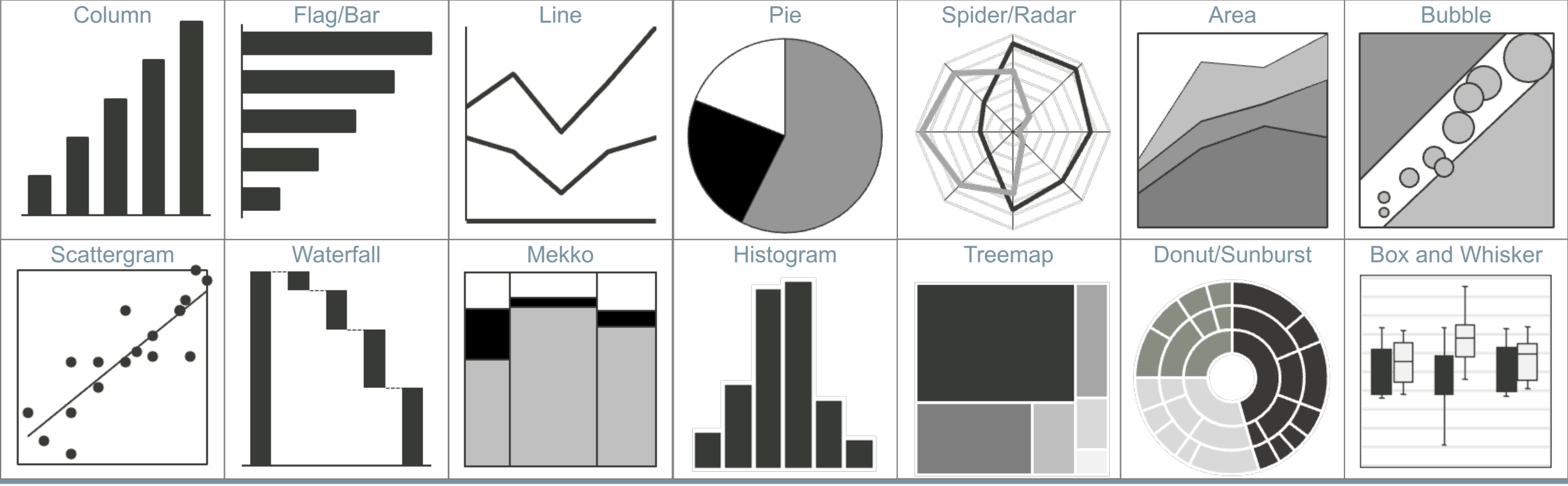

Storytelling with Charts (STC) Toolkit

The Tutorial Presentation Slides for the STC Toolkit

Agenda

Introduction

Chapter 1: STC – An Introduction and General Framework?

Chapter 2: Tuning STC to How the Mind Works

Chapter 3: Vertical Logic and the Vocabulary of STC — A Formula for Life

Chapter 4: Horizontal Logic—Story Structure Through Structured Thinking and Hierarchy

Chapter 5: Storytelling Hacks

Chapter 6: Putting It All Together

Rules Of Thumb

Stories can adds a premium to identical physical goods

STC Framework Chart and Slide Elements

amazon

American Flag 3x5Ft, Embroidered Stars 3'x5' USA Flag Outdoor Heavy Duty and Double Edge Sewing

Price $5.99

- *Quality Material: American flag constructed with strong material to withstand any outdoor weather*
- *Embroidered Stars: The stars are embroidered using densely filled rich white thread.*
- *The stripes are sewn together with two rows of double stitches for added strength*

ebay

Vintage 1940's Dettras Stantest Bunting 48 Star American Flag 3' x 5'

Buy It Now
US $300.00

- *This is a 48 star, cotton, US flag made with printed stars, and hand sewn stripes. It was made by the Dettra Flag Co. of Oaks, PA. Stantest bunting was introduced in the 1920's and was used until the 1950's.*
- *Bunting was discontinued as a result of the addition of the 49th star in 1959. This flag has been dated 1942-1945 because of the presence of distinctive wartime grommets*

Source: STC team research

Learning languages is much harder than learning STC

Language and STC Analogy

Level	Language Analogy			STC Equivalent	
	Description	Lemmas	Grammar	STC	Experience
Level 1	Basic communication	100	None	3	Rookie
Level 2	Will help you speak a language in a day-to-day setting	800	Some	10	6 months
Level 3	Understand dialogues in film or TV	3,000	Structure	20	2 years
Fluent	Read and understand a novel and news articles	8,000	Advanced	20	5 years
Native	Native speaker	15,000+	Native	20	10+ years

Source: STC team analysis

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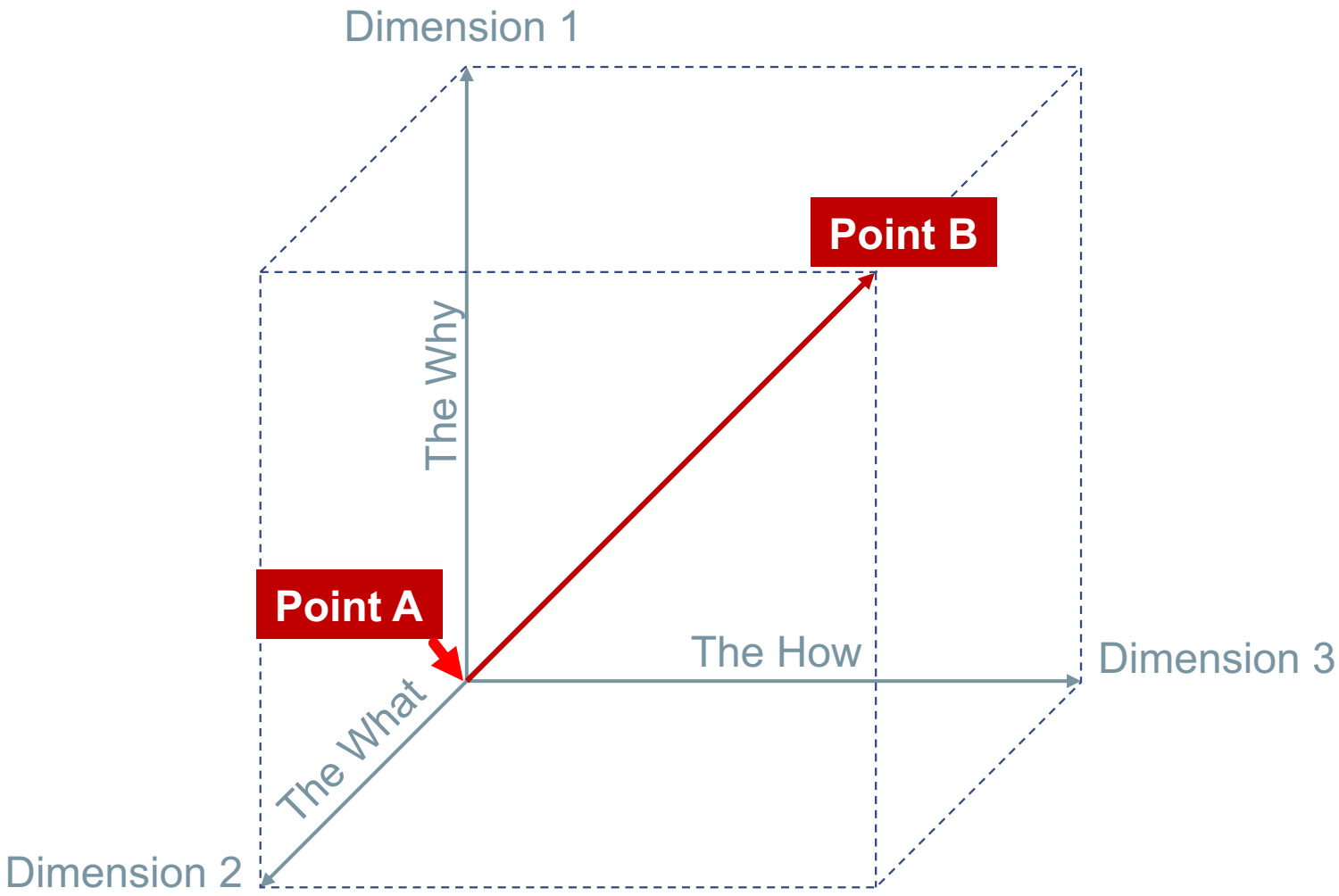
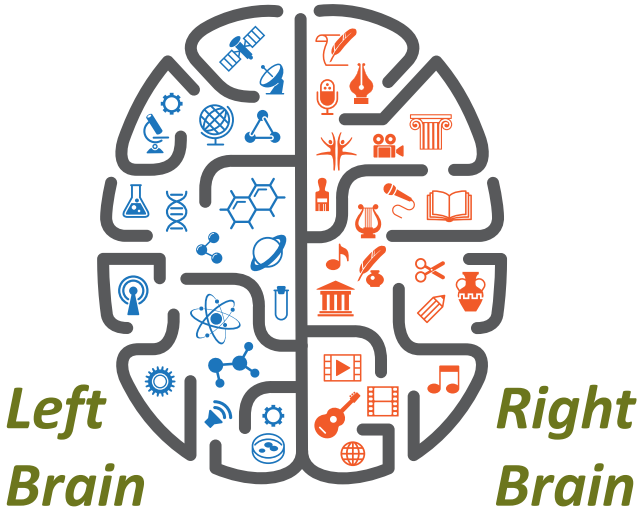
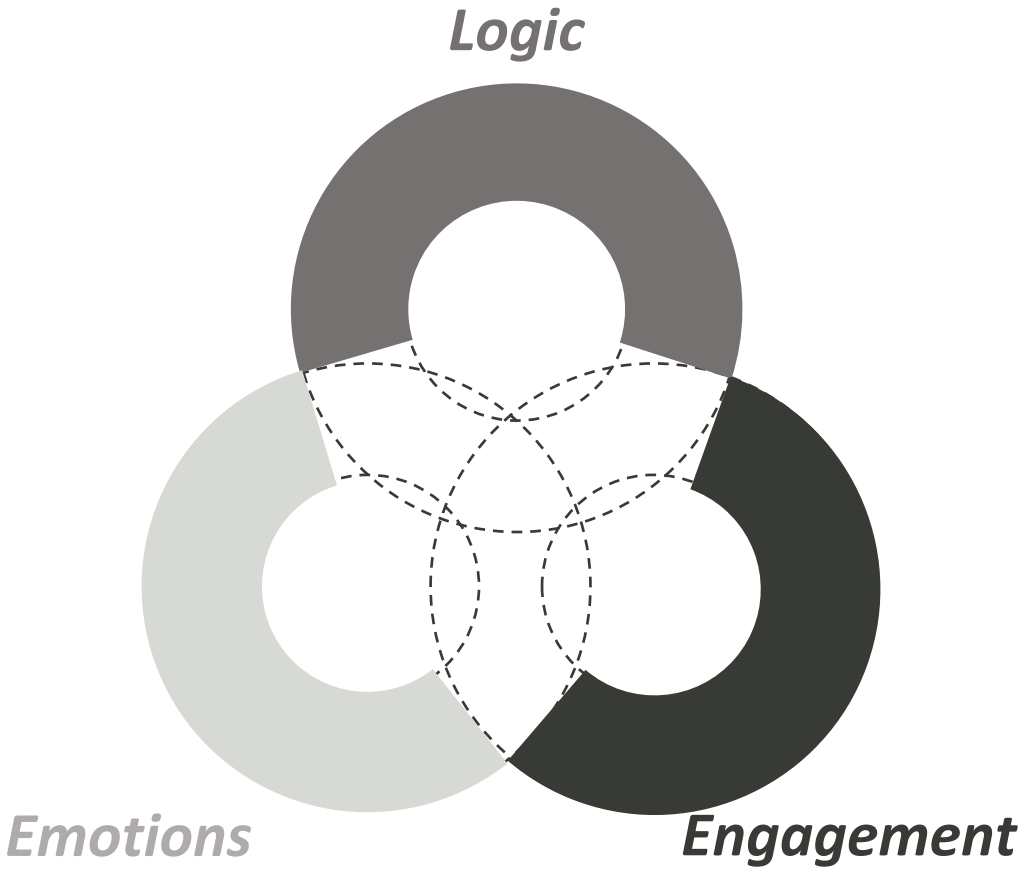
Rules Of Thumb

The 3DF

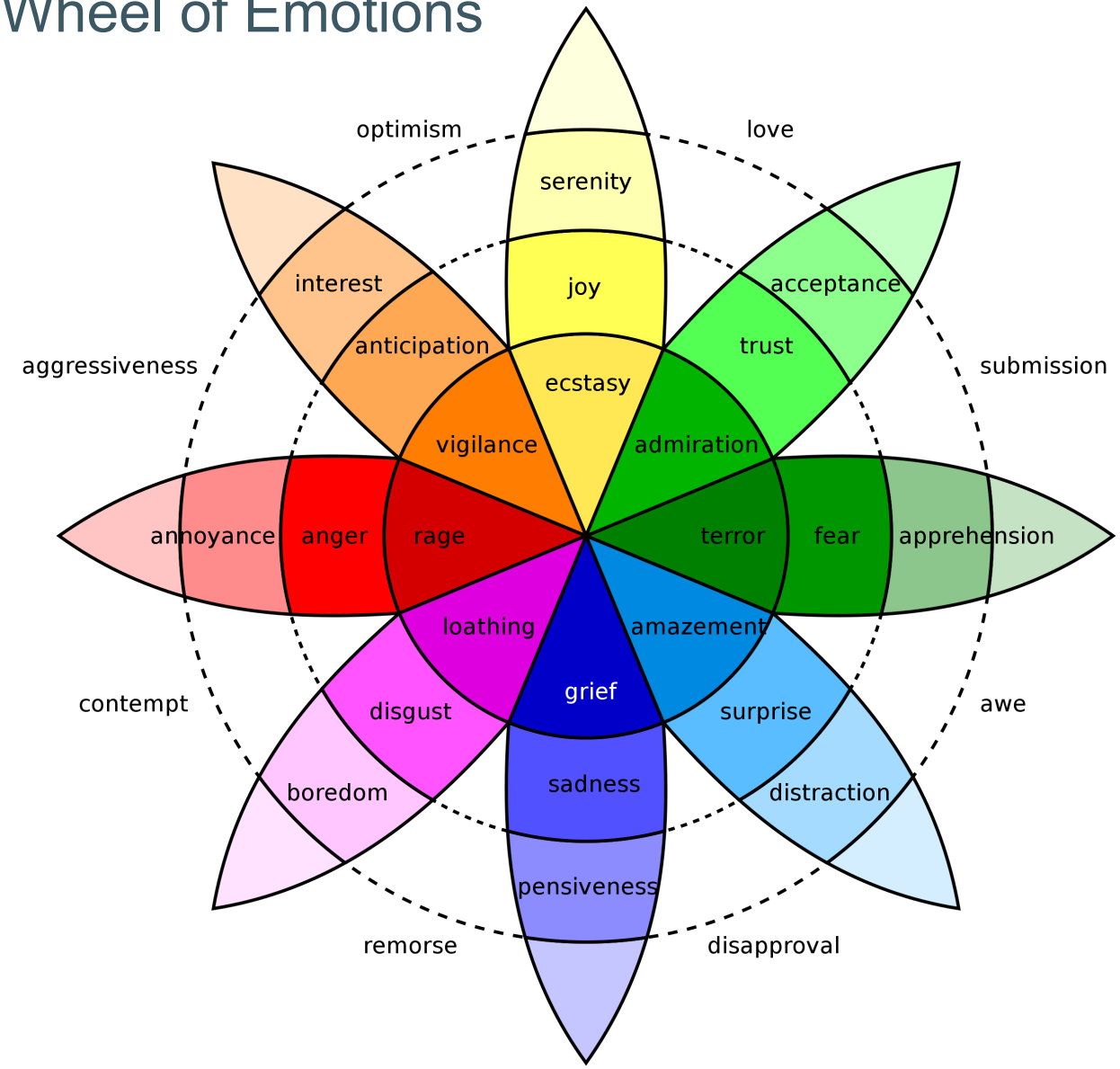


The Three-Dimensional Framework (3DF) of STC

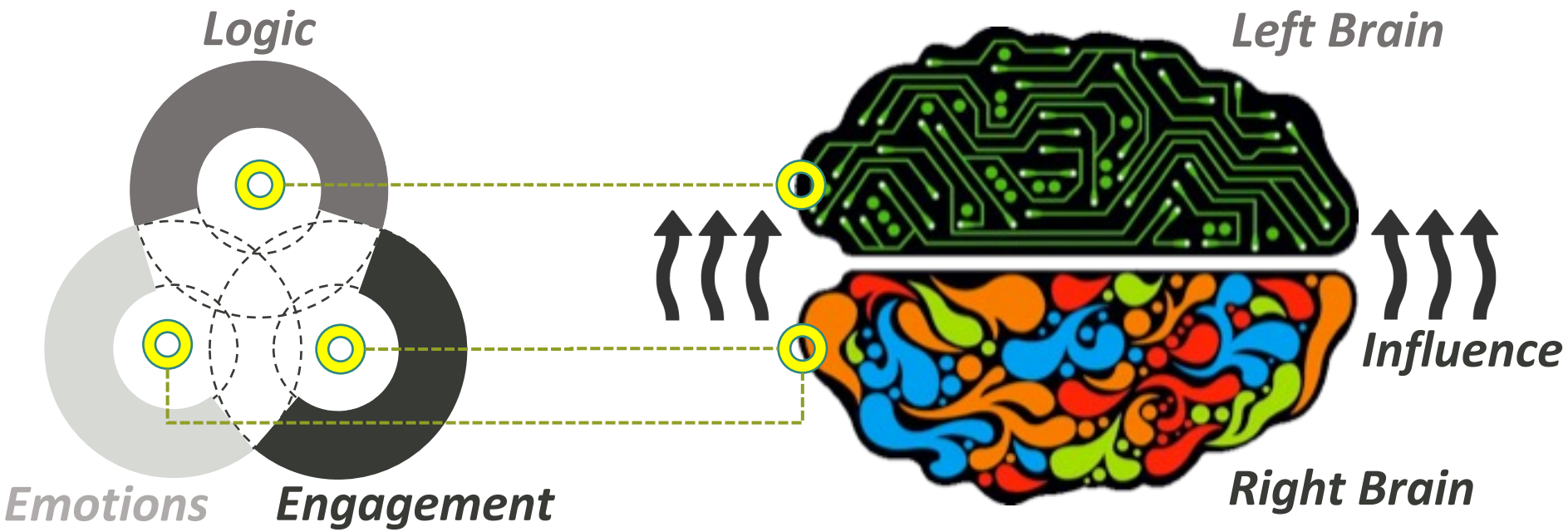




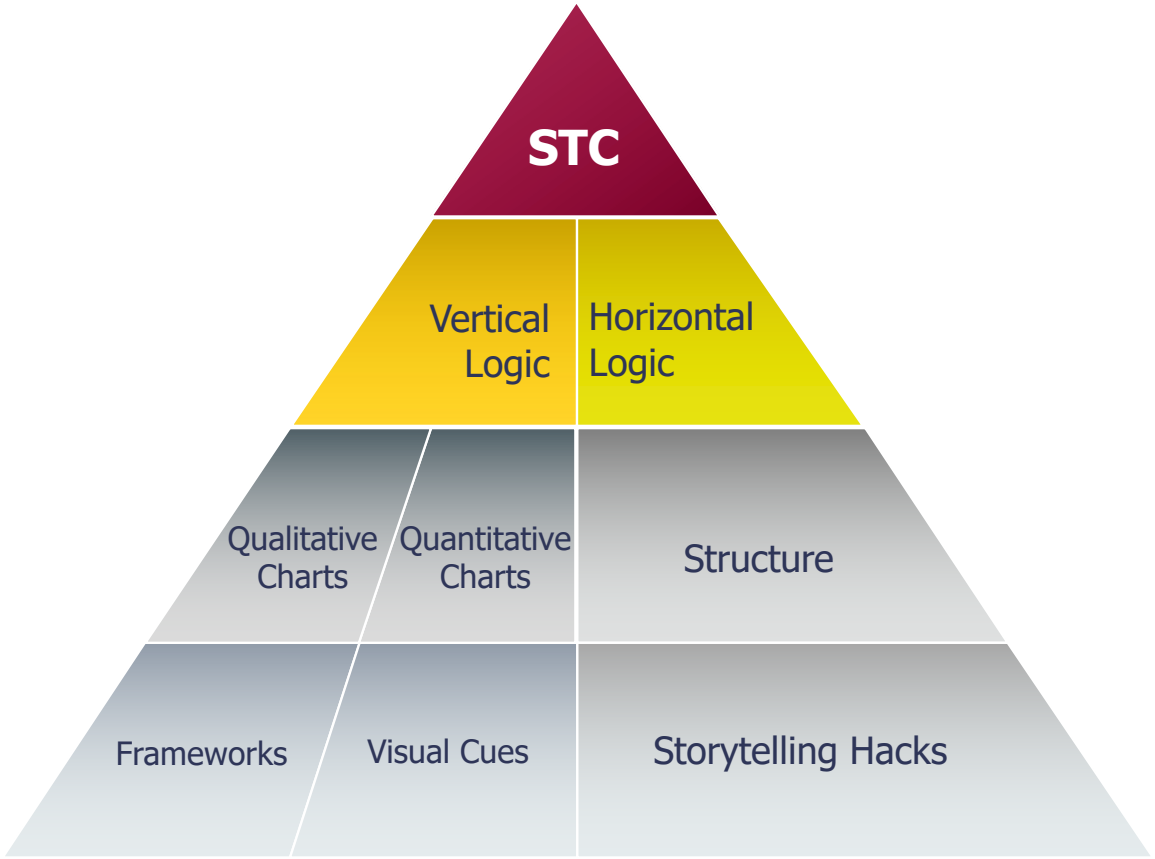
Robert Plutchik's Wheel of Emotions



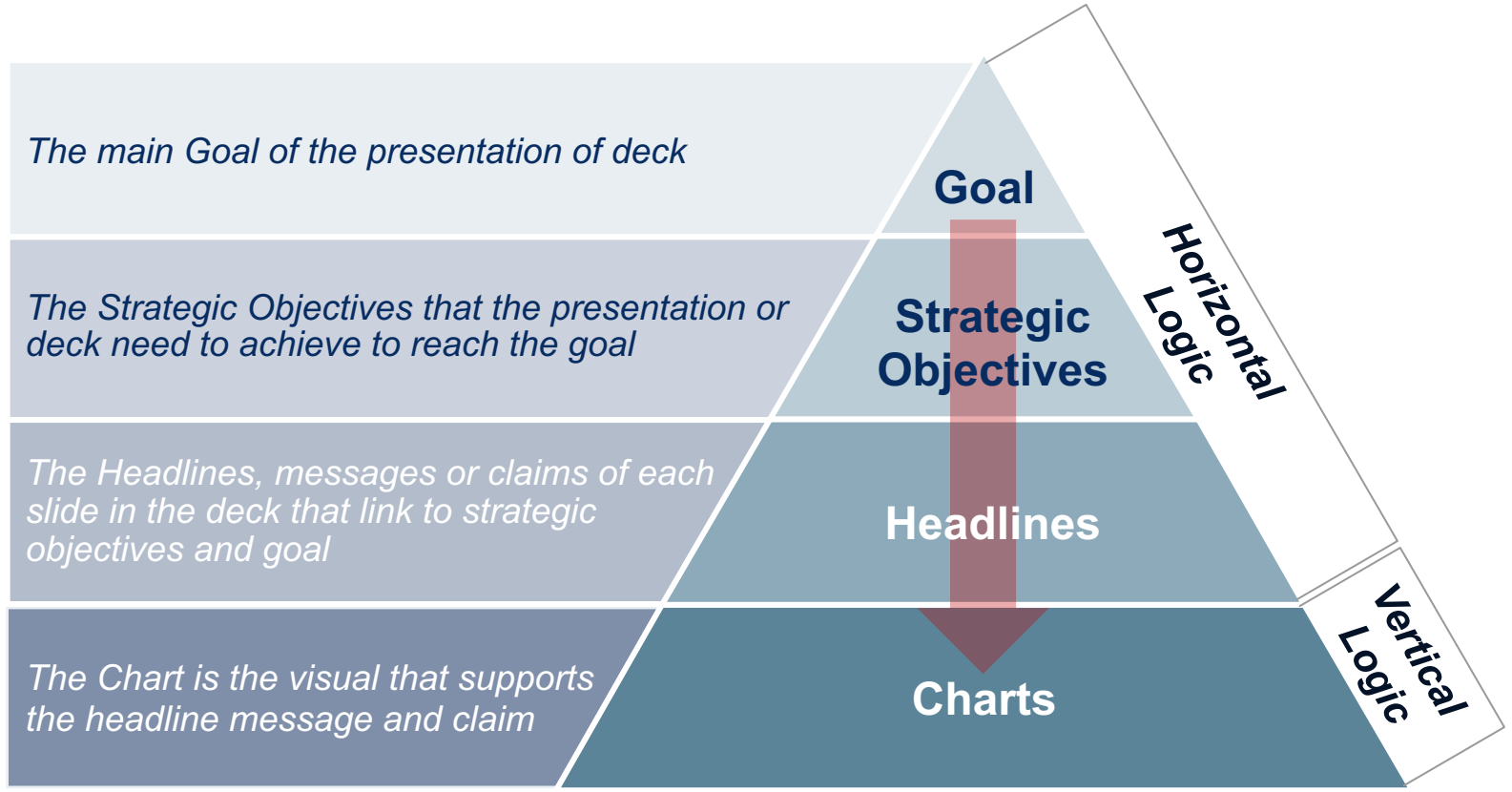
Cognitive Ease



STC High Level Content Structure

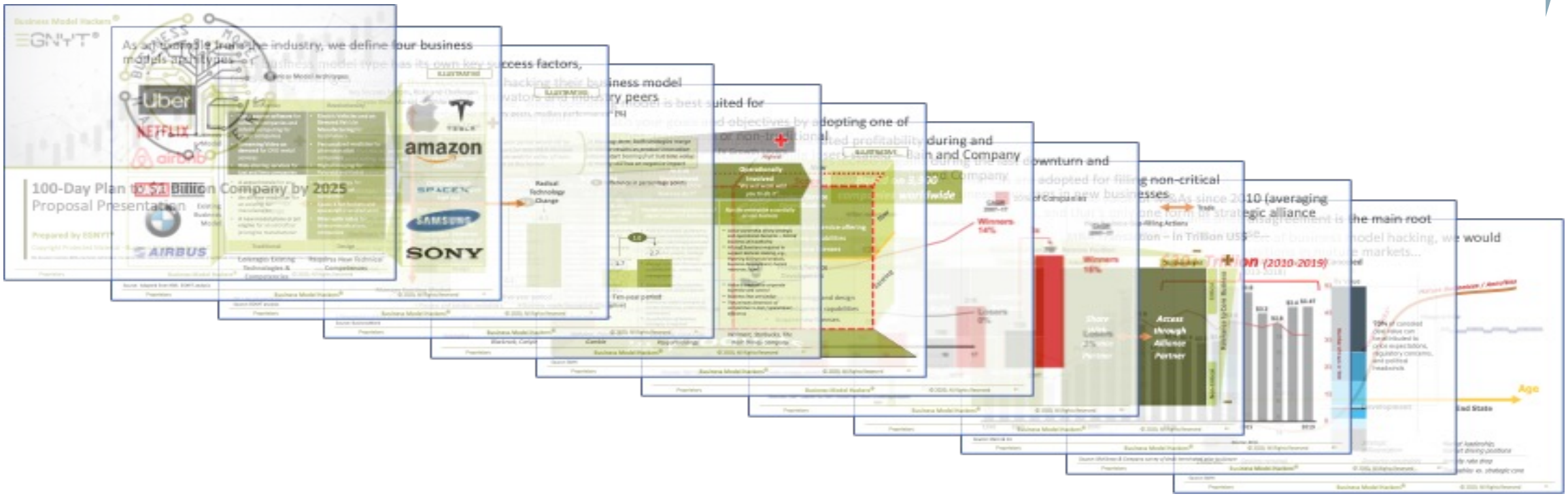


Horizontal and Vertical Logic Relationship



The “Horizontal Logic” reflects the story from the sequence of the headlines in a completed presentation or deck

