

Lepus
Management Consulting

SIMPLICITY IN BUSINESS

COMPANY PORTRAIT

ZÜRICH, 16 DECEMBER 2020

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

André Comte-Sponville

AGENDA

- PRINCIPLES
- AREAS OF EXPERTISE
- SIMPLICITY APPROACH
- BACKGROUND OF OUR METHODOLOGY
- ALTERNATIVE COMMERCIAL MODEL FOR OUR CLIENTS

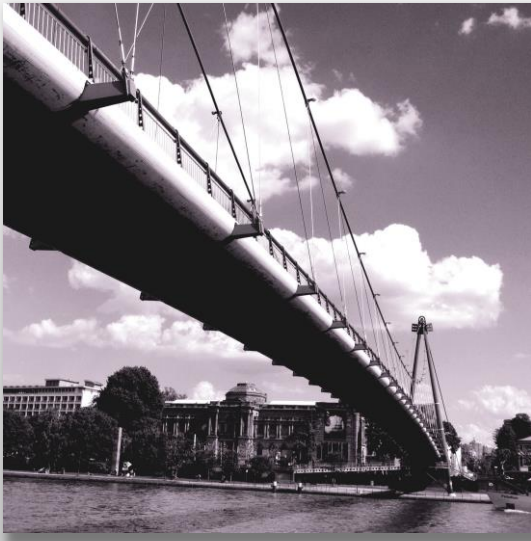
PRINCIPLES

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 a meaningful entrepreneurial path** and to **consciously transform** from “legacy” to “new” ways of working.
- By this, together we create **room for innovations**.

OUR PRIORITIES: HOW WE WORK

LET'S BUILD BRIDGES ...



- **Open and fair.** In our personal interactions – in particular when facing different backgrounds and opinions
- **Trusting and responsible.** Projects are partnerships with our clients – not just a job
- **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. This is the source of energy for our work and high-quality results. Client success is in the limelight, not us
- **Collaborative and with humor.** With independent, sovereign voices who enjoy working together

PRINCIPLES: TEAM

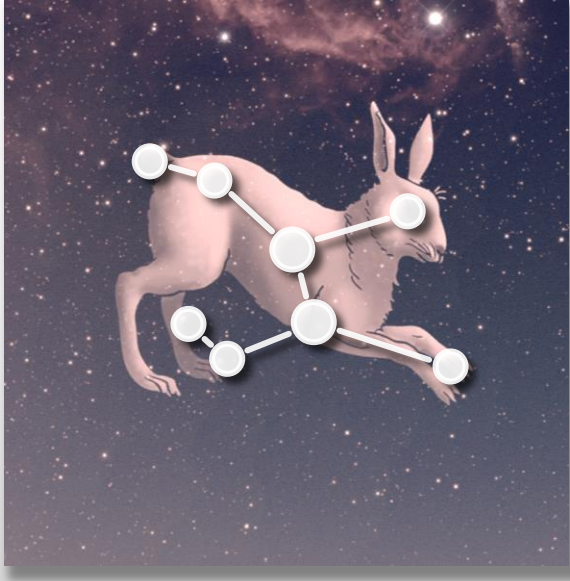
OUR VISION

We are a network and 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 (/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.

AGENDA

- PRINCIPLES
- AREAS OF EXPERTISE
- SIMPLICITY APPROACH
- BACKGROUND OF OUR METHODOLOGY
- ALTERNATIVE COMMERCIAL MODEL FOR OUR CLIENTS

