is activity-oriented. Marketing management is the organization and arrangement of all marketing activities of an enterprise, regardless of whether these activities occur within the marketing department or within the enterprise, including the assistance between departments, the cultivation of market-oriented concepts, and the establishment and management of cooperation with other enterprises. The boundaries of the marketing organization may or may not exist, and the scope is not limited to the enterprise. The marketing organization can be a cross-organizational system, which can cross various functional departments within the enterprise, and can also cross the organizational boundaries of the enterprise. [34]

CONCLUSION

Combining the change trend of organization and marketing, this research tends to adopt the marketing organization of "marketing activity view", that is, the marketing organization is "in order to achieve the enterprise's marketing strategy goals, according to changes in the environment, market-oriented, to participate in marketing activities. An organic combination of people and groups." From the above definition, it can be seen that the marketing organization has the following connotations:

The goal of the marketing organization is to ensure the smooth implementation of the corporate marketing strategy. Therefore, with the adjustment of the corporate marketing strategy, the marketing organization should also make timely adjustments in accordance with changes in the environment.

The marketing organization is not necessarily a functional department of the enterprise. With the development of the organization, the concept of the marketing department will become weaker and weaker, and the role of the marketing department will change with the development of the enterprise. The marketing department is just a narrow marketing organization.

Marketing organization is activity-oriented. Marketing management is the organization and arrangement of all marketing activities of the enterprise, regardless of whether these activities occur within the marketing department or the enterprise, including the assistance between departments and the cultivation of market-oriented concepts and the establishment and management of cooperation with other enterprises.

The boundary of the marketing organization may or may not exist, and the scope is not limited to the enterprise. The marketing organization can be a cross-

organizational system, which can cross various functional departments within the enterprise, and can also cross the organizational boundaries of the enterprise. Characteristics of marketing organization model.

We have to mention the three major flaws of the business department system: 1. Due to the independence of the interests of each business department, it is easy to produce standardism, ignore the company's long-term development and overall interests, and affect the coordination of various departments. 2. Functional institutions must be set up at the upper level of the company and within the business department. It is inevitable that the institutions will overlap and the management and organization costs will rise. 3. When authorizing the business department, it is difficult to grasp the authority, either too centralized or loose.

In response to some of its shortcomings, we propose to re-establish a new department on the basis of the existing business department: the technology development department. The authority granted to this department is to provide a homogeneous technical support for all Midea products. It can draw talents in the same field (such as power saving and energy saving, green environmental protection, etc.) from various departments to provide technical support for its research. Of course, its research results are also open to all business departments. In this way, it promotes the communication between various departments and realizes the sharing of resources within the group to improve efficiency.

Midea has now become a large-scale comprehensive modern enterprise group dominated by the home appliance industry, which is inseparable from the changes in its organizational structure. From the initial passive structural change to the active and conscious development of the organizational structure to adapt to the environment in order to strengthen its competitiveness, it is precisely one of the driving forces for its continuous development and growth.

Companies must constantly adjust to the social and economic environment, corporate development prospects, market needs, external benefits, and the quality of the employee group, so that they can survive in the changing business environment and have the opportunity to develop. A good corporate organizational structure is a guarantee for improving the efficiency of business activities and fostering competitive advantages. In the ever-changing economic, technological and cultural environment, companies can only make continuous adaptive adjustments to their internal and external organizational forms.

In the adjustment of enterprise organization, the enterprise should not be limited to a certain basic organizational form. It should proceed from practice to effectively adjust its own organizational structure so that it can not only meet the requirements of the strategy, but also be very simple and feasible. The organizational structure of an enterprise is an important tool for implementing the strategy, and a good enterprise strategy can only be effective if it is completed through an organizational structure that is compatible with the enterprise. Practice has proved that an inappropriate organizational structure will inevitably have a huge damaging effect on corporate strategy, and it will make good strategic design useless. Therefore, the organizational structure of an enterprise is determined by the strategy, and it must be adjusted in time according to changes in the strategic objectives.

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