

MODELING SPECIFIC TO MARKETING STRUCTURING: A REFLECTION ON ITS DETERMINANTS

Sadika CHEURFA*:

Research Teacher, University of Bejaia, Algeria;
Doctoral student, HEC Algiers
cheurfa.sadika@hotmail.fr

Djamila BOUYOUCHEF-BARR:

Pofessor, HEC Algiers, Algeria
djamila-barr@hotmail.fr

<i>Date of reception :</i> 18-05-2020	<i>Date of acceptance :</i> 04-12-2020	<i>Date of publication :</i> 07-06-2021
--	---	--

Abstract:

Few academic studies have tackled the organizational aspects of marketing. Thus, this article aims to address this shortcoming of information and present an operating model that offers a comprehensive view of marketing structuring. It also helps know what relationship can emerge between the structural dimensions of marketing and the contextual characteristics; by drawing on the conceptions of the contingency theory of organizations and examining the various previous research on the subject of marketing structuring. This work can be seen as a first step of a preparatory study to test our new conceptual model and to investigate it in an empirical way within Algerian companies.

Keywords : structure, marketing, contingency, conceptual model

1- Introduction :

The practice of marketing by companies implies a certain organizational structure. This structure appears as the way in which the different components of a whole are arranged and articulated. Inspired by Mintzberg's definition of organizational structure, we define marketing structuring as: "the way in which marketing tasks are divided,

*Author corresponding

how marketing tasks are divided and/or grouped together and how a certain amount of authority is delegated, as well as the ways in which these marketing activities are collaborated and coordinated". In fact, marketing activities can be organized in different ways which means organizations can have different structures. This variety may be related to the set of so-called contingency factors that are associated with the different structural characteristics of marketing.

Since 1950s various researchers in organizational theories opposed and rejected the classical theory's idea which stipulated universal principles or the existence of a unique and ideal model of structuring. Their studies gave emergence to the contingency theory, according to which structural characteristics depend on the context's factors of the organization. Therefore, there is not a better organizational structure of all; it is determined by contingent factors.

However, those academic research which have dealt with the organizational structure of marketing are limited. The subject of marketing structuring remains poorly studied. Indeed, most discussions, mainly in marketing manuals, are essentially limited to present only the well-known structural forms; functional, by product, by market and matrix structure. However, these organizational charts do not provide sufficient explanation of the different structural dimensions, or the determinants that have shaped them.

The objective of this article is to develop a model specific for marketing structuring, and answer the following central issue: **What are the factors that can influence structural choice in marketing?**

To answer this question, we have chosen to break this article down into three distinct points:

The first point will cover the so-called classical approach. Proponents of this approach focus on the internal organization of the marketing department based on the organization chart that brings together most of the marketing activities, thus presenting the importance or not of a marketing department and its structural forms. However, this traditional view has not sought to identify the determinants that have shaped the structuring of marketing. The second point will thus be dedicated to the contingency approach, according to which there is no ideal organizational model for marketing activities. There is not only one known best structure, but there are rather different structures that are the

best under different conditions. As for the third and last point, it presents a conceptual model offering a comprehensive view of marketing structuring, structural dimensions and its possible determinants.

2- The classical approach:

This approach is the most developed in most marketing books, it is limited to the analysis of marketing place in the organization chart with its hierarchical position and the departments that are hierarchically attached to it and their attributions.

The marketing manager can be either in a functional or hierarchical position. In the first position, there is no change in the company hierarchy, and the marketing manager can be attached to the general director or the sales director. This functional position allows him to give advice, devote himself to reflection and study and intervene at the request of his chief. Besides, in his or her hierarchical position, a department is assigned to him or her making him the responsible for developing, executing and monitoring the company's marketing strategies and plans. The marketing activities and the departments responsible for these activities are hierarchically placed on the same level as the other major functions, i.e. production, research, staff, finance and administration.