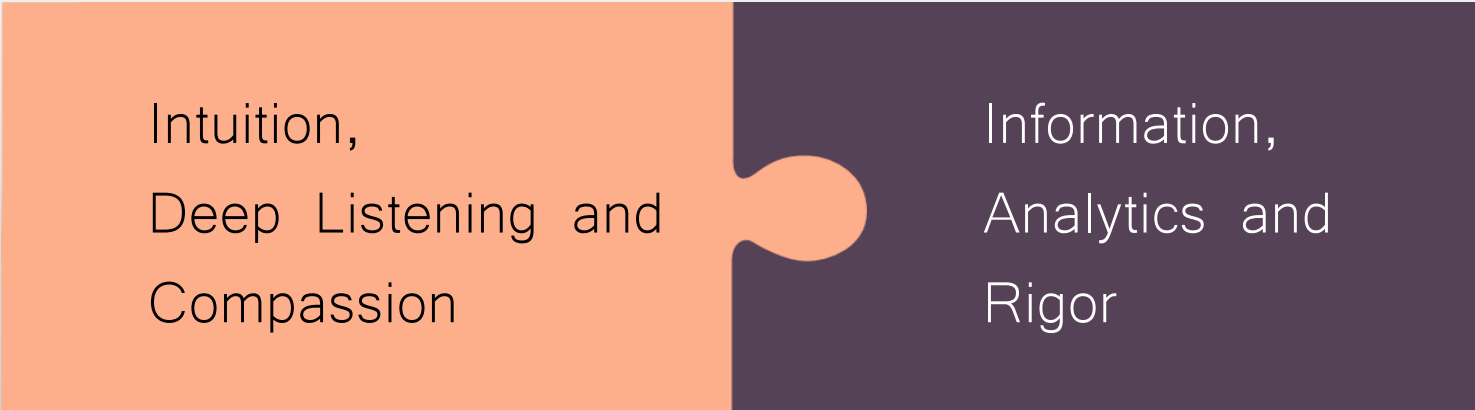
CUSTOMER VALUE

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** for the organization and the teams
- When previous **strategic decisions** are still perceived as **«vague»** and in need of being **clearly specified** in order to deliver value for the business
- When there are promising **new digital 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 interactions

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 towards value creation and organizational development
Strategy & Decisions	Business model innovation, strategic options and decisions, hybrid portfolio management
People	Cultural transformation, change management & coaching
ICT Value	Innovation & business value from information and communication technology (ICT)
Analytics	Quantitative modelling and business analysis (financial and operational)
Sourcing	Make-versus-buy decisions & smart partnering

AREAS OF EXPERTISE

BROAD SPECTRUM OF INDUSTRY EXPERTISE, USING GOOD PRACTICES ACROSS SECTORS

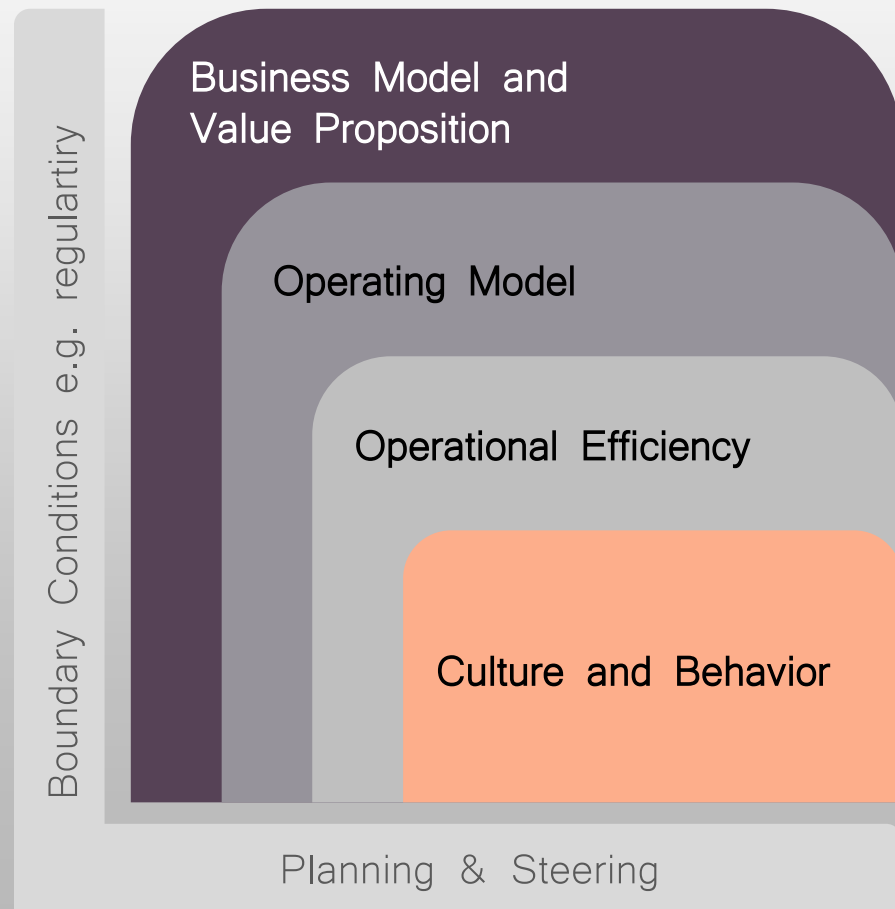
- IT Services
- Telecommunications
- Energy and Utilities
- Transport & Logistics
- Health and Pharma
- Consumer Goods
- Financial Services and Private Equity
- Automotive
- Industry Goods and Services
- Chemicals
- Public Sector

