

# FLYER CONSULTING



ANNUAL REPORT  
2019

MIRIAM  
HALL

REVIEWING THE YEAR 2019  
FOR FLYER CONSULTING,  
A STUDENT-RUN  
ORGANIZATION AT THE  
UNIVERSITY OF DAYTON  
SERVING NONPROFIT CLIENTS  
IN DAYTON AND ACROSS THE  
GLOBE IN NAIROBI, KENYA





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# ABOUT US

# WHO WE ARE

Flyer Consulting is a student-run organization at the University of Dayton providing pro bono consulting services to nonprofits. Our organization offers marketing, business development, and technical solutions on our nonprofit consulting side and engages in entrepreneurial mentorship and loan pipeline management on our microlending side. Founded in 2009, Flyer Consulting began working consistently with four nonprofit clients a semester in the spring of 2016. A year later, four consultants traveled to Dublin, Ireland to deliver recommendations to our first international client. Less than a year following this 48-hour trip abroad, Flyer Consulting's microlending side, called Flyer Development, was established.

## WHICH BRINGS US TO 2019...

Today Flyer Consulting is honored to work with nonprofits in the greater Dayton area, offering business expertise on areas ranging from branding to donor management to SaaS applications. We are proud of the relationships we have established with nonprofit partners locally and internationally to engage in loan pipeline management and entrepreneurial mentorship in Dayton and in Nairobi, Kenya.



## MISSION

To better our students, clients, and the community through the provision of our professional business services

