



## **Packaging a Final Deliverable**

**Building capabilities in logical structuring,  
storyboarding, and effective communication**

Deloitte Consulting LLP

November 17, 2011

# Agenda

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# What is the job of a consultant?

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## What is the Situation?

- Consultants are given the task of understanding the situation / problem that their client is facing and determining the necessary steps to take in order to solve it

## What is the Complication?

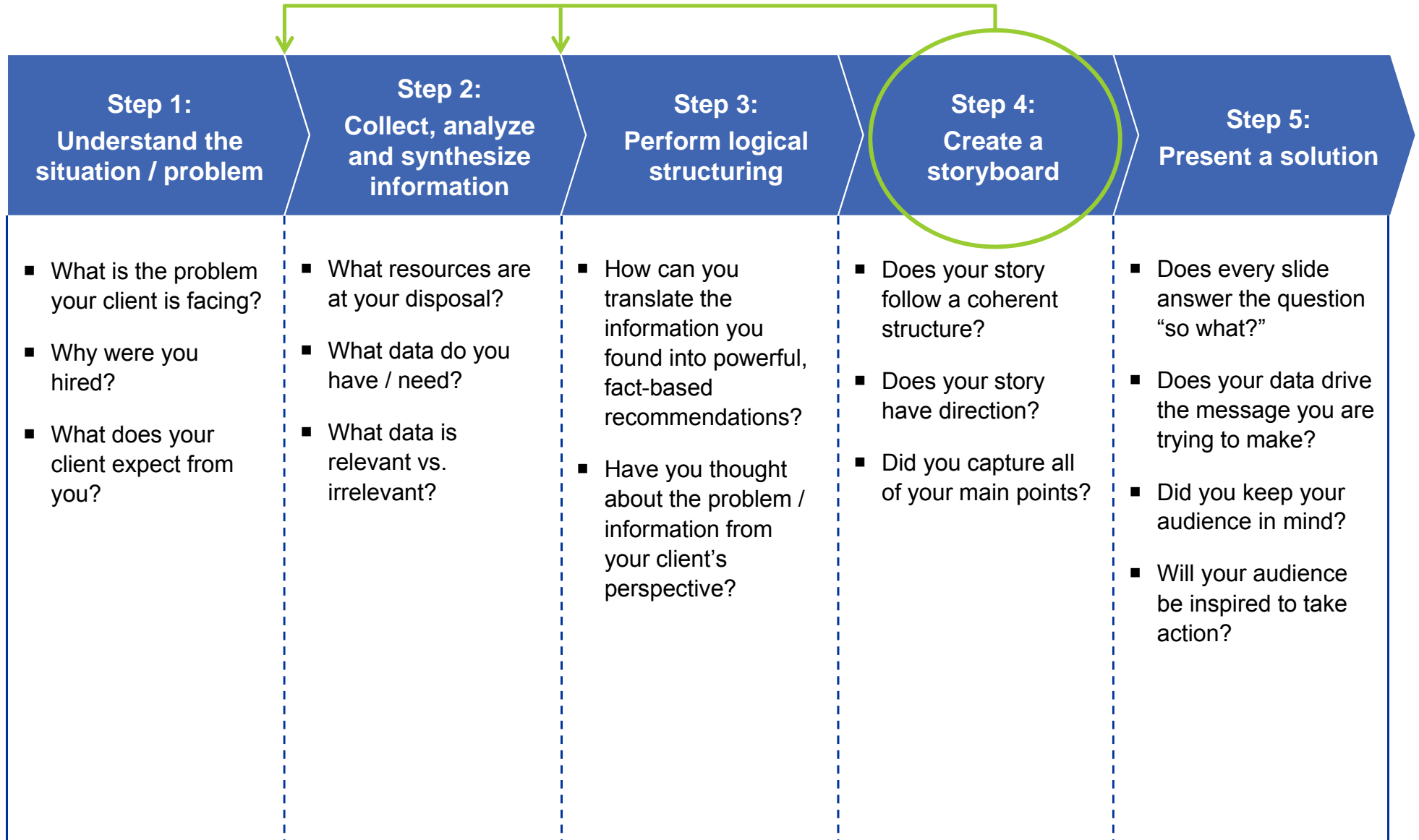
- To solve the problem that their client is facing, consultants need to first collect the relevant information and then analyze what the information is saying
- Next, consultants need to figure out how to effectively communicate what they have found so that their client understands and is inspired to take action

**Question:** How do consultants overcome the complications and solve their clients' problems?

## What is the Answer?

- After consultants have understood the situation / problem, collected and analyzed the relevant data, logically structured their thoughts from the client's perspective and developed a coherent story, they are ready to present a comprehensive solution to their client

# Process for packaging a final deliverable



```
graph LR; A[Logical Structuring] --> B[Storyboarding]; B --> C[Effective Communication]
```

**Logical  
Structuring**

**Storyboarding**

**Effective  
Communication**

# What is logical structuring?

A logical structure enables you to translate the information you collect, analyze, and synthesize into powerful, fact-based recommendations

## The Value of Logical Structure

What It Does	Description
1. Makes the Message Precise	<ul style="list-style-type: none"> <li>Forces the writer to be “dead clear” about what he or she is communicating to the reader, preventing messages that are unclear, unintended, or intellectually empty</li> </ul>
2. Reveals Gaps in Thinking	<ul style="list-style-type: none"> <li>Enables the writer to identify gaps by anticipating and responding to the reader’s questions before the communication is delivered</li> </ul>
3. Provides Clarity to the Reader	<ul style="list-style-type: none"> <li>Prevents the reader from “working” to understand the message; thereby eliminating the possibility that your message is misunderstood or ignored entirely</li> </ul>