Most discussions about organizational issues in marketing focus traditionally on the structural form used by the company to plan, implement and monitor marketing activities. These discussions about the organizational form of marketing departments have long been of interest to marketing researchers; since the 1950s the main classical marketing structures have already been described (Krief 1973, Kotler 1986, etc.). Marketing authors generally identify four general types of organizational forms (by function, by product, by market, by matrix).

Bernard Krief (1973, p.7) points out that there is no such thing as a marketing structure which is valid once and for all. He compared structures to a machine or a shoe, saying that "structures wear out like a machine or a shoe, and at some point, it may no longer be profitable to adapt and repair them". However, the author has not studied the factors that can influence the structure of marketing in companies.

In the same way, Webster (1981), in his investigation of top managers of large companies in the United States, considers that the marketing spirit cannot dominate in a company until a large marketing

department is put in place. However, Grönroos (1983), according to his study of the banking sector, notes that banks with a large marketing department have a very low rate of profitability. On the other hand, the rate is higher in banks that promote the dissemination of the exercise of the function among many operational departments and restrict the importance of the marketing department.

John and Martin (1984), for their part, examined the effects of structuring the activities of marketing planning on its efficacy (the credibility of the plan and its actual use), based on an empirical study of a 46 organizations sample. The results of their study show that a more centralized bureaucratic structure for marketing planning has negative effects on the credibility and effective application of the marketing plan, while formalization has opposite effects. In fact, when the rules and procedures for the execution of marketing planning are better specified and organized, credibility is enhanced and utilization rates are higher. The authors conclude that in order to effectively structure marketing planning activities, the marketing planning unit should be clearly separated from the rest of the marketing organization and structured in a specific way.

Finally, the advocates of this approach focus on the internal organization of the marketing department based on the organizational chart that brings together most of the activities in this area, thus presenting the positive or negative importance of a marketing department and its structural forms. However, this classical approach does not integrate all the characteristics (all structural dimensions) and does not explain the links between the structure of marketing activities and the resulting performance. Moreover, this traditional view has not sought to identify the determinants that have shaped marketing structuring.

3- The contingency approach:

Advocates of this approach rely primarily on inputs from contingency theory to identify possible determinants of marketing structuring. Their hypotheses are based on the following principle: if the organization is influenced by a particular factor, the same will be true for marketing activities. For this purpose, there is no ideal organizational model for marketing activities. There is no structure that is the best, but rather different structures that are the best under different conditions.

However, there have been few marketing studies on this subject and the harvest of empirical studies is even more limited. In addition, we notice the supremacy of Anglo-Saxon research among the principal works dealing with the subject. The purpose of the following point is to present these main research works.

3-1. Relationship between size and marketing structure:

Various studies have highlighted the impact of company size on its structural characteristics. In marketing, this relationship has been highlighted by some authors, who wondered what influence the size of a firm could have on the structural characteristics of marketing. Among those studies we mention the works of Pugh (1970), Piercy (1984), and Dastmalchian and Boag (1990).

Pugh (1972), in his study of 52 organizations in various sectors, examined the characteristics of organizational structures and what relationship can be identified with the structural characteristics of marketing activities and the relationship between these structural and contextual characteristics. He investigated to which degree size is associated with specialization. Analysis of his results shows that the size of organizations affects the use of specialists. Indeed, the more an organization has a large workforce (over 1000 employees), its market research, advertising and public relations functions will be more specialized. This specialization of marketing activities is also associated with a high degree of standardization of operating rules and routines, and highly formalized administrative procedures and decentralized decision-making.

Piercy (1984), for his part, in an empirical research in 1984, using a postal questionnaire to a sample of 600 manufacturing firms with more than 100 employees in the United Kingdom, was interested in the different roles of the marketing department and the marketing director can take on. The first objective of his research was to examine the issue of the existence of a marketing department in the organization. According to the analysis of its results (the response rate was 56%), only a minority of companies (45%) had formally organized marketing activities and that departmentalization was positively related to the size of the company (in terms of number of employees). On the other hand, the relative size of the marketing department is important in small companies and is rapidly decreasing towards a base value in large

companies. Indeed, the relative size of the marketing department workforce is not positively correlated with company size.

