

HCX REAL ESTATE ENTERPRISE MARKETING ORGANIZATION STRUCTURE OPTIMIZATION

МАРКЕТИНГ ПІДПРИЄМСТВА
ОПТИМІЗАЦІЯ ОРГАНІЗАЦІЙНОЇ СТРУКТУРИ

As a tool to promote the realization of enterprise goals, organizational structure is the premise and foundation of enterprise management activities, and enterprise marketing organizational structure has great significance in the entire enterprise marketing activities. This paper first starts from the study of common marketing organizational structure patterns, analyzes and matches the organizational structure patterns related to the marketing of real estate enterprises, and summarizes the advantages and disadvantages of each model; Then, taking the HCX Real Estate Enterprise as an example, the background status of the enterprise is investigated, and the problems in the marketing organization structure of the enterprise are analyzed; Finally, the marketing organization structure of HCX Real Estate Enterprises is optimized and designed, including: overall construction, core functions, key construction, and evaluation mechanism. It is hoped that through the research of this article, it can provide some reference for the marketing organization structure and optimization of real estate enterprises.

Key words: real estate enterprise, marketing, organizational structure, optimization, HCX Real Estate Enterprises.

Для покращення інвестиційного та споживчого попиту, стимулювання національного економічного зростання Китай запровадив низку програм у сфері будівництва та нерухомості. Саме такі заходи сприяли розвитку маркетингу будівництва та нерухомості в країні. Як інструмент сприяння реалізації цілей підприємства, організаційна структура є передумовою та основою діяльності управління підприємством, а розробка та удосконалення організаційної маркетингової структури підприємства має велике значення в усій маркетинговій діяльності підприємства. В статті розглянуто загальні шаблони організаційної структури маркетингу, проаналізовано та зіставлено моделі організаційної структури, пов'язані з маркетингом підприємств нерухомості. І як підсумок, відображено переваги та недоліки кожної запропонованої до використання моделі. Беручи за приклад HCX Real Estate Enterprise, нами досліджено фоновий стан підприємства та проаналізовано проблеми в організаційній структурі маркетингу підприємства. В статті представлена маркетингова організаційна структура HCX Real Estate Enterprises, яка оптимізована та розроблена, включаючи: загальну конструкцію, основні функції, ключову конструкцію та механізм оцінки. Завдяки проведеному дослідженню у цій статті вона зможе дати певну довідкову інформацію щодо організаційної структури маркетингу та оптимізації роботи підприємств нерухомості. Етап маркетингового просування є ключовим етапом, який безпосередньо впливає на реалізацію проектів нерухомості та повернення грошових потоків, що безпосередньо визначає економічні вигоди від проекту. На ринок нерухомості значною мірою впливає національна макрополітика, і існують великі відмінності у факторах, що впливають на переваги проекту, такі як попит і пропозиція на ринку житла в різних регіонах. У зростаючому конкурентному ринковому середовищі оптимізація внутрішньої структури відділу маркетингу, уточнення функціонального позиціонування та координація вертикальних і горизонтальних напрямків роботи сприяють своєчасному коригуванню маркетингових стратегій. За допомогою відповідних і гнучких маркетингових стратегій компанії, що займаються нерухомістю, реагують на складні ринкові зміни шляхом зміни режиму постачання, темпів постачання та ціни на продукцію. Таким чином можна підвищити ефективність маркетингу, а підприємства можуть забезпечити реалізацію переваг проекту та виконання планових показників продажів проекту.

Ключові слова: підприємство нерухомості, маркетинг, організаційна структура, оптимізація, HCX Real Estate Enterprises.

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Problem Statement. In order to increase investment and consumer demand, driving national economic growth. China proposed to build real estate into a new growth point of the national economy in the early 21st century. At the same time, the state department has issued a series of policies to promote residential construction to the market. With the support of national policies, China's economy has developed rapidly, and the pace of urbanization has also accelerated. During this period of more than

20 years, the pillar status of the national economy of the construction real estate industry has been basically established. At the same time, a number of well-known real estate enterprises have also been born, and have driven the rapid development of upstream and downstream enterprises such as building materials and construction equipment.

