



WAUC



2020 ANNUAL REPORT

WAUC is proud to be a registered charity with the Australian Charities and Not-for-profits Commission



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MESSAGE FROM THE BOARD

Despite a tumultuous year, collaboration at all levels of WAUC allowed for positive outcomes to be delivered throughout the organisation

YEAR IN REVIEW

2020 was an extraordinary year, with many unprecedented challenges at global and local levels that arose due to the COVID-19 pandemic. Through these testing times, WAUC continued to support our core stakeholders: our student volunteers that faced significant disruption to their academic learning and development, and our charitable and not-for-profit clients that worked tirelessly to support the broader Western Australian community in an environment of heightened uncertainty.

This year, WAUC successfully delivered 12 cases for 11 different charities and not-for-profit organisations that support various sectors of the Western Australian community. We are extremely proud of our consultants that worked tirelessly to create tangible impact for these organisations throughout the year, especially in a remote working environment. As a charity, WAUC is fully dependent on the generosity of our Executive team (Julian Sanders, Connor Jenkins, Brodie Stephenson, Lucy Wang, Shi Han Su, Katiana Tse Yuet Cheong and Sam Joyner) and consultants. This year we had more than 70 student volunteers donate their time to support WAUC and our clients. We also acknowledge the contributions of outgoing Board members Hayley Baker and Daniel Firth, and welcome Wina Yoman who joined the Board this year.

In particular, we congratulate and thank our consultants for their mature and effective response to the disruptions caused by COVID-19. Along with the rest of Western Australia and the world, all WAUC interactions went virtual in the first half of 2020. This meant every team discussion, client meeting, final client presentation, professional development workshop and social initiative was held virtually, and it is a credit to all involved that the quality of these interactions continued to uphold the high standards expected at WAUC. Special thanks are extended to the 2020 Executive team and Project Leaders for going above and beyond the call of duty to maintain WAUC's culture and collegiality through a range of creative initiatives during this period.



We also extend our appreciation to our external partners whose support continues to be instrumental to WAUC's success. The continued support of our principal partner, the University of Western Australia, is greatly appreciated and enables us to improve student experience outcomes and deliver impact for the Western Australian community. Our industry partners (Azure Consulting, Bain & Company, Boston Consulting Group, McKinsey & Company, and Visagio) also dedicated significant amounts of time towards mentoring, guidance and training our project teams.

Consistent with our purpose to improve student experience outcomes, WAUC launched a pilot Consulting Application Support Program this year. The program supports members of WAUC's community that are aspiring to pursue a career in management consulting. It provides them with the opportunity to prepare for case study interviews with fellow WAUC consultants, and receive mentorship from WAUC alumni who are currently working at management consulting firms and we look forward to running the event again in 2021.

LOOKING FORWARD TO 2021

In 2021, WAUC will focus on delivering two main changes to our operating model:

WAUC will expand to 7 cases per semester, representing the culmination of many years of tireless work from the Executive team and Board. This is a great reflection on all dimensions of WAUC: our strong pipeline of dedicated students willing to donate their time to support our clients; improved internal training sessions enabling more students to step up as Project Leaders; overwhelming demand from prospective clients to partner with WAUC; and increased support from industry partners to provide comprehensive training sessions.

WAUC will also launch WAUC Nexus in 2021 – a new client offering focused on data-centric engagements. This new branch of WAUC will aim to transition clients along the data maturity pipeline by improving their understanding of and ability to leverage data. This new offering will be supported by our industry partners and will operate alongside the traditional strategy engagement offering.

We believe these changes will create material value for our students, clients, and the broader Western Australian community. We are confident that WAUC, led by Julian Sanders and the broader Executive team, has the right vision and capabilities to continue creating meaningful impact and further grow the organisation in 2021 and we thank them in advance for their efforts and leadership.

