

Research on the Construction of Grid Marketing Team

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Abstract Referencing the idea of collaboration and share of Grid, aiming at limitations of organization structure in traditional marketing model, this paper defines the concept of Grid Marketing Team. After analyzing the characteristics of Grid Marketing Team of virtual, dynamic, collaborative and efficient, the paper proposes the organization structure and operation model between Grid Marketing Team and Marketing Grid, and discusses the standardization management issues of Grid Marketing Team during operation.

Key words Grid; Grid marketing team; Organization structure; Operation model

1 Introduction

With the advent of knowledge economy and development of network technology, the exchange and delivery of information is faster and faster, marketing environment gradually changes from mass marketing to personalize marketing, and customer needs are more differentiation and diversity^[1]. In response to rapidly changing marketing environment, enterprises have explored a new marketing model in practice - Grid Marketing, which divides the target market into different Marketing Grid, through resource sharing, process optimization to increase marketing efficiency and service to customer better. The running of Grid Marketing model must match with right Grid Marketing Organization. Grid Marketing Team, as a carrier of Grid Marketing Organization, plays a key role in Grid Marketing Model. Therefore, investigating how to build effective Grid Marketing Team has great significance for enterprise to respond to market quickly and serve to customer better.

2 Concept and Characteristic of Grid Marketing Team

2.1 Concept of Grid marketing team

Grid is a group of emerging technologies building on Internet, which integrates speed internet, high-performance computers, large databases, sensors and remote devices^[2], to provide more resources, functionality and interactivity with users. Its essence is sharing services^[3,4], thereby enhancing the utilization of resource and quality of service. The idea, sharing services and resources though network and contract agreement, combed with the practice of enterprise gradually, and formed a new business management way. The first business activity using Grid concept is production manufacturing sector. It now has formed Manufacturing Grid cored by supply chain, enterprise dynamic alliance and other mature production^[5]. The idea and model of Grid have been applied to transportation, finance, communications, urban management and planning areas. Grid Marketing Team has begun to apply in marketing activities.

Referencing the cord idea of resources sharing, services collaboration and processes optimization of Grid, aiming at limitations of organization structure redundant and functions split in traditional marketing model, combing with the Grid practice in marketing activities in recent years, this paper believes that Grid Marketing Team is a virtual, dynamic organization structure, based on original organization structure not be broken, focused on customer, led by task, builds cross-functions organization according to segmentation markets, and members cooperate to reach the same goal, to respond to rapid changes of market demand. Grid Marketing Team changes the original organization in enterprise, set up joint team and process, using a network method which is small team servicing to cluster customer according to target customers^[6], which can improve the business speed and marketing efficiency.

2.2 Characteristics of Grid marketing team

According to the above analysis of the Grid Marketing Team, this paper believes Grid Marketing Team has four features, which are virtual, dynamic, collaborative and efficient. Among them, virtual is foundation, dynamic is protect, collaborative is means, efficiency is goal. These four areas as a whole, exists in all aspects of grid marketing team, coordinates each other, to ensure the normal operation of Grid Marketing Team.

(1) Virtual^[7]. Grid Marketing Team is an organization structure which organizes all processes members who are able to complete tasks to achieve a common marketing goal. It is beyond the traditional forms of

marketing organization, and has no uniform office location and work time. With the help of advanced IT, it overcomes time and geographical constraints effectively, presents the characteristic of virtual.

(2) Dynamic^[8]. Grid Marketing Team is an organization centered by client, oriented by task, which determines that it changes with the changing of segment markets, and varies with the customer demands. Therefore, Grid Marketing Team is a changeable team.

(3) Collaborative. Grid Marketing Team members service to common segment market and target customer, and have same marketing goal. But the Grid Marketing Team members are virtual and lack of long-term adjustments among them. Therefore, only the understanding and collaboration between members, it may have the effect of $1+1 > 2$, and offer convenient, efficient service to customer really.

(4) Efficient^[9]. Grid Marketing Team breaks the administrative boundaries of traditional organization, reduces the transfer process and time of administrative hierarchy transmit, changes one after another functions and operation, makes members do activities at same time and different space, which reduces the time cost and improves efficiency.

3 Organization Structure of Grid Marketing Team

Combing with the concept and characteristics of Grid Marketing Team, Grid Marketing Team should be a virtual marketing organization oriented by task. As basic unit and base composition of Grid Marketing Organization, several Grid Marketing Teams should be set up according to the number of segment markets. Each Grid Marketing Team should provide targeted professional products and services to meet customer needs of all sub-markets better.

Referencing the form and structure of virtual marketing organization, Grid Marketing Team should be the network structure of “one point, multi-wing, a whole”, that is the team is centered by the marketing manager or account manager, is constituted as a whole by the internal functions members. The members are ordered by same marketing task, service for same sub-market. The chart of organization structure of Grid Marketing Team is shown as figure 1.