The purpose of formulating the article. The purpose of this article is to study the main categories of the organizational structure of the marketing-related

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departments of construction and real estate companies, and to analyze the differences in the organizational structure of different companies with different sizes and levels. Then through the research and analysis of the case, it outlines the scientific method of forming the marketing organization management.

Analysis of recent research and publications.

However, after the impact of a series of domestic and foreign initiatives during the 2008 financial tsunami crisis (e.g., China's \$ 4 trillion fiscal stimulus, U.S. quantitative easing monetary policy, European sovereign debt crisis, etc.). China's real estate industry has developed and swelled, an asset bubble has formed. Therefore, since 2010, China has carried out macroeconomic regulation and control of the real estate industry with various monetary policies and administrative means. At that time, the operation of real estate enterprises was facing great pressure, and the difficulty of profitability was greatly improved. Between 2010 and 2015, land prices were higher in most cities in China and policies were not stable enough. As a result, the inventory of commercial housing in real estate enterprises was large and the sales cycle was long. During this period, there were even many real estate enterprises with broken capital chains and enterprise bankruptcy. In the second

half of 2015, various policies were relaxed, but the long-term backlog of commercial housing could not complete the goal of destocking in a short period of time. After the rapid expansion and development of the real estate industry, it has entered a stage of stable and prudent construction. At this stage, the net profit of the real estate industry has gradually decreased and has basically reached the social average.

It can be seen that real estate can no longer follow the previous rough expansion development model in the future development of real estate enterprises. More attention should be paid to the optimization of organizational structures and the improvement of energy efficiency. How to adopt a reasonable organizational structure to form an efficient management model is the key to achieving the production and sales goals of enterprises and enhancing brand value, and is an important way to promote the healthy development of real estate enterprises.

Scholars around the world have studied the theory of organizational structure. Frederick Winslow Taylor's theory is mainly that there are separate functional institutions according to the division of labor, and he advocates the implementation of functional management; Henri Fayol proposed the five management functions of planning, organizing,

Table 1

China real estate development data

Year	Real estate development investment (100 million RMB)	Real estate development enterprises commercial housing sales revenue (100 million RMB)
2000	4984.05	3896.82
2001	6344.1	4729.42
2002	7790.9	6145.8
2003	10153.8	8153.69
2004	13158.3	11752.2
2005	15909.25	13316.77
2006	19422.92	16621.36
2007	25288.84	21604.21
2008	31203.19	24394.12
2009	36241.81	32507.83
2010	48259.4	40585.33
2011	61796.89	41697.91
2012	71803.79	47463.49
2013	86013.38	66697.99
2014	95035.61	62535.06
2015	95978.85	65861.3
2016	102580.61	85163.32
2017	109798.53	90609.15
2018	120164.75	106688.38
2019	132194.26	104126.42
2020	141442.95	112267.54

