



Mu Sigma

Introduction to Storyboarding

Design

Do The Math

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Proprietary Information

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Agenda

- ▶ Why?
- ▶ How?
- ▶ What?
 - Phase I - Message design
 - Phase II - Slide design
- ▶ Principles of Storyboarding
- ▶ Examples



| Why?



Storyboarding is a visual aid that makes it easier for you to share and explain your vision with others

Origin

The storyboarding process, in the form it is known today, was developed at Walt Disney Productions during the early 1930s, after several years of similar processes being in use at Walt Disney and other animation studios

Purpose

- ▶ Serves as a blueprint outline of the design approach
- ▶ Defines elements that need to be stitched together to form an engaging story
- ▶ Shows the navigational architecture and information flow to the team
- ▶ Demonstrates how the flow will work together to provide the user's interactive experience

Benefits

- ▶ **Best way to share a vision:** Provides stakeholders the experience of visualizing something off of a text deliverable, such as a script
- ▶ **Simplifies creation process:** Structured plan to create through suggested thoroughline helps piece information together according to our vision
- ▶ **Saves time:** Front loaded thought on detailed structure helps minimize iterations



| How?



Effective storyboarding is a two-phased approach that begins with **visualization** of the design followed by **creation**

Phase I Message design



Phase II Slide design

Dream the design:

Figure out **what you want to achieve**, **understand the context** and **the audience** for whom it is designed & flesh out the outline of your story

- ▶ Empathy Map to understand your audience
- ▶ muOBI to customize story to your audience
- ▶ Mind Map for quiet individual brainstorming
- ▶ Pyramid principle to structure & create the story

Make it real:

Creating the slides that tell your story in the most effective and appropriate way

- ▶ Simplicity in messaging
- ▶ Usage of appropriate charts & aesthetic appeal
- ▶ The Mu Sigma Way



In a design sprint, we start designing on paper for a number of reasons:

- ▶ It's faster
- ▶ Everyone can contribute (not just designers)
- ▶ Nobody gets too attached to the ideas that are generated because they're so quick and rough and nothing gets too precious

Note: Sketch your storyline including the executive summary, slides and proposed appendixes! Use a piece of paper and divide it in to 6/8 squares, then sketch one slide per square . Use Empathy map to understand the clients and the business

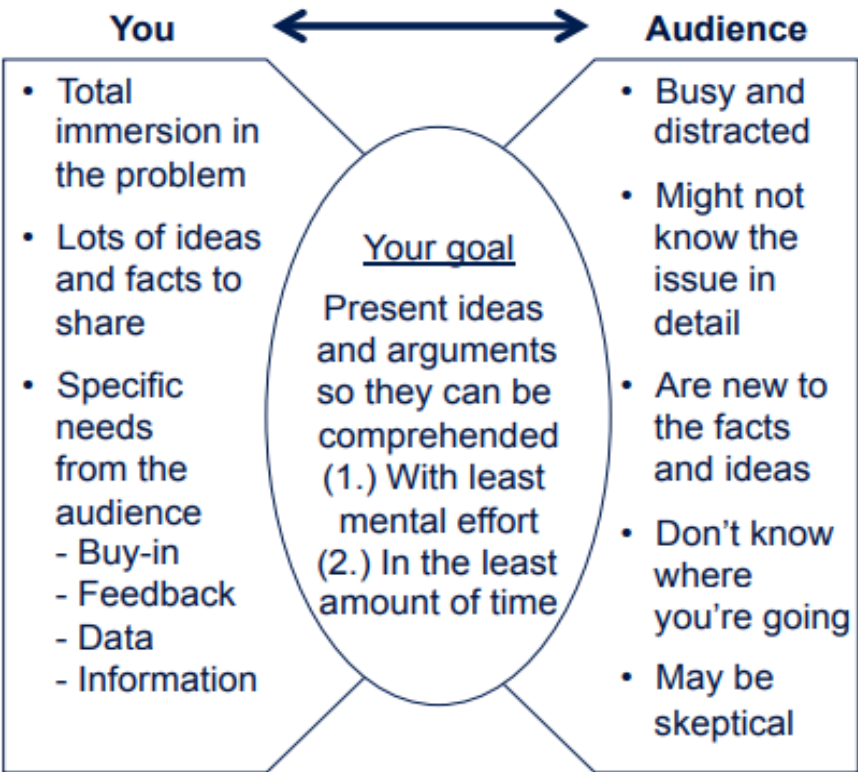
What?: Message Design

- ▶ Storyline structuring
- ▶ Empathy Map
- ▶ Outcomes
- ▶ Behaviors & Insights
- ▶ Mind Map
- ▶ Pyramid Principle
- ▶ Example



One story can have many versions – the way you frame it should match with the kind of response you wish to get from the audience

Why a storyline?
A compelling storyline serves to grab the attention of the audience



How to craft your story?
Use a storyboard sketch to lay out your storyline slide by slide



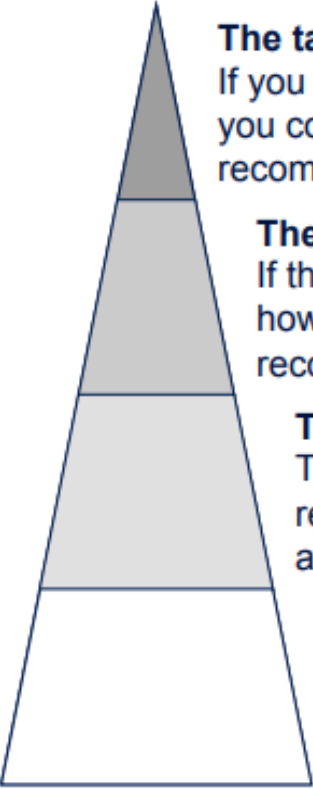
- Use a blackboard or blank paper
- Brainstorm what slides you will need to effectively communicate your story
- Arrange the slides chronologically
- For each slide sketch the main ideas
- Ready, set, go! Build the slides!



The key objective of the presentation is to communicate your recommendations and conclusions effectively

Structure your writing so that if the audience leaves any time, they will still get the most important points

In business communication you usually want to start with the conclusion first, and then present your supporting arguments



The tagline
If you only had 15 seconds, how would you communicate your recommendation

The executive summary
If the audience only sees one page, how would you communicate your recommendation

The pack
The story that communicates your recommendation by simple charts and illustrations

The appendix
The place for details and back-up; data, calculations, process clarifications etc.



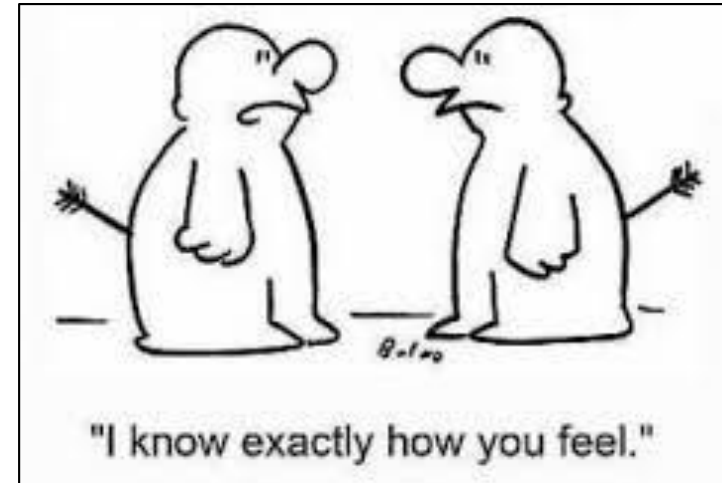
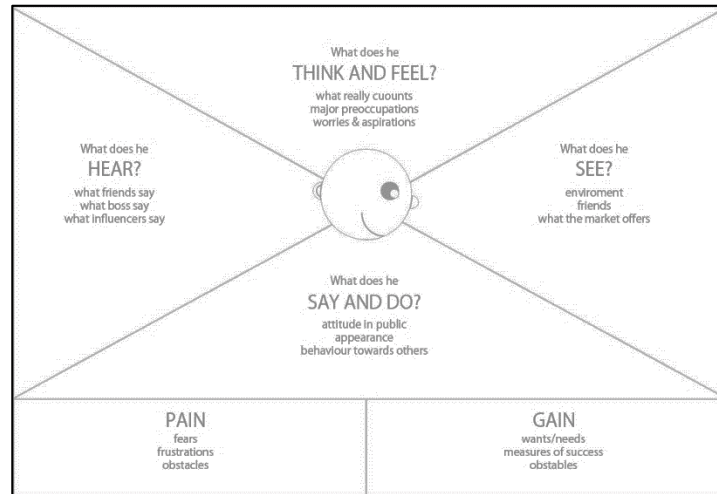
- Tell about your journey – regardless of how much effort you put in to it!
- Show detailed analyses and complicated models – save them for the appendix



- Communicate the key conclusions and recommendations
- Cut your deck down to the minimum needed to tell your story
- Show simple graphs and illustrations to support your arguments

Empathy Map is a collaborative tool to help gain a deeper insight into our customers

“A good design is grounded in a deep understanding of the person for whom we design”