AGENDA

- PRINCIPLES
- AREAS OF EXPERTISE
- SIMPLICITY APPROACH
- BACKGROUND OF OUR METHODOLOGY
- ALTERNATIVE COMMERCIAL MODEL FOR OUR CLIENTS

SIMPLICITY APPROACH

OPTIMIZATION OF ROOT CAUSES – TO FOCUS ON ESSENTIALS



Examples from our project work

Product / service portfolio management, Business model innovation, simplified customer experience with products and services, focused customer segments and channels, simple pricing and fee structures

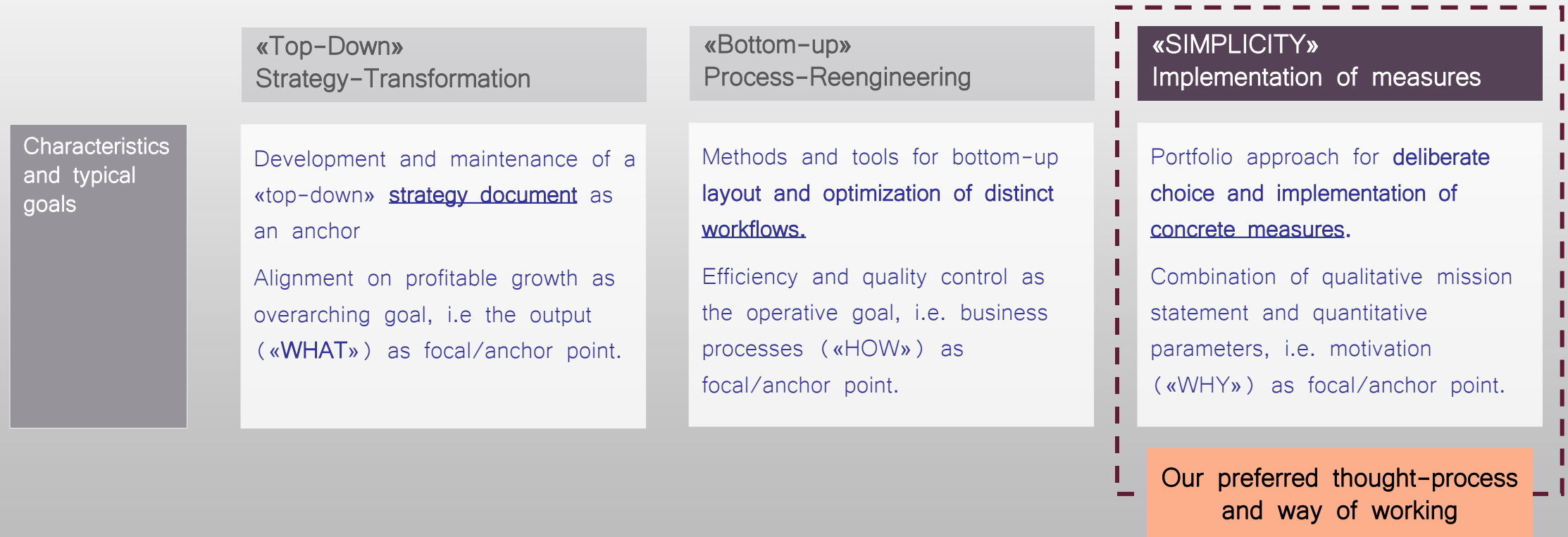
Structured process landscape and organizational model, elimination of unnecessary ambiguities, simplified organizational interfaces, new disruptive technologies e.g. blockchain, make-or-buy optimization, site consolidation