Darren Gan, William MacLeod, Darren Wee, & Wina Yoman

Board of Directors

MESSAGE FROM THE CEO

Student-led initiatives have made 2020 an exciting and engaging year for our consultants

2020 AT WAUC

Without a doubt, 2020 will be remembered as an extremely challenging year for all. At WAUC we are lucky to have weathered this storm with minimal disruption to our operations, which is a testament to the perseverance and ingenuity of our consultants. During semester one each team was able to effectively manage the transition to virtual work with absolute professionalism, whilst a series of online events and competitions allowed us to remain connected as an organisation. As pandemic restrictions gradually eased, the lessons learnt during this period proved invaluable in assisting our clients navigate their way forward in the wake of COVID-19. I am proud to have seen the quality of WAUC's service provision continue to improve, rather than stagnate, over the course of 2020.

STRATEGIC INITIATIVES

This year has also seen a raft of exciting new initiatives implemented by WAUC's executive team. The introduction of 'WAUC Work Days' – dedicated sessions that allow teams to meet in a collaborative space to work on their cases – has proven a major success. Not only has this program helped to upskill consultants through regular in-session skill seminars, it has also worked to facilitate an unprecedented level of inter-team case collaboration. As part of this initiative we also held our first WAUC volunteering event, where our consultants worked to assemble safe-sex packs on behalf of the WA AIDS Council – one of WAUC's valued clients. This proved to be an extremely enjoyable and rewarding experience for all involved, and I look forward to seeing more of these events occur in future.

The introduction of the WAUC Women's Scholarship was another exciting initiative this year, and is a reflection of WAUC's ongoing commitment to promoting opportunities for women in consulting. The scholarship itself is awarded each semester to WAUC's top female applicant. Recipients are paired with a female WAUC alumni mentor from a professional consulting firm, touching base regularly to provide professional and WAUC career guidance. Furthermore, recipients also undergo an accelerated pathway through WAUC's leadership structure, as well as first preference choice on their first case.

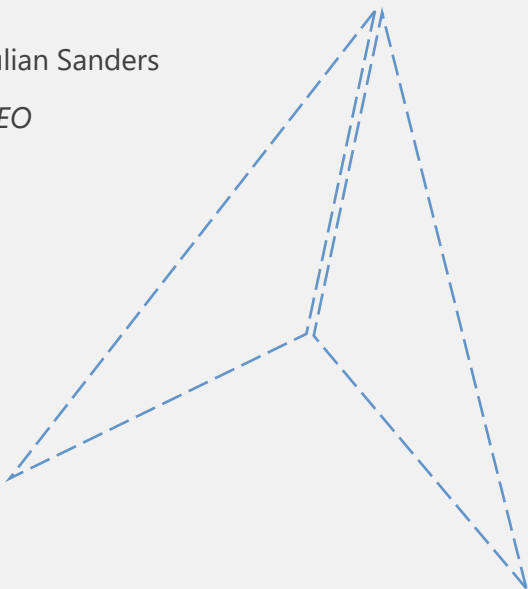
Another major initiative that commenced in 2020 was our new Internal Projects program. This new class of project involves a body of work conducted internally by consultants during holiday periods, working in small, flexible teams. Internal Projects are selected by the Executive with the aims of producing adaptable, ready-to-use insights/deliverables for future cases, producing insightful reports on issues within the NFP space, or supporting consultants in charitable initiatives outside WAUC. So far three successful Internal Projects have been completed, including a report on strategies available to NFPs in minimising the impacts of COVID-19. Feedback from these projects has been extremely positive, and we look forward to seeing the beneficial outcomes of this program as it continues to evolve.

In 2020 WAUC held its first biannual Project Leader's Dinner, giving our valued cohort of Project Leaders the opportunity to come together mid-case and share their experiences and lessons learnt. Not only did this provide our Project Leaders with a wealth of valuable insights, it was also an opportunity to thank them for their immense contribution to WAUC and the work we do. We also held our first ever Alumni Drinks event in November of 2020, at Prince Lane Bar on Murray Street. It was a treat to see so many familiar faces, and the night provided a fantastic opportunity for our alumni network to reconnect.

MANY THANKS

As ever, the work that we do at WAUC would not be possible without the exceedingly generous contributions of both our volunteers and industry partners. I would like to personally extend my thanks to each of these individuals, as well as to the University of Western Australia and St George's College for their ongoing support of our organisation. Despite its challenges, this year has been an extremely positive one for WAUC, and I look forward to seeing this charity continue to grow in 2021.

