

## Viewpoint

### Here's where to find integrated marketing

In "Putting it all together" (AA, Aug. 25), Draft Chairman-CEO Howard Draft joined the growing chorus who bemoan the fact that "we just can't make integration work." With great respect to Mr. Draft, integration is already working throughout the marketing industry. But you wouldn't know it from the actions of the big agencies and their mega-holding companies. Big agencies were not built for integration. They don't get it and likely never will. Their holding companies claim the integration high ground, but the best they can come up with is intra-group brainstorming and client referrals.

Fast-thinking and moving marketing firms are right now providing fully integrated strategies and execution to blue chip marketers. Clients of all sizes and types are not waiting for the big agencies to get their integration acts together.

They are seeking out and hiring marketing firms that were "born integrated." Firms that live integration every day—from strategy to branding to measured campaign results.

You can no more transform an aircraft carrier into a Special Forces speedboat than you can make a big agency into a nimble, fully integrated marketing partner. Each was built for a different purpose, and each continues to have its place. Clients are starting to understand this. Sometimes it seems like the big agency heads just keep fighting the last war.

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