Today's objectives

Theory

- Introduction to the theory of logical structuring, storyboarding and slide writing

Practice

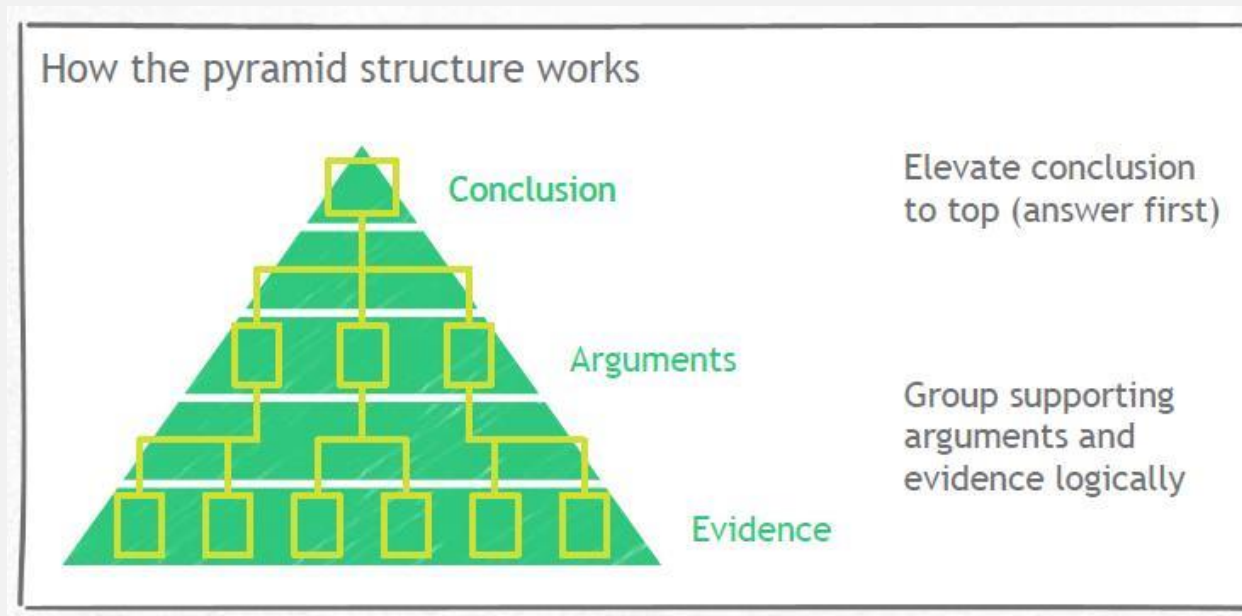- Experience the basics in real life examples

Not covered in this summary

Content

> **Logical structuring**

Storyboarding

Slide writing

Recap: What you need to know about the the Pyramid Principle

The Pyramid Principle is a useful tool for problem-solving as well as communicating

How the pyramid structure works

Conclusion — Elevate conclusion to top (answer first)

Arguments — Group supporting arguments and evidence logically

Evidence

Your pyramid should satisfy four rules

1 The top statement of your pyramid should answer the audience's key question

2 Each idea should be a summary of what is grouped below

3 Ideas on each level should be the same type of idea

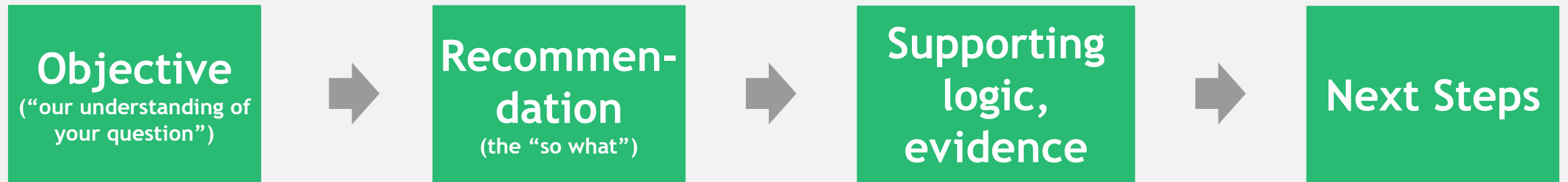**4** Ideas are MECE—Mutually Exclusive and Collectively Exhaustive—at each level

Content

Logical structuring

Storyboarding

Slide writing

A storyline is the logical flow of a message

Objective
("our understanding of your question")