On the other hand, the results of Dastmalchian and Boag's (1990) study of 44 electronics and telecommunications companies in Canada, showed that company size is positively related to the specialization, formalization, and integration of marketing activities, and negatively correlated with the centralization of marketing decision-making. However, the size of the marketing department generally has weaker relationships with the above variables compared to the size of the company.

3-2. Relationship between strategy and marketing structure:

The postulate put forward by A. Chandler (1962) that structure follows strategy is shared by several marketing authors (Kotler, Krief, etc.). According to these authors, the development of different forms of marketing structure (functional, divisional and matrix marketing) is a consequence of changes in corporate strategy. In this context, the strategy is perceived according to the nature of the company's product or market or the degree of diversity of the product or market (choice of customers to be conquered) and that the development of the company, in terms of products and markets, leads to changes in the structure of the marketing department. Indeed, the implementation of marketing strategies will require the design and adoption of appropriate administrative and organizational arrangements.

Moreover, Ruekert, Walker and Roering (1985), in a conceptual research, completely agree with Chandler's proposal "structure follows strategy" in marketing. These authors explain that the implementation of each of the strategies developed by Porter (cost leadership, differentiation and focus) requires different organizational structures for marketing activities.

In fact, the choice of the cost leadership strategy implies a high level of formalization of marketing activities and a high level of centralization of marketing decisions. On the other hand, with a differentiation strategy, the company seeks to be unique in its sector of activity thanks to a few key points. Such differentiation in the market requires greater differentiation and specialization in marketing structuring, which implies an emphasis on an internal organic structure or a relational structure with independent entrepreneurs. Finally, as part of a focus strategy, which

consists of targeting a particular buyer group, product range segment or geographic market, the organization of marketing activities must be in harmony with the way in which this focus strategy is implemented. For example, if a customer who is sensitive to prices is targeted while cost dominance offers the strategic advantage, the marketing organization should be guided by the criterion of efficiency, which requires a centralized and formalized structure.

However, this "strategy-structure" relationship, which is sometimes contradicted in management, can also be questioned in the context of organizational structure of marketing. It is in this context that the research of Piercy and Cravens (1994) illustrates that marketing structures can be considered as a determining factor in marketing strategy. Indeed, structure influences how members of organizations perceive the environment and is the source of significant pressures to maintain the status quo in many organizations. In addition, marketing organization can shape the strategic choices made by a company. For example, the lack of a formal structure dedicated to international marketing within a marketing department can lead to neglect that aspect. To illustrate this structure-strategy relationship, the authors use a household goods producer as an example. The latter uses entrepreneurial teams consisting of a product manager, research and manufacturing engineers, finance, sales and marketing professionals to develop new and improved product ideas and intensive launch policies. Organizational structure is thus the driving force behind marketing strategy.

3-3. Relationship between the environment and marketing structure:

The impact of the environment on organization is the subject of several management research. Being inspired by those works, marketing researchers are interested in how the environment can influence the structural characteristics of marketing. In the following, we will present the results of their research.

Nonaka and Nicosia (1979) investigated how environmental information can affect the organization of a marketing department. According to these authors, the environment is as a generator of information and the marketing department is as a processor (transformer) of this information. Two dimensions are considered, decentralization and differentiation. The latter is weak when the environment generates

homogeneous and certain information. However, great differentiation occurs when the environment generates uncertain information of significant quality and quantity. Concerning decentralization, they distinguish between horizontal decentralization (the number of divisions, group product managers and brand managers) and vertical decentralization (the level of marketing decision-making). According to these authors, the best organization of a marketing department to process environmental information is the one that best corresponds to the heterogeneity of the environment. Indeed, a simple and centralized organization of a marketing department is adequate to process homogeneous and certain environmental information. However, a complex and decentralized organization of a marketing department is necessary to process heterogeneous and uncertain environmental information. To sum up, the perceived high degree of heterogeneity and uncertainty would require a proportionally high degree of decentralization in a marketing department and vice versa.