# The logical structure is referred to as a pyramid

The scope and contents of your pyramid are dictated by your introduction

## Introduction / Governing Thought:

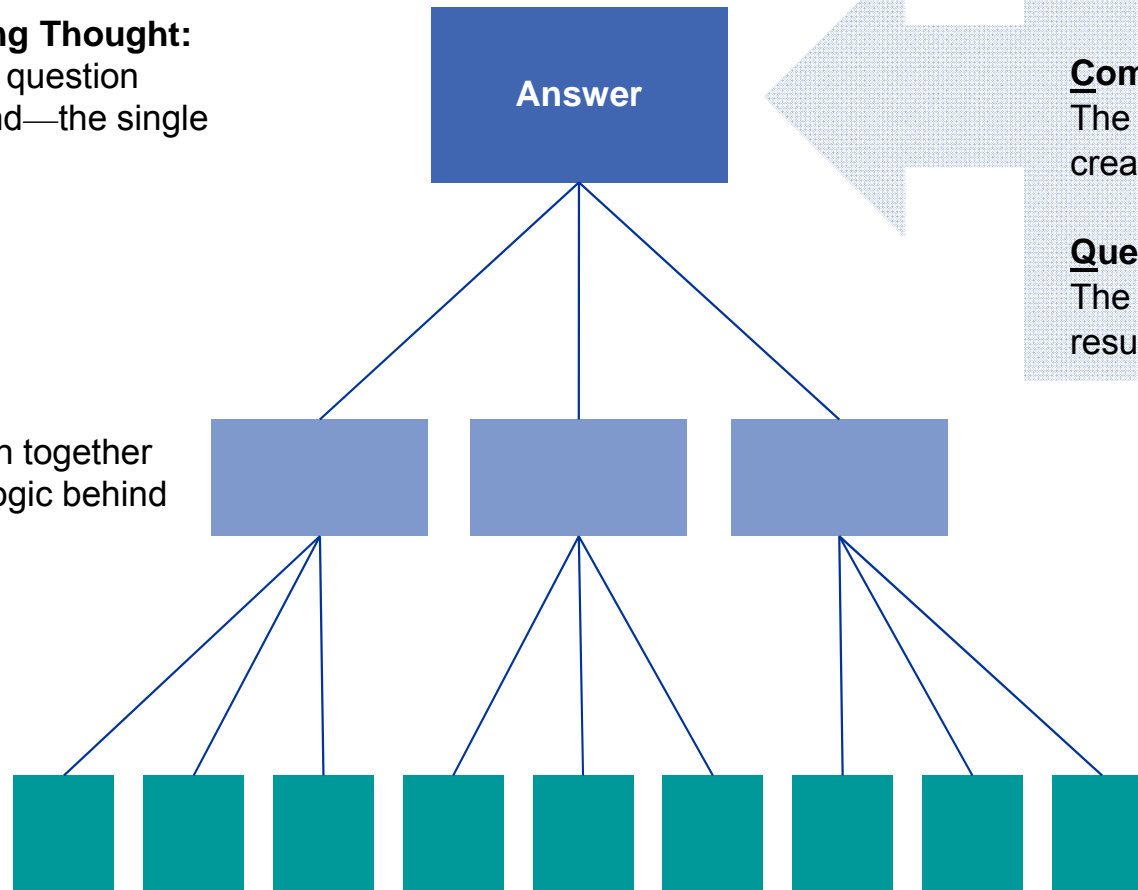
States the answer to the question raised in the readers mind—the single recommendation

## Key Line:

Major points which, taken together prove the answer—the logic behind your recommendation

## Supporting Facts:

Data and facts which support the key line



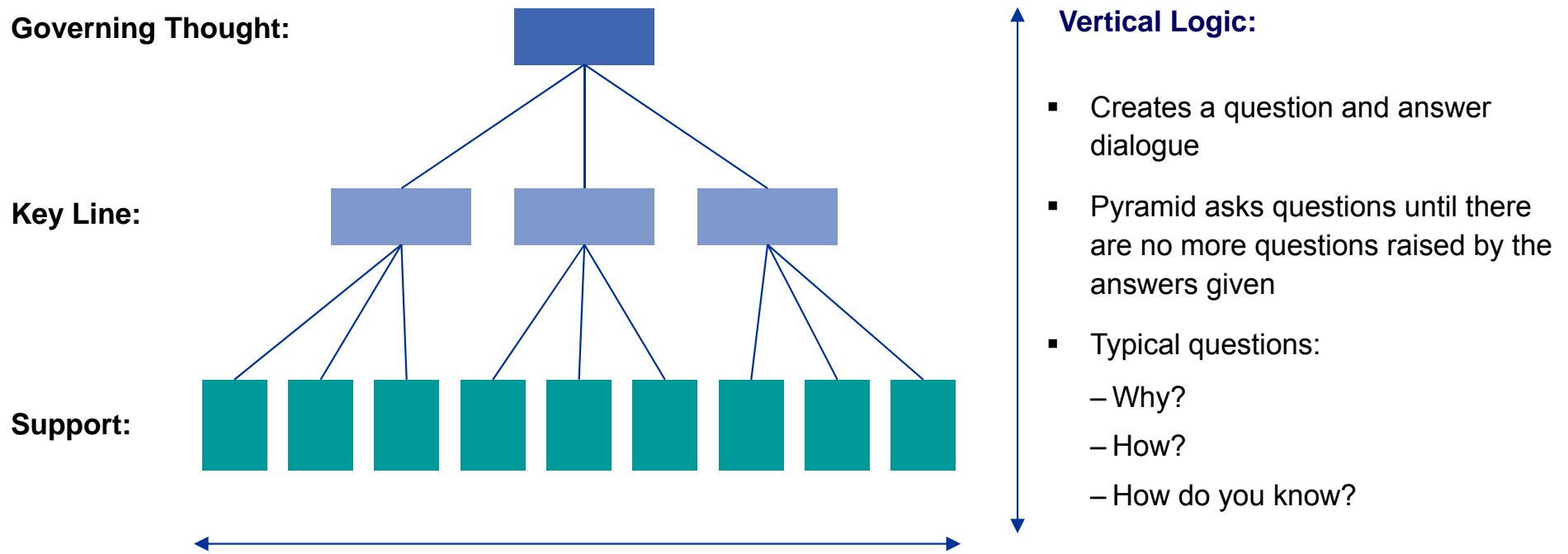
**Situation:**  
A statement about the subject with which you know the reader will agree

**Complication:**  
The complicated event that creates the tension in the story

**Question:**  
The implicit question that results from the complication

Source: Barbara Minto, *The Minto Pyramid Principle: Logic in Writing, thinking and Problem Solving* (London: Minto International, 2003).

