



European Institute of Innovation,
Entrepreneurship, and Technology

Student Name **Cherry**

Student ID. **DE240015**

Subject. **Commercial and Marketing Management**

Commercial Strategy and Marketing Performance in Modern Organizations	1
Abstract	1
Introduction.....	1
2. Relationship Between Commercial Management, Marketing Management, and Business Growth	2
2.1 Marketing as the Demand Engine	2
2.2 Commercial Management as the Revenue Engine.....	3
2.3 Integration and Business Growth	3
3. Pricing, Market Segmentation, Targeting, Positioning, and Revenue Generation Strategies	4
4. How Marketing Decisions Influence Sales Performance, Customer Acquisition, and Profitability	4
5. Real-World Examples Across Industries	5
5.1 Retail Sector: Amazon and Inditex	6
5.2 Services Sector: McDonald's Corporation and Starbucks Corporation	6
5.3 Manufacturing Sector: Toyota Motor Corporation and Apple Inc.	7
6. Strategic Interaction Between Marketing and Commercial Decisions	8
Literature Reviews	8
Methodology	9
Findings.....	10
Discussion.....	11
Conclusion	11
References.....	12

Commercial Strategy and Marketing Performance in Modern Organizations

Abstract

Commercial and marketing strategies are really important for companies to make money and grow. They help companies create value and make sure they are around for a time.

Commercial management is about how companies make money. It includes things like how much they charge for things how they sell things, who they work with and how money they make. Marketing management is about understanding what customers want making them want things and telling them why they should buy from the company.

When you put management and marketing management together they form a system that helps companies do well.

This report looks at how commercial management, marketing management and business growths' connected. It talks about tools like pricing figuring out who your customers are targeting the right people positioning your company and making money. It also looks at how marketing decisions affect sales getting customers and making a profit. The report uses examples from known companies, in retail, services, manufacturing and hospitality to show how these ideas work in real life.

Introduction

In today's markets companies need to do more than just make good products or services. They must make sure these products or services are in the place at the right price communicated well and delivered to the right customers on time. This is where commercial and marketing strategies come in. Commercial strategy is about how a company makes money. It includes things like how much to charge, which sales channels to use how to get products to customers how to get customers and which partners to work with.

Marketing strategy is about understanding what customers need and creating products or services that meet those needs. It involves researching the market figuring out who the customers are creating a brand communicating with customers and generating interest in products. Commercial and marketing strategies are different but connected. Marketing creates interest, in products and commercial strategy helps turn that interest into sales. When they work together well, they help businesses grow make money and stay ahead of the competition.

2. Relationship Between Commercial Management, Marketing Management, and Business Growth

Commercial management and marketing management work closely together to help businesses grow. Commercial management is about making the most money setting the right prices, managing contracts and making sure the business is profitable. This means making sure that the business uses its resources in the way possible.

Marketing management is about understanding what customers want creating offers that they can't refuse and promoting products or services to the people. When marketing and commercial management work together marketing finds people who might want to buy and commercial management makes sure that the business makes a profit from those people.

This helps the business make money from its customers in a way that doesn't waste resources. By working commercial and marketing management help businesses make good decisions stay ahead of competitors and grow over time.

They make sure that the business gets the most out of spending on marketing and that it keeps making money. Commercial management and marketing management are key, to business success. They help businesses make money and grow. The two functions support each other to drive long-term business growth success.

2.1 Marketing as the Demand Engine

Marketing is what gets people to buy things from a business. It does this by finding out what people want and then making sure they know about the things that the business is selling. The people in charge of marketing look at what people need. What is popular. They use this information to help the business make things that people will actually want to buy.

The business then tells people about these things through advertisements and things like that. They also think about how much to charge for these things and how to get them to the people who want to buy them. This helps people to know about the things and to want to buy them.