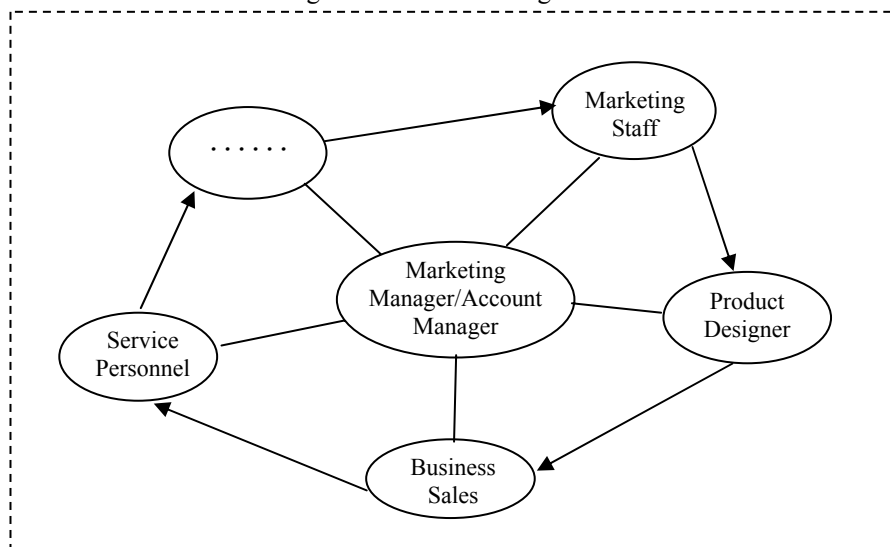


Figure 1 The Organization Structure of Grid Marketing Team

Grid Marketing Team is built referring the idea of Grid, so the core ideas of resources sharing, services collaboration and processes optimization of Grid are reflected in Grid Marketing Team. Firstly, the Grid Marketing Team is established aiming at target market, all members of the organization have common target and marketing objective, resources and capabilities are shared among members within the team. Secondly, Grid Marketing Team members belong to different parallel departments in the traditional hierarchy, so the members do not have administrative affiliation in Grid Marketing Team, but rather support and coordinate each other, with completing marketing tasks. Thirdly, Grid Marketing Team is network and flat structure, which reduces the transmission processes and time of traditional pyramid structure, makes members do activities at same time and different space, optimizes workflow greatly. In short, Grid Marketing Team is a marketing organization responding rapidly and deploying flexibility, which is centered by customer and oriented by task, in order to adapt to the complex external marketing environment.

4 Operating Model of Grid Marketing Team

Segment market is the core of Grid Marketing Team. The establishment of Grid Marketing Team should match with the Marketing Grid in the actual operation process. In particular, Grid Marketing Team matches with the target markets in three ways: one to one match, one to many match and mix match, shown in figure 2.

