



High performance. Delivered.

# Consultant Development Program

Presentation Structure and Flow



Strategy | Digital | Technology | Operations

# Key Takeaways

- **Decks are the lasting record of our work left with the client.** From a client impact/impression perspective, decks are as important as the research, analysis, and problem solving that go into their creation.
- **While individual slides must be able to stand on their own, a deck should be more than the sum of its parts.** Finding the best flow for a deck increases influence, comprehension engagement, and the impact of each individual slide.
- **Structure your presentation and leverage storyboarding.** Doing this as early as possible will help focus the content and plan how to convey key messages using both visual images and text.
- **Tailor your written communication style to meet the needs of your project and client.** Consider the audience, culture, level of familiarity, amount of detail, and visuals to best present your deck.

# A Great Presentation is Clearly Structured and Tailored to the Audience

The message should be:

- Clearly structured (the science)
  - Intent/Objective
  - Pyramid
  - Storyboards/Ghost Decks
- Tailored to the audience (the art)
  - Understand the culture and language
  - Adapt based on familiarity with the topic
  - Use the audience's preferred visual identity/style



Creating your message is an iterative process. You will continually revisit and rework your message.

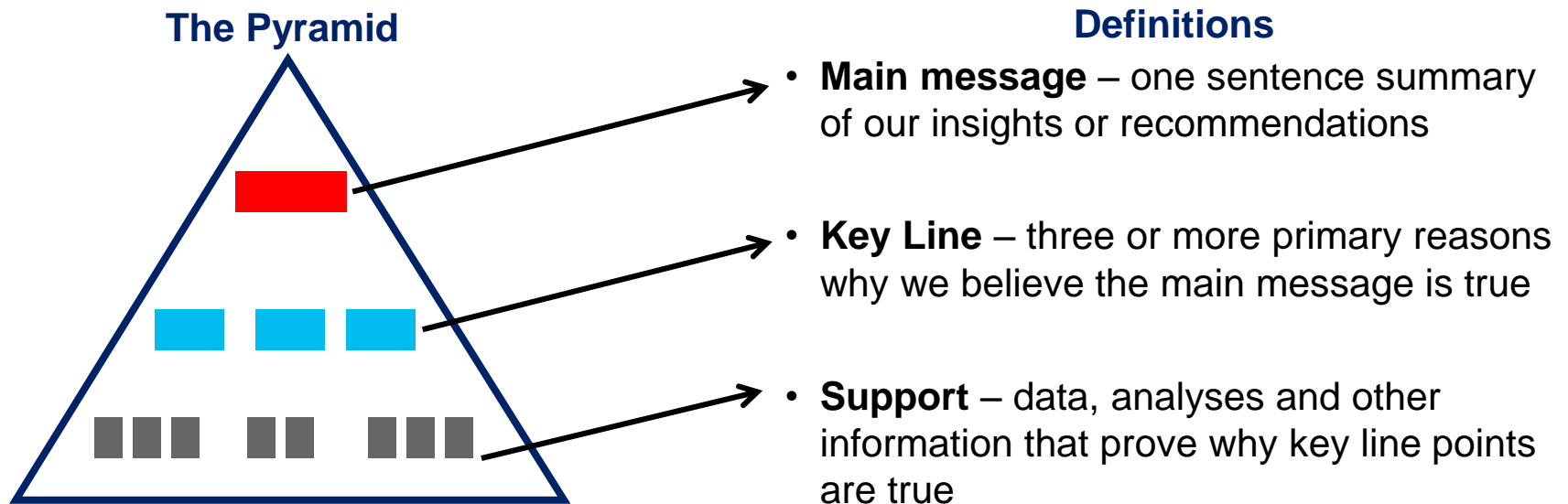
# Adapt your style based on the intent of the presentation

Determine the type of story you want to tell the client, your goal for the conversation, and potential pitfalls

	Goal	Common Issues
<b>Persuade/Tell</b>	<ul style="list-style-type: none"><li>• Communicates convincingly and leads to action</li><li>• Emphasizes path to solution and a clear outcome</li></ul>	<ul style="list-style-type: none"><li>• <i>Assumes compelling case is clearly evident</i></li><li>• <i>Too focused on rational, analytical arguments</i></li><li>• <i>Missing “so what?”</i></li></ul>
<b>Analyze/Evaluate</b>	<ul style="list-style-type: none"><li>• Helps deconstruct a situation or issue the client faces</li><li>• Proposes options and solutions to consider</li></ul>	<ul style="list-style-type: none"><li>• <i>Overwhelm with unstructured data</i></li><li>• <i>Missing “why is this relevant to me?”</i></li></ul>
<b>Discuss/Inform</b>	<ul style="list-style-type: none"><li>• Stimulates thought and create ideas</li><li>• Focuses on business challenge to drive the conversation</li></ul>	<ul style="list-style-type: none"><li>• <i>Range of input is too broad and disconnected</i></li><li>• <i>Lacks clear direction on how to move forward with ideas</i></li></ul>

