

THE CURRENT POSITION OF THE MARKETING DEPARTMENT IN CERAMIC COMPANIES

M.A. Moliner, J. Sánchez, M.A. López, L. Callarisa, R.M. Rodríguez,
J. Llorens and J.C. Fandos

IMK Innovation in Marketing, Universitat Jaume I, Spain

ABSTRACT

The aim of this study is to analyze the extent to which the marketing department participates in the following functions performed by ceramic companies: Commercial and sales activities, Trade fair organization, Catalogue design, Display management, Pricing and discount policy, Branding, Packaging design, Advertising, Public relations, Market research, Logistics, Client relations, Direct marketing and the Corporate webpage. In addition, based on the data obtained for each of the companies from the SABI database, differences between companies with or without a marketing department are shown for the following variables: No of active brands, No of inactive brands, Importer, Exporter, Trading income, Ordinary income before Tax, Fiscal-year income, Total assets, Equity, Number of employees, Economic profitability (%), Financial profitability (%), General liquidity, Debt (%), Productivity and Debt repayment capacity.

The main results of the study highlight the limited participation of the marketing department in the functions analyzed, most of which are performed by the commercial and sales department. And, as well as being larger than companies without a marketing department, companies that have one achieve better economic results.

1. INTRODUCTION

Monturiol (2007) proposes that the marketing department is not valued as it should be within the majority of companies. A survey conducted by The Times 1000 showed that less than 57% of directors believe that investment in marketing contributes to the growth of their companies in the long term. 27% of those responsible for company finance consider investment in marketing to be a good tactical tool but only in the short term, while 32% affirm that the marketing budget should be the first target for cutbacks when economic conditions are adverse.

2. STUDY OBJECTIVE

This study has two objectives:

1. To analyze the current situation of the marketing department in companies in the ceramic cluster by studying the functions it performs.
2. To determine the specific characteristics of companies which have a marketing department.

3. METHODOLOGY

40 surveys were carried out on companies belonging to the ceramic cluster in Castellón. Data was collected from June to September 2007 by professional pollsters, who conducted personal interviews with directors from each company.

In order to measure the study variables the interviewees were asked to indicate which department or departments perform the following functions in their company (table 1):

| Function | Principal departments involved |
|-----------------------------|--------------------------------|
| Commercial and sales | |
| Trade fair organization | |
| Catalogue design | |
| Display management | |
| Pricing and discount policy | |
| Branding | |
| Packaging design | |
| Advertising | |
| Public relations | |
| Market research | |
| Logistics | |
| Client relations | |
| Direct marketing | |
| Corporate webpage | |

Table 1. Functions evaluated

This study is part of a wider research study, in which other data related to each of the companies under evaluation was collected.

The above data was complemented with information from the SABI (Iberian Balance Sheet Analysis System) database, which contains information on ratios, activities, brands, shareholders, etc. for over 1,000,000 Spanish and 100,000 Portuguese companies.

To be more specific, the information evaluated in this study is found in tables 2 and 3, in which the profile of the analyzed sample is also shown.

| | N | Minimum | Maximum | Average | Standard dev. |
|--|----|---------|---------|-----------|---------------|
| No. active brands | 39 | 0 | 11 | 2.41 | 2.673 |
| No. inactive brands | 39 | 0 | 5 | 0.77 | 1.266 |
| Importer | 39 | 0 | 1 | 0.33 | 0.478 |
| Exporter | 39 | 0 | 1 | 0.79 | 0.409 |
| Trading income (in thousands of euros) | 39 | 2,440 | 59,780 | 18,243.72 | 14,309.371 |
| Ordinary income before tax (in thousands of euros) | 39 | -1,867 | 4,982 | 850.85 | 1,367.915 |
| Fiscal-year income (in thousands of euros) | 39 | -1,180 | 3,190 | 593.97 | 940.301 |
| Total assets (in thousands of euros) | 39 | 2,591 | 77,108 | 23,337.28 | 17,691.878 |
| Equity (in thousands of euros) | 39 | 288 | 28,941 | 8,271.23 | 7,551.384 |
| Number of employees | 38 | 26 | 413 | 116,79 | 85,497 |
| Economic profitability (%) | 39 | -8.88 | 9.42 | 2.3262 | 3.72415 |
| Financial profitability (%) | 39 | -44,7 | 22,5 | 6,134 | 11.0336 |
| General liquidity | 39 | 0.76 | 7.10 | 1.6692 | 1.54287 |
| Debt (%) | 39 | 10.88 | 91.89 | 63.6197 | 21.64592 |
| Productivity | 39 | 0.75 | 3.32 | 1.6310 | 0.48711 |
| Debt repayment capacity | 39 | 0.13 | 1.48 | 0.7736 | 0.33500 |