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

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

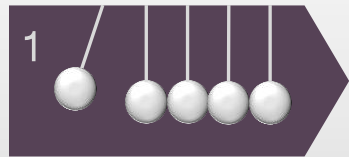
SIMPLICITY METHODOLOGY

DIFFERENT APPROACHES TO ORGANIZATIONAL DEVELOPMENT – AND OUR PREFERRED MODEL



SIMPLICITY APPROACH

OUR APPROACH: FIVE TYPICAL STEPS



1 Distilling Case for Change

- Work culture as well as strengths and weaknesses reviewed
- Strategy and financial baseline 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

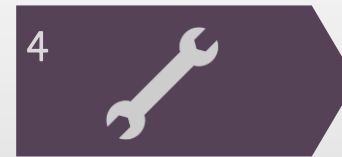
Maturity Grade 2



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

AGILE PROJECT DELIVERY

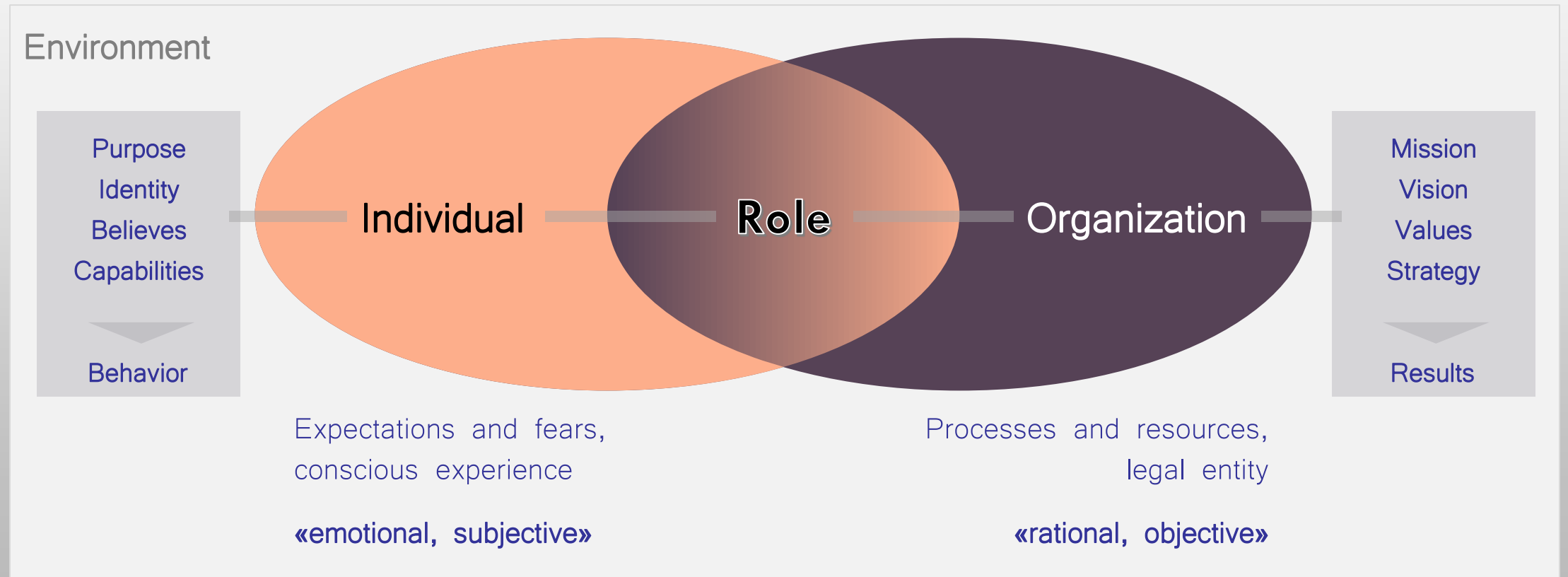
- We use **agile methodologies** adopted from SCRUM for the iterative specification and implementation of the individual Simplicity measures
- Simplicity projects are typically set up in the form of **autonomous and dynamic teams** per measure
 - with a joint overall steering and **clear milestones as decision gates**
- The defined **“maturity grades”** (1–5) per measure define the backbone of this iterative approach
- We pay specific attention to ensure **consistent communication on all levels** – from the shop floor to senior management
- This approach results in **consciously chosen and transparently implemented measures**, delivered through agile teams