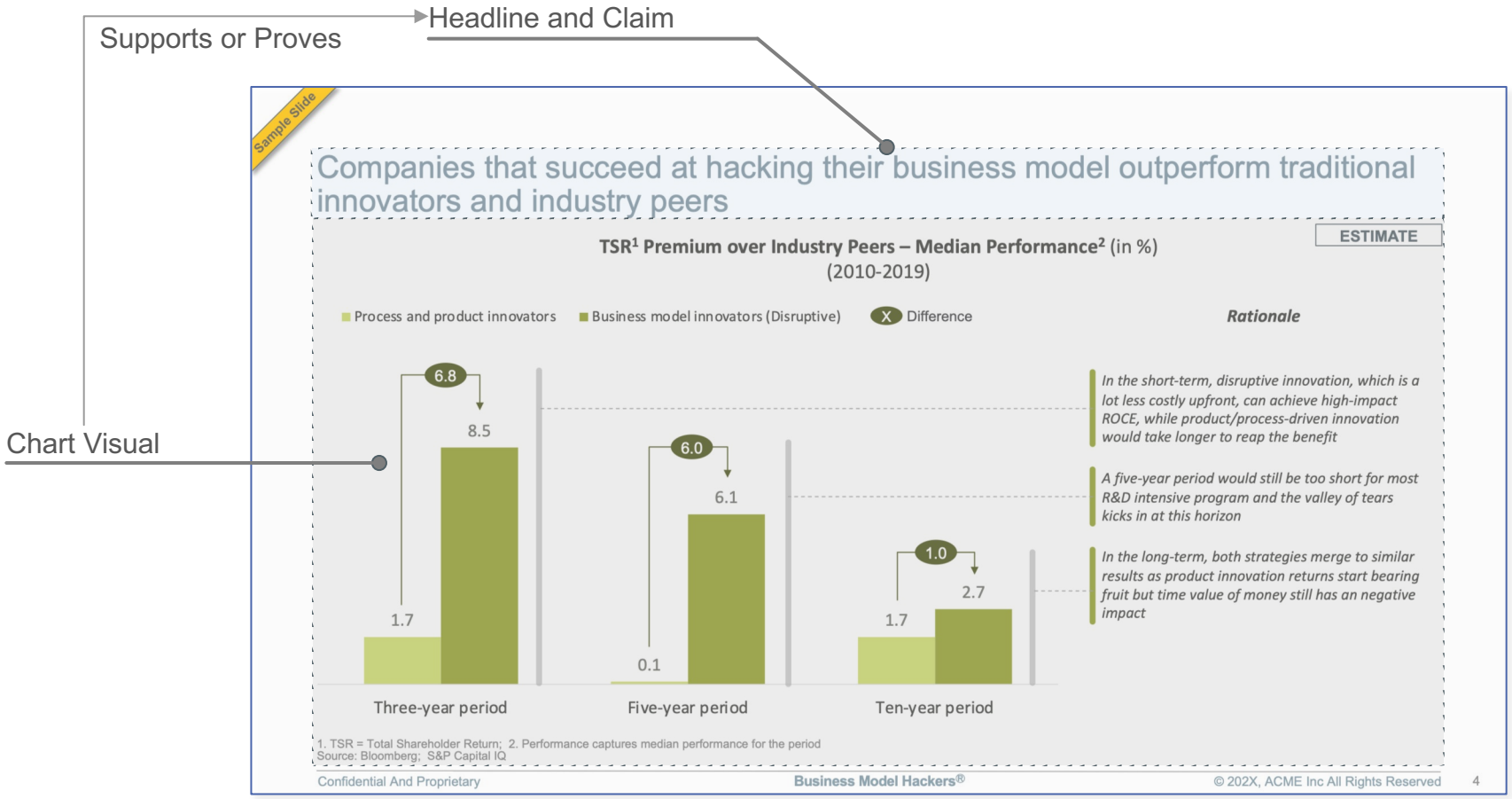
***Horizontal Logic**: If you read your Charts Headlines in sequence **individually**, they tell the story – Without the need to see the content of each chart*



Source: Business Model Hackers; STC Toolkit

The “Vertical Logic” is the visualized evidence or story (i.e., the chart) that supports and/or proves the claim in the headline

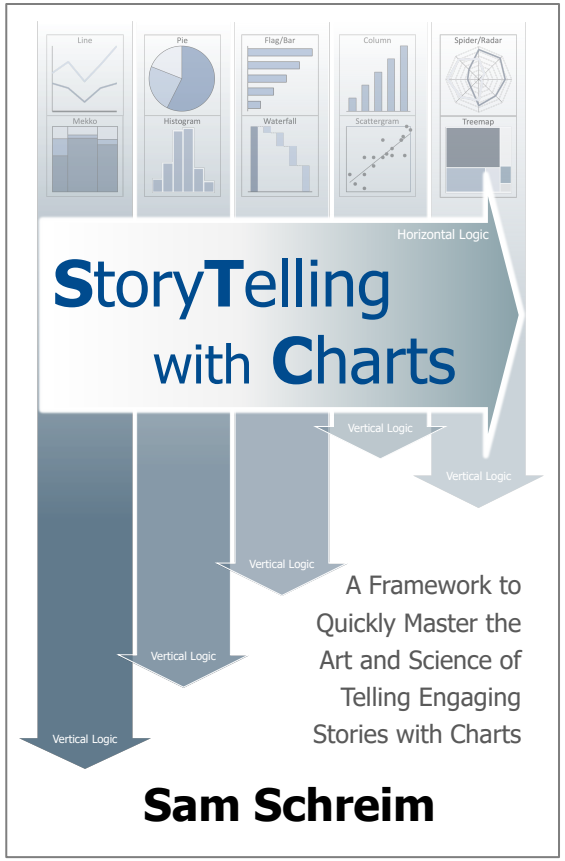
Vertical Logic: *Are the individual slides and depict how how your headline or claim should be supported by the content in the Chart*

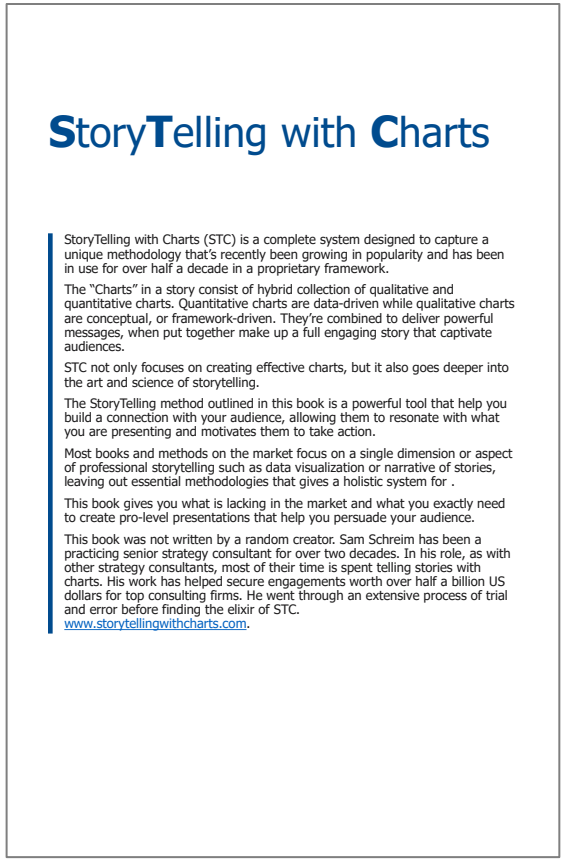


Source: Business Model Hackers; STC Toolkit

STC Vertical document example

Vertical Document Front and Back Cover





StoryTelling with Charts

StoryTelling with Charts (STC) is a complete system designed to capture a unique methodology that's recently been growing in popularity and has been in use for over half a decade in a proprietary framework.

The "Charts" in a story consist of hybrid collection of qualitative and quantitative charts. Quantitative charts are data-driven while qualitative charts are conceptual, or framework-driven. They're combined to deliver powerful messages, when put together make up a full engaging story that captivate audiences.

STC not only focuses on creating effective charts, but it also goes deeper into the art and science of storytelling.

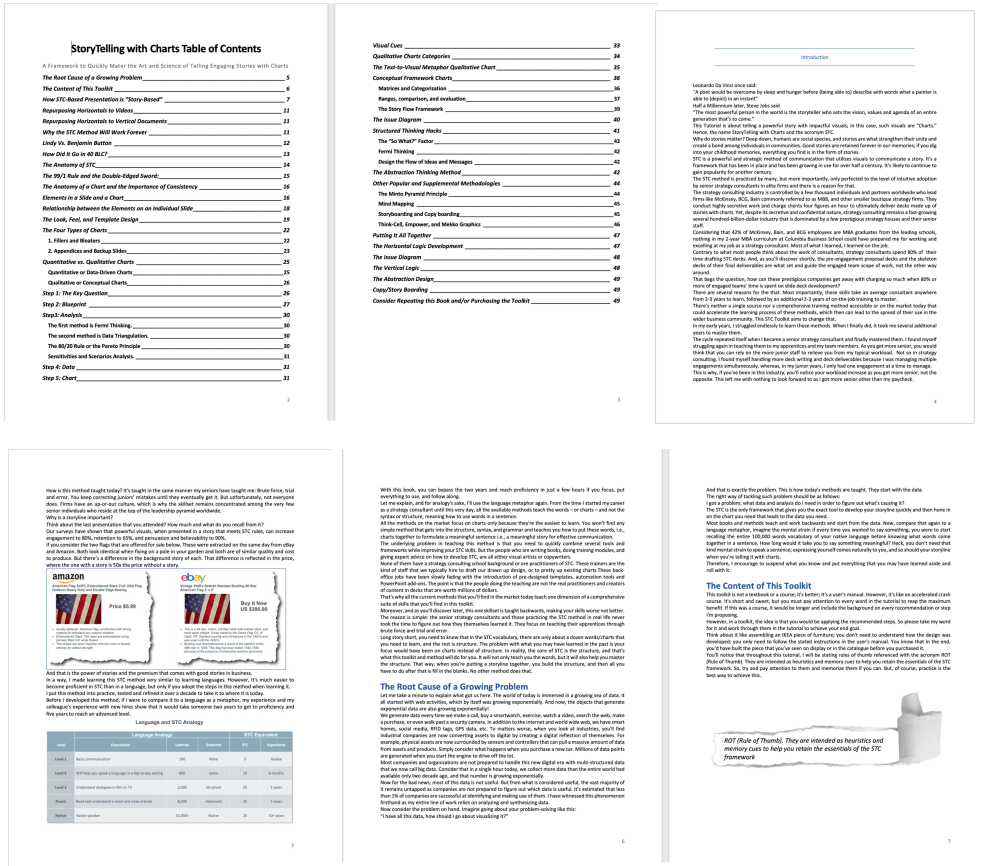
The StoryTelling method outlined in this book is a powerful tool that help you build a connection with your audience, allowing them to resonate with what you are presenting and motivates them to take action.

Most books and methods on the market focus on a single dimension or aspect of professional storytelling such as data visualization or narrative of stories, leaving out essential methodologies that gives a holistic system for .

This book gives you what is lacking in the market and what you exactly need to create pro-level presentations that help you persuade your audience.

This book was not written by a random creator. Sam Schreim has been a practicing senior strategy consultant for over two decades. In his role, as with other strategy consultants, most of their time is spent telling stories with charts. His work has helped secure engagements worth over half a billion US dollars for top consulting firms. He went through an extensive process of trial and error before finding the elixir of STC.
www.storytellingwithcharts.com.

Vertical Document Content



StoryTelling with Charts Table of Contents

A Framework to Quickly Master the Art and Science of Telling Engaging Stories with Charts

Source: Business Model Hackers; STC Toolkit

Agenda

Introduction

Chapter 1: STC – An Introduction and General Framework?

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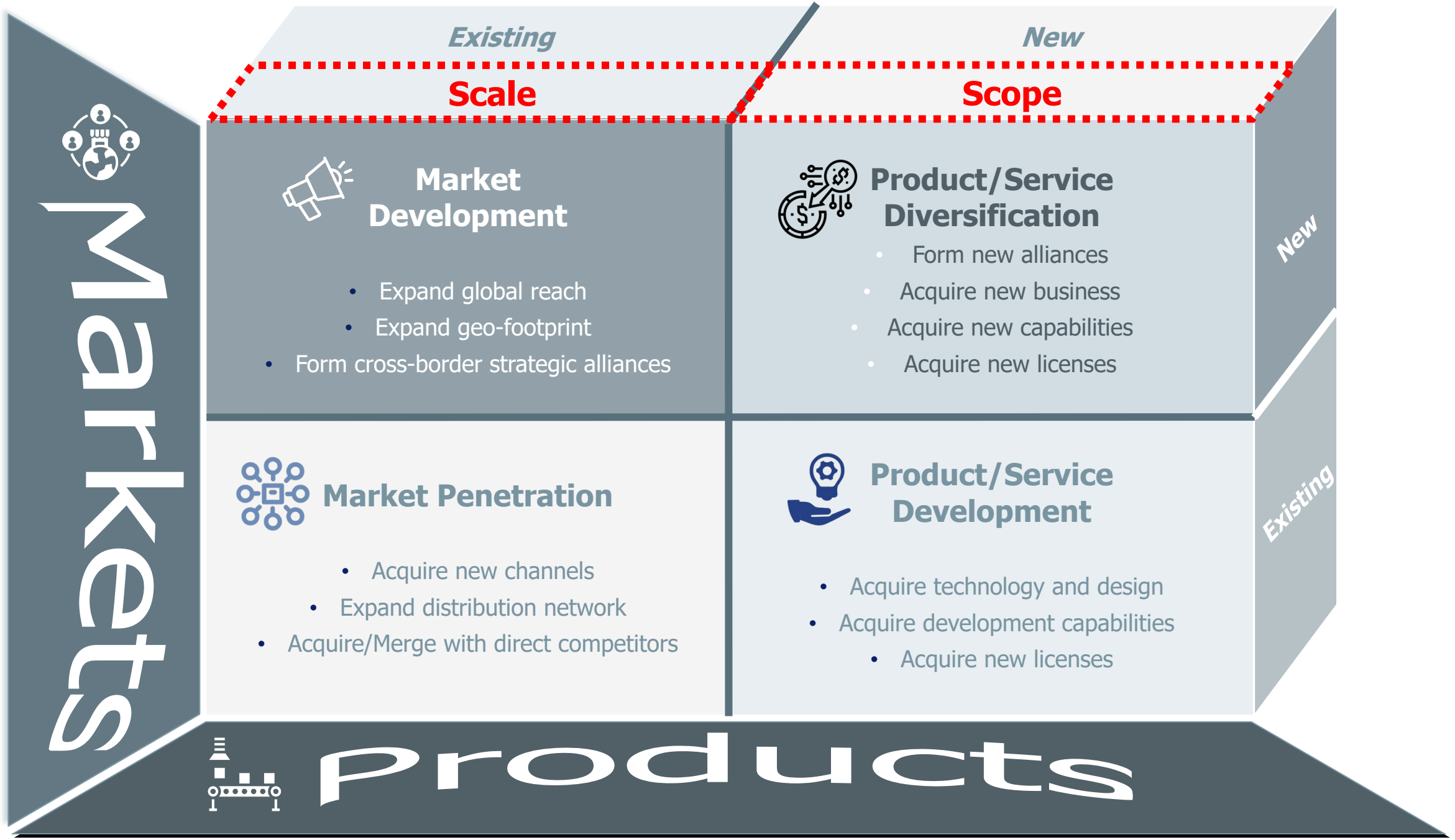
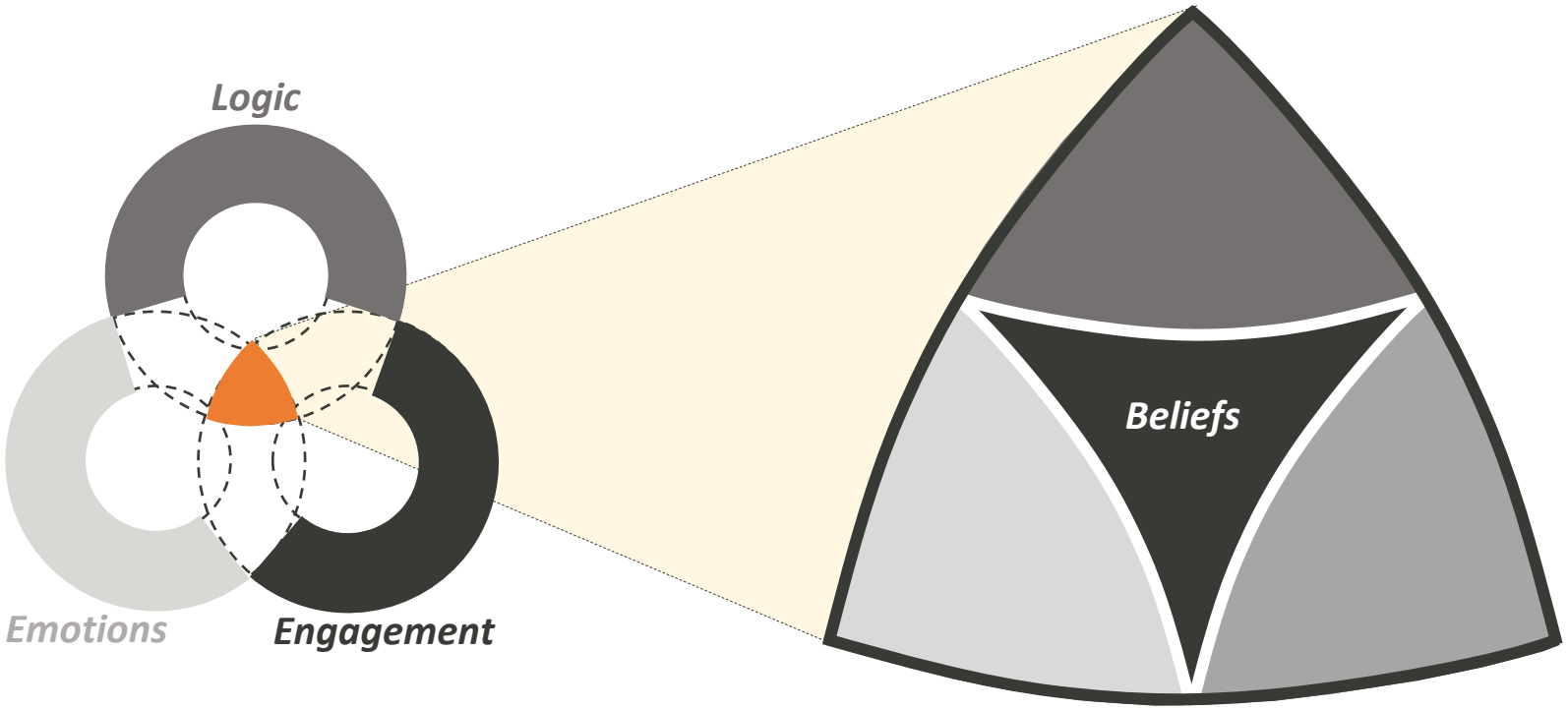
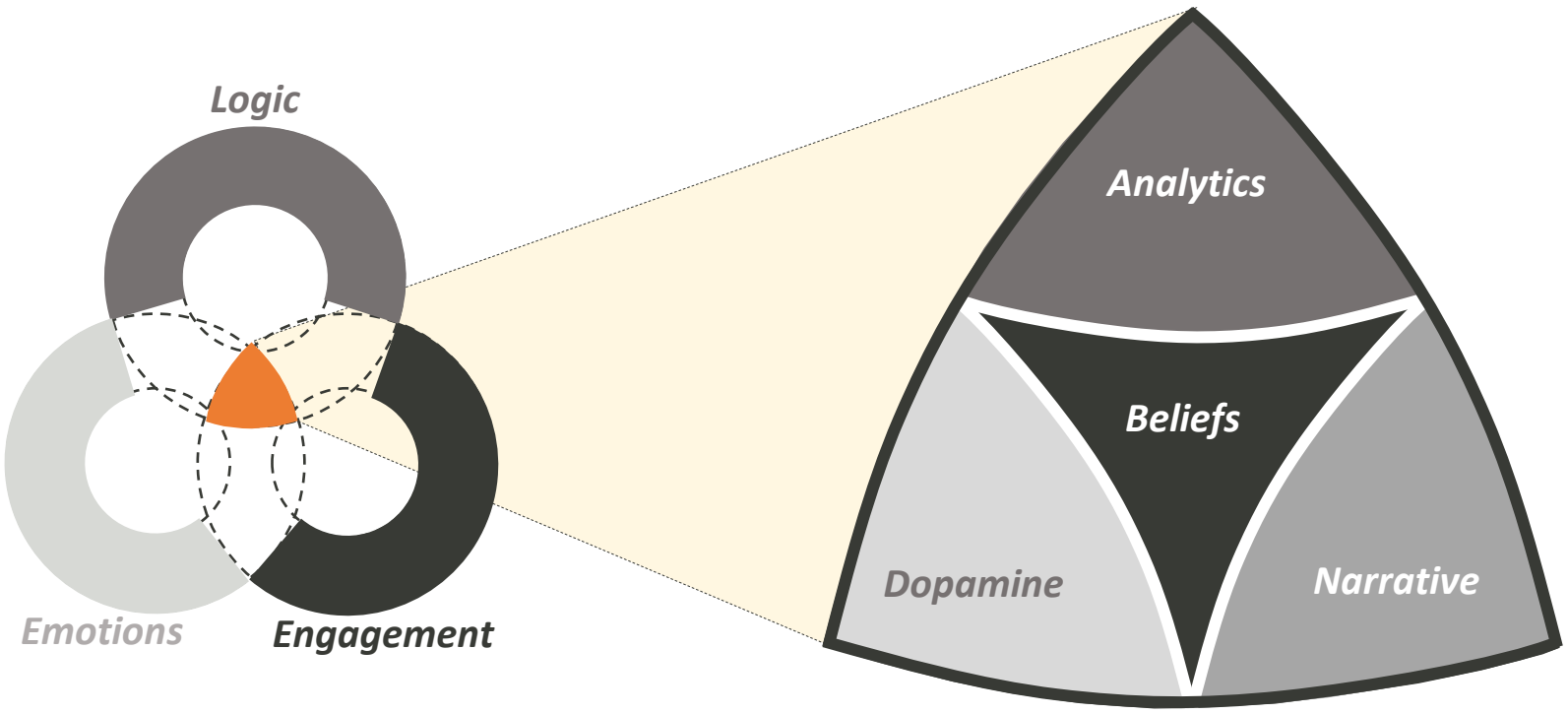
Rules Of Thumb