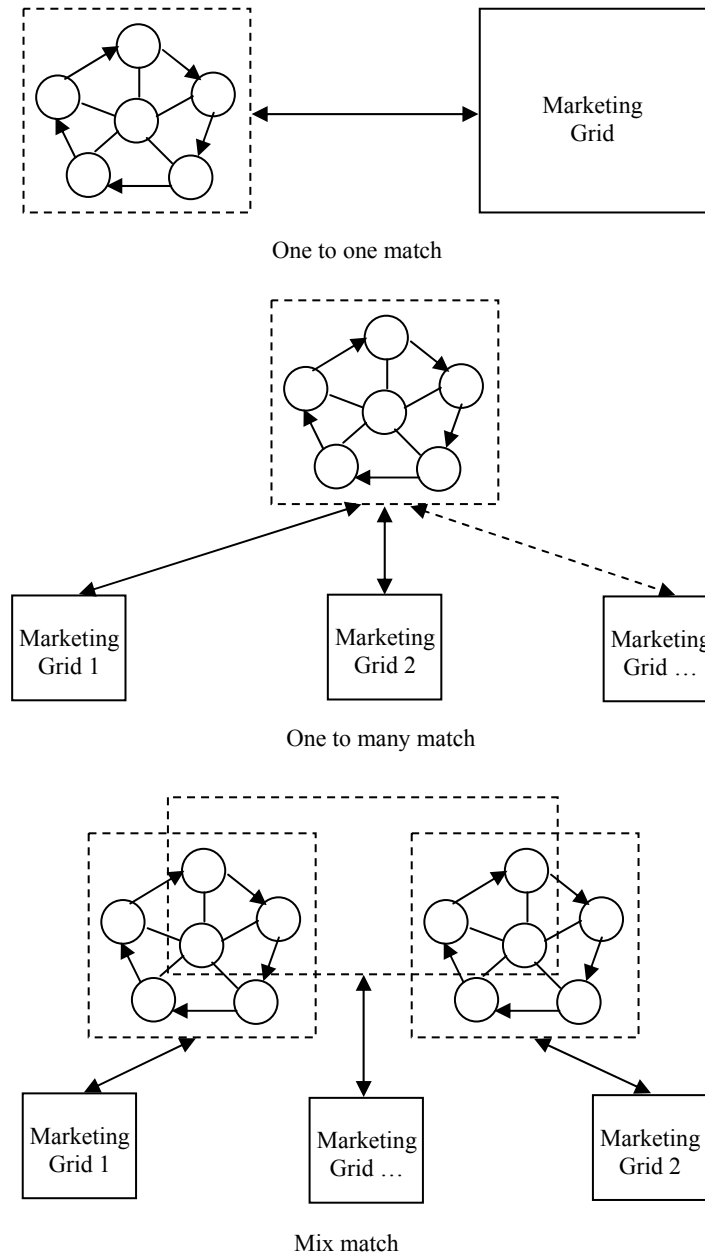


Figure 2 The Match Form of Grid Marketing Team and Marketing Grid

One to one match is a Grid Marketing Team corresponds to a target market, only tracking and analyzing customers within this segment market, to provide professional services. One to many match is a Grid Marketing Team can service to two or more target markets. This mainly applies to the enterprises whose segmentation markets are small, and target markets are so many. However, the Marketing Grids which are serviced by a Grid Marketing Team should not be too many; otherwise the precision of

marketing is hard to be guaranteed. Mix match is the members of one Grid Marketing Team can together with members of other team to form a new Grid Marketing Team, and services for a new target market. This dynamic enterprise organization structure can not only optimize the allocation of human resources, but also ensure the operation of multi-tasks, saving time and cost, improving work efficiency.

5 Management of Grid Marketing Team

Grid Marketing Team is composed by different department members, lacking of rigidity system and structure. Therefore, enterprise must manage the Grid Marketing Team in order to ensure the effectiveness of team work, and really play the advantage of organization.

(1) Set team goals. Grid Marketing Team is established based on common marketing goals. Team goals are directions that all members struggle for, are the reference when team makes decision in the run process, and are also an important criterion for assessing team performance^[10]. Therefore, in the early days enterprise should collect and analyze target information, reach consensus, determine objectives through a wide range of discussions, and decompose goals, guiding direction and providing power for team members.

(2) Culture team spirit. Team spirit is the organizational climate of trusting, supporting each other among members, is the most solid basis for cooperation. Under the effect of team spirit, team members consciously to restrict their behavior according to team's overall interests, contribute their resources and capabilities to achieve common goals. Team spirit needs a nurturing process that requires members to gradually set up the overall thinking, strengthen mutual awareness and enhance organization cohesion.

(3) Improve the overall quality of the team. According to the organization structure of Grid Marketing Team, the overall quality of team can be divided into quality of team management and quality of general membership. Excellent team management should have the ability to formulate development strategies, to grasp the overall situation and direction, know how to manage, employ and educate members. For general team members, enterprise should focus on their daily training, encourage members to learning, innovation continuously, and help them improve their professional quality quickly.

(4) Optimize team structure. The size of the team force largely depends on whether the team structure is reasonable and optimization, such as team size, labor structure, age structure, professional structure, culture structure, ability structure and personality structure. Grid Marketing Team should consider the qualities of all members in the process of setting up, changing and developing, to ensure the efficient operation of the organization.

(5) Perfect the performance evaluation and reward system^[11]. Scientific and reasonable performance evaluation system can stimulate team members to create a better performance effectively. Performance evaluation and reward system should be based on segment market that team services. To the teams, which service to the market whose development space is larger, should implement to commission system, that is, give a certain commission to the Grid Marketing Team which develops new customers as reward. While to other teams, serving fewer new customers, mainly providing service for present customers, enterprise should set up reward fund, and team members can access earnings according the frequency and quality of services. In short, enterprise should take different assessment systems to teams according to the situation of segment markets.

(6) Establish good communication mechanism and team atmosphere. Smooth information within the team is the basis ensuring the normal operation of Grid Marketing Organization. Only the full and effective communication can prevent the information occlusion. Thus, Grid Marketing Organizations should provide the convenient platform and tool for members' communication in the operation to enable members to quickly integrate with the organization. For example, use mobile phone, email, video conference and other tools within the Grid Marketing Team to achieve timely and effective communication. Through weekly meetings, work reports, seminars to achieve stable and sustained communication.

In short, the management of Grid Marketing Team should specific team goals at the beginning when the organization is set up, improve overall quality, optimize organization structure, culture team spirit, establish interactive communication platform in the course of operation. According to the different of segment markets, enterprise should take different incentives to ensure the efficient operation of Grid Marketing Team and provide support to rapid changes in market.

6 Conclusion

The core of Grid is servicing to customer better through resources sharing, services collaboration

and processes optimization. Grid Marketing Team, referencing the idea of Grid, has features of virtual, dynamic, collaborative and efficient, which can avoid the defects of separating departments, poor communication and lagging response of traditional organization structure. Grid Marketing Team exists as the network structure of “one point, multi-wing, a whole”, through one to one match, one to many match and mix match three ways to ensure the best combination with the target market, and standardizes management to ensure the normal operation of Grid Marketing Team.

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