Julian Sanders
CEO



OVERVIEW





HISTORY AND MISSION

MISSION

WAUC's mission is to deliver lasting social impact in the WA community by enabling more effective NFPs, actively develop professional skills in our students, and inspire future leaders.

HISTORY

For the past seven years WAUC has been empowering top university students to provide high-quality consulting services for not-for-profit organisations and charities. Each year of operation has seen WAUC improve in the quality of services it delivers, to ultimately help NFPs overcome challenges they face and assist them in creating meaningful impact.

Throughout WAUC's history, four key tenets have underscored the direction in which we have grown. These involve an ongoing commitment to being socially innovative, creating social impact, empowering students, and remaining connected to the community.

SOCIAL INNOVATION

The foundation of WAUC's strength is the dedication and talent shown by our student volunteers. By connecting the untapped competencies of these students with the unmet needs of WA charities, we can create lasting impact.

SOCIAL IMPACT

Since 2014, WAUC has had the privilege of helping over 40 socially conscious charities and NFPs create impact in sectors ranging from Indigenous education to health, social justice and environmental protection. We remain firmly committed to achieving better outcomes for those in need in WA, and are honoured to contribute to social change in our community.

EMPOWERED STUDENTS

WAUC recognises our key strength is in our student volunteers, and accordingly we invest significant amounts of our resources in developing their skills and creating an environment where they can grow.

COMMUNITY CONNECTION

WAUC is powered by young consultants who wish to give back to the communities that helped them grow. By understanding local needs, WAUC can better engage and tackle issues by creating tailored solutions for each NFP we help.

OUR PARTNERS

We would like to acknowledge and thank the partners that enable us to drive social impact and create future leaders

PRINCIPAL PARTNER



RESIDENTIAL PARTNER



**ST GEORGE'S
COLLEGE**

INDUSTRY PARTNERS



McKinsey & Company **VISAGIO**

CONSULTANT HIGHLIGHTS

73 CONSULTANTS



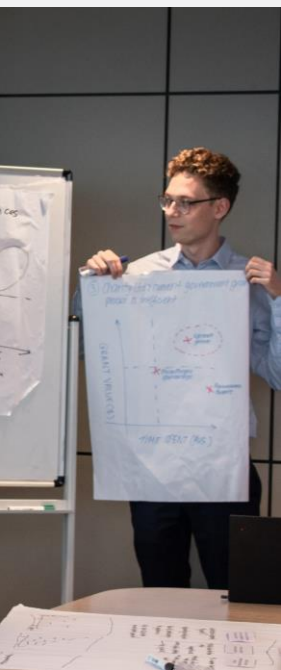
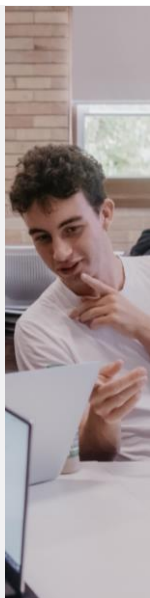
6 INTERNAL PROJECTS



48 INDUSTRY PARTNER TRAINING SESSIONS



22 INTERNAL TRAINING SESSIONS



CLIENT HIGHLIGHTS

12

PROJECTS

75

CLIENT NPS

Guide Dogs
WA



ROCK ART AUSTRALIA
Formerly Kimberley Foundation Australia



TLG
TEACH LEARN GROW



ST CATHERINE'S COLLEGE



Solaris Cancer Care



CLIENTS





SEMESTER ONE OVERVIEW

We are grateful to have worked alongside clients who were able to quickly adapt to new ways of engaging with WAUC during COVID-19

The structural changes brought about by COVID-19 to the nature of working arrangements are well known, and for much of the first semester of 2020 our consultants were required to work from home.