Dastmalchian and Boag, for their part, were interested in the relationship between the characteristics of environment (uncertainty, complexity and dependence) and the structural dimensions of the marketing department, as well as assessing their impact on performance.

In 1988, the authors published the results of their study of 41 Canadian electronic component companies (Dastmalchian and Boag 1988). Their results showed that specialization and formalization of the department of marketing are positively related to each other and negatively associated with centralized decision making. Besides, two conclusions can be drawn about the influence of environmental characteristics on the structure of the marketing department. The complexity of the environment tends to adopt a somewhat more centralized and relatively less flexible marketing structure, while at the same time it exerts strong pressures for formalization. However, the uncertainty of environment has a positive impact on the formalization of marketing structure.

In 1990, the same authors, Dastmalchian and Boag, published the results of their study of 44 electronics and telecommunications companies in Canada which examined the relationship between market and customer dependencies and the structure of the marketing department (Dastmalchian and Boag, 1990).

The results of their study shown that the more the company will depend on a market (the percentage of total sales revenue from the firm's major product), the greater importance is given to specialization and formalization of the marketing department and its integration with the other departments of the company. Moreover, the company's dependence on its customers (a percentage of sales are made to a small number of buyers) has a positive impact on the centralization of decision making within the marketing department, rather than on formalization or specialization. These results are more significant for successful companies. In other words, a marketing structure which is more specialized, relatively more formalized and more integrated with the other departments of the company, is more appropriate for companies that face more problematic dependencies in their markets. However, a centralized marketing structure is the most adapted to those companies that are confronted with the dependency of their customers. Indeed, companies can opt for different structural responses from their marketing department depending on the nature of the dependency (even if the same sector of activity) in order to improve their performance.

Ruekert, Walker and Roering (1985), in a conceptual research, developed a contingency approach to the structure and performance of marketing activities. Indeed, they examined the influence of different environmental contexts on the structural characteristics of marketing and the conditions of efficacy. According to these authors, in order to accomplish the various marketing activities, structuring modes must reflect the nature of the activity and the environment that the organization is facing. Four structures of marketing organization are thus identified: organic, bureaucratic, transactional and relational.

- **The organic structure:** in a highly uncertain environment, marketing activities are organized internally with a decentralized, non-formalized and specialized structure.
- **The bureaucratic structure:** with this structural form, marketing activities are organized internally with a centralized, formalized and non-specialized structure. It is most effective when the environment is stable and a task is frequently performed and clearly measurable, but it requires some idiosyncratic investment.
- **The transactional form:** in an environment of limited uncertainty, the organization of certain marketing activities through external relations

with suppliers, via a centralized, formalized and non-specialized structure, is more efficient than the internal organization of these activities. This structural form is more adaptable for repetitive tasks, easy to evaluate, without specialized investment.

- **The relational form:** This form also organizes activities through relationships with external suppliers, but through structures that are a less centralized, formalized and more specialized structure. This relational form is more effective in an environment of high uncertainty where tasks are non-routine and difficult to evaluate, for example a long-term relationship with an advertising agency.

As a result, the structures to be adopted by an organization to accomplish its marketing activities must reflect the nature of each activity and the environment that the organization is confronted to. To sum up, there is no best structure for all marketing activities and/or for all environmental circumstances.

3-4. Contextual factors - structural dimensions of marketing:

According to the literature review, Alain Valleray (1988), Matricotte and Perrien (1995) and Workman, Homburg, and Gruner (1998) developed preliminary models that seek to identify the various determining factors of marketing structure.

