

Lepus
Management Consulting

SIMPLICITY IN BUSINESS

COMPANY PORTRAIT

ZÜRICH, NOVEMBER 12, 2018

«The opposite of the simple is not the complex but the ambiguous.»

André Comte-Sponville

AGENDA

- PRINCIPLES
- AREAS OF EXPERTISE
- SIMPLICITY APPROACH
- NEW COMMERCIAL MODEL FOR OUR CLIENTS

PRINCIPLES

OUR MISSION: «SIMPLICITY IN BUSINESS»

- We encourage **simplicity within organizations**, their interaction with customers & partners and within information management.
- We help grown organizations to **focus on the essentials** and to **consciously transform** from a “legacy” to a “new” world.
- By this, together we create **room for innovative business and growth areas**.

PRINCIPLES: HOW WE WORK

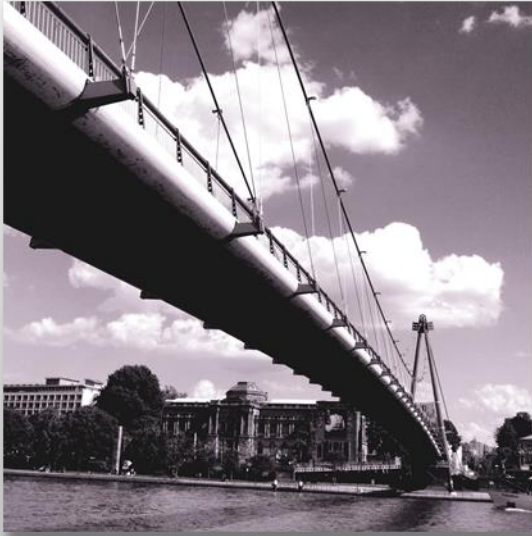
PARTNERSHIPS ARE THE FOUNDATION OF OUR WORK



- **Trusting and responsible.** Projects are partnerships with our clients – not just a job
 - Building trust takes time to explore new paths together. And it only takes a minimum of formal contracts
 - With our clients we work on difficult decisions and change. We are aware of our responsibility as consultants
- **Passionate and upright.** We do not take our work just as a means to an end. For us, “simplicity” means honesty, straightforwardness and leaving tactics and bureaucracy aside
- **Sustainable.** Today – not at the expense of tomorrow. Here – not at the expense of somewhere else

PRINCIPLES: HOW WE WORK

LET'S BUILD BRIDGES



- **Open and fair.** In our personal interactions – in particular when facing different backgrounds and opinions
- **Brave and creative.** We are looking for and creating new paths. And mistakes happen along the way. We favor “quick recovery” over “zero tolerance”
- **Mindful and humble.** Here and Now – that’s our credo. With passion and focus. This is the source of energy for our work and for high-quality results. Client results are in the limelight, not the consultant
- **Collaborative and with humor.** With independent, sovereign voices who enjoy working together

PRINCIPLES: TEAM

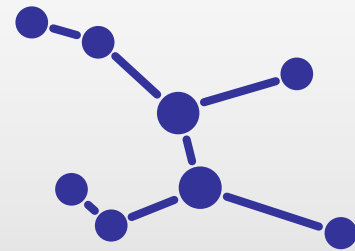
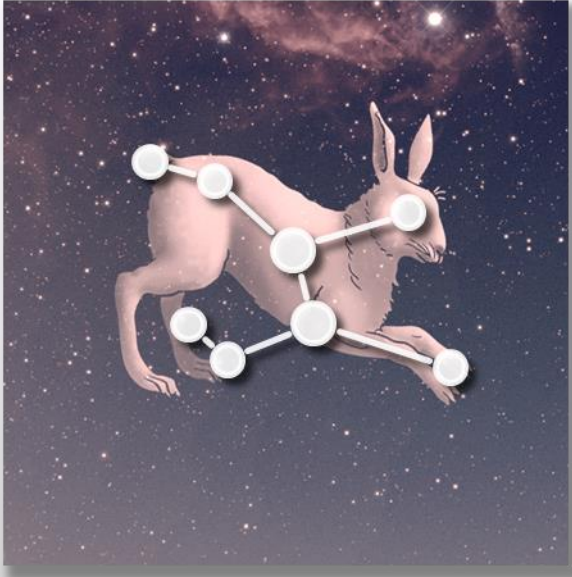
OUR VISION

We are the professional home for **venturous consultants and entrepreneurs** of all generations with inner **humanistic values**, who **enjoy**

- **trusting collaboration**,
- tricky **intellectual** and **interpersonal challenges** and
- delivering the right results – of **highest quality** – **for our clients.**



LEPUS - OUR COMPANY NAME



Lepus
Management Consulting

Lepus (/ˈlɛpəs/) is a constellation of 8 stars visible in the night sky just south of Orion. Its name is Latin for “hare”.