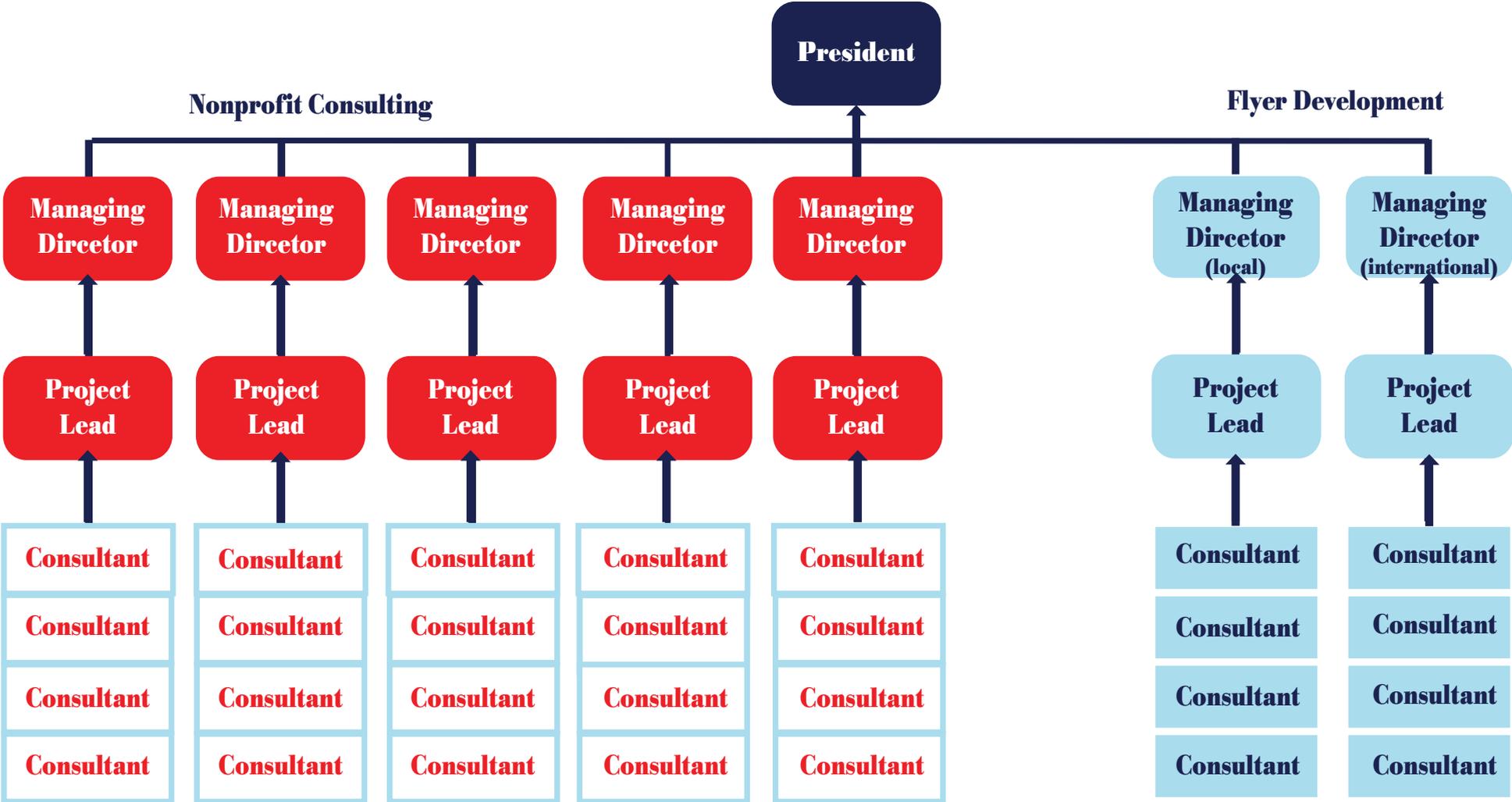
## VISION

To be the most strategic partner for our clients and partners in their journey to positively impact their communities



# ORGANIZATION STRUCTURE

It takes a diverse group of students and perspectives to create insights for our clients. We are proud to offer our students the unique opportunity to work within the environment of a consulting firm. In each position we have the ability to understand a new way to learn, specialize, lead, listen, and serve.



## PRESIDENT

The President of Flyer Consulting serves as a resource for each client project, internal initiative, and team member. Their responsibilities include communicating with external partners, setting strategy for the organization, and managing the growth of our portfolio and team.

## MANAGING DIRECTOR

Each team has one Managing Director to guide the creation and execution of the project scope from an initial client meeting through completion.

## PROJECT LEAD

The Project Lead on each team is responsible for communication between the team and the client, as well as the management of the work being done across the team.

## CONSULTANT

Consultants are the heart of our organization, and brain of our work. Each team has 4-6 consultants who research, analyze, and create recommendations.

# HISTORY OF ORG



**2009**  
Flyer Consulting is founded



**SPRING 2016**  
Flyer Consulting begins consistently taking four nonprofit consulting engagements per semester



**FALL 2016**  
The Flyer Consulting team reaches 20 members



**SPRING 2017**  
Flyer Consulting takes on its first international nonprofit consulting client, Proudly Made in Africa, based out of Dublin, Ireland

**FALL 2018**  
Flyer Development, the second vertical of Flyer Consulting, officially launches both sides, International and Local



**FALL 2019**  
Flyer Development International disperses its first round of microloans to entrepreneurs in Nairobi, Kenya

# LETTER FROM THE PRESIDENT



Dear Friends and Supporters,

Since the inception of the organization, Flyer Consulting's vision has been to be the most strategic partner for our clients in their journey to positively impact their communities. 2019 was another year of tremendous growth, both in our team size and solutions, and we accomplished initiatives to push this vision forward. We believe this inaugural annual report will serve to highlight our internal development and external impact in the Dayton region and across the globe.

In the nonprofit consulting vertical, we have seen massive growth of our solutions. Our three portfolios of work: marketing, business development, and technical solutions have evolved significantly as we engage with more clients and identify their core challenges. In the marketing space we've seen the most growth in our digital solutions which incorporate data into any recommendations, whether content or brand.

We've also recently worked on an entire rebranding project which expanded our portfolio into conceptual strategy. Our business development work surrounds macro-level projects an organization is taking on. We've created competencies around new venture analysis, capital campaign structures, and donor base engagement strategies. Lastly, our technical portfolio has encompassed SaaS implementation, development of reporting structures, and process optimization. Growing our nonprofit solution set will continue to be a priority as we move into developing deeper insights and capabilities for our clients.

In our development and microlending vertical, our team has hit major milestones. Chiefly, welcoming the IMANI Marianists to the University of Dayton campus in June and the first microloan disbursements this fall. Flyer Development has made strides towards facilitating a program with the goal of providing microloans and promoting entrepreneurship here in Dayton and Nairobi, Kenya. We are thankful to CityWide, our local partner, and IMANI, our international partner, for their support and partnership in enabling entrepreneurs.