Alain Valleray (1988) stated that the different contingency factors in relation to different structural characteristics of marketing are:

- The age and size of the company
- The overall structure of the company
- Strengths and weaknesses of the company's potential (research, knowledge)
- Training and willingness of the managers
- Company's values and culture
- Preferred strategy
- Number, nature, age of products
- Manufacturing technology: unit production, mass production;
- Characteristics of the environment and the company's position in its markets, leader or not, etc

According to this author some of the factors such as; size, age, and environmental characteristics, contribute to shaping the marketing structure too. On the other hand, other factors are potentially, but directly, associated with marketing structuring. Alain Valleray also

specifies that the overall structure itself becomes a contingent factor to the extent that it introduces constraints that may limit the conditions for exercising the marketing function. However, this author limits himself to listing factors without explaining how these factors will influence marketing structuring.

In a similar research, Matricotte and Perrien (1995) focus on large organizations that have a marketing department, synthesizing the factors determining the structure of this department in the following points:

- The sector of activity: industrial, consumer products, services.
- The external environment: technology, type of dependency, product life cycle, dynamism /complexity /hostility/ uncertainty, customer relations and public responsibility;
- The internal environment of the organization: size, age, origin of the organization, employee requirements, leadership characteristics, corporate strategy, culture and subcultures, and
- Temporal perspective ;
- Characteristics of the marketing department: size, age, leadership characteristics, employee requirements, marketing culture and strategy, time perspective, and interdependence with other departments.

In their study, the authors noted that the very existence of a marketing department is dependent on the size of the organization.

Workman, Homburg, and Gruner (1998), for their part, differentiate between two types of dimensions of the organizational structure of marketing: structural dimensions (form of the marketing and sales department, its location, formalization and centralization) and non-structural dimensions (cross-functional dispersion of marketing activities, power of the marketing department and its integration with the other functions of the company). They proposed a conceptual model that links these dimensions to contextual factors. These are related to environment (market uncertainty, technological uncertainty, industry sector and societal context), the company (size of the company, relationship between marketing and sales tasks) and the strategic business unit (strategic orientation, market orientation, customer orientation, global orientation). The authors suggest that each contextual factor is susceptible to have an impact on the structural and/or non-structural dimensions of marketing.

It should be noted that these authors (Alain Valleray, Matricotte and Perrien, Workman, Homburg, and Gruner) have given an exhaustive list of contingent factors influencing marketing structuring. However, they haven't empirically tested the relationship between contextual factors and the structural dimensions of marketing.

In an empirical research, Nathalie Dubost (1999) has identified a typology of the structures of the commercial function of French firms, based on a sample of 84 medium-sized firms, with a workforce of between 50 and 500, from different industrial sectors (intermediate goods and capital goods). Three types of commercial function structures within medium-sized firms were identified and described in terms of the three structural dimensions: specialization, standardization and centralization:

- Class 1: group of companies that have the most standardized both their commercial department and relationship with their customers. These companies specify the tasks to be carried out in the sales department, specialize commercial activities, and formalize their market research and sales policy. Besides, the companies in this class are those that have the most decentralized decision making.
- Class 2: group of companies with a medium degree of standardization in their commercial department, formalizing their market research and sales policy. However, these are companies that have most centralized their commercial decisions.
- Class 3: can be related to the organic structure. This class of companies shares with class 1 a higher level of decentralization of decisions compared to class 2, but it differs from it by a low level of standardization of its sales department and by less formalized commercial tools.

The author suggests that these three classes differ in terms of firm size, as measured by turnover and number of employees. Class 1 firms are the largest, class 3 firms are the smallest, and class 2 firms are intermediate in size. However, there is no significant relationship between the status of the respondents, the capital structure (independent company or not), the sector, the ownership and the three classes. Therefore, these factors are not explanatory of the mode of structuring of the commercial function.

On the same study scheme, Gregory Reyes (2002) also draws up a typology of French medium-sized firms according to their structuring degree of the commercial function. The qualitative analysis of eight (08) French companies allows him to identify three categories of profiles that differ according to six measurement variables: standardization/formalization, centralization/decentralization, specialization, planning and control, information system and animation system.