Over many centuries stars have served as a simple and reliable means of orientation.

In this spirit we chose Lepus as our company name, representing reliable navigation with the speed and agility of the hare.

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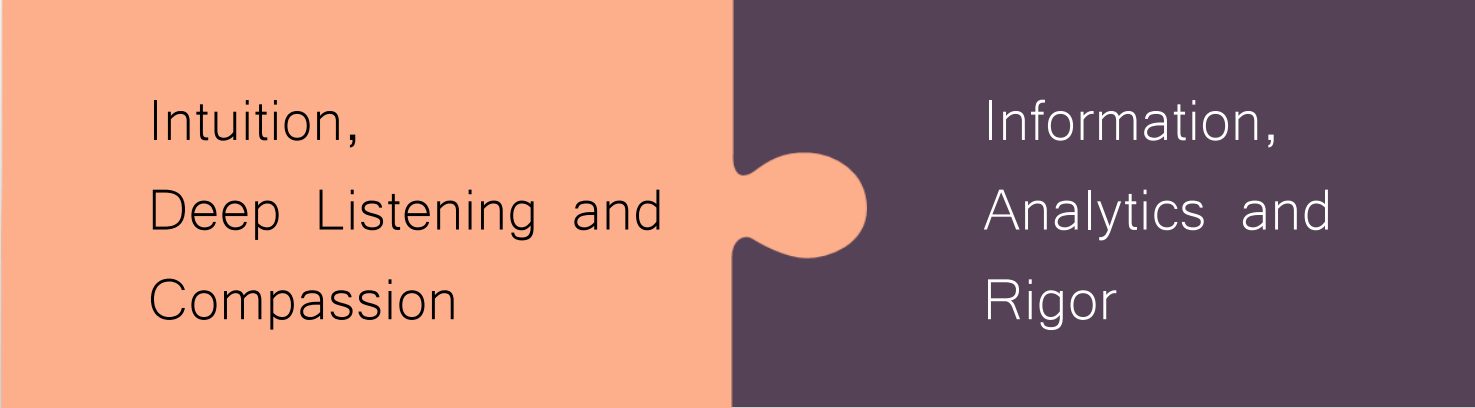
CUSTOMER VALUE

WHEN SHOULD YOU HAVE US IN MIND?

- When facing **tricky questions** with wide-ranging impact, that need a fresh view and which should lead to **clear strategic decisions**
- When **previous strategic decisions are still «vague»** and in need of being **clearly specified** in order to deliver value for the business
- When there are promising **new technologies** but their specific application and **value** is not yet sufficiently clear
- When the **communication of technical and complex topics** between (top-)management and **operational teams** needs to be improved
- When **specifying and implementing change** requires **«Fingerspitzengefühl»**: i.e. conscious and deliberate stakeholder management

AREAS OF EXPERTISE

HOW WE WORK – BALANCE OF MIND & BRAIN



Intuition,
Deep Listening and
Compassion

Information,
Analytics and
Rigor

Human-centered design,
creativity
and individual advisory

«Mind»

Analytical thinking,
proven methodologies,
and logical precision

«Brain»

AREAS OF EXPERTISE

CONSULTING TOPICS



AREAS OF EXPERTISE

CONSULTING TOPICS

Simplicity	End-to-end optimization of complexity drivers for cost reduction & growth
Strategy & Decisions	Business model innovation, strategic options and decisions
People	Cultural transformation, change management & individual coaching
ICT Value	Innovation & business value from information and communication technology (ICT)
Analytics	Quantitative modelling and business analysis (financial / operational)
Sourcing	Make-versus-buy decisions & smart partnering

AREAS OF EXPERTISE

CONSULTING TOPICS AND COMPETENCIES (1/2)