In the next year we're striving to retain our commitment to our clients. We view our engagements as true partnerships and hope that in the next year we will continue to see trends in deeper, more strategic work that pushes our client's impact forward through comprehensive solutions. Being a part of this opportunity as a student has been an unparalleled experience during my time at the University of Dayton. From exploring real and rich data sets to identifying hidden relationships, building and giving internal training, and meeting with clients who are making a difference in our community - these opportunities are something I will forever carry with me. Thank you to the mentors before me, clients I've had the privilege of working with, and the students carrying on our work. I cannot wait to see where our organization grows in 2020 and beyond!

With gratitude,

A handwritten signature in black ink, appearing to read 'Chloe Voelker', written in a cursive style.

Chloe Voelker, President



From exploring real and rich data sets to identifying hidden relationships, building and giving internal training, and meeting with clients who are making a difference in our community - these opportunities are something I will forever carry with me





# NONPROFIT CONSULTING

## SOLVING BUSINESS PROBLEMS

MARKETING

BUSINESS DEVELOPMENT

TECHNICAL

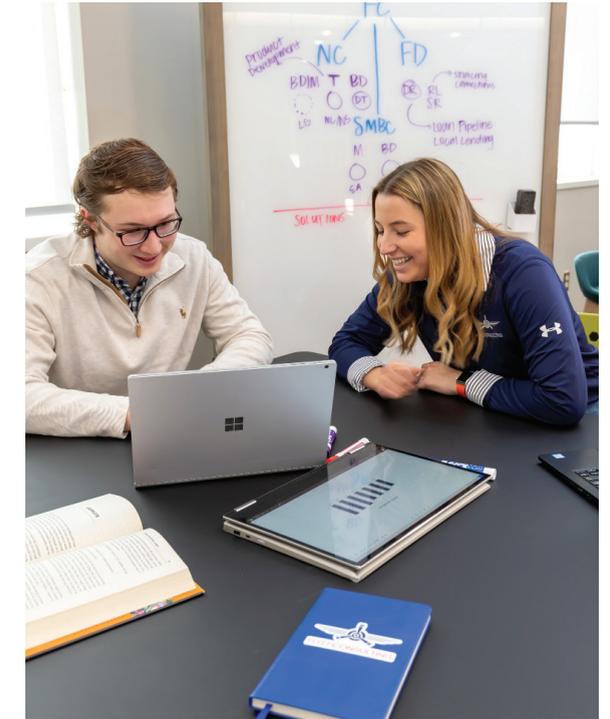


# MARKETING

*Our marketing solutions analyze our clients' current marketing frameworks and implement tailored strategies and processes to focus efforts towards their goals and achieve high engagement.*

## BRAND

A brand tells the story of a nonprofit. Our consultants aid nonprofits in creating a cohesive brand that conveys their message clearly and accurately. We specialize in three areas of branding: brand perception evaluation, brand architecture, and brand strategy. These three components work together to build a strong, consistent brand.



## DIGITAL

Digital marketing is an easy and affordable way to reach a target audience for any nonprofit. Our consultants work with our clients to create a strong digital presence that is consistent across all platforms. We separate our digital solutions into two categories: website and social media. Websites are the central hub of information for a nonprofit and having a user friendly and informative website is critically important. Facebook, Instagram, LinkedIn, and many more social media platforms allow nonprofit organizations to give updates and insights and reach their stakeholders in unique ways.

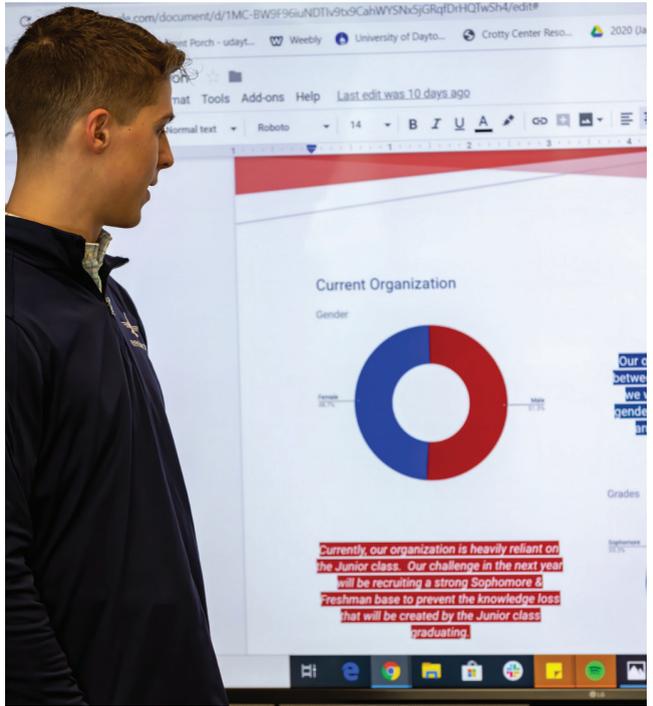


# BUSINESS DEVELOPMENT

*Our business development solutions take a look at our clients' current financial and operational state and work to help shape the future of the nonprofit for maximum impact on the community.*