We were pleased to have the opportunity to work with the Kimberley Foundation, Motor Neuron Foundation, Murlpirmarra Connection, On My Feet, Guide Dogs WA, and Teach Learn Grow. Within these projects WAUC consultants conducted a range of work including feasibility studies, operational efficiency reviews, and created fundraising and marketing strategies. Our consultants also developed WAUC's first database management system review and KPI development strategy and learnings from this work will be used in launching WAUC NEXUS

NEW CLIENTS

**Guide
Dogs**
WA

mnd
Australia



**ROCK ART
AUSTRALIA**

Formerly Kimberley Foundation Australia



**ON MY
FEET**



To Make Strong To Make Confident To Empower



"The group showed a high level of professionalism and knowledge and their work has now given us a deeper understanding of our need and the direction we need to take"

Guide Dogs WA

SEMESTER TWO OVERVIEW

A particularly big thank you goes to all our consultants, whose hard work has helped make this semester a successful one

Semester two saw a return to relative normalcy for WAUC consultants, as we recommenced in-person meetings and training. We would like to thank our fantastic Semester 2 clients Guide Dogs WA, St Catherine's College, UWA, SHQ - Sexual Health Quarters, WA AIDS Council, Wungening Aboriginal Corporation and Solaris Cancer Care for collaborating with us. It has been a pleasure navigating the non-profit-space and creating solutions with you.

Working alongside such passionate organisations was an inspiration to all our consultants. This semester WAUC teams were able to utilise their training and mentoring to effectively deliver a range of project types. From running in-depth personal interviews and synthesising organisational performance issues to collecting and analysing large-scale surveys, our consultants were always able to deliver a useful solution to our clients unique situations.

NEW CLIENTS



REPEAT CLIENTS



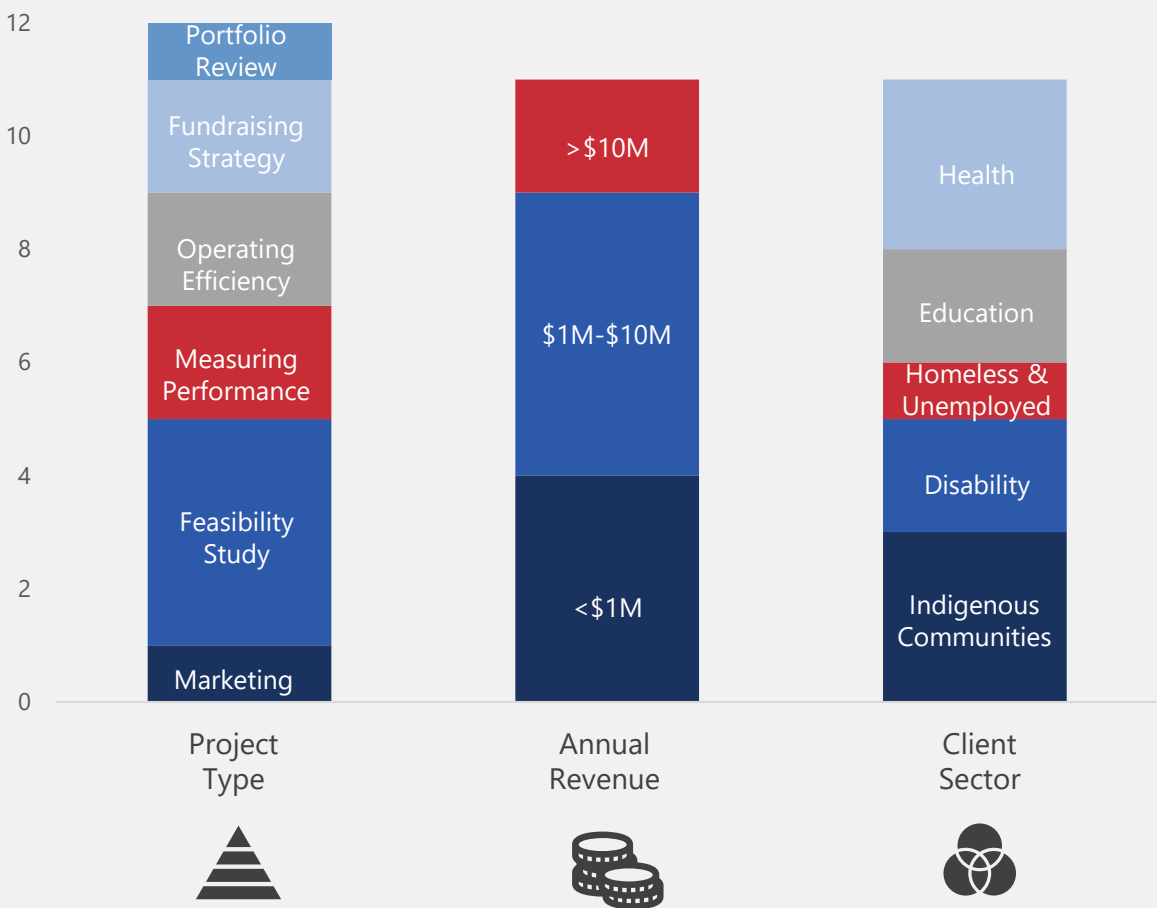
"The entire organisation was super impressed with the work WAUC undertook, especially the final presentation. Such a tremendous organisation, professional consultants & enthusiastic team."
Solaris Cancer Care