Simplicity

Definition and end-to-end implementation of programs and projects to reduce unnecessary complexity – from service and product offerings, operating models to operational processes and IT. Active «catalyst» to identify, quantify and implement optimization measures towards simplicity within business

Strategy & Decisions

Strategic decision support for managers, supervisory boards and investors. Business model innovation. Structured development and evaluation of scenarios and concrete options to create value. Real options, business case modelling and independent facilitation of management group decisions. Convincing top management and supervisory board documents and communication. Program management

People

Design and execution of change processes to enable purposeful, sustainable organizations. Individual coaching, e.g. for CIOs, COOs and their management teams. E.g. during reorganizations and post-merger implementation programs. Encouraging entrepreneurship and intrapreneurship as a catalyst towards change

AREAS OF EXPERTISE

CONSULTING TOPICS AND COMPETENCIES (2 / 2)

ICT Value Repositioning and growth programs for ICT players, market units and internal service providers e.g. based on cloud services, quantum computing & security, optimized service offerings and operating models. Conceptual design and implementation of «industrial» steering models for internal ICT units and external provider. IT strategy, technology radar, roadmaps and innovation programs

Analytics Rigorous analyses for far-reaching management decisions e.g. technology investments, innovation / product development, turnaround programs, buyouts and new ventures. Qualitative and quantitative modelling of market scenarios, sensitivity analysis, Monte Carlo simulations, real options calculations, business cases, management scorecards and risk modelling

Sourcing Specification and implementation of make-versus-buy decisions for high-tech and ICT, shared services and support functions. Evaluation of partnering models, short-listing / screening and due diligence. Transformation support as an independent trusted advisor and project manager

AREAS OF EXPERTISE

STAGES OF CHANGE AND OUR SUPPORT

1 Distilling Case for Change	2 Setting Direction	3 Defining Measures	4 Delivering Projects	5 Ensuring Sustainability
<ul style="list-style-type: none">– Business model review– Market and customer analysis, financial analysis and quality reviews– Management interviews and expert workshops– Reflection on work methods and culture– Case for change synthesis	<ul style="list-style-type: none">– Evaluation of alternative scenarios / options– Business model innovation and visioning (e.g. value chain, operating model)– Strategic business case– Portfolio of potential measures (“menu card”) and prioritization	<ul style="list-style-type: none">– Business cases and financial modelling– Target designs (governance, make-or-buy, organization und sizing, partnering, processes, system architecture)– Setup of implementation projects	<ul style="list-style-type: none">– Program- und project management– Detailed designs (e.g. services, organization, capabilities, system landscape, processes)– Go-to-market push (sales support / «pitches» and coaching)– Change management	<ul style="list-style-type: none">– Development and optimization of steering models– «Second opinions» on updates– Project reviews– Coaching

AREAS OF EXPERTISE

BROAD SPECTRUM OF INDUSTRY EXPERTISE, USING BEST PRACTICES ACROSS SECTORS

- IT Services
- Telecommunications
- Energy and Utilities
- Transport & Logistics
- Consumer Goods
- Financial Services and Private Equity
- Automotive
- Industry Goods and Services
- Chemicals
- Public Sector