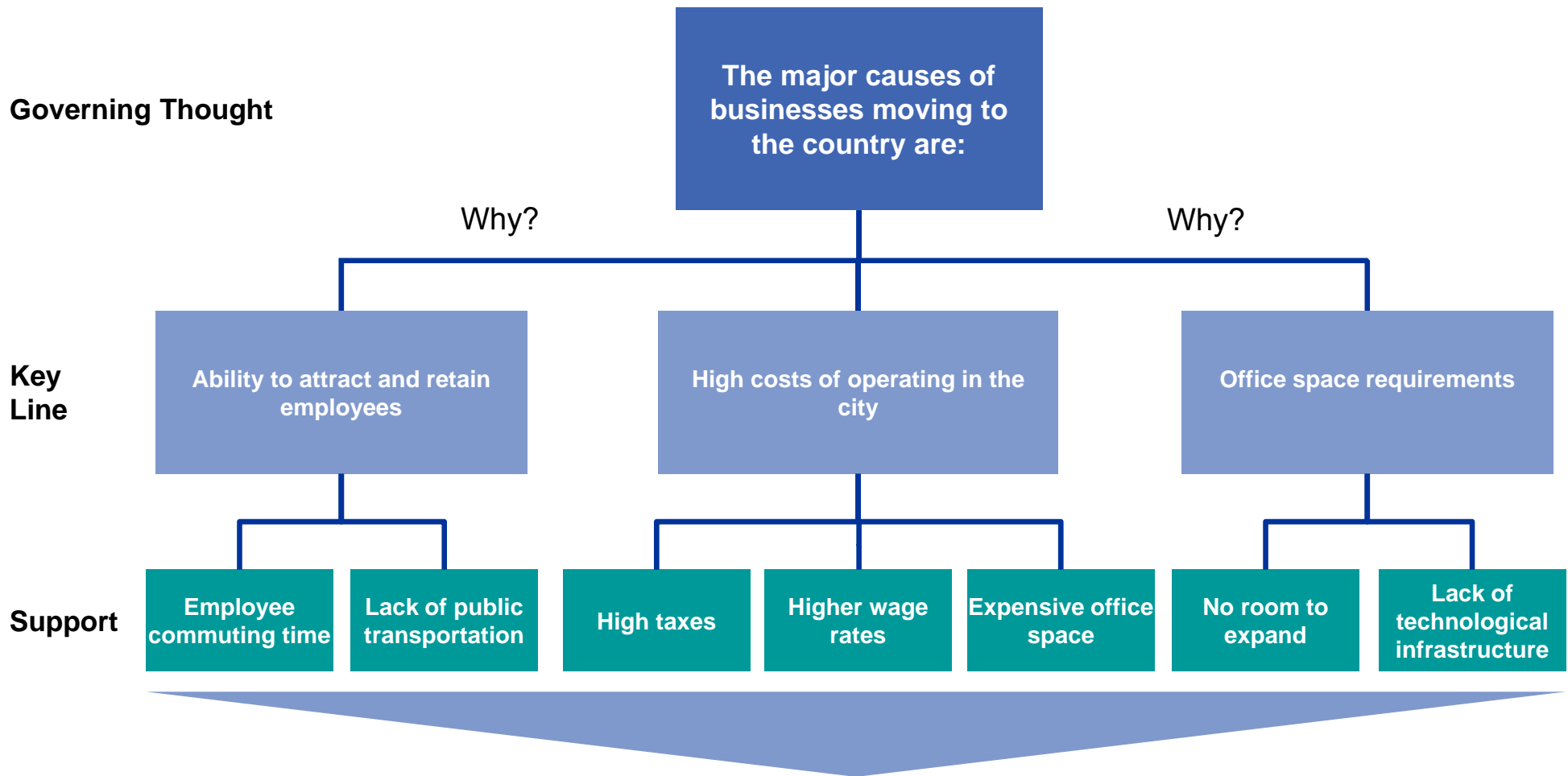
# A pyramid imposes a question and answer dialogue with the reader



**Horizontal Logic:**

- Logically answers questions raised vertically
- Logic/reasoning used to answer questions:
  - Inductive: The horizontal ideas are specific and lead to a general inference
  - Deductive: The horizontal ideas are general and lead to a specific conclusion

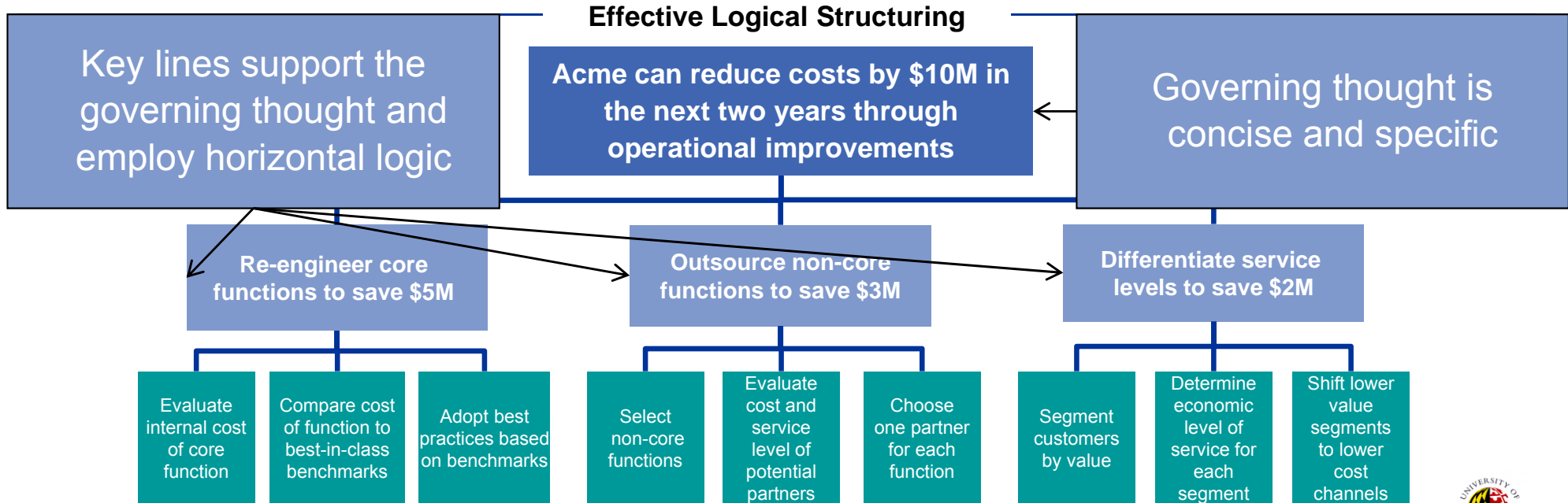
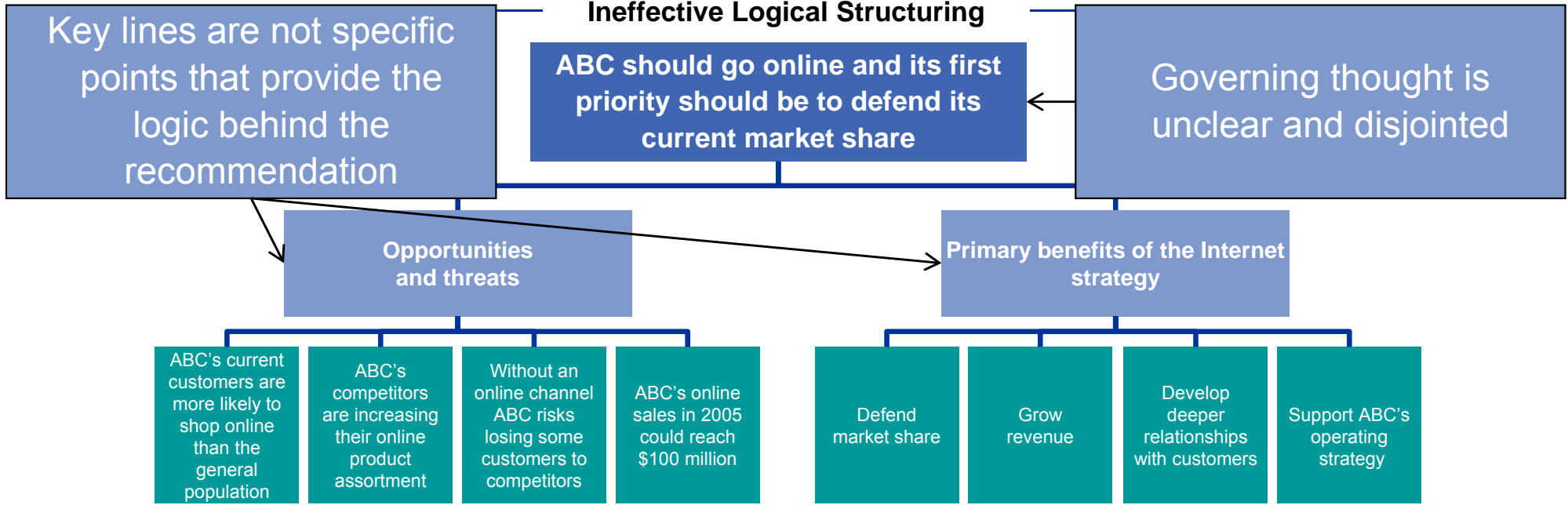
# Create the pyramid once the ideas are grouped



