



Marketing I/O Days, May 5th 2022

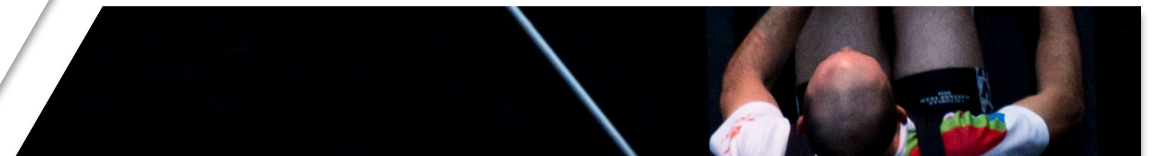
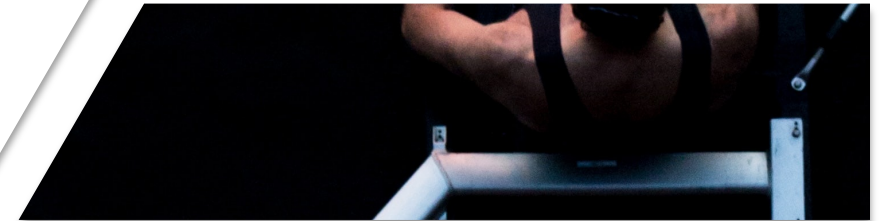
End-to-End – what is it about and why does it matter?

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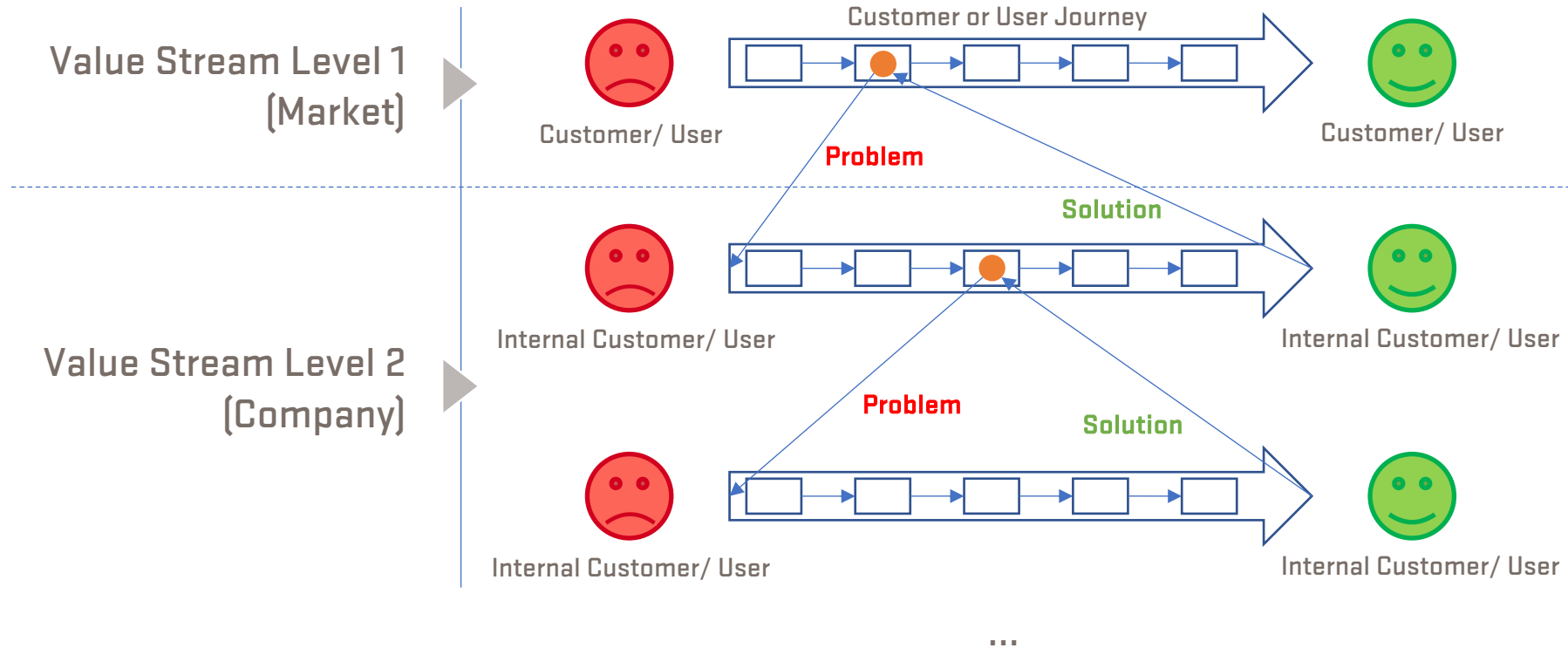
Goal of today's Keynote