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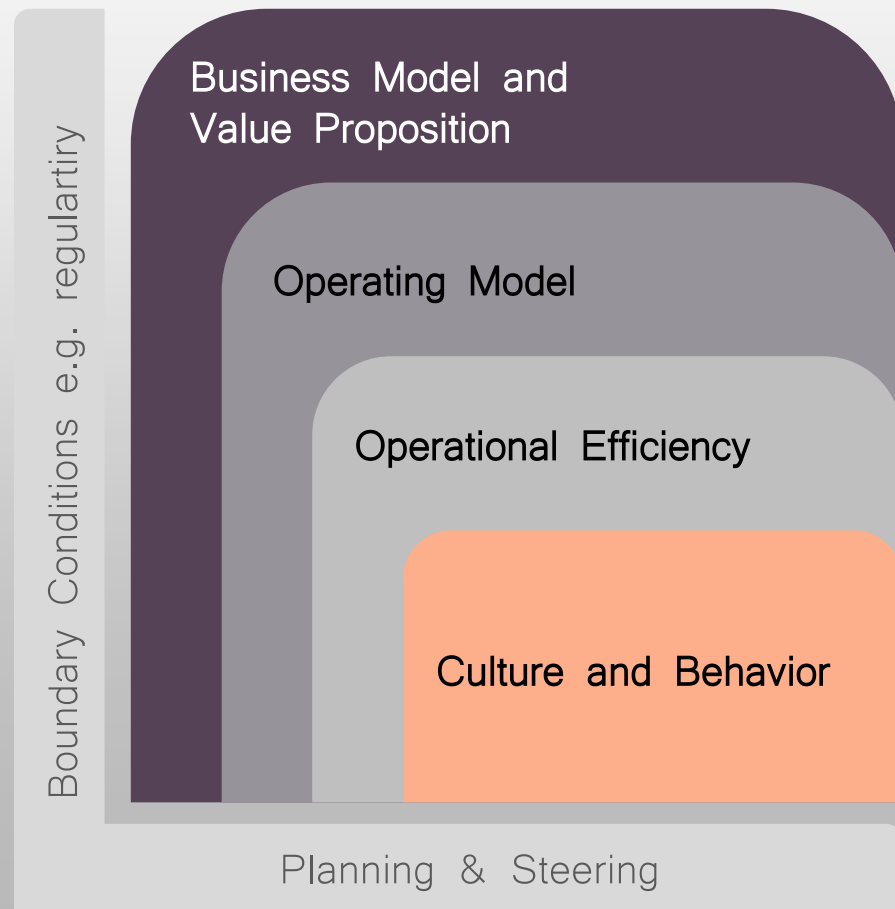


«The simplest of competing theories should be preferred.»

William of Occam (1288–1347)

SIMPLICITY APPROACH

OPTIMIZATION OF ROOT CAUSES – TO FOCUS ON ESSENTIALS



Examples from our project work

Business model innovation, simplified customer experience with products and services, fewer variations, focused customer segments and channels, simple pricing and fee structures

Structured process landscape and organizational model, elimination of unnecessary ambiguities, simplified organizational interfaces, new disruptive technologies e.g. blockchain, make-or-buy optimization, site consolidation

Higher degrees of automation / digitization, optimized value-for-money and unit costs for in-house processes and via external partners, sustainable personnel models, optimized steering, reduced bureaucracy

Simplicity as a guiding principle within the organization, focus on essentials for team and individual tasks, "meeting culture", interaction with customers, partners and mindful use of resources

SIMPLICITY APPROACH

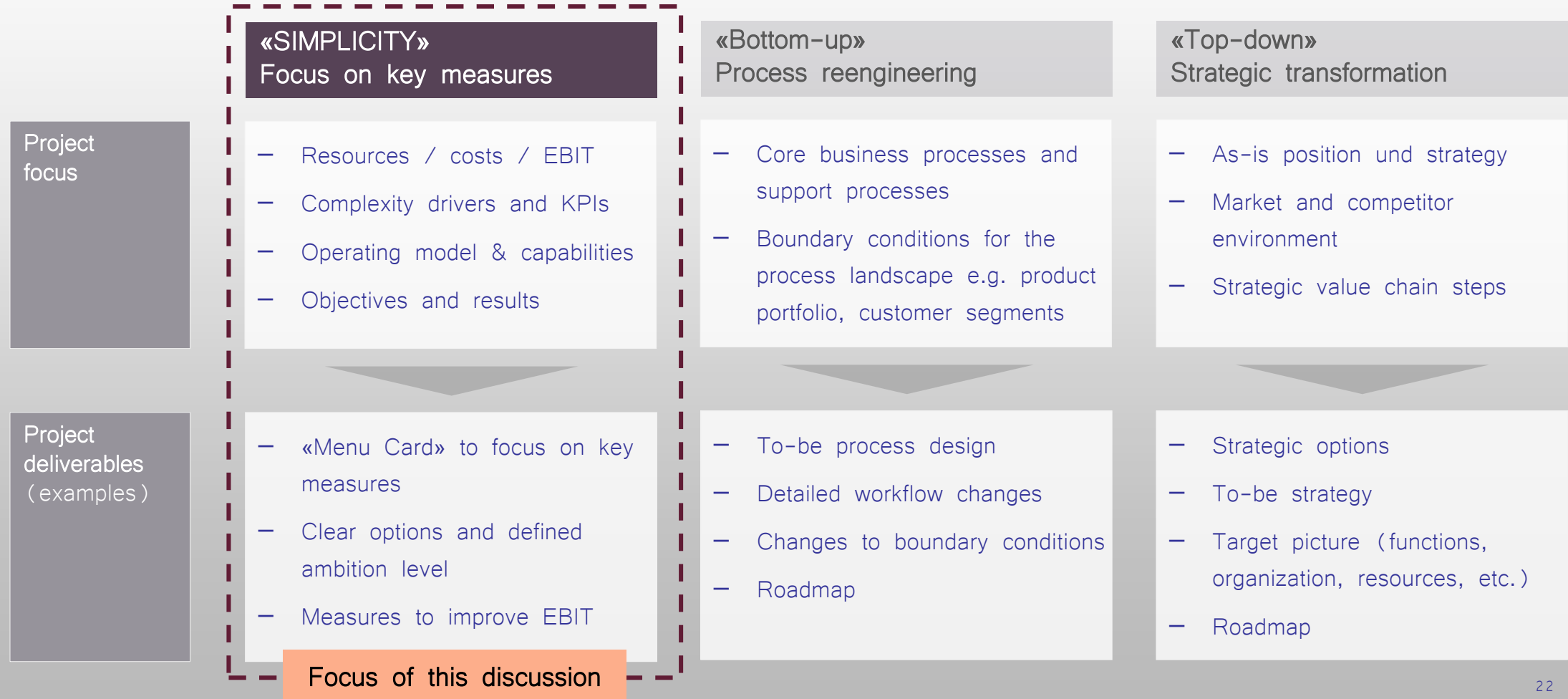
VALUE-ADD FROM SIMPLICITY: «BEYOND COST CUTTING»