Marketing also helps to make sure that people are happy with what they buy and that they trust the business. This means that people will keep buying things from the business. When

there are a lot of businesses selling the things marketing is what makes one business stand out from the others. It helps the business to keep selling things and to find new people to sell to.

So marketing is important because it makes sure that the things a business makes get to the people who want to buy them. It does this at the time and in the right way. Marketing is like a bridge, between the people who make things and the people who buy things. The marketing people make sure that the business is selling things that people want and that people know about these things. This is what marketing does for a business.

2.2 Commercial Management as the Revenue Engine

Commercial management is about doing a lot of things to help a company make money. This is done by planning setting prices selling things and taking care of contracts. It is like the engine that makes money for the company by matching what the company wants to do with what people in the market want. Commercial management also pays attention to how customers feel tries to avoid problems and checks how things are going to keep making money and growing over time.

It helps the company work well and respond to what's happening in the market to make as much money as possible. Commercial management does this by planning sales controlling costs and talking to people who have an interest in the company. This helps the company stay ahead of others and keep making money when the economy changes. Commercial management is really important, for companies because it helps them make money and keep growing over time by doing things like planning and selling things and taking care of customers and contracts.

2.3 Integration and Business Growth

Integration is really important for business growth. It helps by connecting systems, processes and resources. This improves efficiency and decision-making. When organizations integrate technology, data and operations they can cut down on duplication. Workflows get. Communication across departments gets better. This results in response times. Customer service. Resources get used better.

Integration also helps businesses grow by making it easier to expand operations. There are no structural barriers to hold them back. With systems managers get insights in real-time. This helps them make decisions about strategy. Effective integration helps companies stay competitive. They can keep innovating and grow in a way. This is really important, in today's changing digital business world and worldwide markets. Companies need to integrate

technology, data and operations to achieve this. Integration enables businesses to make the most of their resources. It also helps them provide customer service. By integrating systems businesses can improve their performance.

3. Pricing, Market Segmentation, Targeting, Positioning, and Revenue Generation Strategies

Pricing, market segmentation, targeting, positioning and revenue generation are parts of a company's marketing plan and are all connected. Pricing is about deciding how much customers pay for a product or service. Companies may use premium pricing to show their product is quality, penetration pricing to get customers fast or competitive pricing to match what others are charging.

Market segmentation is dividing the market into groups based on things like age, location, lifestyle or how they buy. This helps businesses understand what customers need and make products that fit. Targeting is choosing which groups to serve and focusing resources on the promising ones. Positioning is creating an image and value in the minds of target customers.

It is about how the product's different from others in terms of quality, convenience, innovation or price. For example, a company may position its product as the affordable or the most innovative. Revenue generation is about how a business makes money from its products.

This can include selling products using subscriptions, licensing, advertising, commissions or offering basic services for free and charging for extra features. These strategies help companies attract the customers communicate their value set fair prices and make a profit in competitive markets. A company's marketing strategy, including pricing, market segmentation, targeting, positioning and revenue generation is crucial for its success. the marketing strategy helps a company to make a profit. Pricing and revenue generation are important, for a company's profit. Market segmentation, targeting and positioning help a company to attract the customers.

4. How Marketing Decisions Influence Sales Performance, Customer Acquisition, and Profitability

Marketing decisions have an impact on how well a company sells its products finds customers and makes a profit. Marketing decisions do this by deciding how to show the products explain their value and use company resources. Marketing decisions are very important to a company.

The decisions about product features, pricing, promotion and distribution make a product more or less appealing to customers. For example, if a company sets prices and sends clear messages about a product more people will want to buy it which increases sales of the product. Good marketing helps businesses focus on the customers that're most likely to buy products from them.

This improves customer acquisition by not wasting money on ads that do not work and by selling products. Marketing channels like media, email and search ads help reach and persuade customers to buy products. A strong brand and good customer experiences make people trust and stay loyal to a company, which makes them want to buy products from the company

This attracts customers and makes existing customers buy products again which is good for the company. These results directly affect how profitable a company is and marketing decisions play a role in this. Thought-out marketing plans make money by increasing sales of products and not spending too much on getting new customers. Understanding what customers need helps companies create products and offers that make money for the company.

