



# Benchmarking Part II:

## How to analyse, report and use your findings



### 1. ANALYSIS AND REPORT CREATION



Often Analysis and Report creation overlap or are done simultaneously but best practice is separating out to two components



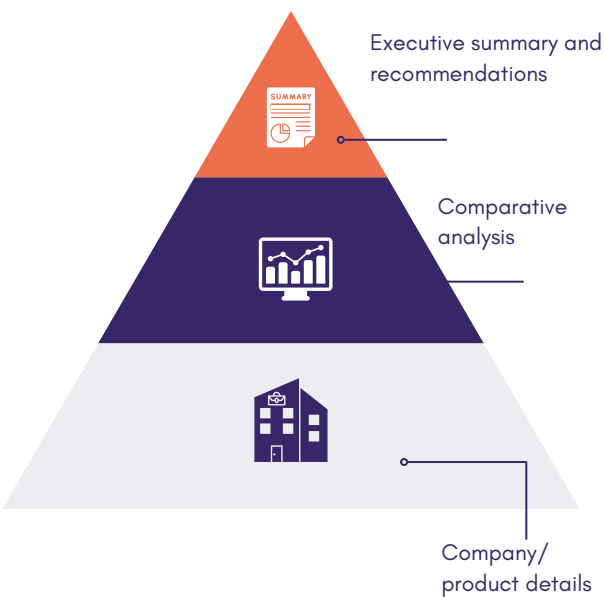
Analysis should be done using frameworks, team whiteboarding sessions, exploration of numeric data in different visualisations and discussion with expert advisors



Reporting is generally best done in PowerPoint, with supplementary podcasts, infographics and short form video recordings to engage those the report is being delivered to

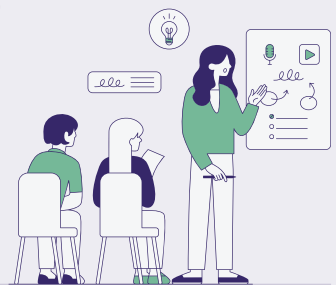
#### Report/Deck structure

The report should have **3 main sections**, plus a methodology and appendix



#### Company Analysis and Overviews

The analysis at a company level should focus on why companies are doing something, propose suggestions or scenarios that explain the findings, and forward-looking assumptions on how they could evolve



The reporting for this should be relatively straightforward, with a stand-alone profile capturing all the critical data for each company/product/business unit being researched



These will be detailed slides, not for presentation but a useful reference for questions from those not involved in the project



Templates can be created in parallel with the data gathering phase, storyboarding and iterating based on project needs

**Each slide should focus on one topic, examples include:** Financials, Maps, Product portfolio / Pipeline, Strategy and commentary from earnings calls, Leader profiles, Deal activity, Org Chart.



#### Comparative Analysis: Quantitative Data

Comparing quantitative data is "easiest" as differences in numbers are straightforward to spot

Where possible ensure the charts that go into the report are explanative, not explorative

Where there is no trend or reasoning, draw attention to the fact this is an unanswered question and discuss with those receiving the report

**Recommendation:** Cole Knaflic's book *Storytelling with Data* is a great resource to help learn how to visualise data better

#### Comparative Analysis: Qualitative Data



##### Examples include:

2x2 plot where each axis represents a key factor, and you create four subgroups that represent archetypes for those factors

Table with checkmarks, symbols, or concise phrases to show companies' activity in certain areas, capabilities, or partnerships



Present mock designs to other team members on the project or colleagues to ensure they are easily interpreted



Typically more challenging to cross compare, analyse and visualise



Look for common consulting frameworks or visualisation tools (**porter's 5 forces, Value Chain Analysis, BCG Matrix**)



For reporting avoid creating text heavy slides repeating information from the body slides

Simplified comparison of organization structure models (e.g. Therapy area vs geographic vs hybrid)

Table with Harvey Balls to subjectively rank factors

Timeline/evolution of business models, partnerships, or processes



#### Partial Data



It may be the case you collected data for some but not all of the subjects: **it is still worth presenting these!**



Use hypothesis or draw similarities or differences with subjects you haven't collected this data for

#### Executive Summary



Keep the Executive Summary simple and jargon free where possible



Draw clear attention to what should be done, and what should be avoided as a result of the research



Cover all of the benchmarks, even if it is just a single bullet point or comment to support a larger topic

#### Templates for the Executive Summary

If the benchmarking was commissioned to support a specific initiative a good exec sum template to use is to start with the recommendation, then explain reasoning and detail the companies or products that this recommendation are based on

Recommendations/Action	Why/Reasoning	Company/Product

For a more exploratory project you should flip the order and start with the findings, then how this might impact your company or product, and finally any recommendations

Findings	Impact on Company/Product	Recommendation/Action

### 2. PRESENTING AND USING THE REPORT

#### A Presenting to your Function

- Your corporate project team or the the consulting team who conducted the work will ideally present to a broader group across your function or collaborating functions
- This could help you answer any unanswered questions, expand recommendations or actions, and identify any concepts or visualisations that are not clear
- One way of doing this is to run the session as a workshop with exercises on specific topics to get input from the attendees, which can be incorporated into a new version of the report.

#### B Presenting to your Boss, Budget Holders or Internal Committees

- Upon project completion, you'll likely need to present to more senior stakeholders especially if aiming to implement certain recommendations that require budget or resources
- Make sure to relate the findings and recommendations to your boss or the budget holders goals and objectives (e.g. doing X will improve your P/L by Y)

#### C Project Closeout

- Once the findings have been presented to budget holders/leadership and next steps decided on the benchmarking project is at the end of its lifecycle
- Make sure the report and supporting data are easy to access for the teams working on the next steps as a reference
- Take any useful templates for future projects

Contact [sv@sivan-consulting.com](mailto:sv@sivan-consulting.com) if you would like to discuss more