My ideas about ...

- ... What End-to-End means in general.
- ... Why End-to-End is currently in everybody's mind and everybody is talking about that.
- ... What could End-to-End mean, especially for you in the marketing cluster



End-to-End means from „customer“ to „customer“ without breaks in between. ➔ A company as a network of nested value streams.



Without a "customer" no problem!
Without a problem no need for a solution!
Without a product/ service no solution!

Each team serves at least one value stream, has at least one (internal) customer and solves customer problems via its own built products and services!

A great book freely available on the web in this context

Making Work Systems Better

A Practitioner's Reflections

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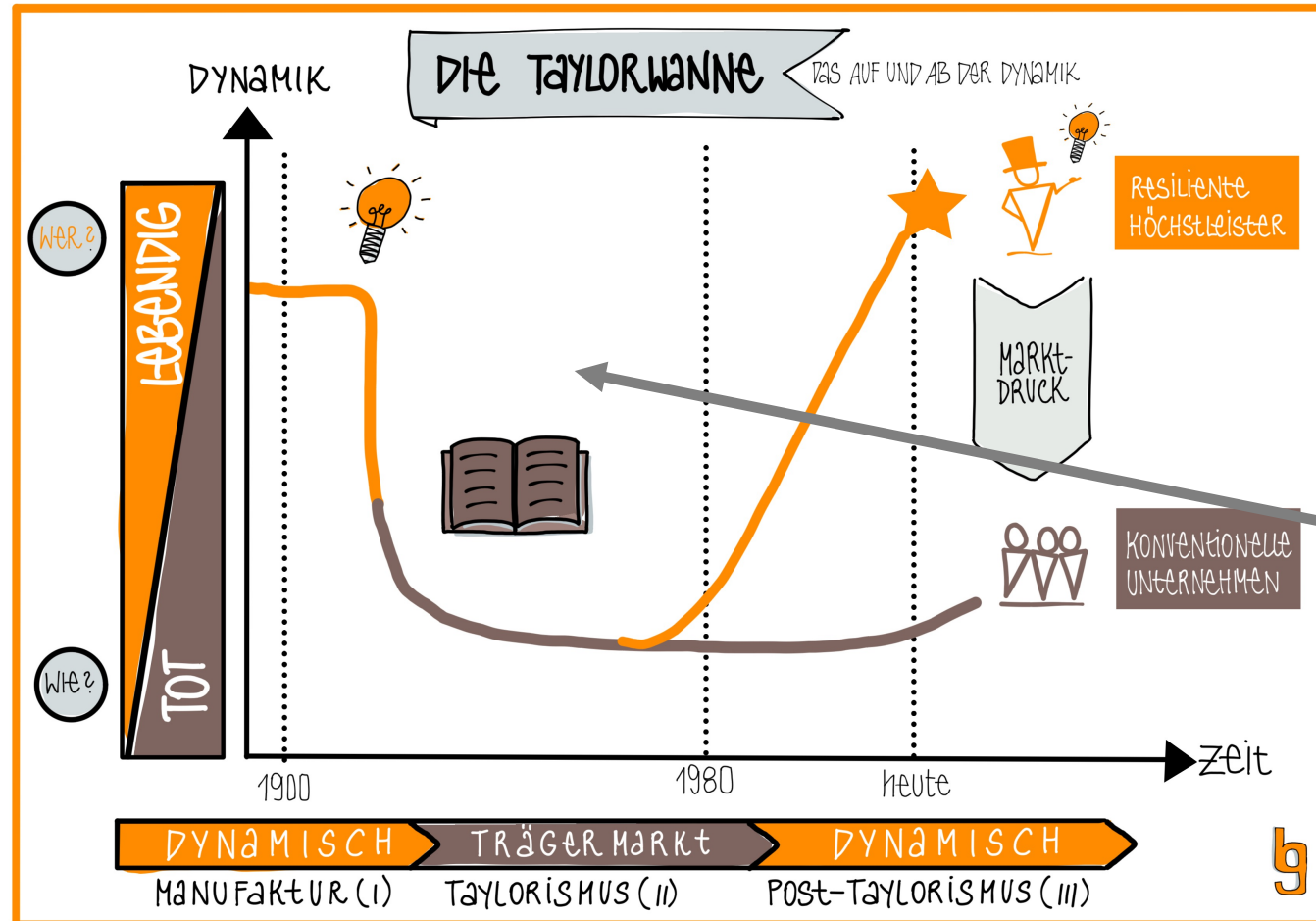
Original Publication