Source: National Bureau of Statistics of China

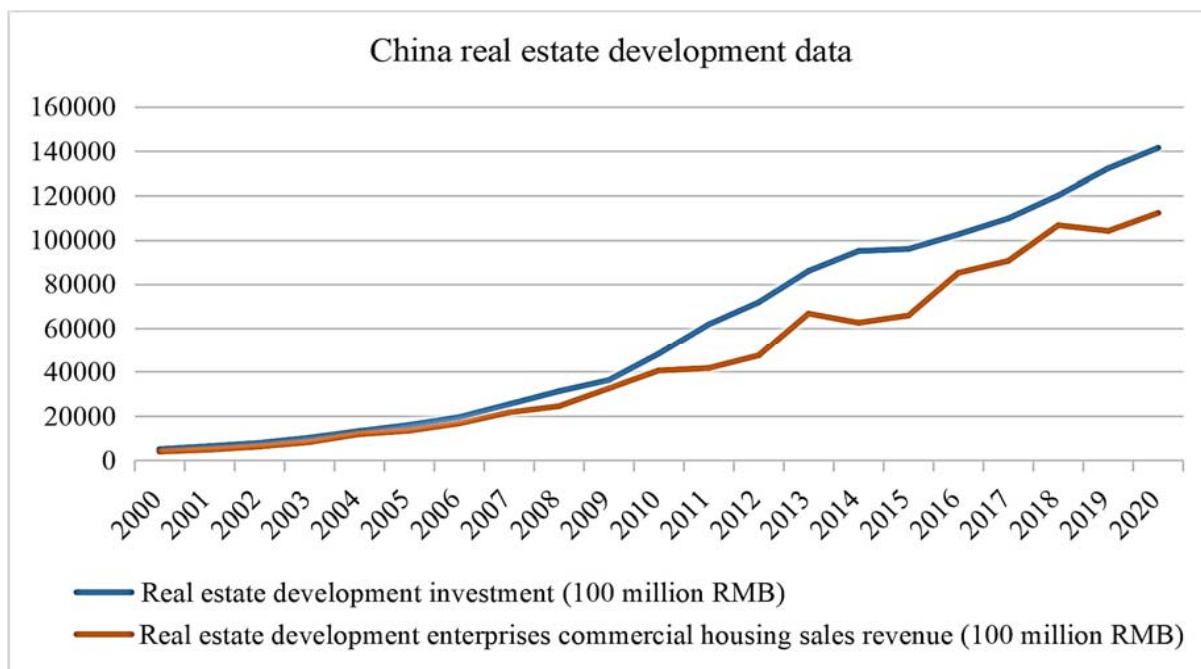


Figure 1. Graphical representation of China real estate development data

Source: National Bureau of Statistics of China

directing, coordinating, and controlling, and he proposed the organizational design concept of the "Fayol Bridge". Later, on the basis of the study of classical organization theory, researchers optimized and improved and put forward many ideas. For example: Pay attention to the needs of workers in management functions organizations; Know the design of organizational functions in management practice; Provide open organizational structure functions; Attach importance to the importance of informal functional organizations in the structure; Dynamically optimize organizational functions based on changes in internal and external environments. The main research on the marketing organizational structure of real estate enterprises includes: Wu Linwei (2015) believes that in the transformation period of real estate enterprises, the downward shift of decision-making center is a feature of the optimization of the organizational structure of most real estate enterprises [8]; Wang Qi, Quan Jiaqi (2015) believes that the process-centered process-based organizational structure can effectively reduce middle-level management positions, have higher timeliness and quality in information circulation than linear organizational structure, and can better adapt to the changing external environment [9]; He Hua (2018) analyzes the implementation of a dual strong matrix dual PMO organization model for real estate development enterprises, and attaches importance to the establishment of a stable supply chain of project organization [12]; Li Jing (2019) proposed that real estate projects change from the traditional linear functional organizational

structure to the process-based organizational structure [13].

Although the majority of foreign scholars have different definitions of organizational structure, most scholars believe that organizational structure should have a certain complexity. The number of hierarchies of the organizational structure, the setting of the functional management range, and the collaborative relationship between departments are all manifestations of complexity. Integrate the powers and obligations in enterprise management to form a structural system that can coordinate the activities of various members of the organization. This is the basic principle to ensure the effective operation of the enterprise organization.

Presentation of the main material of the study. Professor Herbert A. Simon, an American management scientist and social scientist, once said that "the first condition for the effective exploitation of social resources is an effective organizational structure." It can be seen that the organizational structure has important significance in management activities. Therefore, whether the organizational structure is appropriate and matches the stage of enterprise development will have a direct impact on the effectiveness and efficiency of organizational behavior within the enterprise, and thus affect the realization of the business objectives of the enterprise. When enterprises carry out organizational structure adjustment, it is not only necessary to be able to reflect the theoretical basis of organizational design management and change, but also to reflect the characteristics of the industry

and combine the needs of enterprises in their own business development.

