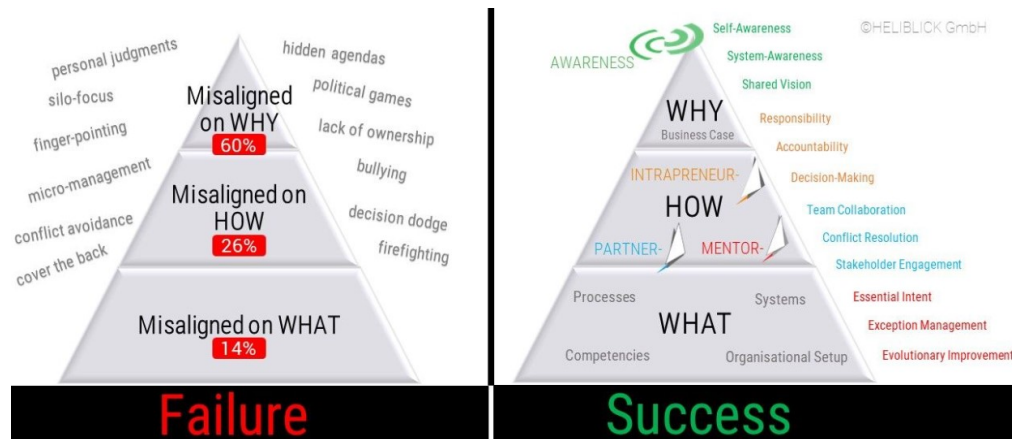




Integrated Business Planning (IBP) -
 Integrated Business Sensing (IBSing) -
 Integrated Business Transformation (IBT)

Special points of interest:

- ⇒ Find out how HELIBLICK GmbH can help you avoid the most critical reason for failure in big transformation projects.
- ⇒ Explore how IBP can strengthen resilience in your organization.
- ⇒ Improve intrapreneurship in your middle management by applying the HELIBLICK framework.
- ⇒ Check out opportunities to connect personally in the second half of 2024 at several networking events.



60% of transformations fail Due to Misalignment on the WHY!

Recently, I conducted a LinkedIn poll to explore the main reasons for transformational failure: The results, based on 35 responses, were revealing:

60% of transformation failures are driven by a Misalignment on WHY: The purpose of the transformation lacks clarity. Various functions fail to see its advantages, leading to insufficient engagement. Individual concerns and needs are overlooked.

26% of transformation failures are driven by Misalignment on HOW: Responsibilities are ambiguous combined with a lack of accountability. Decision-making processes are disjointed, and the culture surrounding communication and conflict resolution is unclear.

Only 14% of transformation failures are driven by Misalignment on WHAT - most of the time there is a clear understanding of the desired outcome of the transformation, including process capabilities, system capabilities, competencies, and organizational structure.

Surprised? I would be interested in hearing your comments.

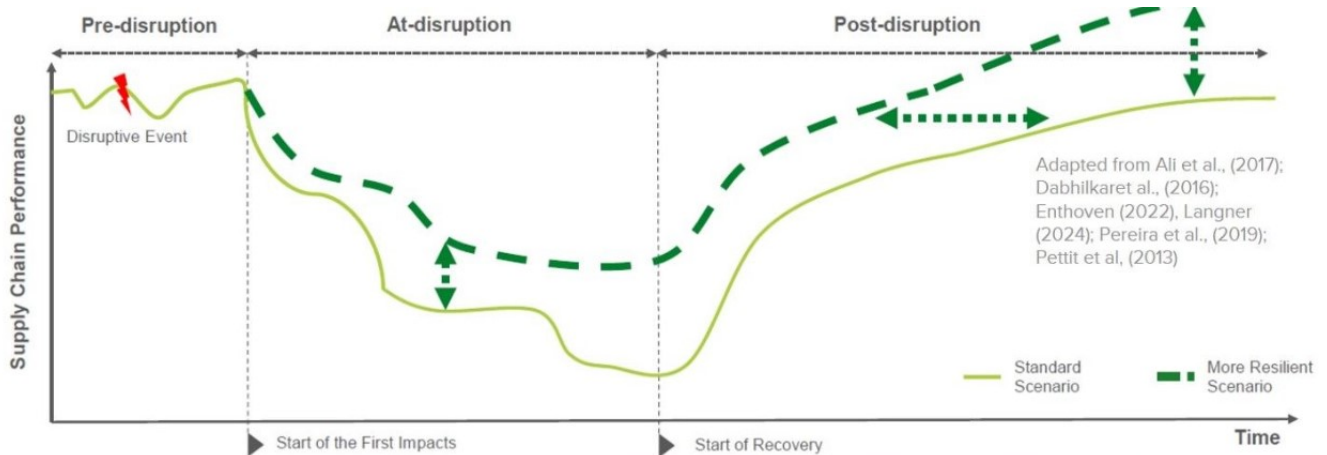
Kind regards, Helmut

PS: **The good news!** The misalignment on WHY is probably the easiest fix. Conducting sensemaking interviews and a kick-off workshop to develop a shared vision and realistic next target condition can be accomplished in a few weeks. Please reach out to me for any questions on how to make your transformation successful!