YEAR IN REVIEW

WAUC completed 12 projects for 11 clients, the first time in our history a client has been engaged with twice in one year

CLIENT BREAKDOWN



"The team were able to balance their engagement perfectly, that's what I like most, they listened, but also brave in pushing our mindset"
Wungening Aboriginal Corporation



2020 NPS

CASE STUDY – DATA ANALYSIS

In 2020, WAUC was engaged by a large health-sector client wishing to expand their operations beyond their main clinic to a new location. Based on the client’s expansion objectives WAUC identified three potential optimal locations for expansion and formulated two viable execution strategies – construction of a new clinic or partnership with an existing service provider.

The first and most challenging part of this project was to analyse the existing market, as this research would function as the key steppingstone to creating insights and evidence-based strategies.

MARKET ANALYSIS

To identify optimal expansion locations, WAUC built a robust multiple linear regression model using the client’s own data. By combining this data with location and demographic statistics, a model predicting the volume of new customers per region of WA could be created. Using this model and ArcGIS, a location-based analytics software, WAUC created heat maps to visualise the data outputs.

These outputs, seen in Figure 1, allowed for a state-wide perspective to be gained on the potential of net customer gain of expanding to a new suburb. Figure 2 is an example of mapping a specific scenario of expansion, with greater detail and focus on the most prominent areas effected.

This was the first occasion that WAUC had created a multiple linear regression model out of client data, which allowed for unique solutions tailored to our client and their situation. The success of this analysis provided a strong platform to formulate strategies that were well received by the client and a foundation of skills that WAUC could apply to future projects.