# Build the story using structured communication elements

Apply the Pyramid Principle to clearly define what is your main message and to map out the rationale for your point of view



## Why is this Important?

- Main message, or answer to the problem, is what clients want to hear first
- People absorb information easier when they know why they are receiving the information, and the main message creates that context

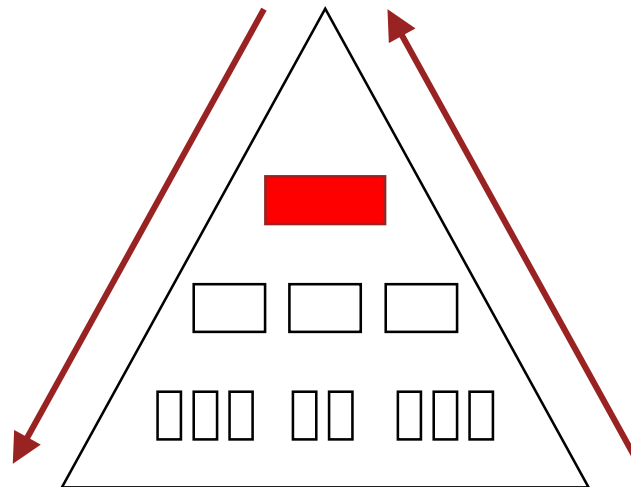
# Use the Pyramid to structure your communication

**The top-down approach for presentations/slides is preferable, as it leads with the key message you want the audience to take away**

## Top-down (Hypothesis driven)

- Start with the main conclusion / recommendation
- Then argue why, by proving your analysis
- Listeners directly understand the conclusion, which is what you want to convey
- Most effective way of communication

### Preferred Approach



## Bottom-up (Data driven)

- Start with arguments and analysis
- End presentation with the conclusion / recommendation
- Risk of misinterpretations and listener losing interest before coming to conclusion
- Risk of interruptions before getting to the key conclusion
- Use when conclusion is highly controversial or sensitive

### Alternate Approach

The approach you choose depends on:

- Audience (style and familiarity with the topic)
- Presentation time
- Goals for the presentation/where you are in the project

# Introduce your Main Message with S-C-Q-A

**S**      Situation:      Relevant facts about the situation; facts the audience would not dispute

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**C**      Complication:      The trigger; the event, problem, etc. that created the need for this communication

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**Q**      Question:      The one fundamental issue this communication will address



**A**      **Answer: The Main Message**

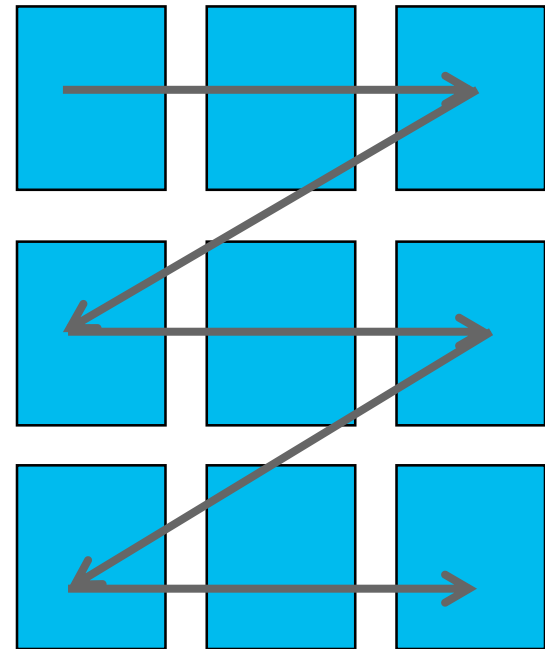
After the Main Message, build the presentation by developing the “key lines” and support” of the pyramid

# Translate the Pyramid into a Storyboard

Create a storyboard, or a visual sequence of key points, of your presentation in which each point from the Pyramid becomes at least a single slide in your deck

## Key Questions for Storyboarding

- How will the story flow?
- How will each slide help tell the story mapped on the pyramid?
- What specific information and research do we need to drive the story?
- What is the key message / tag line for each slide?
- How many slides will we need?
- How many slides can we use?