➡

Recommen-dation
(the "so what")

➡

Supporting logic, evidence

➡

Next Steps

A storyline is important to get your message across effectively and to streamline internal work
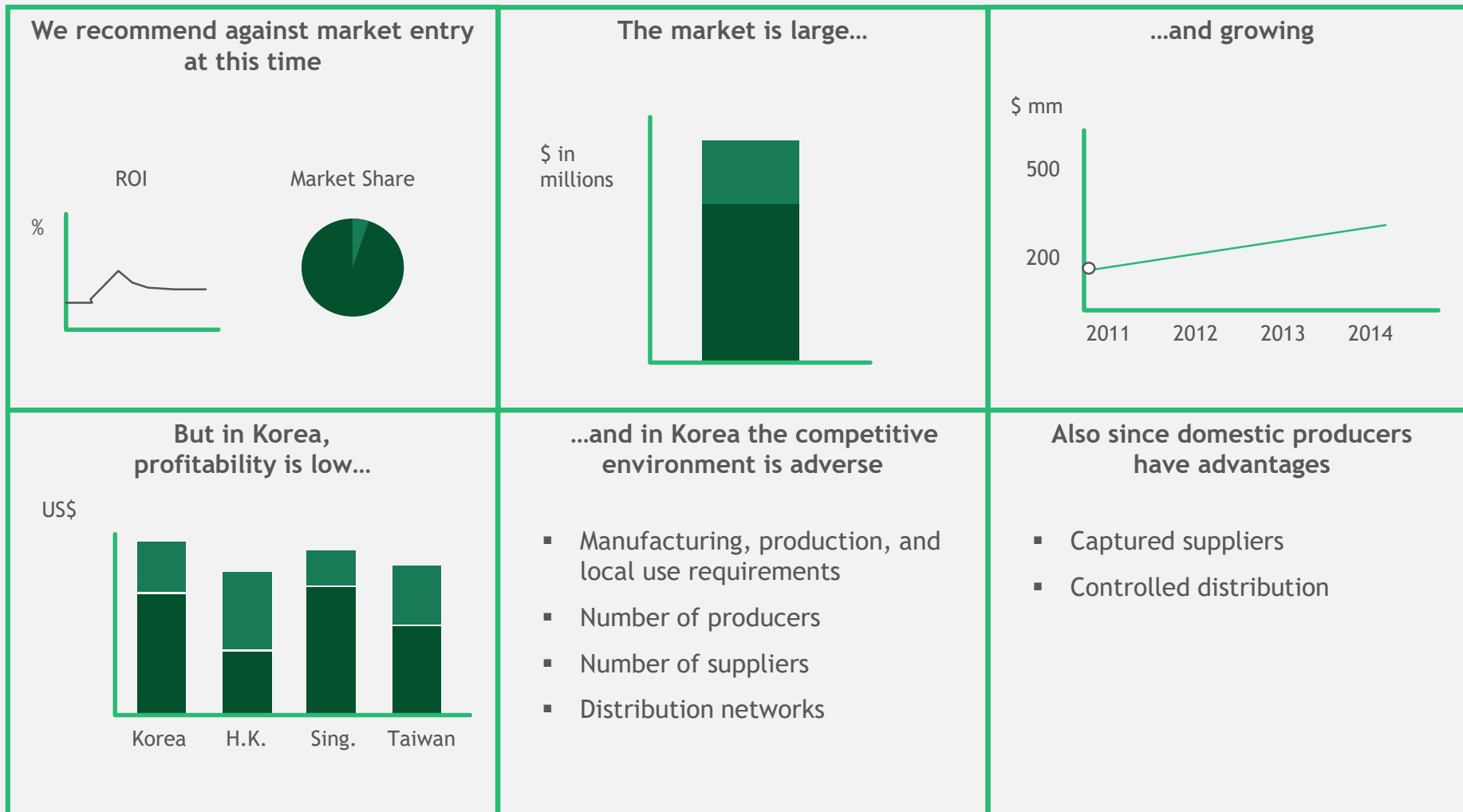
Getting your message across effectively

- Getting the message across == getting things done

- Easier to remember a story than a collection of thoughts/charts

- Half of effective communication is how things are said

Streamlining your internal team work

- Highly efficient for (internal) team meetings

- Enables you to distinguish and focus on the main drivers of the problem

A storyboard is an overview of your deliverable

We recommend against market entry at this time

ROI

%

Market Share

The market is large...