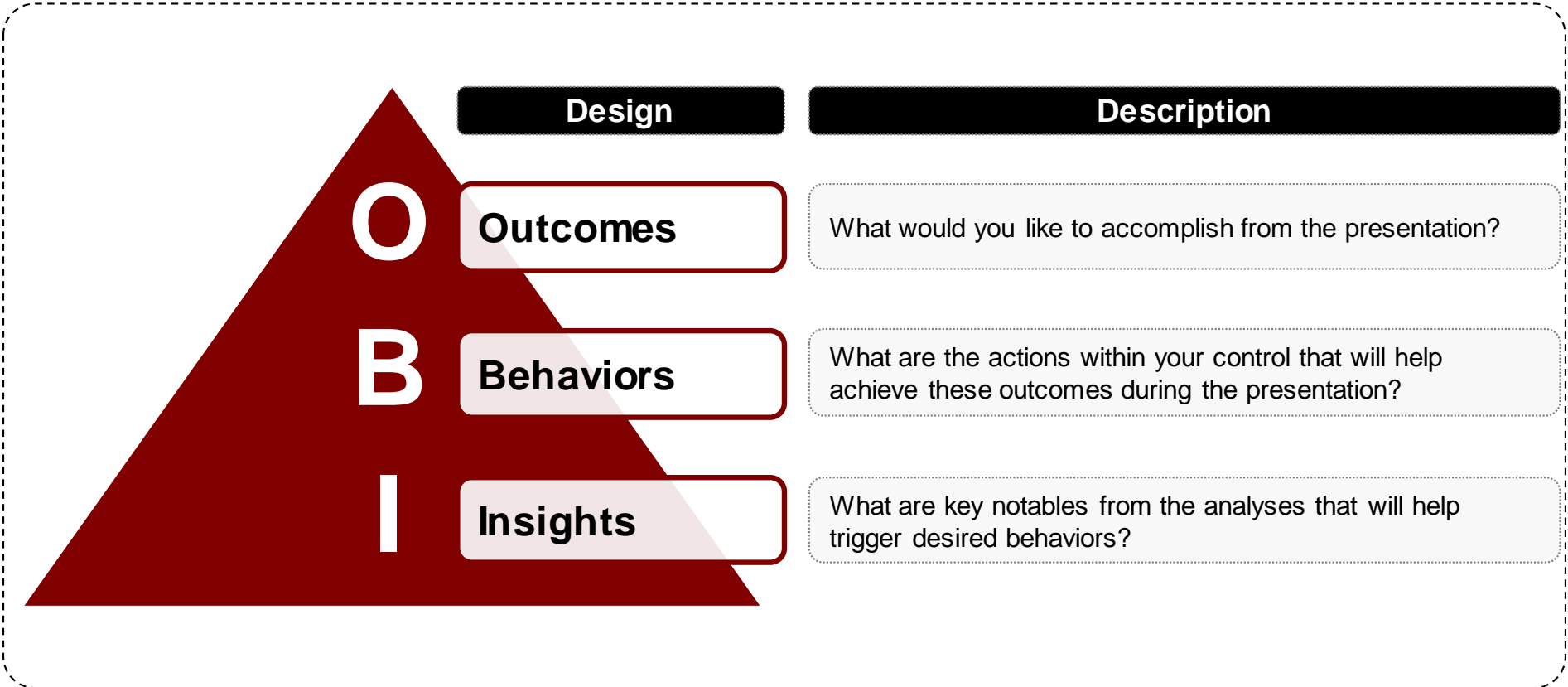
- ▶ Understanding & connecting with customer needs & goals is a key imperative behind success of any idea
- ▶ Understand customers helps us empathize with them by getting to know their environment, their aspirations, their concerns and their daily routines
- ▶ The customer profile built leveraging this helps one to design value propositions, channels of contact and the most appropriate customer relationship

**Reading
Material**

\\sharefolder06\Learning&Development\Design thinking\Empathy Maps



In the context of storyboarding, **OBI** serves as a powerful mechanism to help structure your presentation



Reading Material

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Microsoft PowerPoint Presentat

An Outcome based approach will help think through and drive clarity in what is expected of the presentation

“Once you know where you are and where you are going, it's relatively easy to get there”

Why is this useful??

- ▶ It helps one know the end objectives before entering into a task, communication or project

What does this mean??

- ▶ **Task** oriented thought is **activity** based whilst **Outcome** oriented thought is **goal** based.

When should we leverage this?

In the business setting, it is useful to leverage this during:

- ▶ Negotiations
- ▶ Problem solving and/or task oriented communication
- ▶ When in want or need something from client stakeholders



Example

The story needs to flow logically in a horizontal and vertical fashion to engage the audience better

Horizontal logic:

Structured & logical approach to answer Business User's questions

- ▶ Deductive Reasoning: Premises of an argument supports the conclusion but do not ensure it. Each of the elements answers a question (e.g. why, how, how do you know) about the thesis above it
- ▶ Inductive Reasoning: Conclusion is necessitated by previously known facts. One element logically leads to the next

Vertical logic:

Question – answer dialogue

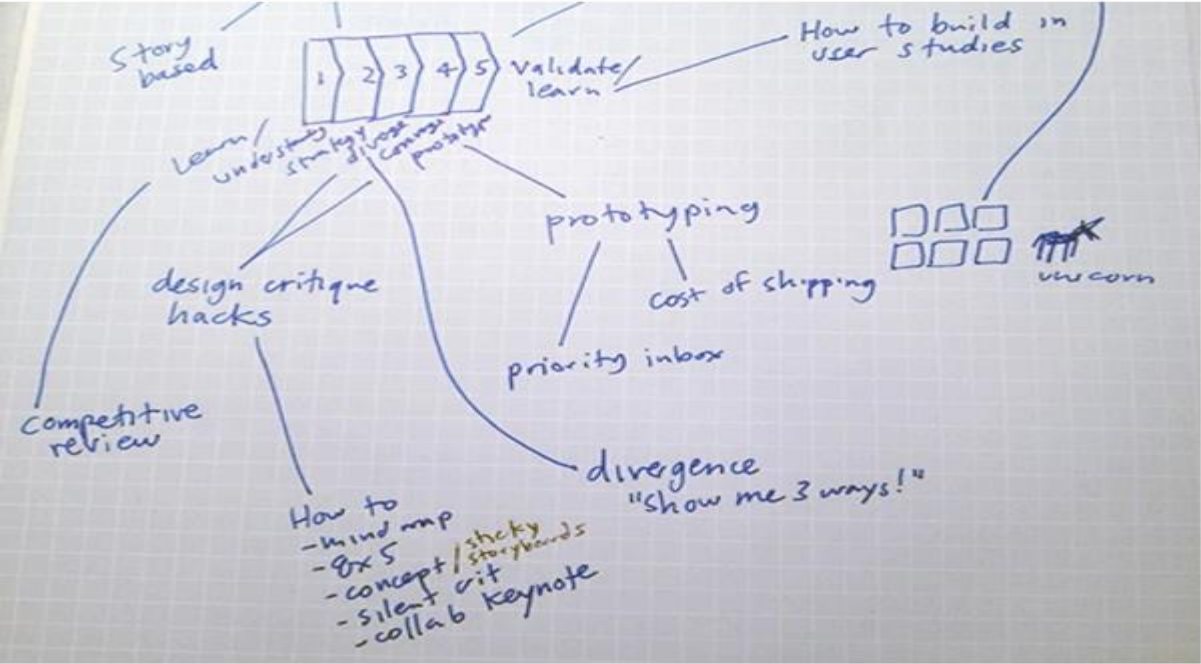
- ▶ People are usually disinterested in something they already know and are interested in finding out what they do not know
- ▶ When a person hears something they do not know, it leads to questions. This would lead to the question-answer dialogue between you and the Business user, which engages them more with your presentation

Reading Material

<https://medium.com/lessons-from-mckinsey/the-rule-of-3-c1cd82dbc96e>
<http://blog.sli.do/how-to-structure-information-in-your-presentation/>
<https://www.youtube.com/watch?v=I5Tw0PGcyN0>

Mind Mapping is writing down everything in your head with no specific formatting; or quiet individual brainstorming

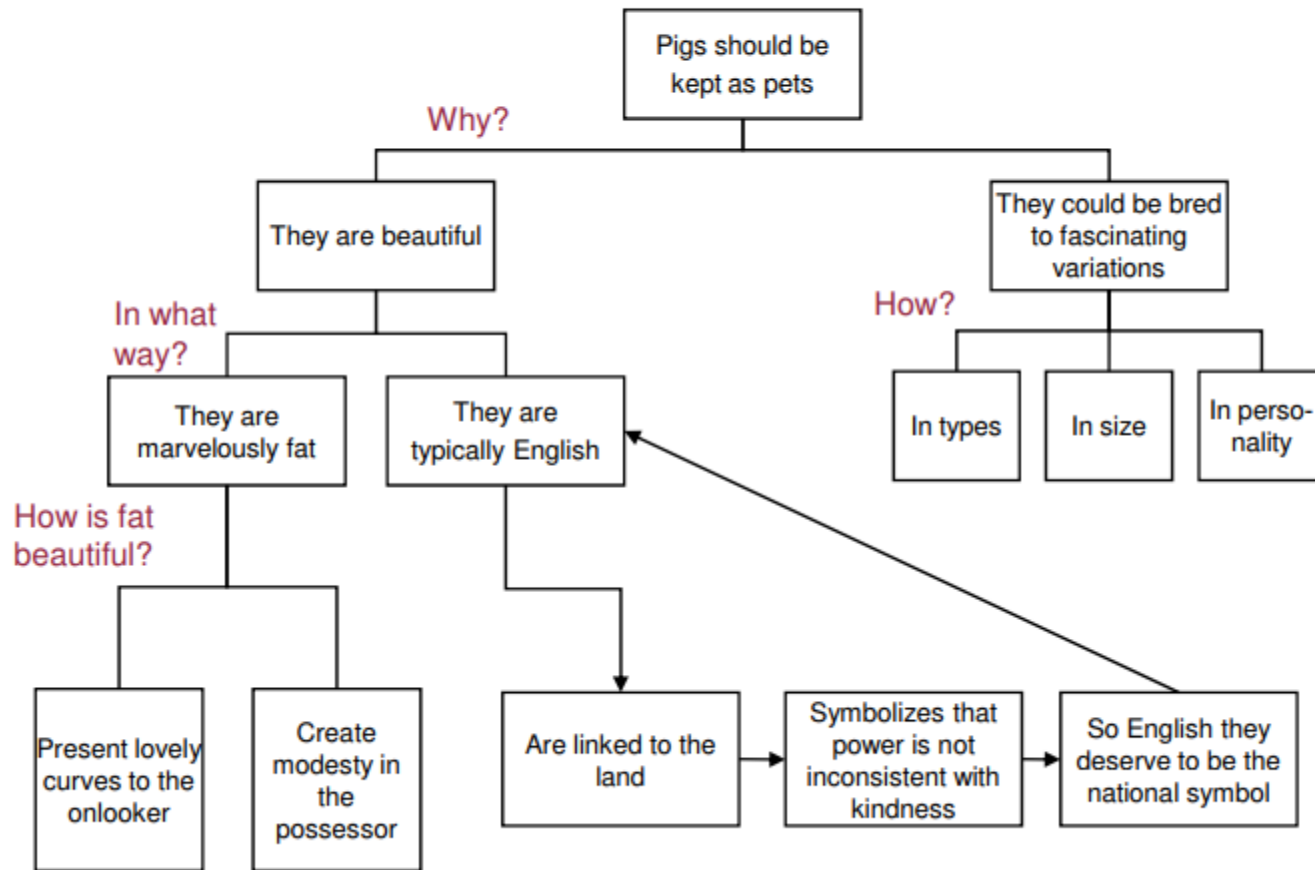
- ▶ You can write words and connect them or not, you can draw pictures or not—you basically can't do it wrong.
- ▶ The important thing is that everyone is getting every solution, old and new, out of their head and onto paper at very low fidelity.
- ▶ Here is an example:





Pyramid Principle explains how to communicate ideas clearly & succinctly

A pyramid structure establishes a question-answer dialogue and is easier to comprehend

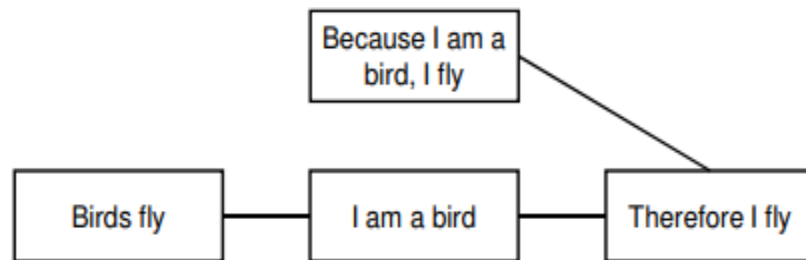


Rules

- Ideas at any level should be summaries of the ideas below
- Ideas in each grouping should be of the same kind
- Ideas in each grouping should be logically ordered

At any level in the pyramid, there is a choice between deductive versus inductive reasoning

Deductive



- Main disadvantage is that the conclusion is not clear from the beginning
- Is bullet proof once the subelements are generally accepted
- More difficult to follow as a reader, therefore not in the top line(s) but more below in the pyramid as things are getting more and more focussed

Inductive



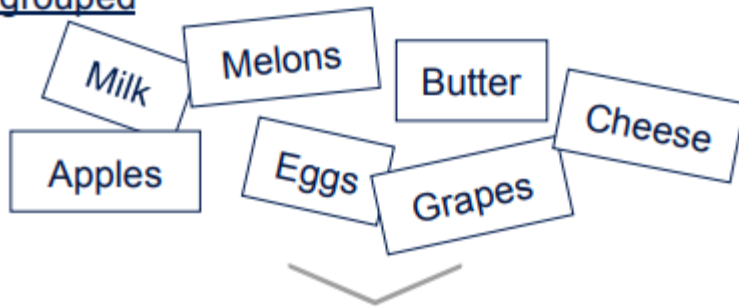
- Is very easy to follow as a reader since the conclusion is clear from the beginning
- Is less strong as deductive reasoning but also more difficult to challenge
- Recommended to be used in the top line(s)



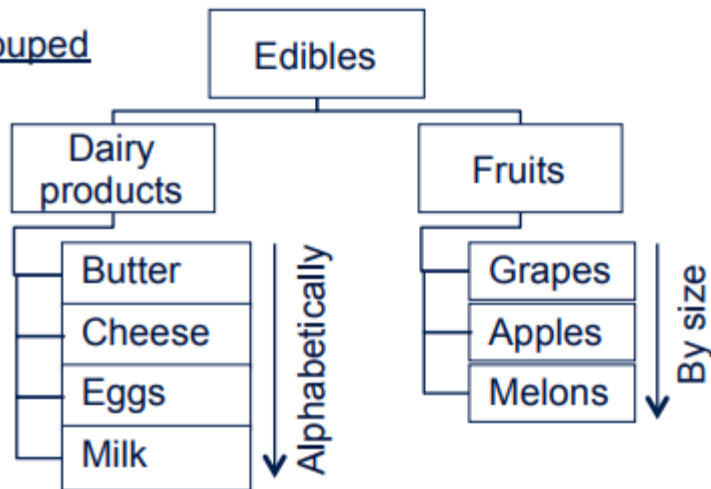
The pyramid principle helps to structure the communication by grouping like ideas and synthesizing with group header(s)

Group the ideas in a MECE structure, and order the ideas in each group logically

Ungrouped



Grouped

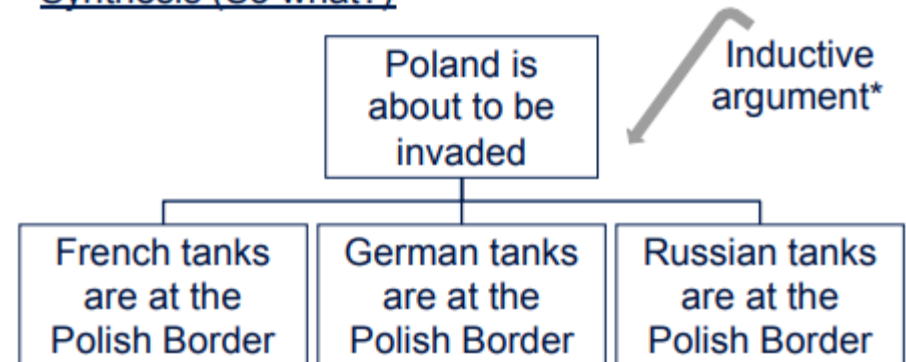


Ask “so what” to each of the groups, instead of just summarizing what we already know

Summary



Synthesis (So what?)



* Inductive arguments are far more used in presentations than deductive arguments

Each slide is build as a pyramid, with the key takeaway at the top supported by the main arguments below

Key takeaway

There is a large untapped demand for Trader Joe's in Canada

Why?

Main arguments

1 **There is good business in reselling imported Trader Joe's goods in Canada**

How?

2 **Trader Joe's experiences by far the most "request for TJs" outside of US from Canada**

3 **TJs "Requesters" put high value on product assortment and organic food, less on proximity**

So what?

Sub arguments and data

PIRATE JOE'S

- Pirate Joe's is running a business on importing and reselling Trader Joe's goods
- The business is presumably profitable, though the COGS would be higher than that achieved for a regular TJs



Would you shop at a Trader Joe's – if it had a store in your neighbourhood?

| Rank Importance (1-5) | Would you shop at a Trader Joe's – if it had a store in your neighbourhood? | | What is Trader Joe's? |
|-----------------------|---|-----|-----------------------|
| | Yes | No | |
| Product assortment | 3.5 | 1.0 | 2.3 |
| Store proximity | 3.4 | 5.0 | 4.0 |
| Healthy/organic foods | 3.3 | 3.0 | 2.5 |
| Low prices | 2.8 | 4.0 | 4.0 |
| Shopping experience | 1.9 | 2.0 | 2.3 |

* According to Trader Joe's HQ customer relations in Monrovia, California
 † Phone Conversation with Trader Joe's HQ; Customer Survey; Piratejoes.ca; Team ELC analysis

Team ELC

Exercise : Below are two examples of communication. Use the pyramid principle to make the communication clear and structured!

Dear Shirley,

Remember last Saturday afternoon when I was playing in the park with my boyfriend and you came over, and he told me that when my back was turned, you kissed him?

And also, on Sunday when you came to my house and my Mom made you a tuna fish salad for lunch and you said: "Yech! That's the worst salad I ever ate!"?

And yesterday, when my cat brushed against your leg, you kicked her and threatened to sic your dog "Monster" on her?

Well, for all of these reasons, I hate you, and I no longer want to be your friend.