# Storyboarding Process & Tips

## Process

- **Focus on the “So Whats”**
- **Write out your key ideas/messages in words** (on sheets of paper, post-its, a white board, etc.)
- **For each key point, decide what type of slide will best communicate your message to the intended audience** (e.g., graphical or word, types of graphs/charts)
- **Write the key main slides, keeping them simple and “to the point”**
  - Complex analysis can be supported by “back-up slides” to be displayed as needed

## Tips

- **Storyboard the presentation early in the process**
  - It will focus the team’s work
  - It should (eventually) tell a story
  - Recognize that presentation development is an iterative process
- **Common mistakes:**
  - Flow problems, inconsistent style or tone, buried meaning, long sentences, unclear language, stating the obvious, and redundancy

# Start with your ideas



**Agenda**



**Company  
Profile**



**Macro  
Considerations**



**Market Changes**



**Performance**



**Complexities/Flat  
ESP**



**Objective**



**Strategy/Plan**



**Leadership  
Actions**

# Establish the key message of each slide

<p><b><u>Agenda</u></b></p> <ul style="list-style-type: none"> <li>• Executive Summary <ul style="list-style-type: none"> <li>• History: J&amp;J Business and Strategy Overview</li> <li>• Company Profile</li> <li>• Competitive Landscape</li> </ul> </li> <li>• Enterprise Standards &amp; Productivity (ESP): The Situation and Case for Change</li> <li>• ESP Vision and Strategic Initiatives:</li> </ul>	<p><b>Company Profile</b></p>	<p><b>J&amp;J is the largest global healthcare company in the world and still growing, but growth has slowed</b></p>
<p><b>A different approach is required to address the changes in our world and the state of J&amp;J</b></p>	<p><b>The business model must evolve to achieve above market performance in 2013 and beyond</b></p>	<p><b>The current complexity resulted in cuts sales &amp; marketing and R&amp;D while ESP functions were flat</b></p>
<p><b>Our objective is to build world-class global functions by transforming our services to better enable growth</b></p>	<p><b>We have a focused, mulita-year plan to achieve our objectives</b></p>	<p><b>Leadership actions required for ESP success</b></p>

# Develop effective slides to support your argument

## Agenda

- Executive Summary
- History: J&J Business and Strategy Overview
  - Company Profile
  - Competitive Landscape
- Enterprise Standards & Productivity (ESP): The Situation and Case for Change
- ESP Vision and Strategic Initiatives
- Path Forward and Next Steps

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## Company Profile

- Global Leader in Health Care
  - Headquarters: New Brunswick, NJ
- 275 Companies in 60 countries, selling products in >175 countries
- Decentralized Management Approach
  - Business unit accountability
  - Culturally have avoided top-side mandates - collaborative approach
  - Meaning of decentralization has evolved
- Three major business segments
  - Consumer, Medical Device & Diagnostics, & Pharmaceutical
- ~128,000 employees ~\$70B revenue

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## J&J is the largest global healthcare company in the world and still growing, but growth has slowed

- FY13 Scale/Ranking** - \$71.3B with 3 major market segments
  - Largest Global Medical Technology Company in the world after merger with [Synthes](#)
  - Top 10 [Pharma](#)
  - Consumer competes #1 or #2 in most markets with strong brand equity
- Still growing, but growth has slowed**
  - 20+% Growth 2012-18 (~3.1% CAGR). Q1 2013 sales grew 12%, 11% and 3% in MD&D, [Pharma](#) and Consumer respectively
  - In Q1, Asia, US and Europe grew 12%, 11% and 6% respectively
  - 70% of current business is impacted by the economic slow-down (US and EMEA)
  - 85% of market cap (\$242B) is [Pharma](#) + Medical Devices & Diagnostics
  - Emerging Markets must grow from 10% to 50% of the business in next 10 years
  - 25% of currently portfolio is unattractive and could be considered for divestiture
  - Only opportunities \$2-3B or greater are considered material to the business
  - Aspirational direction to have 50%+ of sales come from services, as IBM has done
- Strong Balance Sheet - Trading off Net Cash Position**

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## A different approach is required to address the changes in our world and the state of J&J

### Changes in Our World

- Aging population/healthcare demand
- Economic uncertainty/pricing pressure
- Rapidly changing business models
- Increasing regulatory requirements
- Rising power of technology

### State of Our Company

- Evolving business needs
- Changing operating models
- Unnecessary complexity & higher cost
- Need for agility
- Quality challenges

A different approach required

Enterprise Standards & Productivity

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## The business model must evolve to achieve above market performance in 2013 and beyond