## Why the Order?

Order of importance was dictated by a low unemployment rate, a move to cost management, and finally growth perspective of most businesses in the city.

# Aggregating results does not work but applying the rules of pyramid logic will work





```
graph LR; A[Logical Structuring] --> B[Storyboarding]; B --> C[Effective Communication]
```

**Logical  
Structuring**

**Storyboarding**

**Effective  
Communication**

# What is a storyboard?

## Why Storyboard?

- A presentation without a storyboard is like a cart without a horse; there will be no clear direction for your message
- A storyboard provides an outline for the presentation and the path you will follow; it helps to:
  - Streamline your work efforts
  - Clarify expectations about what is to be produced and delivered
  - Organize information into a compelling storyline
  - Facilitate team productivity and deliverable quality

## How To Get Started

- First describe the situation and the complication
- Second articulate your ideas and rationale for the solution
- Finally provide support for your recommendation

## Storyboard Example

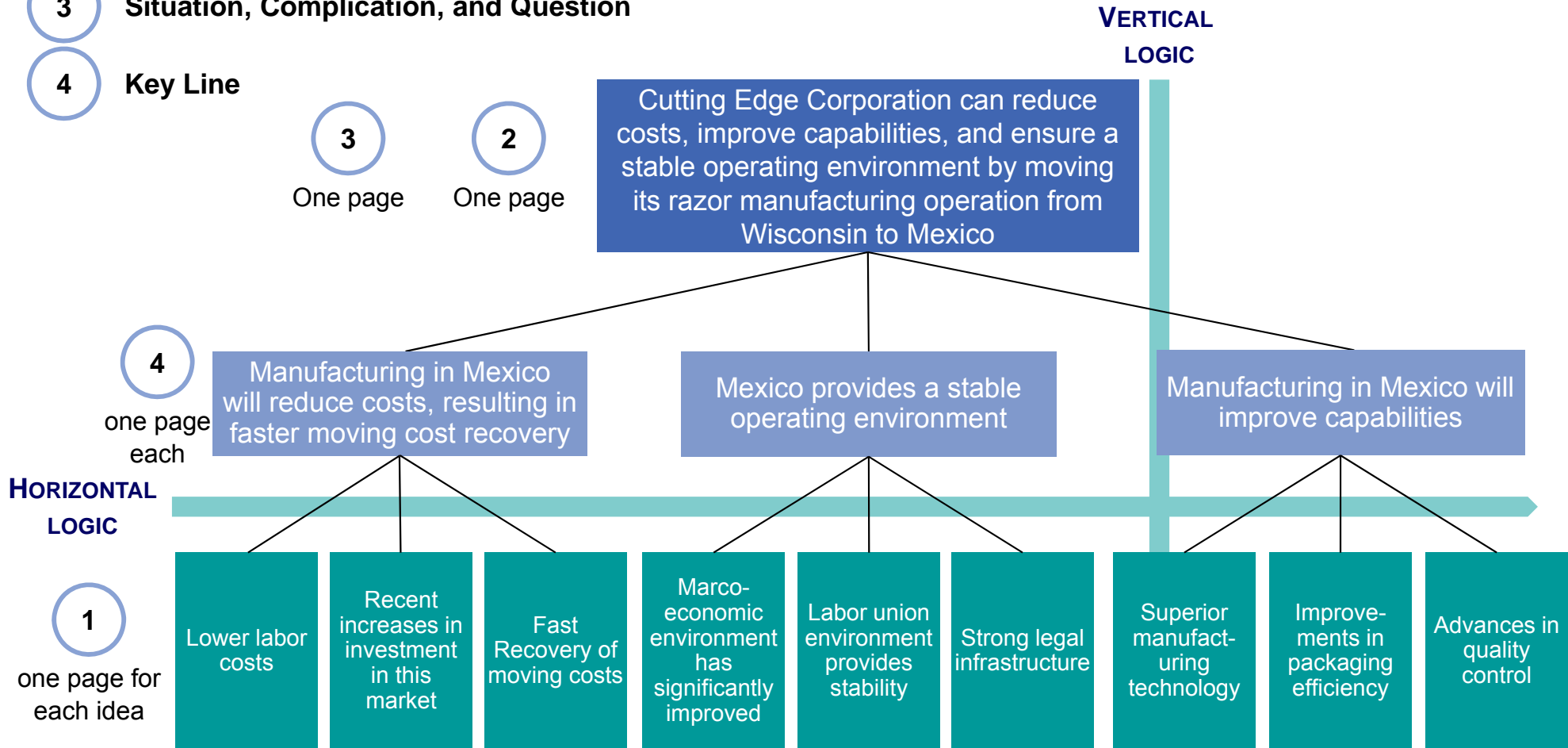
<p><b>We should purchase a new office building on Main Street</b></p> <div style="border: 1px solid black; padding: 5px; margin-bottom: 10px;"> <p><b>Space Constraints</b></p> <ul style="list-style-type: none"> <li>▪ We need more space</li> </ul> </div> <div style="border: 1px solid black; padding: 5px;"> <p><b>Costs</b></p> <ul style="list-style-type: none"> <li>▪ The Main St. building is the least expensive</li> </ul> </div> <p style="text-align: center;"><b>Page 1</b></p>	<p><b>We need more office space</b></p> <p style="text-align: center;">— FTE Growth —</p> <table border="1"> <caption>FTE Growth Data</caption> <thead> <tr> <th>Year</th> <th>FTE</th> </tr> </thead> <tbody> <tr> <td>'07</td> <td>200</td> </tr> <tr> <td>'08</td> <td>225</td> </tr> <tr> <td>'09</td> <td>243</td> </tr> <tr> <td>'10</td> <td>270</td> </tr> </tbody> </table> <p style="text-align: center;">— Available Space —</p> <table border="1"> <caption>Available Space Data</caption> <thead> <tr> <th>Category</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Occupied</td> <td>90%</td> </tr> <tr> <td>Available</td> <td>10%</td> </tr> </tbody> </table> <p style="text-align: center;"><b>Page 2</b></p>	Year	FTE	'07	200	'08	225	'09	243	'10	270	Category	Percentage	Occupied	90%	Available	10%	<p><b>It is the least expensive option</b></p> <p style="text-align: center;">— Building Options (in \$MM) —</p> <table border="1"> <caption>Building Options Data</caption> <thead> <tr> <th>Location</th> <th>Cost (\$MM)</th> </tr> </thead> <tbody> <tr> <td>Main St.</td> <td>5</td> </tr> <tr> <td>1st St.</td> <td>5.4</td> </tr> <tr> <td>2nd St.</td> <td>5.3</td> </tr> <tr> <td>3rd St.</td> <td>5.2</td> </tr> </tbody> </table> <p style="text-align: center;"><b>Page 3</b></p>	Location	Cost (\$MM)	Main St.	5	1st St.	5.4	2nd St.	5.3	3rd St.	5.2
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# Translating your well structured pyramid into a horizontal presentation

