

Strategic Marketing and Integrated Marketing by Professor Philippe Naert

Notes taken from Philippe Naert, Strategic Marketing (1990); pub. Video Management, Brussels. It is an early approach to the role of integrated marketing.

Professor Philippe Naert (1990) argues that strategic marketing needs to be integrated. He argues that the marketing function must be developed and implemented in a carefully integrated way. The integration of the marketing effort should be realised at 3 levels: firstly by striving for the maximum possible coherence of the marketing mix, the set of marketing tools available to the company for positioning its products, namely the four p's. According to Professor Naert coherence means that our 4 P's are inextricably bound together. For example product and price need to be related. A cheap Porsche cannot be a Porsche. Similarly the advertising message (promotion) needs to be coherent with respect to the product supplied.

A coherent marketing mix was the first level of integration in modern marketing. The second level is the relationship with the other business functions, which Naert considers equally important. According to Naert (contrary to common practices of the past), marketing can only be effective if the interface with the other business functions is explicitly taken into account.

He gives examples including the relationship between marketing and R&D, citing the example of electronic watches and the Swiss watch industry (Swiss engineer Max Hetzel invented the electronic watch in 1954). Another example is the close relationship required between marketing and production. The development of technologies such as cad/cam transforms the possible relationship between marketing and production. Another key relationship is between marketing and human resources, where Naert cites the work of Jan Carlsson and SAS.

To make this work, it is necessary for the entire staff and personnel to be completely involved in the process of implementing company strategy. This needs to begin with the Board and therefore one of the key relationships is between marketing and top management.

Naert sees that the key means for the implementation of strategic marketing is the development of segmentation and positioning. This is key to managing the relationship between marketing and competitors!

Naert does not explicitly indicate what the third level of integration is. He may be referring to the ability to integrate activities across the marketing mix according to segments and positioning.