John Wiley & Sons, Chichester, ISBN 0-471-94248-0, 1994

Link:

https://globalro.org/system/files/documents/makingworksystemsbetter_Hoebeke.pdf

The scope of action for customers is steadily increasing → The market is evolving from a seller's to a buyer's market.

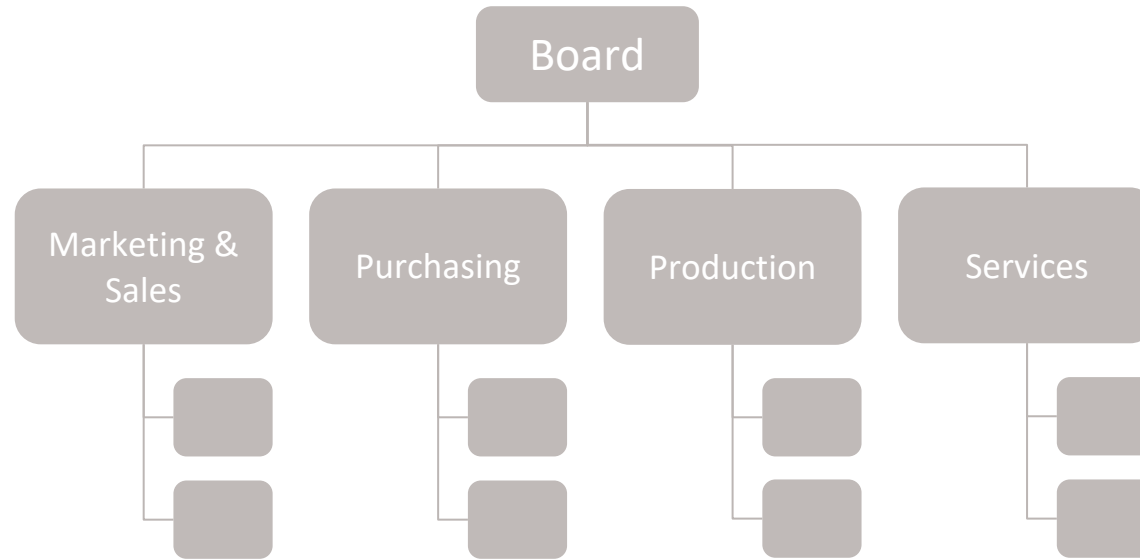


The idea of today's organizational design, that companies are functionally structured into sales, marketing, controlling, production, etc., originated in this period.