- *The highly structured class*: which indicates that the activity is formalized, specialized and decision centralized, but the managers are still fairly autonomous. In addition, the information is well managed, importance of planning, employee's animation and controls are fairly abundant;
- *The class of companies with medium structuring*: characterized by a good control of internal information, a standardization/formalization and a specialization of medium tasks, a planning and a control of the activity rather formalized but little mastery of external information;
- *The class of companies with low structuring*: where the level of organizational variables is on the whole rather low, with the exception of the formalization/standardization of sales documents, internal information and the autonomy accorded to managers in their working methods;

Finally, by examining these various previous researches on marketing structuring, we identify some limits which are summarized in the following points:

- A predominance of Anglo-Saxon research in the principal studies about marketing structuring.
- The majority of marketing books are limited to presenting the principal structures of the department of marketing on the basis of organizational charts, but these do not provide any explanations.
- Except a limited number of empirical studies, research on the subject of marketing structuring is mainly theoretical, without empirical testing;
- Some empirical research is limited to describing the structural dimensions of marketing without examining its determinants;
- A considerable research is focused on bureaucratic dimensions, such as formalization, centralization and specialization, however there are

Modeling specific to marketing structuring: a reflection on its determinant

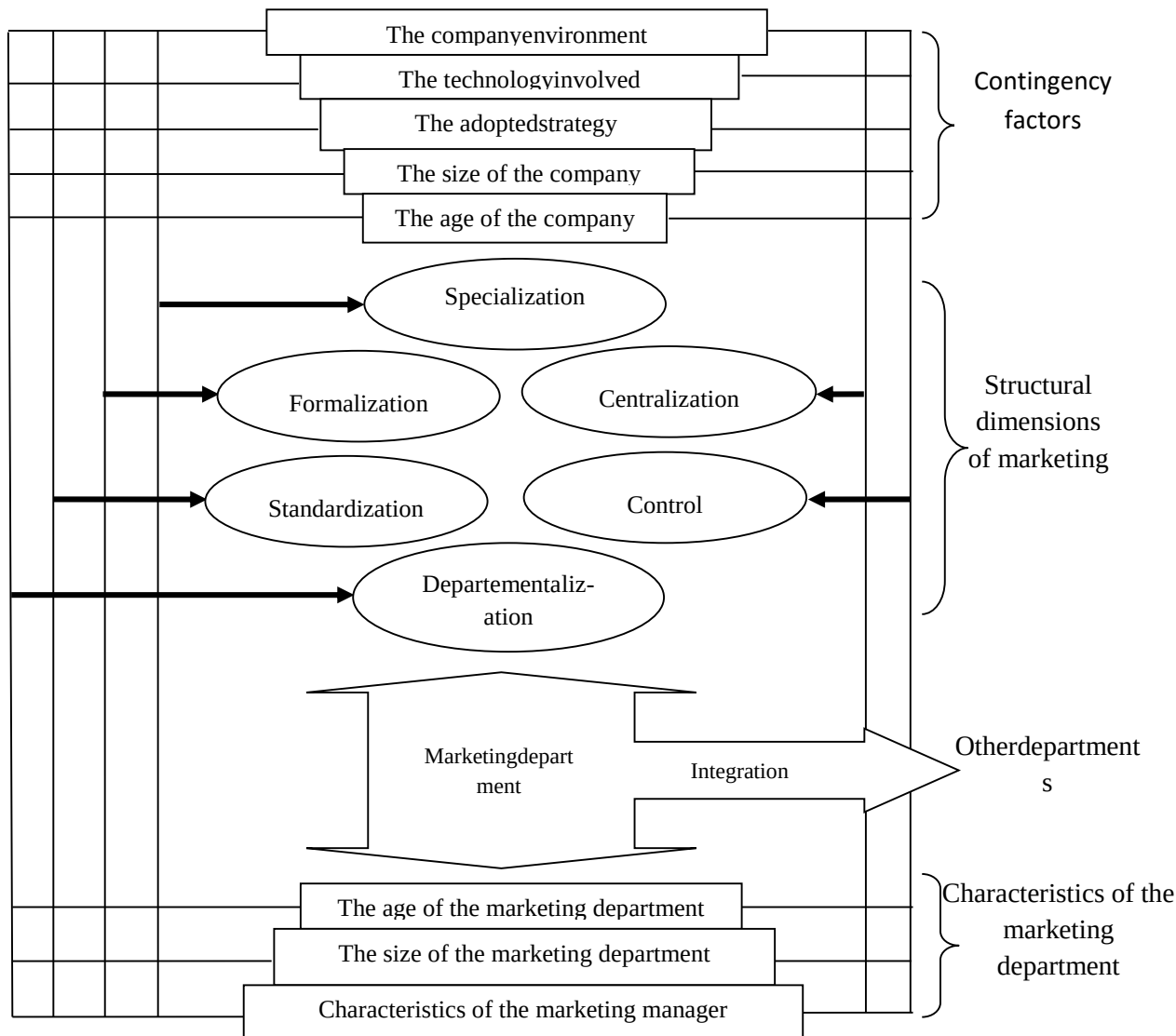
few studies on the level of integration with other functions and the management system;