Lucy

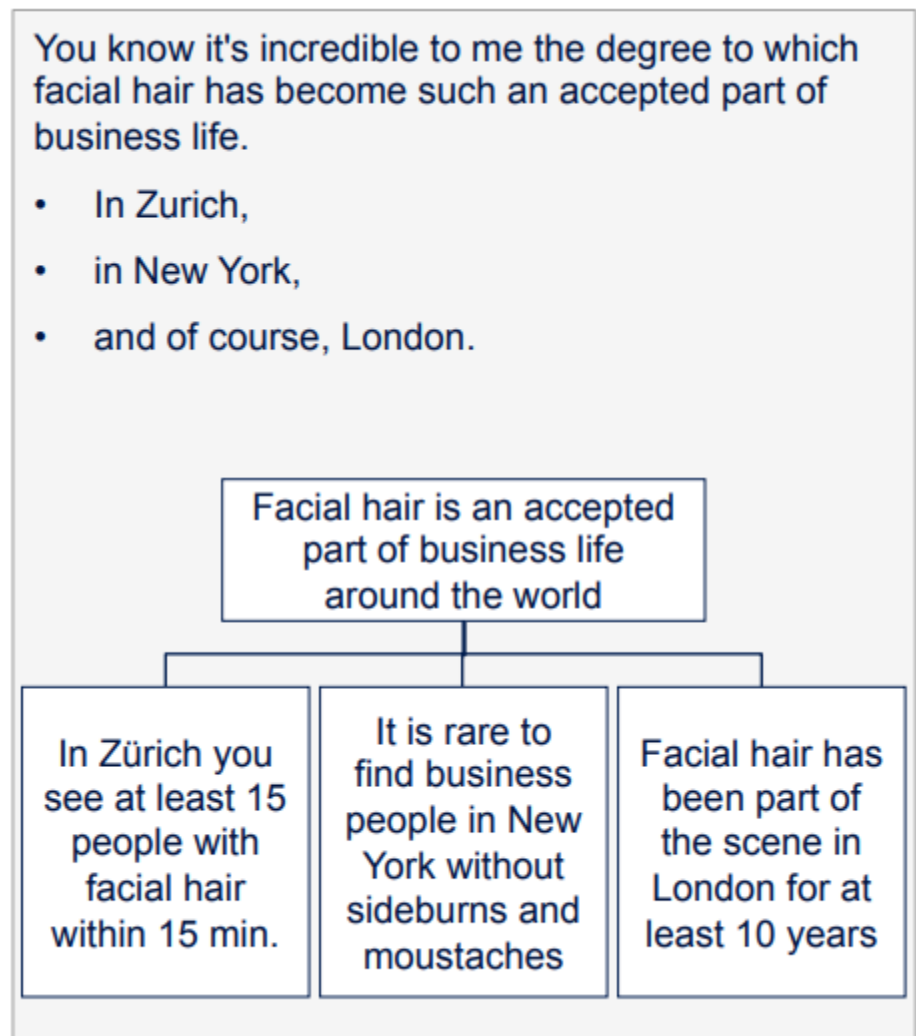


I was in Zurich last week, you know what a conservative city Zurich is - and we went out to lunch at an outdoor restaurant. Do you know that within 15 minutes I must have seen 15 people with either a beard or a moustache.

And you know if you walk around any New York office you can rarely find even one person who doesn't have sideburns or a moustache.

And of course facial hair has been part of the London scene for the last 10 years.

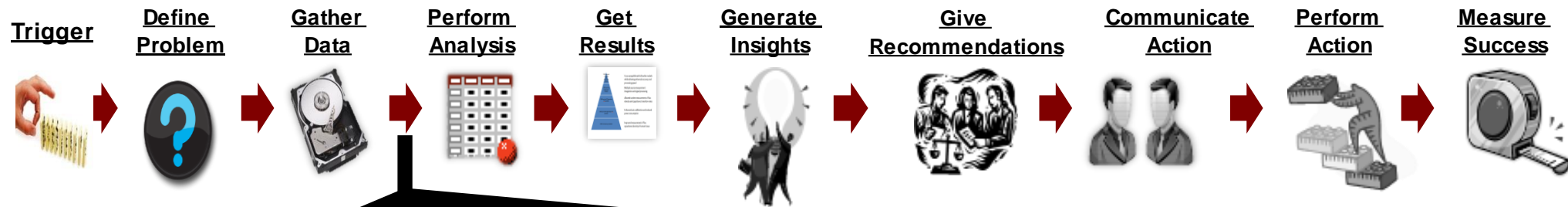
Exercise Solution: Use this kind of structuring in your everyday life to get the point across.(Email, instructions, arguments etc.)



Storyboarding is an iterative process and the first iteration needs to be created after defining hypotheses & before data analysis

Decision Supply Chain

The right mindset will lead to the right toolset, skillset and dataset



- 1 Form a 'perspective' on final story based on hypotheses framed & data element mapping
- 2 Perform analysis to validate/disprove hypotheses
- 3 Iterate on storyboard based on direction of analysis progress
- 4 Leverage final storyboard to create the presentation

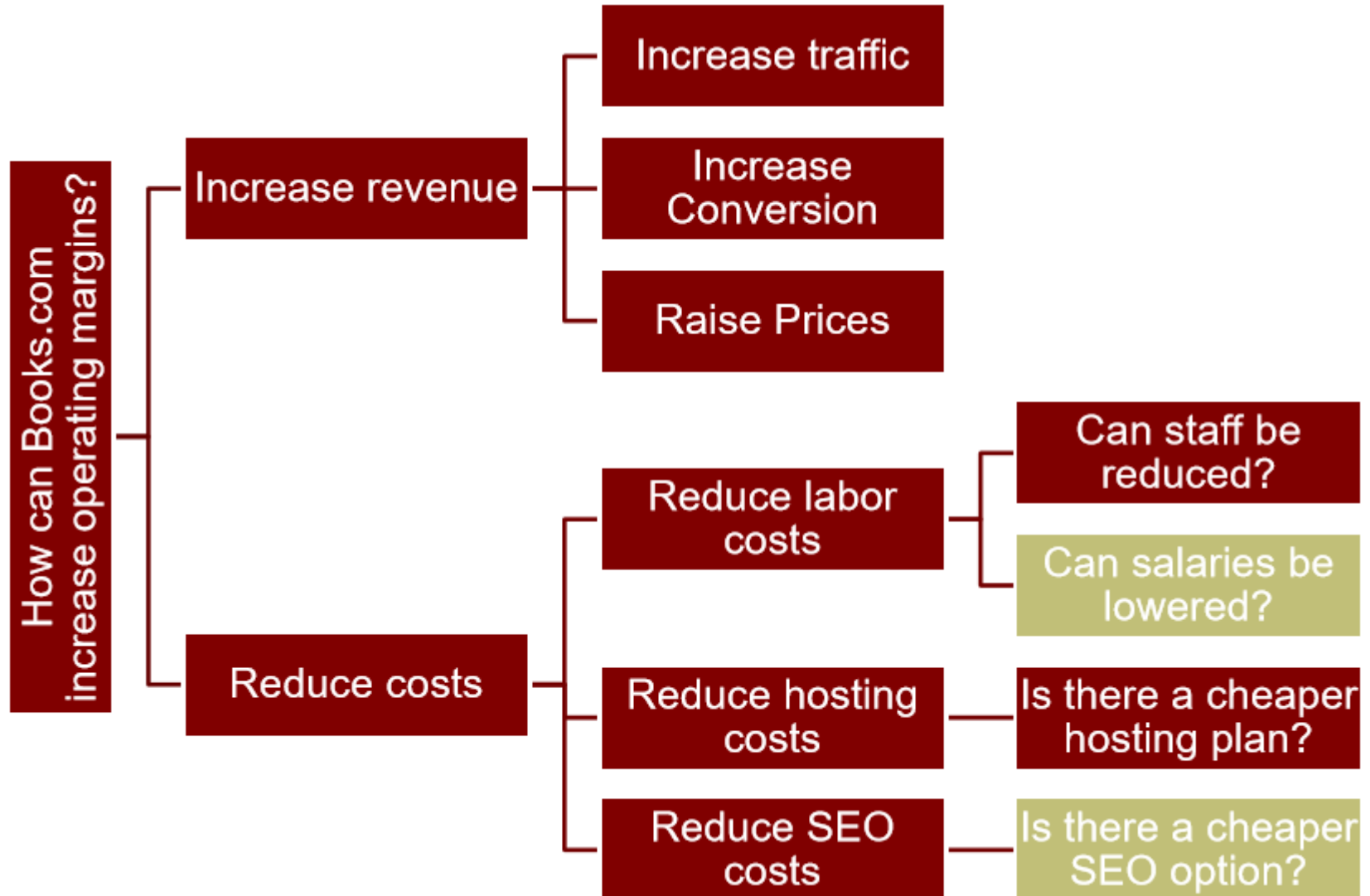


The principles of Storyboarding are :

1. Solid Drawing :

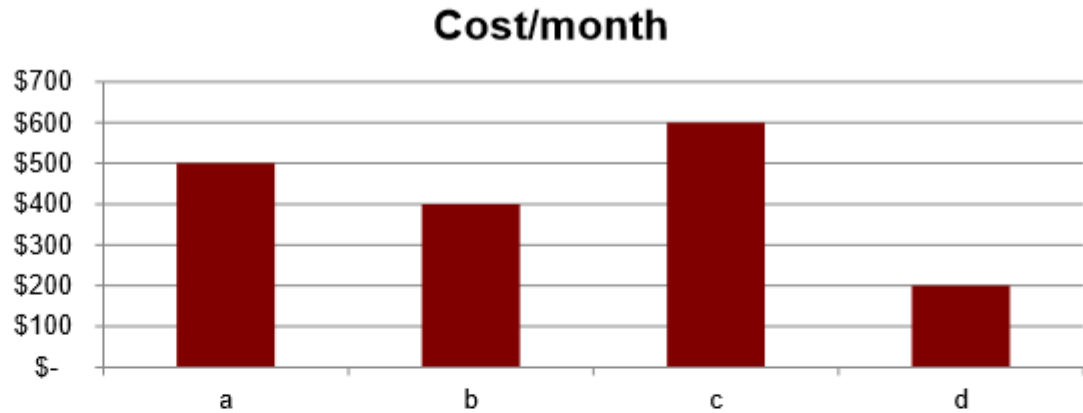


Example: Increase the operating margins of a online bookstore

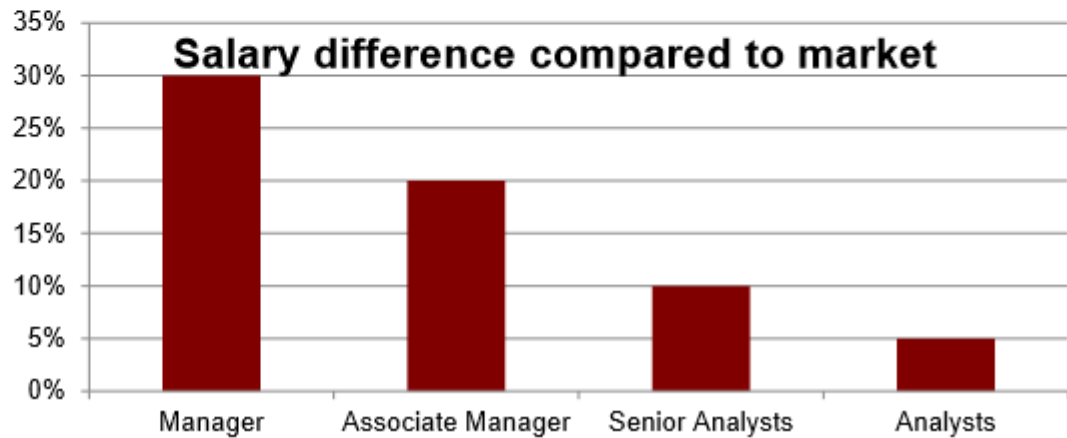


Always sketch out the visual that you would like to use

Is there a cheaper SEO option?