Economic profitability: Fiscal-year income/Total assets; Financial profitability: Fiscal-Year income/Equity; General liquidity: Circulating assets/Liquid liabilities; Debt: (Total liabilities and company-owned capital –Equity)/Total liabilities and company-owned capital; Productivity: (Trading income-Consumption of merchandise and materials-Other trading costs)/Personnel costs; Debt repayment capacity: (LT Creditors +Liquid liabilities)/(Net Sales Figures+to pay off mortgaged property+Var. in operating provisions and losses due to unrecoverable loans +Var. in financial investment provision).

Table 2. Profile of Analyzed Sample (I)

| | Frequency | Percentage |
|-------------------------|-----------|------------|
| Exporter | 21 | 53.8 |
| Importer | 3 | 7.7 |
| Importer/Exporter | 10 | 25.6 |
| No Importer/No Exporter | 5 | 12.8 |
| Total | 39 | 100.0 |

Table 3. Profile of Analyzed Sample (II)

4. RESULTS

The results obtained in the study, in which the different functions under evaluation were analyzed (Commercial and sales activities, Trade fair organization, Catalogue design, Display management, Pricing and discount policy, Branding, Packaging

design, Advertising, Public relations, Market research, Logistics, Client relations, Direct marketing and the Corporate webpage), are shown below. This analysis was performed from two viewpoints, which aimed to respond to the objectives which had been set. The first step was to determine whether marketing departments were involved in the abovementioned functions. And secondly, to identify those aspects which distinguish companies with a marketing department from those without one, using analysis of variance (ANOVA) and the chi-square test.

4.1. COMMERCIAL AND SALES ACTIVITIES

The marketing department has no influence on the commercial and sales function (table 4), the commercial and sales departments being the strongest departments of all (92.5%). Here the fact that we differentiate between Commercial and Sales Departments is an attempt to reflect the responses of interviewees and, given the extent to which some of them differentiate these two departments, we opted to respect this distinction.

| COMMERCIAL AND SALES ACTIVITIES | Frequency | Percentage |
|----------------------------------|-----------|------------|
| Commercial | 13 | 32,5 |
| Sales | 21 | 52.5 |
| Sales-Commercial | 2 | 5,0 |
| Commercial-Management | 1 | 2.5 |
| Management-Production-Purchasing | 1 | 2.5 |
| Customer service-sales | 1 | 2.5 |
| Technical Department | 1 | 2.5 |
| TOTAL | 40 | 100.0 |

Table 4. Commercial and sales activities

4.2. TRADE FAIRS

With respect to its involvement in trade fairs, the marketing department takes part in these in 25% of the companies analyzed, although it shares this function with the commercial and promotion departments in some cases. Nevertheless, the commercial and sales department predominates in this area, contributing in 55% of cases. In 2 of the 40 companies evaluated (5%) no department performs the function of preparing fairs (table 5).

| TRADE FAIRS | Frequency | Percentage |
|--------------------------------|-----------|------------|
| Marketing | 8 | 20.0 |
| Commercial-Marketing-Promotion | 1 | 2.5 |
| Commercial-Marketing | 1 | 2.5 |
| Commercial | 5 | 12.5 |
| Sales | 10 | 25.0 |
| Commercial-Design | 1 | 2.5 |
| Sales-Design | 1 | 2.5 |
| Sales-Management | 2 | 5.0 |
| Creation-Design-Commercial | 1 | 2.5 |
| Promotion | 2 | 5.0 |
| Administration | 3 | 7.5 |
| Management | 3 | 7.5 |
| No department | 2 | 5.0 |
| TOTAL | 40 | 100.0 |

Table 5. Trade Fairs

4.3. CATALOGUES

In 27.5% of the companies analyzed the marketing department is the only department responsible for preparing catalogues (table 6). The commercial and sales department participates in 47.5% of the companies and in 7.5% no department fulfils this function.