Test your knowledge:

Match the labels to the appropriate part of the pyramid. How many pages would each label require in a storyboard?

- 1 Support
- 2 Governing Thought
- 3 Situation, Complication, and Question
- 4 Key Line



1 one page for each idea

# Example of a storyboard that mirrors the structure of the pyramid logic

**Relocating to Mexico**  
Cutting Edge Corporation

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February 2001 Deloitte Consulting

### Situation

Cutting Edge Corporation currently manufactures all of its razors in a Wisconsin plant. The plant was built 50 years ago and the location selected of its proximity to key suppliers...

However, over the last 3 years, all of your key competitors have moved their manufacturing facilities to Mexico. Your key suppliers are also beginning to move operations to Mexico

1

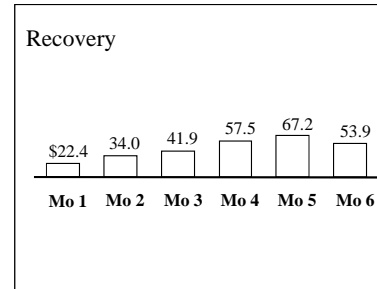
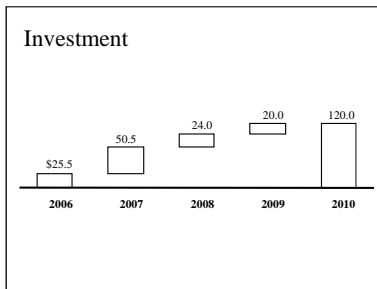
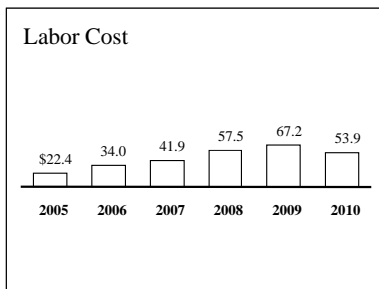
Cutting Edge corporation should close its razor manufacturing operation in Wisconsin and manufacture razors in Mexico. Doing so will reduce costs while ensuring operating stability and providing access to world class technology.

- § Reduce Costs —Overall costs in Mexico are 75% lower than in Wisconsin, resulting in fast recovery of moving cost
- § Ensure stability —Mexico provides a stable operating environment that will ensure continuity of operations
- § Improve capabilities —Manufacturing technology is more advanced in Mexico, enabling Cutting Edge to leverage leading edge capabilities

2

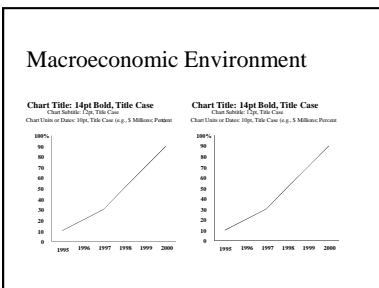
### Reduce Costs

- § Labor Cost \_\_\_\_\_
- \_\_\_\_\_
- § Investment \_\_\_\_\_
- \_\_\_\_\_
- § Recovery \_\_\_\_\_
- \_\_\_\_\_



### Ensure Stability

	Description
Macroeconomic Environment	Text Text Text
Labor Unions	Text Text Text
Legal Infrastructure	Text Text Text



### Labor Unions

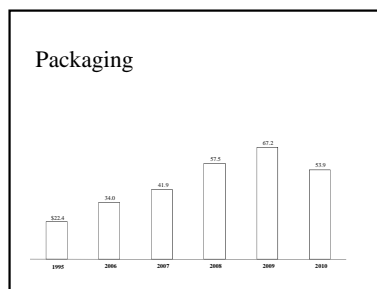
### Legal Infrastructure

### Improve Capabilities

- Manufacturing Technology Improvements \_\_\_\_\_
- \_\_\_\_\_
- Packaging \_\_\_\_\_
- \_\_\_\_\_
- Quality Control \_\_\_\_\_
- \_\_\_\_\_

### Manufacturing Technology Improvements

Column Title Text	Column Title Text	Column Title Text
First level bullet Second level bullet	First level bullet Second level bullet	First level bullet Second level bullet
First level bullet Second level bullet	First level bullet Second level bullet	First level bullet Second level bullet
First level bullet Second level bullet	First level bullet Second level bullet	First level bullet Second level bullet



### Quality Control

### Next Steps

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

## Keep these principles in mind when developing content

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### Storyboarding “Dos”

- ✓ Keep the message clear
  - The point should be clear within five seconds
- ✓ Keep the slide simple
  - Remember that less is more
- ✓ Each slide should be self-sufficient
  - Individual slides should be able to stand on their own
- ✓ Ensure that the headlines convey a coherent story with a logical flow
  - The order of your slides matters