$ in millions

...and growing

$ mm

500

200

2011 2012 2013 2014

But in Korea, profitability is low...

US$

Korea H.K. Sing. Taiwan

...and in Korea the competitive environment is adverse

- Manufacturing, production, and local use requirements
- Number of producers
- Number of suppliers
- Distribution networks

Also since domestic producers have advantages

- Captured suppliers
- Controlled distribution

A storyboard combines (I) horizontal and (II) vertical logic

1 **Horizontal logic**

A storyline links a chain of slide titles

Title 1	Title 2	Title 3

2 **Vertical logic**

The text, graphs, and charts that support the message in the title
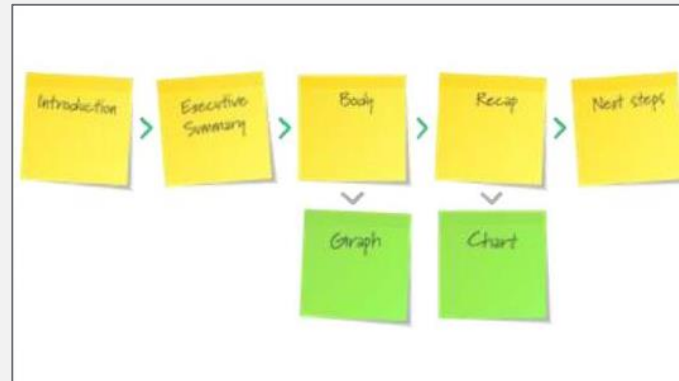
Build your storyboard in three steps, preferably using an analogue medium
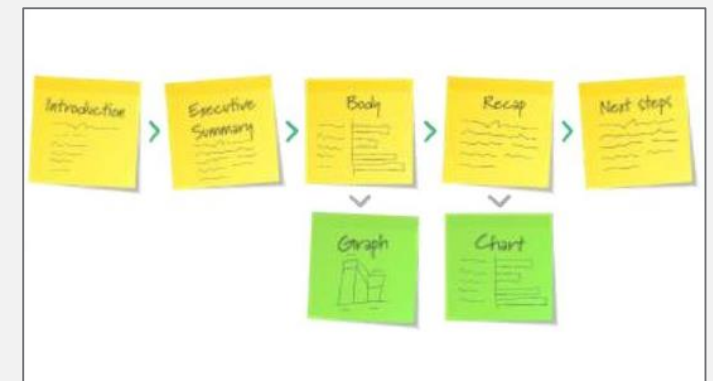
Step 1: Create a blank presentation outline	Step 2: Identify need for supporting detail	Step 3: Outline content of each slide

Write your key messages in slide titles. These will become your Key Message slides

Identify which Key Message slides need supporting Detail slides and write slide titles for Detail slides

Complete your storyboard by sketching out how you want the completed slides to look for both Key Message and Detail slides

Think before you write

Time spent defining your audience and purpose pays for itself by making your presentation easier to write

Step back before crafting your message to avoid writing the autobiography of your analysis

Think carefully about how you tell the story and create materials for the audience, not the presenter
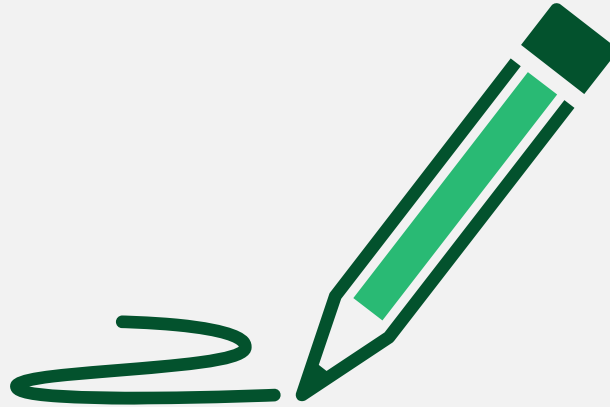
Who?

Why?

What?

How?

Before writing your next presentation, start with pen and paper

Content

Logical structuring

Storyboarding

> Slide writing

Why are slides so important for a consultant?