Freely drawn after the Taylor tub by Gerhard Wohland:

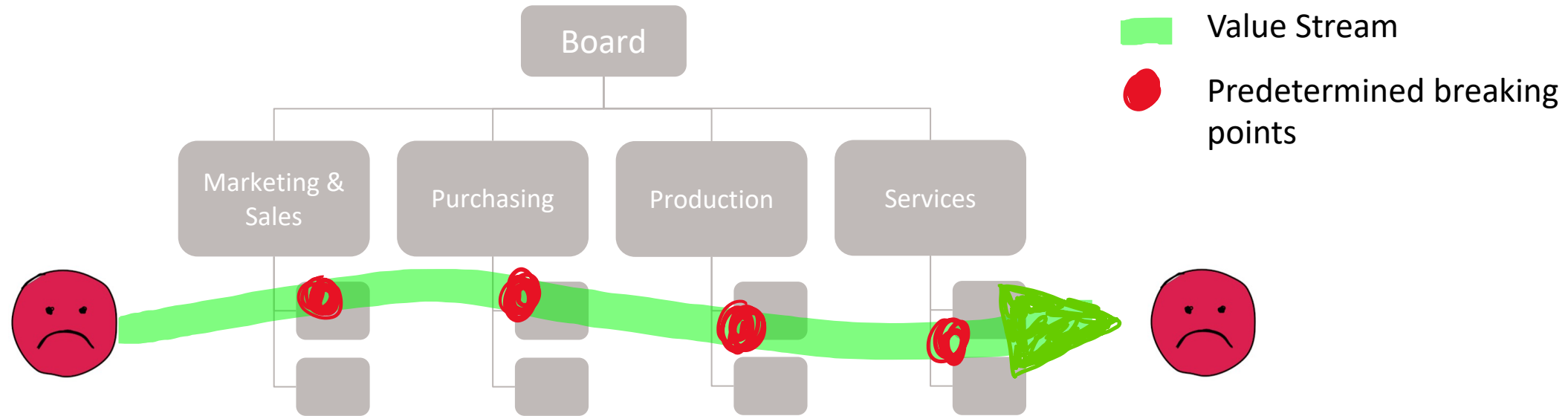
<http://dynamikrobust.com/wp-content/uploads/2016/03/Denkzettel-7-Taylorwanne.pdf>

Companies are designed on the premise of local efficiencies, ...



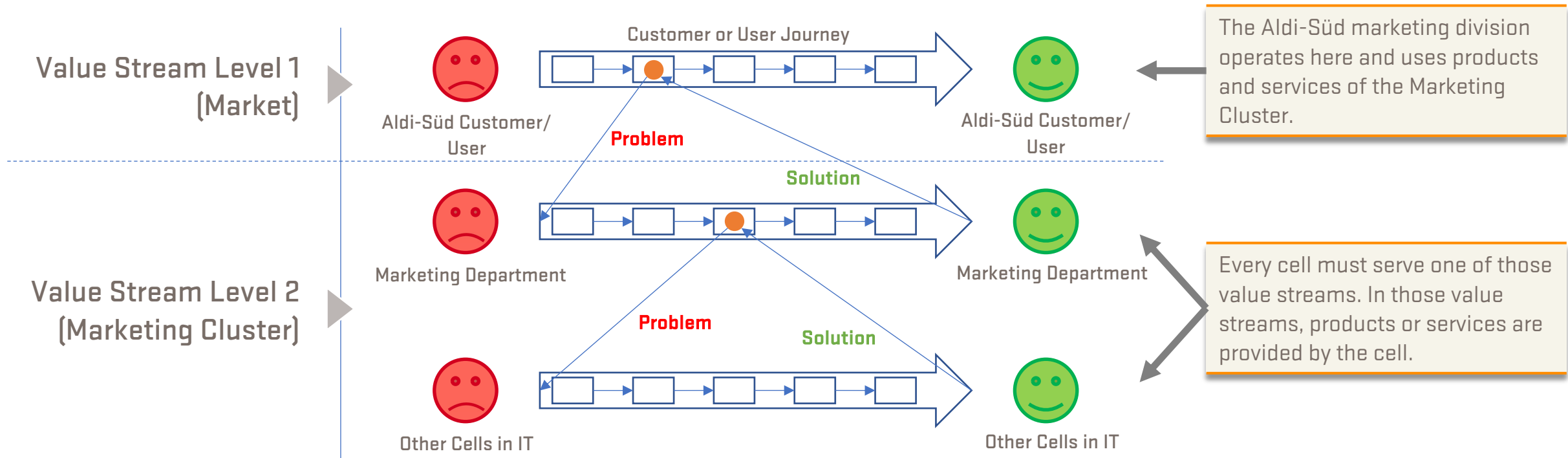
Existing premise: When local optimum is achieved in all functional areas, it is good for the company and for customers.