Real estate enterprises have the characteristics of development, construction, operation, management and service integration. Moreover, real estate has both land and buildings and various interests in them and their incidents. Because of its own characteristics, that is, the fixity and immobility of the location, it has a strong particularity in the sales process of real estate enterprises. The study of the sales organization structure of real estate enterprises should fully consider the immovable, high value, long transaction cycle, complicated transaction procedures and other characteristics of real estate products. It is not scientific enough to introduce a single organizational theory into the sales organization structure at all levels of real estate enterprises. Therefore, this text studies the organizational structure commonly used by real estate sales organizations and analyzes the advantages and disadvantages of different types. In addition, this paper proposes feasible measures for the current situation of HCX Real Estate Enterprises and diagnoses the problems in the organizational structure of the group. This can provide certain ideas for the optimization of the sales organization structure of the enterprise, and also provide some reference for similar real estate enterprises.

1. Common marketing organizational structure patterns

1.1. Regional manager organizational structure. According to the geographical situation of the enterprise in the country or the global geographical situation, the enterprise organizes the marketers to form a regional organizational structure model. In this model, regional managers can carry out different forms of marketing planning according to the actual situation of each region. To make the entire campaign more effective When a company's marketing campaign spans a large geographic span, it tends to set up its marketing agency by geographic region. However, under the regional manager sales model, if the company's headquarters mismanages

the regional manager, some regional managers may become independent sales individuals, thereby harming the interests of the head office.

1.2. Product brand organizational structure. When an enterprise produces a variety of products or a variety of different brands of enterprises, it is often based on products or brands to establish a management organization. That is, under the leadership of the total product manager, a manager is assigned to each type of product or each brand for hierarchical management. For the product marketing of real estate enterprises, it is mainly based on the difference in national and regional consumption levels, the development and construction of residential commercial housing grades, and surrounding supporting facilities (such as shopping malls, schools, and properties, etc.). Product branding organizations enable product marketing managers to effectively coordinate various marketing functions. The product manager can reflect the problems of the product in the market in a timely manner and react positively to market changes. However, the sales management process of products is prone to conflicts between some departments. Due to the limited authority of the product manager, it is not necessary to ensure that the advertising, sales and other departments can effectively perform their duties.

1.3. Functional organizational structure. A functional organizational structure is the most common form of marketing organization. That is, under the leadership of the vice president of marketing of the real estate headquarters, it is composed of various marketing functions. The functional departments of marketing generally include: administrative departments, legal departments, advertising departments, market research departments, sales development departments, after-sales service departments, etc. Each marketing department is responsible for the specific work content, and the vice president of marketing is responsible for coordinating the work activities between the various departments. The main advantage of a functional organization