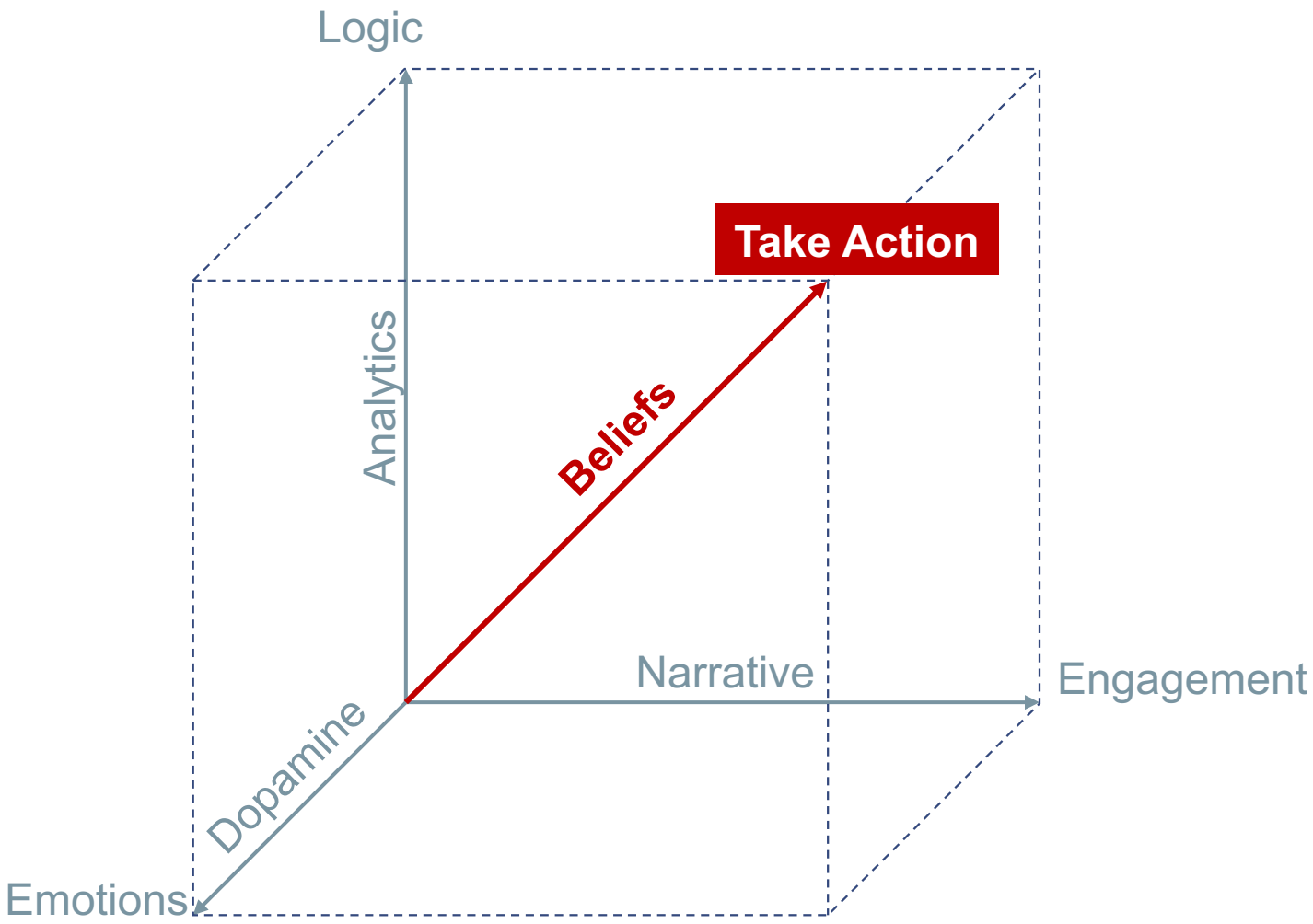
Beliefs



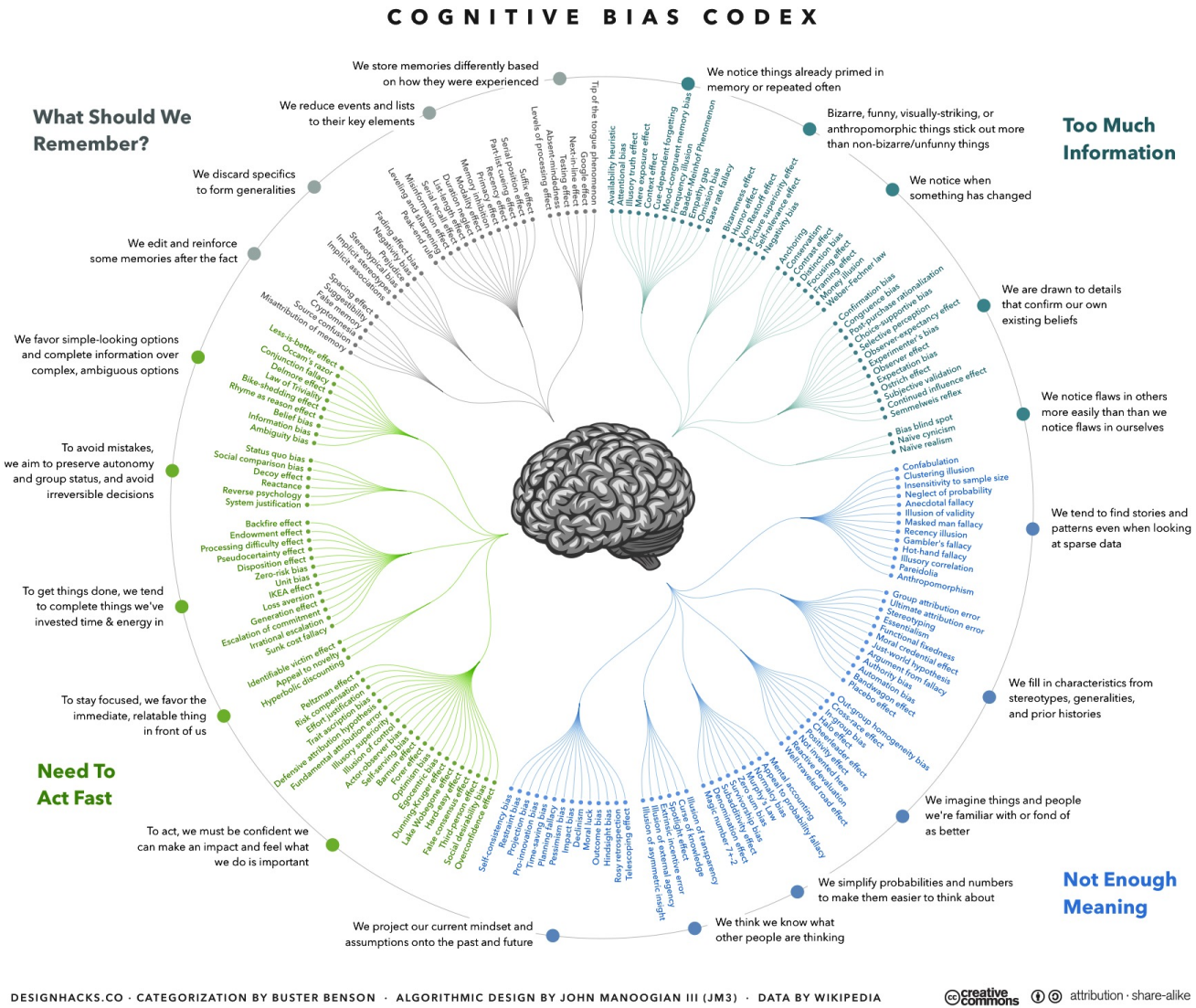
Analytics, Narrative and Dopamine



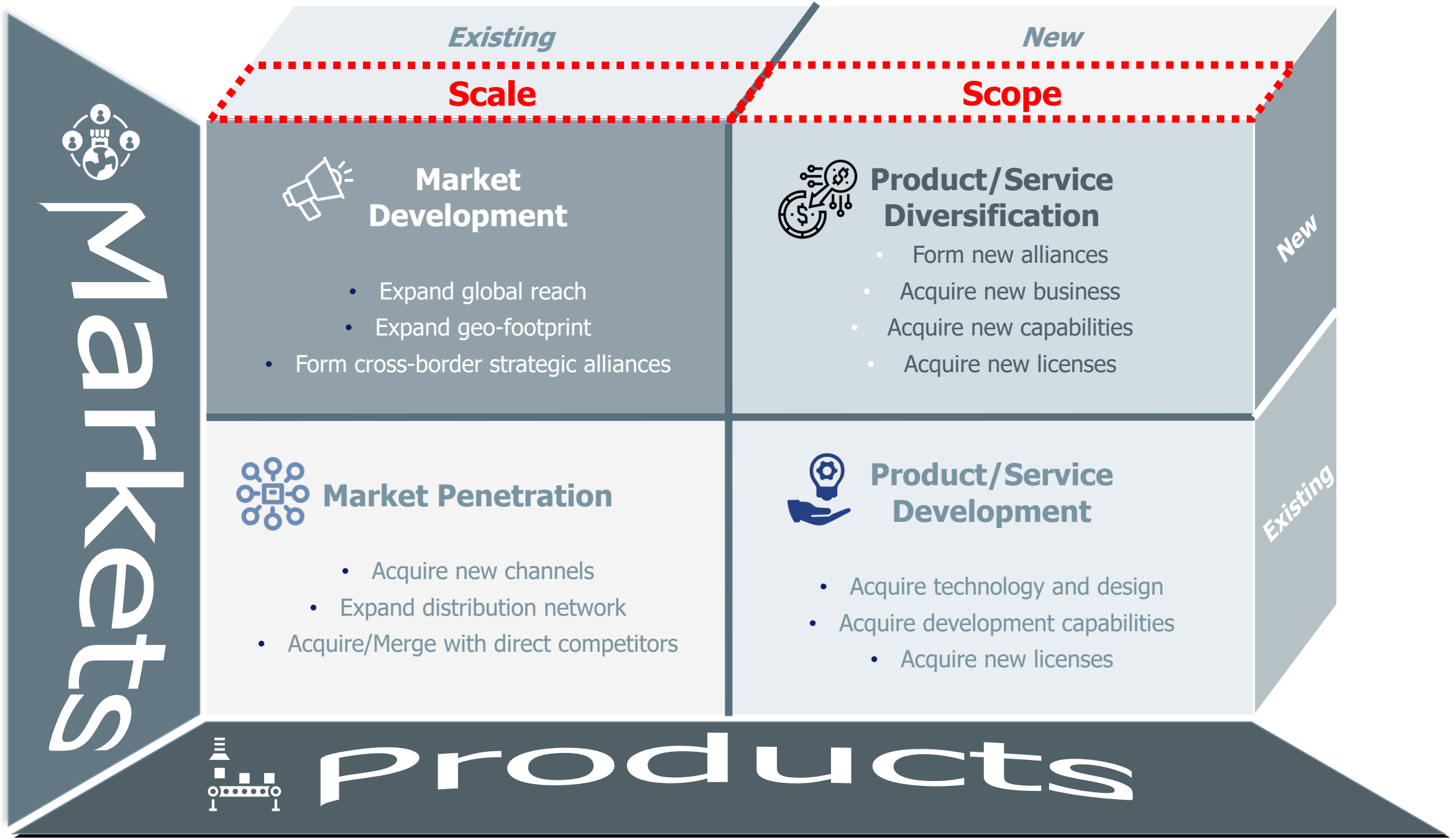
3DF in 3D visual

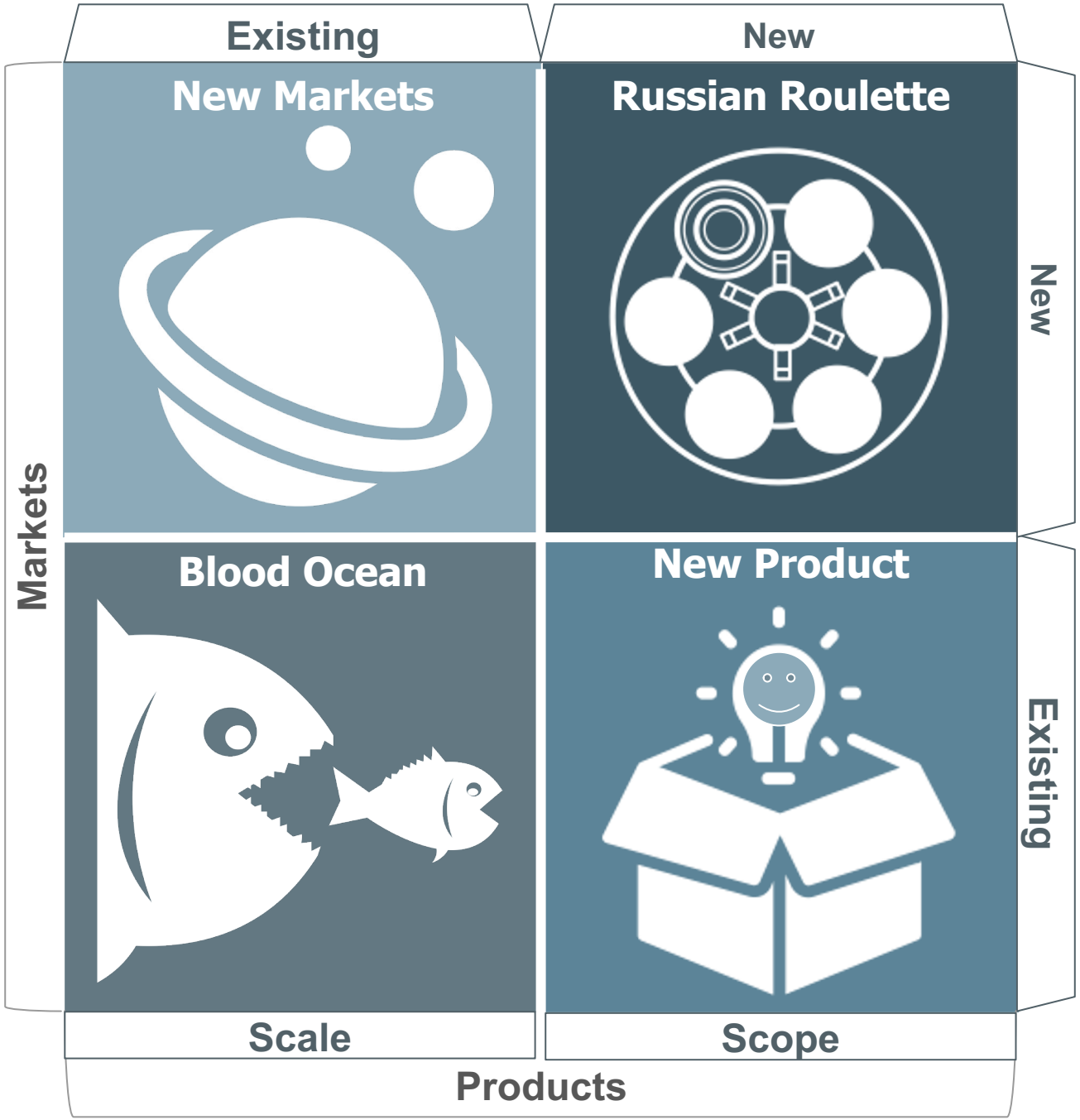


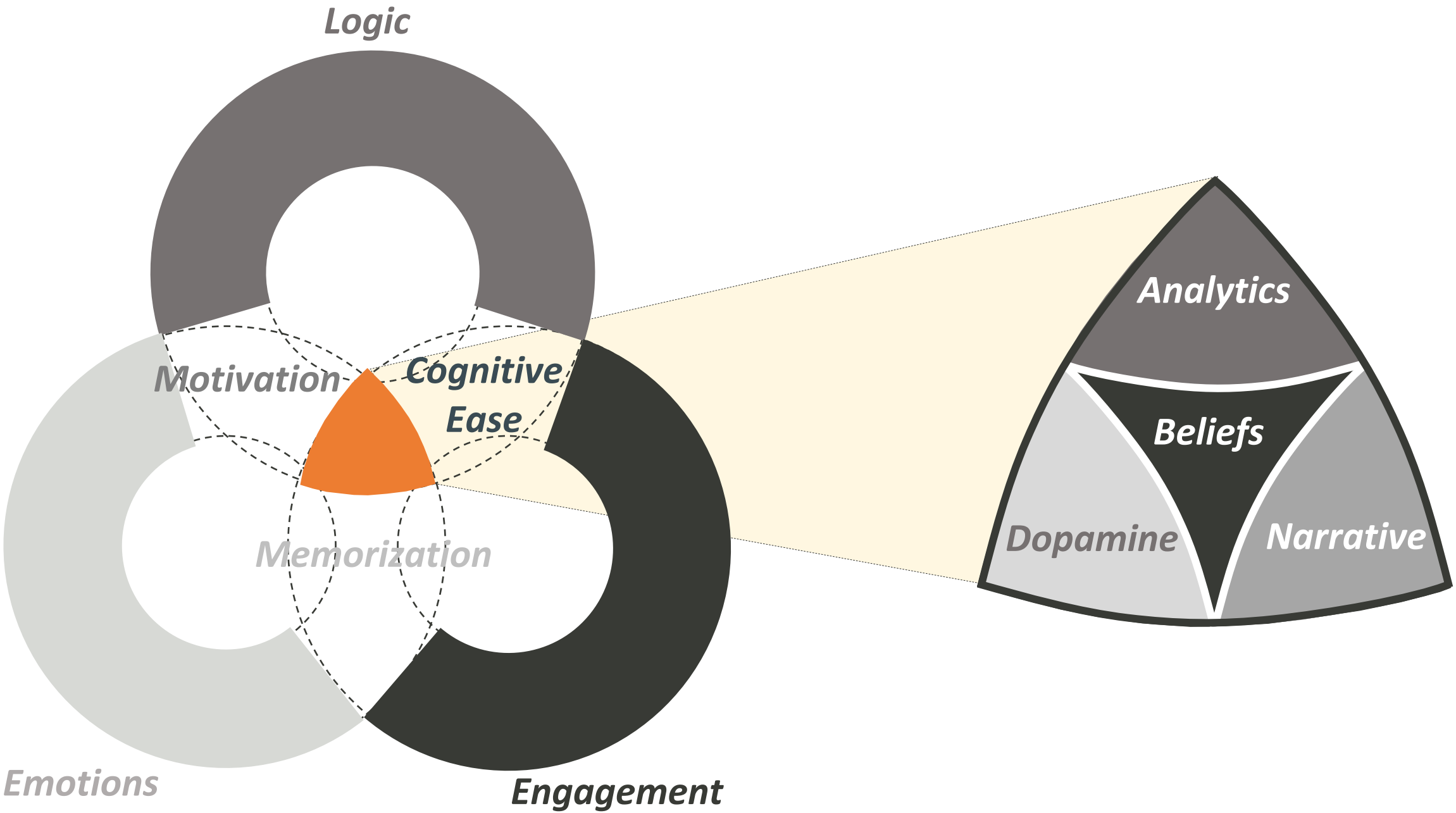
Cognitive Bias CODEX



BCG Growth Share Matrix







Agenda

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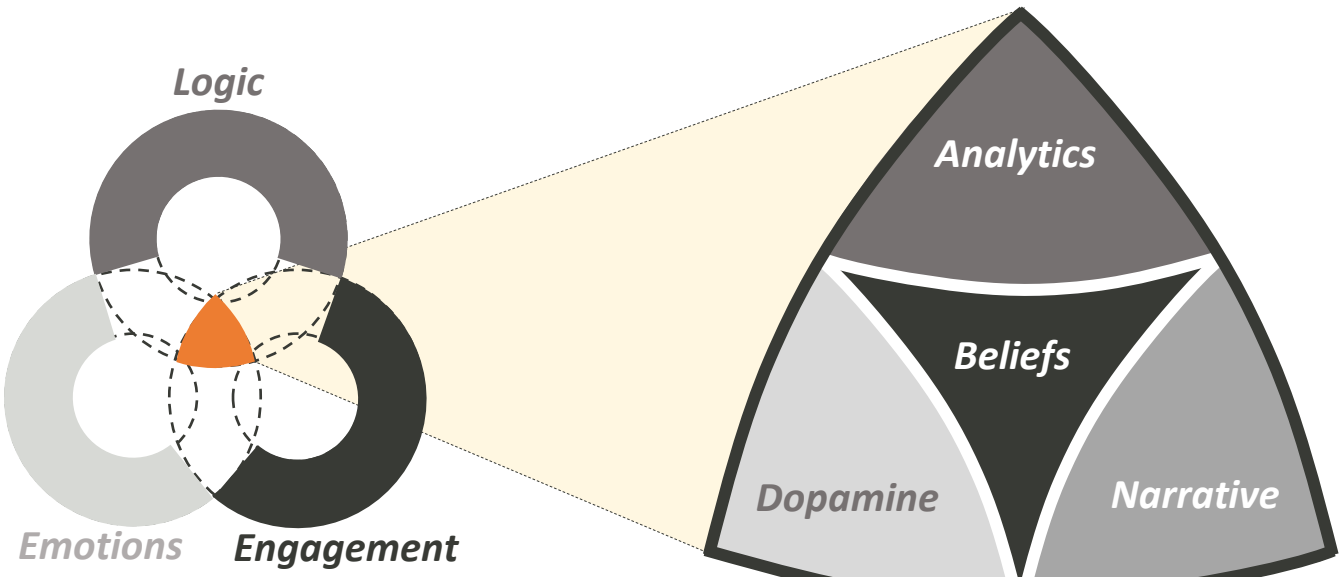
Rules Of Thumb

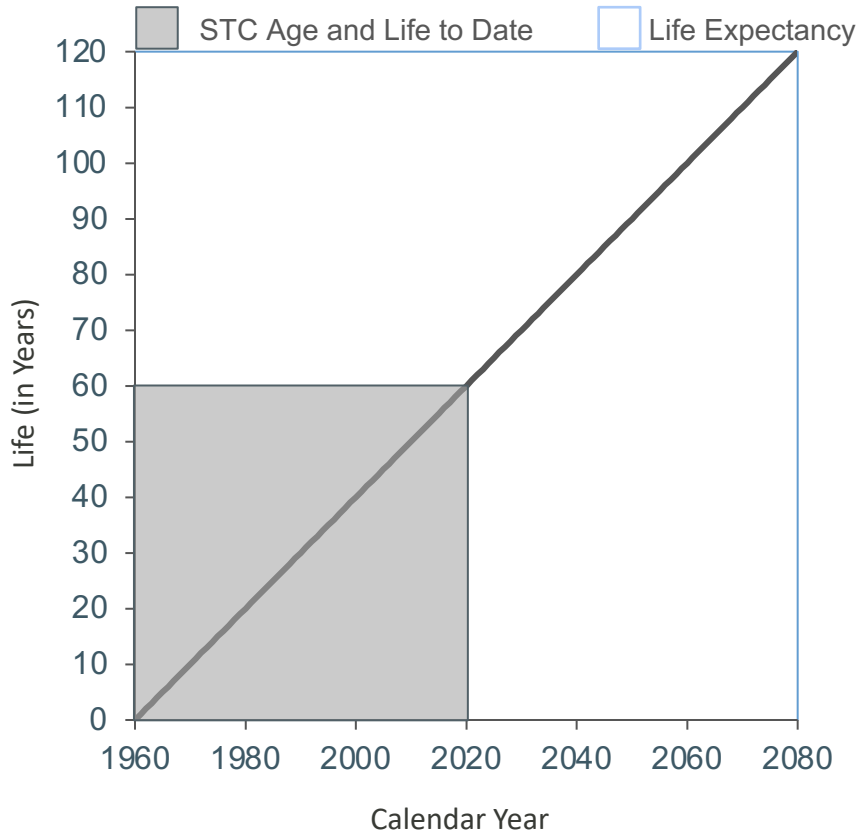
The STC core concept, mechanism and levers thrived for 60 years and will survive another 60, if you apply the “Lindy Effect” to determine its life expectancy

STC Core Concept and Its Life Expectancy

STC Core Concept, Mechanism and Levers



STC Life Expectancy as Non-Perishable

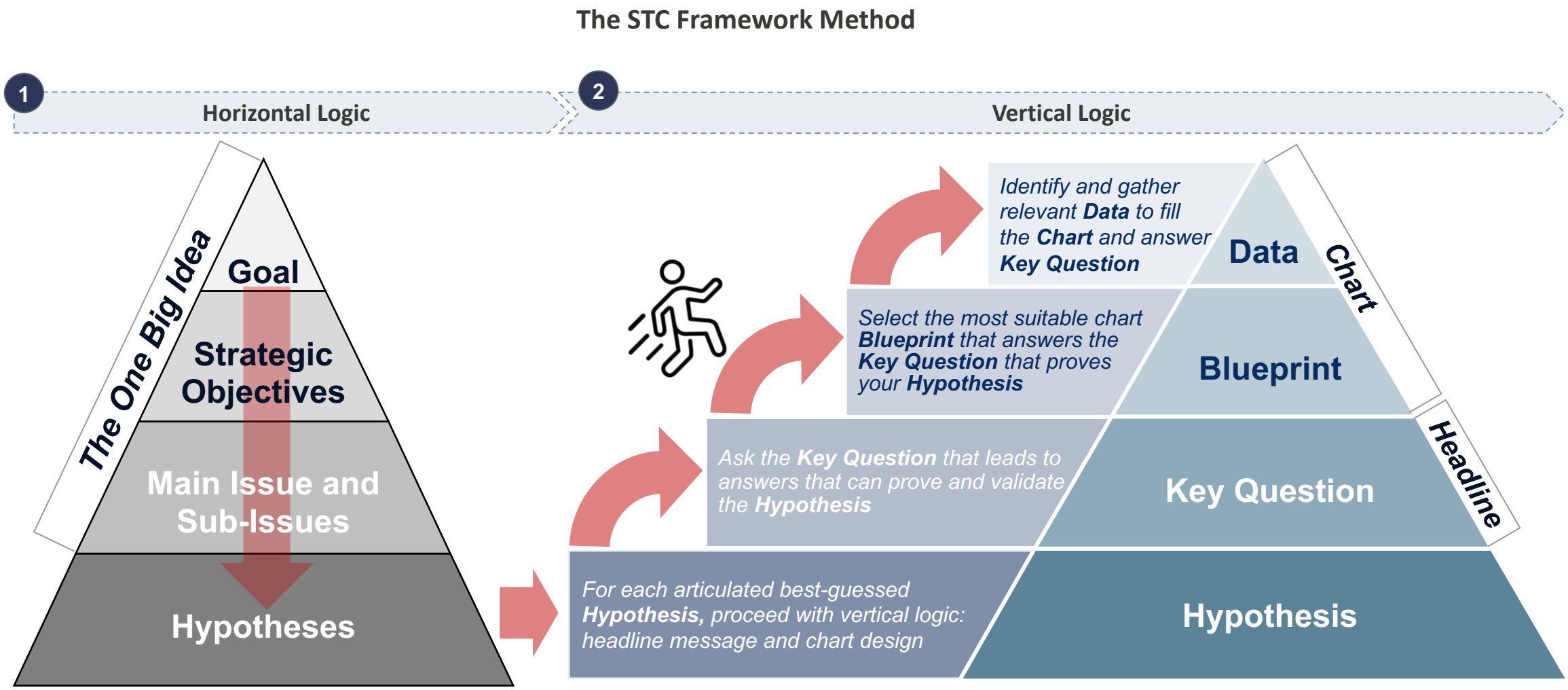


1. Perishable are are elements that have an unavoidable organic expiration date, such as humans, light bulbs, canned food; 2. Nonperishable would be those with no organic, inevitable expiration date
Source: Antifragile: Things that gain from disorder, Nassim Taleb; Business Model Hackers; STC Toolkit

