

Epilogue

Marketing and its position at the board table

Thus, in this particular instance – as in most other cases too – the realization of market orientation is not so much an external problem but more of an internal problem. This applies in particular to the marketing of industrial goods. The alignment of all members of a value chain to a specific CCA or several CCAs contradicts the conventional thinking of many employees within a company. They have learned to think in functional islands. These islands have their own specific departmental culture. That's why it is also a corporate-cultural challenge to consistently align oneself to the market and the customers. At the same time it becomes clear that customer and market orientation is not an end in itself but a means to an end. This means making a profit – and customer/ market orientation is a way to achieve this. The goal here is not to fulfil the customers' wishes 100 percent – as many advisors call for, but rather to realize a perceived higher level of fulfilment of the customers' wishes compared with all other competitors operating in the market. This value can be significantly lower than 100 percent. We therefore reiterate: marketing belongs at the board table. If that isn't clear, each form of marketing will degenerate into a purely instrumental consideration. For such an instrumental interpretation it is sufficient to explore both market and customer and with it place the external

Epilogue

perspective at the centre of all activities. The story of DMA has, however, shown that the internal perspective is perhaps the more important one: it's a matter of making it clear to everyone working in the company that market orientation is really desired. And this is a non-delegable managerial responsibility. If you're serious about marketing, then you have to anchor it at the board table.

Hurdle Race Marketing

The Enlightenment - The Disillusionment - The
Breakthrough

Backhaus, K.

2013, X, 72 p. 4 illus., 3 illus. in color., Hardcover

ISBN: 978-3-658-02443-7