## STRATEGIC GROWTH

How should an organization plan to reach its strategic goals or even begin to develop those goals? Wherever organizations are on their growth timeline, Flyer Consulting works with them to identify and achieve their short-term and long-term strategies. Our strategic growth solutions are based off data-driven analyses which create actionable plans for an organization's goals, from developing financial strategies to market expansion.



## BUSINESS ANALYSES

Our business analyses solutions delve into how our clients compare to their peers and industry as a whole. Flyer Consulting provides benchmarking capabilities and insights using financial data to analyze the health of our client's organization. With the expertise of our Six Sigma-trained consultants, we work to optimize our client's processes and leverage resources specific to their industry to mitigate challenges and optimize opportunities. Our research practices coupled with our understanding of publicly available data will help our clients achieve a desired outcome.



# TECHNICAL

*Our technical solutions recommend, implement, and optimize software platforms or data management strategies for our clients to digitize their operations and unlock new opportunities.*

## DATA COLLECTION

In order to sustain the incredible programs nonprofits offer to their communities, they need a reliable source to collect data related to outreach efforts, donations, or program outcomes. Through various external user-friendly technologies and internal data collection systems, this process can be simplified for stakeholders to actively gain information. At this point visibility into the organization becomes much clearer, especially when systems can communicate across the organization and be accessed by the right users.

## DATA STORAGE

Collecting data from clients, donors, or volunteers can either be a massive opportunity to leverage resources for operation, or a waste of time if reliable tools are not used to maintain these sources. This is especially relevant for nonprofits who want to protect private donor information or work in industries that collect proprietary data, like health records. Our team has experience evaluating nonprofits' data storage methods and recommending how to best fit the needs of an organization with reliable storage solutions.

## DATA OPTIMIZATION

The ability to efficiently pull in and analyze data will allow the leaders of the organization to create long-term strategy and make accurate decisions. When extraneous, inaccurate, or duplicated data is brought in or data is unorganized, the value of data decreases. Our team is able to optimize collection so that client or donor data is transformed into insight for leaders to take sustainable action on.

## DATA ANALYTICS

Data optimization and analytics go hand in hand to provide the most comprehensive understanding of an organization's current state whether it be related to client programming, organization financial positions, or donations. Understanding trends on a weekly, quarterly, and annual basis will significantly improve a nonprofit's ability to mitigate risk and project budgets or programs for the future

# CLIENT CASE:

## MISSION OF MARY COOPERATIVE



Mission of Mary Cooperative (MMC) is a nonprofit located in the Twin Towers neighborhood that works to increase access to fresh food in East Dayton through its sustainable urban farm. In addition to strengthening the local food system, Mission of Mary promotes sustainability by powering its campus with 100% renewable and clean energy and provides community programs from cooking workshops to educational tours.

Flyer Consulting had the honor of working on two different projects for Mission of Mary across the 2018-2019 school year. Working closely with Executive Director Mike Schulz and Farm Manager Stephen Mackell, the team formulated a capital campaign strategy in the fall and conducted a new venture feasibility study for Mission of Mary in the spring.



When Flyer Consulting started working with Mission of Mary in the fall, MMC was working to expand its mission from urban farming to sustainability initiatives and fulfill its goal of becoming the first net-zero energy organization in Dayton. Our team collaborated with Mission of Mary to develop these initiatives through a capital campaign.



Flyer Consulting was excited to take on a project that our organization had never done before. With Mission of Mary's vision, the team got to work, researching a framework for fundraising, developing a strategy for creating relationships with donors, and building a financial model. Flyer Consulting also looked into options for a Customer Relationship Management (CRM) system. Utilizing a CRM would allow Mission of Mary to more easily manage the donor base that would be cultivated by the campaign and continue to grow in the future.

With the fundraising framework, donor management strategy, and CRM research, the project touched all three of our solution areas: business development, marketing, and technical.