Facilitate team's thinking process

Influence clients' decisions

Provide lasting reference for clients

Some common issues observed in slides

- Crowded images, crammed with illegible details

- Unclear messages, titles with convoluted phrasing or jargon, and too many messages on one slide

- Overly complex frameworks or models, causing the loss of audience's attention

- Masses of data with no focal point, causing message to be lost in the muddle

- Conclusion in title unsupported in the body of the slide
  - Incomplete data
  - Incorrect conclusions drawn
  - Lack of specificity

The six key slide writing principles at BCG

Clear **Simple** **Powerful** **Coherent** **Honest** **Audience centric**

Principle 1: Clear

Reader "gets" the point you are trying to make

Everything on the slide is consistent and makes sense

Clear message guiding the entire slide

Three elements to ensure success of the new model

Recategorized shop models into three, distinct verticals to laser-focus our sales strategy

Strengthened cross-BU / cross-team collaboration to ensure all customers needs are met

Product and service improvements expedited to satisfy tier-1 client requests

Concise descriptions of three elements supporting the key message
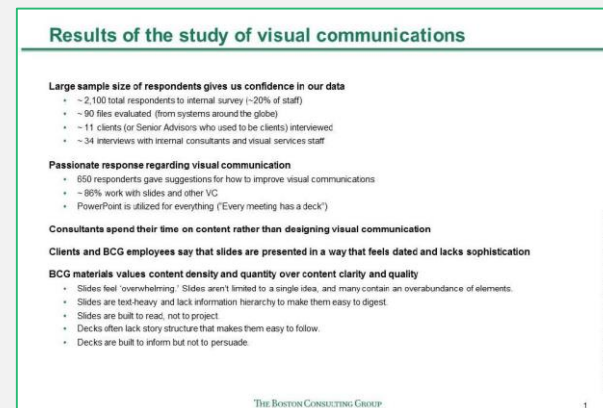
16

Principle 2: Simple

One message per slide

Everything on the slide serves the main point— nothing is distracting

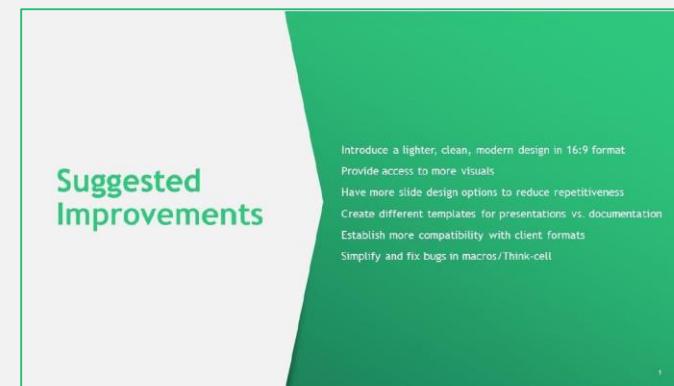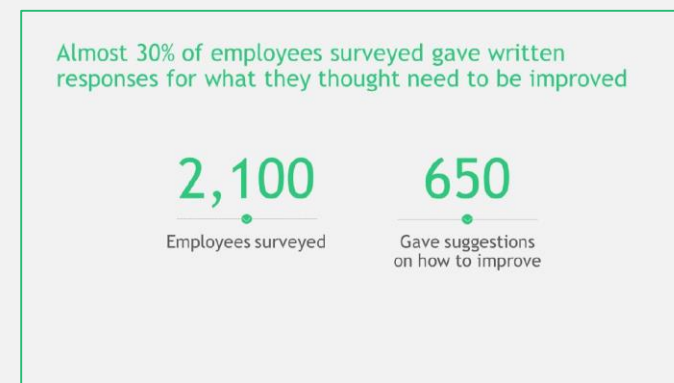Avoid unnecessary buzzwords/technical jargon. Explain ideas as simply as you can

✗ Incorrect
Multiple messages packed together on one slide
Difficult for audience to engage

✓ Correct
One message per slide

Results of the study of visual communications

Large sample size of respondents gives us confidence in our data
- ~2,100 total respondents to internal survey (~20% of staff)
- ~90 files evaluated (from systems around the globe)
- ~11 clients (or Senior Advisors who used to be clients) interviewed
- ~34 interviews with internal consultants and visual services staff

Passionate response regarding visual communication
- 650 respondents gave suggestions for how to improve visual communications
- ~86% work with slides and other VC
- PowerPoint is utilized for everything ('Every meeting has a deck')

Consultants spend their time on content rather than designing visual communication

Clients and BCG employees say that slides are presented in a way that feels dated and lacks sophistication

BCG materials values content density and quantity over content clarity and quality
- Slides feel 'overwhelming.' Slides aren't limited to a single idea, and many contain an overabundance of elements.
- Slides are text-heavy and lack information hierarchy to make them easy to digest.
- Slides are built to read, not to project.
- Decks often lack story structure that makes them easy to follow.
- Decks are built to inform but not to persuade.