AGENDA

- PRINCIPLES
- AREAS OF EXPERTISE
- SIMPLICITY APPROACH
- BACKGROUND OF OUR METHODOLOGY
- ALTERNATIVE COMMERCIAL MODEL FOR OUR CLIENTS

BACKGROUND OF OUR METHODOLOGY

PEOPLE WHO TAKE OWNERSHIP MAKE COMPANIES SUCCESSFUL



BACKGROUND OF OUR METHODOLOGY

FIVE TYPICAL WAYS OF WORKING WITHIN ORGANIZATIONS – WITH DIFFERENT PARADIGMS

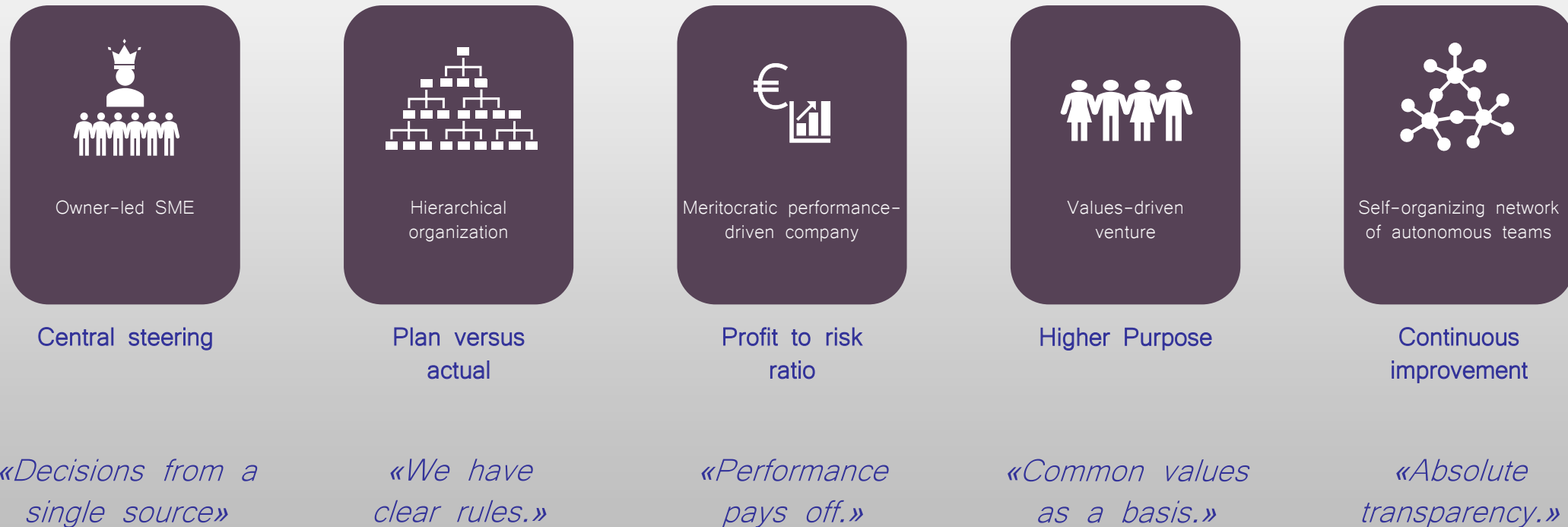
The diagram illustrates five organizational paradigms, each with a distinct color and set of characteristics:

- Teal:** Self-organizing network of autonomous teams (*teal*). Characteristics include: WHOLENESS, SELF-MANAGEMENT, EVOLUTIONARY PURPOSE, STAKEHOLDER BALANCE, DELIGHT CUSTOMERS, and DELIGHT EMPLOYEES. Examples: BUURTZORG, WERKINGSDOEL.
- Green:** Values-driven venture (*green*). Characteristics include: HIGHER PURPOSE, DISTRIBUTED DECISION MAKING, SHARED VALUES, ENGAGEMENT, and CULTURE OVER STRATEGY. Example: BEN & JERRY'S.
- Orange:** Meritocratic performance-driven company (*orange*). Characteristics include: COMPETITION, INNOVATION, EMPowerMENT, ACCOUNTABILITY, and MERITOCRACY. Examples: PUBLIC UNIVERSITIES, LARGE CORPORATIONS, GOVERNMENTS, TRADITIONAL CHURCHES.
- Yellow:** Hierarchical organization (*amber*). Characteristics include: HIERARCHY, LONG TERM PERSPECTIVE, STABILITY, CONTROL, and PROCESS. Examples: STREET GANGS, MARINE, TRIBAL MILITIA.
- Red:** Owner-led SME (*red*). Characteristics include: POWER, FEAR, CHAOS, and DIVISION OF LABOR. Example: COMMAND AUTHORITY.

Adopted from "Reinventing Organizations" by Frédéric Laloux; <https://www.youtube.com/watch?v=g0Jc5aAJu9g>

BACKGROUND OF OUR METHODOLOGY

WHAT IS THE BASIS OF DECISION-MAKING IN THE RESPECTIVE WAYS OF WORKING?



BACKGROUND OF OUR METHODOLOGY

OBSERVATIONS FROM OUR PROJECT WORK REGARDING THE FIVE DIFFERENT WAYS OF WORKING (1/2)

- The F. Laloux model can be understood as the background and **practical orientation** in **transformation projects**.
- Per se, there are **no «right» and «wrong» ways of working** in this system. There is no judgment.
- In a specific social, legal and economic **environment**, one type of organization can be **superior** to another.
- There can be **different types of collaboration** (colors) within an organization vertically at different levels and horizontally in different areas, departments and teams. In many cases, however, **one** pattern approximately dominates overall.
- “Higher” ways of working systemically go beyond the layers below and, like a matryoshka, contain their elements.

BACKGROUND OF OUR METHODOLOGY

OBSERVATIONS FROM OUR PROJECT WORK REGARDING THE FIVE DIFFERENT WAYS OF WORKING (2/2)

- Today, most organizations in the **public** and **private** sector follow **red**, **amber** or **orange** paradigms and patterns.
- At times red, amber and orange ways of working are hence referred to as **“legacy”** while emerging green and teal models are labelled as **“new”**.
- **Success is defined differently** in the various ways of working and for “new” models in particular does not limit itself to financial success.
- Depending on one’s view on the **evolution of societies** and **ecological challenges**, these contributions are judged differently.
- The five different ways of working within organizations reflect **distinct philosophies**. In particular, the notion of **«justice»** (or **«balance»**) is based on **different concepts** (see next page).