- Root causes of complexity within the organization are systematically identified in a joint team effort
- Interviews and team workshops are complemented by qualitative and quantitative analysis to define the most promising optimization levers
- We provide our proven simplicity methodology and – as needed – cost modelling tools
- Each optimization idea and measure is systematically tracked along its maturity grade through implementation (1-5)
- **We focus on defining and implementing measures**, with just the right amount of diagnosis

SIMPLICITY APPROACH

«SIMPLICITY» AS AN ALTERNATIVE OPTIMIZATION APPROACH



SIMPLICITY APPROACH

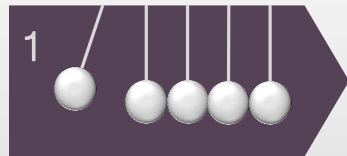
«SIMPLICITY» AS AN ALTERNATIVE OPTIMIZATION APPROACH

	«SIMPLICITY» Focus on key measures	«Bottom-up» Process reengineering	«Top-down» Strategic transformation
Typical as-is situation	<ul style="list-style-type: none"> Historically grown “silos”, specific efficiency targets 	<ul style="list-style-type: none"> Outdated business process execution; overly manual work 	<ul style="list-style-type: none"> New business model or significant changes to it
Project focus	<ul style="list-style-type: none"> Focus on significant costs and most important complexity drivers 	<ul style="list-style-type: none"> Selected core and / or support processes 	<ul style="list-style-type: none"> Business strategy and overall targets (possibly “green field”)
Deliverables	<ul style="list-style-type: none"> Set of specific and agreed optimization measures 	<ul style="list-style-type: none"> Redesign and (partial) automation of processes in scope 	<ul style="list-style-type: none"> Strategic direction, business model and high-level design
Strategic vs. «hands-on»	<ul style="list-style-type: none"> Root causes and complexity drivers analyzed - with specific benefits; «hands-on» and constructive 	<ul style="list-style-type: none"> Methodology-focused, resulting in more «modern» processes - solutions often driven by software 	<ul style="list-style-type: none"> Strategic “top-down”
Timeframe for results	<ul style="list-style-type: none"> Short- to mid-term results (ca. 0.5 to 3 years) 	<ul style="list-style-type: none"> Mid-term focus; results often somewhat blurred 	<ul style="list-style-type: none"> Mid- to long-term transformation
Typical follow-up project	<ul style="list-style-type: none"> Innovation und growth initiatives using freed up resources 	<ul style="list-style-type: none"> Software selection and implementation / integration 	<ul style="list-style-type: none"> More detailed target picture design (organization, processes etc.)