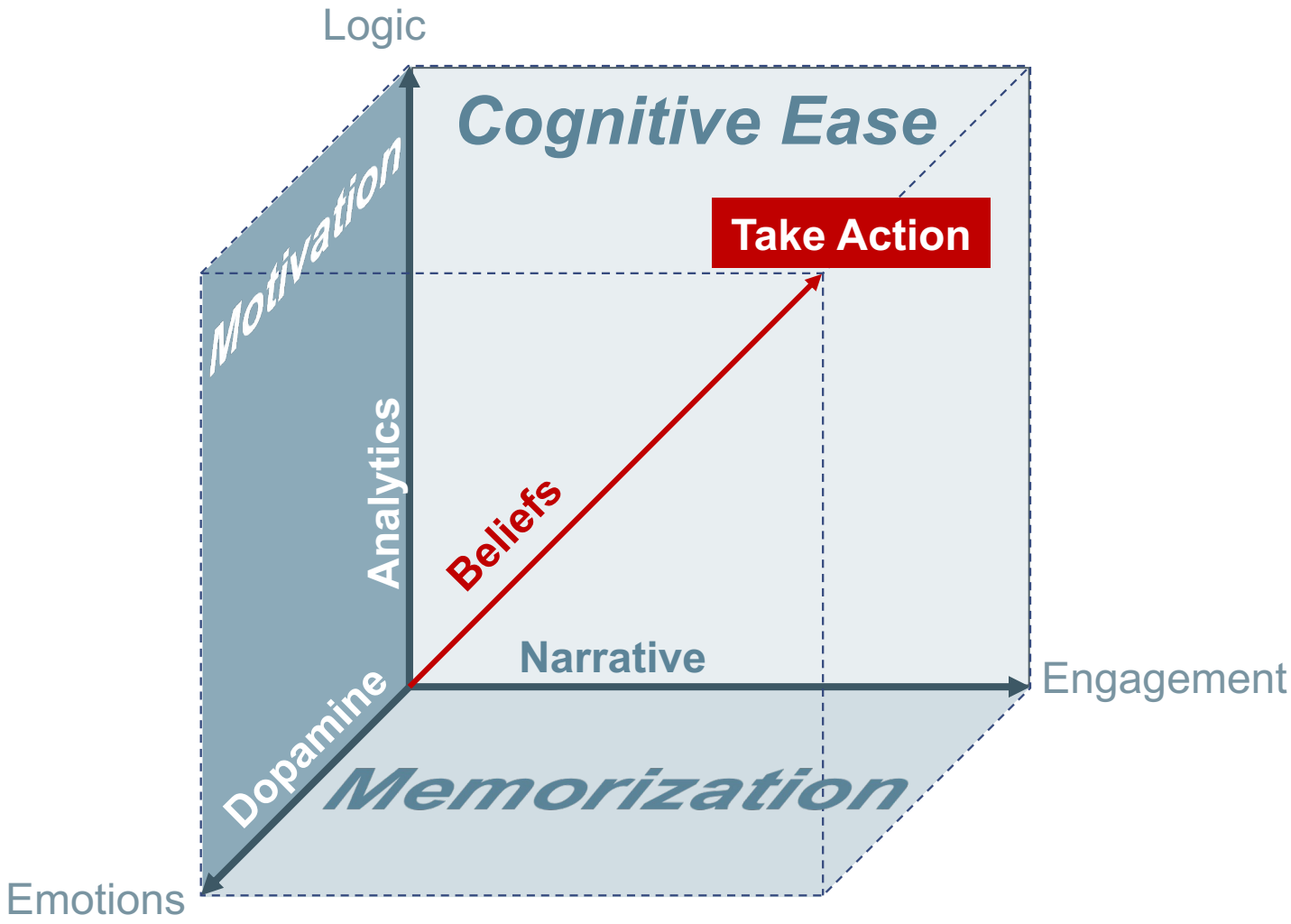
Sketching a single slide in the year 40 BLC[1] was a long and painful process with little room for error

1. BLC = Before Laptops and Computers
Source: Business Model Hackers; STC Toolkit

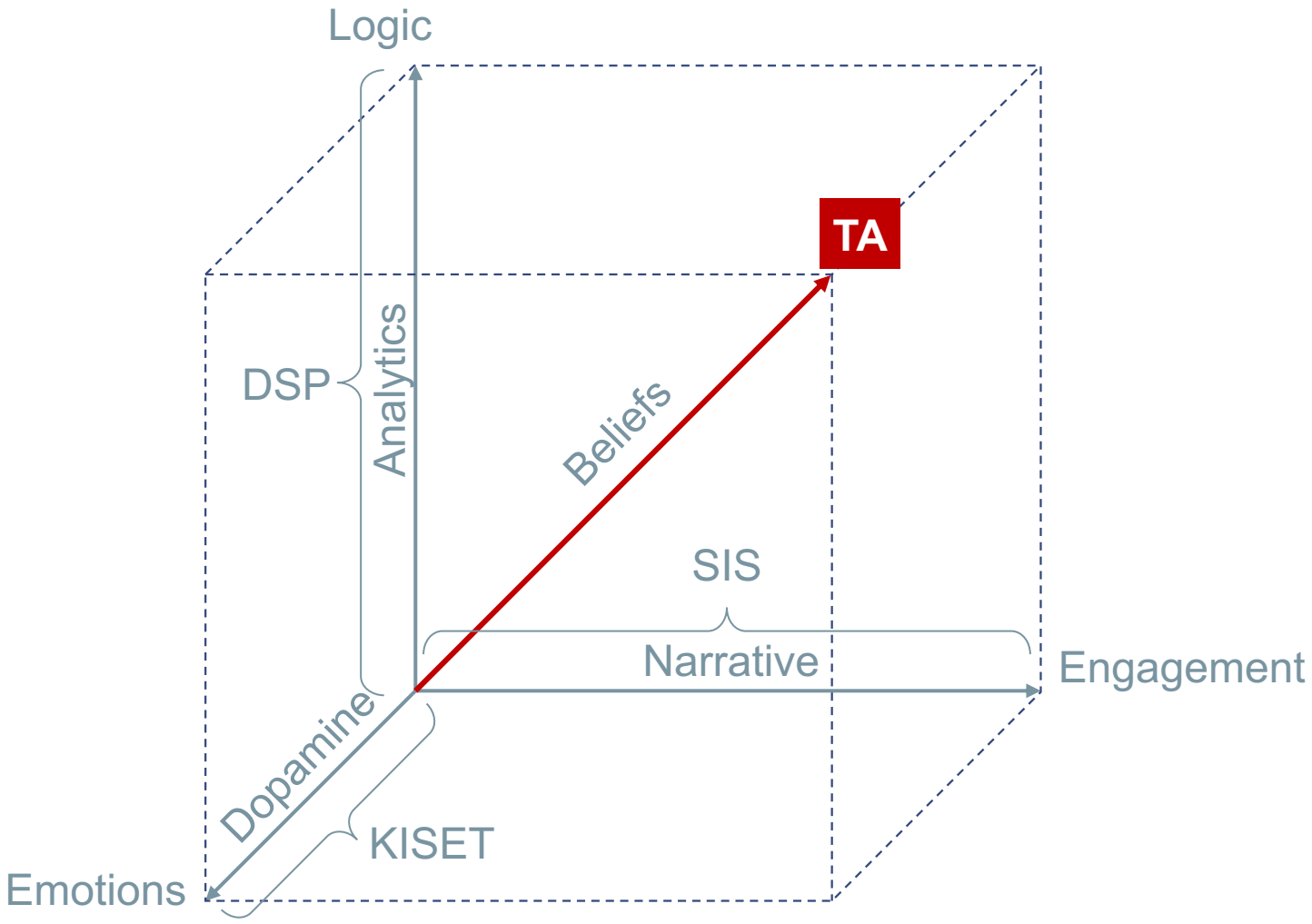
STC starts with the goal and the strategic objectives and not the data



Source: Business Model Hackers; STC Toolkit



Determine a Solution to a Problem (DSP)



ILLUSTRATIVE

CONFIDENTIAL

PRELIMINARY

DRAFT

ESTIMATE

EXAMPLE

FOR DISCUSSION ONLY

FOR DISCUSSION

DRAFT FOR DISCUSSION

DISGUISED

NON-EXHAUSTIVE

PRELIMINARY

CLIENT EXAMPLE

ROUGH ESTIMATE

DISCUSSION DRAFT

REVISED

SAMPLE

CONCEPTUAL

PROPOSED

TO BE COMPLETED

BACKUP

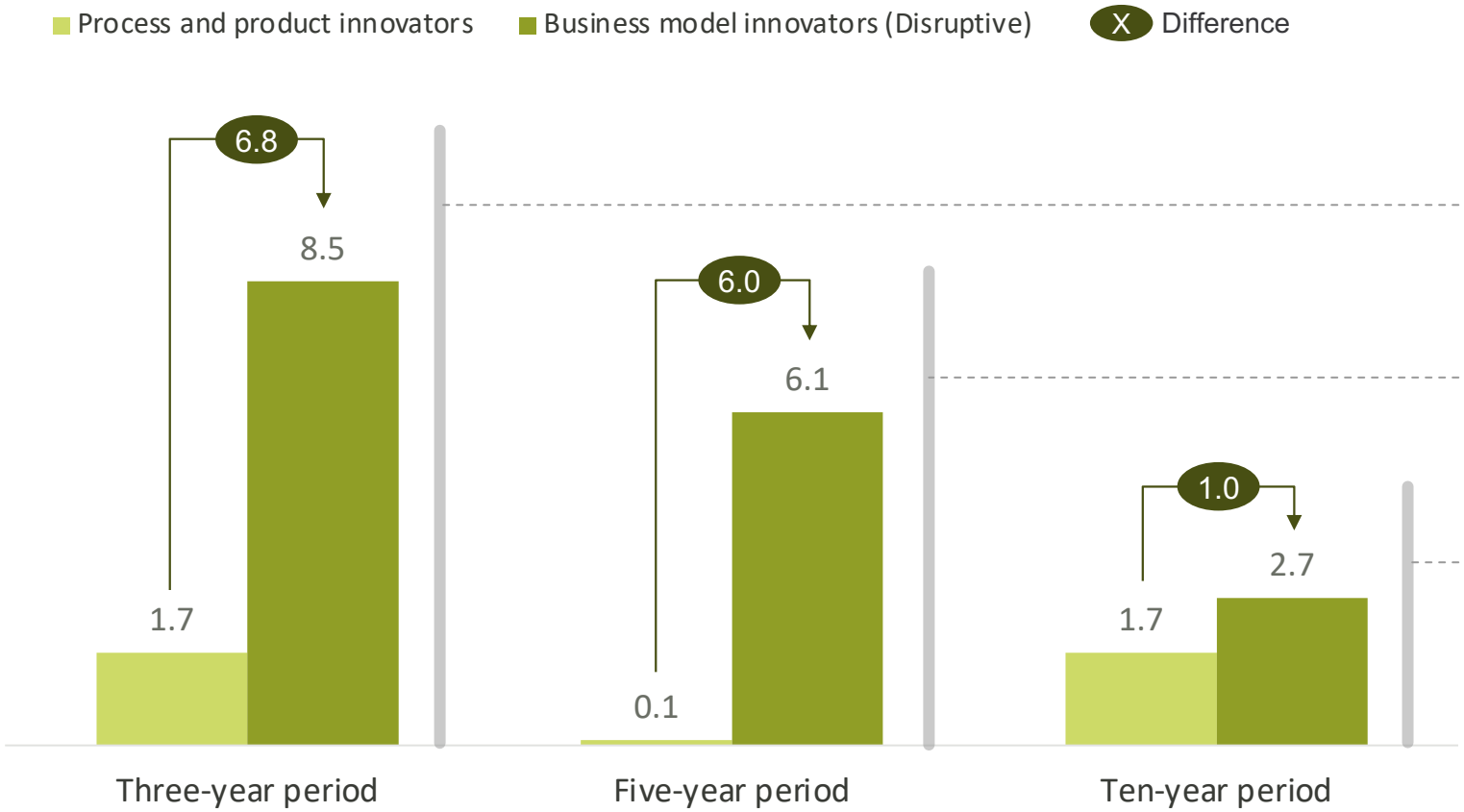
HYPOTHESIS

STRAW MAN

Companies that succeed at hacking their business model outperform traditional innovators and industry peers

ESTIMATE

TSR[1] Premium over Industry Peers – Median Performance[2] (in %)
(2010-2019)



Rationale

In the short-term, disruptive innovation, which is a lot less costly upfront, can achieve high-impact ROCE, while product/process-driven innovation would take longer to reap the benefit

A five-year period would still be too short for most R&D intensive program and the valley of tears kicks in at this horizon

In the long-term, both strategies merge to similar results as product innovation returns start bearing fruit but time value of money still has an negative impact

1. TSR = Total Shareholder Return; 2. Performance captures median performance for the period
Source: Bloomberg; S&P Capital IQ; Business Model Hackers analysis

There are 15 key elements in a chart and slide that follow the STC framework (1/2)

STC Framework Chart and Slide Elements

R#	Element	Visible	Must	Definition and Purpose	Design Rule
1	**Headline**	✓	✓	The main message on a slide extracted from the story	No more than 2 lines
2	**Title**	✓	✓	The description of a graphic or a chart within a slide	Consistent location across all slides
3	**Chart Area**		✓	The area in which the chart should fit and not exceed the margins allocated to it - as set by the guides set by this template	The area isn't marked but should be consistent throughout: Its borders should have the same distance from the top and the left
4	**Ghost**	✓		A text or graphic illustrating position in a story within the story	Can be a text, image or both and goes between the header and chart area
5	**Label**	✓		Description of highlights and visual cues	Location should be consistent across the entire deck
6	**Ribbon**	✓		Ribbons can be used to highlight an attribute or something on the entire slide. Can also be used for disclaimer (see below)	It needs to go above the header
7	**Disclaimer**	✓		Used to clarify and delimit the scope of proof in the chart that is used to support the headline claim or message	Disclaimers can refer to a specific chart or the entire chart area. Multiple disclaimers can be added
8	**Callout**	✓		A callout is a text or a visual cue designed to stress or highlight a particular message in the chart	Avoid overcrowding the slide

Source: Business Model Hackers; STC Toolkit

There are 15 key elements in a chart and slide that follow the STC framework (2/2) – see the following pages for positioning visualization

STC Framework Chart and Slide Elements

R#	Element	Visible	Must	Definition and Purpose	Design Rule
9	**Page #**	✓	✓	Is a must on every page except the first page	Format and location should be consistent throughout
10	**Source**	✓	✓	The source of the chart or the data in the chart should go on every slide. Every chart should have a source, i.e., if you have 2 charts from different sources, include the 2 sources	Consistent location, font, size, format at the bottom of the page but above the footer if there is one. Separate different sources with semicolons
11	**Footnote**	✓		This is a useful field to explain or justify specific elements, figures, analysis, etc. in the chart area	Use only when clarification or qualification is needed. Usually comes before the source field listed in numerical order and use 10pt font or less
12	**Note**	✓		Unlike the footnote, the note typically refers to the entire chart and not specific elements within the chart.	Comes after the numbered footnote if there are any
14	**Footer**	✓		A footer is only needed for branding, or adding disclaimers, copyright and confidentiality marks	It's recommended but may crowd out the slide
15	**Margins**		✓	The position and the space and margins between the elements in the chart including the headline, the title, and the source/note field	Positions of titles, internal charts (i.e., for a single chart or multiple charts), margins, spacing between elements and the spacing from the top and the left should be consistent throughout

Source: Business Model Hackers; STC Toolkit

1. Headline Area (Fits maximum 2 lines aligned to the left)

2. Chart Title Area (Can be split up into 2, 3 or 4 titles one for each chart, can be centered or left-aligned)

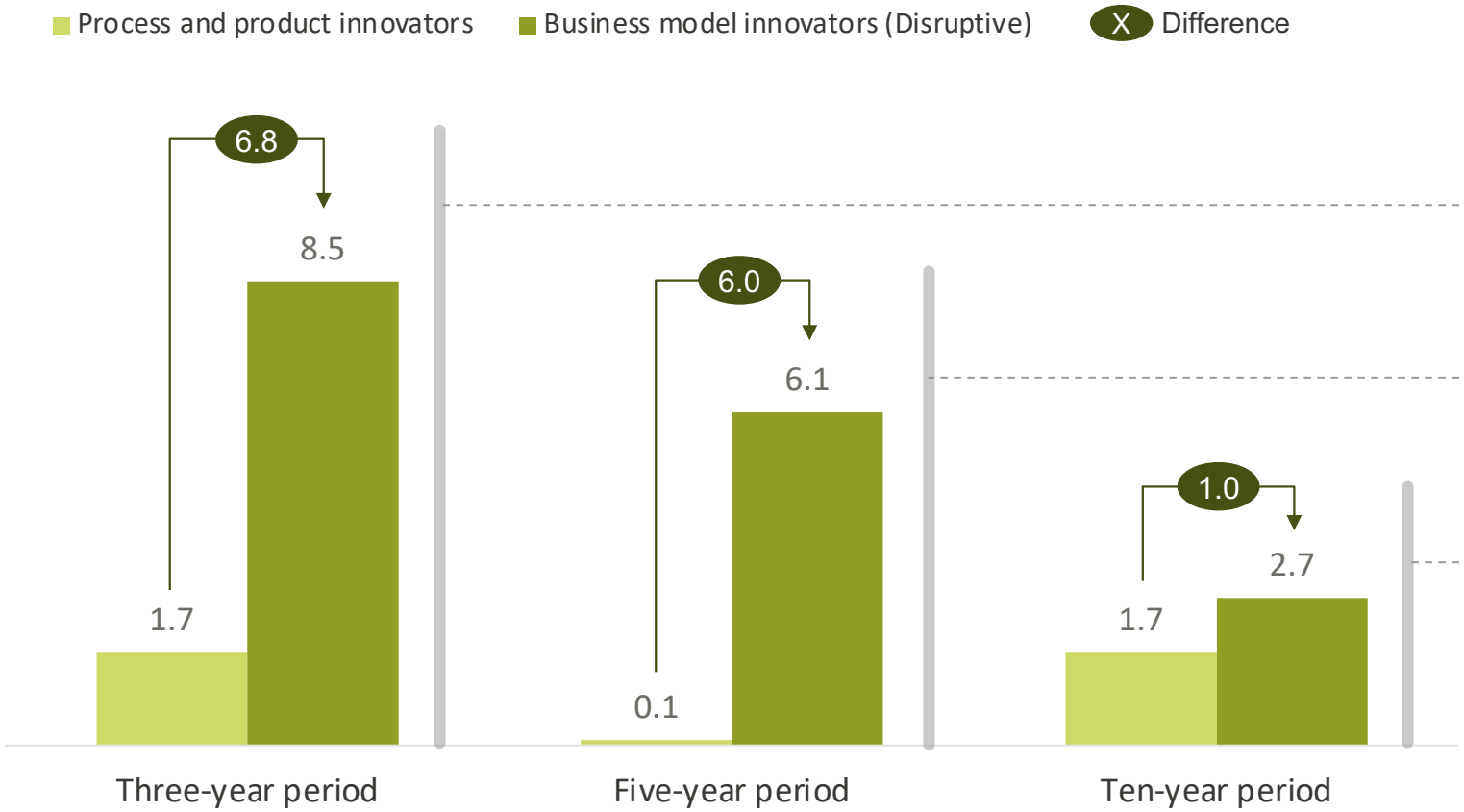
3. Chart Area

1. xxxx 2. xxxx 3. xxxx
Note: Use font 9
Source: Include a source for every chart that you use; Separate each source with a semicolon followed by two spaces

Companies that succeed at hacking their business model outperform traditional innovators and industry peers

ESTIMATE

TSR[1] Premium over Industry Peers – Median Performance[2] (in %)
(2010-2019)



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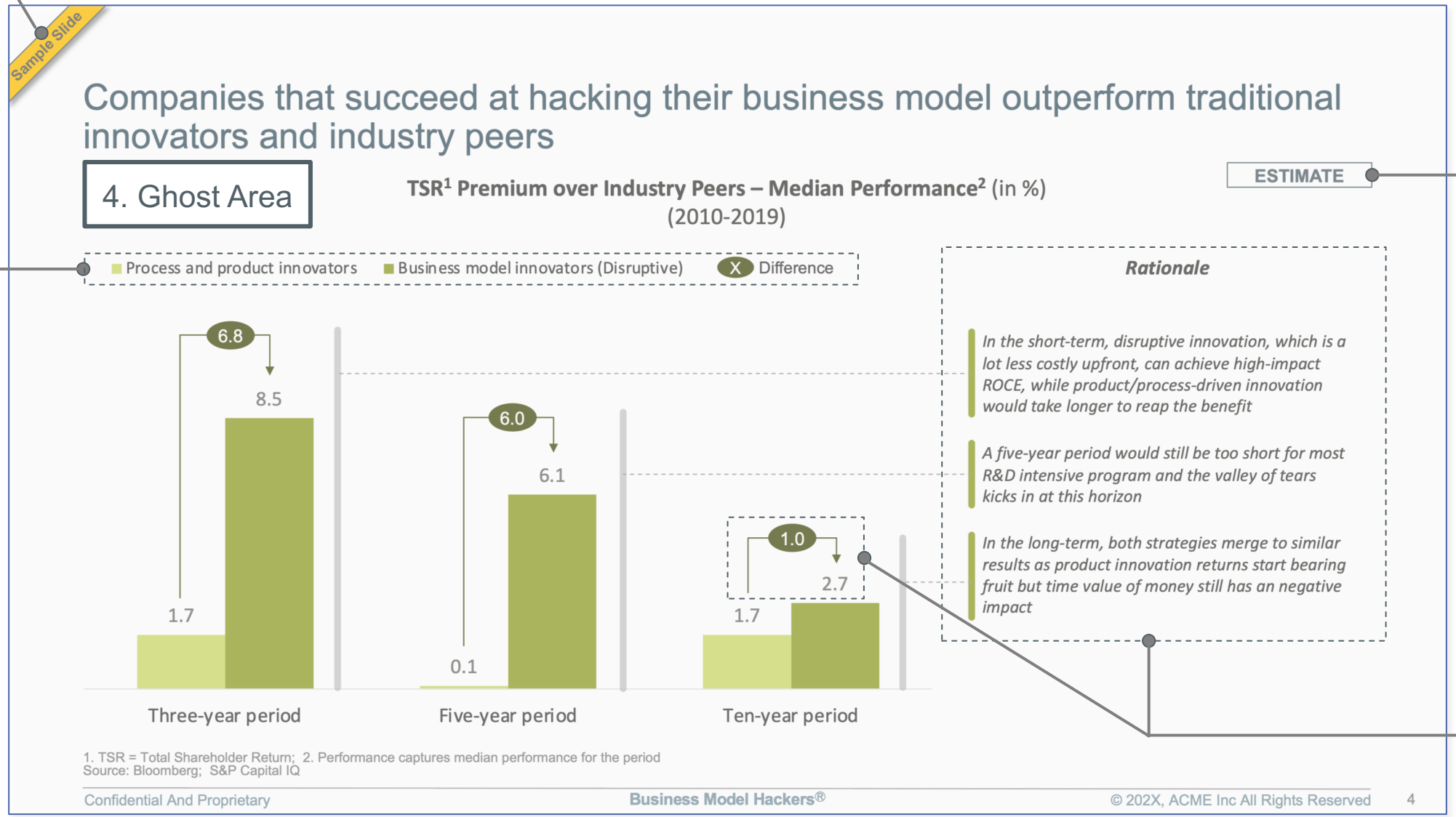
Source: Bloomberg; S&P Capital IQ; Business Model Hackers

STC Framework Additional Chart and Slide Elements Sample Slide Illustration

6. Ribbon



4. Label

7. Disclaimer

8. Callout

Source: Business Model Hackers; STC Toolkit

15. Margin area

Headline Area

Chart Title Area

15. Margin area

Chart Area

15. Margin area

10, 11 & 12. Note, Footnote and Source Area

9. Page #

14. Footer Area

In addition, there are 8 best practice design rules for the slides in a deck that is in compliance with the STC framework

STC Framework Best Practice Design Rules

R#	Element	Visible	Must	Definition and Purpose	Best Practice Design Rule
1	**Date (for Data)**	✓		If you have data on the slide, the date of the data is essential to indicate on the slide	If the data is not actual, or consists of a mix of actual and estimate, the date should include a letter to designate whether it's an estimate or a forecast
2	**Units**	✓		The units of the number is essential to include and	Consistency in how to use the unit across the deck. In addition, e.g., if metric is used, the entire deck should be in metric
3	**# of Digits**	✓		Numbers displayed should be consistent and have no more than 3 digits, preferably 1 decimal point	This should be consistent across all numbers in the deck
4	**Font Type**		✓	The best practice is to have one type of font across the entire deck	Font type should be chosen in the template
5	**Font size**		✓	Is the size that is set across all text elements in slide. Including, the header, titles, chart content, text boxes, etc.	Size should be chosen in the template and should be consistent across the entire deck
6	**Colors**	✓	✓	Set a color palette and stick to it. Avoid the use of excessive colors	Set the color scheme to be the same across the entire deck
7	**Template**		✓	The template sets the position of the lead in, the margins, the color palette, the fonts, etc.	It's a essential to work off a template, no matter what software is being used
8	**So What?**		✓	A question to be asked at the end of every slide to ensure it addresses the story's objective	Ask before and after the slide is completed: What is the purpose of the slide? Is the takeaway clear from the headline? Does the slide address the story's objective?