1980	1980 - 2005	2006 - 2012	2013 forward
US, Consumer Co. \$4.8Bn	High Growth Sales CAGR +9.8% \$59.5Bn (2005)	Tempered Growth Sales CAGR +4.2% \$57.2Bn (2012)	Above Market Performance
<ul style="list-style-type: none"> <li>Consumer 44% of sales</li> <li>CUIS 46% of sales</li> <li>140 operating companies</li> </ul>	<ul style="list-style-type: none"> <li>Acquisitions</li> <li>Global expansion</li> <li>Ability to take price</li> <li>230 operating companies in 2005</li> </ul>	<ul style="list-style-type: none"> <li>Patent expirations</li> <li>Healthcare Reform</li> <li>Austerity measures</li> <li>275 operating companies in 2012</li> </ul>	<ul style="list-style-type: none"> <li>Decisive choices</li> <li>Solutions, outcomes</li> <li>Emerging growth markets</li> <li>Balance premium &amp; value</li> </ul>

- Standardization not a critical priority
- Local Reach
- Limited global free trade
- Global system solutions & common platforms
- Partners with global reach
- Enabling free trade globally

Current operating model is a result of high growth, local service and limited standardization.

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## Our goal is to build world-class global functions by transforming our services to better enable growth

### What are we playing for?

Effectiveness

Efficiency

Scope: Finance, Human Resources, Information Technology, Procurement, Real Estate

### What will our outcomes be?

- New capabilities to meet business needs
- Consistent employee / business experience
- End-to-end process simplification and standardization to take work out
- Maximization of technology-based solutions
- Clear governance / faster decision-making processes
- Lower cost to serve
- Increased productivity
- Reduced cycle times

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## We have a focused, multi-year plan to achieve our objectives

### KEY MILESTONES

#### CHANGE MANAGEMENT

HIGH LEVEL OPERATING MODEL AND OPPORTUNITY ASSESSMENT

- Collect data
- Begin process & technology transformation
- Design operating model
- Create roadmap

BUILD AND IMPLEMENT

- Conduct detailed design
- Align functions
- Continue process transformation
- Manage demands
- Begin phased rollout of new model

IMPROVE AND EXPAND

- Continue process transformation
- Ongoing phased rollout of new model
- Standardize systems and data

TIMING

END OF 2013 - Q1 '14      Q1 '14 - Q4 '15      2016 +

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## Leadership actions required for ESP Success

- Align and lead the change
- Expect excellence in business partnering
- Insist on simplification and standardization
- Demand realization of benefits to support growth agenda
- Commit to Success

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# Generally, the more senior the audience, the more “bottom-line” the message should be

	Formal Readouts with Senior Clients	Updates with Junior Clients	Internal Team Updates
<b>Executive Summary</b>	<ul style="list-style-type: none"> <li>• Clear on stakes, strategic implications and decisions to be made</li> </ul>		
		<ul style="list-style-type: none"> <li>• Analysis issues/progress issues</li> </ul>	
<b>Overall Structure</b>	<ul style="list-style-type: none"> <li>• Segment by topics of interest (profitability, opportunities, market trends, etc.)</li> </ul>		<ul style="list-style-type: none"> <li>• Segment by modules/ team member</li> </ul>
<b>Flow</b>	<ul style="list-style-type: none"> <li>• Top line implications</li> <li>• Build-up of logics/data to support it</li> <li>• Action items</li> </ul>		
		<ul style="list-style-type: none"> <li>• Details and assumptions of data and analysis</li> <li>• To dos/responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>• Details and assumptions of research, data and analysis</li> <li>• Data issues to be resolved</li> <li>• Workplans</li> </ul>
<b>Slide Detail</b>	<ul style="list-style-type: none"> <li>• Header with implications</li> </ul>		
	<ul style="list-style-type: none"> <li>• Chart/data with logical support</li> <li>• Footnotes with backup</li> </ul>	<ul style="list-style-type: none"> <li>• Chart/data with logical support and full depth of analysis</li> <li>• Notes, assumptions, sources, and footnotes</li> </ul>	

# Understand the culture and language

**Recognize the audience's preferred communication style to make a greater impression and lasting impact**

## DOs

- **DO** ask for an example of client materials to understand their language
- **DO** be sensitive about mentioning competitors
- **DO** pay attention to how data is conveyed, e.g., graphs vs. tables
- **DO** be aware of “hot button” topics
- **DO** use client logos and language where appropriate