In the spring, MMC brought Flyer Consulting a totally different project: an idea for a new business venture that would sell the fresh food from MMC's urban farm. Looking into a new business model for a nonprofit partnership was something Flyer Consulting, again, had not done before. However, the team was ready to rise to the challenge and expand our organization's knowledge.

The team delved into a variety of analyses, examining the market, industry, and customer base in the Twin Towers area. From breaking down competitors to examining financial statements to developing a pricing and sales strategy, Flyer Consulting covered all the bases to conduct a new venture feasibility study.

In addition to the feasibility study, the team was able to build off of the previous semester's work and implement the CRM system Mission of Mary chose to utilize from Flyer



Consulting's recommendation. Flyer Consulting provided insights around the software by running reports and developing training.

The project added a new competency to our business development solution set while also continuing to strengthen our marketing and technical solutions. The team was proud to assist Mission of Mary and East End Community Services in considering this new business initiative and support MMC's efforts to advocate for fresh food accessibility for East End residents.

Overall, our work with Mission of Mary during the 2018-2019 year developed us as students, our organization's solution set, and most importantly, helped an organization whose work and goals serve the Dayton community every day.

*As of January 2020, Mission of Mary Cooperative has been verified as the first net-zero energy organization in Dayton! Check out Mission of Mary's website to learn more about the amazing work MMC is doing in Dayton:  
<https://www.missionofmary.org/>*



# **FLYER DEVELOPMENT**

**MICROLENDING LOCALLY AND  
INTERNATIONALLY**

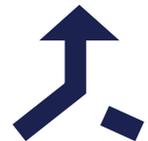
LOAN PIPELINE MANAGEMENT  
ENTREPRENEURIAL MENTORSHIP

# FLYER DEVELOPMENT

## VISION

Flyer Development seeks to enable entrepreneurial growth through the empowerment of business owners, with the ultimate goal of building more impactful communities in Dayton and around the world

## FUNCTIONAL AREAS



### LOAN PIPELINE MANAGEMENT

Flyer Development evaluates small business microloan applications. We provide recommendations for loan disbursement through careful review and analysis of applications.



### ENTREPRENEURIAL MENTORSHIP

Flyer Development provides individual mentoring to entrepreneurs throughout the microlending process in order to help them navigate the small business environment. These collaborative sessions allow for personalized coaching and the opportunity to build lasting business relationships.

## LOCAL

Flyer Development's partnerships with CityWide Development Corp. centers around improving the lending experience for CityWide and their clients. This work involves driving strategic improvements within the loan application process both externally with the client and internally with CityWide.

## INTERNATIONAL

IMANI (Incentive from the Marianists to Assist the Needy to be Independent) is a Mariaist-run organization based out of Nairobi, Kenya. With a stated mission to "raise the lowly to high places," IMANI provides vocational job training to people living in impoverished areas of Nairobi. The organization provides continued support to its graduates through provision of a microlending program that disburses around 300 loans to local entrepreneurs yearly.



## IMANI VISITS DAYTON

Flyer Development had the pleasure of hosting three of IMANI's executive team members in Dayton, Ohio for just under a week in June of 2019. With more than a year of internal preparation in application creation and the completion of our planned loan review process, Flyer Development desired to meet with our international partners in-person before initiating our microloan fund. Bro. Chola, the Director of IMANI, Bro. Godfrey, the Assistant Director of IMANI, and Margaret Waithira Kimani, the Program Coordinator of IMANI's Microloan Fund, flew to Dayton for a week of collaboration for Flyer Development's microloan fund.

Flyer Development held meetings with IMANI discussing the logistics of the planned initial disbursement of microloans. Students were able to present their work and research to IMANI team members. Further,



Flyer Development organized a formal Partnership Dinner that united students, IMANI, University of Dayton administration, Marianist brothers, and community leaders together for an evening of reflection on the mission of our partnership and the impact of funding entrepreneurs internationally. IMANI's team members were also able to shadow local businesses to bring trade skills back to local students. The University of Dayton's IT department taught the team ways to train students on technical skills, and the University of Dayton Bookstore shared information about the American retail business model. IMANI visited a local printmaking press and a catering business to learn more trade skills to teach to its trainees in Nairobi.