Source: Business Model Hackers; STC Toolkit

STC Framework Best Practice Design Rules Sample Slide Illustration

1. Date

2. Units

3. # of Digits

6. Colors

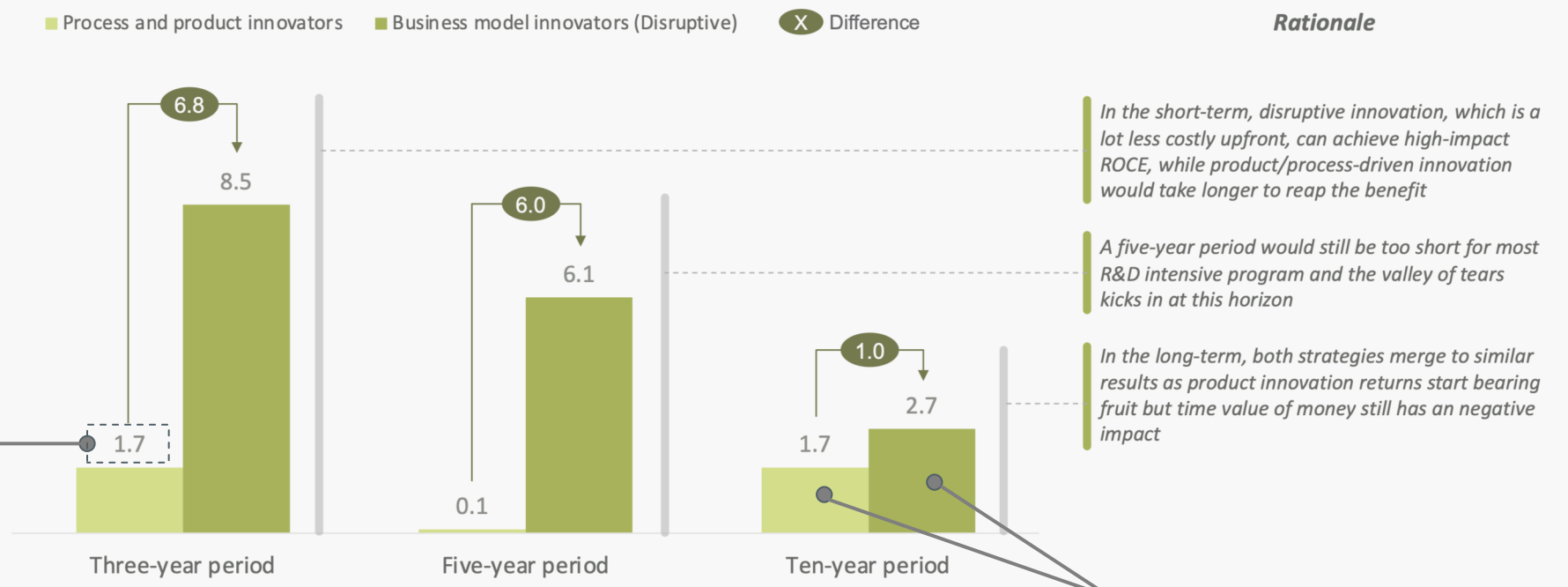
Sample Slide

Companies that succeed at hacking their business model outperform traditional innovators and industry peers

TSR[1] Premium over Industry Peers – Median Performance[2] (in %)

(2010-2019)

ESTIMATE



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Source: Bloomberg; S&P Capital IQ

Source: Business Model Hackers; STC Toolkit

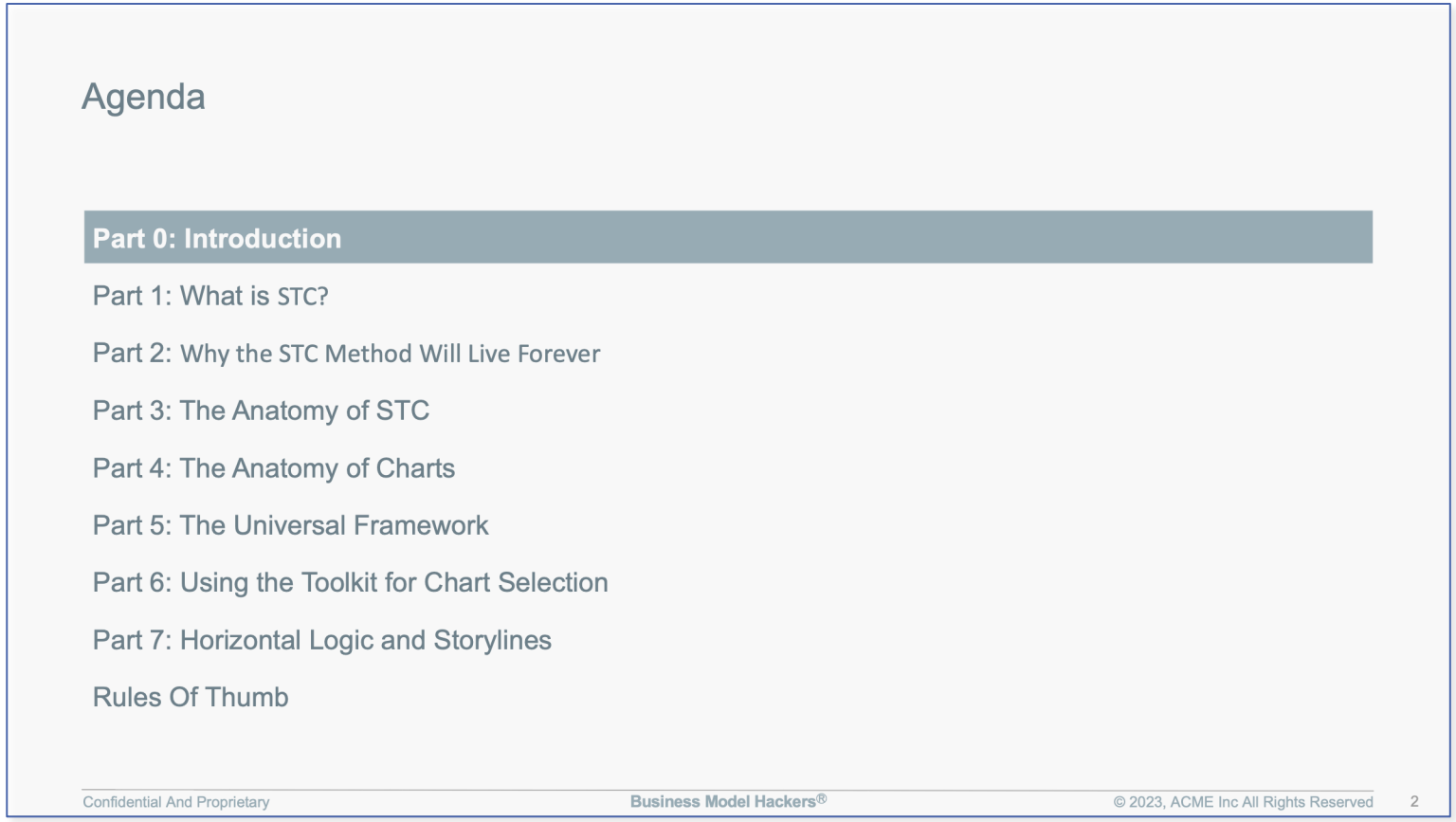
Whether you are presenting onscreen in a hall or a conference room, you can use the following chart table to guide your font size

Best Viewing Distance by Screen Size			
Font Size (in pt.)		Screen Width	
		3 meters	4 meters
Can you read this?	9	3	3
Can you read this?	10	3	4
Can you read this?	12	4	5
Can you read this?	14	5	6
Can you read this?	16	6	7
Can you read this?	18	7	9
Can you read this?	20	10	15
Can you read this?	22	12	17
Can you read this?	24	15	20
Can you read this?	28	17	24
Can you read this?	32	20	26

Source: Business Model Hackers; STC Toolkit

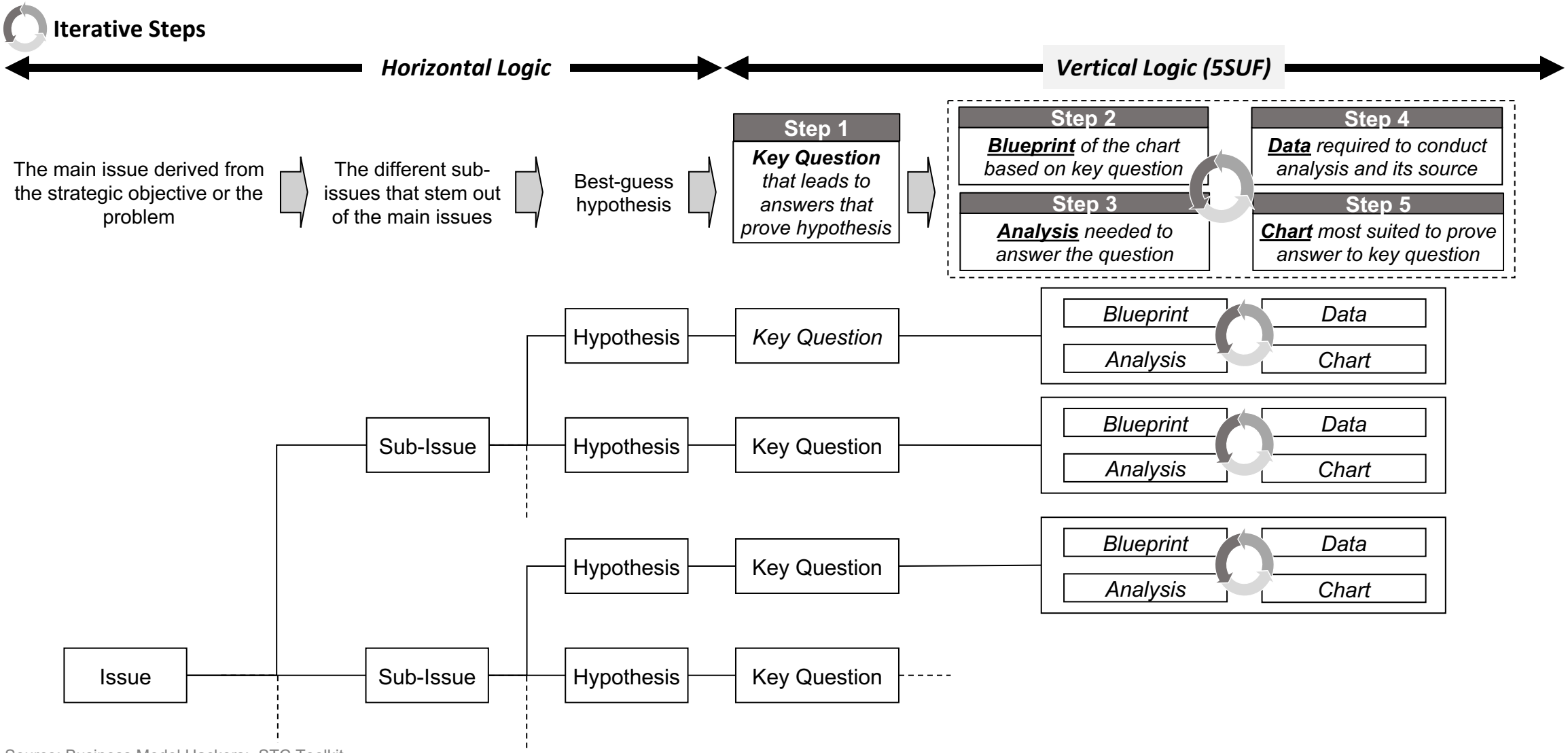
Fillers and bloaters include Table Of Content (TOC), Agenda, Separators, or Chapter slides

Agenda Bloater Example



Source: Business Model Hackers; STC Toolkit

The five steps universal framework is centered around asking the right questions



Source: Business Model Hackers; STC Toolkit

Posing the right question is driven by the type of hypotheses designed during horizontal logic blueprinting process

Hypothesis – Question Example

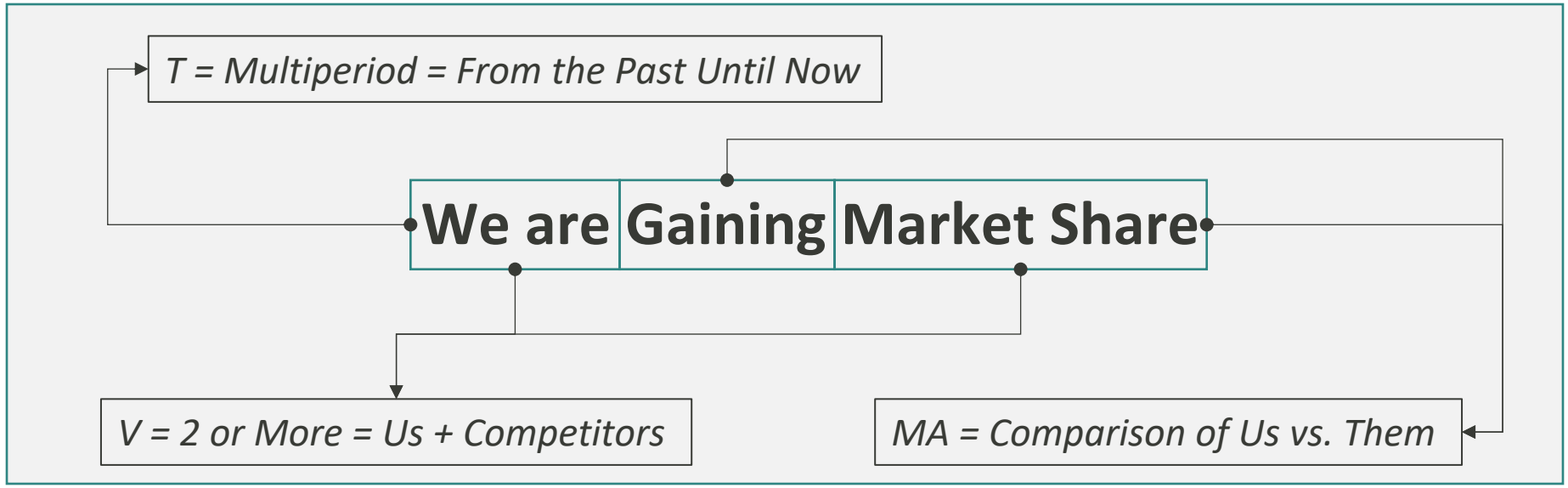
Issue: Sales and profits are declining	
Sub-Issue 1: The company is losing market share to new entrants and competitors	
Hypothesis	Question
The technology adopted in the company's product is old dated and undesired by customers	Is a new or emerging technology replacing the old one?
Growing attrition of users who are switching to substitute products	How many customers switched over the past three years? Where did customers purchase or switch to?
Product prices of like-for-like features are too high	How do the product prices compare to competitors' products for the same features?
Users are increasingly dissatisfied with the product	Are users unhappy with our product?
A new product launch is required to retain customers	What happens to our sales or financials if we don't launch a new product and the current sales trend continues?
A new state-of-the-art technology will be required to remain competitive	If the company copies a competitor, wouldn't it be just playing catch up?
Acquiring a new company or startup in a new emerging technology space is one of the best and quickest ways out of the vicious circle	What are the options to get out of this vicious cycle and how do these options compare to each other?

Source: Business Model Hackers; STC Toolkit

Selecting the right chart follows a simple framework driven by a single equation

Quantitative Chart Selection Universal Equation

Chart Type = F(T, V, MA)

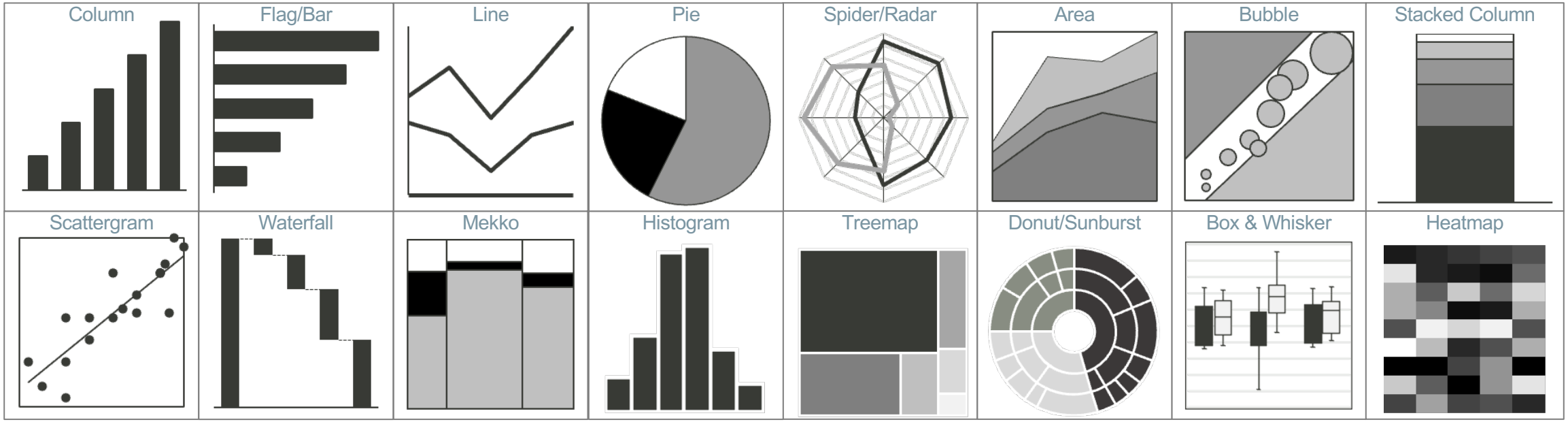


Symbol	Variable	Explanation
T	Time Variant	Is there a time factor, meaning is it static in time or trending over time? The answer is yes or no
V	Number of Variables	Is it a single or multiple variables? The answer is the number of variable, i.e., 1, 2 3 or more
MA	Message Attribute	What is the insight that needs to be shown? i.e., Is it a comparison, breakdown, relationship, distribution or frequency?

Source: Business Model Hackers; STC Toolkit

Fundamentally, there are 16 families of charts that can visualize almost every quantitative scenario you can imagine

The 16 Families of Charts



Source: Business Model Hackers; STC Toolkit

Lookup table and cheat sheet is to be used until STC becomes intuitive

TV▶	Static: Single Point in Time				Trending: Changing over Time	
MA▼	1 Variable	2 Variable	3 Variable	4+ Variable	1 Variable	2+ Variables
Comparison	Flag	Multi flags	Mekko	Mekko	Line	Line
			Multi flags	Multi flags		Column
		Heatmap	Spider/Radar	Spider/Radar	Column	Flag
			Heatmap	Heatmap		
Relationship	Scattergram	Scattergram	Bubble	3D Bubble	Scattergram	Bubble
			Surface/3D Scattergram			
Frequency/ Distribution	Histogram	Multi histograms	Multi histograms	Box and Whisker	Box and Whisker	Box and Whisker
	Single line	Multi line	Multi line			
	Column	Scattergram	Bubble			
		Box and Whisker	Box and Whisker			
Breakdown/ Composition	Pie	Multi-stacked column	Multi-stacked column	Donut/Sunburst	Multi pie	Area
	Waterfall	Multi pie	Mekko		Stacked Column	Donut/Sunburst
		Mekko	Donut/Sunburst	Treemap	Waterfall	Multi Radar
	Stacked Column	Donut/Sunburst	Waterfall		Donut/Sunburst	
		Waterfall	Treemap	Mekko	Treemap	Waterfall
	Treemap	Treemap			Mekko	Mekko
Hierarchy	Donut/Sunburst	Donut/Sunburst	Donut/Sunburst	Donut/Sunburst	Donut/Sunburst	Donut/Sunburst
	Treemap	Treemap		Treemap	Treemap	Treemap
		Mekko	Treemap	Mekko	Mekko	
	Histogram	Multi histogram	Mekko		Multi histogram	Mekko

Source: Business Model Hackers; STC Toolkit

Most data analysis in consulting relies on common sense, but sometimes requires you to go a step further and use more advanced methods

Examples of Methods Used in Analysis

Technique Name	Fermi Thinking	Data Triangulation	The 80/20 Rule and the Pareto Principle	Sensitivities and Scenarios
Origin	Named after physicist Enrico Fermi	Derived from Latin, "Triangulum"	Named after the civil engineer Wilfredo Pareto	Often used in financial modeling and simulations
Description	• An estimation techniques adopted for problems are extreme and cannot be solved mathematically or scientifically • The solutions involve adopting the answers as an estimate that is an order of magnitude. The Fermi estimation gives a quick, simple way to obtain this frame of reference for what might reasonably be expected to be the answer	• When sourcing data, it's often the case that different data sources have conflicted data sets • Triangulation is a metaphorical reference to validating the accuracy of data points by examining the data from different angles and by cross-checking the sanity of each data source and how it was obtained	• Pareto distribution is easily modeled in a spreadsheet and graphed on a powerful but simple two-dimension graph visual. It reveals major insights in large datasets and complex problems, systems and programs. It's also a simplified visual of power law distribution • It's a good rule of thumb to assess and determine the 20% area of focus or quick wins	• One of the areas to test when validating hypotheses with data are the assumptions made to lead to the conclusion that the hypothesis is valid • Sensitivities and scenarios allow the stress testing of how variances in assumptions can affect your conclusion and thus the confidence in the proof of your hypothesis
Use Case Examples	Used to check if data is within a reasonable range	Use to validate and more accurately select data sets from multiple sources	Used to understand structure of dependent datasets or for prioritization and focus	Used to stress test the robustness of forecasts, conclusions, claims, etc.