Can salaries be lowered?



Before you do the analysis, think about what the expected findings would be

Can staff be reduced?

Most employees are already working long hours and are engaged in extra duties. It is unlikely that staffing levels can be cut

Can salaries be lowered?

Some levels of employees are paid more than market average and there is room to cut salaries

Is there a cheaper hosting option?

We can move hosting to India and reduce hosting costs by approximately 30%

Is there a cheaper SEO option?

Books.com can use a overseas analytics company like Mu Sigma to perform SEO at much cheaper costs

You may be right or wrong however it is important to capture expected findings



These expected findings become your headline

Certain levels of employees are paid above market average



There is no excess capacity as employees are working long hours and taking on extra tasks



We can move hosting to India and reduce hosting costs by approximately 30%



Books.com can use a overseas analytics company like Mu Sigma that can reduce SEO costs by 25%



Can you see the story?

Mu Sigma Confidential

Mu Sigma Confidential

Example 1



Sample Problem statement

Brand XXX has lost 2% of its market share in US in the first quarter of 2016. The Brand manager, Mark Xang is being questioned by the US Director, Michael Burke since Mark had designed the strategy for the year. Mark wants to understand the reasons for decline so as to make amends to the strategy before H1 2016 ends.

Who is Mark Xang?

What does he think and feel?

- ▶ He is very **focused on delivering results**. Tries to get to the point fast- cut the chase get to the point
- ▶ He is **not comfortable with high investment changes** to the current strategy since it would showcase his initial plan as a failure

What does he hear?

- ▶ He hears about **Michael's lowering confidence** in him due to the adverse performance of his brand
- ▶ Mu Sigma is good at number crunching but has limited capabilities in providing business and strategic insights



What does he see?

- ▶ Usually **very busy** with packed schedule of meetings
- ▶ Competition has introduced supplementary products at reduced prices

What does he say and do?

- ▶ He is an analyst at heart and likes to **go into details**
- ▶ He believes in working as per an action plan
- ▶ He limits his interaction to only a few select folks

The outcomes of the analyses need to be defined upfront to enable an effective presentation

Outcome 1

Mark agrees on approach used and is aligned on our insights regarding drivers of decline

- ▶ **Behavior** : The flow of the message is top-down and as per his preference (has enough details and in a persuasive language)
- ▶ **Insights** : 1) What are the most probable reasons of decline? What are Mark's hypotheses? 2) What details are required to convince Mark? What should be the choice of charts/tables?

Outcome 2

Mark commits to investigate the reason for decline in quality as well as develop a robust pricing strategy in-line with market variations

- ▶ **Behavior** : Prioritization of reasons of decline have been performed on the basis of impact and effort
- ▶ **Insights** : What is the right approach / technique to isolate the impact of various reasons?



Based on client's empathy map and OBI, we can design the key elements of the presentation

1. Message Design *(covered in next few slides)*

- ▶ The messages (horizontal logic) should be meaningful and to the point / concise (as Mark likes to get to the point fast)
- ▶ The messages should be top-down and considering Mark's top of mind hypotheses e.g. effect of competition price

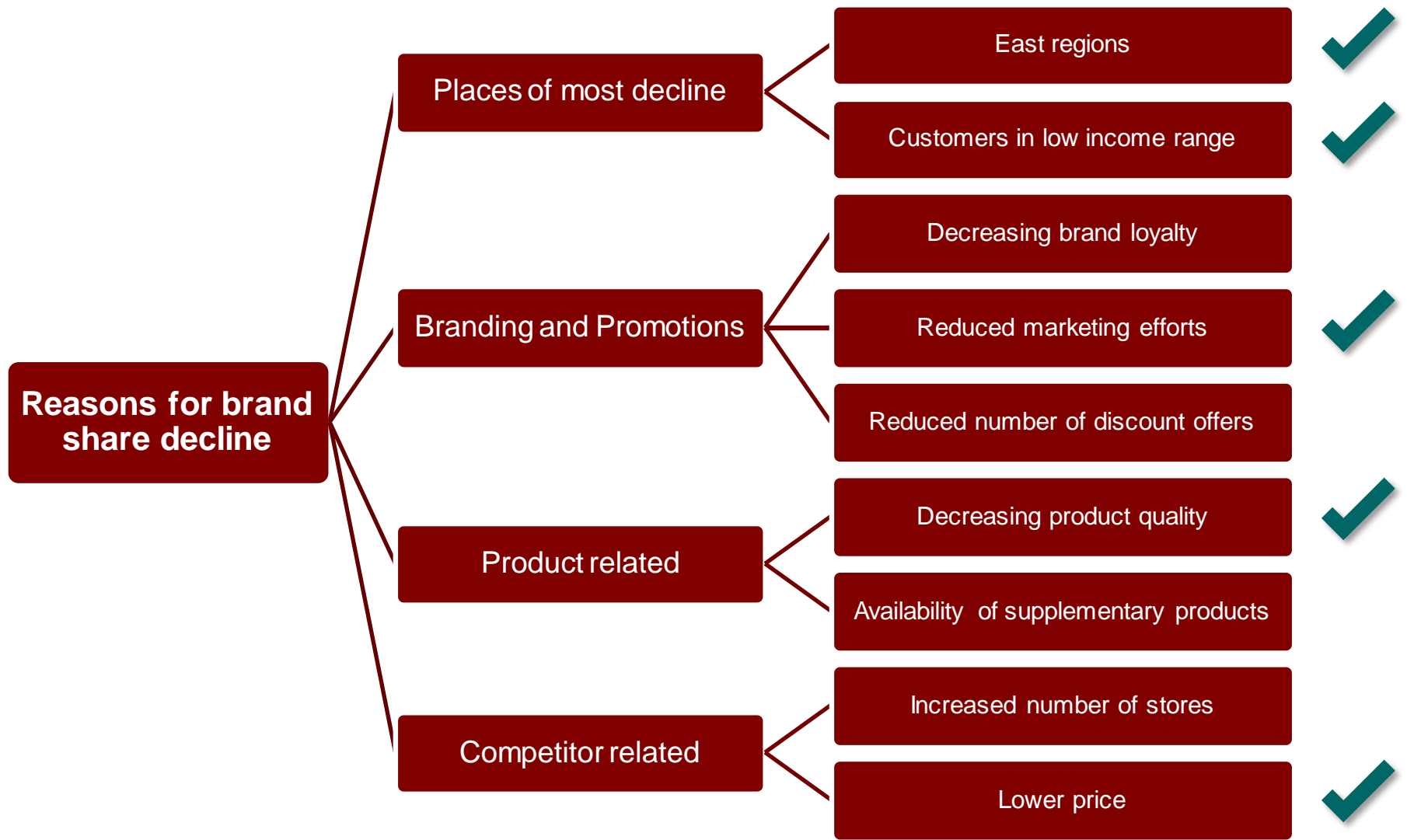
2. Slide Design *(covered in next section)*

- ▶ The slides should have sufficient details (as Mark likes to get into details)
- ▶ Mark will use the same slides to show to his boss so they should be executive ready which means there should be fewer slides, good formatting and reusable charts / tables. So the detailed charts and tables which Mark prefers can be kept in appendix

3. Presentation Delivery

- ▶ The presentation should be done assertively with focus on business insights (as Mark is skeptical of Mu Sigma's capability to provide business insights)
- ▶ Keep the detailed analyses (all the datasets, codes and final output / pivots) handy during meeting with Mark. Provide him the material one day in advance to play around with

A good representation created during the problem definition stage lays the foundation for the storyboarding





Storyboarding for the problem statement is then done post representation building during the muPDNA stage

Bad

- ▶ Retail client's share in the market has declined by 2% in the last quarter
- ▶ New York, Minneapolis and Los Angeles have shown the highest decline across all the regions
- ▶ Product A and B have declined by more 5% in the last quarter
- ▶ People with income range <\$30,000 have shown a drop in number of visits to the store
- ▶ The competitors have decreased the prices leading to decline in client's sales
- ▶ There is no significant change in the intensity of promotions by the client compared to competitors
- ▶ As per the survey, customer satisfaction on the quality of product has also reduced



Storyboarding for the problem statement is then done post representation building during the muPDNA stage

Good

- ▶ Brand XXX's share in the market has declined by 2% in the last quarter
- ▶ Among the range of products, A and B contributed most to the decline the market share
- ▶ These products saw the most significant decline in New York, Pennsylvania and Los Angeles among all the regions
- ▶ The decline of these products in these regions can be attributed to the reduction in prices by the competitor
- ▶ The reduction in prices has led to a drop in store footfall by people with low income demography
- ▶ Customer satisfaction on the quality of product has also reduced leading to further decline
- ▶ Other factors like promotions did not seem to have significant effect on the market share
- ▶ It is recommended to further investigate the reasons of lowering product quality and constantly stay competitively priced to correct the market share decline



Example 2

Step 0: Understand the background & setting to the meeting...