... which promotes consistent inward orientation away from customer. →
E2E orientation is completely missing → Everybody is talking about that.



New premise: The closer all functional areas in the company operate to the local optimum, the less value the company delivers to markets.

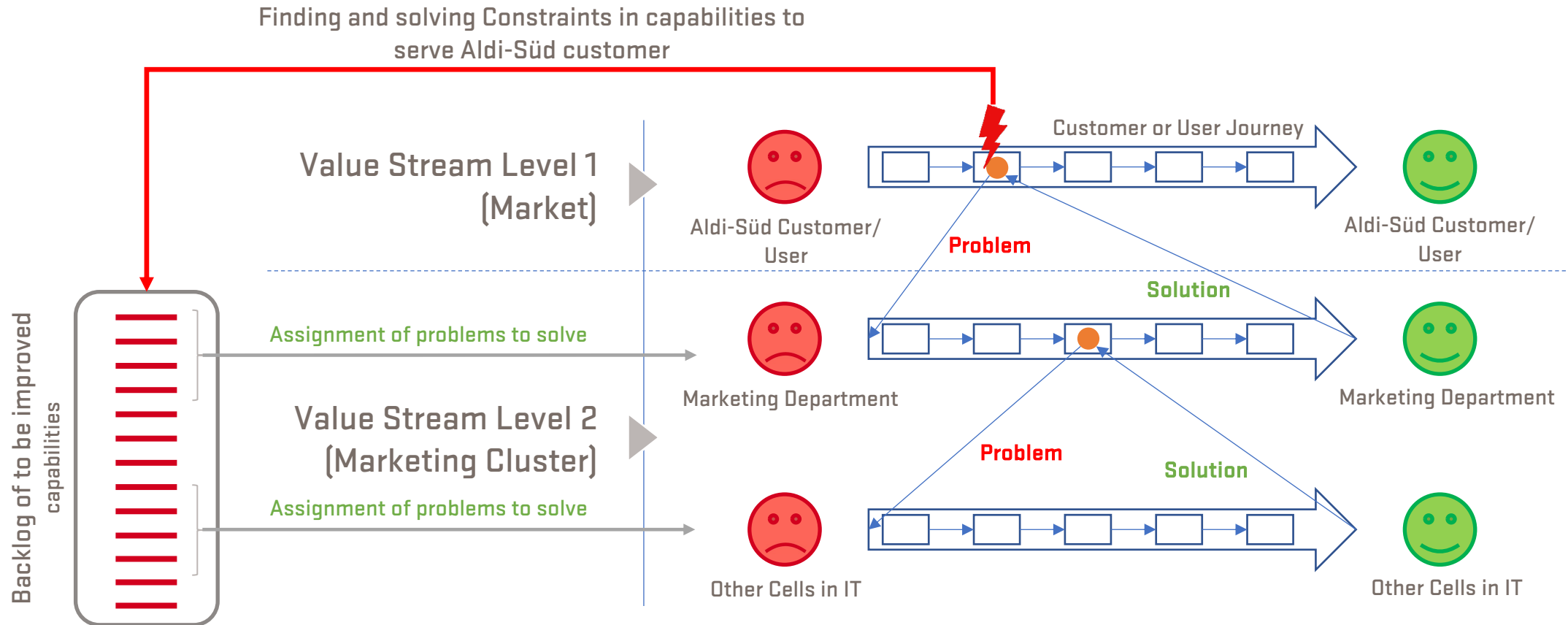
What could these ideas now mean for a cell structure in the Marketing Cluster?