- Most research is focused on a few structural dimensions and/or some explanatory factors;
- There is no empirical research that relates the different structural dimensions of marketing to the different factors that explain them in a unique study.

4- Proposition of a conceptual model of marketing structuring:

Based on the conceptions of organizational contingency theory and on previous studies (conceptual and empirical studies in marketing), we will present a conceptual model offering a comprehensive vision of marketing structuring, its structural dimensions and its potential determinants.

Figure N°01: the conceptual model of marketing structuring



Source : our own work

This theoretical model, as illustrated in the figure above, consists of three (03) distinct parts:

- The first part includes all the contextual variables of the company (contingency factors):
 - internal factors, correspond to the specific characteristics of the company (size, age), its technical system and its strategy;

Modeling specific to marketing structuring: a reflection on its determinant

- external factors that correspond to the characteristics of the company's environment (stability, complexity, diversity, hostility);
- The second part is reserved to the structural dimensions of marketing:
- *Specialization of marketing activities*: the degree to which marketing activities are divided into elementary tasks that are executed by persons with specialized knowledge.
- *Departmentalization*: it measures the existence or not of a marketing department in charge of marketing activities and the structural forms it can take.
- *Centralization*: the degree to which the authority to make different marketing decisions resides at the top of the hierarchy. The degree of centralization refers to the hierarchical levels at which measures relating to each marketing decision are taken.
- *Standardization*: the degree to which the company establishes rules and standard procedures for marketing practice. It includes the processes (the extent to which the content of marketing tasks is specified and planned in advance), the results (the degree to which the results to be achieved by marketing activities are specified), or the marketers (the degree to which specification refers to the profile and specific knowledge of the marketers).
- *Formalization*: the degree to which instructions and procedures relating to marketing practice are recorded in writing. It measures the written and formal nature of the various marketing activities.
- *Control*: the degree to which the execution of marketing activities and their results are verified. It determines whether or not the standard has been achieved, so that corrective measures can be taken if necessary.
- The third part, corresponding to the specific characteristics of the marketing department (when it exists):
 - Its size, its age,
 - The characteristics of the chief marketing
 - The degree of integration with the different departments of the company.

Each structural dimension of marketing (formalization, standardization, centralization, specialization, departmentalization and control), can be influenced by contextual variables (related to the company or its environment), and by the characteristics of the marketing

department itself (size and age of department marketing, characteristics of the chief marketing).