Context & Concerns:

The client heads the internal analytics team of a European grocery retailer. Their need to expand and absorb all the analytics work into their internal team led to apprehensions around our relationship & contract coming to closure. Is scared of scale & likes to do things slowly so they don't become a bottle neck for the internal team. We requested the client for a 3-day visit to our India office

Personal Background:

Studied creative writing in the US for a year. Started off at the organization in the stores before moving to the head office. Loves to travel and took a 9 months break before starting work at this organization and travelled around Australia, New Zealand, Vietnam and others. Loves to read. Has started reading books on Big Data recently

Work Background:

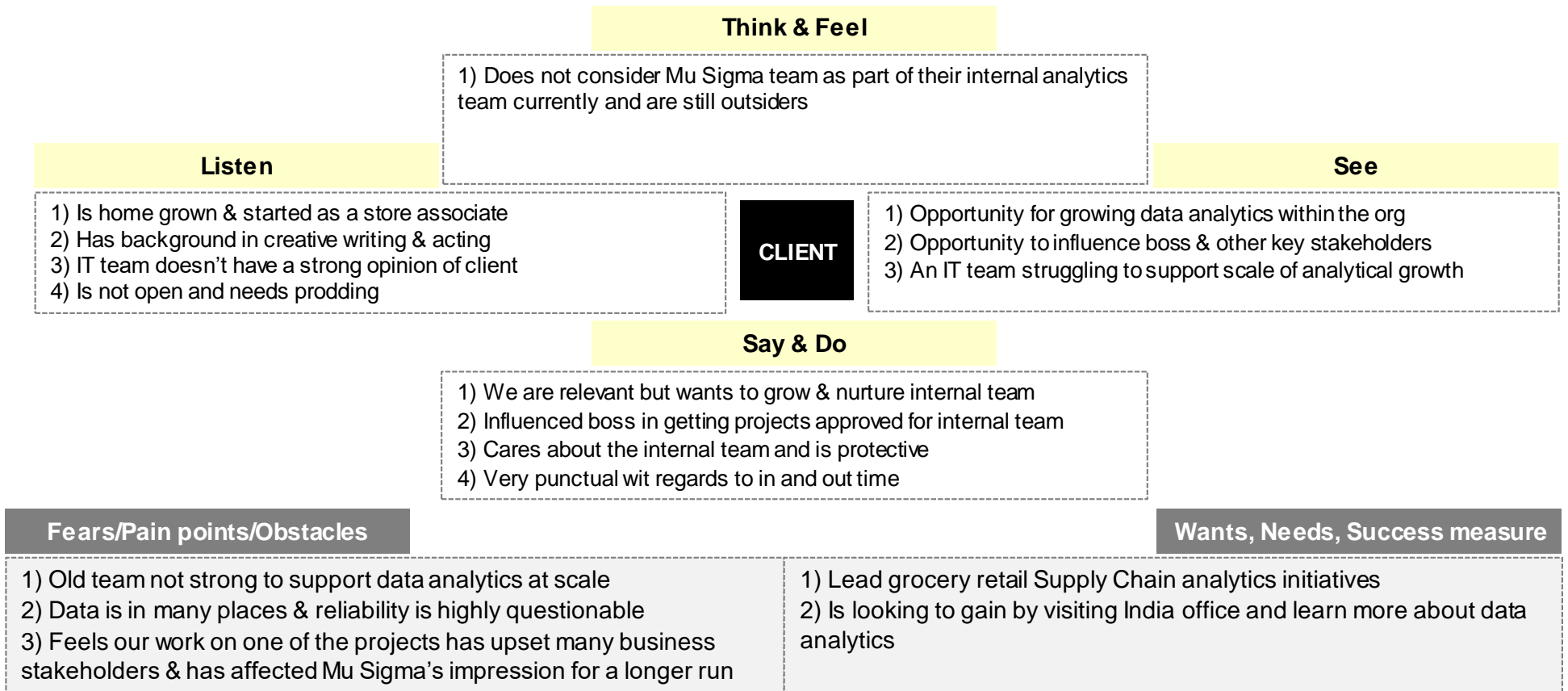
Client's boss has high regards for the client and respects opinion. The client is part of some key meetings at the organization: Data analytics steering group; Forecast steering group; Data integrity group etc.

How to use the visit?

- ▶ Educate the client on analytics
- ▶ Make the client feel that if Mu Sigma is out of their organization; analytics will become extinct
- ▶ Make the client believe that we are not here to leech their jobs but to help them do better and in most organizations we have thrived along with their habitat.



Step 1: Understand the key stakeholder(s) involved...





Step 2: Clearly lay down goals you'd like to achieve...

Outcome 1

The client feels comfortable that we can drive their 5-year plan

Outcome 2

The client is convinced that Mu Sigma's success doesn't weaken their internal muscle rather strengthens

Outcome 3

The client has clarity on how to work with Mu Sigma

Outcome 4

The client feels confident about the extended team @ Mu Sigma

Outcome 5

We learn the client's business priorities

Outcome 6

The client understands and appreciates Mu Sigma beliefs

Step 3: Identify behaviors to exhibit for achieving each goal...

Outcome 1

The client feels comfortable that we can drive their 5-year plan

- ▶ Explain the concept of change and how it is impossible to predict and plan things for a duration as long as 5 years
- ▶ For each outcome from their 5-year plan, show how Mu Sigma can help her attain them
- ▶ Showcase the energy and intent to help through their journey in every message from leadership and Delivery team
- ▶ Understand current problem pipeline, and show the Latent demand through a workshop to showcase problem interconnections
- ▶ Showcase studies that portray how we can help drive consumption

Outcome 2

The client is convinced that Mu Sigma's success doesn't weaken their internal muscle rather strengthens

- ▶ Showcase examples of customers where we transparently spread knowledge and helped them learn analytics and scale
- ▶ Showcase clients who got rewarded/promoted through the work that we have done
- ▶ Be vulnerable and also have several personal interactions that make the client vulnerable to us



Step 3: Identify behaviors to exhibit for achieving each goal...

Outcome 3

The client has clarity on how to work with Mu Sigma

- ▶ Showcase examples where we have helped the clients design their one year plan and how we made a roadmap of several interconnected problems to help them achieve the plan

Outcome 4

The client feels confident about the extended team @ Mu Sigma

- ▶ Give a glimpse of the rich work culture in the team and the ecosystem - the daily routine, team meetings/discussions, appetite for problem solving, etc.

Outcome 5

We learn the client's business priorities

- ▶ DL-RH leading the account to have at least 1 hour interactions on the first 2 days and on the 3rd day, set-up a one-on-one where they discuss and understand business priorities
 - *The first two days interactions are to make the client confident and comfortable about having a transparent discussion on the 3rd day*
 - *Even before the client visits India understand what are the several problems that are being done by her team in the next one year*

Outcome 6

The client understands and appreciates Mu Sigma beliefs

- ▶ Every individual interacting with the client should live those beliefs and have a conversation flow naturally on to one/more beliefs

Step 4: Identify insights that will help display behaviors...

Outcome 1

On the first day introduce the concept of muOBI and complete the muOBI:

- ▶ Showcase example of a client where we helped achieve each cell in the muOBI
- ▶ Show muUniverse and help the client understand how we have helped our clients proactively to identify & solve problems
- ▶ Showcase DSC to help the client understand how we track consumption for our clients
- ▶ Show the client's teams where we have created big impact on client's business

Outcome 2, 3

- ▶ During 'Client X' floor walk, present the journey and talk about how we helped train the client's Centre of Excellence and worked on projects along with their CoE
- ▶ Talk about the White box concept in 'Client Y' engagement and how it has benefitted both the clients and us

Outcome 4

Involve the client in team meetings, brainstorming sessions, creating muPDNA with the team, and observes some of the other daily activities along with campaigns. Expose them to the how and what gets created out of these meetings – (All documentation pre & post)

Outcome 5

Two OBI workshops, lunch session, and other sessions where DL-RH get vulnerable and make the client vulnerable

Outcome 6

- ▶ "Learning over knowing" - In 4 years 'Client X' transitioned from Teradata to Hadoop to Pivotal HD, not possible had they relied on a Teradata 'expert' at the start. The same team can achieve several transitions/scale-ups because we learn and deliver. Showcase this transformational journey
- ▶ Take the client through the Machine part of the company and show how we are doing "Extreme experimentations"
- ▶ Showcase examples of learnings from one vertical being used in another vertical

Additional example of a storyboard



Example 3



What?: Slide Design

- ▶ Guidelines



To create a good presentation... focus on

- ▶ Outline
- ▶ Reusability
- ▶ Ease of use
- ▶ Rules

Setting the stage at the beginning of a presentation makes the rest of it easy to follow for the audience

- ▶ If there are decisions to be made during the presentation, it is sometimes useful to call them out at the beginning of the presentation
- ▶ Make your 1st or 2nd slide an outline of your presentation
 - Ex: previous slide
- ▶ Follow the order of your outline for the rest of the presentation
- ▶ Only place main points on the outline slide
 - Ex: Use the titles of each slide as main points
- ▶ Use headlines as the “storyboard” of your document
 - Reading only the headlines should tell a coherent story
- ▶ Add meaningful statements that directs the attention to the page’s important point
 - Eg: “ROI varies greatly across businesses”



Your presentation should be self-contained and reusable

| What Clients do | Therefore, what we should do |
|--|--|
| <p>Clients tend to reuse slides from our decks i.e. copy our slides into their decks</p> | <p>Ensure we stay compliant to the Powerpoint template to enable ease of copying</p> |
| <p>Sometimes, clients would like to modify a graph/table, or simply want access to the data used to create the graph/table</p> | <p>Don't copy and paste tables and graphs from Excel. Create tables and charts in Powerpoint so that the data is readily available</p> |
| <p>Clients may want to modify graphics from our slides to reuse in their presentations</p> | <p>Use Powerpoint aids such as shapes, connectors, grouping objects, charts etc.</p> |

How do I make the presentation easy to read or use?