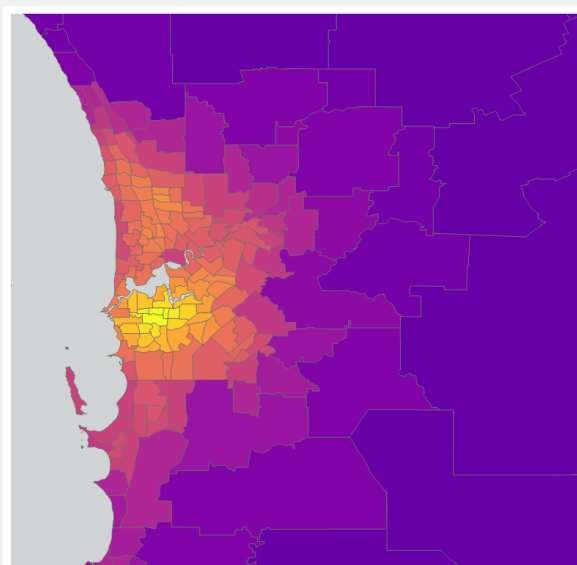


Figure 1 | Mapping potential customers by region

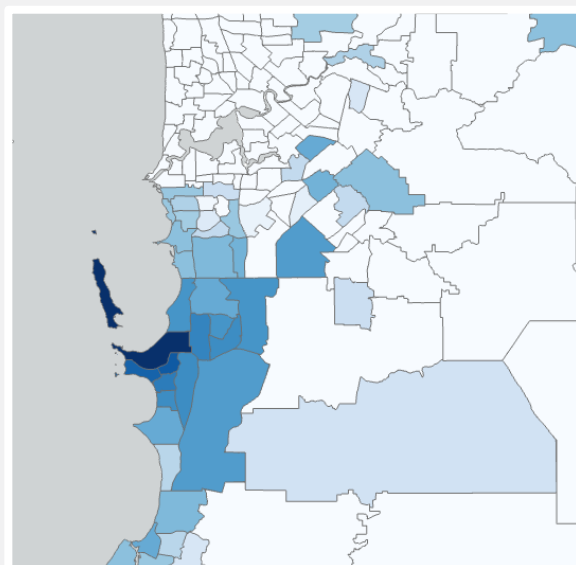


Figure 2 | Scenario mapping

STUDENTS





What is an approach
to meet requirements

requirements

5 y

Business

Sustainable

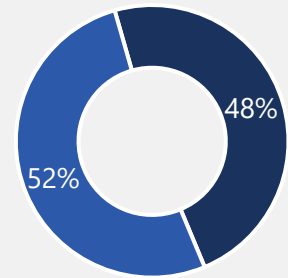
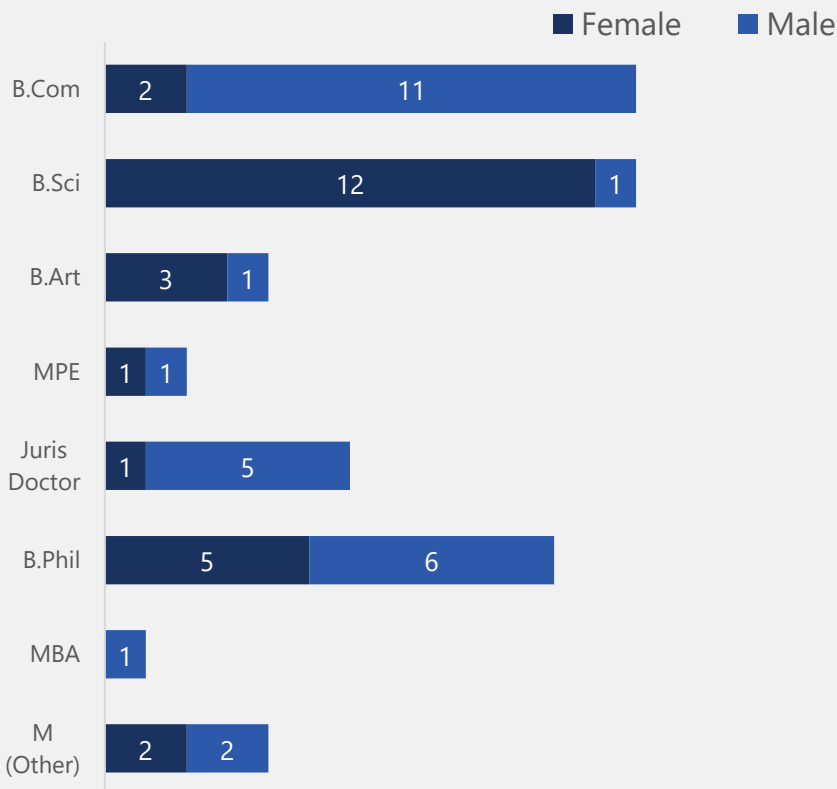
OUR STUDENTS

WAUC is grateful to our diverse and passionate group of student consultants

SEMESTER TWO SNAPSHOT

DEGREE BREAKDOWN

GENDER SPLIT



54
Consultants

At WAUC we value diversity for the unique insights that it brings, and for the improvements it makes for our volunteers' experience. We are constantly trying to draw from a wider array of backgrounds to ensure that all students have an equal opportunity to join WAUC.

Towards this goal, WAUC is committed to promoting opportunities for women in consulting. In keeping with this commitment, we were pleased to introduce the WAUC Women's Scholarship in 2020, offered to our highest-ranked female applicant.

Diversity also offers benefits to our clients, as a range of experiences leads to different modes of problem solving, which when incorporated and developed lead to better case outcomes and client impact.