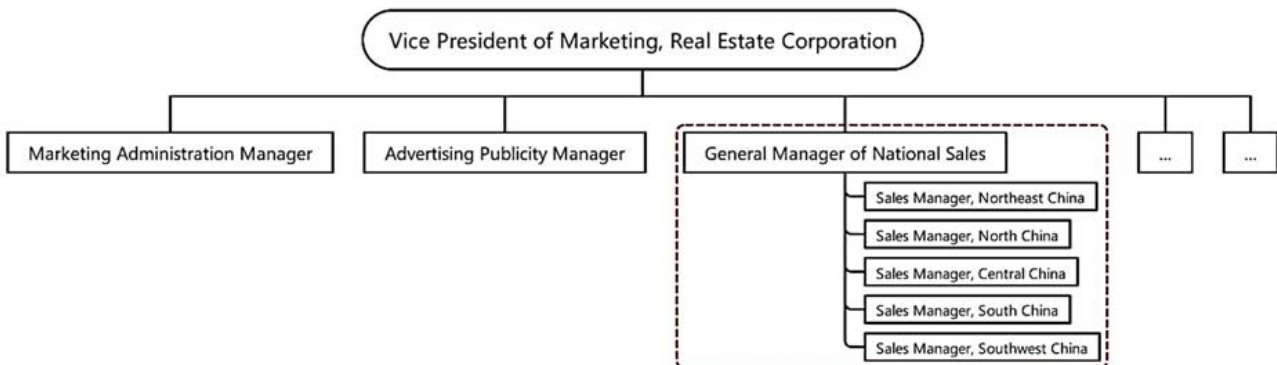


Figure 2. Regional manager organizational structure

Source: built by the author on the basis of research

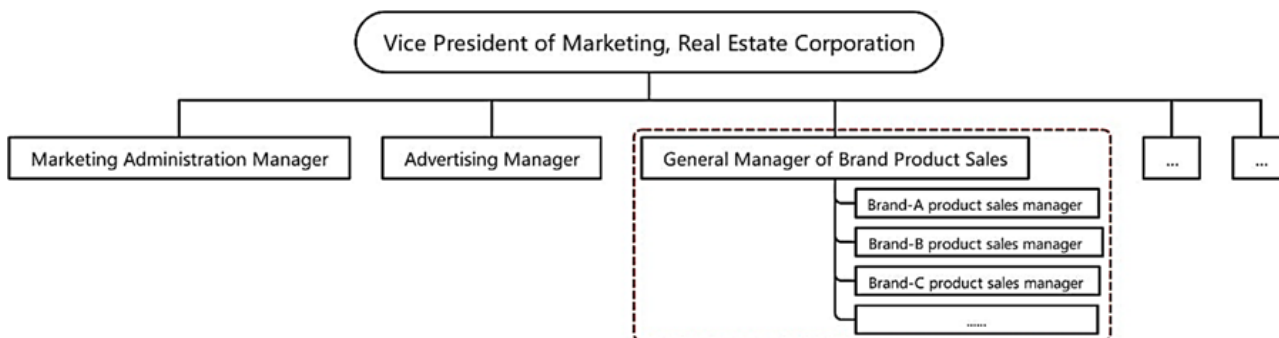


Figure 3. Product brand organizational structure

Source: built by the author on the basis of research



Figure 4. Functional organizational structure

Source: built by the author on the basis of research

is the simplicity of administration. For small and medium-sized real estate enterprises, this form of organizational structure is more efficient, but it is not suitable for large real estate enterprises with complex business.

2. HCX Real Estate Enterprise marketing organization structure analysis and optimization

2.1. HCX Group background. HCX Group was founded in the 1990s as a group company with a number of main businesses. It has more than 20 subsidiaries, covering real estate, education, hotels, financial services, Internet and other industries. HCX Group has a clear industrial layout, mainly based on real estate and coordinated development of other sectors. After more than ten years of rapid development, HCX Real Estate Company has grown into a comprehensive real estate development enterprise. The development projects cover urban complexes, regional new towns, and boutique residential developments. Over the years, HCX Real Estate Company has developed many high-end projects with continuous innovation product concepts, with a total of more than 20,000 acres of development projects.

HCX Real Estate initially established a real estate division within the group, and in the first few years its business scope was relatively simple. Due to the simple business structure and investment relationship, the market is small, and the company adopts a linear system to organize and build an enterprise structure. At this stage, due to the low scope of the real estate business, the real organizational form of the sales department has not yet been fully formed, but only

exists in the form of the sales department. With the rapid development of the real estate industry, HCX Real Estate Company has gradually developed and grown in major provincial capitals such as ZC, HZ, NJ and so on. HCX Real Estate's primary business expanded into real estate development and construction, sales and service, and commercial operations. With the gradual development of its business to many regions and fields, the original linear organizational structure is no longer suitable for the development of the company, the company's original organizational structure has also changed from linear to functional, and the organizational form of the sales department has developed to a regional type.

2.2. HCX Group data investigation and analysis at all levels. HCX Real Estate Group Headquarters has 56 people, including the board of directors, the president's office, financial management department, product research and development department, investment development department, etc. Among them, there are 7 people in the marketing management department, which is part of the headquarters group. The Marketing Management Department is directly responsible to the Vice President of Sales and manages the sales business of the regional branches as a whole.

HCX Real Estate Group has 8 branches in various regions. Taking ZC branch as an example, its staff has a total of 48 people. ZC branch includes general manager's office, investment management department, operation management department, engineering construction department, financial and