Source: Business Model Hackers; STC Toolkit

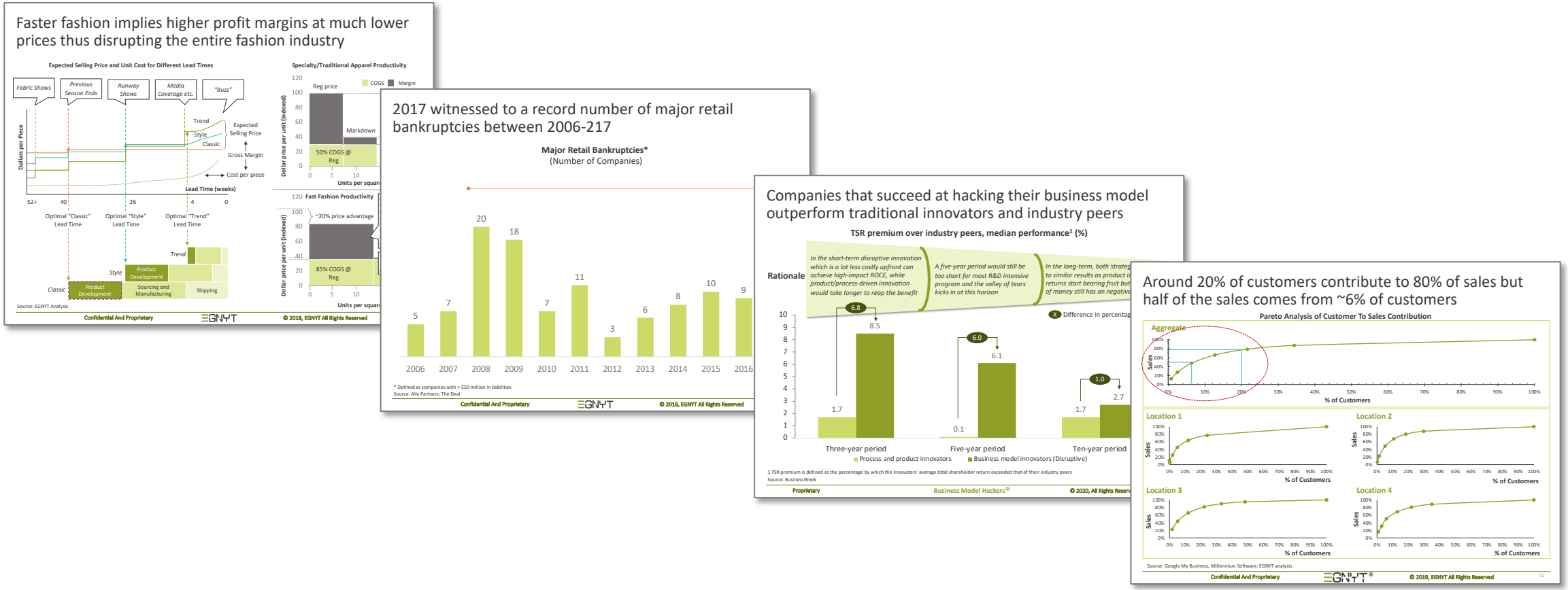
Lookup table and cheat sheet is to be used until STC becomes intuitive

TV▶	Static: Single Point in Time				Trending: Changing over Time	
MA▼	1 Variable	2 Variable	3 Variable	4+ Variable	1 Variable	2+ Variables
Comparison	Flag	Multi flags	Mekko	Mekko	Line	Line
			Multi flags	Multi flags		Column
		Heatmap	Spider/Radar	Spider/Radar	Column	Flag
			Heatmap	Heatmap		
Relationship	Scattergram	Scattergram	Bubble	3D Bubble	Scattergram	Bubble
			Surface/3D Scattergram			
Frequency/ Distribution	Histogram	Multi histograms	Multi histograms	Box and Whisker	Box and Whisker	Box and Whisker
	Single line	Multi line	Multi line			
	Column	Scattergram	Bubble			
		Box and Whisker	Box and Whisker			
Breakdown/ Composition	Pie	Multi-stacked column	Multi-stacked column	Donut/Sunburst	Multi pie	Area
	Waterfall	Multi pie	Mekko		Stacked Column	Donut/Sunburst
		Mekko	Donut/Sunburst	Treemap	Waterfall	Multi Radar
	Stacked Column	Donut/Sunburst	Waterfall		Donut/Sunburst	
		Waterfall	Treemap	Mekko	Treemap	Waterfall
	Treemap	Treemap			Mekko	Mekko
Hierarchy	Donut/Sunburst	Donut/Sunburst	Donut/Sunburst	Donut/Sunburst	Donut/Sunburst	Donut/Sunburst
	Treemap	Treemap		Treemap	Treemap	Treemap
		Mekko	Treemap	Mekko	Mekko	
	Histogram	Multi histogram	Mekko		Multi histogram	Mekko

Source: Business Model Hackers; STC Toolkit

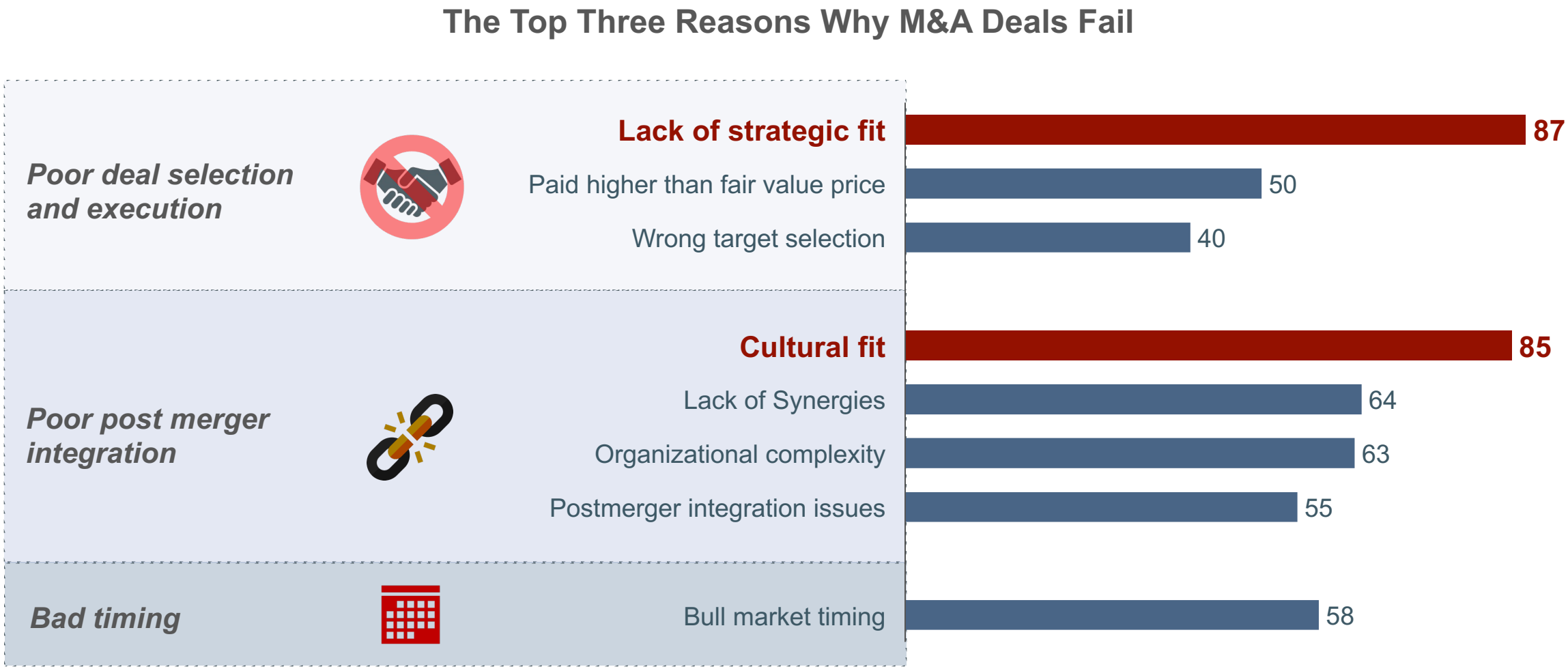
Quantitative charts can range from simple to understand chart to multi-chart requiring brain strain to back the claim in the headline

Examples of Quantitative Charts



Source: Business Model Hackers; STC Toolkit

Visual Cues and icons are very useful in directing your audience's attention towards the chart highlights and key takeaways

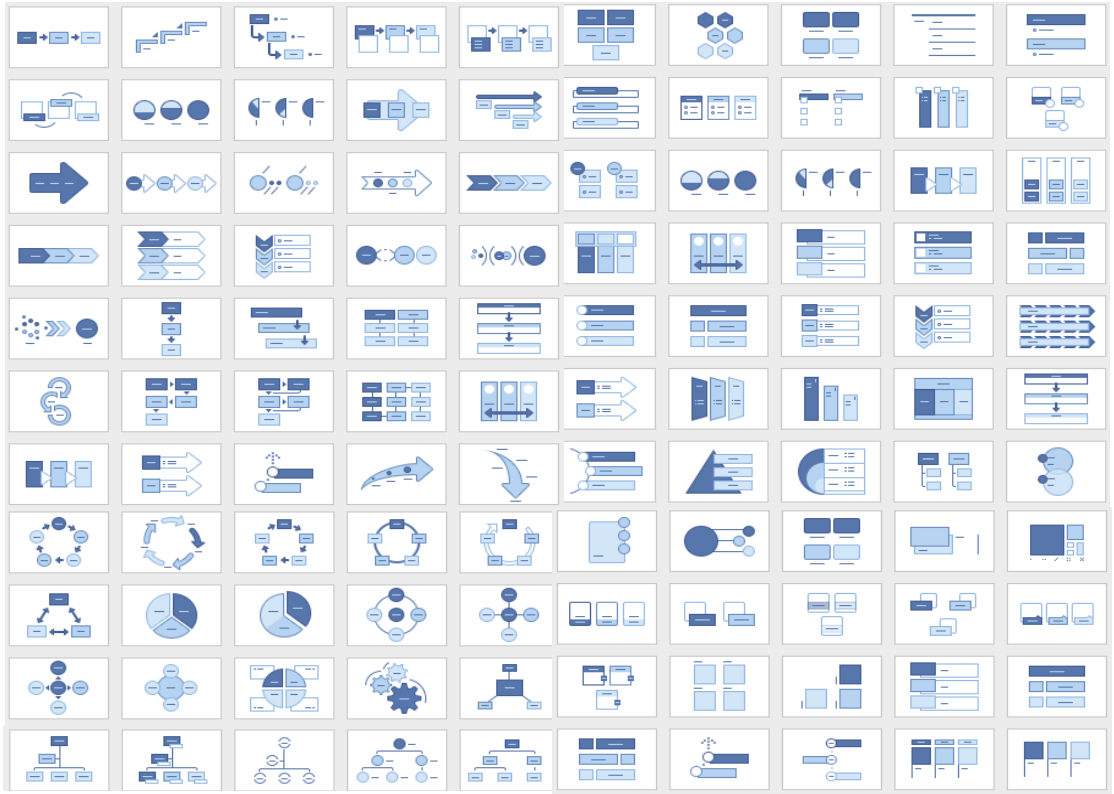


Source: Business Model Hackers; STC Toolkit

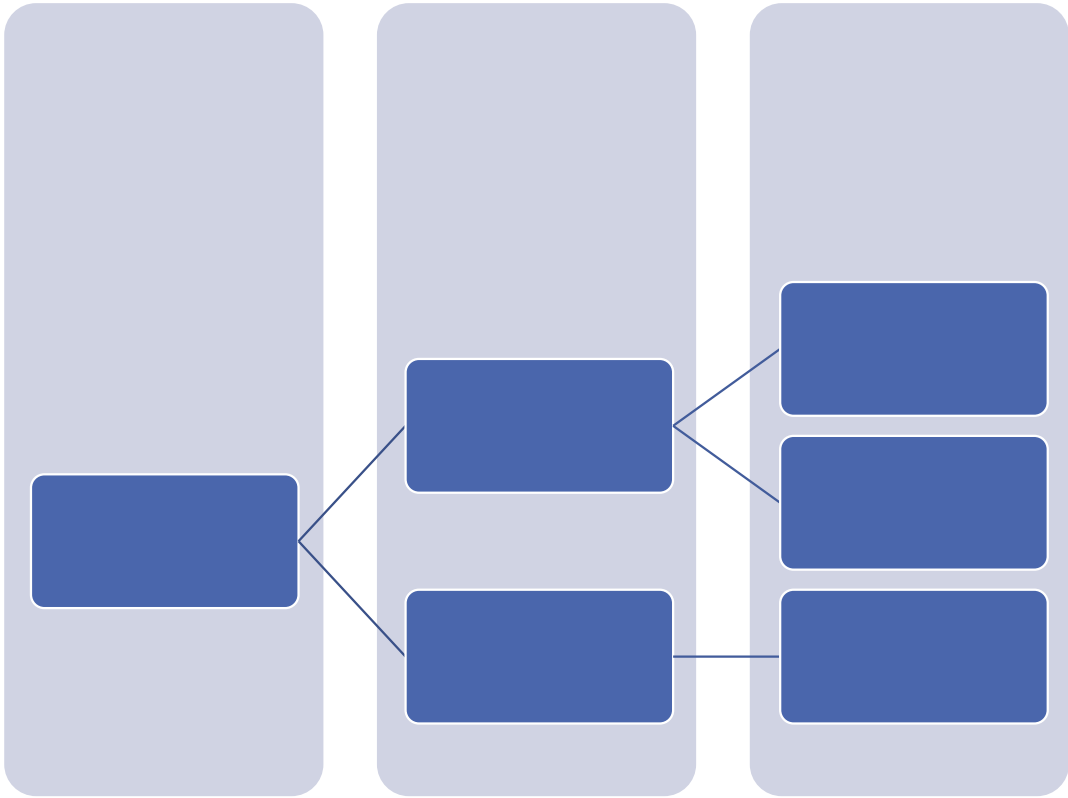
PowerPoint Smart Art has imbedded lots of qualitative chart options, but they lack the flexibility of free-form objects

Initiatives Prioritization Framework

SmartArt Options



SmartArt Look and Feel



Source: Business Model Hackers; STC Toolkit

We defined three types of qualitative charts that we grouped into three categories

Ghost Tracker

Qualitative Charts Categories

1. ***Text to visual metaphor***
   - *These are the most common charts. They are simple variation of the same concept. Convert a whole a bunch of text into a concise and nice*
2. ***Conceptual Framework charts***
   - *These are explanatory charts to illustrate an intellectual concept visual*
3. ***Framework for structuring storylines***
   - *These are simple flowing charts that are used as used as miniature ghosts to guide the reader through a complex deck or a storyline within a storyline*

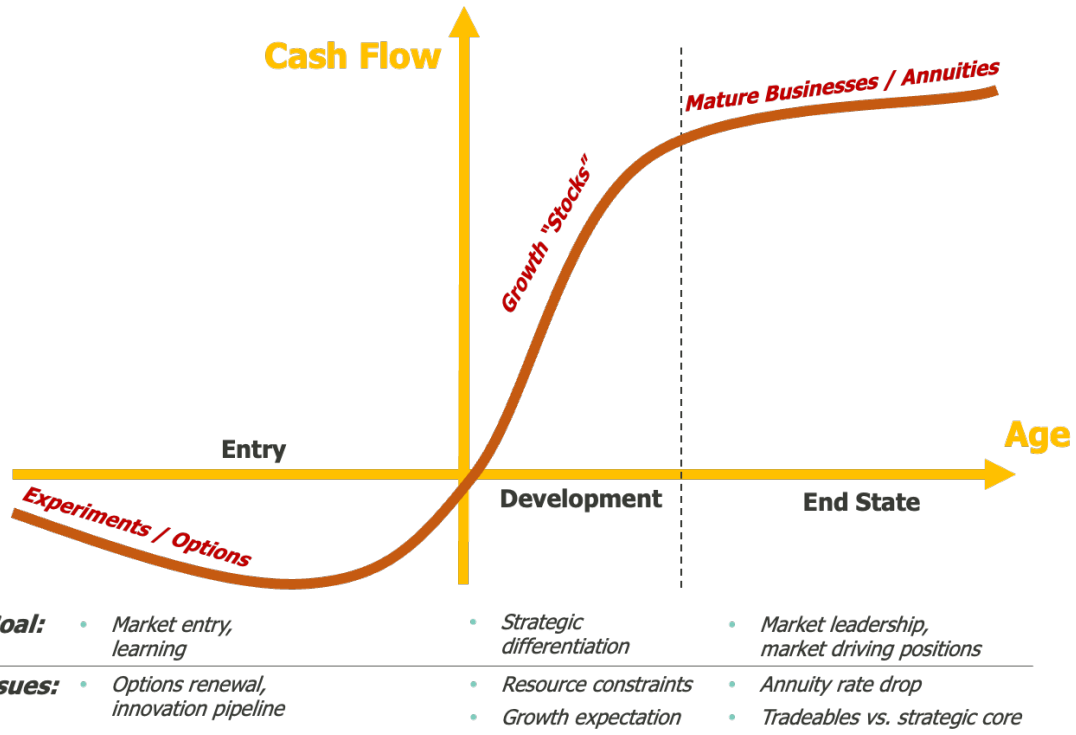
Source: Business Model Hackers; STC Toolkit

There are so numerous forms of text-to-visual metaphors, and the most common ones are bullet point and tables replacement

1 Text to visual metaphor

Text-to-Visual Metaphor Examples

Visual Illustration of Corporate Business Unit Portfolio Distribution



Business Unit Portfolio Management Strategies in the Form of a Lookup Table or Cheat Sheet

Portfolio Balance / Value Creation Lever	Options	Growth Stocks	Annuities
Margin Plays (Market Discontinuities)	*Can we supercharge the upside by buying assets with significant optionality? Which businesses may grow faster than market?*	*In which sector and geographies can we accumulate assets at the bottom of the cycle?*	*Which markets will experience precipitous margin decline positions are tradeable?*
Strategy Plays (Competitive Discontinuities)	*Where are we experimenting to define the next strategic leadership play and which innovations will define future market leaders?*	*Which markets offer big bang opportunities from leveraging our strategies and where can we redefine the rules of the game in large markets?*	*Where are we the undisputed market leaders, able to set the terms of trade?*
Turnaround Plays (Operational Discontinuities)	*Can we enter somewhere advantageously by buying or turning a weakling around?*	*Where can we roll-up or fix weak competitors?*	*Which under-performing mature businesses offer the potential for market leadership and are there any mature business units worth fixing?*

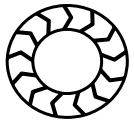
Source: Business Model Hackers; STC Toolkit

By following the STC structured process, qualitative chart blueprinting becomes more science and inspiration than art

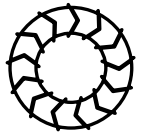
1 Text to visual metaphor

Examples of Text-to-Visual Metaphor Inspirations[1]

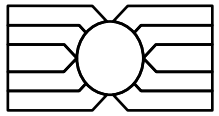
Expanded Basic 1



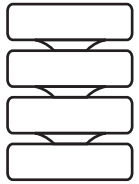
Expanded Basic 2



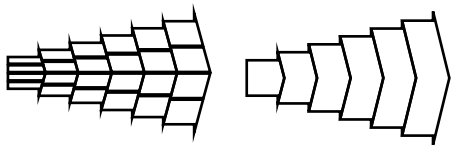
Flows to&from Center
- Arrow Variations



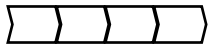
Funnel Flow



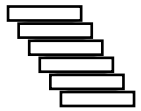
Graduated
Segmented
Arrows



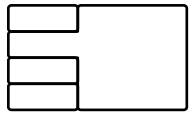
Horizontal Flow -
Left Side Cut 1



Bullet Alternatives Ribbon

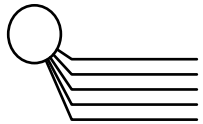


Bullet Alternatives Side Tabs

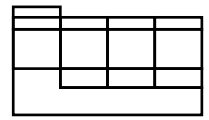


Circle &
Call-Out Boxes

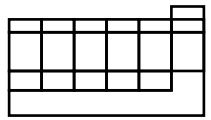
Circle and Branches



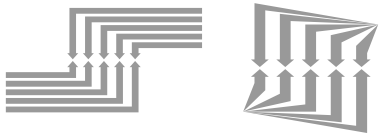
Four Column Callouts



Six Column Callouts

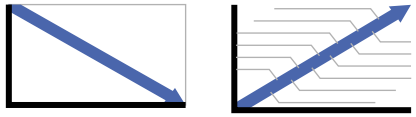


Conflict



Confusion
& Clarity

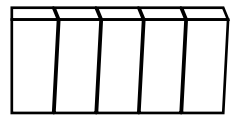
Diagonal Arrow
Trend Timeline



Diagonally Cut –
Horizontal Flow 1

Diagonally Cut –
Horizontal Flow 2

Elongated Bottom –
Horizontal Flow



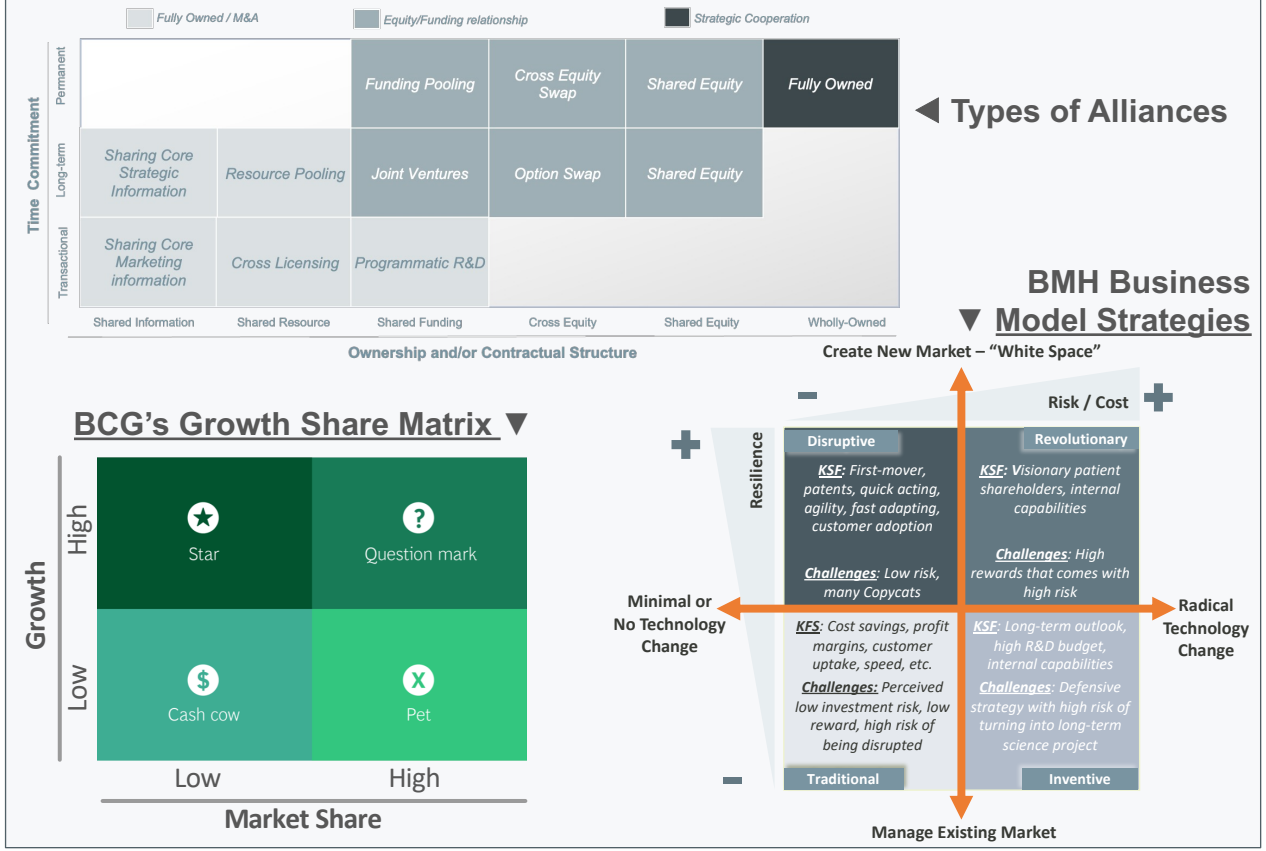
1. More comprehensive set of inspirational cheat sheet can be found in the qualitative package of the toolkit
Source: Business Model Hackers; STC Toolkit

Conceptual framework charts are are explanatory charts designed to simplify the illustration of an intellectual or complex concept in a easy to grasp visual

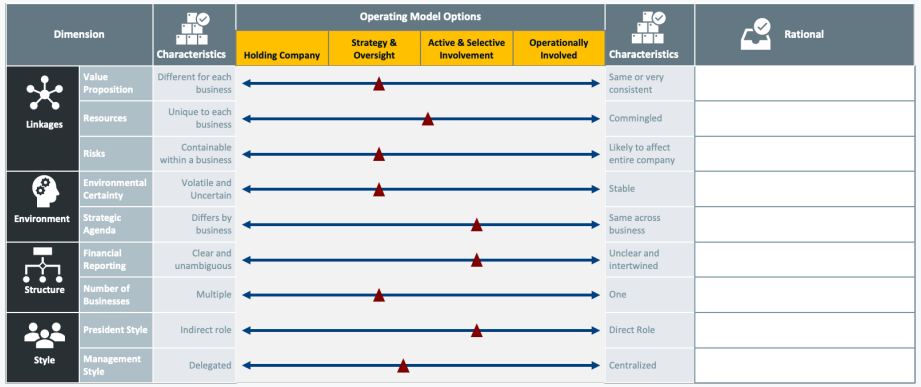
2 Conceptual Framework charts

Examples of Popular Conceptual Frameworksc

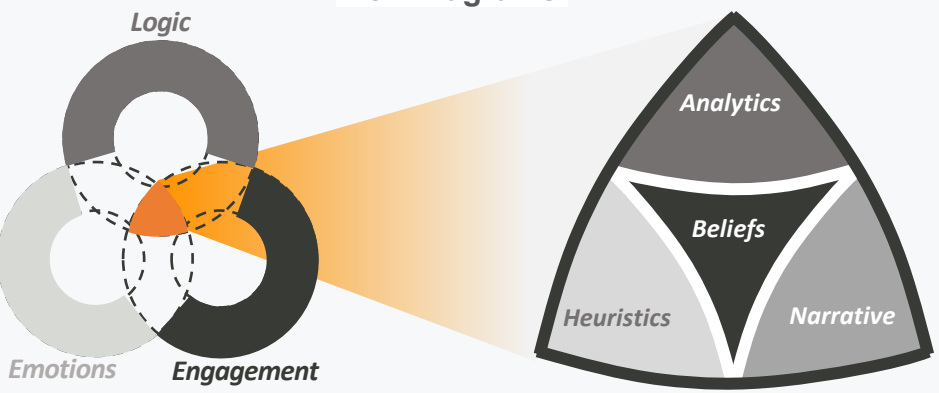
Matrices



Sliding Scale



Ven Diagrams



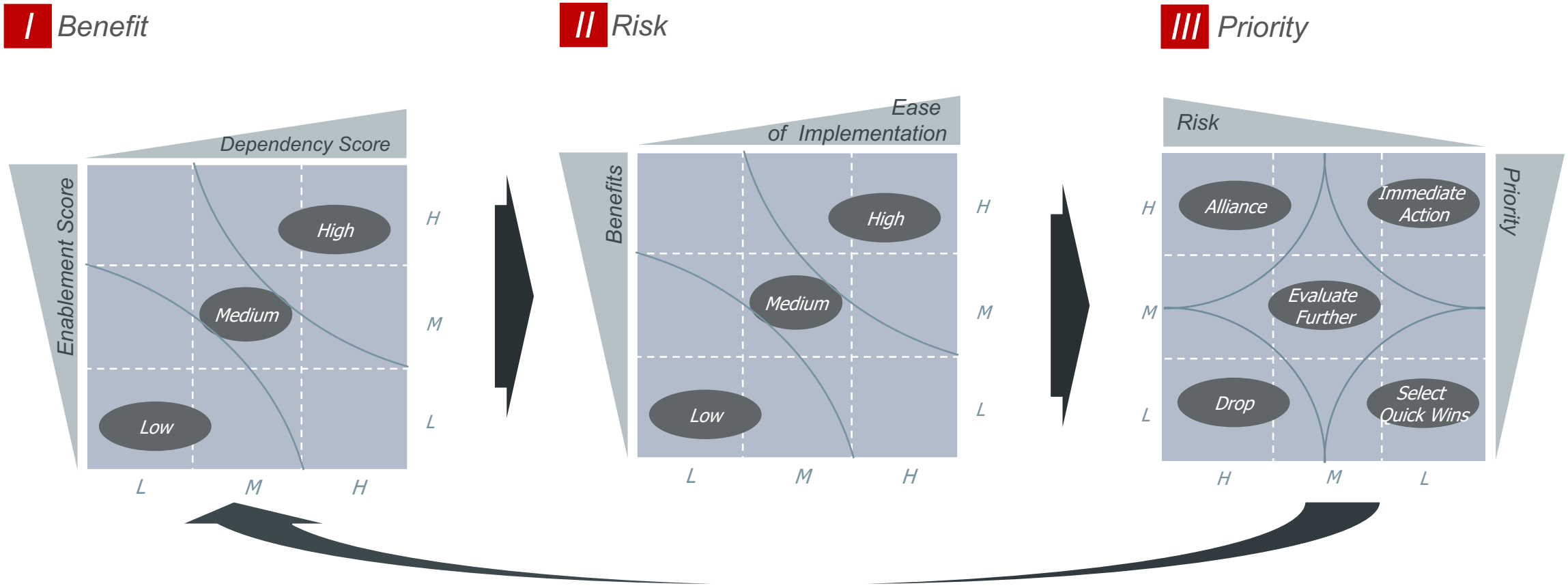
Source: Business Model Hackers; STC Toolkit

