

HELIBLICK GmbH

NEWSLETTER



Volume 4, Issue 1

Mar 2025

Special points of interest:

- * **HELIBLICK Solution Statement:** Nurturing a culture of intrapreneurship to strengthen ownership and initiative.
- * **IBP in an Ecosystem:** IBP creates value through connected, cross-functional collaboration.
- * **IBP Must Be Experienced :** IBP is not taught—it is lived through real dialogue and decisions.
- * **IBP Enables Resilience:** IBP strengthens your supply chain's ability to respond and adapt.



How to Best Resolve Complex & Cross-Functional Challenges

Problem-solving depends on context.

In a complicated environment, where cause and effect are linear, tools like Six Sigma, Lean, or the 5 WHYS help. Experts analyse the issue and take unilateral control to fix it—an engineering approach.

But in a **complex environment**, where factors are entangled and solutions are not straightforward, a different mindset is needed. Here, **solving problems is more like gardening**—creating the right conditions, enabling collaboration, and applying a sense-and-respond approach with experiments, multiple perspectives, and mutual learning.

As a Six Sigma Black Belt, I realized that traditional problem-solving methods fail in complex environments. That's why at HELIBLICK GmbH, we focus with our **Solution Statement** on a collaborative approach designed for cross-functional problem-solving.

Over the last few weeks, we have trained 100+ people across two companies using our HELIBLICK Solution Statement approach—one in an IBP transformation, the other at a global conference. The **engagement and insights** were remarkable.

The approach follows three key steps:

🔍 **Factfinding (What?)** – Focus on observations and facts, not opinions. Define scope clearly.

🌀 **Sense-Making (So What?)** – Understand the impact on the organization, stakeholders, and teams and the functional and personal needs before jumping to solutions.

🛠️ **Decision-Making & Action (Now What?)** – Clarify accountability, define key actions, and ensure the right people are involved.

If you want to **increase engagement and intrapreneurship within your teams in a very practical way**, I look forward to exchanging insights and exploring how HELIBLICK can support you.

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From EGO-SYSTEM to ECO-SYSTEM



In December, I had the pleasure to join the Cparity Event "From S&OP to IBP" in Amsterdam. Here are some paradigm shifts that stood out:

"IBP must be pushed top-down" → "IBP can also grow bottom-up."

I had the pleasure of presenting with my customer Vladimír Stodůlka about how fostering a spirit of intrapreneurship within a local IBP team led to significant improvements in forecasting and local Sales & Operations Execution. This initiative demonstrates how IBP improvements can emerge organically from the ground up.

"The Customer is King" → "Partnership between Customers and Suppliers."

At the CParity event, several of HELIBLICK's customers, including Vladimír Stodulka, participated. None of them view the relationship as "The Customer is King." Instead, they embrace a partnership mindset. This collaborative dynamic inspires me to co-generate optimal solutions, knowing I am privileged to work with such outstanding partners. In any IBP setup, suppliers achieve the best results when they are treated as equal partners.

"IBP is a Tool" → "IBP is an Ecosystem."

In her inspiring presentation, Danielle IJkema from Biogen highlighted how IBP operates more like a dynamic ecosystem than a traditional planning tool:

A tool has interconnected parts that follow predictable patterns, relies on expertise, and enables centralized decision-making. An ecosystem, on the other hand, evolves through interactions, involves multiple stakeholders contributing to decisions, and adapts quickly to changes through mutual learning. This adaptability is crucial in today's complex environments.

"Leadership is a group of people" →

"Leadership is an organizational capability."

Many speakers emphasized that leadership support is critical for successful IBP. While strategic guidance from the C-suite is vital, IBP also demands participative leadership at all levels. As Peter Senge aptly defined, "Leadership is the capacity of a human community to shape its future." Developing this organizational capability ensures IBP is truly integrated.

Let's further invest into IBP as the driving force to improve organisations!

IBP cant just be taught, but must be experienced

The week before Christmas, I had the privilege of delivering a lecture for the Supply Chain Management course at IU International University of Applied Sciences in Munich. A big thank you to Johannes Pohl for the invitation and to the great group of students for an enriching experience.

During the session, I had a powerful realization: IBP (Integrated Business Planning) isn't something you can simply teach – that's not enough.

Here's how the learning unfolded:

1 Downloading knowledge

I began with slides and shared a wealth of information about IBP. While the students were highly engaged, it felt like we were only scratching the surface.

2 Starting a dialogue

I invited questions, and the session took a deeper turn. The discussion became more focused and meaningful, uncovering essential IBP challenges and sparking new insights.

3 Hands-on practice

Later, we worked on a practical IBP dashboard. Students began connecting the dots to their own organizations, understanding cross-functional interdependencies, and exploring how IBP can address real-life tensions. We examined facts, assessed impacts, identified organizational needs, and developed action plans – all through real-world examples.

4 Presenting and reflecting feedback

One person in the room likely learned more than anyone else: *me*. Explaining IBP, receiving pinpointed questions on areas that were still "vague" in my explanation, and hearing students' real-life examples gave me several "aha" moments. Concepts I've been working on for years became even more clear.

In the IBP transformations at our customers, the journey is always a great learning experience and an opportunity for personal development. Mutual learning and the ability to understand interdependencies across the organization are becoming increasingly essential in more complex and volatile business environments.



Countless Lenses on Supply Chain Risk Management

Reflections from the World Class Business Leaders event in Frankfurt



Recently, I had the opportunity to join the World Class Business Leaders event on Supply Chain Risk Management in Frankfurt. The event brought together a broad spectrum of professionals from different industries, all committed to building more resilient and adaptive supply chains.

I was inspired by the quality and depth of the presentations, each shedding light on a different type of supply chain risk—through many lenses. Among the topics discussed were:

- Improvements across the entire value stream
- Cultures that embrace change and empower people
- Profitability through optimized cost and inventory
- Navigating increasing regulatory pressure
- Ensuring long-term cash flow health
- Data transparency as a foundation for early risk detection
- Human rights and complexity in global supply networks
- Resilience in IT supply chains
- Synergies across upstream suppliers
- Ecosystem integration through standardization

- Flexibility through technical enablers
- The governance of AI in supply chain settings
- Operational excellence as a path to stronger value streams

And cybersecurity as a critical pillar of resilience. In my own contribution to the event, I focused on the human aspects of risk management. I shared how fostering awareness, ownership, and partnership within teams helps organisations to act more consciously and constructively in the face of uncertainty. I also highlighted the role of **Integrated Business Planning (IBP)** and **Sales & Operations Execution (S&OE)** as critical levers for building organisational resilience.

IBP and S&OE provide the structured dialogue needed to connect strategy with execution and enable teams to respond effectively to change—across functions, time horizons, and levels of decision-making. They are not only planning tools but also frameworks for continuous learning and cross-functional alignment.

I am looking forward to supporting companies in their IBP transformation journey—helping them to strengthen resilience, enable better decisions, and foster a culture of shared ownership in times of uncertainty.

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