

# Peer-reviewed assignment overview

## Objective

Create a compelling slide deck to present your pricing recommendation and the rationale and justification for your proposed strategy.

Step  
1

Review the case details and re-evaluate your analysis from Weeks 1 and 2. Develop a recommendation about markets Philips should enter and pricing in that market(s).

Step  
2

Use BCG's approach to prepare a slide deck to present your recommendation and persuade senior executives at Philips to implement your strategy. Include your analyses and findings.

Step  
3

Evaluate at least three of your peers' assignments. Look for both weaknesses and strengths—and share your findings with them in a supportive way to help them improve their analysis.

# Review case, re-evaluate analysis, recommend strategy

## 1a

- Read through the case one more time to glean new information and insights.
- Review and re-evaluate the analysis you did for the quizzes in Weeks 1 and 2.

## 1b

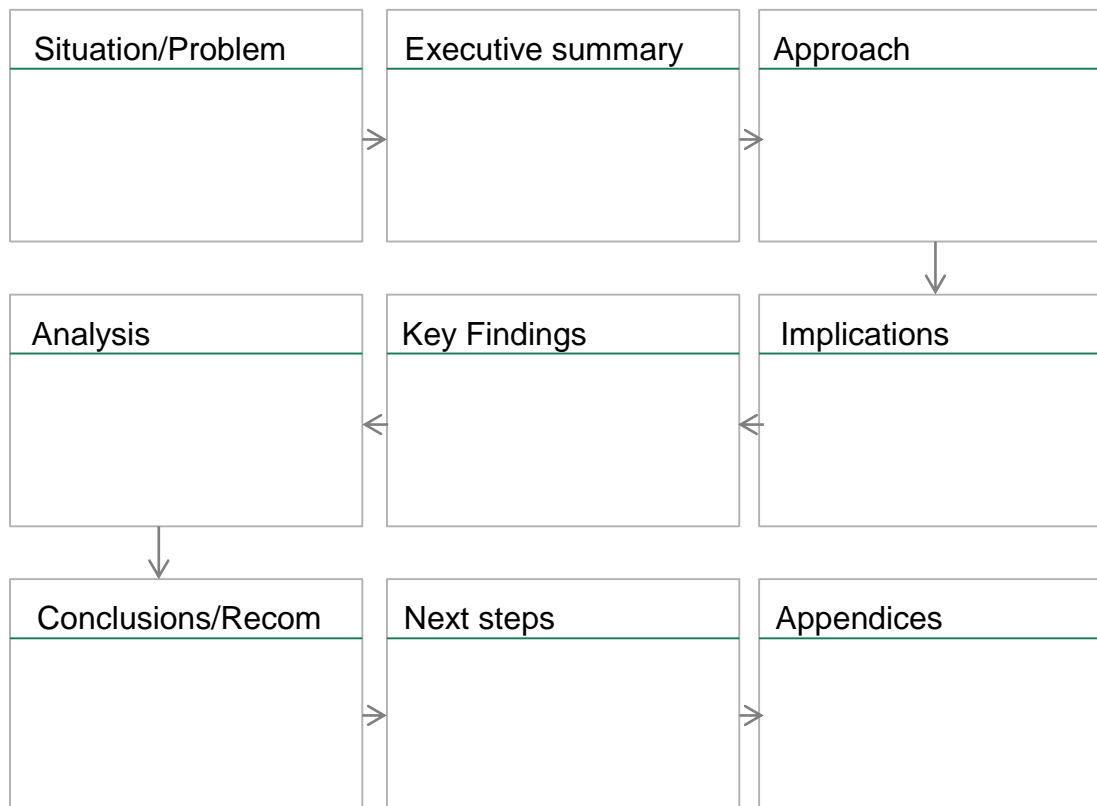
Develop your recommendation and “solve” the case: How should the new Philips LED be positioned in the market?

- Whom to target?
- What channels to sell through?
- At what price point?