## LOAN DISBURSEMENT

Following a successful summer visit with IMANI, Flyer Development felt confident in our ability to complete the initial disbursement of microloans in early October of 2019. Flyer Development members implemented our loan review process by analyzing eight applicants from Nairobi, with business ranging from hair stylists to welders. In late November, Flyer Development approved an additional five entrepreneurs, for a total of 13 approved applicants, loaning a total of \$12,300.



Flyer Development achieved success in utilizing our material and processes for loan disbursement and will spend 2020 evaluating and revising our loan review process to best fit the needs of the entrepreneurs and our partner. We look forward to analyzing more applicants in the spring and fall of 2020, while maintaining records of repayment patterns and methods in which to engage with denied applicants.



# ABOUT US

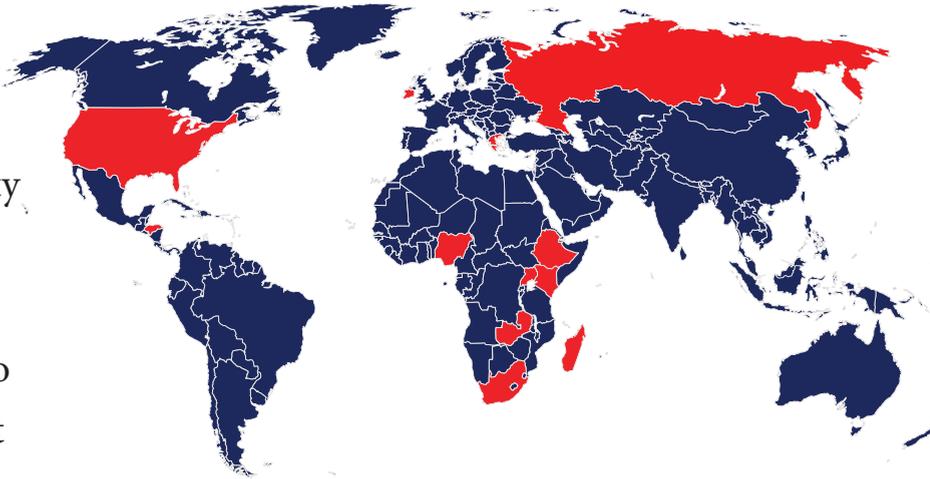
FLYER CONSULTING

# OUR IMPACT

The United Nations has established a global agenda of goals to be accomplished by the year 2030. In 2019, our clients impact spanned a variety of industries with programs that reach a multitude of people. From promoting mental health awareness and services to affordable and clean energy, our team is grateful to have worked with nonprofits on their missions. Their work continues to meet global initiatives in making the world better for all.

## IMPACT MAP

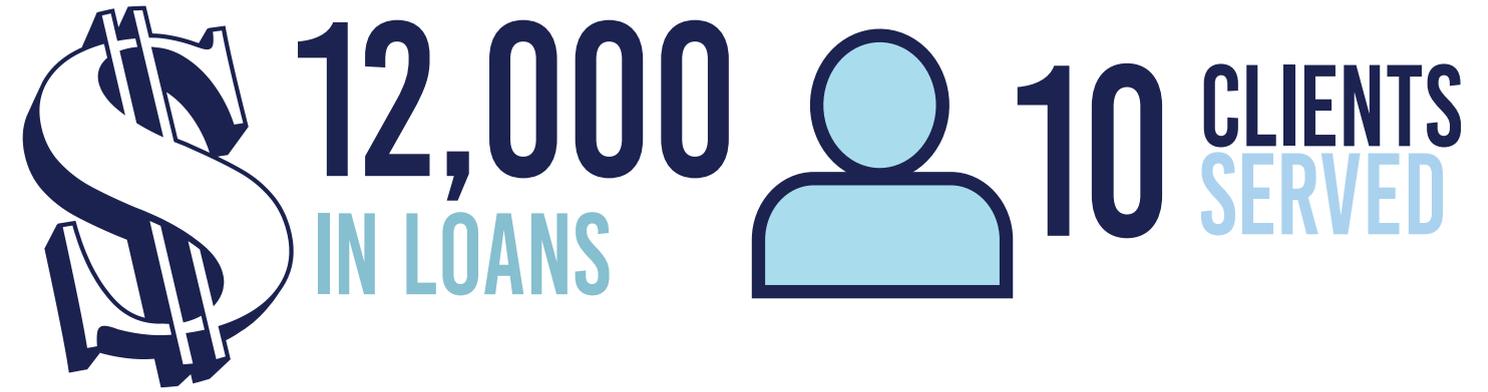
Expanding our impact internationally has allowed Flyer Consulting to aid in fostering a global community for the common good. We have been fortunate enough to partner with our clients to help strengthen their impact in 12 countries!