Bad marketing decisions, like targeting the people or spending too much on ads that do not work can decrease sales of products and profits of the company. Therefore, marketing decisions are crucial because they match customer needs with business goals ensuring growth and term financial success for the company and this is why marketing decisions are very important, to a company.

5. Real-World Examples Across Industries

5.1 Retail Sector: Amazon and Inditex

In the sector Amazon and Inditex use different but really good ways to sell things. Amazon is about making the customer happy, so they have a lot of products, low prices, fast delivery and a website that is easy to use. They also have a system for getting products to people and they use computers to help them. Amazon also has a program for people who shop there a lot, which is called Prime. This program helps Amazon sell more because they can tell people about products they might like. They can advertise to the right people. A lot of people like Amazon so they keep shopping and that is why Amazon is so well known around the world.

Inditex is different they have brands like Zara. They make clothes quickly and get them into stores fast. They do not keep a lot of clothes in stock. They try to know what people want to buy before they even know themselves. Of spending a lot of money on advertisements on television or in newspapers Inditex focuses on having nice stores in good locations making their stores look nice and being popular on social media. This way people want to buy clothes from them. As a result, they sell a lot of clothes they do not have to lower prices and people like shopping with them. So, Amazon is good at using computers and being convenient. Inditex is good at making clothes quickly and getting them to store fast. Amazon is big. Can sell a lot of things but Inditex is good at managing how they make and sell clothes.

5.2 Services Sector: McDonald's Corporation and Starbucks Corporation

McDonalds Corporation and Starbucks Corporation have done a job with their business plans.. They do things very differently. McDonalds is all about making food that a lot of people can afford. They want to make sure that everything runs smoothly and that every restaurant is the same no matter where you are in the world.

They make sure to offer deals on meals and they change their menus to suit the people in different areas. They also make it easy for people to get their food quickly with drive-thrus and delivery.. They have really good advertising, like special offers for a limited time and partnerships with famous people and brands.

This way of doing things has helped McDonalds to have a number of customers and make a lot of money. They are also very good at keeping their costs low.

Starbucks is very different. They want to be seen as a high-end brand that sells coffee and gives people a special experience when they visit their stores. They come up with products and special drinks for different times of the year. They also have a rewards program that's very popular and an app that people can use to order and pay for their drinks.

Starbucks does not try to compete with companies on price. Instead they focus on making people feel good about their brand and want to come. This means they can charge more for their drinks.

So McDonalds is successful because they are big and offer value. Starbucks is successful because people love their brand and are willing to pay more for their products. Both companies are very good, at marketing because they understand what their customers want and they are able to change when peoples tastes change.

5.3 Manufacturing Sector: Toyota Motor Corporation and Apple Inc.

The way Toyota Motor Corporation and Apple Inc. Do business is really different. Toyota Motor Corporation is very good at making things and keeping costs low. They want their customers to trust them for a time. The Toyota Production System helps them make products reduce waste and keep prices competitive. They make all kinds of cars from ones to luxury cars like Lexus. When they sell their cars they talk about how reliable they're how good they are on gas and how safe they are. This helps them sell a lot of cars in countries. People really like Toyota Motor Corporation. They buy a lot of their cars.

Apple Inc. Does things differently. They make cool and innovative products like the iPhone, Mac and Apple Watch. They are very good at designing things and making sure all their products work together. When they sell their products they make people feel like they really need them. They do not try to be the cheapest they just make people want their products because they are so good. This helps them make a lot of money. People keep buying their products.

So Toyota Motor Corporation is good at making things reliably and Apple Inc. Is good, at making things that people really want to buy. They are both very successful. They do things in different ways. Toyota Motor Corporation succeeds because they are efficient, affordable

and dependable. Apple Inc. Succeeds because they are innovative and people think their products are really special.