## DON'Ts

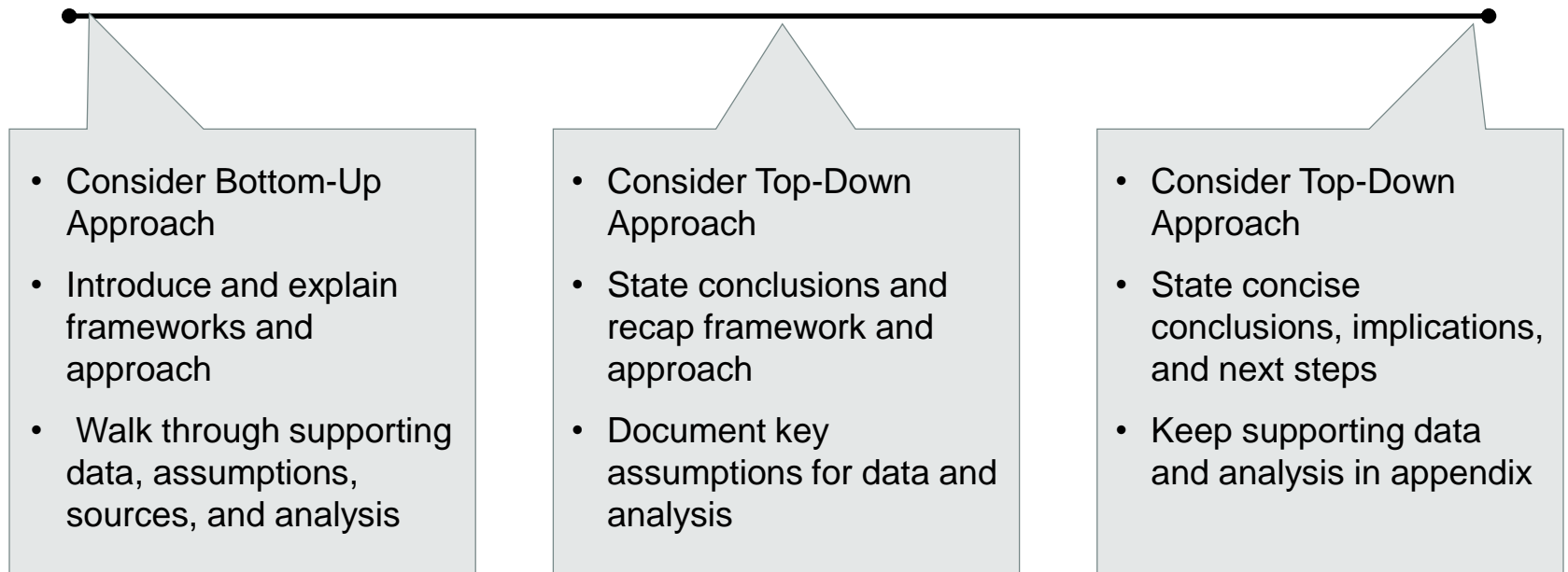
- **DON'T** simply copy and paste from other templates/presentations – update verbiage for the client's situation
- **DON'T** use “consultant” speak
- **DON'T** assume all industry language is standard
- **DON'T** forget additional views/materials can be included in the appendix

# Adapt based on familiarity with the topic

**Refer to the Audience Guide and Pyramid approach to gauge the audience's familiarity and determine the type of message and level of detail needed**

**Not Familiar**

**Very Familiar**

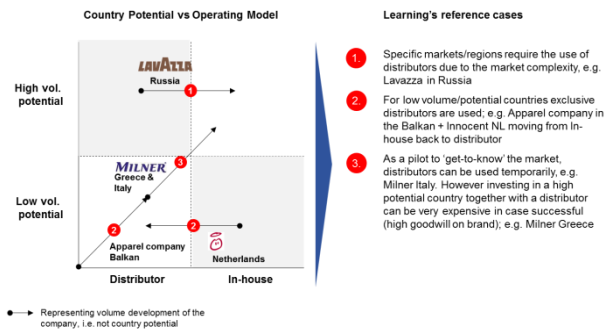


# In working with clients, we adapt to their preferred method of communication...

## Example: Framework Driven

Three reasons are identified to work with S&D partners:  
1) Fragmented or too complex markets; 2) Small markets; 3) To pilot attractive markets (temporary)

Learning's Packaged Coffee reference cases



## Example: Action Driven

### Adopt an In-house Architecture function delivery model

*Client needs to adopt a delivery model using an in-house Architecture function and outsourced implementation partners in order to scale to meet future demand*

#### Evidence

- Client employs high-end CCIEs but they spend <8% of their time on strategic projects
- The overwhelming workload is Tier 1 and 2 support requests and BAU implementation Demand increases (258% since 2010) will result in large increase in staffing. The cost model for these activities is unsustainable.
- Outsourced implementation partners can perform basic repetitive tasks at a much lower cost than internal Client network experts. *Potential 50-60% cost savings*

#### Key Decisions

- When – pace of change?
- Who will implementation partners be?
- Does pay scale enable recruitment of premium skills in locations where the market rates are higher?