STUDENT OUTCOMES

WAUC is committed to supporting our volunteers' development and remaining engaged after graduation

ALUMNI

We are proud of the achievements of all our alumni and pleased to note that they believe WAUC was a worthwhile and valuable part of their lives. We remain committed to engaging with alumni, through events such as 2020's inaugural Alumni Reunion, which was an opportunity for past consultants to reconnect with WAUC and each other.

ALUMNI FIRMS



2019 alumni gave a score of...

8.9/10

...on how WAUC contributed to the development of skills

88% of 2019 WAUC alumni believe WAUC had an impact on their career choice

INTERN OPPORTUNITIES

2020 also saw the introduction of several new internship opportunities offered exclusively to WAUC consultants on an ongoing basis. These came both from past NFP clients and industry word of mouth regarding WAUC's capabilities.

"Working at Polaris allowed me to develop a range of important industry skills beyond what I had learned at university; an opportunity that would not have come about without WAUC"

WAUC Consultant | Polaris Consulting Intern

TRAINING AND MENTORING

We are always grateful for the training and mentoring offered by our Industry Partners

As ever, our industry partners provided invaluable insights to the project teams they mentored for 2020 cases. Being able to leverage the time and experience of highly regarded professional consultants is an incredible learning opportunity and adds tremendous value to case outcomes.

In addition to the team-based mentoring offered by all of our industry partners, there were also additional offerings of specific trainings throughout the year. Below are the workshops that were run throughout the year.

STORYBOARDING WORKSHOP

Creating a cohesive and engaging narrative is a core skill for any consultant. Early in the project timeline consultants receive training on how to create a story out of the project key questions and form an early hypothesis. This workshop was run by Azure in Semester One and with Bain in Semester Two.

PROBLEM SOLVING AND INSIGHTS

BCG ran a workshop in both semesters of 2020 on how to approach problem solving and formulate insights. Critical methods of problem solving is integral to consulting work and the expertise that BCG was able to provide was invaluable.

CONNECTING DATA TO STORYLINE

Providing evidence-based recommendations to clients is a core component of WAUCs value. The ability to connect this evidence to a story is key to creating and communicating meaning. This workshop ran by Bain (Semester One) and Azure (Semester Two) provided advice at a crucial time in the project delivery.

EXCEL TRAINING

Each semester WAUC consultants receive valuable upskilling in Excel from consultants at Visagio. These sessions develop basic navigation and shortcut skills, as well as best practices for managing and analysing large data sets. Excel is a fundamental skill in many careers, and having an extra development opportunity while studying can be an early career boost.

INTRODUCTION TO POWER BI

New in Semester Two of 2020 was a workshop with Visagio introducing the data visualisation software Power BI. The goal of this session was to expose consultants to different methods of manipulating and presenting data, with the session particularly tailored to the NFP space.

COLLABORATIVE EVENTS

This past year we have been fortunate to organise and participate in events alongside similarly-minded student organisations

FRIENDS OF WAUC



FEBRUARY | MANAGEMENT CONSULTANCY SUNDOWNER

Collaborating with UWA Consulting Society, 180 Degrees Consulting WA, Curtin Consulting Group, and UWA Careers and Employability, this event contained keynote speeches from some of Australia's most reputable consulting firms, followed by networking with consultants from these firms.

MARCH | INTRO TO CONSULTING

To kick off the start of semester, UWA Consulting Society, 180 Degrees Consulting, and WAUC hosted an information session on what it is like to work in consulting. Answering questions from 'What is consulting?' to 'What are essential skills are required?', this event was a great way for new students to learn about opportunities outside of university.

MAY | COMMITTEE RECRUITMENT Q&A

UWA's Student Managed Investment Fund (SMIF), the Finance Association of WA (FAWA), 180 Degrees Consulting, Enactus, and WAUC hosted a speaker panel of executive members of student bodies. They shared their experiences on a virtual call to other students who wanted to learn how to present themselves and stand out in an interview process.

OCTOBER | INTERN PANEL AND SUNDOWNER

Alongside UWA Consulting Society, FAWA, UWA SMIF, and 180 Degrees Consulting, WAUC hosted a panel discussion and sundowner for students to share their experiences in past internships. This was to enable students to make the most of upcoming internships in summer, or tips to positions themselves when applying.