| CATALOGUES | Frequency | Percentage |
|------------------------|-----------|--------------|
| Marketing | 11 | 27.5 |
| Commercial | 5 | 12.5 |
| Sales | 6 | 15.0 |
| Commercial-Design | 2 | 5.0 |
| Sales-Management | 4 | 10.0 |
| Sales-Design | 1 | 2.5 |
| Sales-External company | 1 | 2.5 |
| Promotion | 2 | 5.0 |
| Design | 4 | 10.0 |
| Management | 1 | 2.5 |
| No department | 3 | 7.5 |
| TOTAL | 40 | 100.0 |

Table 6. Catalogues

4.4. DISPLAYS

As for displays, the marketing department participates in 20% of cases, although in 5% of these it shares this function with the promotion department. The promotion department participates in the performance of this function in 32.5% of cases (22.5% on its own + 5% with the marketing department + 2.5% with the commercial department + 2.5% with the sales department). However, the commercial and sales department still has a predominant role in this area, participating in 40% of cases. In 10% of the companies no department performs the display management function.

| DISPLAYS | Frequency | Percentage |
|----------------------------|-----------|--------------|
| Marketing | 6 | 15.0 |
| Marketing-Promotion | 2 | 5.0 |
| Commercial | 3 | 7.5 |
| Sales | 7 | 17.5 |
| Commercial-Promotion | 1 | 2.5 |
| Commercial-Warehouse | 1 | 2.5 |
| Sales-Management | 3 | 7.5 |
| Sales-Promotion | 1 | 2.5 |
| Promotion | 9 | 22.5 |
| Creation | 1 | 2.5 |
| Management | 1 | 2.5 |
| Logistics | 1 | 2.5 |
| No department | 4 | 10.0 |
| TOTAL | 40 | 100.0 |

Table 7. Displays

4.5. PRICES AND DISCOUNTS

Prices and discounts are only set by the marketing department in 1 of the companies analyzed. This function is predominantly executed by management and directors (67.5%), although the Commercial and Sales Department participates in 52.5% of cases.

| PRICES AND DISCOUNTS | Frequency | Percentage |
|--------------------------------|-----------|--------------|
| Marketing | 1 | 2.5 |
| Commercial | 4 | 10.0 |
| Sales | 5 | 12.5 |
| Commercial-Management | 4 | 10.0 |
| Commercial- Management Control | 1 | 2.5 |
| Sales-Management | 6 | 15.0 |
| Sales-Commercial | 1 | 2.5 |
| Administration | 1 | 2.5 |
| Board of Directors | 1 | 2.5 |
| Management | 16 | 40.0 |
| TOTAL | 40 | 100.0 |

Table 8. Prices and Discounts

4.6. BRANDING

In the case of branding the marketing department participates in 20% of the cases evaluated. In 52.5% of cases this function is performed by directors and management, and in 30% by the commercial and sales department. In 7.5% of the companies no department performs the branding function (table 9).

| BRANDING | Frequency | Percentage | |
|--|-----------|--------------|-------------|
| Marketing | 5 | 12.5 | 20.0 |
| Management-Marketing | 2 | 5.0 | |
| Management-Technical Department-Marketing | 1 | 2.5 | |
| Commercial | 3 | 7.5 | |
| Commercial-Administration | 2 | 5.0 | |
| Commercial-Management | 2 | 5.0 | |
| Commercial-Design | 1 | 2.5 | |
| Sales | 3 | 7.5 | |
| Sales-Management | 1 | 2.5 | |
| Management | 13 | 32.5 | |
| Board of Directors | 1 | 2.5 | |
| Management-Administration | 1 | 2.5 | |
| Design | 1 | 2.5 | |
| Promotion | 1 | 2.5 | |
| No department | 3 | 7.5 | |
| TOTAL | 40 | 100.0 | |

Table 9. Branding

4.7. PACKAGING DESIGN

The marketing department participates in packaging design in 17.5% of cases. The commercial and sales department collaborates in 40% of the companies analyzed and this figure is the same for management participation. The design department collaborates in 17.5% of the companies and the logistics department in 10% (table 10).

| PACKAGING DESIGN | Frequency | Percentage | |
|-----------------------------|-----------|------------|------|
| Marketing | 5 | 12.5 | 17.5 |
| Purchasing-Marketing | 1 | 2.5 | |
| Management-Marketing | 1 | 2.5 | |
| Commercial | 3 | 7.5 | |
| Commercial-Management | 2 | 5.0 | |
| Sales | 1 | 2.5 | |
| Sales-Management | 4 | 10.0 | |
| Sales-Commercial | 1 | 2.5 | |
| Management | 8 | 20.0 | |
| Management-Design | 1 | 2.5 | |
| Design | 4 | 10.0 | |
| Logistics | 4 | 10.0 | |
| Technical Management-Design | 2 | 5.0 | |
| Production | 1 | 2.5 | |
| No department | 2 | 5.0 | |
| TOTAL | 40 | 100.0 | |