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Almost 30% of employees surveyed gave written responses for what they thought need to be improved

2,100
Employees surveyed

650
Gave suggestions on how to improve

We also interviewed clients, consultants, and visual services staff and analyzed decks from all systems

11
Clients/Senior Advisors who are former clients interviewed

34
Consultants and Visual Services staff interviewed

90
Presentation decks analyzed (multiple sites represented)

Suggested Improvements

Introduce a lighter, clean, modern design in 16:9 format
Provide access to more visuals
Have more slide design options to reduce repetitiveness
Create different templates for presentations vs. documentation
Establish more compatibility with client formats
Simplify and fix bugs in macros/Think-cell

💡

Principle 3: Powerful

Use high-quality, compelling visuals that make your message 'pop'

Build clear links between the visual and the key message

If we invest less in this change effort...

Legacy materials might be only partially updated which is an implicit ongoing endorsement of "old" approach

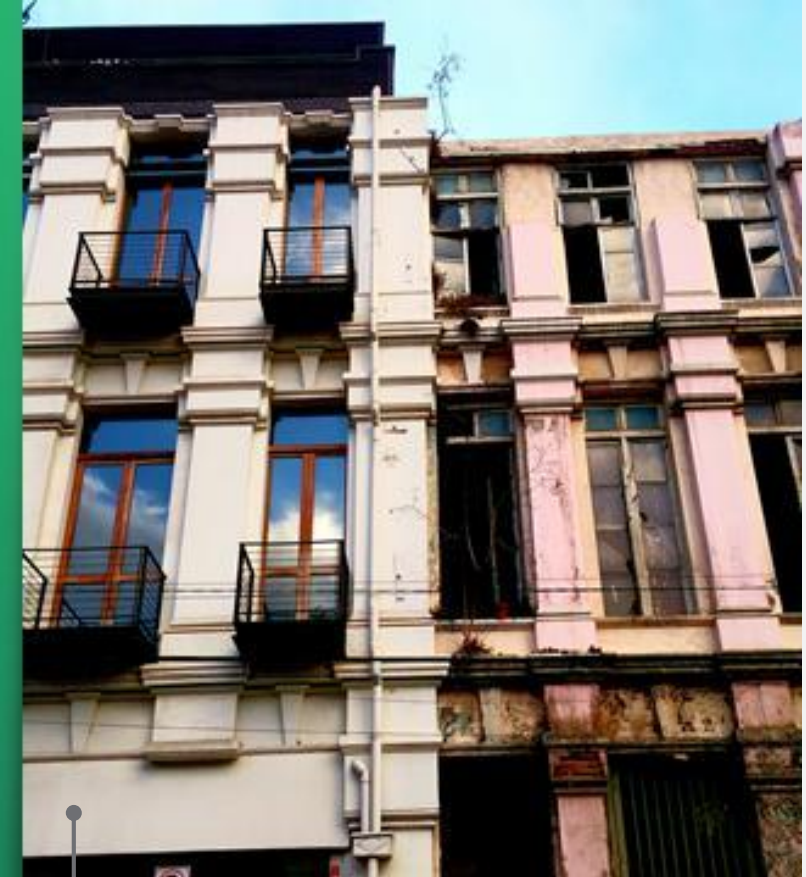Benefit of the new approach and methodology will not be fully realized
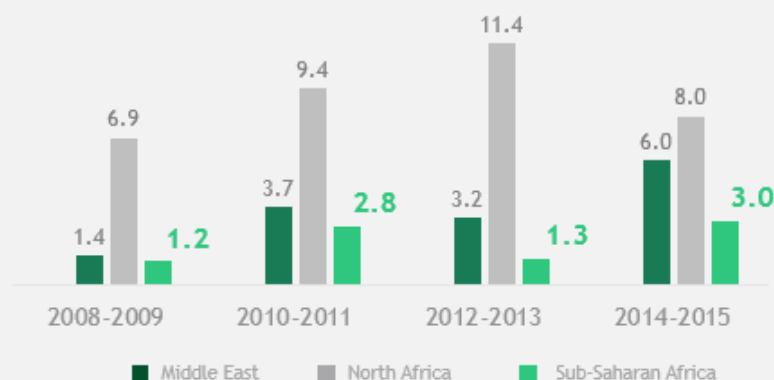
Image: An incomplete renovation