- ▶ Is the deck too long?
 - Good decks can be fewer than 5 slides

- ▶ Does one slide logically flow to the next?
 - If you were the audience, does each slide answer the first logical question that follows from the previous slide?

- ▶ Is it readable?
 - Large text – you should never have to use fonts less than size 12 in a deck
 - Slides not busy – right content, margins etc.
 - Good choice of colors

- ▶ Does it print/PDF well? (Remember, many clients still print their presentations before reading)
 - Print a test copy (in black and white as well to ensure that color contrasts are still good)
 - Create a test PDF

- ▶ Have multiple reviews scheduled with your team to reiterate the Storyboard and improve on it



How do I make the presentation easy to read or use?

- ▶ Avoid empty statements
 - “The next step of the analysis is as follows”

- ▶ Don't overwhelm the audience while, at the same time take care not to underwhelm your audience
 - Do not jam too much information on the page
 - Do not show too little (or trivial) information
 - Do not make simple information seem complex



There are three important storyboard rules:

- ▶ ***Make it stand alone:*** Just like a real product, your drawing has to make sense by itself, without you there to pitch it. In the next steps, people will be looking at these, but you won't have a chance to talk about your idea until the end.
- ▶ ***Keep it anonymous:*** Don't write your name on your drawing. You'll want all ideas to start on a level playing field and it can be distracting to know which one was drawn by the CEO.
- ▶ ***Give it a name:*** Come up with a catchy title for your idea. That makes it easier to discuss and compare later.



Each page, like a paragraph, tells a small story


- ▶ Create a logic flow from top to bottom
- ▶ Be sure it feels the logic flow of the overall story
- ▶ Don't "underwhelm" the audience
 - With too little or trivial information
 - By making simple information look complex
- ▶ Don't "overwhelm" the audience
 - By jamming too much information on the page
 - With content that is beyond its comprehension

Each slide should have one key takeaway and its content should support this takeaway – no more no less

“The mind cannot hold more than about seven (+/- two) items in its short-term memory at any one time.”

George A. Miller,

The Psychology of Communication: Seven Essays

- 
- ▶ Reduce clutter and multiple messages
 - ▶ Organize slide content – Favor graphics over words
 - ▶ Ensure that the key takeaway is captured in the talking header and...
 - ▶ Make sure that the takeaway fits into the overall story you are building

There are a few simple rules that, when followed, result in appealing slides

- ▶ When you design a slide, it should be such that the presenter doesn't spend more than 30-90 seconds discussing its contents
- ▶ Paragraphs are for Word documents. Keep your sentences and messages concise in Powerpoint – Use bullets
- ▶ Audiences like pictures. Avoid text-only slides (like this one 😊). If you are forced to use a text-only slide, don't make more than 5 points (respect the “rule of seven”)
 - The Marketing Rule of 7 states that a prospect needs to hear the advertiser's message at least 7 times before they'll take action to buy that product or service. It's a marketing maxim developed by the movie industry in the 1930s. Studio bosses discovered that a certain amount of advertising and promotion was required to compel someone to see one of their movies.
- ▶ Don't use animation unless the slide is complex and the animation helps in the narration. Avoid too much animation – it gets boring



What?: Slide Design

- ▶ Detailing

Things to worry about...

- ▶ Slide layout
- ▶ Text
- ▶ Font
- ▶ Tables
- ▶ Charts
- ▶ Shapes
- ▶ Colors
- ▶ Grammar



Respect margins... Half an inch from each edge of the page. All content should be within the box below



Text becomes easier to read when the author focuses on four factors that enhance readability

| Attribute | Best Practice | Good | Bad |
|-------------------|---|---|---|
| Bullets | <ul style="list-style-type: none"> ▶ Use bullets consistent with the Powerpoint template; For Mu Sigma use (“▶” and “–”) ▶ Indent bullets sufficiently so that the text is aligned on the same line on the left hand side | <ul style="list-style-type: none"> ▶ This is an example of good indentation <ul style="list-style-type: none"> – The sub-bullets are sufficiently indented as well | <ul style="list-style-type: none"> ▶ When you don't indent properly, the second line seems to start some distance to the left of the first ❑ Nice indentation, but wrong bullet for this template |
| Line Spacing | <ul style="list-style-type: none"> ▶ Use single line spacing. Too little spacing or too much spacing renders text hard to read | <ul style="list-style-type: none"> ▶ This is an example of good line spacing. Easy to read... | <ul style="list-style-type: none"> ▶ And this is an example of really low line spacing ▶ This is bad because the line spacing is too high |
| Paragraph Spacing | <ul style="list-style-type: none"> ▶ Use paragraph spacing of 0.75 times your font size | <ul style="list-style-type: none"> ▶ This is good ▶ Because the second bullet is sufficiently spaced from the first one | <ul style="list-style-type: none"> ▶ And this is bad ▶ Because, the second bullet and first bullet are not spaced at all |
| Alignment | <ul style="list-style-type: none"> ▶ Text in sentences should always be left aligned. Do not use center alignments except in rare cases. Do not justify your text in Powerpoint | <ul style="list-style-type: none"> ▶ You can't go wrong with left-aligned text. It is easy to read especially when the eyes move around from one line to the next | <p>Center-aligned text causes tremendous strain on the eyes for the eyes can't anchor on a margin</p> <p>Use very long words in short sentences and the spaces become larger and hard to read</p> |

Good headlines focus attention on the page's main idea

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

- ▶ Avoid empty statements
 - “The next step of the analysis is as follows”

- ▶ Say something meaningful that directs the attention to the page's important point
 - Eg: “ROI varies greatly across businesses”

- ▶ Use headlines as the “storyboard” of your document
 - Reading only the headlines should tell a coherent story

Powerpoint gives you a lot of power in formatting text – that power can be misused

Good

- ▶ Use at least an 12-point font
- ▶ Use different size fonts for main points and secondary points
 - this font is 14-point, the main point font is 16-point, and the title font is 22-point
- ▶ Use a standard font like Arial or Calibri (the “Sans Serif” fonts)

Bad

- ▶ If you use a small font, your audience won't be able to read what you have written
- ▶ CAPITALIZE ONLY WHEN NECESSARY. IT IS DIFFICULT TO READ
- ▶ **Same rule** *with* **bold**, *italics* and underlined fonts
- ▶ *Don't use a complicated font*

- ▶ Additional handy tips on formatting and content



Microsoft Excel
Worksheet

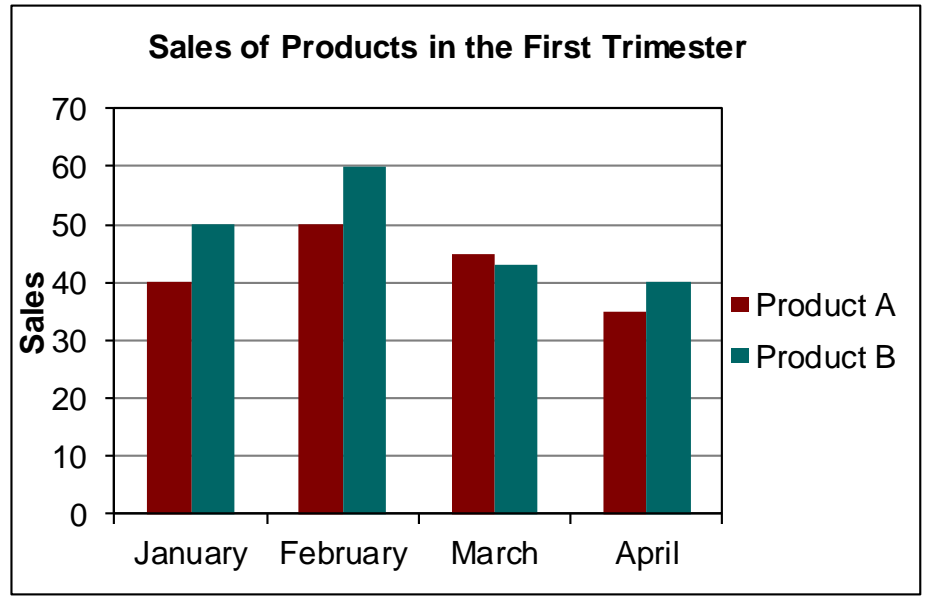
Mu Sigma table formats favor shades of colors to distinguish rows and columns over the traditional lines

| Name | Math | Physics | Chemistry |
|-----------|------|---------|-----------|
| Puneet | 13 | 26 | 60 |
| Rangan | 84 | 61 | 28 |
| Bharath | 79 | 26 | 33 |
| Srivatsan | 63 | 58 | 35 |
| Tri | 14 | 93 | 27 |
| Tanuj | 3 | 14 | 58 |
| Shrinivas | 78 | 29 | 89 |
| Vikas | 98 | 50 | 42 |
| Sriram | 47 | 78 | 4 |