### Storyboarding “Don’ts”

- ✗ Data dump
  - The “so what?” gets lost
- ✗ Visual clutter
  - Page has too much and too complex information
- ✗ Omit the “so what?”
  - Slide offers information but no conclusion
- ✗ Use meaningless headlines
  - Headlines do not capture key idea of the slide or connect the story flow

```
graph LR; A[Logical Structuring] --> B[Storyboarding]; B --> C[Effective Communication];
```

**Logical  
Structuring**

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# Best practices for presenting information via PowerPoint

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- **Every slide should have a key takeaway**
  - The presentation of each slide should highlight the “so what” of the slide; each slide should be able to stand alone
- **Make it logical**
  - Each slide is a story within a story; remember that eyes travel from upper left to lower right
- **Let the data drive the message**
  - The ability to say “the data shows that...” is one of the most effective tools you have for delivering a message
- **Keep your audience in mind**
  - The level of detail and presentation method should change depending upon who you are presenting to
- **Inspire your audience to take action**
  - Present the information in a format that is easy for your client to understand and act on
- **Be sure to include an executive summary**
  - Even if your meetings are shortened last minute, your client will understand your central argument

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## **Effective vs. Ineffective Slides**

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There are various things that a business analyst can do to develop his or her career.

- A business analyst / consultant can use his or her counselor to help guide career goals as well as select rewarding projects. This mentoring relationship can help guide career path.
- A BA/C should have a resume that has a strong impact at many industries and skill sets. Additionally, a resume should have an opening that can open doors to new project opportunities.
  - Font sizes/colors are different
  - Tagline is too vague
  - Too much monotonous text
- Office initiatives give BA/Cs opportunities to develop a strong network in the local office and creates a sense of belonging for a new analyst
- Deloitte offers e-learning programs to help analysts sharpen their skill sets. There are various e-learning opportunities, such as MS Office courses and ethics training courses. By sharpening skills, a BA/C becomes more valuable for client engagements and office initiatives.

## Developmental Resources

*BA/C's should be proactive and use Deloitte resources*

**Deloitte Resources**

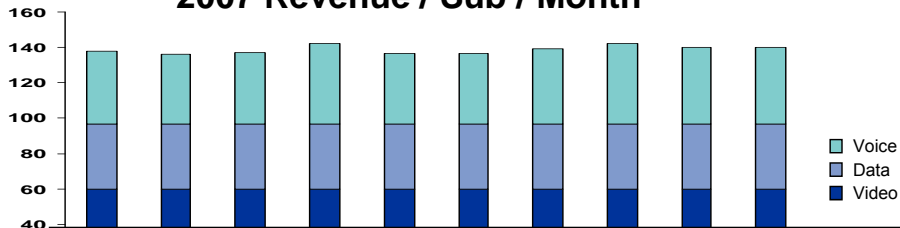
Header matches agenda, allowing reader to follow flow of presentation

Resource	Opportunity
<b>Counselor</b>	<ul style="list-style-type: none"> <li>■ Counselors help BA/Cs guide career goals as well as select rewarding projects</li> <li>■ Mentoring relationship helps analysts guide career path</li> </ul>
<b>Project Experience</b>	<ul style="list-style-type: none"> <li>■ Multiple projects provide BA/Cs with a glimpse at many industries and clients</li> <li>■ Project to resource</li> <li>■ Wide breath of project experience gives BA/Cs valuable skill sets</li> <li>■ Inclusive network opens door to and exciting project opportunities</li> </ul>
<b>Office Initiatives</b>	<ul style="list-style-type: none"> <li>■ Office ad to develop network within local office</li> <li>■ Office community helps create a sense of belonging for a BA/C</li> </ul>
<b>Learning</b>	<ul style="list-style-type: none"> <li>■ Deloitte's e-learning programs, such as MS Office courses, to help BA/Cs sharpen skills</li> <li>■ Sharpened skill sets make BA/Cs more valuable assets, both for client engagements and office initiatives</li> </ul>

Tables can break the monotony of text slides while effectively communicating message

# Revenue per household variations are primarily driven by product penetration

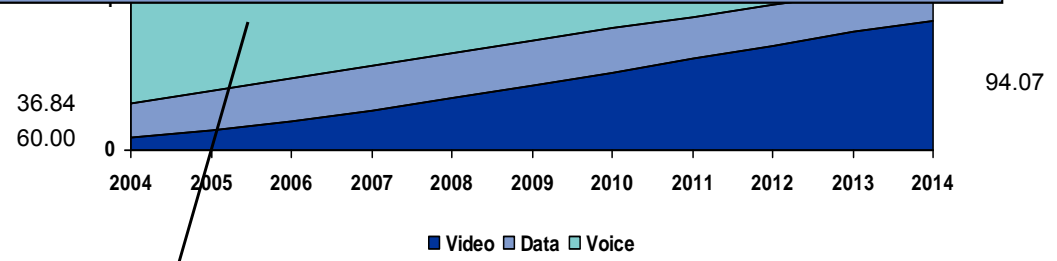
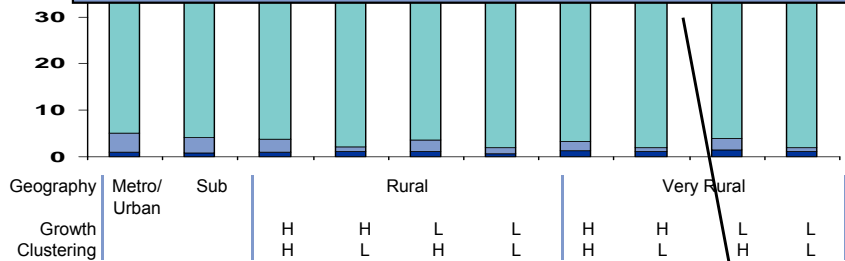
2007 Revenue / Sub / Month



Total Revenue (\$B)



- Slide too cluttered and font too small for presentation purposes
- Spacing is not even and kicker box overlaps observational bullets
- All bullets (and charts) must have a purpose and help deliver the intended message of the slide



- Voice revenue variations are driven by ADL penetration and LD usage. LD penetration and usage are higher in the Rural and Very Rural wire center groups driving higher LD revenue per household
- DSL penetration is approximately 7% in the non-FTTx wire centers with the highest penetration in Metro/Urban wire centers at 11% and the lowest in Very Rural, High Revenue, Low Clustering
- Video penetration exhibits minimal variations across the wire center groups ranging from 1% to 3%