#### Impact

- |                     |   |
|---------------------|---|
| Impact on People    | Separation of Operations and Architecture roles changed skills requirements |
| Impact on Processes | New process for taking ideas through Architecture to execution              |
| Impact on Tech      | No impact   |

#### Timeline

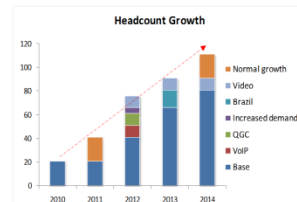
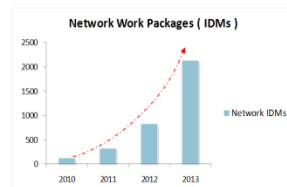
- 0-3 months: define desired operating model and role descriptions.
- 2-4 months: recruit for any skills gaps (operations or architecture)
- 3-9 months: define processes, SLAs, ways of working

## Example: Data Driven

### Impact of Increased Demand to Date

258% increase in work requests (IDMs) since last year

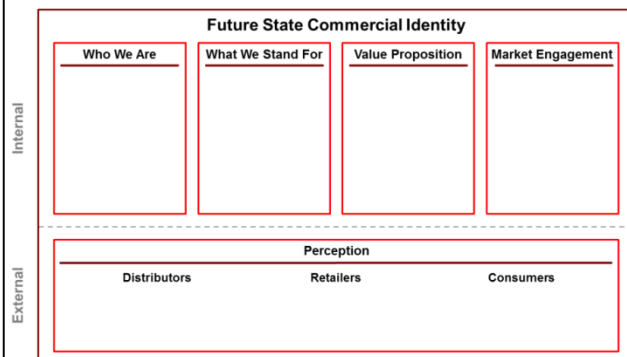
Client has had to increase total headcount (inc suppliers) to meet demand in-house



Cost Model and Growth are Unsustainable

## Example: Co-Creation Driven

What should Client's Identity to distributors be?





... as well as their preferred visual identity/style



CPG Efficiency & Effectiveness Programs Key Levers, Costs, and Benefits	
This document summarizes the restructuring programs that several CPG companies have launched (primarily since 2011) to improve operational efficiency and productivity	
Summary of Analyzed Programs	Key Operational Levers
<p><b>\$1B+</b></p> <ul style="list-style-type: none"> <li>Cost: \$1B to \$3.5B in transformation costs</li> <li>Benefit: \$400M to \$2B in annual savings</li> <li>Duration: 4 – 5 years</li> </ul> <p>Logos: Pepsico, Mondelez International, Nestle, Kellogg's, P&amp;G, Kraft Foods, Colgate-Palmolive, Unilever</p>	<p>Key levers CPG companies employ to drive operational efficiency:</p> <ul style="list-style-type: none"> <li>Workforce, Overheads, and COGS Reduction</li> <li>Streamline Supply Chain; Rationalize Manufacturing Sites</li> <li>Standardize Data, IT Systems, and Business Processes</li> <li>Implement Shared Services Model</li> <li>Manufacturing and Marketing Innovations</li> </ul>
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# Pull it all together

**Structuring slides requires balancing content, flow, and audience. The key is preparing with storyboards and pyramids and iterating with feedback.**

## Upcoming Sessions

- October 17: : The Art of the Slide
- Friday, October 24: Slide Structure and Flow
- Friday, November 7: Executive Summaries and Slide Critique
- Friday, November 14: Local Slide Skills Workshop

# Action Items

**Accelerate your development via trainings and lots of practice**

- Take the “**Structured Communications**” trainings available in MyLearning
- Review “**Sliding like a Management Consultant**” materials on KX
- Ask your teammates and supervisors to share some of their **favorite decks and best practices** and have them tell you why they believe it was effective
- If you have not done so yet, identify **2 excellent slides and 2 slides that could use some help**
  - Send to [dayna.murphy@accenture.com](mailto:dayna.murphy@accenture.com) by the end of the day
  - Please put the two excellent slides first followed by the two slides in need of help in a single PowerPoint file

# Additional Resources

# Follow the graphical guidelines to create structured presentations that leave a professional impression while getting the message across

## Graphical guidelines

### Structure

1. Always use action titles on slides
2. Use one row subject title to describe graphics on slide
3. Make executive presentation