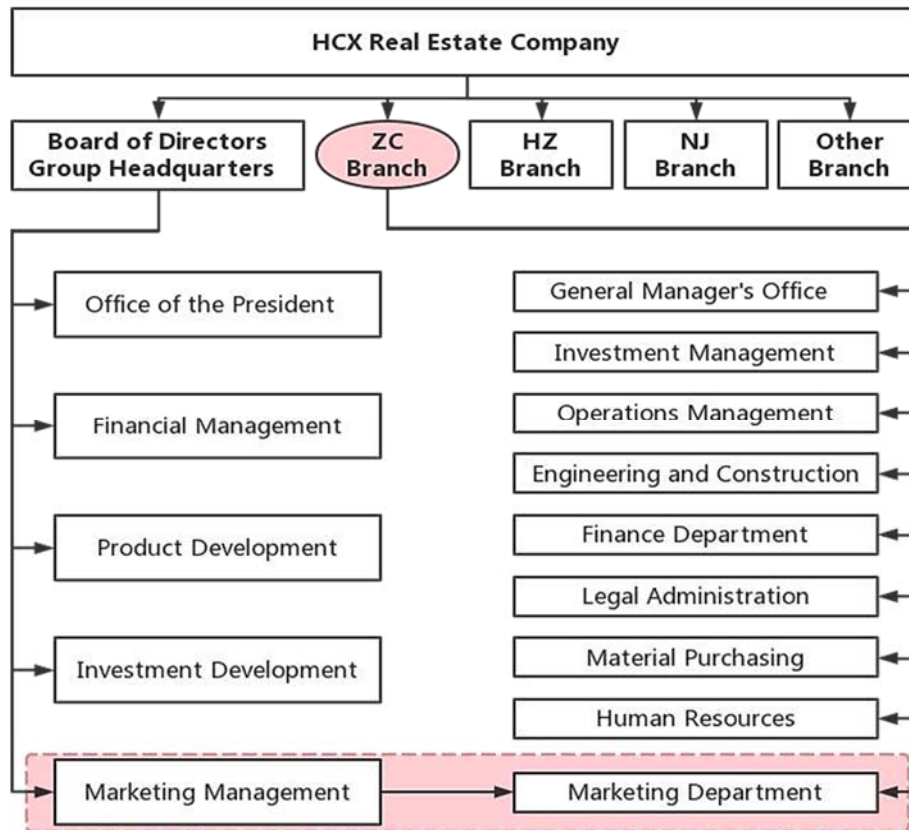


Figure 5. Organizational structure of HCX Real Estate Group headquarters

Source: built by the author on the basis of research

capital department, legal administration department, material procurement department, human resources department, etc. Among them, there are 5 people in the marketing department. ZC Division currently has 2 projects under construction, 4 projects under construction, 7 projects for sale and 12 after-sales service projects. The sales department focuses on the 7 projects on sale [4].

ZC Branch has set up a sales department to carry out sales business in the sales project. Taking the ZC-1 project as an example, the sales department has a total of 14 people. The specific personnel are distributed as follows: 1 project director, 1 sales general manager, 9 sales officers, 5 event planning sections, 3 property certificate business sections, 3 archives and 2 finance sections.

2.3. *HCX Real Estate Company marketing organization problem diagnosis.* Survey of the sales department of the ZC-1 project in the form of a questionnaire survey; Collect problem data from ZC-1 Sales Department Project Director, ZC Branch Manager and Sales Department Manager in the form of interviews. After analysis and summary, the following problems were found:

– HCX Real Estate Group operates with a linear functional organizational structure, and the group headquarters is highly centralized, resulting in poor autonomy of the branch, and most of the time it can

only blindly implement the decisions of the upper level;

– There are too many departments to establish effective communication and conflict resolution mechanisms. Lack of attention between the various departments to other business units, considering only their own business and ignoring the overall efficiency of the Group;

– The control mechanism of the organizational structure is not perfect. The implementation of the operation plan between the headquarters of the group and the branch and the branch and the project sales department lacks effective supervision and control, and the relevant system management is a formality and cannot be effectively implemented;

– There is overlap in the scope of management between the branch office and the project sales department. The branch's specific business guidance to the project sales department is too much, which is not conducive to the work of the sales staff of the grass-roots company [2].

2.4. *HCX Real Estate Company marketing organization structure optimization.* The Marketing Management Department at HCX Real Estate Group Headquarters is suitable for the "strong functions – weak business" organizational structure. According to the development scale of the group, 8–10 people will be set up to clarify the functions of each position.

