The Role of Marketing in Managing Modern Organizations

Anca UNGUREANU¹, Raluca CREȚOIU², Ana Maria MIHALI³, Raluca ZORZOLIU⁴, Adrian UNGUREANU⁵, Silvia RAȘCU-PISTOL⁶

¹ Spiru Haret University, Faculty of Economic Sciences, Bucharest, Romania, Fabricii Street, No.46 G, 0040213169783, se_ungureanuan@spiruharet.ro; ² raluca.cretoiu@yahoo.com; ³anasta84@yahoo.com, ⁴ raluca_zorzoliu@hotmail.com, ⁵adrian.ungureanu@siveco.ro, ⁶Faculty of Letters, silvia_pistol@hotmail.com

Abstract: Organizations are researched in terms of structure, culture, organization, development and organizational changes. When we talk about organizations, we talk about their size, role, hierarchical structures and relationships within them, changing / developing and managing them to adapt to the environment. The definition of organizations is based on the individuals and the relationships between them. Characterizing organizations through metaphors such as machine, organism, culture proves their complexity and diversity. In the contemporary society, the importance of marketing is essential for the survival of the organization, given the fact that the organization operates in a competitive environment. The concept of marketing transposed in the modern organization concerns both internal communication, external communication, subordination of the entire production process towards meeting the needs of customers and developing relationships with partners and consumers.

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1. Defining Modern Organization

Over the years, sociologists, economists and political scientists have given numerous definitions regarding the organization. The researchers have concluded that the organization is a concept that defines a social structure.
The organization, according to the Explanatory Dictionary of the English Language, has the following definitions: - the act or process of organizing or of being organized: a high degree of organization; - something that is organized or created in an coherent whole; - something that consists of elements with various functions that contribute to the collective purpose; - a group of people organized for a particular purpose.

Among the researchers who have studied the organizations from different perspectives such as their structure, culture or change we can mention Daft R., Denhardt R., Vlăsceanu M., Morgen G., Higgins R. or Beckhard R. Organizations have been classified according to various factors such as size, purpose, legal form or field of operation.

Gareth M. analyses organizations using the following metaphors: machine, body, brain, culture, political system, prison, flow and transformation, and instrument of domination.

Daft R. defines the organization as a social entity oriented towards certain purposes, designed as a deliberative and coordinating structure of systems of activities, systems that are related to the external environment.

According to Daft R. “the key element of an organization is not a building or a set of policies and procedures...” (Daft, 2009) The organization consists of the people and their relationships, the organization existing when people interact in order to perform certain functions essential to achieving the goals.

The structure of the organization has also been analysed by Vlăsceanu M., who has differentiated between the social structure and the organizational structure. The organizational culture has been investigated through the attitudes, values, norms and customs of the individuals within the organization.

The structure of an organization is considered to be its frame or framework. The organizational structure represents the assembly of persons and subdivisions such constituted to ensure the achievement of the planned objectives. Another definition says that the organizational structure represents a system of employees who occupy certain positions and are grouped into compartments formed according to certain criteria, as well as the relationships that are established between employees and compartments in order to achieve the objectives of the organization.

In analysing the organizations, researchers focus on structure and organizational culture, on development and organizational change, on the emergence of modern organization.

Max Weber has formulated the first systematic interpretation of the emergence of modern organizations. He argued that organizations are ways of coordinating human activities or goods produced by humans, in a stable manner, in space and time. Weber emphasized that the development of organizations depends on the control of information, focusing on the central importance of writing within this process: an organization needs written rules in order to function and files to store its “memory.” Weber viewed organizations as being highly hierarchical, with the power tending to be concentrated towards the top. Weber detected both a struggle and a connection between modern organizations and democracy, which he believed had complex consequences on the social life.
2. The Role of Marketing in the Modern Organization

The organization must have effective methods and techniques to adapt to the evolutions of the environment. By virtue of this fact, the assurance of a real adaptability cannot be left solely to the specialized personnel, all the components of the modern organization being involved in the change. Because of the fact that in the adaptive organization the entire social structure experiences change, the organizational management plays an increasingly important role in developing some solutions that favour flexibility / adaptability. In the process of developing / adapting to environmental changes, organizations are also highly dependent on marketing, on its role in the coordination / logistics of goods produced for the efficiency and competitive advantage over other organizations.

Modern organizations, from a managerial point of view, are interested in developing a strong market position based on different long-term competitive advantages. Such advantages can be obtained through an intelligent allocation of the intellectual capital potential within the organization. The creation of the marketing network and the efficient allocation of resources can only be achieved through a continuous and relevant strategic planning effort. This allows modern organizations to dispense their efforts taking into account the relevant marketing environment conditions and the relevant internal forces within a certain period of time. In order to obtain a proper approach to the marketing management activity, there is a constant need to implement a good communication infrastructure at every level of the organization. This implies top, middle and operational managers to be connected and communication channels to be fully operational and optimized.