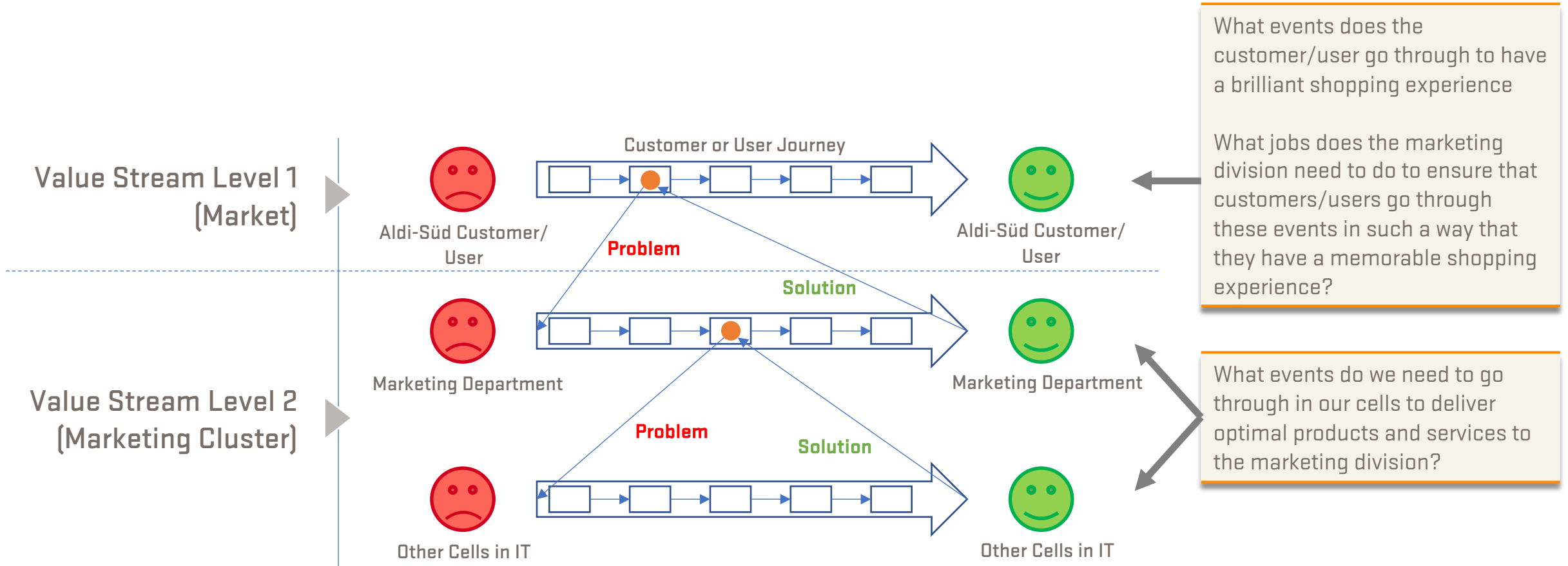
Questions to be answered for every Cell in the Marketing Cluster

1. Where is our customer/ user?
2. Which problems do they have?
3. What products or services could/ should we deliver to solve those problems?
4. What could our customers no longer do tomorrow if we no longer existed as a cell?
5. What will be better for the Aldi-Süd customer if we solve our customers' problems?

What could these ideas now mean for a planning in the Marketing Cluster?



„Event Storming“ as a method to understand customers/ user and the value streams more and better.





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