

Lepus
Management Consulting

LEPUS DENKRAUM

HYBRIDES PORTFOLIO-MANAGEMENT

IMPULSVORTRAG DISKUSSION (AUSGEWÄHLTE SEITEN)

ZÜRICH, 28. OKTOBER 2021, 17:15-18:15

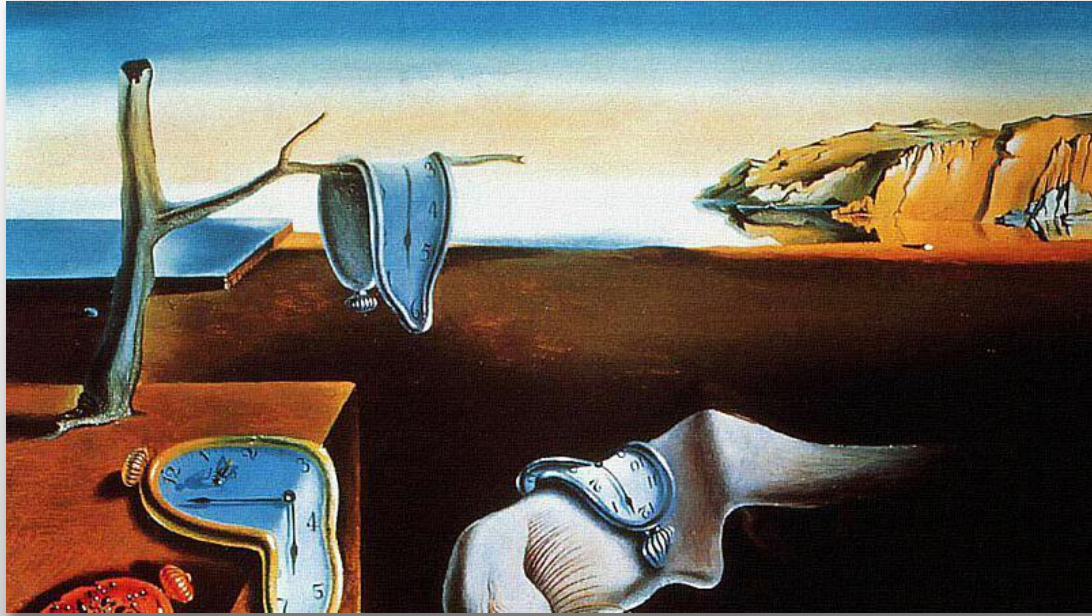


«Manchmal macht es Sinn,
Äpfel mit Birnen zu vergleichen.»

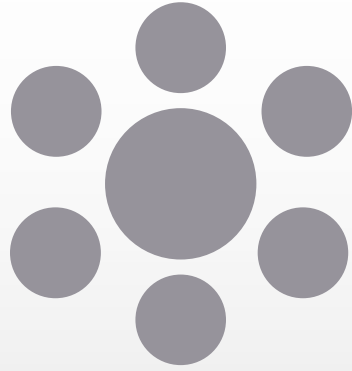




“Objectivity (science),
the goal of eliminating
personal biases in the
practice of science.”