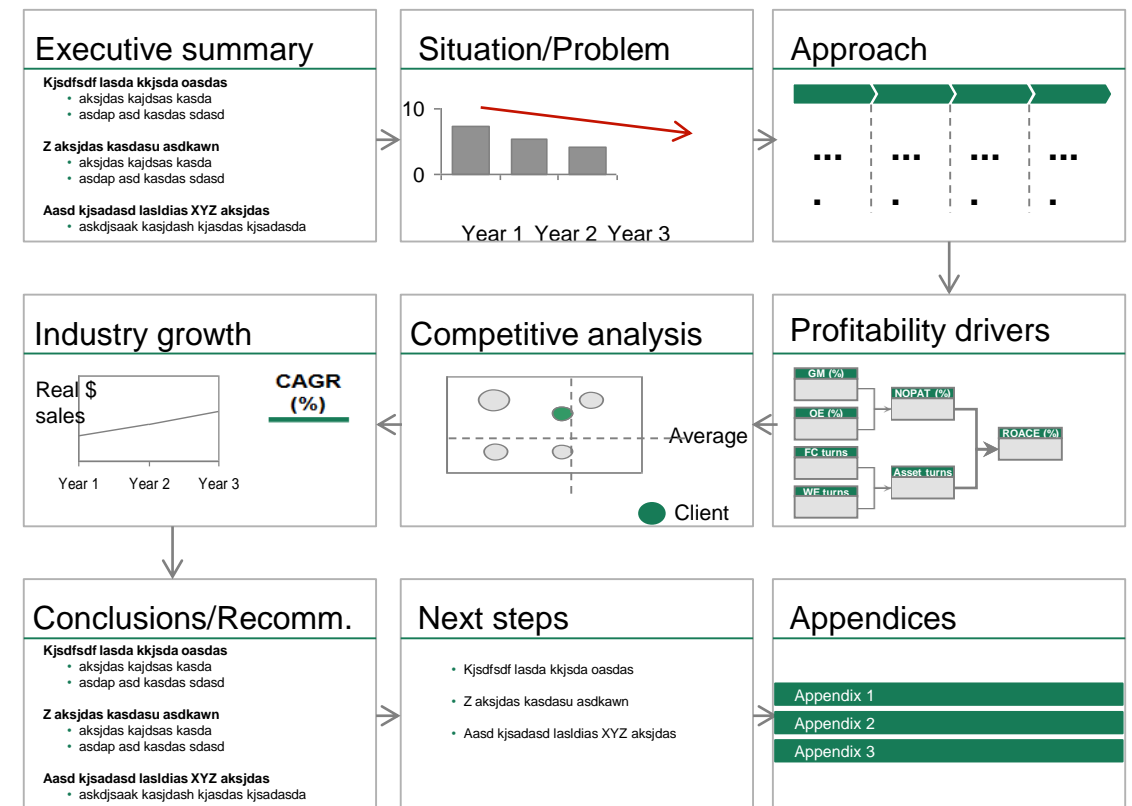
# Step 2a

## Develop slides to present your recommendation

### 2a. Use Thomas's recommended story flow



### 2b. Outline slide format: content, layout & graphics



See the Appendix for more information about how to develop slides

# Use this Context & Problem statement for slide 1

## Context

LED<sup>1</sup> – a new lighting technology

- Energy-efficient, long-life, compact

## Competition

- Incandescent and CFLs<sup>2</sup>
- GE<sup>3</sup> ~50% market share
- Sold through wholesale and retail channels

## Problem statement

How should the new Philips LED be positioned in the market?

- Whom to target?
- What channels to sell through?
- At what price point?



Step  
2c

## Before you submit

Check your work!	Polished and ready	Needs revision
<b>Finalize the flow</b>		
Do titles tell the story?		
Does the executive summary mirror the slide flow?		
Does each slide advance your point of view on Philips' pricing problem?		
<b>Sharpen the language</b>		
Is each slide's language clear and tightly focused?		
Is each key point necessary and made in as few words as possible?		
<b>Highlight key insights</b>		
Are the titles, subtitles, and take-aways clear and succinct?		
Does the slide content provide evidence and details to support the slide title?		
Are key facts and insights highlighted with color?		
<b>Take care of slide details</b>		
Is everything spelled correctly?		
Are all tables and graphs labeled clearly?		
Does your math add up?		
Do you use the same font and colors consistently on all slides?		

**Revise your slides as needed—then upload as a pdf for review!**

# Step 3

## Rubric for reviewing assignments

Elements	Criteria	Score
<b>Executive summary</b>	Concisely lays out the situation, problem, recommendations, and implications and aligns to slide titles	10
	Concisely lays out at least three elements above and or does not consistently align to slide titles	8
	Concisely lays out at two – three elements above and does not consistently align to slide titles	7
	Does not develop an executive summary	0
<b>Recommendations/ solutions</b>	Directly responds to problem statement with each point supported by a minimum of three pieces of clearly presented evidence	10
	Directly responds to problem statement with each point supported by a minimum of two pieces of clearly presented evidence	8
	Directly responds to problem statement with each point supported by one piece of clearly presented evidence	7
	Does not directly respond to problem statement or does not present evidence to support key points	0
<b>Slide development</b>	Required slides are crisp and clear with effective visuals to support key points: <ul style="list-style-type: none"> <li>• Content and Problem Statements</li> <li>• Executive Summary</li> <li>• Approach</li> <li>• Analysis, Key Findings, and Implications (may have a few slides)</li> <li>• Recommendations/Solution</li> <li>• Next Steps</li> <li>• Appendix (may have many slides)</li> </ul>	5
	Includes 5-6 of the required slide types; slides are crisp and clear with effective visuals to support key points	4
	Includes 3-4 of the required slide types OR some slides lack visual consistency and clarity	3
	Includes 1-2 of the required slide types OR all slides lack visual consistency and clarity	0