- Initial increases in data and video revenues offset losses in voice revenue
- Voice revenues are expected to decline from \$3.4B to \$1.7B by 2014 driven by a 28% decline in retail households and a 30% decline in ARPU
- Data revenues are expected to increase by 14% from \$0.22B to \$0.25B. A 40% decline in Data ARPU is offset by a 90% increase in subscribers
- Video revenues are expected to increase from \$0.1B to \$0.9B. Video subs are expected to increase from 125,000 to 773,000 and ARPU by 57%

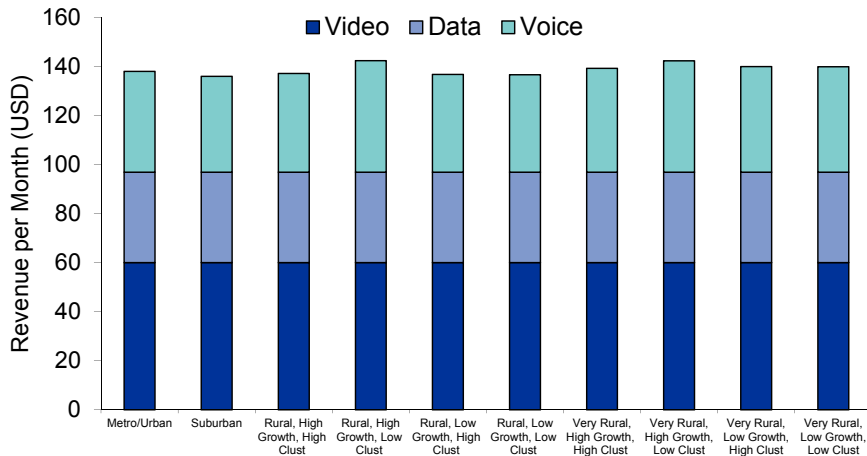
Revenue is projected to decline from \$3.7B to \$2.9B by 2014. A 50% decline in voice revenue is offset by significant increases in video subscribers and revenue per subscriber. Revenue per retail household is expected to increase by 5% from \$44.70 to \$47.07 across the footprint

Graphs are easier to understand and key points highlight the “so what”

## Revenue per Household

*Revenue per household variations are primarily driven by product penetration*

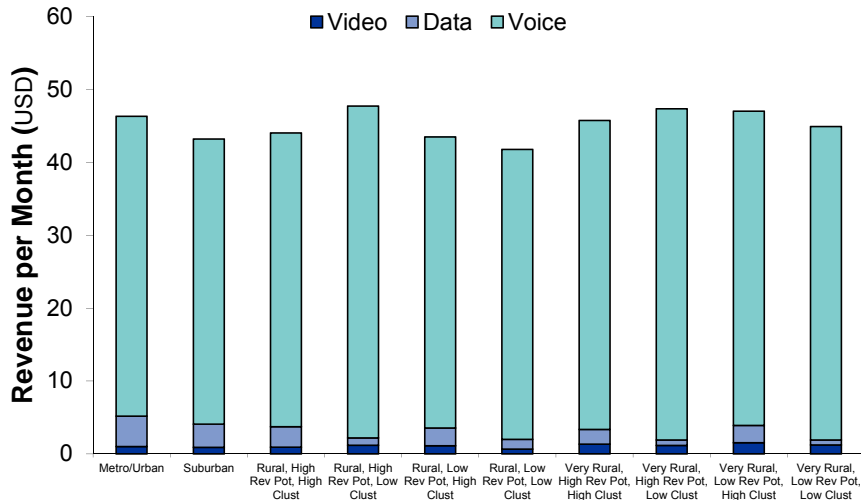
### 2007 Revenue per Month – Sub



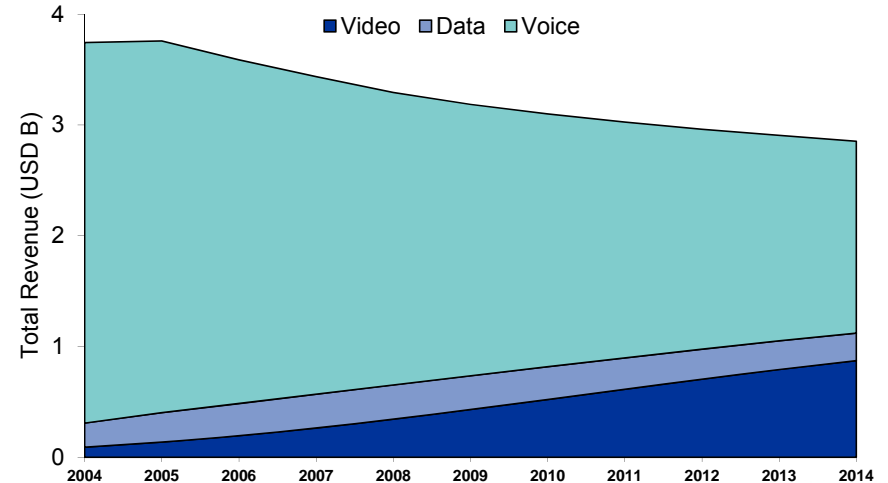
### Key Points

- Revenue is projected to decline from \$3.7B to \$2.9B by 2014
- A 50% decline in voice revenue is offset by significant increases in video subscribers and revenue per subscriber
- Revenue per retail household is expected to increase by 5% from \$44.70 to \$47.07 across the footprint

### 2007 Revenue per Month – Retail HH



### Total Revenue by Year



# Learning Curve of Analysts

BA/Cs experience fluctuating confidence levels during their first four months with the firm.

Poor formatting does not align title, tagline, or chart with the slide or with each other