The role and position of marketing in the structure of the modern organization also depends on its degree of orientation towards the higher satisfaction of the customers’ requirements. Timely knowledge of customers’ needs, requirements, desires and purchasing possibilities is vital in the organization’s ascension.

As a result, the marketing function makes its presence more and more felt and comprises activities that ensure marketing the role of integrator within the organization, including its connection with the external environment, the investigation of needs and the market research, the presentation of products and services, the promotion, advertising, distribution, the provision of users and after-sales services (within the guarantee and post-warranty period) training, tracking the behaviour of the product within consumption (after-sales), recovery and recycling of used products.

Considering the fact that the organization operates in a competitive environment, in the contemporary society the importance of marketing is essential for its survival. If a manager coming from the field of marketing runs the company, then the result is a deeper involvement in serving customers, and at the same time, the support of the marketing department, including marketers. In fact, the purpose of marketing is to satisfy the customer’s needs, the customer being placed at the centre of the organization’s activities, thus contributing to the success of the business.

Marketing is essential only if it is understood and implemented starting with the higher-level manager (the management team) and ending with the last employee of the organization. Thus, a knowledge-based marketing culture is created, which projects the
organization on the expected coordinates, and determines the customer to want to buy the company’s products / services against the competition. Regarding the consolidation of the organization’s actions, a thorough knowledge of the customers, their requirements, demands, preferences and their buying possibilities, so that the reaction of the organization to be immediate, according to the demand of the consumers, is necessary.

On the other hand, the coordination between marketing and the other departments of the organization is vital in focusing the efforts to satisfy the customer; coordination being based on full mutual trust and close relationships between the management team and employees, between employees, between departments, between the organization and business partners.

The role of marketing in the management of a modern organization depends largely on its foundation through the policy, concept, strategy and actions program adopted to meet the specific performance objectives and criteria. The marketing policy is an active part of the general policy of the company and therefore tends to become ideally and enforceably a concern of the entire staff. The marketing policy is fluid among the employees. The explanation is simple. Marketing must ensure the sale of products. The products generate revenue. The revenue is also used to pay salaries. Therefore, internally, marketing policy becomes co-interest policy. Thus, a front of observing and intercepting the market movements is created, and this fact determines folds and withdrawals in the allocation of resources, identification of opportunities resulting from the detection of uncovered niches or some strengths that outshines the competition.

Normally, the concept of marketing aims, both through the internal and external communication, the subordination of the entire production process to meet the needs of the customers. At the same time, it pursues the type of relationships with the partners and consumers, the exchange of information with them and their capitalization based on the win-win principle.

The marketing strategy is in close interdependence with the organization’s production and marketing strategy. Through it the marketing budget, the target customers, the observation of the competition and the critical analysis of its position on the market, the kind of services that accompany the products and other ways that can contribute to the increase of sales and the continuous adaptation of the products to the consumers’ requirements are established.

The program of marketing actions includes the general objectives, the specific objectives, the modalities of achievement and the deadlines, the target customers, expected results and other indicators considered important by the organization’s decision-makers. Concurrently, the responsibilities of each member of the respective lucrative community are established.

All these elements can generate profit if we stop considering the marketing activity as only the work of the specialized compartment. Equally damaging is the thinking according to which this department only deals with product launches, their popularization through mass media, market research and providing information to the sales department. An integrated approach of marketing’s role in the management of an organization implies understanding the interdependence between the policy, concept, strategy and the specific
actions program. In this way, marketing is treated as a pragmatic science and not as a sum of more or less important activities in the sale of products.

Conclusions
In analysing the organizations, researchers focus on structure and organizational culture, on development and organizational change, on the emergence of modern organization. The development of organizations depends on the control of information, focusing on the central importance of writing within this process: an organization needs written rules in order to function. Modern organizations, from a managerial point of view, are interested in developing a strong market position based on different long-term competitive advantages. The role and position of marketing in the structure of the modern organization also depends on its degree of orientation towards the higher satisfaction of the customers’ requirements. Timely knowledge of customers’ needs, requirements, desires and purchasing possibilities is vital in the organization’s ascension.

References
The references to literature should be noted in the main text in the following form: [Barr, 2012]; [Blake, 2006; Barr, 2008]; [Barr & Diamond, 2008]; [Casey et al., 2003]; [IMF, 2014]. *Footnotes should be avoided.*

List these in alphabetical order at the end of the paper in the reference section as in the examples:


