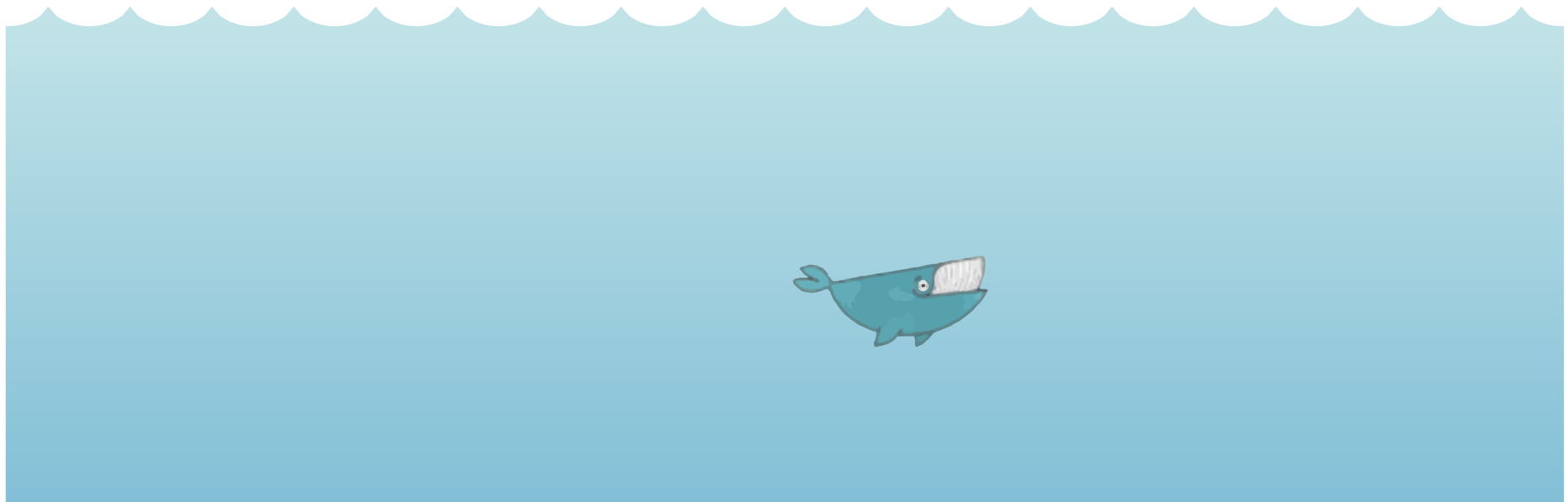# Storyboarding

June 2016

What will we cover?

- Five principles that underpin good presentations

- The four stages of successful storyboarding

- Writing good panels

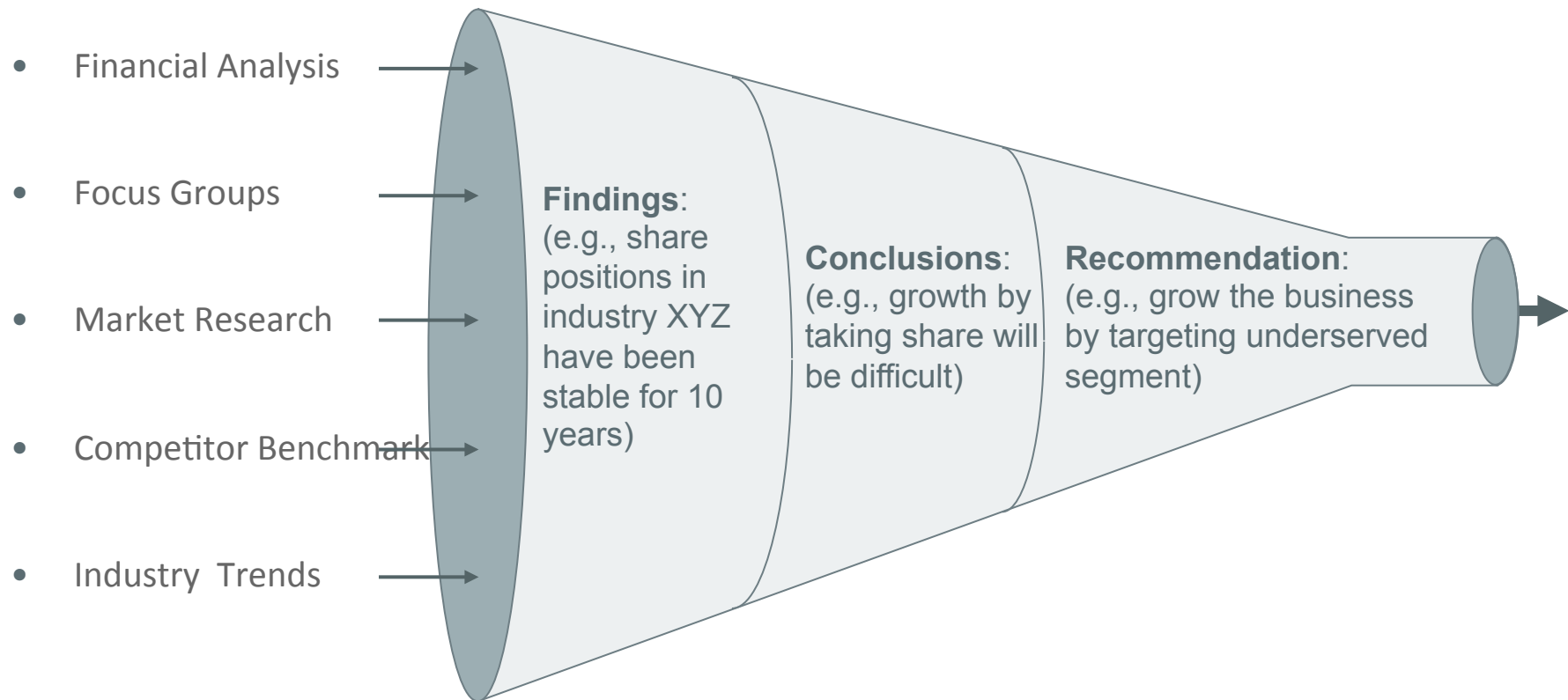# Documents often are the most visible products

- Send a message to our clients about who we are – and what we think of them

- Contain valuable – and expensive – information for the client

- Often get wide circulation in the client firm

- Are a direct reflection of Capgemini's image

Communication Strategy

Client presentations attempt to distill lots of information into conclusions and recommendations

- Financial Analysis
- Focus Groups
- Market Research
- Competitor Benchmark
- Industry Trends

Findings: (e.g., share positions in industry XYZ have been stable for 10 years)

Conclusions: (e.g., growth by taking share will be difficult)

Recommendation: (e.g., grow the business by targeting underserved segment)

Your biggest problem is that you know too much: Forget about describing what you did and only include the analysis and findings that support your arguments

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Clarify the objective before you start –
what do you plan to achieve?

To inform
- To inform is the basic reason for all communication
- An informative presentation is factual and descriptive

To persuade
- To persuade is to get the audience to share your point of view – facts alone are not enough to persuade
- An audience does not necessarily understand the issue or draw the same conclusions

To provoke action
- To provoke action is the highest aim of communication
- It often requires going through the first two steps but always ends with recommendations

Storyboarding

Five principles underpin all good document writing

1. Write for your audience

2. Keep it simple

3. Support assertions with facts

4. Be concrete

5. Tell a good story

A scattered storyline is a sure way to lose your audience's interest

A storyboard will help sketch out your story early on

- A storyboard will guide your information needs . . . so, write one early in the project or piece of work:

- Use the storyboard to help identify and communicate the analysis needed

- Do not wait until you have "the answer" before planning how to communicate the result

Creating a storyboard up-front will help you to:

- Visualize each page of the document
- Organize and communicate ideas
- Check the logic flow ("necessary and sufficient" arguments)
- Organise the team
- Check the team progress

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Storyboarding entails identifying the key messages, followed by grouping and structuring them in a logical fashion

The Four Stages of Successful Storyboarding

1 — **Mind Map**

2 — **Minto Pyramid**

3 — **Document Structure**

4 — **Storyboard Creation**
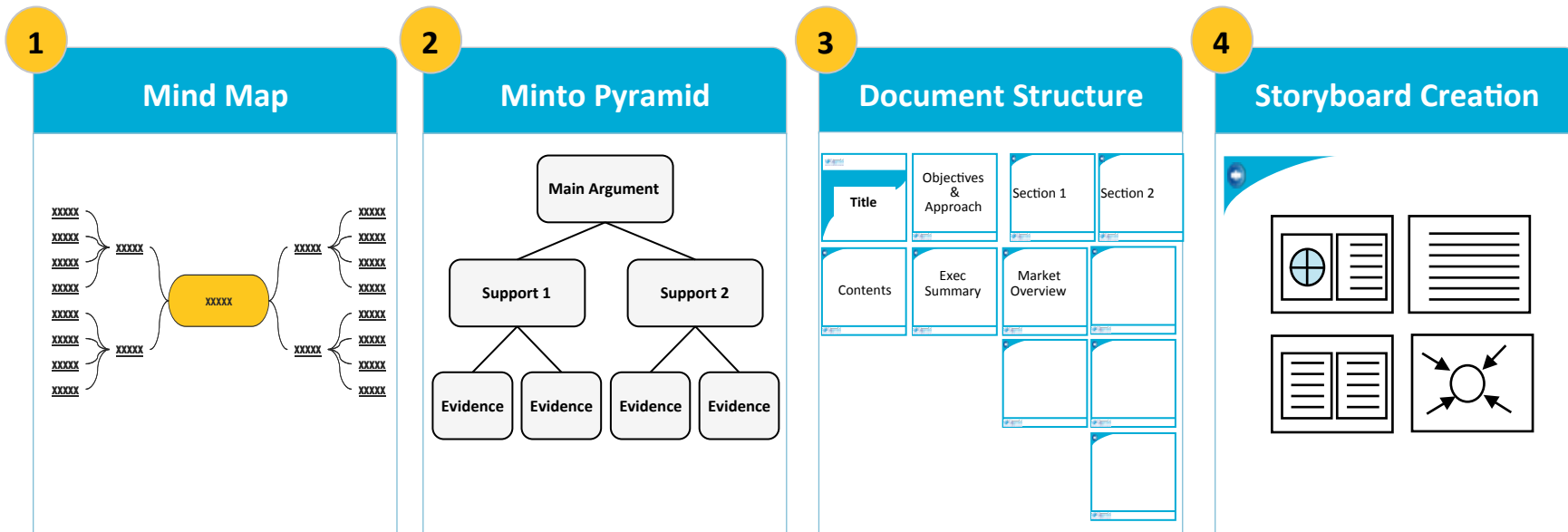
- Note down your ideas
- Work out how they are related

- Structure the document
- Make sure it is balanced
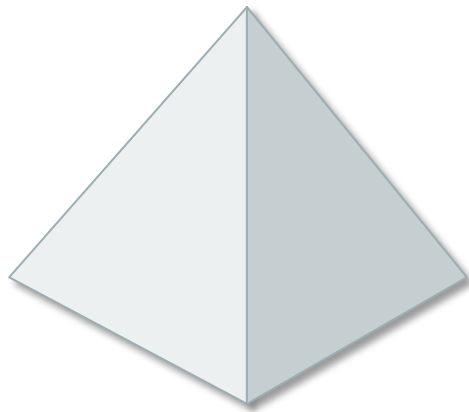
- Organise them logically
- Tell a compelling story

- Sketch out the panels on post-it notes or A4s
- Write good panels
  - Headline
  - Type of content e.g. line graph, text box etc.

The Pyramid Principle

Structuring information in a pyramid is based on proven principles of information perception

- Basic ideas underlying the pyramid principle

- Information is always absorbed sequentially

- Humans have a limited capacity to take things in ("golden rule of 3")

- Comprehension is easier when information is summarised in logical groups

- Groupings are perceived more easily when there is a shared criterion at the higher level

Source: Barbara Minto "The Pyramid Principle"

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The pyramid principle is a proven method for supporting a key statement in a structured form

Main message / key statement

Supporting statements

Sub-points
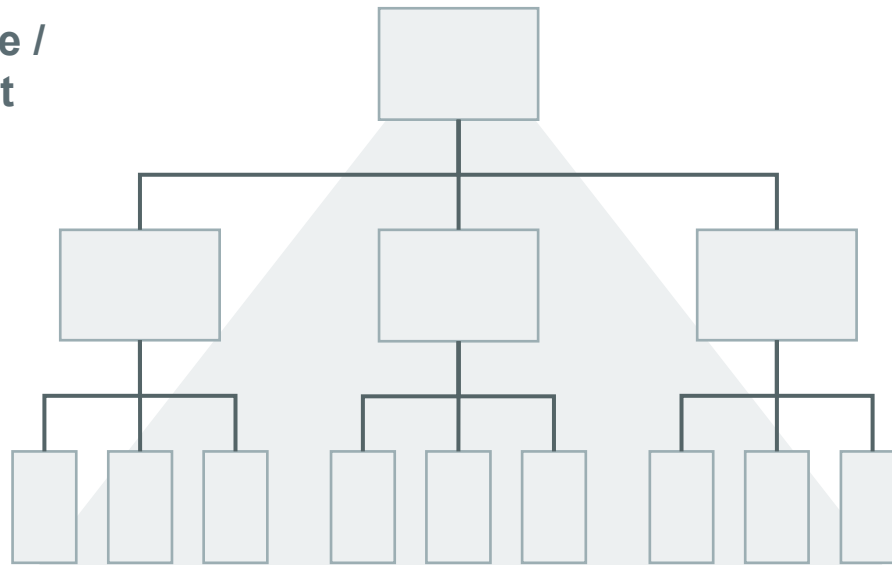
Clarifies the hierarchical relationship between arguments

Source: Barbara Minto "The Pyramid Principle"

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If You Were Shirley, what would you conclude?

Dear Shirley,

We've been friends for a long time...But about a month ago, you said something I didn't like...Then, 2 weeks ago, you didn't show up at my party... And then...
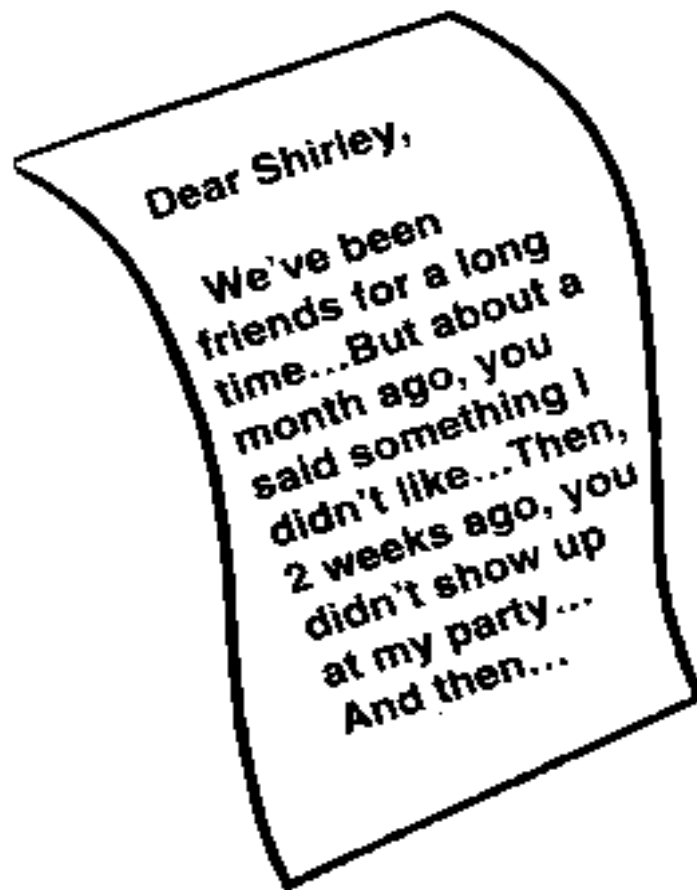
To be clear, concise, and compelling, state your conclusion first . . .

. . . and provide sufficient support

Make your point

I hate you

Why?

Then support your point

You said something I didn't like

You didn't show up at my party

You ate my chocolate

The pyramid principle helps you get right to the point.

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Every pyramid has three structural elements

Set-up of a pyramid
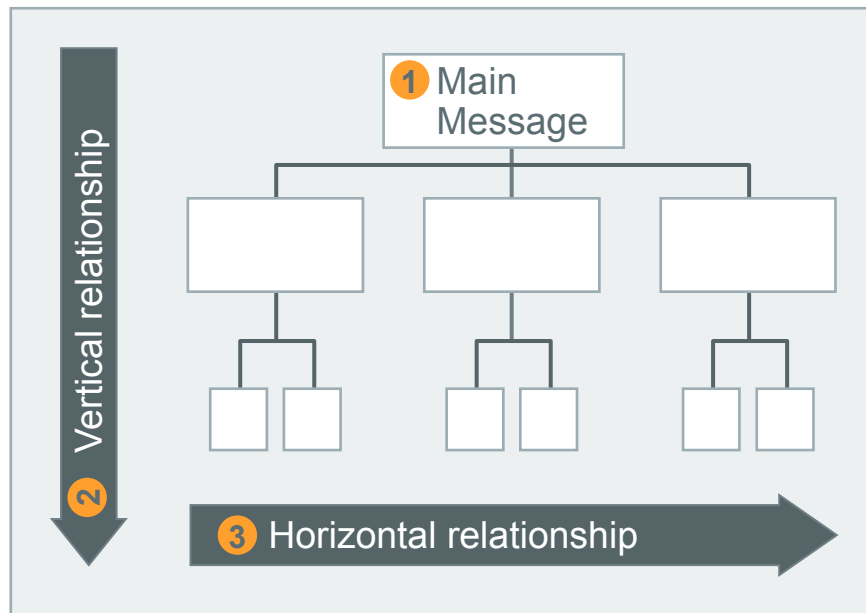
- Main message **1** is supported by statements that follow a logical set-up ("MECE principle")

- The vertical relationship **2** is shown by a dialogue between questions and answers that creates tension, that leads the listener / reader and connects the contents

- The horizontal relationship **3** builds up lines of argumentation

Source: Barbara Minto "The Pyramid Principle"

Main messages must be short and catchy, preferably explainable within 20 seconds

1 *Main message*

- We intend to start a project that will provide us with more flexibility in our production and our logistics – this is the only way we can quickly adapt to our clients' changing desires.
- We have developed several suggestions to this end.

0 sec.

20 sec.
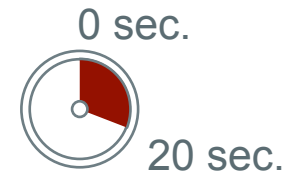
- We would like to discuss a new business idea that may one day become a second pillar of the company: manufacturing and marketing alarm systems.
- The market is there; we are able to build competitive products, and it looks like the competition will not act overly quickly after our market entry.

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All statements at one level of a pyramid are answers to the same question, e.g. what? why? how?

2 *Vertical relationship*

The problem with company X is that ...	Company X must take action Y because ...	Company X should apply a proven method
Characteristics or component parts	Reasons or benefits	Process steps or actions
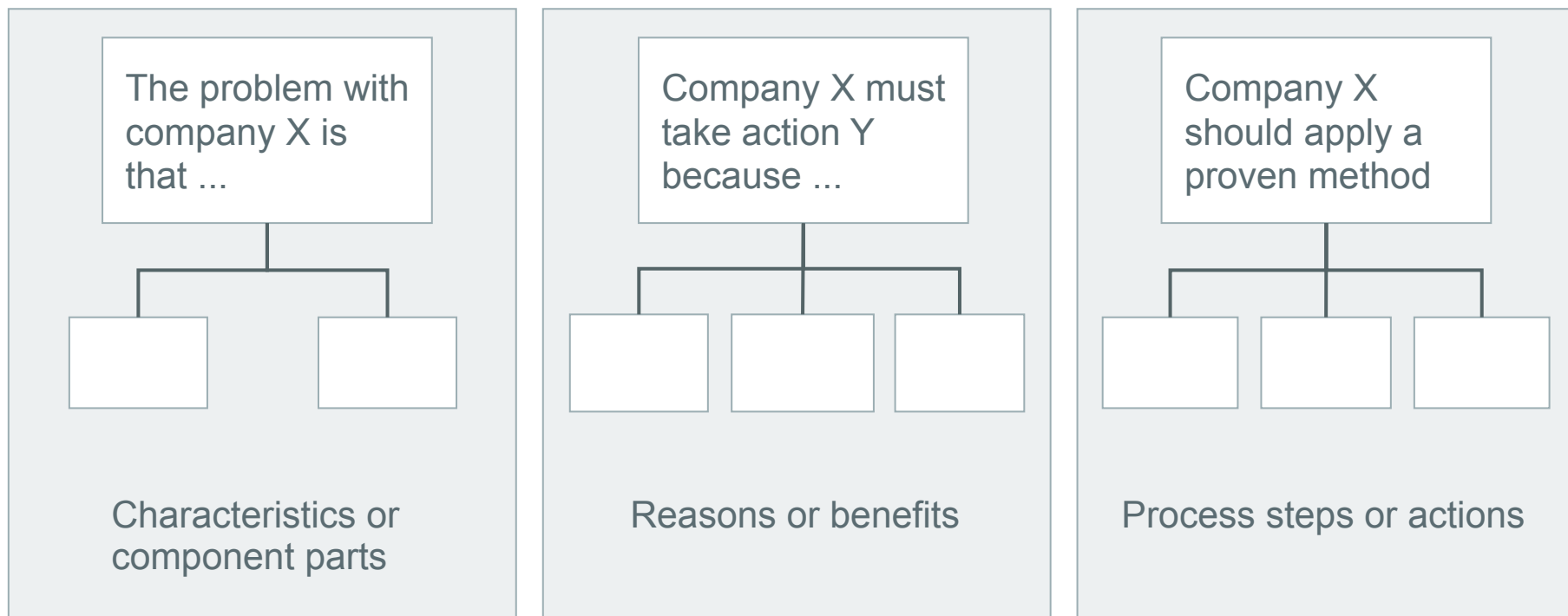
A convincing argumentation follows a logical order based on time, structure or significance

A Chronological

```
          Process
            |
  ┌─────────┼─────────┐
Step 1    Step 2    Step 3
```

• Used to visualise a process

B Based on structure/category

```
          Company
            |
  ┌─────────┼─────────┐
 BU A      BU B      BU C
```

• Divides a whole into its component parts
• Used when ideas indicate a structure

C Based on relevance/significance

```
          Analysis
          results
            |
  ┌─────────┼─────────┐
Findings  Findings  Relatively
that change interesting unimport-
the       for project ant
business  extensions findings
```

• The significance is relative
  • What is important to the client?
  • What is important and should be stressed from a Capgemini point of view?

We apply the MECE principle when systematically structuring a problem

Statements at the same level do not overlap (*M*utually *E*xclusive)
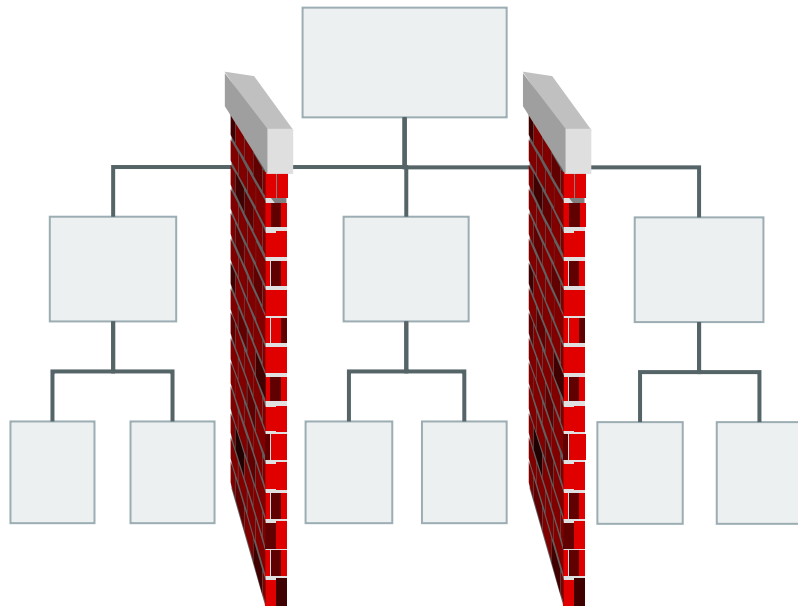
All statements taken together do not leave any gaps (*C*ollectively *E*xhaustive)
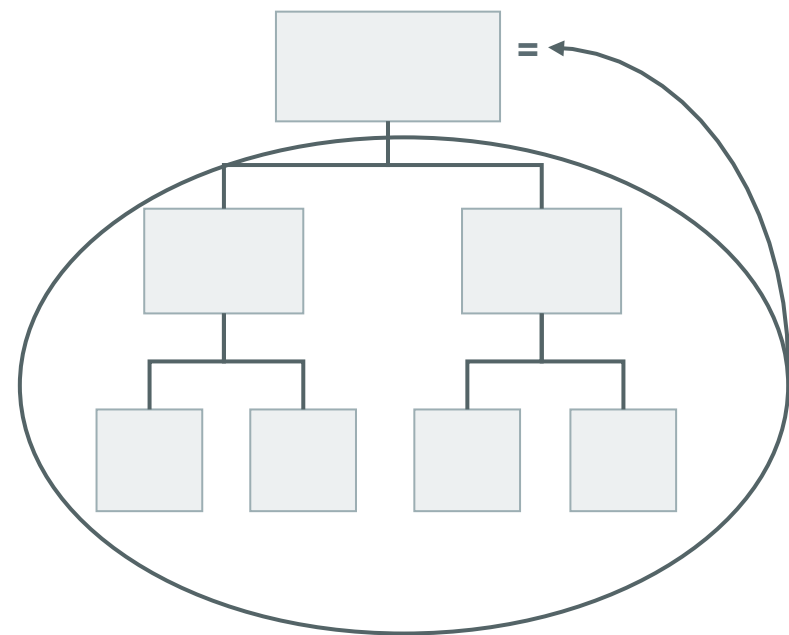
Source: Barbara Minto "The Pyramid Principle"

A logic tree is MECE when there are neither gaps nor overlaps

Example of complying with the MECE principle in a logic tree

```
                                                    ┌─── People > 80 kg
                              ┌── People > 180 cm ──┤
                              │                     └─── People £ 80 kg
The world's population ───────┤
                              │                     ┌─── People > 80 kg
                              └── People < 180 cm ──┤
                                                    └─── People < 80 kg
```
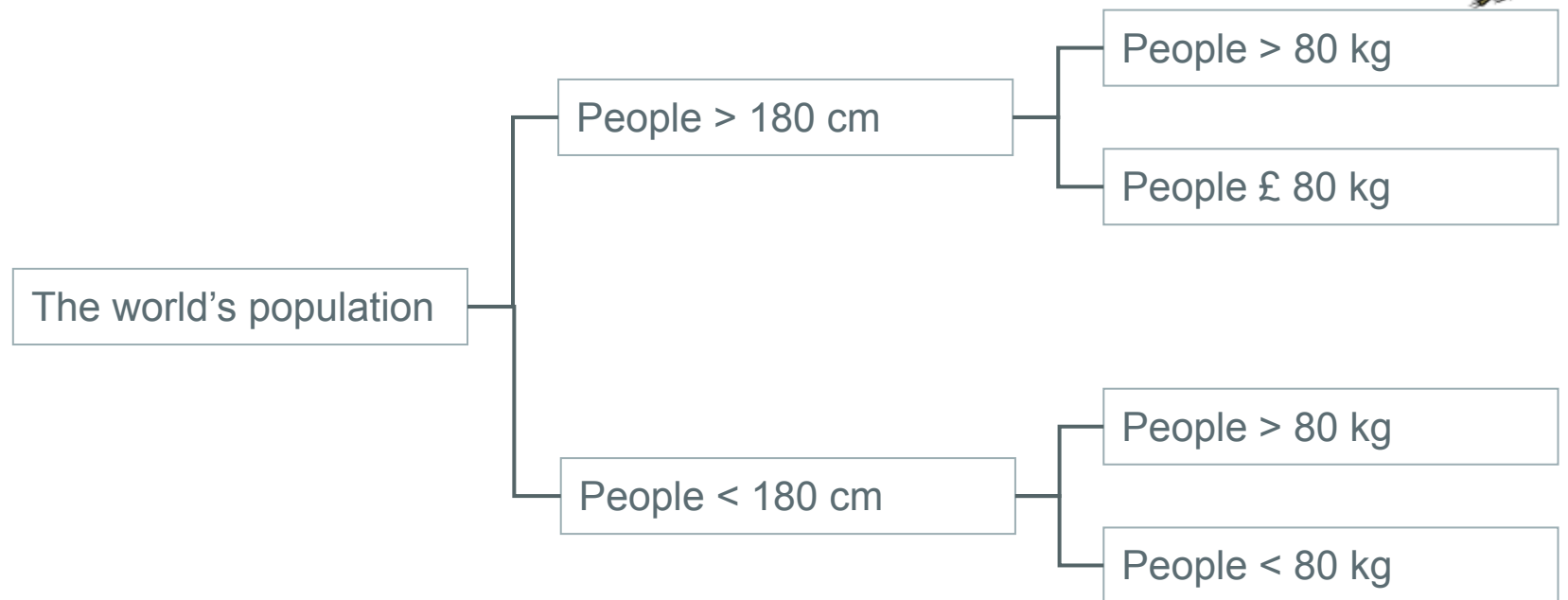
Every human can be categorised in just one branch of the logic tree: the MECE principle has been fulfilled!

A logic tree is not MECE if there are gaps or overlaps

Example of violating the MECE principle in a logic tree

The world's population
- People > 180 cm
  - Blue-eyed
  - Blonde
- People < 180 cm
  - College graduates
  - Physicists
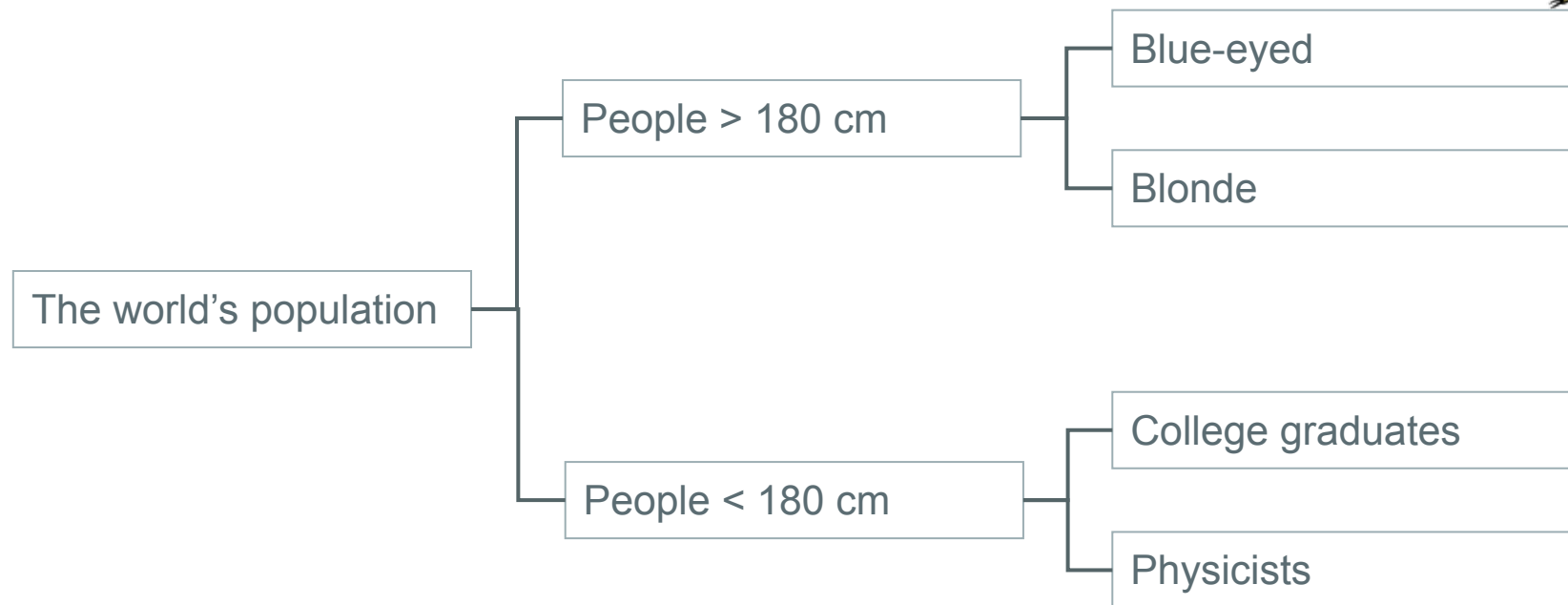
The branches of this logic tree reveal both gaps and overlaps: the MECE principle has not been met!

Structuring your Presentation

Pyramid elements readily convert into document and presentation components

Creating the Document Structure: From Pyramid to Document

ANSWER / MAIN MESSAGE

Introduction
Relates to first few paragraphs / pages

Answer/main message
Relates to document title and summarises entire communication

Keyline

Keyline   Becomes main section headings

Support points

Support points   Become subsection headings
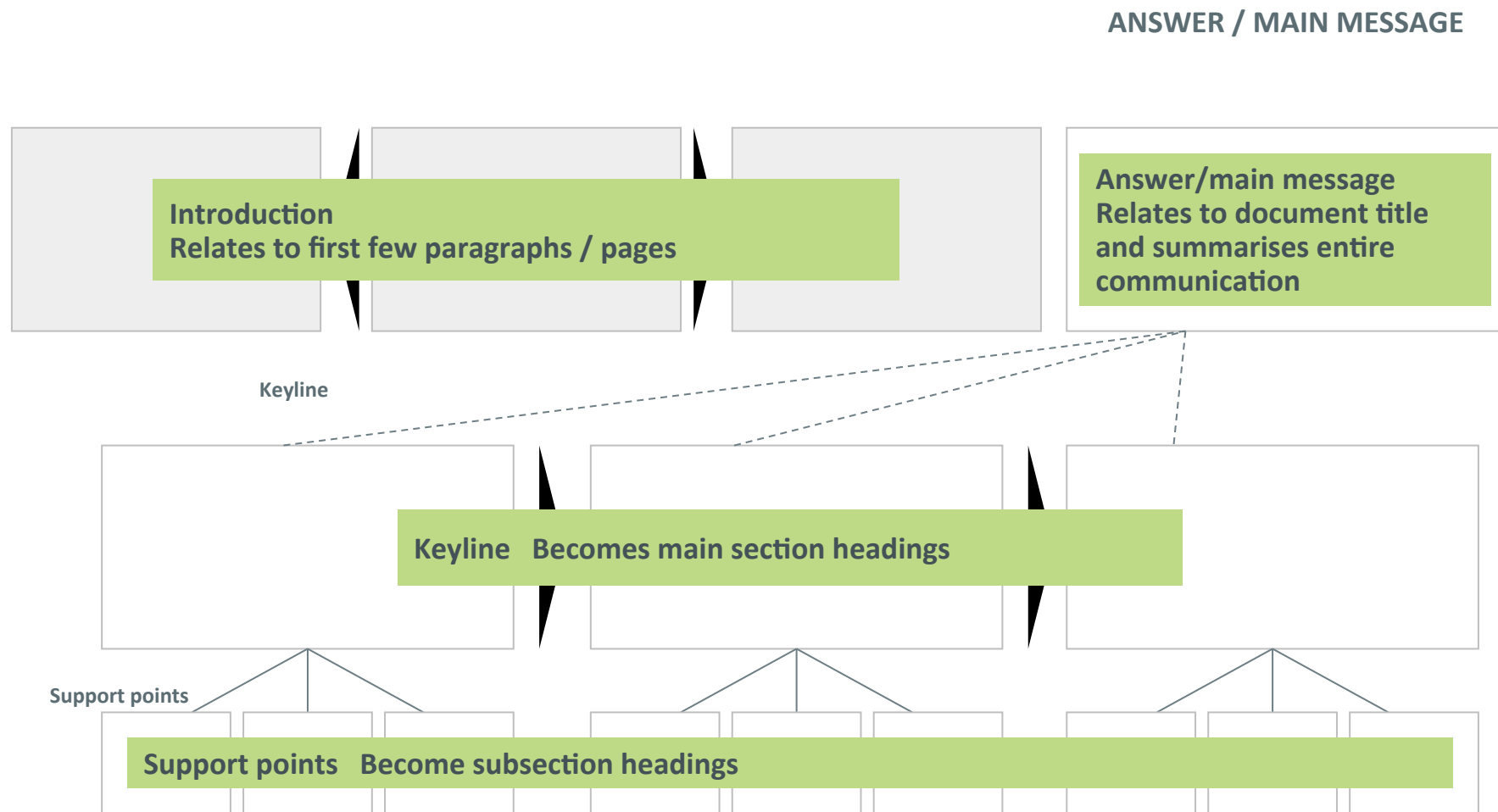
Example of a document structure

Section

Introduction

Purpose of the Meeting	Agenda	Project Charter	Executive Summary
		(Optional)	

Section 1

Title		Conclusions		Recommendations
▶ ▶ ▶	Story →		Story →	• Strategic Options

Section 2, etc.

Findings		Conclusions		Recommendations
• Industry/Competitor • Customer/Market • Cost • Capabilities	Story →		Story →	• Strategic Options

Next Steps

Next Steps

Appendices

Analysis	Market Research Detail

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Begin communication with a finely crafted introduction

Creating the Document Structure: From Pyramid to Document

- Recognise your audience's perspective

- Distinguish the elements of your story as "known" or "unknown"

- Create the introductory flow through the S-C-Q-A elements

- Include the logical support for the main message

Quickly capture your audience's attention so they want to learn more!

A good beginning moves from what is known to listeners to the learning's gained by consulting

Structure of an introduction

Known to the client

Situation	➡	Complication	➡	Question	➡

"Value added" by consulting
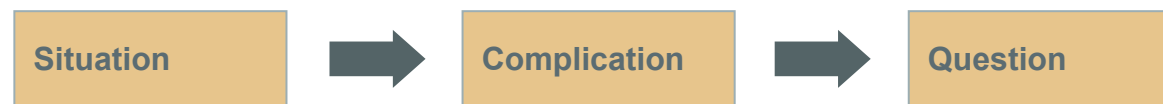
Answer (Solution)

Step	Effect
Situation • Stable situation perceived by all involved	Takes listeners / readers "by the hand" • Made receptive for key statement • No surprises: listeners / readers agree and follow argumentation
Complication • What went wrong • What changed • Need to select among options	Triggers question that leads to main statement
Question • How to best respond to the complication	Is sometimes asked only implicitly
Answer	We have determined the scope of the presentation

Pyramid

A message template can be used as a support the storyboarding process

Communication objective: _____

Audience: _____

Situation
(relevant background info,
accepted as facts, to set scene)

...
...

Complication
(stimulus for the question;
last thing known to audience)

...
...

Question
(often just implied)

...
...

Answer / Main message

...

Key Line

....

...

...

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Storyboard creation

Creating the storyboard is the final stage that helps visualise each page of the document

Creating the Storyboard (Hand-written at First)

Market Overview

The UK market is the third largest in the world

Capgemini

The market is growing quickly, at an ever increasing rate

xxxx

Capgemini

The most successful players in this market provide broad offerings

Capgemini
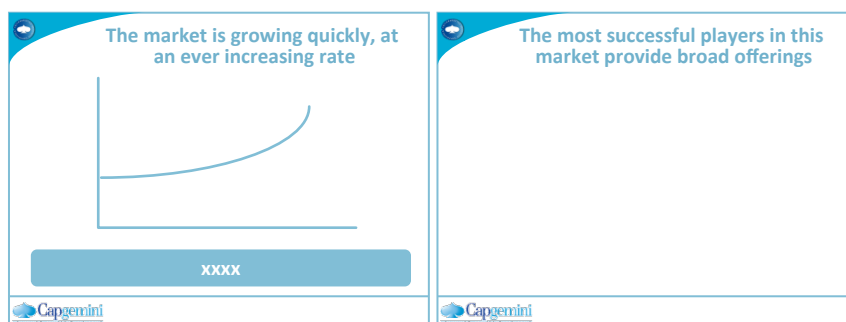
- **Drafting the overall storyboard helps make maximum use of the initial structure and all data that has been gathered**

- **However, it is not necessary to have all the information and data ready while constructing the storyboard:**

  In fact, storyboarding can help identify data requirements to support a particular view-point or hypothesis

- **Handwriting the headlines and the broad contents of each panel makes it much easier to write the final document**

It is at this stage that most consultants come up with their headlines, not at the structure stage.

The Brown Paper technique helps you to visualise your storyboard

Create cover sheet and proposal agenda

Formulate key messages for each chapter

Formulate sup-porting messages for each chapter

Fill the panels with supporting data/ information

Verify storyline
- **Sound, easy to understand?**
- **MECE? Any redundancies?**

Write management summary – use headlines

Brown Paper

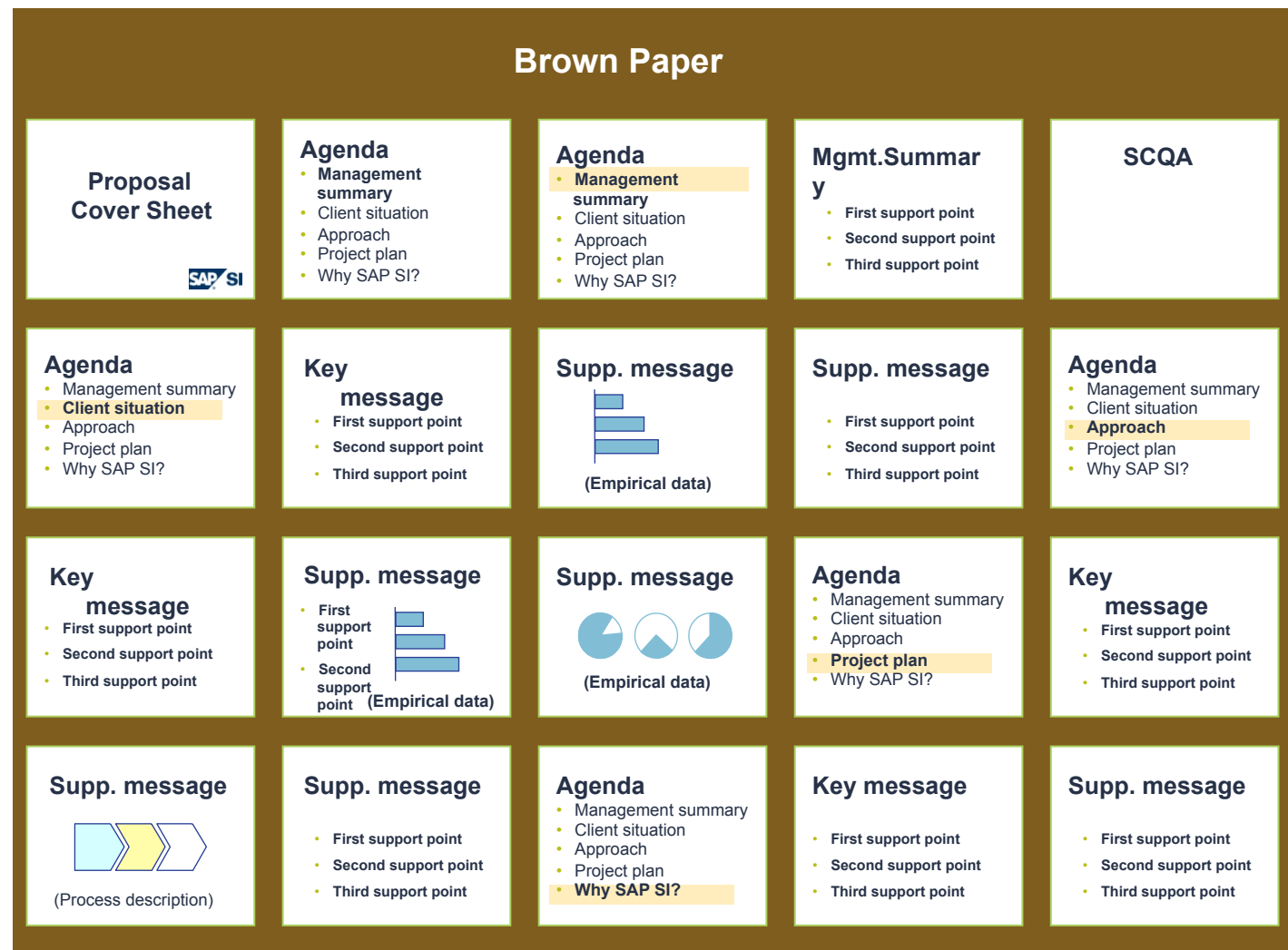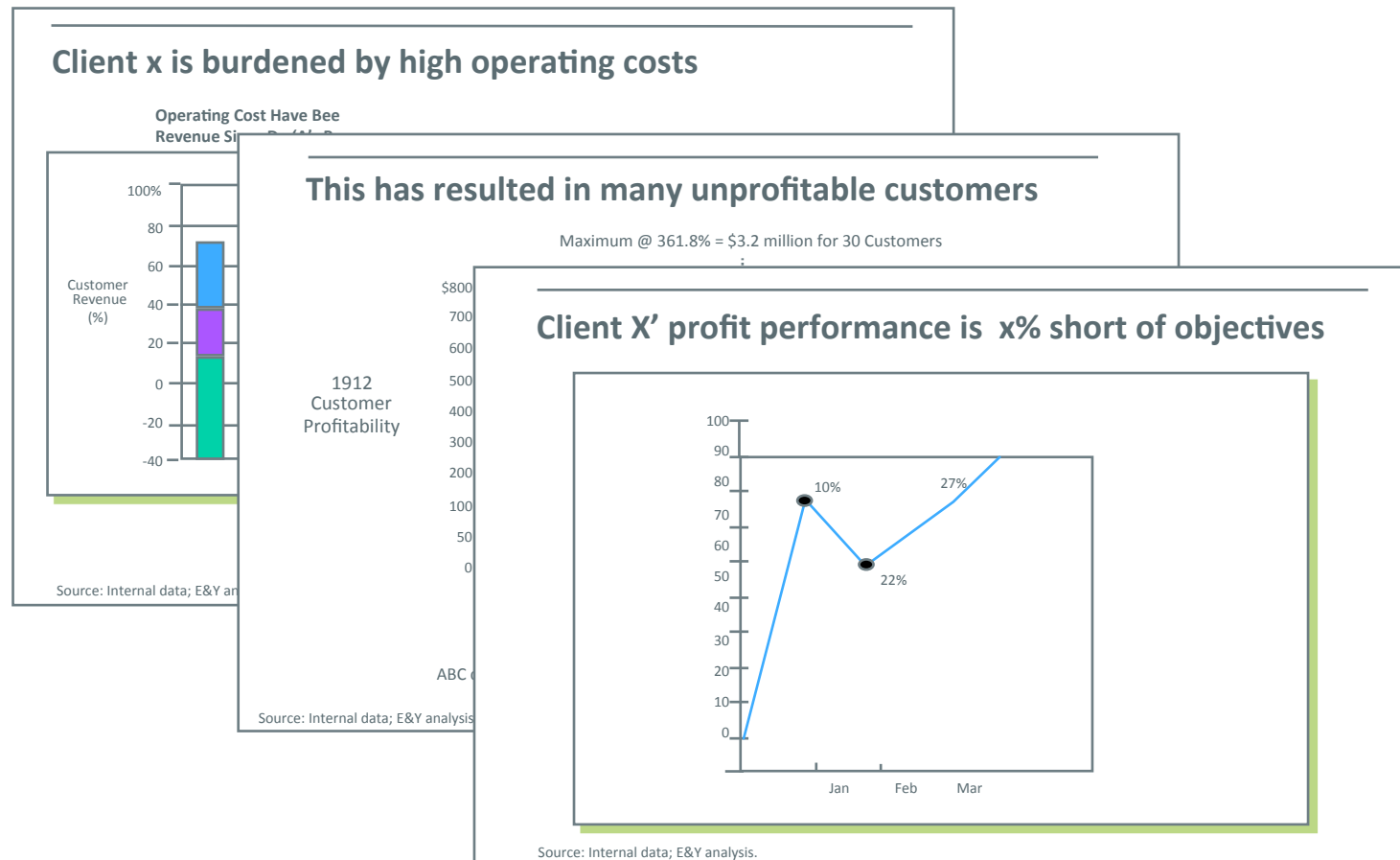| **Proposal Cover Sheet** SAP SI	**Agenda** • **Management summary** • Client situation • Approach • Project plan • Why SAP SI?	**Agenda** • **Management summary** • Client situation • Approach • Project plan • Why SAP SI?	**Mgmt.Summary** • First support point • Second support point • Third support point	**SCQA**
Agenda • Management summary • **Client situation** • Approach • Project plan • Why SAP SI?	**Key message** • **First support point** • **Second support point** • **Third support point**	**Supp. message** (Empirical data)	**Supp. message** • First support point • Second support point • Third support point	**Agenda** • Management summary • Client situation • **Approach** • Project plan • Why SAP SI?
Key message • First support point • Second support point • Third support point	**Supp. message** • First support point • Second support point (Empirical data)	**Supp. message** (Empirical data)	**Agenda** • Management summary • Client situation • Approach • **Project plan** • Why SAP SI?	**Key message** • First support point • Second support point • Third support point
Supp. message (Process description)	**Supp. message** • First support point • Second support point • Third support point	**Agenda** • Management summary • Client situation • Approach • Project plan • **Why SAP SI?**	**Key message** • First support point • Second support point • Third support point	**Supp. message** • First support point • Second support point • Third support point

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The storyboard should have clear headlines
that tell a complete, coherent story

- Reading only the headlines should give the reader a clear idea of the story you are telling

- Headlines are the hooks that draw attention to the text below

- Headlines should quickly create and hold the audience's interest

- Relative simplicity lowers the risk of losing anyone in your audience:

  - It's hard to win back an audience once they're off the hook

  - Complex or illogical storyline raises risk

  - Simple (but not simplistic) storyline lowers risk

Ideally, your audience should be able to understand the "main story" by reading only the headlines

Example of an Effective Storyboard

Client x is burdened by high operating costs

**Operating Cost Have Bee
Revenue Si**

100%

80

60

Customer
Revenue
(%)

40

20

0

-20

-40

Source: Internal data; E&Y an

This has resulted in many unprofitable customers

Maximum @ 361.8% = $3.2 million for 30 Customers

$800

700

600

500

400

300

200

100

0

1912
Customer
Profitability

ABC

Source: Internal data; E&Y analysis

Client X' profit performance is x% short of objectives

100

90

80

70

60

50

40

30

20

10

0

10%

22%

27%

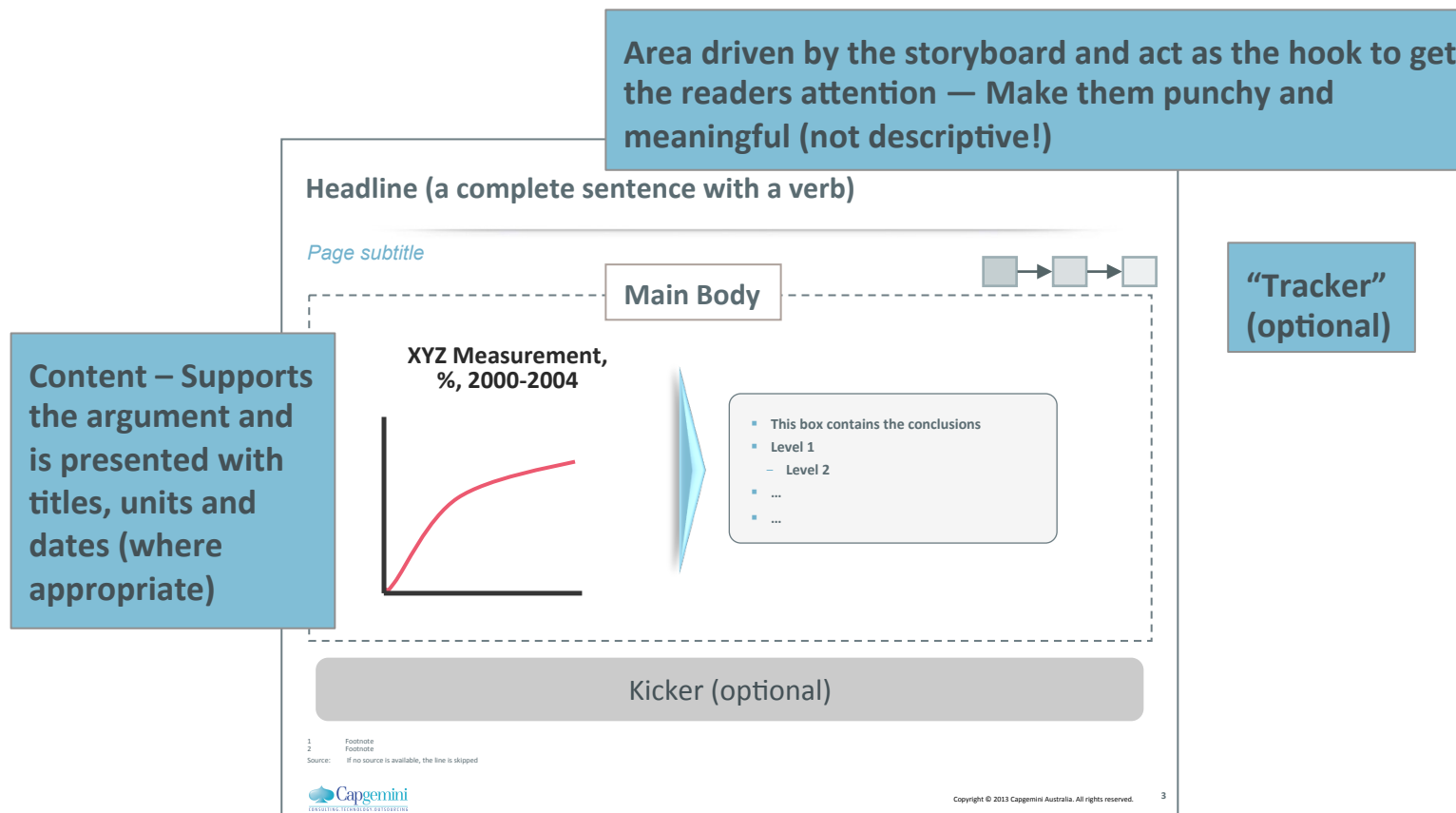Jan   Feb   Mar

Source: Internal data; E&Y analysis.

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Writing panels

Panels in Capgemini style follow fixed rules already defined in the presentation standard

Basic Structure of a Panel

Area driven by the storyboard and act as the hook to get the readers attention — Make them punchy and meaningful (not descriptive!)

Headline (a complete sentence with a verb)

Page subtitle

Main Body

"Tracker" (optional)

Content – Supports the argument and is presented with titles, units and dates (where appropriate)

XYZ Measurement, %, 2000-2004

- This box contains the conclusions
- Level 1
  - Level 2
- …
- …

Kicker (optional)

1   Footnote
2   Footnote
Source: If no source is available, the line is skipped

Note: Are used to describe technical details or acronyms used in the panel
Sources: Are quoted to give the reader confidence and help answer questions

Good headlines focus attention on the page's main idea

- Usually a brief sentence:
    - One line is best
    - Two lines maximum

- Say something meaningful that directs attention to the page's important point, e.g.:
    - "ROE varies greatly across businesses"

- Avoid empty statements, e.g.:
    - "The next step of the analysis is as follows"

- Avoid the "numbers game" in headlines:
    - There are five major issues
    - There are four parts to each issue

> *Use headlines as the "storyboard" of your document:*
> *Reading only the headlines should tell a coherent story*

Headers should be concise and insightful, paragraphs relevant, and kickers should register strong impact

Best Practices in Presentation Development

Header Layout	Paragraph Layout	Kickers
- Usually a brief sentence: - One line is best, maximum two lines - Avoid empty statements: - For instance, "The next step of the analysis is as follows:" - Say something meaningful that directs attention to the page's important point: - For instance, "ROE varies greatly across businesses" - Use headlines as the "story board" of your document: - Reading only the headlines should tell a coherent story - Avoid the "numbers game" in headlines such as the following: "There are five major issues" "There are 4 parts to each issue"	- Create a logical flow from top to bottom - Be sure it fits the logic of your overall story - Don't overwhelm your audience: - By jamming too much information on page - With material that is beyond its comprehension - Don't "under-whelm" your audience: - With too little (or trivial) information - By making simple information seem complex	- Use Kickers to address the "Whys?" and reinforce the "So Whats?" if they can be expressed in a couple of lines - A Kicker can also be used to highlight exception(s) to a rule or a contra-point to the insight illustrated in the panel - Kickers can also indicate the top-level flow of upcoming panels

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Apply a check-list to each panel to ensure that the key message is conveyed in a clear, unambiguous manner

Check-list to ensure clear communication of the key message through a panel

Important Questions to be Addressed	Description
What is the key message of this page?	▪ What is the one thing that the reader should learn or remember?
Is that message clear?	Can the clarity of the message be improved? ▪ By changing the format of the page, reducing the reader's workload? ▪ By highlighting the key point of information? ▪ By removing unnecessary information? ▪ By editing the language used?
Is the page complete and error free?	▪ Is all necessary information provided to the reader (sources, methodology, etc.)? ▪ Has the basic arithmetic been checked?
What can somebody ask about the page?	▪ Think of the three questions you hope someone doesn't ask you about the page . . . then think of an answer to each

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Apply today's learning in practice …

Submit 2 panels applying the best practices of good panel-writing. The 2 panels should also form a (very short) storyboard, i.e. the should reflect a flow.

If you are interested in receiving feedback on the panels you have created, please submit by the deadline (next Tuesday noon UK time).

Share your learnings, questions, comments in the Yammer group group latest by next Tuesday noon UK time

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Appendix: Presenting Data

Graphics add power to presentations

- A graphic always has more impact than a table of raw numbers.

  – Gives both a numerical and a visual message

  – Simpler really is better

  – Worst case - audience does not understand your

Choose the right graphic for the job you want done

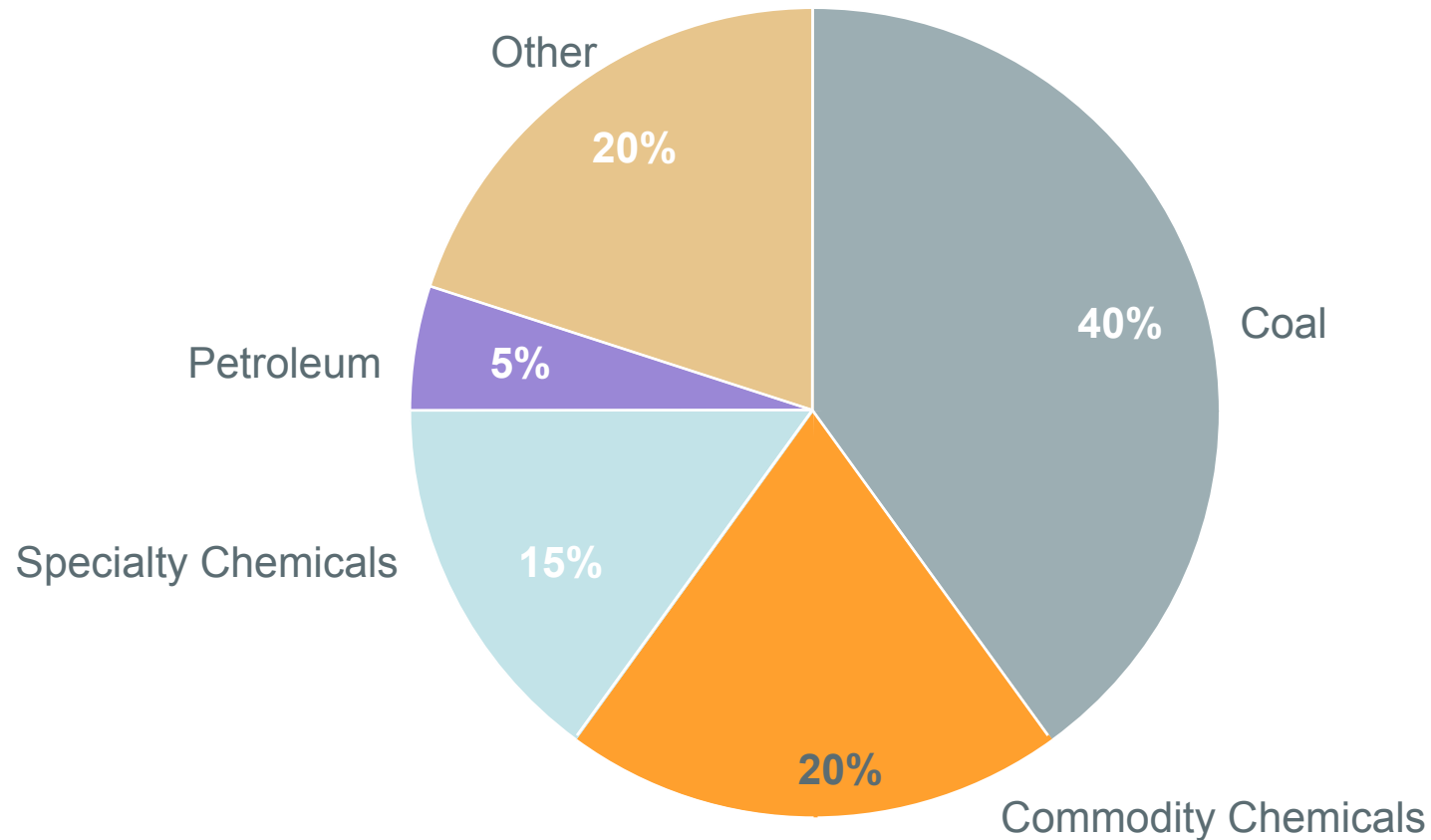|	
Share	Pie Charts
Comparisons	Bar Charts
Trends	Line Graphs
Degree	Booz Balls
Position	Matrices