## SUSTAINABLE DEVELOPMENT GOALS



# BY THE NUMBERS

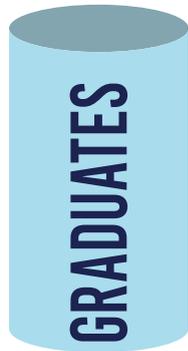


**22:23** MALE : FEMALE

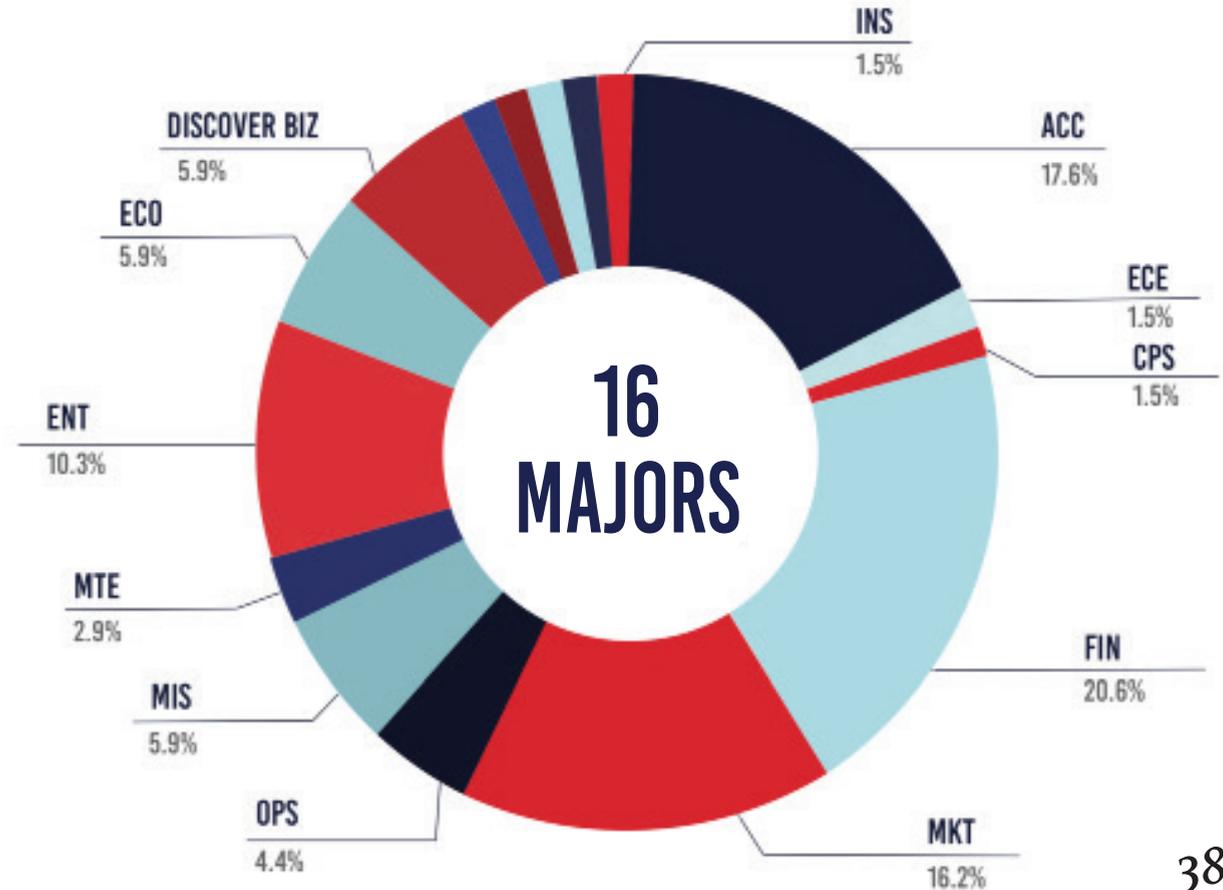
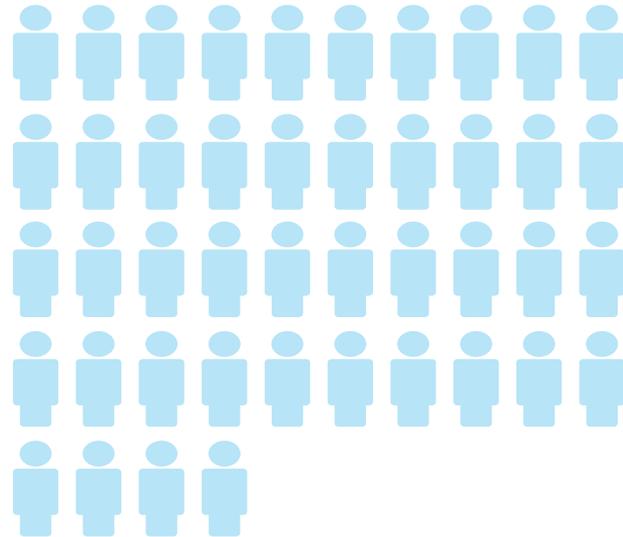
**18**