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IBP is a Cornerstone of Resilience!



During our 52nd IBP/IBSing call, we explored the significant potential for enhancing organizational resilience through the reinforcement of our IBP processes. Allow me to summarize ten key insights from our session:

Pre-Disruption Stage:

1. Develop **business contingency plans**, establish structural buffer stock, and engage in **scenario planning** based on risk profiles. It's crucial to make the financial impact of potential risks visible to leadership.
2. Utilize **digital prewarning systems** and leverage the "**Human Sensor Network**" (IBSing) to identify risks, diagnose issues, and prioritize them accordingly.
3. Maintain a high **sense of urgency** between detecting a problem and its potential impact. Swift, well-informed decisions and effective actions are imperative.
4. Foster **robust relationships with suppliers and customers** through cross-organizational IBP processes to enhance transparency and agility across the value chain.

At Disruption Stage

5. **S&OE/IBSing** serves as the optimal process for sensing and responding promptly, ensuring aligned communication, cross-functional decision-making, and action management.
6. Adopt a creative approach to surmount barriers by establishing "**task forces**" to

address significant criticalities. These efforts not only mitigate impacts on customers and business but also drive innovation within the organizational framework.

7. Prioritize **essential** battles to focus efforts effectively.

Post-Disruption Stage:

8. **Acknowledge** the importance of this phase and avoid overlooking it.
9. Establish a structured IBP/IBSing **governance forum** for continuous improvement.
10. Capture learnings and integrate the management of systematic disruptions into your operating model as part of your **supply chain strategy**.

Anything that I missed? Any additional thoughts on how to leverage IBP / IBSing for a more resilient organization?

Special thanks to Daniel Langner for the insightful introduction, and to all SC leads and IBP practitioners for sharing valuable insights and co-creating ideas during our breakout sessions.

Trust and Empower Your Team - Less Micromanagement and More Intrapreneurship!



Three years ago, I embarked on my journey as an entrepreneur, experiencing both the lows and highs that come with it. Transitioning from the comfort of financial stability and structured environments to the realm of risk and uncertainty was undoubtedly challenging.

However, amidst the challenges, I discovered moments of immense satisfaction. These were moments when I witnessed teams fully embracing the journey, leveraging the comprehensive and adaptable IBSing Change Enablement toolbox to navigate through process, system, organizational, behavioral, and cultural transformations.

During that journey, the IBSing Change Enablement was enriched by more and more solutions. My favorite new offering is the "Intrapreneurship Program," which emerged after discussions with a client on how to eradicate a culture of micro-management, often enforced from the top-down, by fostering bottom-up ownership and initiative.

The program is designed to be efficient, requiring minimal time and effort. It begins with one-on-one interviews with participants for preparation, followed by a one-day workshop for the entire team. By addressing the team's specific pain points directly, the program yields significant financial returns on investment while also fostering cultural enhancements.

Outlined in six steps, the program methodology is as follows:

Developing a functional vision through one-on-one sense-making interviews.

Identifying the core functional tasks.

Identifying concrete pain points out of direct functional control, whether they relate to processes, systems, people capabilities, or required inputs from other functions.

Collaboratively determining essential priorities to optimize resource utilization.

Providing training on crafting a "solution statement" for the key criticalities to effectively address tensions and initiate improvement.

Offering training and concrete strategies for stakeholder engagement to influence other functions and monitor progress towards desired outcomes.

Having successfully implemented that program with multiple teams, I am enthusiastic about extending this opportunity to others. If you believe your team could benefit from our Intrapreneurship Program and you want to spend your budget for team development wisely, please don't hesitate to reach out for an informal discussion.

Opportunities for Networking with HELIBLICK

In the second half of the year I will have the opportunity to join several Supply Chain Events for networking and exchange of ideas. In the case you are interested to join one of those, please let me know.

WHEN: 25th Sep 2024 | WHERE: St. Gallen (CH)

WHAT: **Supply Chain Innovation Day** organised by the University of St. Gallen

DETAILS: I will present HELIBLICK as a startup.

WHEN: 22nd October 18:00 | WHERE: Zug (CH)

WHAT: **AI in Supply Chain and Procurement** organised by Canton of Zug, CIPS and CSCMP

DETAILS: I will be part of organizing committee

WHEN: 5th / 6th December | WHERE: Amsterdam (NL)

WHAT: **"From S&OP to IBP"** organised by CParity

DETAILS: I will give a presentation together with a customer how to drive intrapreneurship with IBP

WHEN: every fourth Monday 17:00-18:00 CET (virtual)

WHAT: **IBP / IBSing practitioners call** organised by HELIBLICK

DETAILS: Costfree peer network call for learning and co-creation of ideas

WHEN: 23th / 24th Jan 2025 WHERE: Frankfurt (D)

WHAT: **Lieferkettenrisikomanagement** organised by wbleaders

DETAILS: I will give a presentation on "Driving Resilience with IBP"



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