### More professional impression

4. Consistency is king
5. Use sober colors
6. Increase spacing to make it easier to read
7. Avoid use of clip art illustrations
8. Put conclusions below graphs
9. Never use shape effects

### Avoid a messy look

10. Use lines/boxes to group elements visually
11. Use lines and boxes to avoid a messy look
12. Align as much as possible
13. Same font size on slide
14. Use lines to underline headings

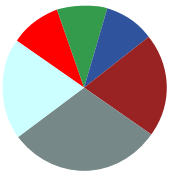

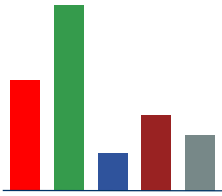
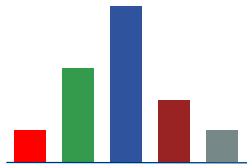
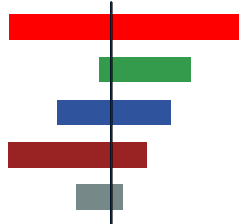
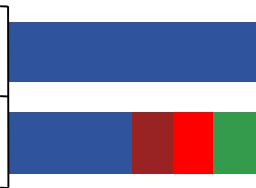

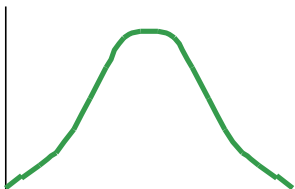
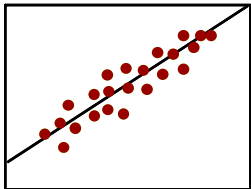
### Guide the reader

15. Use call-outs to comment on most important insights and conclusions
16. If circling something, make it bolder and different so it clearly stands out
17. Use re-occurring boxes to go through different parts and provide a map
18. Use trackers

### Other basics

19. Remember to grayscale
20. Test on a projector

# Charts bring topic sentences to life

	Component	Item	Time Series	Frequency	Correlation
<b>Definition</b>	Percentage of total	Ranking items	Changes over time	Items within ranges	Between variables
					
	or		or	or	or
					
<b>Trigger Words</b>	Share, percentage of total, accounted for X percent	Larger than, smaller than, equal, most, least	Change, grow, rise, decline, increase, decrease, fluctuate	X to Y range, concentration, frequency	Related to, increases/ decreases with, changes with, varies

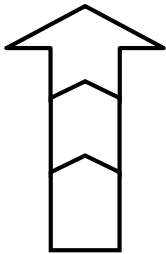
Source: *Say It With Charts*

# Concept visuals capture non-quantitative relationships

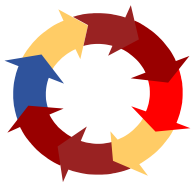
## Flow



Linear

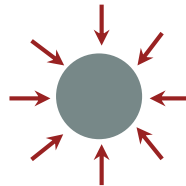


Vertical



Circular

## Interaction



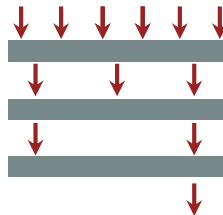
Forces at Work



Balance

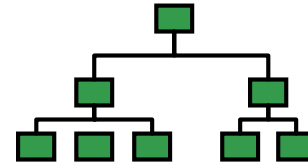


Penetration

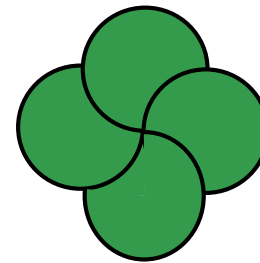


Screens

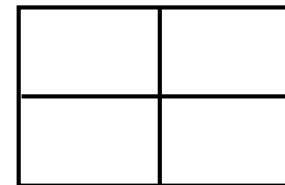
## Structure



Organization

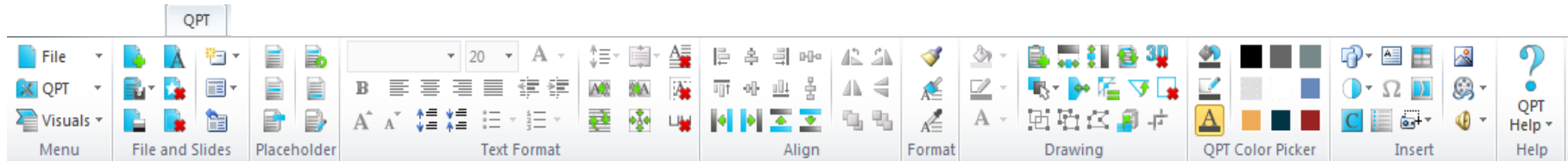


Parts of Whole



Segmentation

# Using the Accenture custom-built Quick Presentation Toolkit (QPT) will save you lots of time



- QPT is a free and custom-built add-in to PowerPoint
- When installed, the QPT tab is shown in PowerPoint
- QPT contains more than 140 enhanced and unique features
- QPT covers tools, standard Accenture templates, links to relevant pages and more than 360 visual, such as figures, maps, charts and dynamic concepts
- When you are familiar with QPT, it will save you lots of time!