Table 10. Packaging Design

4.8. ADVERTISING

In 30% of the companies the marketing department takes part in advertising activities (table 11). However, the commercial and sales department and management show greater participation (37.5% and 35% respectively).

| ADVERTISING | Frequency | Percentage | |
|-------------------------------|-----------|------------|------|
| Marketing | 11 | 27.5 | 30.0 |
| Commercial-Marketing | 1 | 2.5 | |
| Commercial | 3 | 7.5 | |
| Commercial-Design | 1 | 2.5 | |
| Commercial-Management | 1 | 2.5 | |
| Sales | 4 | 10.0 | |
| Sales-Management | 5 | 12.5 | |
| Management | 5 | 12.5 | |
| Management-Financial Director | 2 | 5.0 | |
| Management-Design | 1 | 2.5 | |
| Administration | 1 | 2.5 | |
| Promotion | 2 | 5.0 | |
| No department | 3 | 7.5 | |
| TOTAL | 40 | 100.0 | |

Table 11. Advertising

4.9. PUBLIC RELATIONS

In ceramic companies the public relations function is essentially performed by the commercial and sales department (77.5%). The participation of the marketing department is 17.5% (table 12).

| PUBLIC RELATIONS | Frequency | Percentage | |
|-----------------------------|-----------|------------|-------------|
| Marketing | 3 | 7.5 | 17.5 |
| Marketing-Commercial | 1 | 2.5 | |
| Marketing-Sales | 1 | 2.5 | |
| Commercial-Marketing | 2 | 5.0 | |
| Commercial | 8 | 20.0 | |
| Commercial-Management | 4 | 10.0 | |
| Sales | 7 | 17.5 | |
| Sales-Commercial | 1 | 2.5 | |
| Sales-Management | 7 | 17.5 | |
| Management | 3 | 7.5 | |
| No department | 3 | 7.5 | |
| TOTAL | 40 | 100.0 | |

Table 12. Public Relations

4.10. MARKET RESEARCH

As in the previous case, 77.5% of the time the commercial and sales department conducts market research. The marketing department only contributes to this activity in 10% of the companies (table 13).

| MARKET RESEARCH | Frequency | Percentage | |
|-----------------------------|-----------|------------|-------------|
| Marketing | 3 | 7.5 | 10.0 |
| Commercial-Marketing | 1 | 2.5 | |
| Commercial | 15 | 37.5 | 77.5 |
| Commercial-Management | 1 | 2.5 | |
| Sales | 11 | 27.5 | |
| Sales-Management | 3 | 7.5 | |
| Management | 1 | 2.5 | |
| Logistics | 1 | 2.5 | |
| No department | 4 | 10.0 | |
| TOTAL | 40 | 100.0 | |

Table 13. Market Research

4.11. LOGISTICS

Basically logistics functions are performed by the department which goes by that name (35%), although the commercial and sales department makes a substantial contribution (27.5%). The marketing department makes absolutely no contribution in this area (table 14).

| LOGISTICS | Frequency | Percentage |
|---|-----------|------------|
| Logistics | 12 | 30.0 |
| Logistics-Commercial | 1 | 2.5 |
| Promotion-Logistics | 1 | 2.5 |
| Sales | 9 | 22.5 |
| Commercial | 4 | 10.0 |
| Warehouse | 2 | 5.0 |
| Commercial Director-Financial Director | 2 | 5.0 |
| Management | 2 | 5.0 |
| Administration | 1 | 2.5 |
| Purchasing | 1 | 2.5 |
| Technical Department | 1 | 2.5 |
| Deliveries | 1 | 2.5 |
| Warehouse Manager-Management-Commercial | 1 | 2.5 |
| Production Manager | 1 | 2.5 |
| No department | 1 | 2.5 |
| TOTAL | 40 | 100.0 |

Table 14. Logistics

4.12. CLIENT RELATIONS

Public relations activities are performed almost exclusively by the commercial and sales department (95%). In the companies analyzed marketing has no role whatsoever in this area (table 15).