Initiatives can be prioritized by adopting a three-step sequential and iterative process across four interdependent criteria

2 Conceptual Framework charts

Initiatives Prioritization Framework

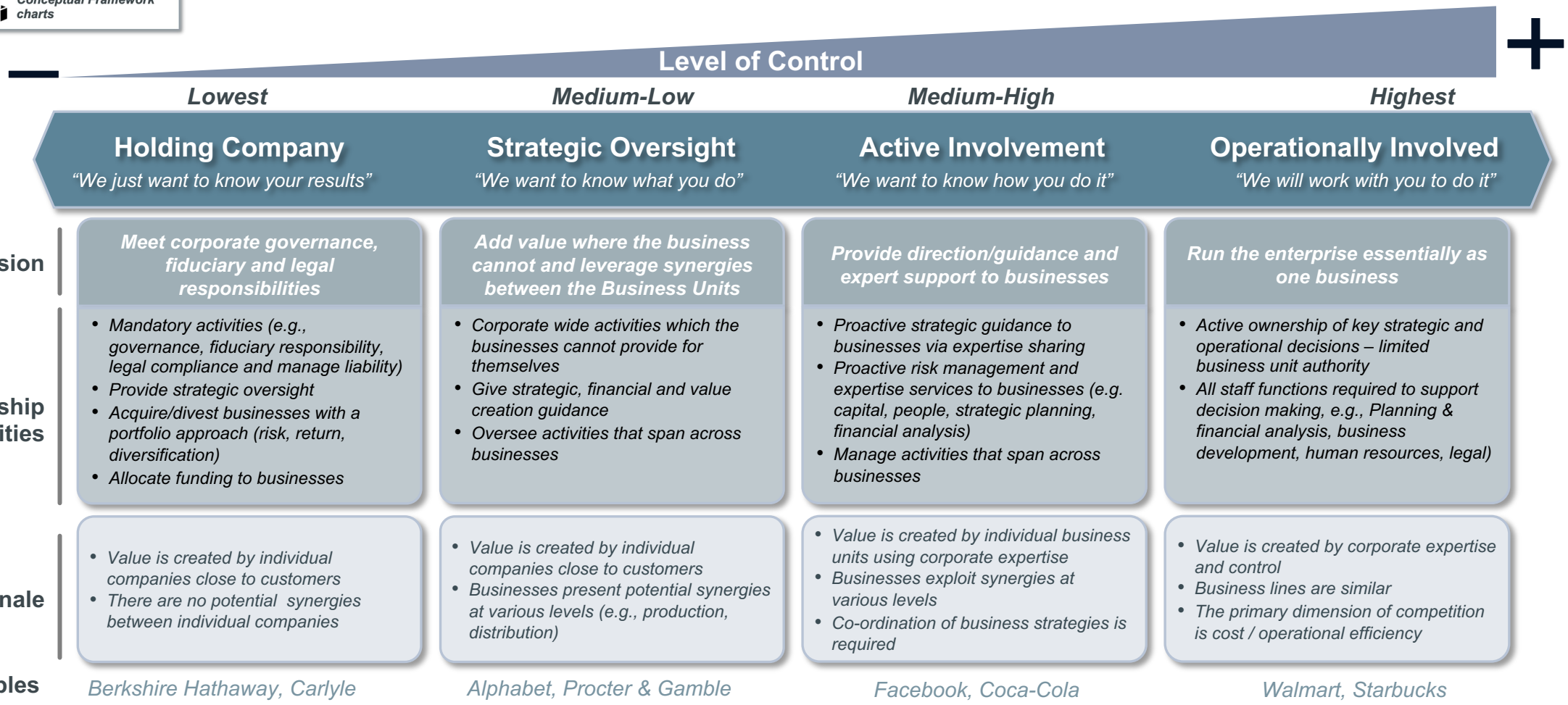
ILLUSTRATIVE



Source: Business Model Hackers; STC Toolkit

We define we kinds of operating models for corporate structures, each suited for a different level of control

2 Conceptual Framework charts



Source: Business Model Hackers

The most suitable operating model for Acme may be a hybrid strategy and active involvement model

2 Conceptual Framework charts

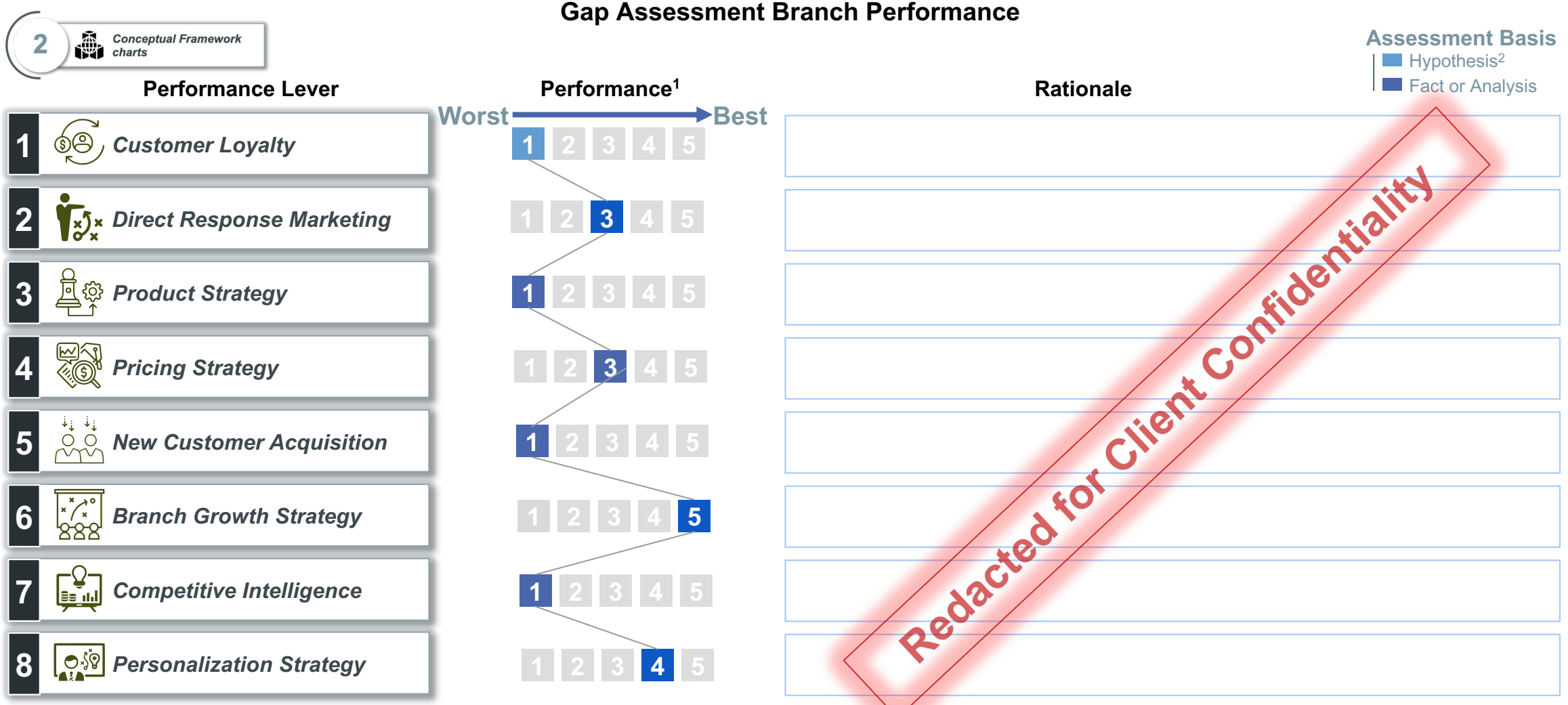
Operating Model Selection

Dimension		Characteristics	Operating Model Options: Holding Company	Strategy & Oversight	Active & Selective Involvement	Operationally Involved	Characteristics	Rational
Linkages	Value Proposition	Different for each business					Same or very consistent	
	Resources	Unique to each business					Commingled	
	Risks	Containable within a business					Likely to affect entire company	
Environment	Environmental Certainty	Volatile and Uncertain					Stable	
	Strategic Agenda	Differs by business					Same across business	
Structure	Financial Reporting	Clear and unambiguous					Unclear and intertwined	
	Number of Businesses	Multiple					One	
Style	President Style	Indirect role					Direct Role	
	Management Style	Delegated					Centralized	

A number of challenges and issues were identified across 6 of the 8 key performance factors

2 Conceptual Framework charts

Gap Assessment Branch Performance

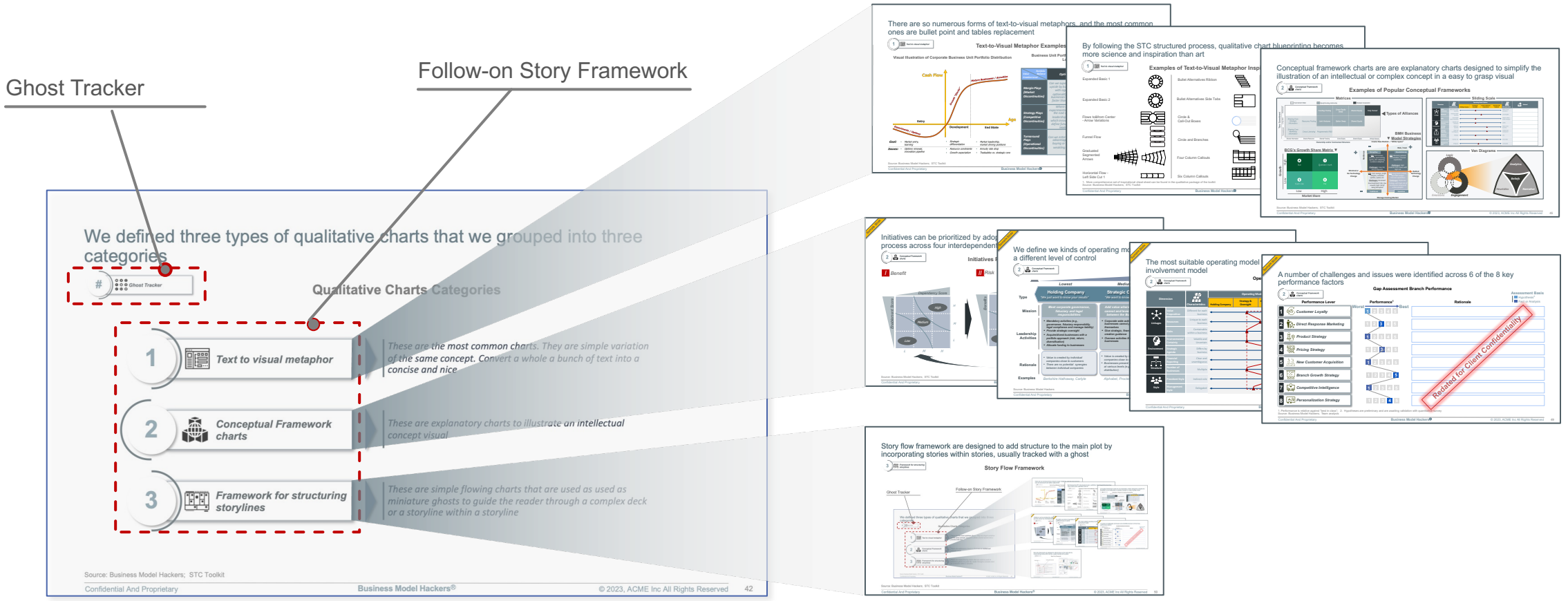


1. Performance is relative against "best in class"; 2. Hypotheses are preliminary and are awaiting validation with quantitative survey
Source: Business Model Hackers; Team analysis

Story flow framework are designed to add structure to the main plot by incorporating stories within stories, usually tracked with a ghost

3 *Framework for structuring storylines*

Story Flow Framework



Source: Business Model Hackers; STC Toolkit

Agenda

Introduction

Chapter 1: STC – An Introduction and General Framework?

Chapter 2: Tuning STC to How the Mind Works

Chapter 3: Vertical Logic and the Vocabulary of STC — A Formula for Life

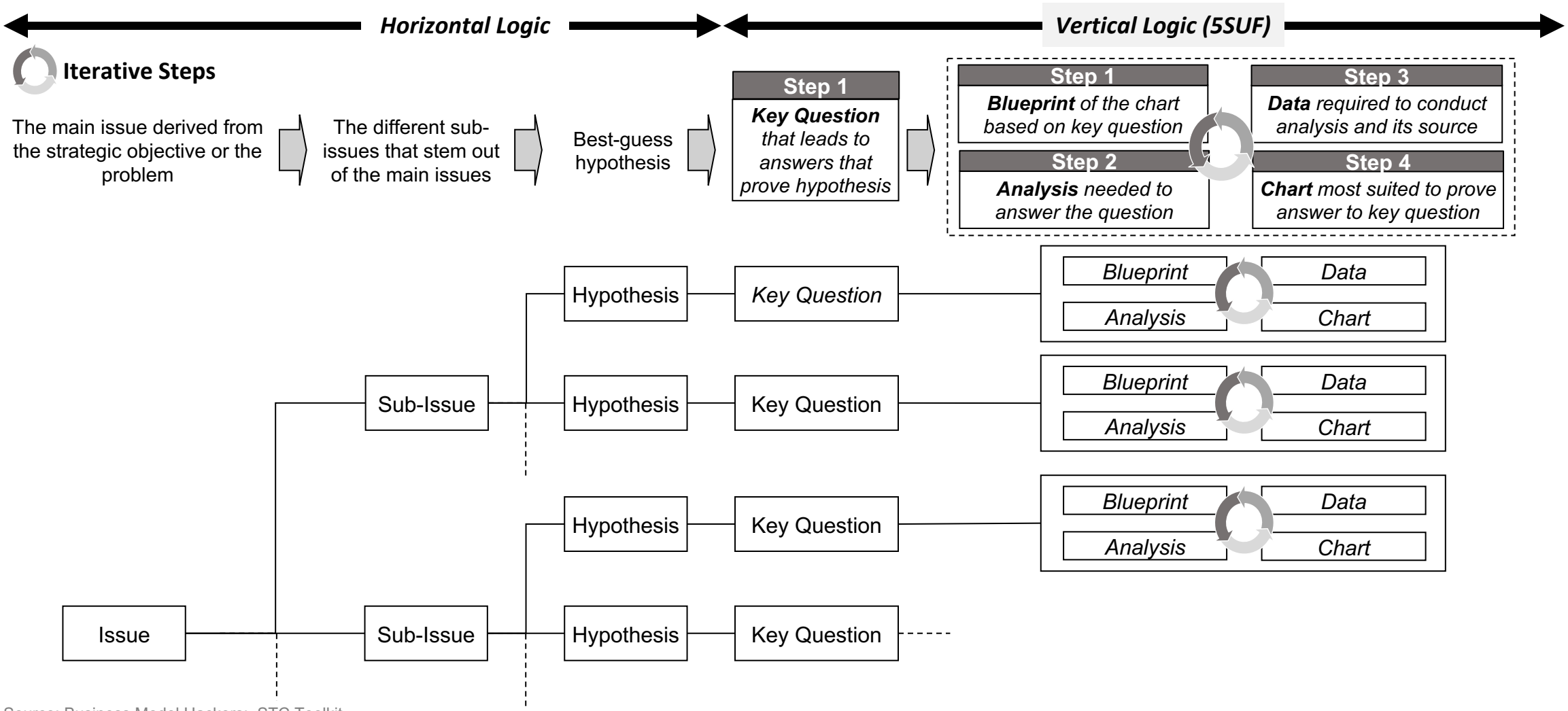
Chapter 4: Horizontal Logic—Story Structure Through Structured Thinking and Hierarchy

Chapter 5: Storytelling Hacks

Chapter 6: Putting It All Together

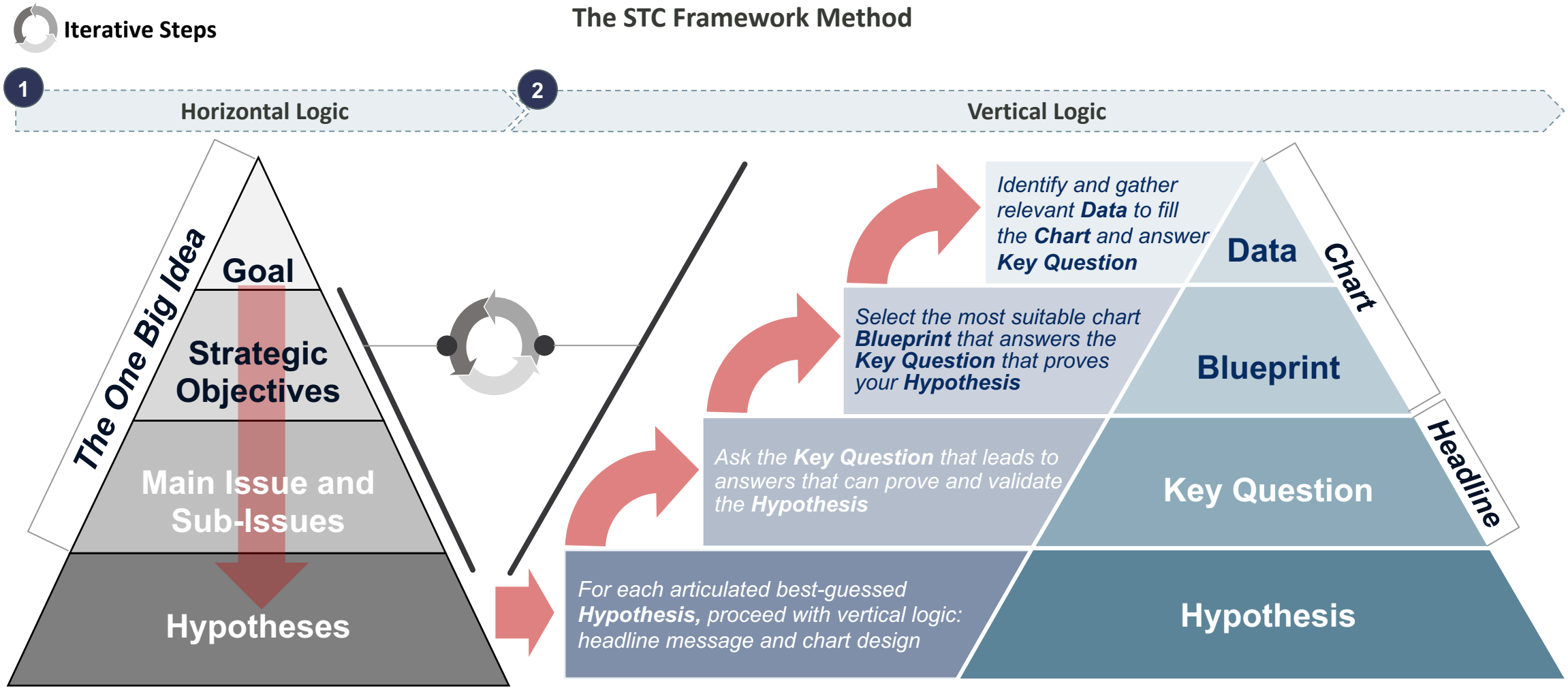
Rules Of Thumb

The “Issue Diagram” may be the only tool you’ll need in structuring your horizontals



Source: Business Model Hackers; STC Toolkit

Start with your goal, your strategic objectives and as you complete the steps, repeat the process to update your strategic objectives if necessary



Source: Business Model Hackers; STC Toolkit

To help accelerate and advance horizontal logic and structured thinking, several hack and ROTs can be helpful

Structured Thinking Hacks and ROTs

NON-EXHAUSTIVE

The "So What?" Factor

Every time a chart is completed, a the "So What?" question should be asked. If the answer (which is reflected or interpreted from the headline) does not link (directly or indirectly) to the strategic objectives or goal, then slide should be either removed the deck or revised it to establish such link

Fermi Thinking ROT to Validate Hypothesis

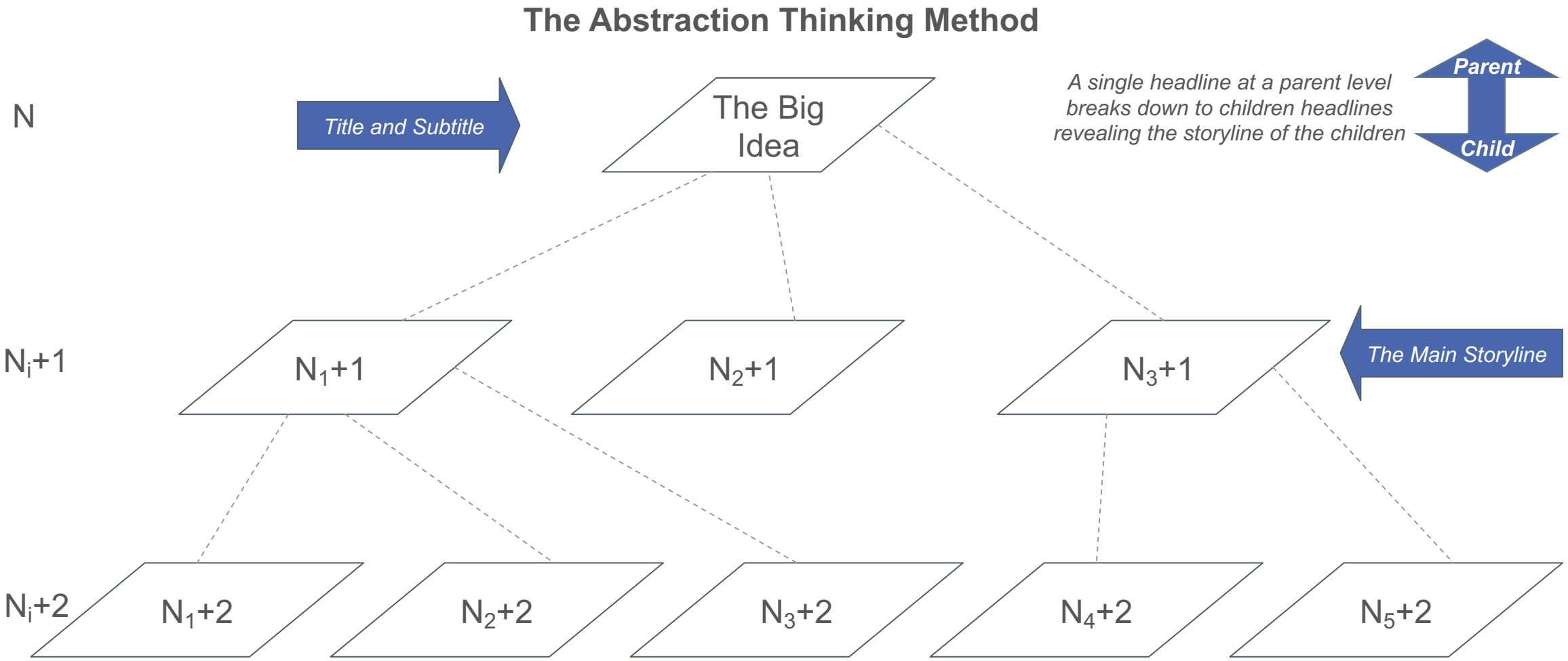
Fermi thinking, described earlier, is a method that you can adopt as a rule of thumb to test whether a hypothesis holds before you dive into analysis or data mining. This can help eliminate some hypotheses that may not appear solid and can save time down the line

Designing the Flow of Ideas and Messages

Once all headlines are completed, the sequence of headline should lead a smooth and logical flow. Commonsense rules for the logical flow and sequence of ideas applies to most headlines. In more complex and nested storylines, the abstraction thinking method could be used to group and place stories within stories

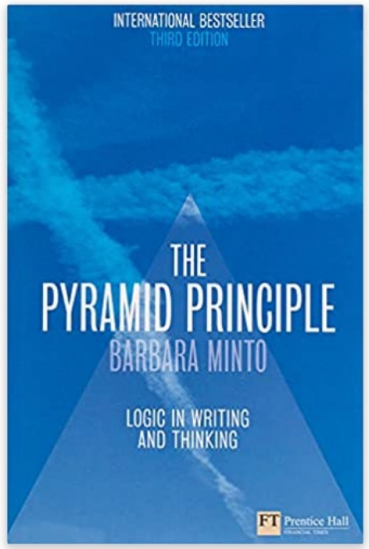
Source: Business Model Hackers; STC Toolkit

Hierarchy starts with the big idea and cascades downward to the main story, which breaks down to its individual stories



Source: Business Model Hackers; STC Toolkit

The Pyramid Principle, developed and written by Barbara Minto an ex-McKinsey partner, can also be adopted for structuring horizontal logic



