

Editorial: Contributing to reinventing management for the 21st century, by building our holistic story of realizing holistic marketing and developing a position guided by customer insights

„It is a holistic story –
here is where we would find ourselves playing
and how we would see ourselves winning.
The only real requirement is that it be a happy, aspirational story.
If it isn't happy, it isn't worth being an option in the first place...
When you have assembled the happy stories/options,
you can then begin to deploy the most important question in strategy:
what would have to be true? ”

Roger Martin

“It's time to reinvent management. You can help.”

Gary Hamel's Management Innovation eXchange

Dear Readers,

Welcome to Volume 1, Issue 1, of our “Holistic Marketing Management” scientific Review of Management-Marketing School. Our thoughts are turning to Professor Ion Smedescu , the Founder of the Romanian American University, whose words are still with us: *marketing strategy means drift refusal*. And in these critical times the market is challenging marketing management like never before. As we know, holistic management represents a process for establishing goals (the basics of holistic management), of making decisions and monitoring, allowing people to ask themselves what it is that they really want from life, holistic thinking allowing thus to consider the whole and the beginning of understanding that anything in life is interconnected. Under these circumstances, we should also take into account the invitation of joining „The Mix Manifesto”, ”Reinventing the Technology of Human Accomplishment”.

According to Gary Hamel's Management Innovation eXchange (MIX, an open innovation project aimed at reinventing management for the 21st century), organizations must be adaptable, innovative, inspiring and socially accountable in order to thrive in the 21st century, being necessary to find alternatives to the current bureaucratic and disempowering management practices (www.managementexchange.com/).

To go on this way, let's remember Peter Drucker's words: “Unless commitment is made, there are only promises and hopes; but no plans.” To set up rigorous plans and carry them out step by step, implies proper understanding of the manager's personal development in the context of the interaction between the managerial culture, the workplace culture and the surrounding culture (along with an accelerated evolution related to the continuous pressure to develop strategies and embrace management practices able to ensure organizational effectiveness). We have to consider the importance of the quality of team relations, as well as the quality of the network in initiating partnerships, along with establishing a fluid and flexible process for planning sequential stages, of a supportive organizational culture, developing a high research potential via learning experiences based on projects and workshops conducted by excellent managers who aim high but at the same time pay a lot of attention to details.

In february 2010, Kristin Zhivago underlined that one of the most dangerous myths in business is to consider that you are smarter than your customers, because CEOs only hear about their customers from salespeople and not spend personal time with customers. Two years before, Kevin J. Clancy and Peter C. Krieg (Tangible Marketing: Influencing Customer Choice, January 31, 2008), argued that the key to moving customers toward your brand is to develop a position guided by their insights, and avoiding to become „just another indistinguishable drop in a sea of choices”. In June of the same year, 2008, Seth Godin pointed out that „all customers are smarter than average”. While in January 2010, Jessica Tsai (Are You Smarter Than a Neuromarketer, www.destinationcrm.com/Articles/Columns-Departments/Insight/) has quoted Martin Lindstrom (author of „Buy•ology: Truth and Lies About Why We Buy”, Broaway Books, Random House,

Inc., New York, 2008, 2010) which showed that eighty-five percent of decisions are made in the nonconscious part of the brain and that neuroscience (which is reaching consumers where the action is, the brain; it's intent is to identify the relevant drivers and appeal to those areas) and marketing need to come together and hold hands in order to achieve anything productive.

According to marketing educator Larry J. Rosenberg "Holistic marketing. A new way of looking at getting & keeping customers", (<http://www.communicationmiracles.com/5C%20Holistic%20Marketing.pdf>), holistic marketing presupposes to utilize the body, mind and spirit of both the marketer and customer to bring them into a lasting marketing relationship for greater marketing success. That means to harmonize „Energy Zones” (body, mind and spirit – B-M-S) with „Energy Systems” (*Marketer*/personal-impersonal spectrum of the marketer: Face-to-face, Phone, Email, Brochure, Website, Magazine, Radio, Television; *Customer*), so as marketing success follows when the Marketer-Customer energy systems become integrated/One. In other words, realizing holistic marketing, argues Rosenberg, means improve the body's capability, expand the mind's creativity, engage the spirit's power, ask the brain any question and combine them for marketing to get and keep customers.

As we already argued with other occasion, the customer becomes more and more competent, wishes real-time solutions, and in order for his needs to be well understood quality information is needed to suit the specific context, considering uncertainty, but adequately managing the probability to capitalize on the opportunity to satisfy him and transforming him in a team member, team which offers the customer the desired solutions or even those he did not think about but he accepts instantly once they are offered by the business supply mechanism which exists precisely to serve the customer.

If we accept the business challenge, that means to decide adequately which markets to target (marketing strategy), which involves a clear relationship to strategy, tacking into account the company's organizational competencies, both marketing (markets to enter, optimizing in chosen market; proper criteria) and strategy (acquiring, using/combining; proper criteria), and then choosing the adequate design (resources suited to the task; coordination, difficult both, at large firms and between firms; incentives, including relationship between incentives and coordination) and management of marketing channels (contracts used to align objectives, co-location, standardization, exclusivity).

When Peter F. Drucker approached on April 6, 1965 "Physical Distribution: The Frontier of Modern Management" (mentioned by Donald J. Bowersox in "SCM: The past is prologue, From the Quarter 2 2007 issue") he defined it as simply another way of saying "the whole process of business", stating that: "It is the one area where managerial results of great magnitude can be achieved." Today, indeed, confirming Professor Drucker's words, supply chain management is changing the rules of competition and is considered as being essential for the business integration. Supply chains have become increasingly complex and time-sensitive, the economic success of the company being intertwined with the actions of its suppliers and applying value chain principles creating customer value and competitive advantage thanks to an adequate combination of a superior supply chain, committed customers and loyal consumers. There are consistent challenges such as quickly understanding the impact of the rapid changes and optimizing the response to these changes, while fighting both against the bullwhip effect caused by increasing demand uncertainty and for supporting product innovation, demand management, supply management and response management. In these critical times there is a real need: to become more demand-driven; to make fundamental changes in the way of thinking about the supply networks; to treat supply chain thinking as a philosophy that pervades the entire company.

Being at the heart of a successful strategy, an innovative story process engages the imagination of people connected to the strategy by storytelling, bridging the gap of the timeline and the urgency and allowing to envision new possibilities, encouraging emergence, conveying the message across to multiple levels in the organization, exploring marketing resource management solutions and transforming marketing management in a profit center.

Looking forward to your suggestions and submissions for publication in our "Holistic Marketing Management" scientific Review of Management-Marketing School, contributing to smart food for thought and making a holistic story to come to life.

Theodor Valentin Purcărea
Editor-in-Chief