6. Strategic Interaction Between Marketing and Commercial Decisions

The marketing team and the commercial team need to work to help the business grow and be successful. The marketing team tries to understand what the customers want and need. They figure out who the customers are and make the customers aware of the brand. They also create products that the customers will like and want to buy. They decide how much the products will cost and how to tell the customers about the products. The commercial team takes the products. Tries to sell them to the customers. They make deals with companies to sell the products and they build relationships with the customers.

The marketing team and the commercial team are. Need to work together. If the marketing team finds out that customers want products that're good for the environment the commercial team needs to change how they sell the products. They need to change the prices and how they get the products to the customers. The commercial team can also tell the marketing team what the customers are saying about the products. This helps the marketing team make advertisements and make the products more appealing to the customers.

When the marketing team and the commercial team work together the business can make plans for the future. They can make sure they do not make many products and that they use their money and resources wisely. This is especially important when there are other companies trying to sell similar products. The companies that work together are better, at responding to what the customers want and need. This helps the business make money and be successful. It also helps the business make the customers happy and come back to buy products. The marketing team and the commercial team working together is very important for the business to be successful and make money.

Literature Reviews

Commercial strategy and marketing performance are really connected in companies today. They work together to help companies get ahead of their competitors. Commercial strategy is about making decisions on things like which markets to go into how much to charge, who your customers are, how you sell to them and what you offer them.

Michael Porter says that companies do well when they make strategies that fit what their customers need and what is going on in the market. Marketing performance is about how these strategies work. It looks at things like how sales you make how many new customers you get how well people know your brand and how much money you make.

Philip Kotler found that companies do better at marketing when they focus on their customers and use data to make decisions. Nowadays digital technology has changed strategy a lot. Companies can use data and machines to make their products more personal and use their resources better.

Some people like Narver and Slater said that companies that listen to what's going on in the market and respond to it do better than others. Robert Kaplan and David Norton made a framework that helps companies connect what they do in marketing with their goals. So the main idea is that companies need to have commercial strategies and be good at marketing to do well in the long term. They need to be able to measure how well they are doing and make changes to stay competitive.

Commercial strategy and marketing performance are key to success. Companies must have marketing capabilities and systems to measure performance. This helps them make decisions and stay ahead in a competitive world. Commercial strategy and marketing performance are crucial for companies that want to be, for a long time.

Methodology

This study is going to look at the relationship between strategy and marketing performance in companies. To do this we will give a questionnaire to people who work in sales and marketing in companies. The questionnaire will have questions that can be answered on a scale of one to five and these questions will be about things like how companies decide who their customers are how they price their products how they treat their customers and how they compete with companies. We will also ask about things like how much a company's selling

how many new customers they get how well known their brand is and how much of the market they have.

We want to make sure we get a mix of companies so we will choose people to give the questionnaire to in a way that ensures we get people from big companies and small companies and from different types of industries. We hope to get 200 people to answer the questionnaire, which is enough to be able to make some general conclusions. We will use a computer program to analyze the answers.

First we will look at the answers. Calculate some basic numbers like how many people answered a certain way what the average answer was and how much the answers varied. Then we will use some complex statistics to see if there is a relationship between commercial strategy and marketing performance. We will check to make sure our questionnaire is reliable and accurate by using a test and by asking some experts to review it.

We will make sure to follow some rules to be fair to the people who answer the questionnaire. We will tell them what the study is, about. We will keep their answers private and anonymous. We will also make sure they know they do not have to answer the questionnaire if they do not want to. Strategy and marketing performance are the main things we are looking at in this study. We will look at strategy and marketing performance to see how they are related.

We will use strategy to see how it affects marketing performance. We will study strategy and marketing performance to get a better understanding of how they work together.