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Principle 4: Coherent

Use transparent logic that makes obvious and consistent connections between data and conclusions

Data illustrates multi-year sales penetration by region

Sub-Saharan Africa identified as key market

Sales penetration by geography (%)

	2008-2009	2010-2011	2012-2013	2014-2015
Middle East	1.4	3.7	3.2	6.0
North Africa	6.9	9.4	11.4	8.0
Sub-Saharan Africa	1.2	2.8	1.3	3.0

■ Middle East ■ North Africa ■ Sub-Saharan Africa

Below average penetration in Sub-Saharan Africa

Compared with other markets in the region

Source: Country data; National statistics bureau

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Conclusion is obvious and logical based on the data illustrated in the bar graph

Principle 5: Honest

Provide the right context for the data and information you are presenting

✕ Incorrect
Comparing changes in revenue dollars

✓ Correct
Comparing market shares relative to market size

Principle 6: Audience -centric

Focus on what your audience needs to know

Effective slides contain two key elements and two optional elements

Title

Key message/main point of the slide (Bright Green)

Subtitle (Optional)

Explanation of what's on the slide (Only use on Detail slides selectively. No subtitle on Key Message slides. Gray text)

Slide body

Supports key message/main point – can be text, charts, pictures, diagrams, or a combination

Footnote (Optional)

Citation and additional explanatory information

Dedicated sales, training and collaboration contribute to ABC's success
Case study on key success factors for ABC's business banking division

ABC COMPANY

Branches equipped with at least 1~2 dedicated sales reps to serve surrounding businesses
- Sell simple lending products with a focus on value creation
- Larger branches may have 3~5 dedicated sales reps

All branch staff underwent 6 months of holistic knowledge training[1]
- All staff including branch managers and tellers are now BBS Platinum certified

Collaboration underpinned by revenue sharing KPI and culture
- Year-end bonus based on achieving KPI targets
- Implemented corporate culture diagnostic to help increase team collaboration

1. 8 months for manager level and above
Source: Industry and competitor interviews

1

An effective title...

1 Highlights the key message and matches the body of the slide

2 Is concise and specific

3 Provides the "so-what"/actionable next step

4 Links the story together

Slide titles link the story together

A set of descriptive titles...

Total promotional spending

Realized prices over time

Two major views of promotion

Classification by "intent"