# Brand Space

Visual Identity Brand Positioning Brand Strategy Downloads Image Library Training Agencies/Services Template Tool

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Brand Space

Home Brand Reviews & Contacts Site Map Search  Go

I Need to Find...  Go

## 10 Things to Know About Our Brand

We go to market as one brand: Accenture.

accenture

Our brand's intent is "disrupt to differentiate."



Our brand value is:

**\$8.7 billion**

Our Greater Than Lockup expresses our positioning.

**High performance. Delivered.**



Our asset naming strategy is "clear and descriptive."

Accenture Supply Chain Management

The best expression of our brand is our 259K people.



Our personality traits are:

- Innovative
- Collaborative
- Smart
- Flexible
- High quality

We have 45 colors in our color palette.



Our typeface is Rotis.


ABCDEFGH  
abcdefghij  
\$£¥€?!

Our strategy line represents our growth platforms.

# Image Library

**accenture**  
High performance. Delivered.

Brand Space

Home Brand Reviews & Contacts Site Map Search  

I Need to Find...  Go

Brand Space > Image Library

## Image Library

Search here from a selection of over 6,000 images for brand-supportive, no-cost, low resolution imagery. To obtain the high resolution images, your piece must be approved by the **Global Brand Hotline**.

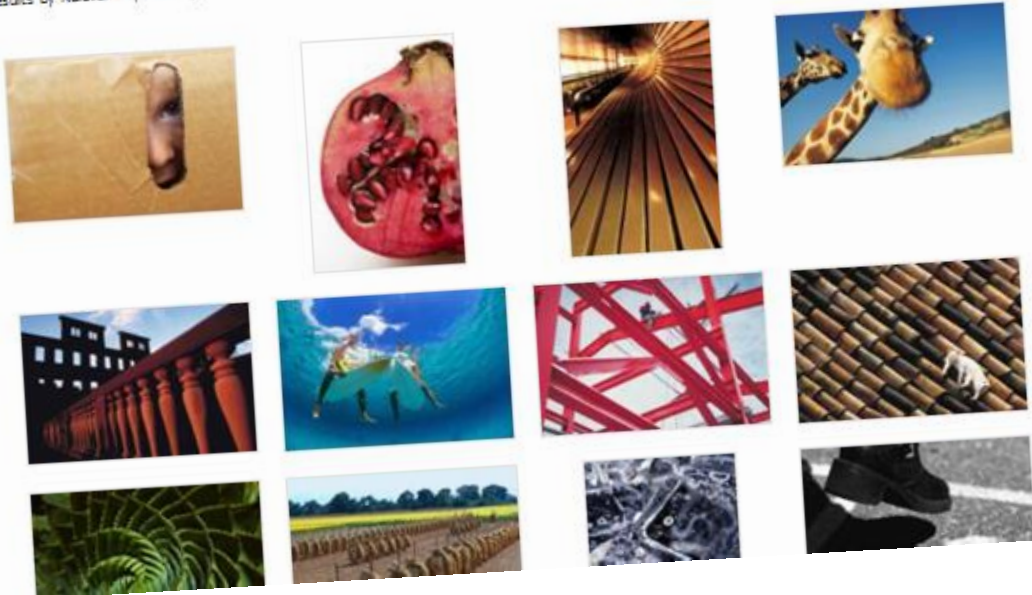
Click here to view over 200 **Disruptive Images** from our Image Library.

Disruptive Images  Search

Results 1-50 of 203. Your search took 0.17 seconds.

1 2 3 4 5 Next>

Results by Relevance | View by Modified Date



## A few other resources...

- [Sliding like a Management Consultant](#) (KX)
- [The Redemption of PowerPoint](#) (Bob Gerard, Accenture)
- Minto, Barbara. *The Minto Pyramid Principle: Logic in Writing, Thinking, & Problem Solving*. Minto International, 2010. ([Amazon.com](#))
- [Five Rules for Presentations](#) (Nancy Duarte video)
- [www.duarte.com/blog/](http://www.duarte.com/blog/)