Focus of this discussion

SIMPLICITY APPROACH

OUR 5 STEP APPROACH



1 Distilling Case for Change

- Strengths and weaknesses analyzed
- Financial «baseline» clearly analyzed
- Case for change and optimization levers identified:
“Start with Why”

Maturity Grade 1



2 Setting Direction

- «Menu card» of potential optimization measures defined
- Consistent alternative scenarios derived
- Priorities defined from a top management perspective

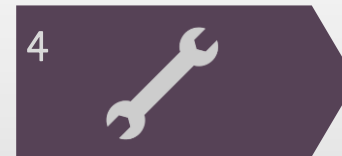
Maturity Grade 2



3 Defining Measures

- Business cases / quantitative models specified
- Target picture per optimization measure designed
- Transition roadmap defined

Maturity Grade 3



4 Delivering Projects

- «Quick wins» realized
- Program & agile project management operational and results delivered
- New business and growth areas kicked off
- Change management implemented

Maturity Grade 4



5 Ensuring Ongoing Benefits

- Management Scorecard established
- Promised benefits delivered
- Continuous improvement process defined and implemented

Maturity Grade 5

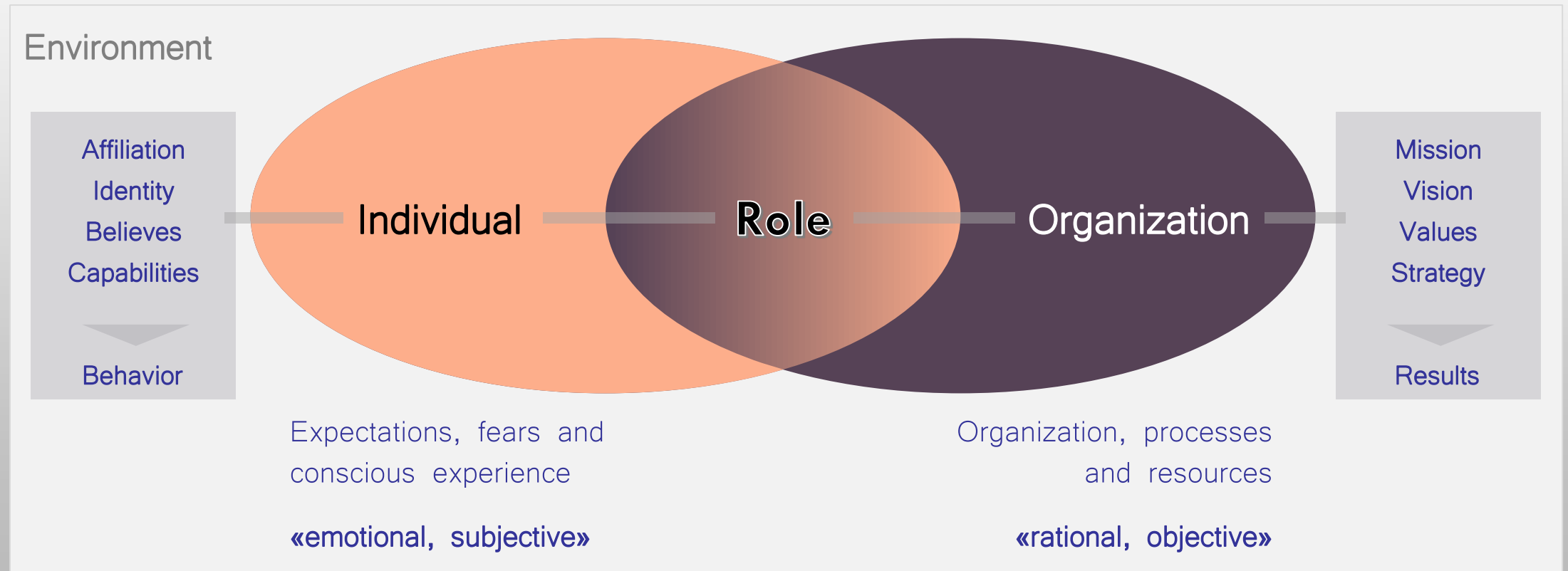
SIMPLICITY APPROACH

IMPLEMENTATION VIA AGILE PROJECT MANAGEMENT

- The specification and implementation of the individual simplicity measures are driven via **agile project management** – adopted from the well-known SCRUM methodology
- The daily project work builds on **independent, dynamic schedules per team** – with coordination across teams along **clear decision points**
- The **maturity grades** (1–5) per measure serve as the logical backbone in the overall approach
- We foster **communication across hierarchies and management levels** – from the shop floor to the executive management
- As a result the optimization measures are based on **conscious choices** and are implemented in a **transparent methodology** by the individual teams