Classification by "type"
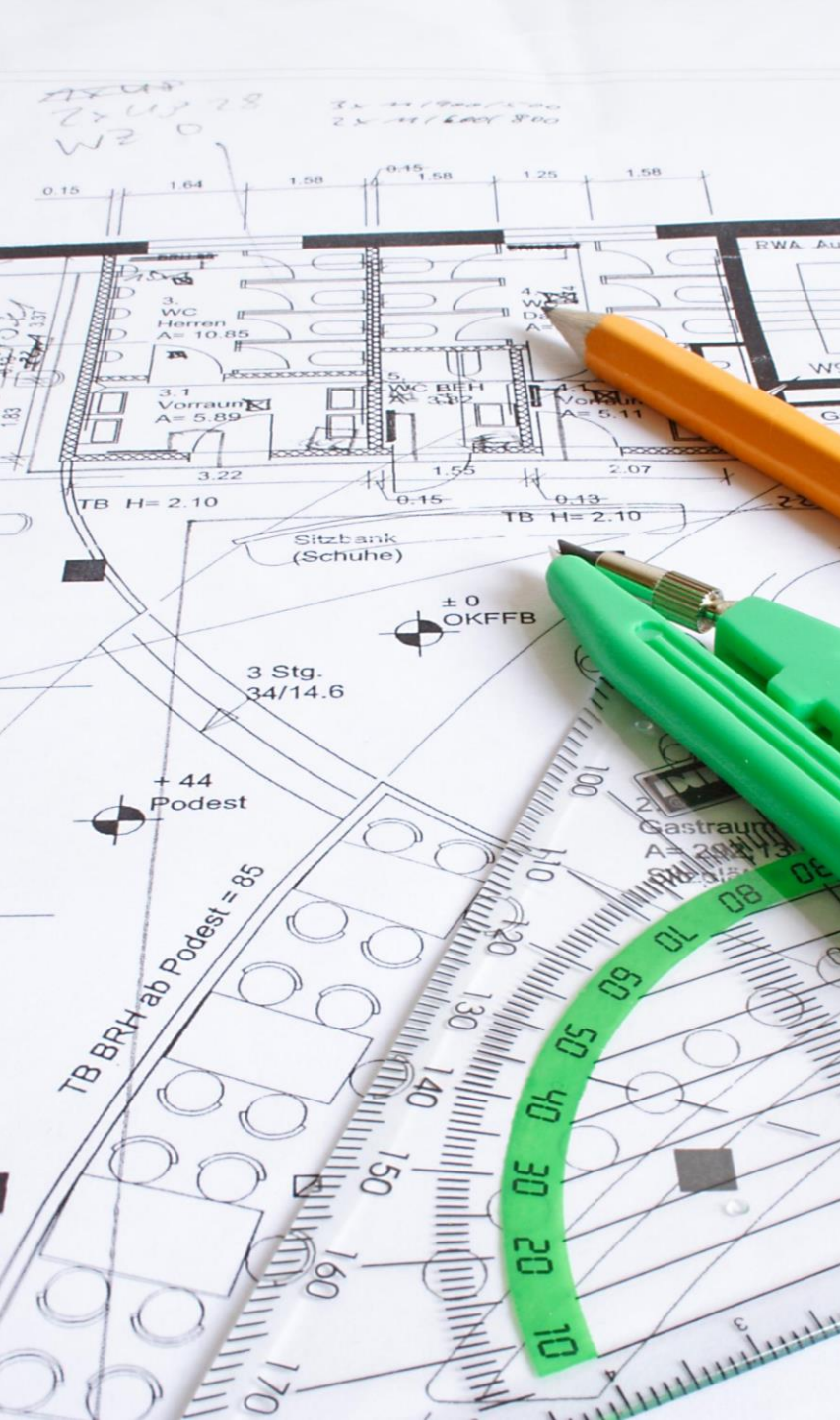
Recommendations

...or a compelling story

Promotion spend has doubled since 2020

Resulting in ~10% lower realized prices

Promotion categorized by intent & type

Intent: clearance takes ~70% of spending

Type: discount accounts for ~90%

Imperative to apply a rigorous approach to manage promotion spending

Why should you care about your slide design?

A well designed slide helps reduce complexity and allows you to manage the flow of the story and the order and pace at which your audience processes information

Determine the best layout by asking yourself

1 What is the purpose of the slide?

2 How should I organize the information so that my key message pops with the audience?

3 Will my slide be text-heavy, or visually driven?

4 Have I leveraged different layouts to create visual variety for more compelling communication?

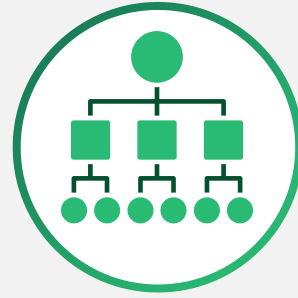**5** Can I think outside of the box to make a message stand out?

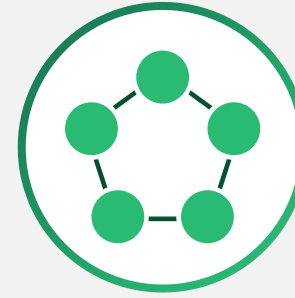# Implementing the "Five Layout Principles" will ensure that your slides maintain focus

Contrast

Whitespace

Hierarchy

Eye Flow

Text

Some parting thoughts…

Slide writing takes practice

Use slides to help your own thinking

Keep the slide simple

Be creative

Some parting thoughts…

Slide writing takes practice and iteration

- Master the basics of slide design early so you can practice more advanced design
- Iterate, iterate and iterate. Accept iteration as part of the slide developing process.

Use slides to help your own thinking

- Write them throughout a project, not just for presentations
- Plan for a few slides holistically, to allow for a helicopter view of the story
- Read the action titles to make sure the story flows

Keep the slide simple

- Focus on presenting one simple message supported by the data as a start
- Show the critical relationships that support the message
- Do not compress unrelated data to reduce slide count
- Use boxes, arrows, connectors sparingly and purposefully

Be creative

- Often times, combined format which utilizes chart and simple word description help presents your idea visually and verbally

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