5- Conclusion :

In conclusion, it is important to emphasize that the practice of marketing by companies causes organizational changes, new activities generate a new organization of sales or commercial service and so a marketing structure emerges. To that effect, academic research has focused on the marketing function and the manner in which it is conceived, organized and positioned in the company. By examining these various previous studies on marketing structuring, we note that, with the exception of a few empirical studies, most research on the subject of marketing structuring is theoretical, without empirical testing. In fact, no empirical research links the different structural dimensions of marketing to the different factors that explain them in a unique study.

Finally, based on the conceptions of organizational contingency theory and the previous works (conceptual and empirical studies in marketing), we have developed an operational model offering an exhaustive vision of marketing structuring. Its objective is to determine the impact or influence of contingency factors (related to the company or its environment) on the structural choice adopted by companies in marketing activities.

Our work can be seen as a first step, a preparatory study opening the way to empirical investigation of companies in Algeria in order to test our conceptual model.

It would be pertinent, to consider case studies in companies in different sectors, which may provide more information on the overall logic of the organizational structure of marketing in Algerian companies. Thus, discover the way and manner by which companies in Algeria structure their marketing activities, by examining the different structural dimensions of marketing and testing the relationship between the structural dimensions of marketing and their contextual constraints.

Bibliography:

1. BAYNAST, A., LENDREVIE, J & LEVY, J; *Mercator*, 12^{ème} édition, Paris, 2017.

2. DASTMALCHIAN, A., & BOAG, D. A: « *The Influence of Market Environments on Design and Performance of Marketing Departments*», in Canadian Journal of Administrative Sciences, Vol 5, n°1, 1988, pp.26-35.
3. DASTMALCHIAN, A., & BOAG, D. A; «*Environmental dependence and departmental structure : Case of the marketing function*» in Human Relations, vol 4, n°12, 1990, pp.1257-1276.
4. GRÖNROOS, C; «*Innovatrice Marketing Strategies and Organization Structures for Services Firms*», American Marketing Association Proceedings, 1983, pp 9-21.
5. JOHN, G., & MARTIN, J; «*Effects of organizational structure of marketing planning on credibility and utilization of plan output*», in Journal of Marketing Research, Vol 21, n°2, 1984,, pp. 170-183.
6. KRIEF, B ; *Structure et organisation du département marketing*, édition Dunod, Paris, 1973.
7. MARTICOTTE, F., & PERRIEN, J ; «*Les déterminants de la structure du département de marketing*», in Recherche et Applications en Marketing, vol 10, n°1, 1995,, pp.03-22.
8. NONAKA, I., & NICOSIA, F.M; «*Marketing Management, its Environment, and Information Processing: A Problem of Organizational Design*», in Journal of Business Research, n°4, 1979, pp. 277-300.
9. PIERCY, N, «*The role and function of the chief marketing executive and the marketing department. A study of medium-sized companies in the UK*», in Journal of Marketing Management, Vol. 1, n° 3, 1986, 265-289.
10. PIERCY, N., & CRAVENS, D W; «*The network paradigm and the marketing organization: Developing a new management agenda*», in European Journal of Marketing, vol 29, n°3, 1994, pp.7-34.
11. PUGH, DS, «*The Structure of Marketing Specialization In their Context*», in British Journal of Marketing, 1970, pp. 98-105.
12. RUEKERT, R. W., WALKER, O. C., & ROERING, K. J; «*The organization of marketing activities : A contingency theory of structure and performance*», in Journal of Marketing, vol 49, n°1, 1985, pp. 13-25.
13. VALLERAY, A ; «*Structure et efficacite de la fonction marketing*», in Recherche et Applications En Marketing, vol3, n°2, 1988, pp. 55-76.
14. WEBSTER, F. E; «*Top Management's Concerns about Marketing : Issues for the 1980's*», in Journal of Marketing, vol 45, n°3, 1981, pp. 9-16.

Sadika CHEURFA
Djamila BOUYOUCHEF-BARR

15. WORKMAN, J. P., HOMBURG, C., & GRUNER, K., «*Marketing organization : An integrative framework of dimensions and determinants*», in Journal of Marketing, vol 62, n°3, 1998, pp.21-41.