| PUBLIC RELATIONS | Frequency | Percentage |
|--------------------------------|-----------|------------|
| Commercial-Management | 2 | 5.0 |
| Commercial | 15 | 37.5 |
| Technical Department | 1 | 2.5 |
| Commercial Director-Management | 1 | 2.5 |
| Management | 1 | 2.5 |
| Sales-Commercial | 2 | 5.0 |
| Sales-Management | 4 | 10.0 |
| Sales | 14 | 35.0 |
| TOTAL | 40 | 100.0 |

Table 15. Client Relations

4.13. DIRECT MARKETING

The marketing department contributes to the direct marketing function in 22.5% of the companies analyzed, the commercial and sales department in 50% and management in 17.5% (table 16).

| DIRECT MARKETING | Frequency | Percentage | |
|----------------------|-----------|------------|------|
| Marketing | 8 | 20.0 | 22.5 |
| Commercial-Marketing | 1 | 2.5 | |
| Commercial | 6 | 15.0 | |
| Commercial-Design | 1 | 2.5 | |
| Sales | 10 | 25.0 | |
| Sales-Commercial | 1 | 2.5 | |
| Sales-Management | 1 | 2.5 | |
| Management | 4 | 10.0 | |
| Management-Design | 2 | 5.0 | |
| Representative | 1 | 2.5 | |
| No department | 5 | 12.5 | |
| TOTAL | 40 | 100.0 | |

Table 16. Direct Marketing

4.14. CORPORATE WEBPAGE

The marketing department contributes to the development of the Corporate webpage in 22.5% of cases. It is of note that the commercial and sales department collaborates in this function in 30% of cases, as opposed to 20% in the case of the computing department (table 17).

| CORPORATE WEBPAGE | Frequency | Percentage | |
|---------------------------|-----------|------------|------|
| Marketing | 8 | 20.0 | 22.5 |
| Marketing-Computing | 1 | 2.5 | |
| Commercial | 3 | 7.5 | |
| Commercial-Management | 2 | 5.0 | |
| Commercial-Administration | 1 | 2.5 | |
| Sales | 5 | 12.5 | |
| Sales-Management | 1 | 2.5 | |
| Computing | 6 | 15.0 | |
| Computing-Management | 1 | 2.5 | |
| Management | 4 | 10.0 | |
| Management-Design | 1 | 2.5 | |
| Design | 3 | 7.5 | |
| Collaborating Company | 1 | 2.5 | |
| External company | 1 | 2.5 | |
| No department | 2 | 5.0 | |
| TOTAL | 40 | 100.0 | |

Table 17. Corporate Webpage

4.15. CHARACTERISTICS OF COMPANIES WHICH HAVE A MARKETING DEPARTMENT

The number of companies that have a marketing department (30%) and the number of functions conducted, up to a maximum of 11, are reflected in table 18.

| No. of Marketing Activities performed | Frequency | Percentage |
|---------------------------------------|-----------|------------|
| 0 | 28 | 70.0 |
| 2 | 1 | 2.5 |
| 4 | 1 | 2.5 |
| 5 | 1 | 2.5 |
| 6 | 1 | 2.5 |
| 7 | 1 | 2.5 |
| 8 | 3 | 7.5 |
| 9 | 3 | 7.5 |
| 11 | 1 | 2.5 |

Table 18. Companies with a Marketing Department and No. of Activities performed

Having established that there are differences between companies with and without a marketing department, the significant differences between these two groups of companies were analyzed. It was observed that companies with a marketing department had significantly higher results than companies without a marketing department (table 19) for the following aspects: No of Active brands, No of Inactive

brands, Trading income, Ordinary income before Tax, Fiscal-year income, Total assets, Equity, Number of employees and Economic profitability (%). In exporter and importer activity no differences were observed between the two groups of companies.