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The Pyramid Principle: Logic in Writing and Thinking 3rd Edition

by Barbara Minto (Author)

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How many times have you written an email at work, read it back and found that it didn't make as much sense as you'd hoped? or worse, someone else has told you that they can't follow it. The Pyramid Principle will show you how to communicate your ideas clearly and succinctly.Barbara Minto reveals that the mind automatically sorts information into distinctive pyramidal groupings. However, if any group of ideas are arranged into a pyramid structure in the first place, not only will it save valuable time and effort to write, it will take even less effort to read and comprehend it.The Pyramid Principle explains how to: • think creatively, reason lucidly, and express ideas with clarity • define complex problems and establish the objectives of any document • assess your ideas

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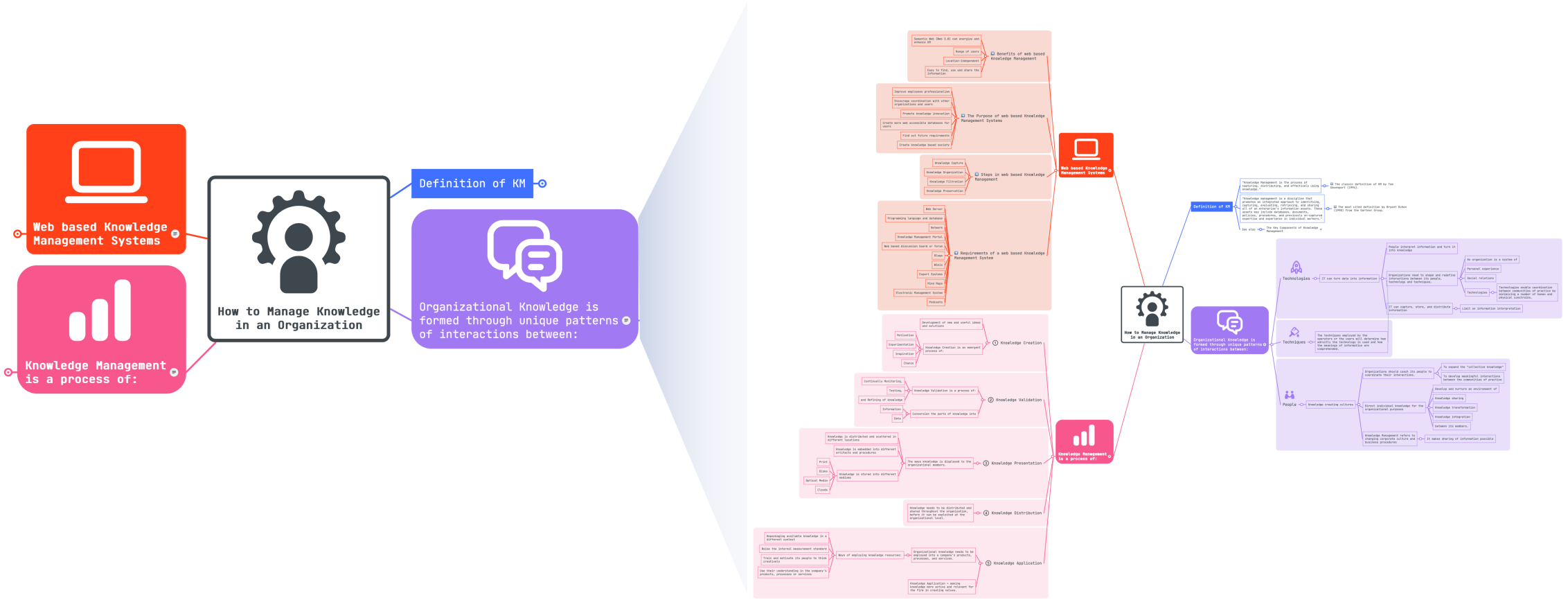
Mindmapping can be useful in structuring the non-iterative aspects of the issue diagram and can help structure and organize the horizontal logic flow

Mindmap Example



Source: MindMeister

Storyboarding and copyboarding are useful when conducted in both electronic and/or paper format for blueprinting and structuring storylines

Storyboarding and Copyboarding

Storyboarding

Copyboarding

Source: Business Model Hackers; STC Toolkit

Agenda

Introduction

Chapter 1: STC – An Introduction and General Framework?

Chapter 2: Tuning STC to How the Mind Works

Chapter 3: Vertical Logic and the Vocabulary of STC — A Formula for Life

Chapter 4: Horizontal Logic—Story Structure Through Structured Thinking and Hierarchy

Chapter 5: Storytelling Hacks

Chapter 6: Putting It All Together

Rules Of Thumb

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Rules Of Thumb

Putting it all together, STC boils down to 5 phases consisting of 17 steps through an overall iterative and dynamic process

STC Entire Process Flow Map

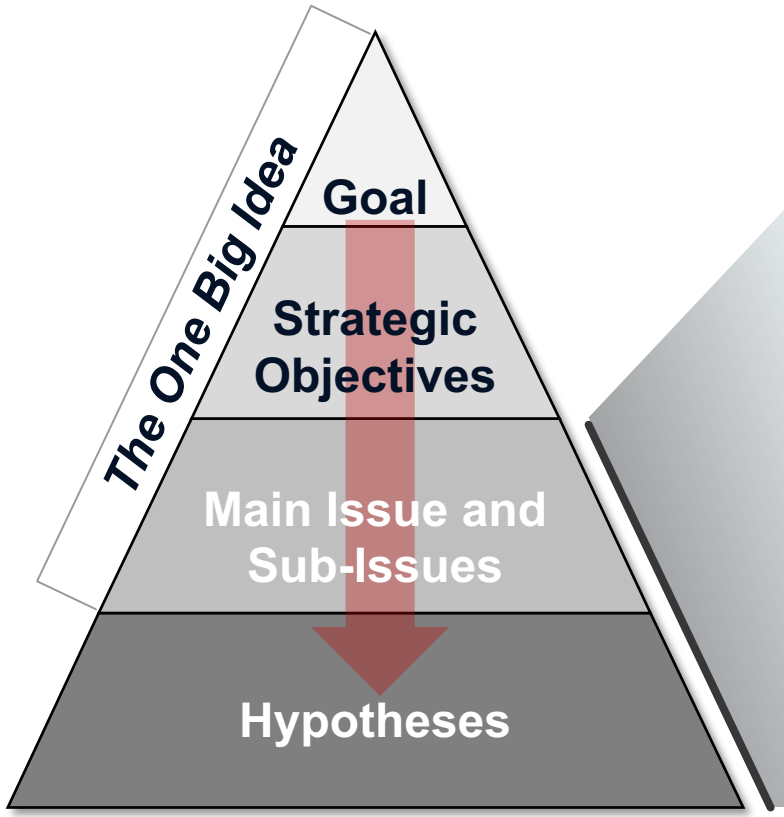
Iterative

Phase	I Horizontal Logic	II Issue Diagram	III Vertical Logic	IV Abstraction Design	V Story/Copy Boarding
Steps	1 Set the Main Goal 2 Articulate Strategic Objectives 3 Identify Key Issues and Sub-Issues 4 Develop Hypotheses	5 Draft the Key Questions 6 Design Initial Charts Blueprint 7 Identify Analysis Requirements 8 Identify Data and Data Sourcing Requirements	9 Revise Blueprint as Needed 10 Conduct Analysis 11 Conduct Data Mining/collection 12 Select Final Charts Type 13 Develop all Individual Slides under the Vertical Logic	14 Establish the Hierarchy of Headlines and Storylines 15 Visualize Hierarchy and Linkages Through Abstraction Layers	16 Develop Punchy Headlines According to the Assigned Sequence of Charts 17 Complete and Finalize the Storyline
Output	The Big Idea, Issues/Sub-Issues, Hypotheses	Filled Out Issue Diagram with Key Questions, Blueprint, Data and Analysis	Individual Charts and Group of Charts – The Vertical Logic	Hierarchy of the Storyline	Full Story Told with Charts

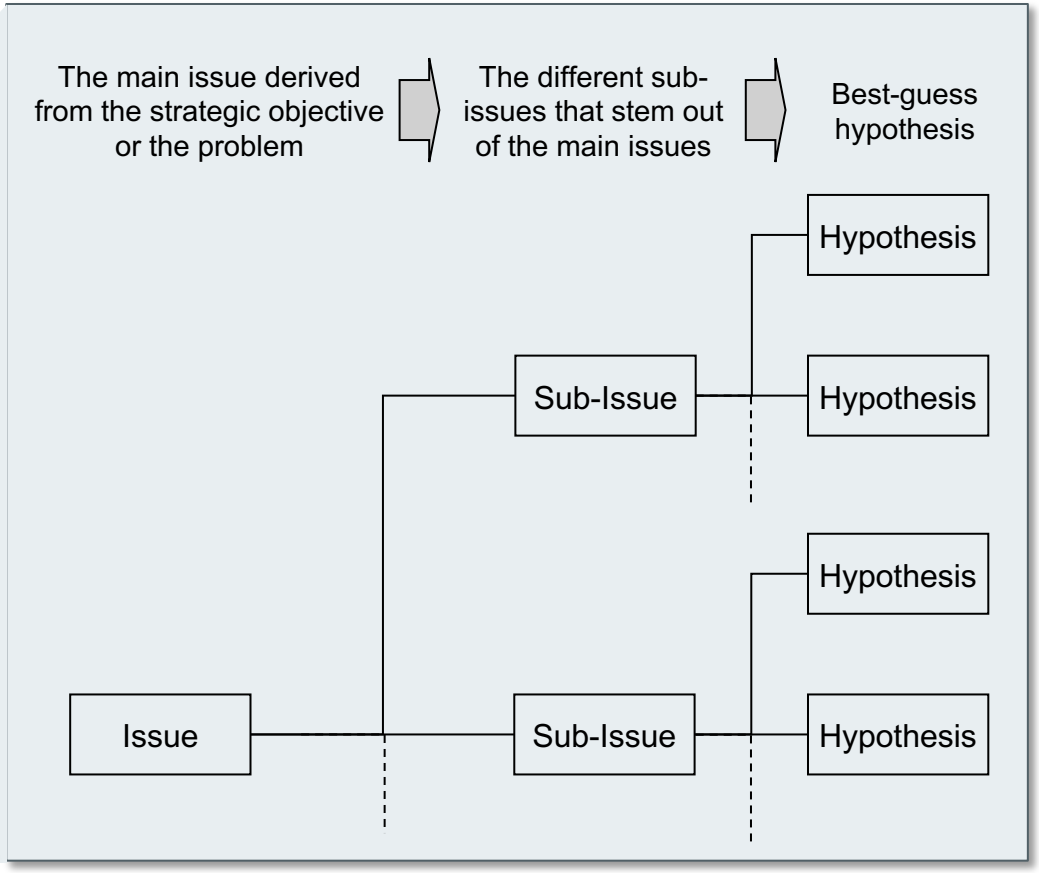
In Phase I, develop the preliminary strategic objectives, issues and hypotheses

I Horizontal Logic

The Big Idea and Hypotheses



Horizontal Logic



Source: Business Model Hackers; STC Toolkit

In Phase II, expand the “Issue Diagram”, fill out and identify key questions, design charts blueprint and identify data and analysis requirements

II Issue Diagram

ILLUSTRATIVE

Horizontal Logic → **Vertical Logic (5SUF)**

Iterative Steps **Phase II Actions**

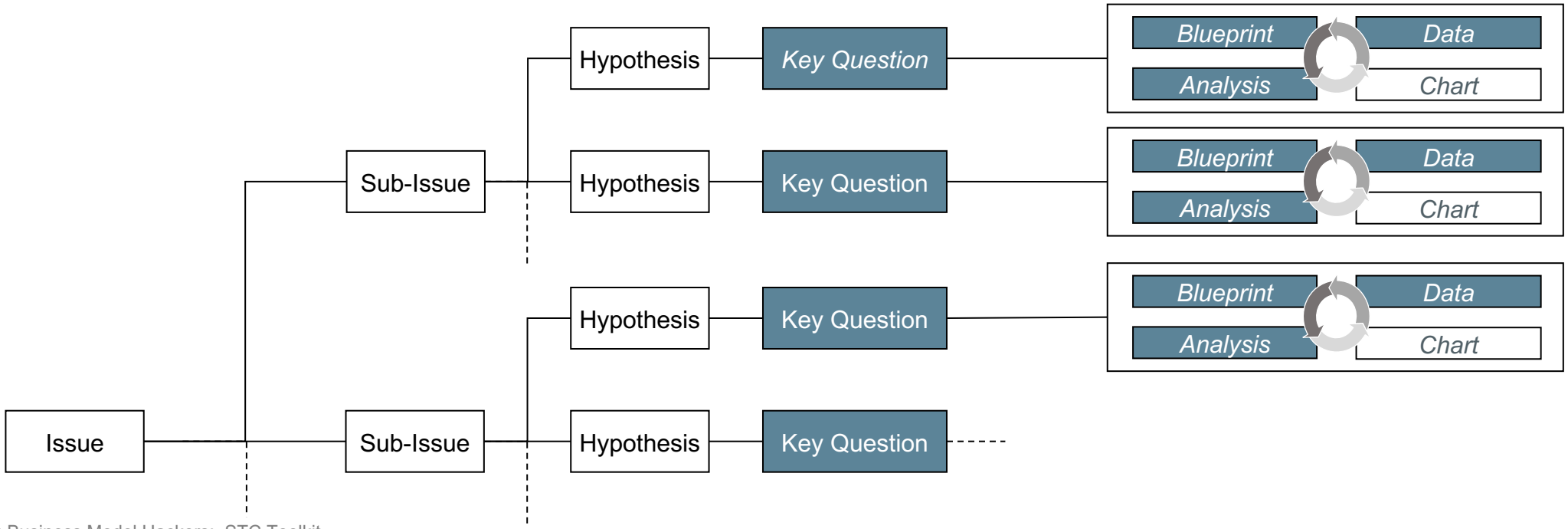
The main issue derived from the strategic objective or the problem → The different sub-issues that stem out of the main issues → Best-guess hypothesis → **Step 1** ***Key Question*** *that leads to answers that prove hypothesis*

Step 1 ***Blueprint*** *of the chart based on key question*

Step 2 ***Analysis*** *needed to answer the question*

Step 3 ***Data*** *required to conduct analysis and its source*

Step 4 ***Chart*** *most suited to prove answer to key question*



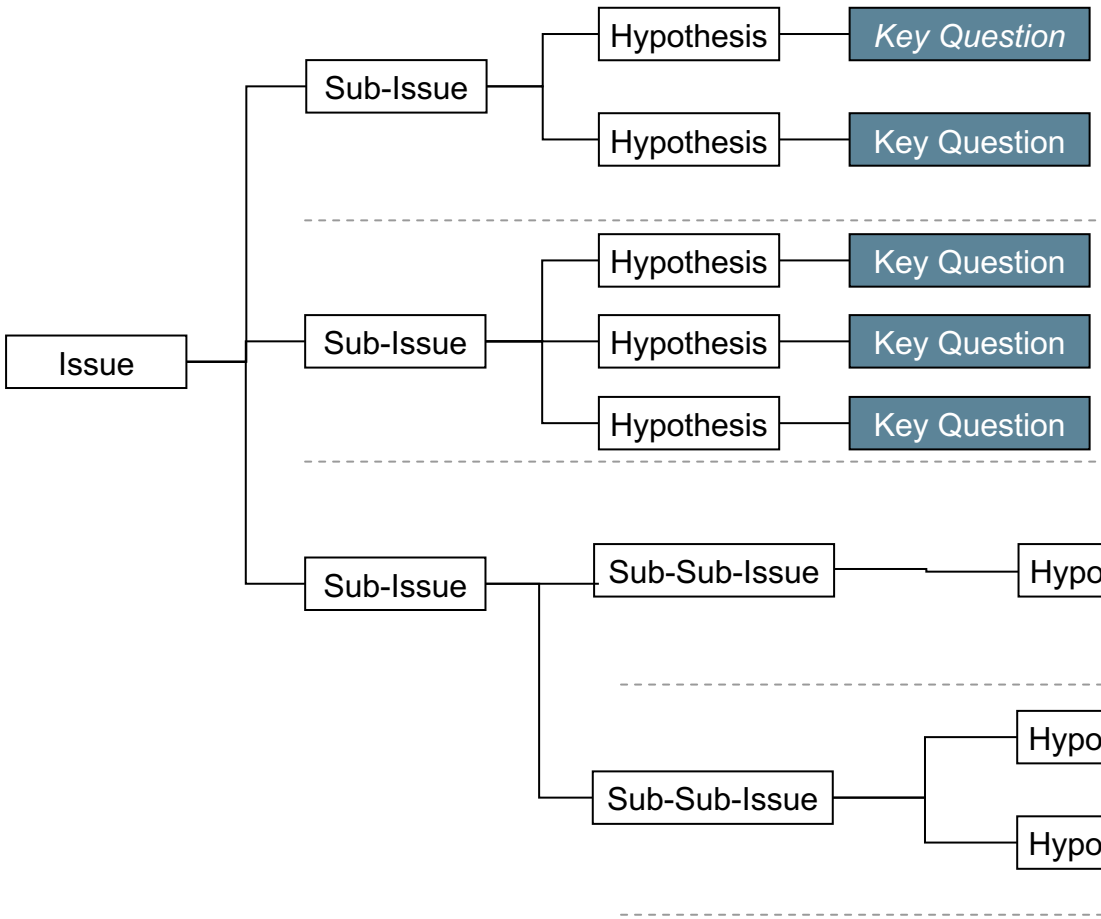
Source: Business Model Hackers; STC Toolkit

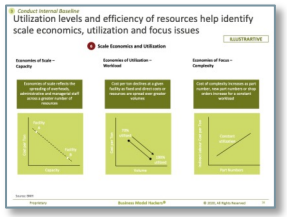
In Phase III, complete all charts required to support the hypotheses and claims in the form of vertical logic slides

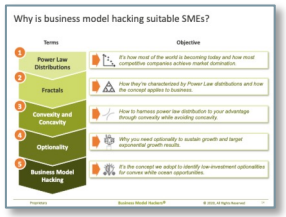
III Vertical Logic

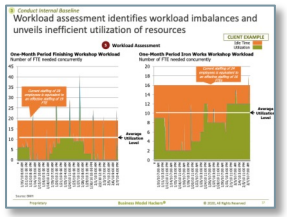
ILLUSTRATIVE

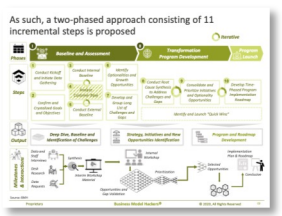
Vertical Logic Slides

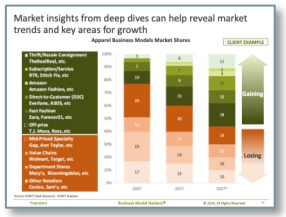


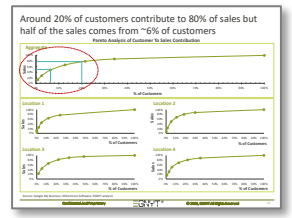


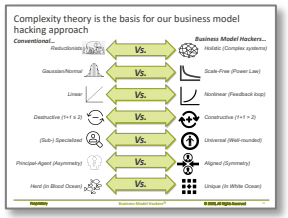












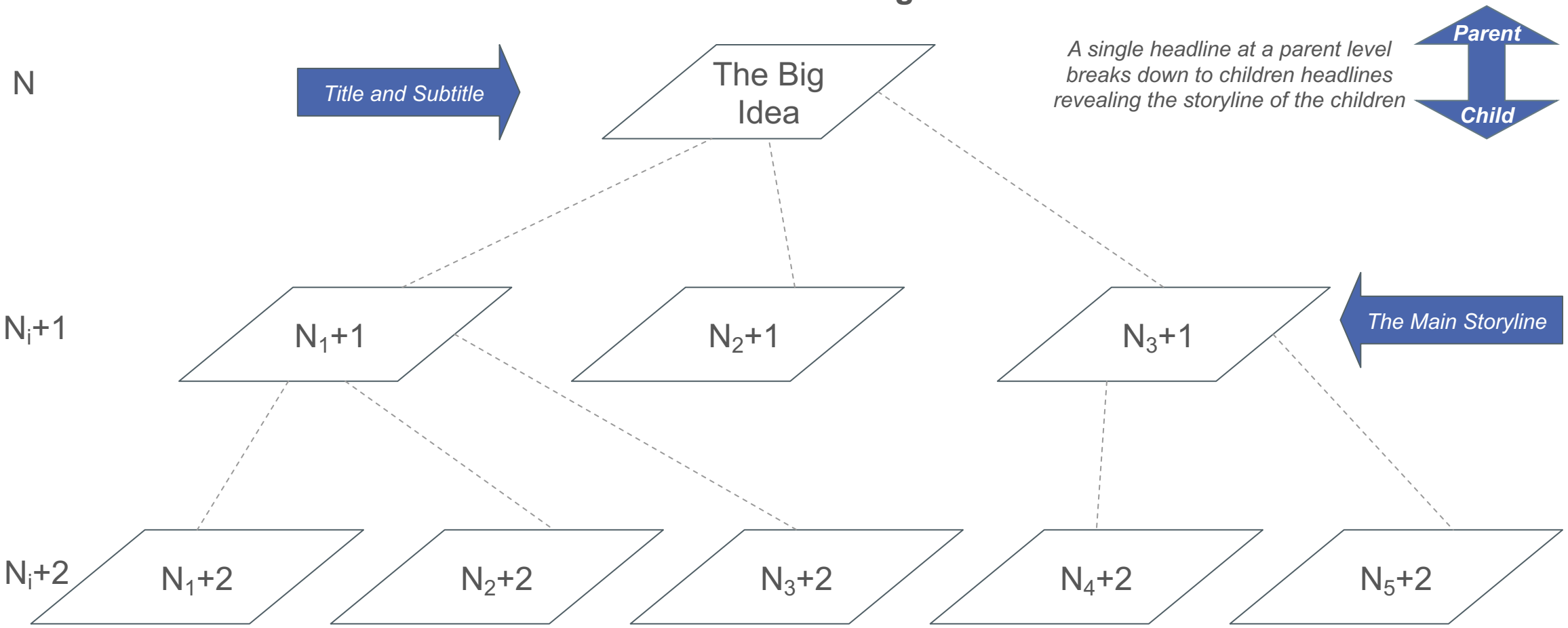
Source: Business Model Hackers; STC Toolkit

In Phase IV, establish the storyline line hierarchy by applying the abstraction thinking method

VI Abstraction Design

ILLUSTRATIVE

The Abstraction Thinking Method



Source: Business Model Hackers; STC Toolkit

In Phase V, develop punchy headlines according to the assigned sequence of charts and complete and finalize the storyline

Storyboarding and Copyboarding

Storyboarding

Copyboarding

Source: Business Model Hackers; STC Toolkit

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Rules Of Thumb

Rules of Thumb

…never persuade through complicated slides; it's the concept of "less is more."

Always work your way from the hypothesis and claim and have the visuals in mind before you jump on data mining.

If you hide the headline on a slide, you should be able to guess what the the body looks like and vice versa, if you hide the body, you should be able to guess the headline message.

The most important skill you'll need is to develop the ability to ask the right question.

The One Message Per Chart Rule is the one rule to rule them all. In other words, each chart should only provide one key insight that the chart's content should fully support.

It takes exactly the same amount of time to present 2 ideas on 1 slide as it does to present 1 idea on each of 2 slides.

you don't need a lot of templates. The less you can work with, the better and the more consistent "look and feel" your deck will get.

Let quants drive your story and prioritize quantitative slides over qualitative slides.

Source: Business Model Hackers; STC Toolkit

Rules of Thumb

don't make a single mistake. One mistake can discredit your entire work, credibility or presentation

You should know that the best stories flow flawlessly from beginning to end without bloaters. If your story doesn't flow properly without them, you may want to revisit it.

When in doubt, plot multiple versions for the data and pick the visual that is most suited to stress the message or claim.

The less words you need to use in the chart to validate and make the claim come to light, the better the chart.

In STC, "numbers always speak louder than words" .

In the context of data validation, where applicable, apply Fermi thinking to check if data is within a reasonable range.

Every time you complete a chart, ask the question at the end: So What? If the answer does not link to your strategic objectives or goal, than, either remove it from the deck or revise the chart to do so.

Source: Business Model Hackers; STC Toolkit

Rules of Thumb

Persuasion cannot be achieved through long-winded speeches and presentations.

There is no audience in the world that would ever complain that your message was too easy to understand.

Always start with horizontal documents and then convert to videos or vertical documents later.

3DF implies that story must be structured logically but strategically enhanced with emotional and engaging content and cues, which can be used to influence and maintain engagement.

You need to establish your presentation goal and strategic objectives without wasting too much time on understanding your audience.

Think of the story as a series of individual messages that add up to a full story. If we go back to the language analogy, we can think of the words in a sentence as the vertical logic.

Follow the logic of your problem-solving skills to structure and draft an effective presentation, thereby solving your "problem."

Source: Business Model Hackers; STC Toolkit

Rules of Thumb

Keep the number of main ideas you present in a deck or story to five or less.

The right and left sides of the brain need to be tackled with 3DF.

Always work your way from the top and have the visual in mind before you jump to data mining.

You need to keep your "ask" to a minimum in STC, no matter what your purpose, goal or strategic objectives are.

Don't make your presentation as a one-sided brain activity

Let the quants drive your story, and always prioritize quantitative slides over qualitative slides. Remember that numbers speak louder than words.

It is more important is establish your goal and strategic objectives of the presentation than to waste too much time understanding your audience

Always try and keep your audience in a good mood.

Source: Business Model Hackers; STC Toolkit