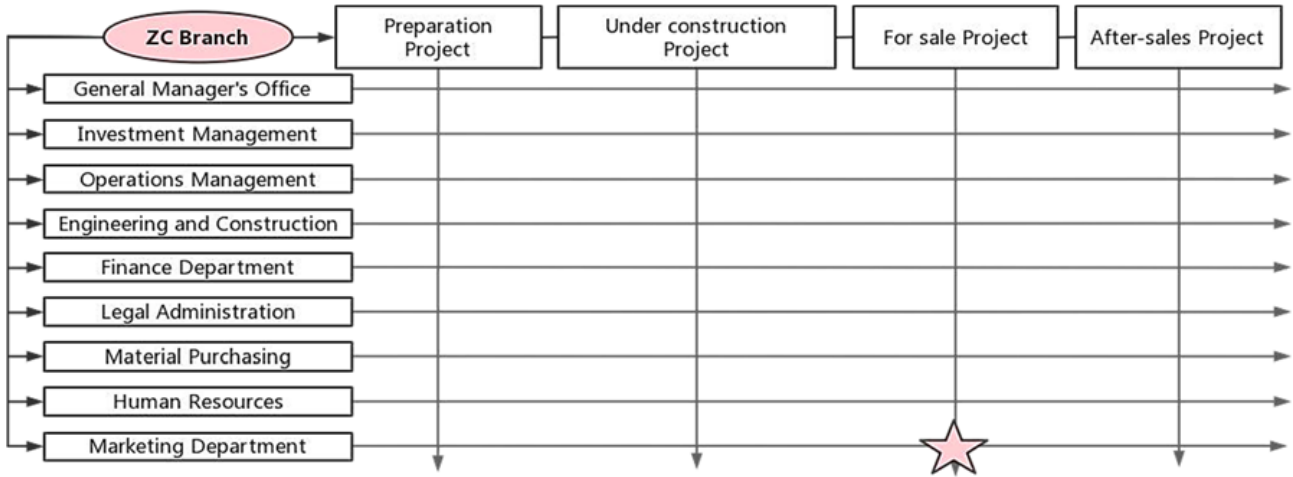


Figure 6. Organizational structure of ZC Branches

Source: built by the author on the basis of research

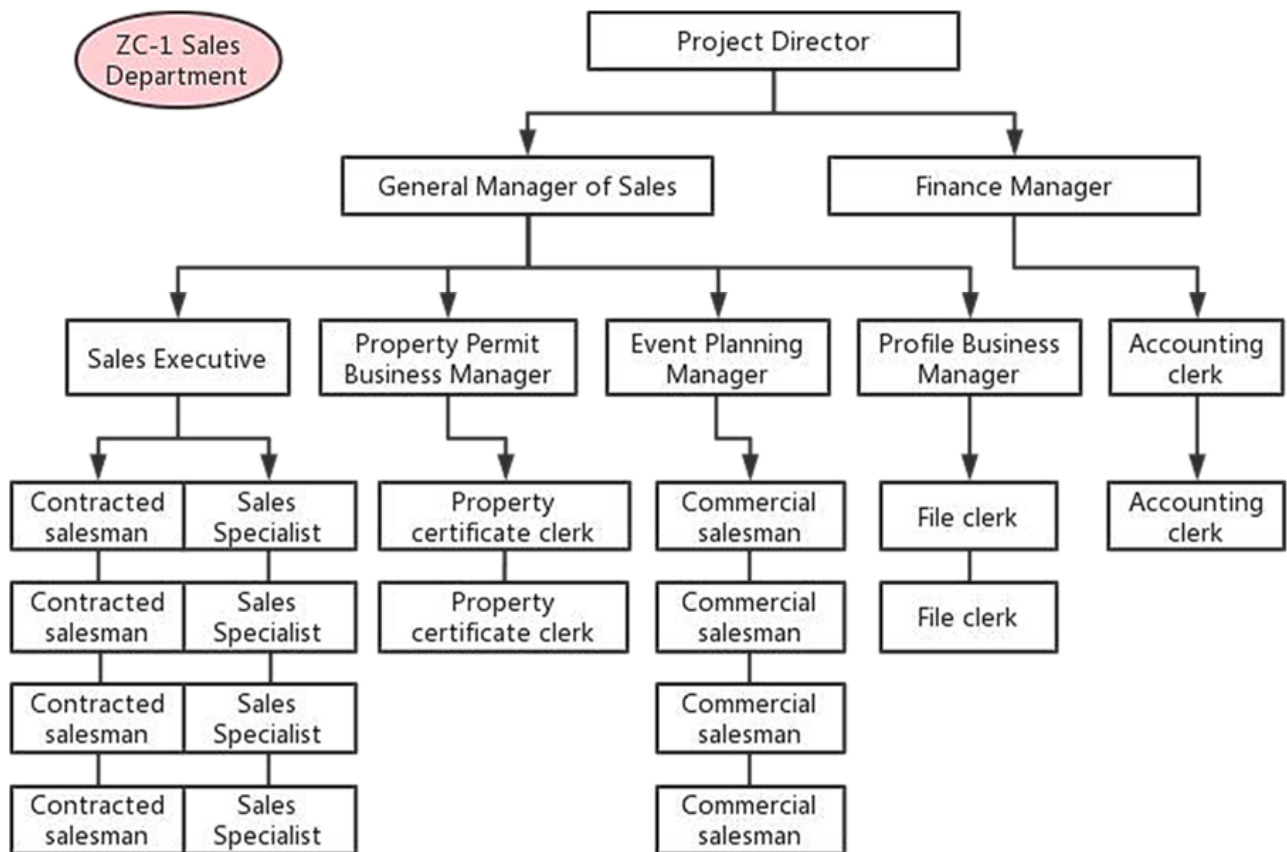


Figure 7. Organizational structure of ZC-1 Sales Department

Source: built by the author on the basis of research

The core functions of the sales department of the group headquarters are: First, according to the annual sales situation of the group, analyze the policy situation, conduct in-depth market research, and formulate the sales plan for the next year; Second, combined with the business capabilities of each branch, assign sales tasks for the next year; Third, regularly review the branch to submit various types

of sales summary reports, and as the basis for work performance appraisal.

The marketing department of the branch is suitable for the "function-business convergence" organizational structure. According to the number and volume of projects under the jurisdiction of the branch, 5–7 business positions are set up. The sales department of the branch is mainly responsible for

coordinating the cross-transfer of sales personnel of the sales department in the projects under its jurisdiction; Supervise the sale of each project real estate in accordance with the normative requirements issued by the head office; Collect sales data from people who report to projects under their jurisdiction.

The project sales department is suitable for the "weak function – strong business" type of organizational structure. According to the size of the project, 10–30 people are not waiting for business positions. The functional organization of the sales department is basically similar, and the difference in the number of personnel is mainly reflected in the setting of sales business personnel.