PEOPLE

PEOPLE WHO TAKE OWNERSHIP MAKE COMPANIES SUCCESSFUL



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PRINCIPLES

PARTNERSHIP AND TRUST AS THE BASIS OF OUR WORK ...

As we are convinced of the **fundamental value** of trusting partnerships,
as we believe to have a **realistic view on our own capabilities** and
as the **quality of our work** is not being influenced by financial incentives ...

... we offer our clients an alternative, **NEW COMMERCIAL MODEL** for our services.

COMMERCIAL MODEL

... WITH AN ALTERNATIVE COMMERCIAL MODEL

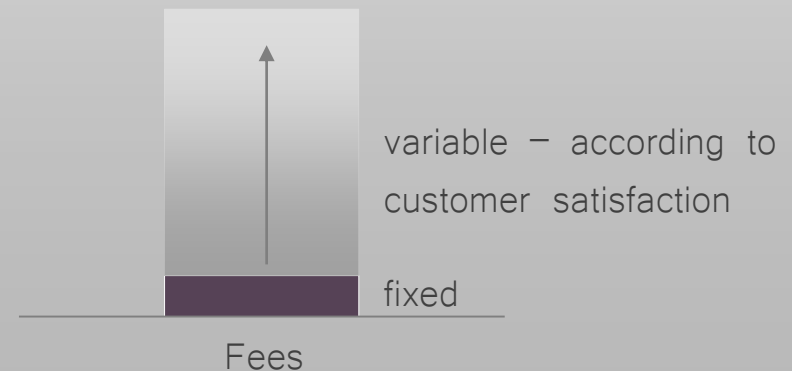
“Classical model” – time & material

- Joint goal setting, project planning including estimated effort
- Monthly reporting of actual consulting effort
- Daily rates and number of consulting-days as the basis for monthly consulting fees
- Optional cost ceiling or fixed price offer for the project



“New model” – based on customer satisfaction

- Joint goal setting, project planning including estimated effort
- Monthly reporting of actual consulting effort
- Very low fixed fee as a base
- **On a monthly basis, the client decides to what extend a possible variable fee is being payed**



CLIENT COLLABORATION

«SIMPLICITY» – WHY LEPUS MANAGEMENT CONSULTING?

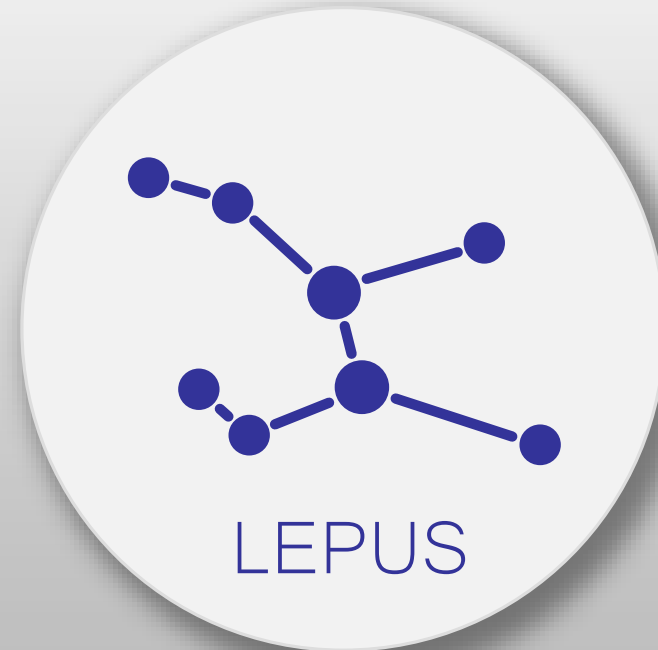
From strategy to implementation: simple

Decades of hands-on experience

Proven step-by-step methodology

Risk-sharing partnership with our clients

Trusting and mindful way of working together



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