Findings

In today's businesses, strategy and marketing performance go hand in hand to achieve steady growth. A commercial strategy is the plan a company uses to make money by finding target markets defining what makes their product special setting prices and choosing sales channels. Marketing performance is about how these efforts attract customers build brand awareness and turn interest into sales. Research shows that companies with an understanding of their customers, a strong market position and data-driven decisions do better than those with scattered approaches. The digital age has greatly improved marketing performance by

allowing companies to track customer behaviour personalize messages and adjust campaigns instantly using tools like CRM systems, analytics platforms and AI.

Important metrics such as customer acquisition cost, conversion rate, customer lifetime value and return on marketing investment help managers evaluate performance and adjust strategy. Collaboration between marketing, sales and finance is crucial to ensure promotional efforts align with business goals. In markets companies that combine innovation, customer insights and measurable marketing practices are better equipped to adapt to changing consumer preferences and maintain profitability over time.

The commercial strategy and marketing performance are key, to a company's success. Companies must focus on strategy and marketing performance to achieve sustainable growth.

Discussion

Commercial strategy and marketing performance go hand in hand in today's businesses. This is because strategy is about how a company makes value while marketing checks if that value reaches customers. A good commercial strategy finds target markets sets prices chooses distribution channels and positions against competitors.

Marketing performance looks at things like getting customers, brand awareness, conversion rates and return on investment. With data and digital tools companies track customer behaviour. Improve campaigns instantly. When commercial and marketing teams work together strategic goals turn into real results like more revenue and market share.

For instance Amazon uses pricing, logistics and personalized marketing to boost customer loyalty and sales. Companies that keep checking marketing numbers and adjust their strategies are more likely to meet changing customer needs and stay competitive long-term. They make sure to connect with customers and stay ahead. This helps businesses to grow and succeed. Commercial strategy and marketing performance are key, to business success. They help companies to make money and be competitive.

Conclusion

Commercial and marketing strategies are important parts of how companies perform nowadays. The people in charge of marketing try to get people to want things by figuring out who to sell to what makes their product special and how to talk to customers. Then the commercial team makes sure all that effort turns into money by setting the prices getting products to customers and selling as much as possible.

When these two teams work together the company grows. They get customers people think highly of the brand and they make more money.. When they do not work well together things go wrong. They waste money on marketing not many people buy their products and they charge the prices.

We can see this in life with companies like Amazon, Apple Inc., Starbucks Corporation and Toyota Motor Corporation. They all show us that when commercial and marketing strategies work together companies can stay ahead of the competition for a time.

In todays changing digital world the companies that do the best are the ones that think of marketing and commercial strategy as one thing, not two separate things. They use this combined approach to create value get it to customers and make money from it. Commercial and marketing strategies are key to this. Companies need to understand that commercial and marketing strategies are connected and important, for success.

References

- *Checking your browser - reCAPTCHA*. (n.d.). <https://pmc.ncbi.nlm.nih.gov/articles/PMC3765216/>
- *Taxonomie des configurations de capacités marketing complémentaires au sein des pme – Management international / International Management / Gestion Internacional*. (n.d.). Érudit. <https://www.erudit.org/en/journals/mi/2022-v26-n4-mi07274/1092158ar/abstract/>
- Slater, S. F., Olson, E. M., & Finnegan, C. (2010). Business strategy, marketing organization culture, and performance. *Marketing Letters*, 22(3), 227–242. <https://doi.org/10.1007/s11002-010-9122-1>
- Megersa, G. (2025). MARKETING STRATEGIES AND FIRM PERFORMANCE: A systematic Literature Review. www.academia.edu.

https://www.academia.edu/145417638/MARKETING_STRATEGIES_AND_FIRM_PERFORMANCE_A_systematic_Literature_Review

- *Client challenge*. (n.d.). <https://www.springerprofessional.de/en/contemporary-marketing-strategy/51518066>
- Park University. (2025, January 23). *10 Effective Marketing Strategies for 2025* | Park University. <https://www.park.edu/blog/effective-marketing-strategies/>