

FUNDAMENTAL CHANGES IN MARKETING ORGANIZATION: THE MOVEMENT TOWARD CUSTOMER-FOCUSED ORGANIZATIONS

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ABSTRACT

As we approach the millennium, there have been a number of articles written about the future of marketing and changes in marketing's organization and role within the firm. However, there has not been research that holistically explores key changes in marketing organization in an empirical setting. The authors draw on qualitative interviews with fifty managers in the United States and Germany and identify three changes in marketing

and sales organization: an increasing emphasis on key account management, changes in the role of product management, and increasing dispersion of marketing activities. They then argue that a more general organizational shift is taking place from product-focused to customer-focused organizational forms and consider implementation issues in making this transition. They conclude with implications for academic research, managerial practice, and business school curriculum.

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