# Appendix

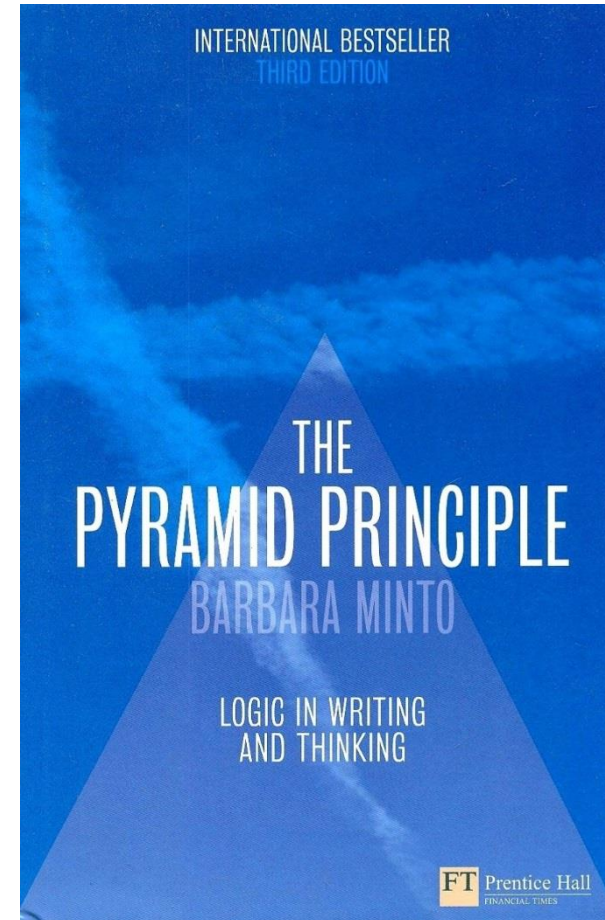
# Appendix A: BCG's 7-step approach for effective written communication

Based on *The Pyramid Principle* by Barbara Minto

Consultants at The Boston Consulting Group receive rigorous training to perfect their written communication skills.

The foundation of their training is based upon principles taught in Barbara Minto's book *The Pyramid Principle*.

BCG's derives its seven-step approach from *The Pyramid Principle*.





# BCG 7-step approach for effective written communication

Refer to this 7-step process for support as you prepare your slide deck.

## 1. Framing your story

When you frame your story, you start with your conclusions, key messages or your proposed solution. You follow them with your key arguments and supporting facts and evidence. A suggested way to do this is to list all of your arguments and group them into logical clusters. To frame your story, ask yourself key questions: "What is the problem?" "Why is there a problem?" "How can the problem be solved?" Your clusters of arguments must support your recommendation and resolve the key question.

# BCG 7-step approach for effective written communication

## 2. Developing a storyline

After you have framed your story—which should have 2-3 key arguments with related supporting details—use a logic tree to develop your storyline. The logic tree connects all of your key arguments and insights together into a logical, hierarchical story flow. It pairs supporting evidence and insights with your main arguments. It provides a backbone for your storyline.

A reliable storyline flow is:

- Opening: context situation or problem/recommendation or solution
- Series of key arguments
- Close: Recap/impact

# BCG 7-step approach for effective written communication

## 3. Writing executive summaries

- Executive summary is a 1-page condensed version of your presentation that contains all of your key ideas in a few crisp sentences. Often, the only slide your audience will read. A good executive summary has four parts: Situation, Problem, Solution, Impact
- Effective executive summaries:
  - Link to the slide flow and mirror slide titles. If not, iterate summary and/or slides
  - Use sharp language, tell your story, not the process
  - Fit the audience-flow and language is tailored to your audience

[See Appendix A for a sample executive summary](#)