As the implementation department of the sales task, the project sales department should be based on the market and positioning, and systematically coordinate the overall promotion and sales of the project; The project director coordinates the business docking of relevant business departments such as the relevant project engineering management department and the design department, so as to facilitate the work of the sales team; In order to achieve the purpose of sales, the sales specialist should follow up the progress of the project to maintain familiarity with the project, timely understand the sales dynamics of the surrounding projects and maintain sensitivity to the market; The personnel in the sales department should carry out multi-position and multi-project training, so that one person has more than one post, which is conducive to the improvement of sales business and is also convenient for transfer between projects [8].

Concluding remarks. The marketing promotion stage is a key stage that directly affects the realization of real estate projects and the return of cash flow, which directly determines the economic benefits of the project. The real estate market is greatly affected by national macro policies, and there are large differences in factors affecting project benefits such as supply and demand in the housing market in various regions. In the increasingly competitive market environment, optimizing the internal structure of the marketing department, clarifying the functional positioning, and coordinating the vertical and horizontal work lines are conducive to timely adjustment of marketing strategies. With appropriate and flexible marketing strategies, real estate companies respond to complex market changes by changing the mode of supply, the pace of supply, and the price of products. In this way, marketing efficiency can be improved, and enterprises can ensure the realization of project benefits and complete project sales targets.

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