BACKGROUND OF OUR METHODOLOGY

TARGETED SELECTION OF TOOLS DURING ORGANIZATIONAL DEVELOPMENT



Organization-specific choice of tools – dependent on the situation and ambition at the time

AGENDA

- PRINCIPLES
- AREAS OF EXPERTISE
- SIMPLICITY APPROACH
- BACKGROUND OF OUR METHODOLOGY
- ALTERNATIVE COMMERCIAL MODEL FOR OUR CLIENTS

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 COMMERCIAL MODEL** for our services.

COMMERCIAL MODEL

... WITH AN ALTERNATIVE COMMERCIAL MODEL

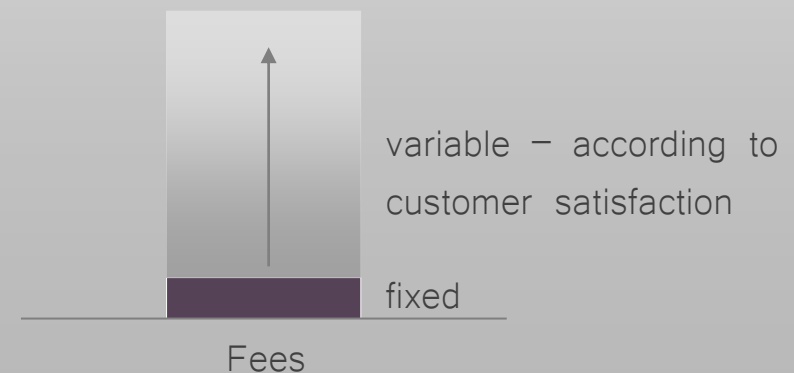
“Classical model” – time & material

- 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?

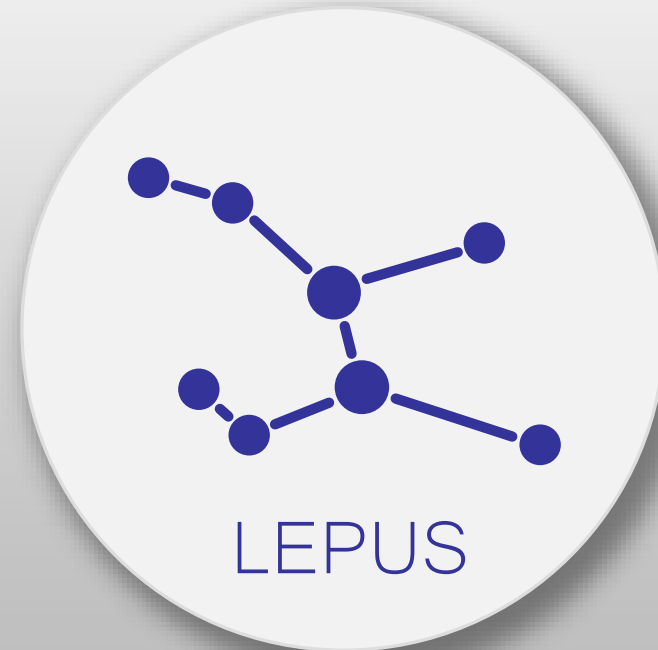
From strategy to implementation: simple

Decades of hands-on experience

Proven step-by-step methodology

Risk-sharing partnership with our clients

Trusting and mindful way of working together



CONTACT

Lepus Management Consulting GmbH

Katzenbachstrasse 181

CH-8052 Zürich

www.lepus-consulting.ch



Monique Dufaux

Managing Director

+41 79 709 9973

dufaux@lepus-consulting.ch

Dr. Andreas Masuhr

Managing Director

+41 79 269 0107

masuhr@lepus-consulting.ch

CONTACT

ANDREAS MASUHR

masuhr@lepus-consulting.ch

+41 79 269 0107

MONIQUE DUFAUX

dufaux@lepus-consulting.ch

+41 79 709 9973

Lepus Management Consulting GmbH

Katzenbachstrasse 181

CH-8052 Zurich

www.lepus-consulting.ch

Handelsregister CHE-255.294.042