# BCG 7-step approach for effective written communication

## 4. Building slide flow

- A two-step process shown on the follow page.
  - Step 1: Create a blank story flow
  - Step 2: Outline format of each slide
- Maintain a storyline that is logical, compelling and audience-appropriate
- Ask yourself: Is the story complete and flow logically? Is every slide necessary?
- Integrate logic tree elements into the storyline to insure impact

# BCG 7-step approach for effective written communication

## 5. Designing slides

- Effective slides contain 3 key elements:
  - *Titles* - highlight key insight, match language in slide, short, precise full sentences
  - *Subtitles* – Guides audience to specific info in slide; helps audience interpret slide; optional
  - *Takeaways* – draw conclusions beyond the obvious, create flow, articulate the "so what"

**This is your title**  
This is your subtitle

**Copy**  
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• Fusce ante nibh, congue vel leo ac  
• Placerat luctus eros

**Table**



**Key takeaway**  
In vestibulum nisi a duī scelerisque  
raesent convallis ligula dolor sit amet

**Schematic**  
Vestibulum libero lacus, lacinia sit amet lorem sit amet, dignissim auctor orci. Nam convallis quam at odio posuere varius ut et quam.

**Graphs and charts**  
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+5%

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# BCG 7-step approach for effective written communication

## 6. Leveraging visuals

A significant part of slidewriting to capture your audience's attention or trigger a desired response is to take full advantage of using visuals. Simply put, “show, don't tell.”

Slide visuals are used to:

- Engage the audience
- Effectively clarify information
- Help draw out insights and conclusions
- Make large data sets easy to understand
- Trigger interest and emotional response

**This is your title**  
This is your subtitle

**Copy**  
Lorem ipsum dolor sit amet, consectetur adipiscing elit. Cras nec rutrum diam. Mauris eu laculis du, id consequat massa.  
• Fusce ante nibh, congue vel leo ac  
• Placerat luctus eros

**Table**



**Key takeaway**  
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raesent convallis ligula dolor sit amet

**Schematic**  
Vestibulum libero lacus, lacinia sit amet lorem sit amet, dignissim auctor orci. Nam convallis quam at odio posuere varlus ut et quam.

**Graphs and charts**  
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# BCG 7-step approach for effective written communication

## 7. Finalization your presentation

Finalizing your presentation involves four steps

1. Finalize the flow
2. Sharpen the language
3. Highlight key insights
4. Take care of slide details

# Appendix B: Executive summary example

**Situation:** The digital world is having a huge impact on banks

- Customer behaviors and expectations are changing dramatically – over half access their accounts via digital channels
- Competition coming from new places – Millennials bypass traditional banks in favor of fintech start ups

**Problem:** Leading financial institutions are investing in digital capabilities, but often not fast enough

- Digital visions range from reinventing the customer experience within the core business (leveraging big data analytics, digitizing the back end and innovating the front end) to creating new business models
- Potential for approximately 5 – 15% improvement in net profit
- Two typical journeys taken to achieving full digital maturity – stepwise transformation of the core or reverse take-over

**Solution:** Banks must overcome 5 common people and organizational hurdles

- Building digital capability in their leadership – address the diffusion in digital leadership and lack of expertise at the top
- Framing operating models – re-envision structures, roles and governance overlays to address new strategic needs and to evolve these models quickly
- Addressing talent gaps – identify talent gaps relative to the new digital skills needed, manage the trade-offs in buy vs. build vs. borrow, and build a new employee value proposition (compensation structure, career paths, etc.)
- Creating a digital culture – migrate from a traditional risk averse culture to that of a digital attacker
- Leveraging new ways of working – take Agile to the next level – scale beyond IT



# Appendix C: Generic storyline provides great starting point

General guidelines of what to include in a generic story flow

Introduction	In your introduction, explain the situation, problem or key question that is the focus of the presentation. Explain to the audience why they are there with you in a room and why it is in their interest to listen to you. "You have hired us to figure out what to do with the assets of Company X. Your key concerns are XYZ. We will answer them."
Executive summary	It should provide your audience with the key message of the presentation, a brief description of the conclusions and recommendations, and explain what will be discussed in the meeting (and what will not). Depending on the setting and your clients' preference, a slide with the objectives of the meeting can take the place of the Executive Summary.
Body	Recommendations and conclusions and should lead to a description of the strategic options the client has to choose from to go forward.
Recap	The recap describes the conclusions and recommendations in more detail, and should lead logically to next steps.
Next steps	Conclude your presentation with the next steps. These may be to refine analysis x, answer open questions, research question y, etc.
Appendices	Information that provides additional support for your arguments and/or recommendations but is too detailed or voluminous to include within the body of your presentation can be included in the appendices.