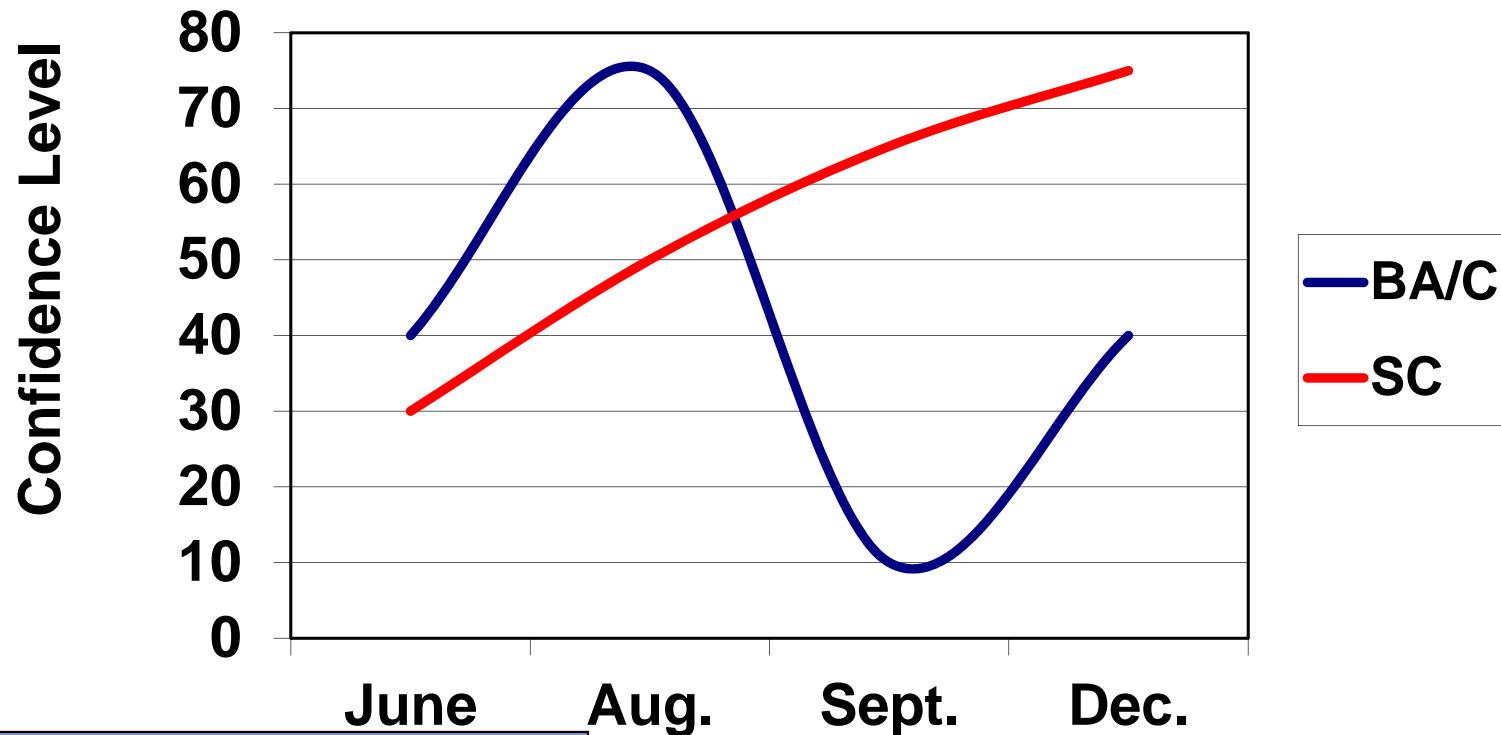


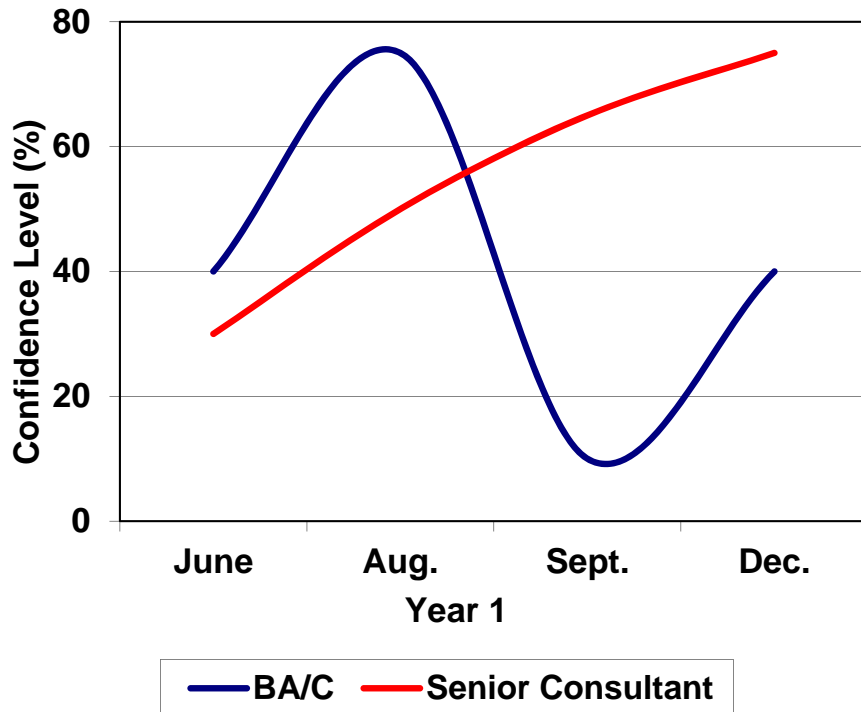
Chart has no title and there are no insights to provide context or prove importance of chart

Year 1

# Learning curve for Business Analysts

***BA/Cs experience fluctuating confidence levels during their first four months with the firm***

**Confidence Level of New Hires**



Graph is sourced, easy to read and complete with titles, axes, units of measure and legend

## Key Observations

Insight is provided, communicating the importance of the graph

- receiving extensive training in August
- Confidence level is shattered after first week on initial project in September
- Confidence level rises throughout the fall as BA/C gains project experience, reaching steady level in December
- Conversely, Senior Consultants experience steady rise of confidence level
  - Enter Deloitte Consulting with realistic confidence level
  - Remain composed throughout training period, building on previous knowledge from past work

Source: Annual survey, Deloitte data

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**Wrap Up**

# Packaging a final deliverable demands attention from four perspectives

## Focuses for Packaging a Final Deliverable

	Focus	Examples
<b>Think it</b>	Frame and present ideas and solutions – the depth of thought and the quality of the consulting skills should be evident in the deck	<ul style="list-style-type: none"> <li>▪ Clear thesis</li> <li>▪ Viable solution</li> <li>▪ Supporting evidence</li> </ul>
<b>Organize it</b>	Arrange ideas in a logical structure to guide the audience through the issue and the recommendation coherently	<ul style="list-style-type: none"> <li>▪ Logical arrangement</li> <li>▪ Reiterative deck-building process</li> <li>▪ Continuity between pages</li> </ul>
<b>Design it</b>	Choose slide layout, look-and-feel, and appropriate visuals and graphics	<ul style="list-style-type: none"> <li>▪ Balanced, uncluttered layout</li> <li>▪ Clearly labeled visuals</li> <li>▪ Appropriate display of data</li> </ul>
<b>Perfect it</b>	Ensure correct, concise and precise language – composition should be appealing	<ul style="list-style-type: none"> <li>▪ Grammar and spelling</li> <li>▪ Punctuation</li> <li>▪ Active voice</li> </ul>

## What's next?

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- Breakout sessions
  - Practitioners will meet with teams to review deliverables and provide individualized recommendations
- Reconvene for reflections and Q&A

**Questions?**