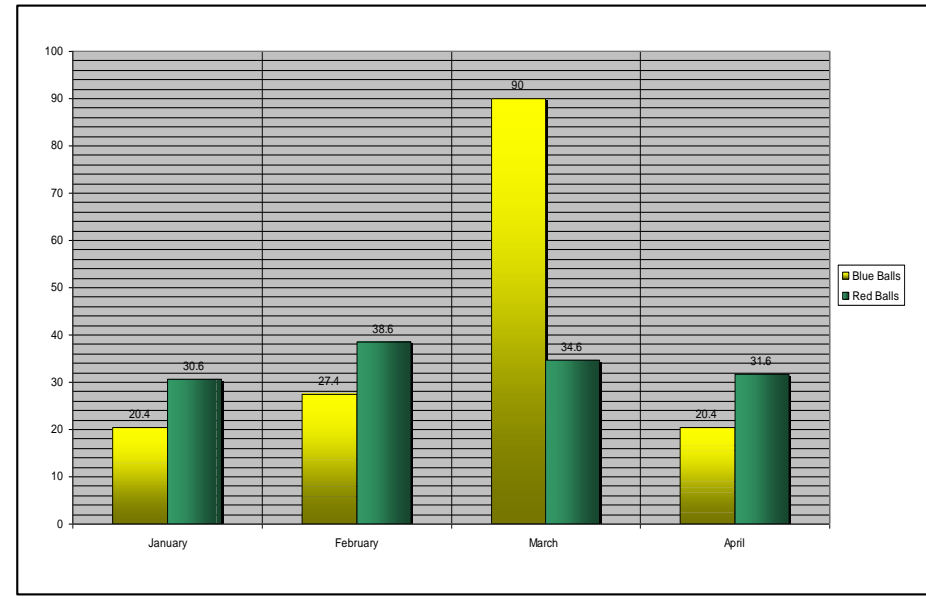
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| Srivatsan | 63 | 58 | 35 |
| Tri | 14 | 93 | 27 |
| Tanuj | 3 | 14 | 58 |
| Shrinivas | 78 | 29 | 89 |
| Vikas | 98 | 50 | 42 |
| Sriram | 47 | 78 | 4 |

Charts...

Good



Bad



- ▶ Minor gridlines are unnecessary
- ▶ Font is too small
- ▶ Colors are illogical
- ▶ Title is missing
- ▶ Shading is distracting

More tips on charts

- ▶ Avoid borders around graphs. In any case, if you want to include borders do it consistently throughout your presentation
- ▶ Avoid 3-D charts – they are difficult to read and interpret
- ▶ If you have a graph with more than three series, reconsider your slide design
- ▶ You can also look the at the below learning material to gather more understanding on choosing appropriate charts



Microsoft
PowerPoint Presentat

Shapes allow users to create graphics or flow charts. However, “too much” and “disorder” can be bad

- ▶ Too many shapes
- ▶ Too many types of shapes
- ▶ Too many different sizes
- ▶ Shapes that are not aligned properly
- ▶ Shapes that are not spaced properly



The standard Mu Sigma colors that should be used in client presentations

Colors allowed in Mu Sigma

| Color | RGB Code | Hex Code | Sample |
|----------|---------------|----------|--------|
| Maroon | 128, 0, 0 | #800000 | |
| Teal | 0, 102, 102 | #006666 | |
| Tan | 226, 225, 192 | #E2E1C0 | |
| Ash | 102, 102, 102 | #666666 | |
| LightAsh | 216, 203, 203 | #D8CBCB | |

```
> rgb(128, 0, 0, maxColorValue=255) # The RGB function  
returns Hex code for a color combination
```




Colors can help you effectively communicate your message... Or blind your audience. Use them wisely

Good

- ▶ Use a color of font that contrasts sharply with the background
 - Ex: blue font on white background
- ▶ Use color to reinforce the logic of your structure
 - Ex: light blue title and dark blue text
- ▶ Use color to emphasize a point
 - But only use this occasionally

Bad

- ▶ Using a font Color that does not contrast with the background Color is hard to read
- ▶ Using Color for decoration is distracting and annoying.
- ▶ Using a different Color for each point is unnecessary
- ▶ Using a different Color for secondary points is also unnecessary
- ▶ Trying to be creative can also be bad

Avoid bright colors and too many colors

- ▶ Avoid backgrounds that are distracting or difficult to read from
- ▶ Always be consistent with the background that you use



Spelling and Grammar

- ▶ Proof your slides for:
 - spelling mistakes
 - the use of of repeated words
 - grammatical errors you might have make

- ▶ If English is not your first language, please have someone else check your presentation!

- ▶ Most common typos/errors in grammar
 - <http://theoatmeal.com/comics/misspelling>
 - http://waxy.org/2003/04/typo_popularity/
 - <http://www.copyblogger.com/grammar-goofs/>

The key to building good slides can be expressed in a simple set of guidelines

- 1 Key message in header – not a generic title like “*Market Size*”
- 2 Have supporting arguments below the header – make a clear division between different ideas
- 3 Highlight key points (e.g. use of a circle, bold font, enlarged font size etc.)
- 4 Leave a small margin around your slide – i.e. Don’t go all the way to the edge
- 5 Build an evident flow in your slides from left to right – e.g. by use of arrows, pointers etc.
- 6 Use simple and neat illustrations to support your arguments (pictures, arrows, illustrations etc.)
- 7 Support your graphs with a logical conclusion, and remember to include units
- 8 Have a visual tracker that highlights which part of the agenda that is presented, and where you are
- 9 Keep a consistent color code and font type/size, and keep the same theme throughout
- 10 Adjust the size of the font to your presentation – *min. 12 pt. for printed and min. 14 for presenting*
- 11 Include notes and sources with small text in the bottom of the slide
- 12 Ensure that everything is aligned (top, bottom, left, right)




1 Key message in header – not a generic title like “Market Size”

2 Have supporting arguments below the header – make a clear division between different ideas

There are three main arguments underpinning the hypothesis that there is a need for a Trader Joe’s in Canada

1

There is good business in reselling imported Trader Joe’s goods in Canada




- Pirate Joe’s is running a business on importing and reselling Trader Joe’s goods
- The business is presumably profitable, though the COGS would be higher than that achieved for a regular TJs

2

Trader Joe’s experiences by far the most “request for TJs” outside of US from Canada

Request a TJ’s in My City

- People can request a Trader Joe’s for their city online at Traderjoes.com
- Canada is by far the most suggested foreign country to locate a new Trader Joe’s*



Requests

Requests by foreign country

3

TJs “Requesters” put high value on product assortment and organic food, less on proximity

Would you shop at Trader Joe’s – if it had a store in your neighbourhood?

| Rank Importance (1-5) | What is Trader Joe’s? | |
|-----------------------|-----------------------|-----|
| | Yes | No |
| Product assortment | 3.5 | 1.0 |
| Store proximity | 3.4 | 5.0 |
| Healthy/organic foods | 3.3 | 3.0 |
| Low prices | 2.8 | 4.0 |
| Shopping experience | 1.9 | 2.0 |

6 Use simple and neat illustrations to support your arguments (pictures, arrows, illustrations etc.)

3 Highlight key points

4 Leave a small margin around your slide

* According to Trader Joe’s HQ customer relations in Monrovia, California
 3|Source: Phone Conversation with Trader Joe’s HQ; Customer Survey; Piratejoes.ca; Team ELC analysis

Team ELC

5 Build an evident flow in your slides from left to right – e.g. by use of arrows, pointers etc.



7 Support your graphs with a logical conclusion, and remember to include units



8 Visual tracker

Trader Joe's should target Vancouver and Montreal by extending the reach of its current distribution centers in the US. This will save investment for extra hubs until the market is proven successful

Trader Joe's can expect a positive free cash flow starting in Year 3 (2017)

Sensitivity Analysis on Sales per Sq.ft and Discount Rate indicates that the business plan is robust and profitable in all likely scenarios

9 Keep a consistent color code and font type/size, and keep the same theme throughout



| Discount Rate | Sales per Sq.ft | | | | |
|---------------|-----------------|---------|---------|---------|---------|
| | \$1,550 | \$1,650 | \$1,750 | \$1,850 | \$1,950 |
| 6% | \$171.6 | \$190.9 | \$210.2 | \$229.5 | \$248.9 |
| 7% | \$138.0 | \$153.9 | \$169.8 | \$185.7 | \$201.6 |
| 8% | \$114.1 | \$127.6 | \$141.0 | \$154.5 | \$168.0 |
| 9% | \$96.3 | \$107.9 | \$119.6 | \$131.2 | \$142.8 |
| 10% | \$82.5 | \$92.7 | \$102.9 | \$113.2 | \$123.4 |

12 Ensure that everything is aligned (top, bottom, left, right)

NPV of the project amounts to \$141 million

| | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|-----------------|----------------------|------------|-------------|-------------|--------------|---------------|
| Free Cash Flow | -\$7,913,056 | -\$647,175 | \$2,861,552 | \$5,408,054 | \$11,898,313 | \$12,766,347 |
| Terminal Value | | | | | | \$184,200,145 |
| Discount Factor | 1.00 | 0.93 | 0.86 | 0.79 | 0.74 | 0.68 |
| NPV | \$141,031,815 | | | | | |

10 Adjust the size of the font to your presentation – min. 12 pt. for printed and min. 14 for presenting

Source: Whole Foods Market (WFM) 10-K, 2010, 2011, 2012, 2013

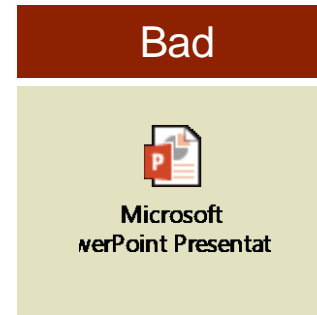
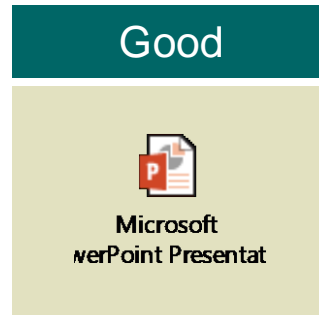
Team ELC

11 Include notes and sources with small text in the bottom of the slide



Example

Examples of good and bad slide designs





Mu Sigma

Thank You

Do The Math

**Chicago, IL
Bangalore, India
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