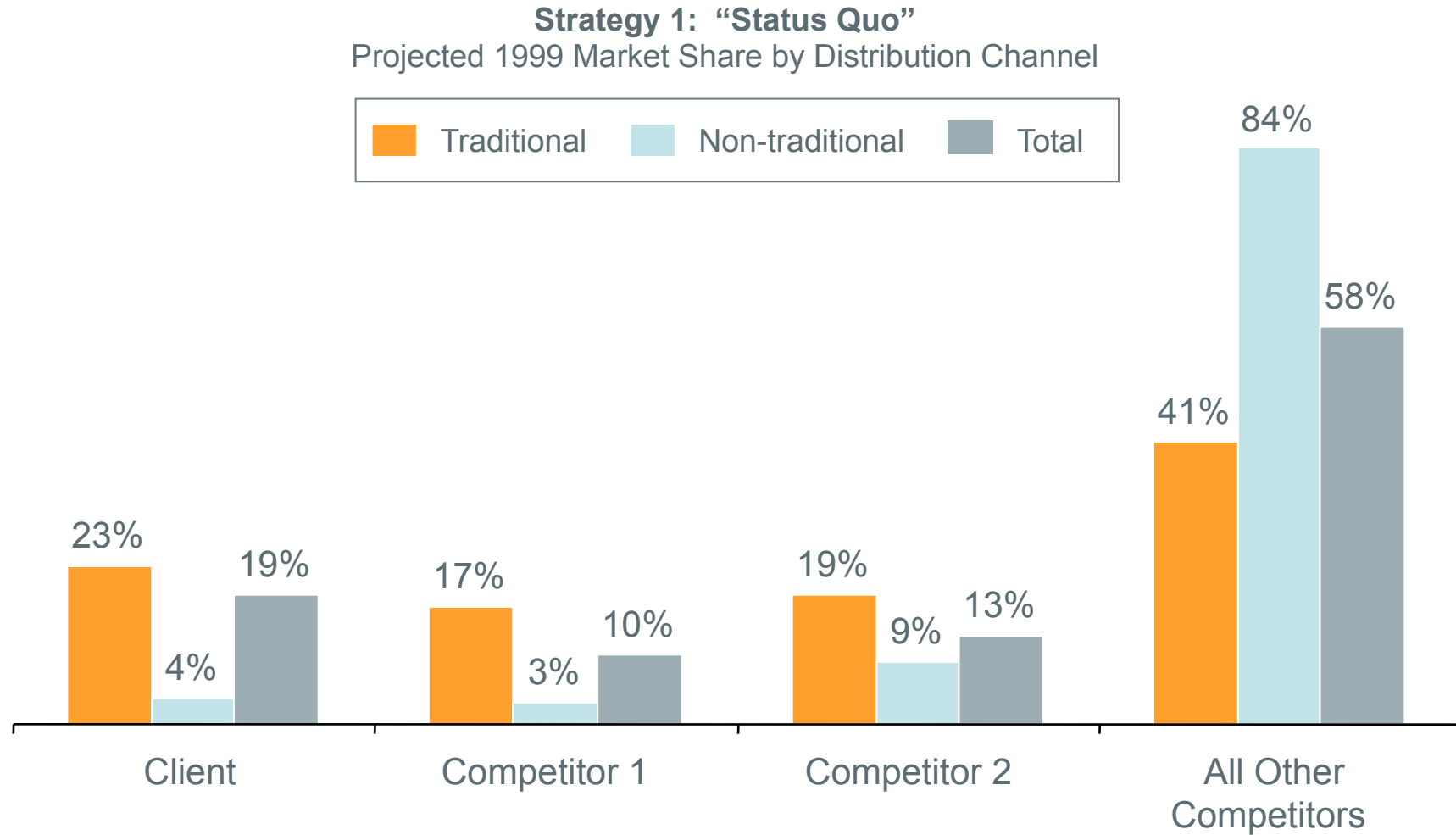# Share = Pie Charts

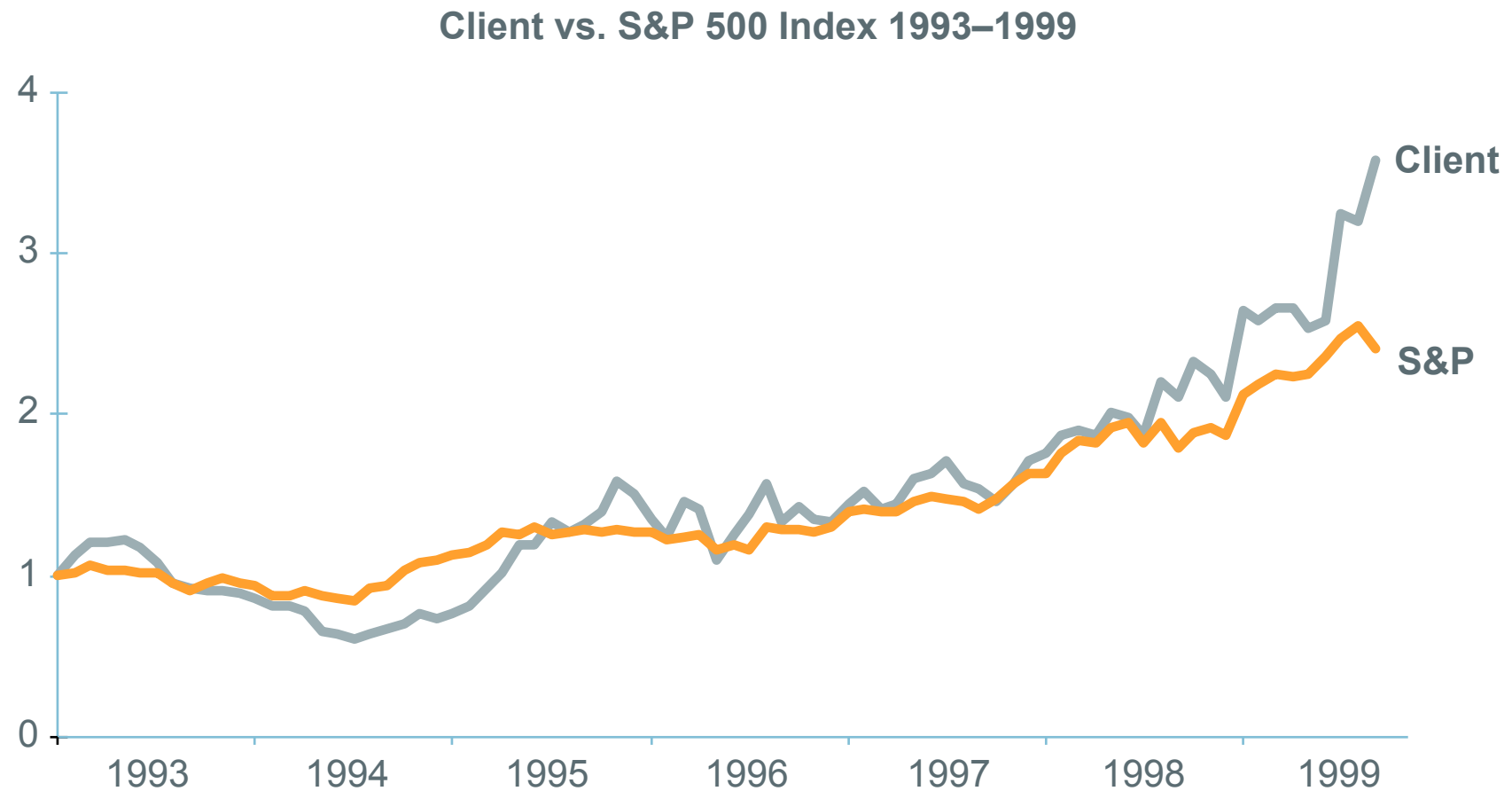**Pie charts start at 12 o'clock and build clockwise from largest to smallest; "other" is always last.**

Comparisons = Bar Charts

Strategy 1: "Status Quo"
Projected 1999 Market Share by Distribution Channel

Legend: Traditional | Non-traditional | Total

Client: 23%, 4%, 19%
Competitor 1: 17%, 3%, 10%
Competitor 2: 19%, 9%, 13%
All Other Competitors: 41%, 84%, 58%

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Trends = Line Graphs

Client vs. S&P 500 Index 1993–1999

Degree = Booz Balls

Support Requirement	Siding Distributors	Retailers	OEMs
Breadth of Product Line	●	○	◑
Delivery Requirements	○	◑	●
Order Processing	◑	●	●
Training by Client Reps	●	◑	○
Financing	●	○	○
Packaging	○	◑	●

Level of Support Required ○ Low ◑ Medium ● High

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Position = Matrices

Number of Ways to Create Advantage (vertical axis: Few to Many)

Size of Advantage (horizontal axis: Small to Large)

- Fragmented (Many ways, Small size)
- Specialised (Many ways, Large size)
- Stalemate (Few ways, Small size)
- Volume (Few ways, Large size)

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