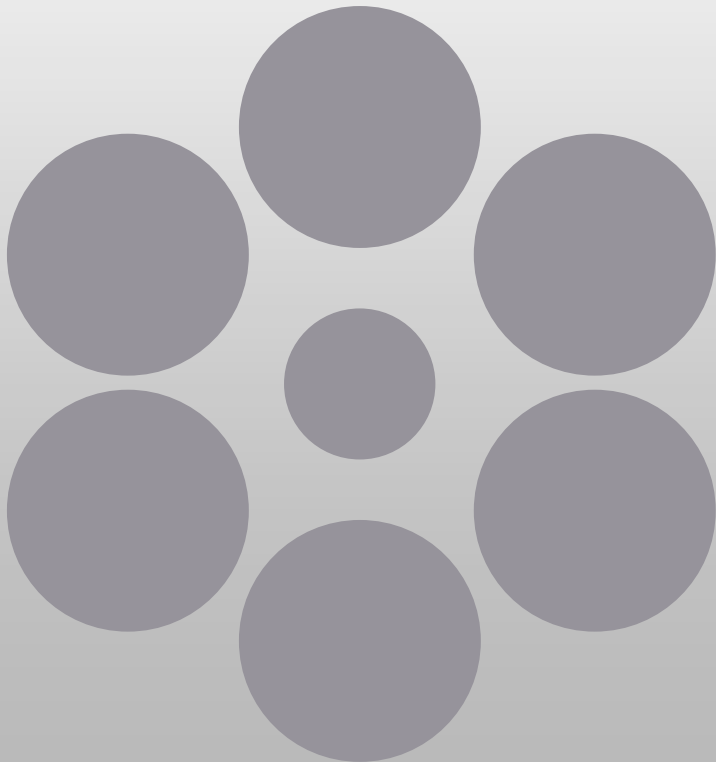
“Subjectivity, a subject's personal perspective, feelings, beliefs, desires or discovery, as opposed to those made from an independent, objective, point of view.”



Can a portfolio view be *completely objective*?

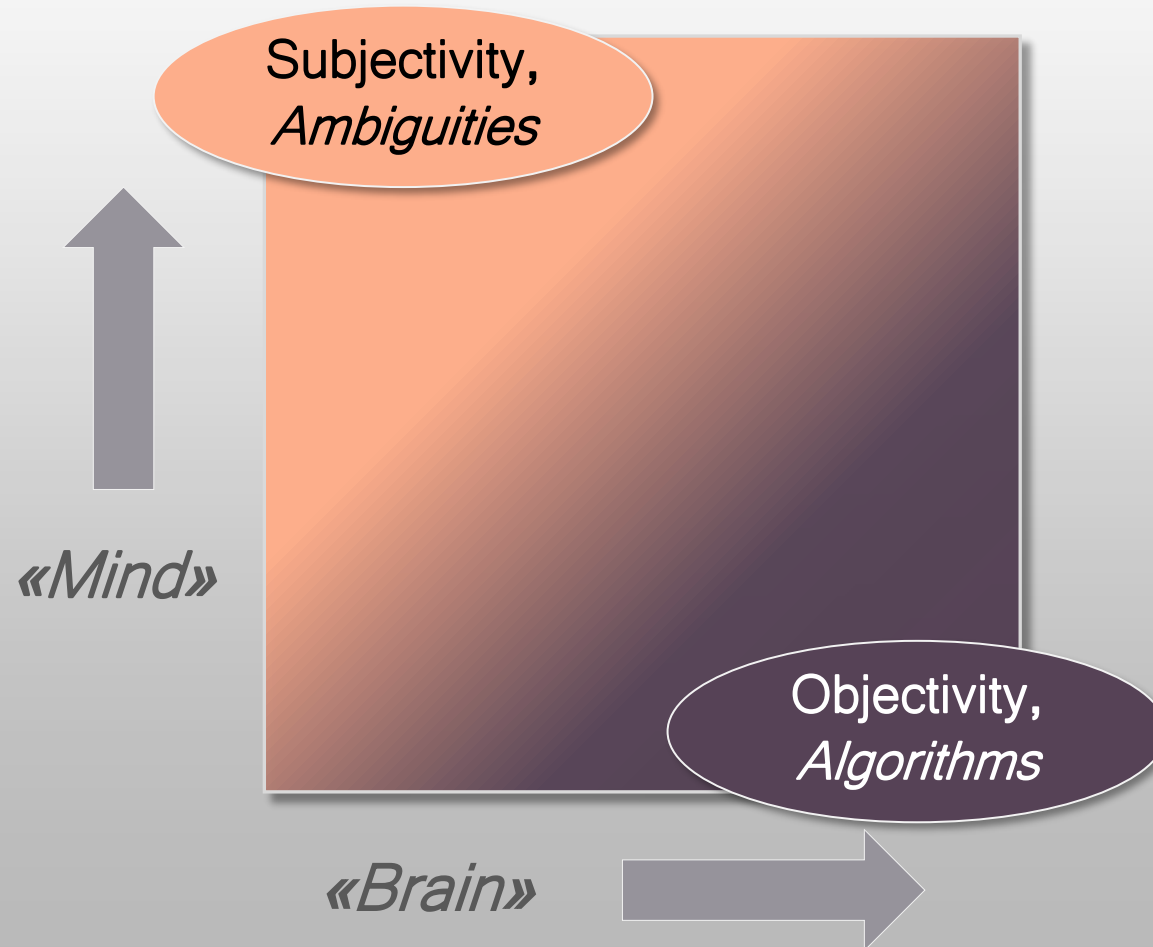
... and *should* it be in practice?

E.g. for the product portfolio of a company?



HYBRID PORTFOLIO MANAGEMENT

THE LEPUS “HYBRID PORTFOLIO”: BALANCING MIND & BRAIN



HYBRID PORTFOLIO MANAGEMENT

HYBRID PORTFOLIOS AS TOOLS – NOT AUTOMATED MACHINES

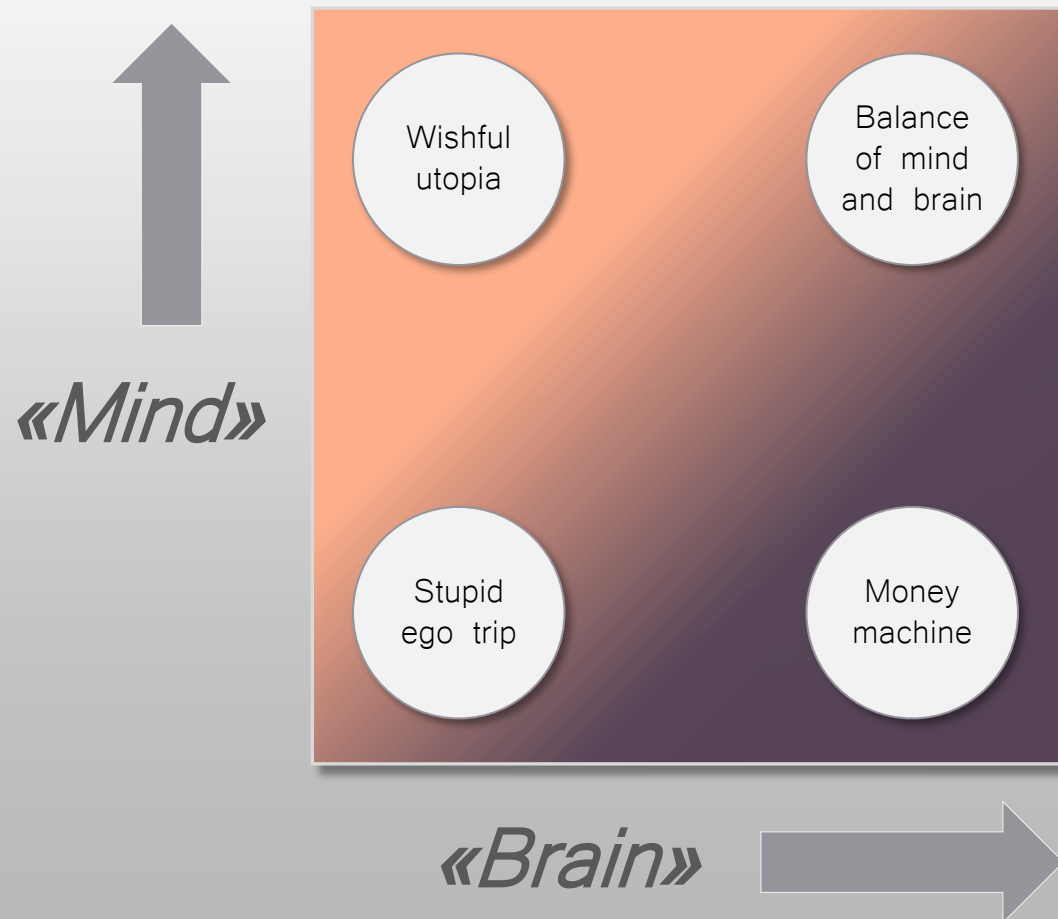
Hybrid portfolios are specifically defined tools and algorithms to **support decision making**.

These structured portfolio views **complement** – not replace – **human empathy, creativity and intuition**.

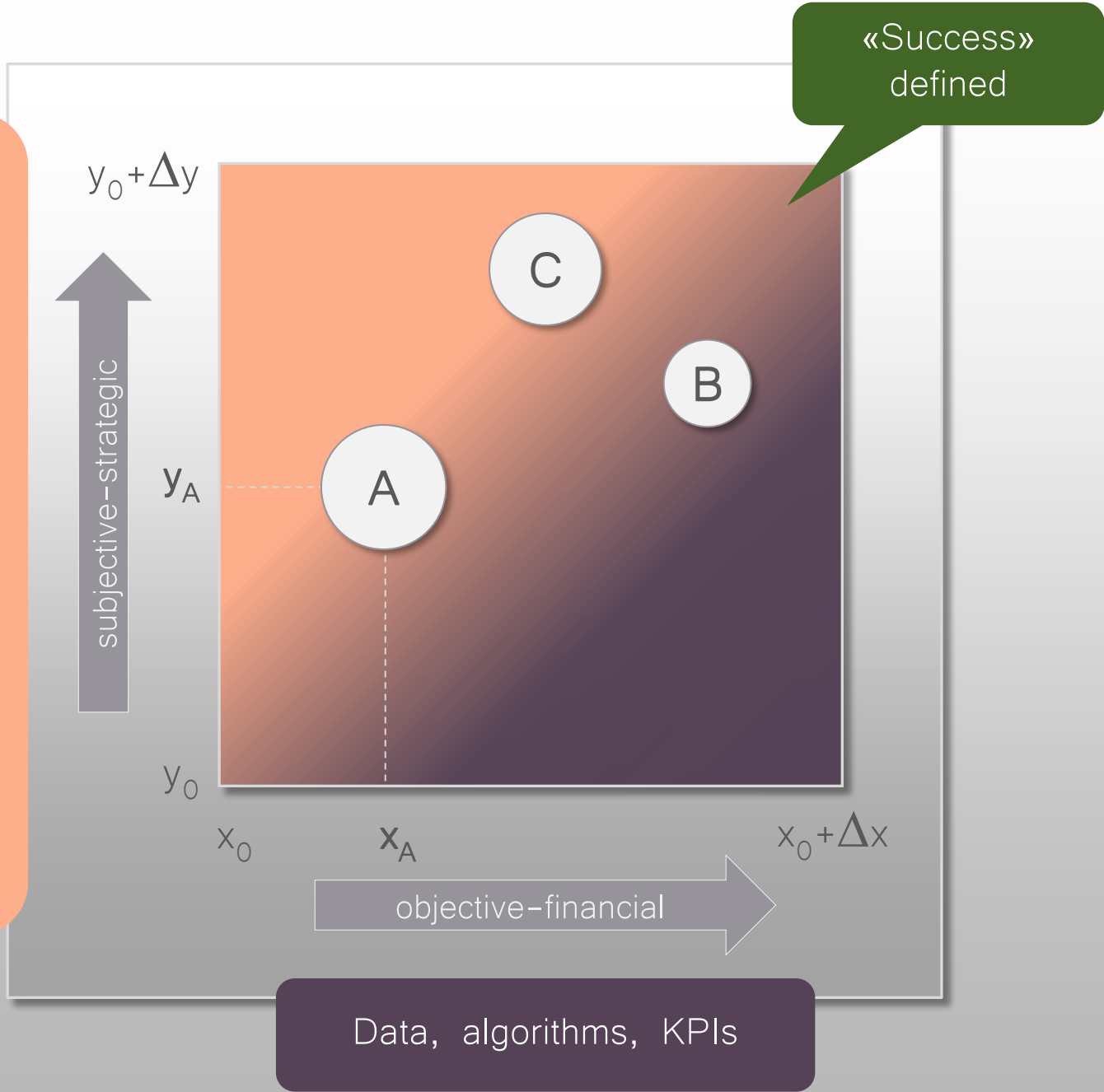


HYBRID PORTFOLIO MANAGEMENT

THE LEPUS “HYBRID PORTFOLIO”: BALANCING MIND & BRAIN



Vision & mission,
customer's voice,
team views,
expert committees,
executive orders,
public values
...



ADVANCED PORTFOLIO MANAGEMENT – BEYOND THE BASICS

- **New projects and products.** What is missing in the portfolio? Guided identification, quantification and structured debates on additional or alternative investments
- **Connecting the dots.** Correlations and dependencies? Mapping correlations between objects in the portfolio e.g. via meaningful programs or product families
- **IF-THEN scenarios.** E.g. more resilience? Portfolio simulations for alternative investment scenarios and different strategic criteria or weights
- **Sensitivity analysis.** How sure are we? Putting a number on uncertainties e.g. via Monte Carlo simulations on portfolio positions and best investment strategies
- **Evolution and Design.** Are all the elements in the portfolio there for a purpose? Combination of investments which are organically grown (“bottom up”) versus conscious design (“top-down”)

HYBRID PORTFOLIO MANAGEMENT

ABOUT THE VALUE OF PORTFOLIOS IN PRACTICE

Portfolios may have their biggest value in helping to decide **what NOT to do**.

*“Finding new investment areas is relatively easy.
Where to do less or cut, that is our much bigger weakness.”*

Subjective evaluations may be done internally by management or experts. Or, even better, augmented by **customer feedback and market surveys**.

“Finally, we gave the customers’ voice a structured place in our strategic decision making.”

The value of the **discourse** about the most **meaningful strategic criteria** may be as high as the results of the process.

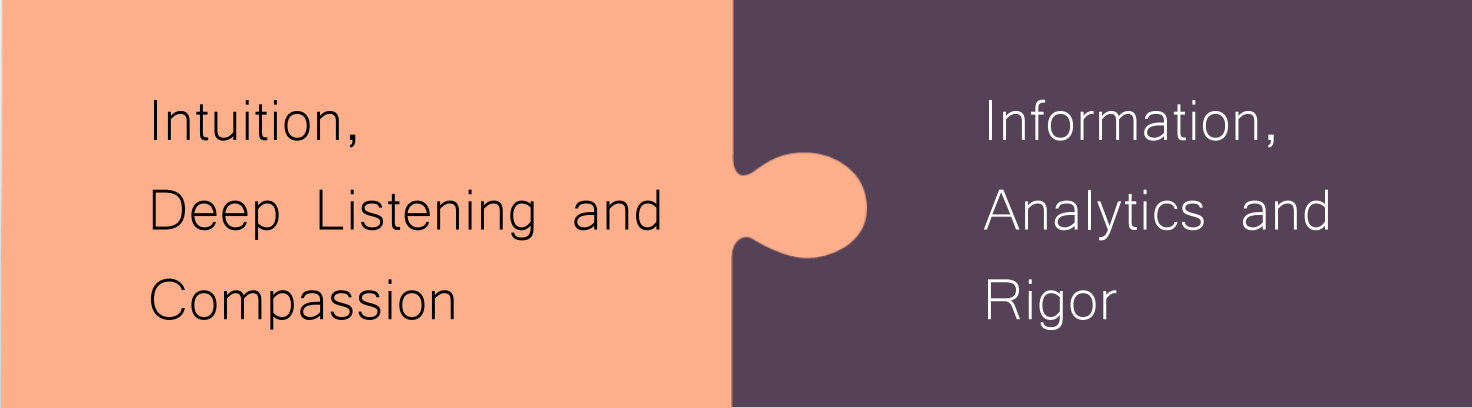
“Now we have a much clearer and concise understanding and instrument to communicate our strategy”

Aus eurer Sicht ...



Wie passt dieser Ansatz zu der gelebten Praxis, die ihr in euren Organisationen seht?

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»



“It is by logic that we prove,
but by intuition that we discover.”

Henri Poincaré (1854–1912)

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



*Meet us at our new office at
Köchlistrasse 2 in Zürich*