| | MARKETING DEPARTMENT | n | Average | Sig. |
|--|----------------------------------|----|-----------|-------|
| No. Active brands | There is NO marketing department | 27 | 1.30 | 0.000 |
| | There IS a marketing department | 12 | 4.92 | |
| | Total | 39 | 2.41 | |
| No. Inactive Brands | There is NO marketing department | 27 | 0.19 | 0.000 |
| | There IS a marketing department | 12 | 2.08 | |
| | Total | 39 | 0.77 | |
| Trading income (in thousands of euros) | There is NO marketing department | 27 | 12,431.81 | 0.000 |
| | There IS a marketing department | 12 | 31,320.50 | |
| | Total | 39 | 18,243.72 | |
| Ordinary income before Tax (in thousands of euros) | There is NO marketing department | 27 | 388.74 | 0.001 |
| | There IS a marketing department | 12 | 1,890.58 | |
| | Total | 39 | 850.85 | |
| Fiscal-year income (in thousands of euros) | There is NO marketing department | 27 | 248.56 | 0.000 |
| | There IS a marketing department | 12 | 1,371.17 | |
| | Total | 39 | 593.97 | |
| Total assets (in thousands of euros) | There is NO marketing department | 27 | 17,348.70 | 0.001 |
| | There IS a marketing department | 12 | 36,811.58 | |
| | Total | 39 | 23,337.28 | |
| Equity (in thousands of euros) | There is NO marketing department | 27 | 5,763.19 | 0.001 |
| | There IS a marketing department | 12 | 13,914.33 | |
| | Total | 39 | 8,271.23 | |
| Number of employees | There is NO marketing department | 26 | 83.81 | 0.000 |
| | There IS a marketing department | 12 | 188.25 | |
| | Total | 38 | 116.79 | |
| Economic profitability (%) | There is NO marketing department | 27 | 1.4930 | 0.034 |
| | There IS a marketing department | 12 | 4.2008 | |
| | Total | 39 | 2.3262 | |
| Financial profitability (%) | There is NO marketing department | 27 | 4.239 | 0.108 |
| | There IS a marketing department | 12 | 10.398 | |
| | Total | 39 | 6.134 | |
| General liquidity | There is NO marketing department | 27 | 1.8341 | 0.323 |
| | There IS a marketing department | 12 | 1.2983 | |
| | Total | 39 | 1.6692 | |
| Debt (%) | There is NO marketing department | 27 | 64.3922 | 0.743 |
| | There IS a marketing department | 12 | 61.8817 | |
| | Total | 39 | 63.6197 | |
| Productivity | There is NO marketing department | 27 | 1.5963 | 0.511 |
| | There IS a marketing department | 12 | 1.7092 | |
| | Total | 39 | 1.6310 | |
| Debt repayment capacity | There is NO marketing department | 27 | 0.8115 | 0.295 |
| | There IS a marketing department | 12 | 0.6883 | |
| | Total | 39 | 0.7736 | |

Table 19. Companies with a Marketing Department and No of Activities performed

5. CONCLUSIONS

Table 20 includes the functions in which the marketing department participates, listed in order of importance, the most prominent of these being advertising (30%), catalogue design (27.5%) and trade fair organization (25%). Its limited participation in market research (10%), pricing and discount policy (2.5%) and client relations also draws our attention, but in a negative sense. We need to emphasize the last 2 aspects in particular. Where price, one of the essential tools of marketing, is concerned, the marketing department is not taken into consideration, which can prevent companies from having an overall and unified vision of any activity performed. As for client relations, it is essential for the marketing department to participate, given the importance of CRM systems in ensuring client loyalty. Muñiz indicates that what companies that achieve market success have in common is the fact that they are client-focused, their basic aim being to identify and satisfy clients' needs, and in return they benefit themselves.

Another aspect which stands out in table 20 is the major importance the commercial and sales department has in those activities that we sometimes associate with a marketing department, which has an overall vision focused on the client and not only on sales. This is why we advocate that companies in the ceramic cluster should restructure their departments and create a marketing department that permits companies to have this overall vision.

| Function | Marketing | Commercial and sales |
|-----------------------------|-----------|----------------------|
| Advertising | 30% | 37.5% |
| Catalogue Design | 27.5% | 47.5% |
| Trade fair Organization | 25% | 55% |
| Direct Marketing | 22.5% | 50% |
| Corporate Webpage | 22.5% | 30% |
| Display management | 20% | 40% |
| Branding | 20% | 30% |
| Packaging Design | 17.5% | 40% |
| Public Relations | 17.5% | 77.5% |
| Market Research | 10% | 77.5% |
| Pricing and Discount Policy | 2.5% | 52.5% |
| Commercial and sales | 0% | 92.5% |
| Logistics | 0% | 27.5% |
| Client Relations | 0% | 95% |

Table 20. Summary Chart of Marketing and Commercial and Sales Activities

We need to highlight that companies with a marketing department have nearly 5 brands on average as opposed to 1.3 for companies without one. What is more, they are bigger companies, as they have larger trading incomes, more employees and more active and greater equity. But what stands out most is that companies with a marketing department have triple the economic profitability and five times the fiscal-year income, compared to companies without a marketing department. This leaves one question unanswered: the extent to which the marketing department contributes to the better results obtained by these ceramic companies.

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