**8**



**45** STUDENTS INVOLVED



# PEOPLE: THE KEY TO OUR SUCCESS

*Within Flyer Consulting, our student development structure is represented by a pyramid consisting of three elements: Recruiting, Training, and Promoting.*

**RECRUITING** new students is the foundation for all efforts within our organization. We prioritize hiring highly qualified individuals who have a drive for experiential learning and serving the community. In 2019, Flyer Consulting continued to focus on recruiting students outside of the School of Business Administration. Students with majors like applied mathematics, international studies, and computer engineering add new skills and perspectives to our organization. In 2020 and beyond, we will continue to seek those students that will help us provide strategic work to our clients across the city and the world.

**TRAINING**, the next level on the pyramid, includes multiple series of training programs from intern training to managing director training and allows us to pass along knowledge from one generation of consultants to the next.

Finally, **PROMOTING** is our mission to place individuals in roles and opportunities that push them to grow and areas that align with their passions. These three levels allow us to continue to channel impact not only to the community but to the students who help drive



## STUDENT DEVELOPMENT PYRAMID

### TRAIN

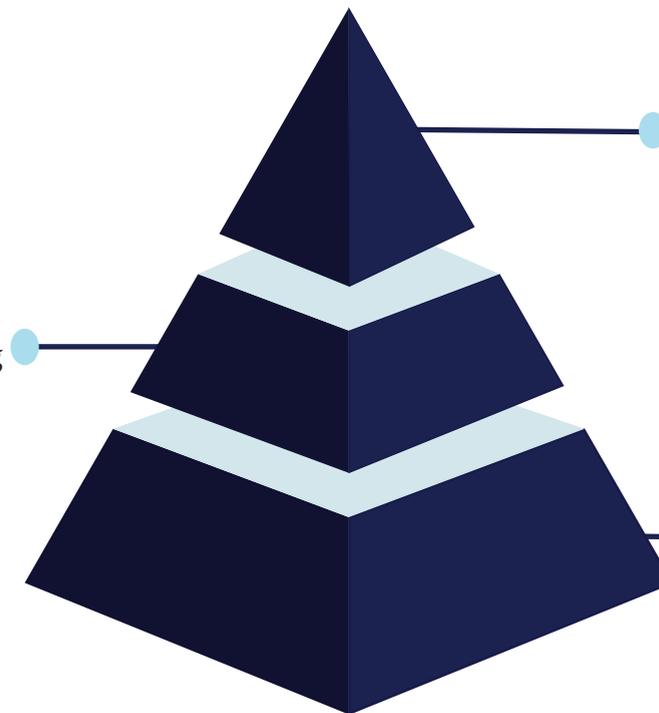
Structured & continuous training throughout the consultant career

### PROMOTE

Continuous promotion through leadership & subject matter expert positions

### RECRUIT

Diversified recruitment channels



# WHERE WE LANDED

In 2019 we were proud that 100% of our senior class was employed by December. Our seven seniors have gone on to share their talents with an array of companies in highly competitive roles. These include PwC, Cohen & Company, Avery Dennison, Williams Sonoma, Modern Spaces, and Avaap. The breadth of work Flyer Consulting exposes students to has allowed our alumni to make an impact across the country.



## Craig Kaiser

Notably the first consultant to enter into a consulting role after graduation, speaks to his experience:



Flyer Consulting taught me the value of being trusted partners with the business leaders we served. In consulting, it can be a challenge to make authentic connections with your clients. Flyer Consulting's pro-bono model and nonprofit focus allowed me to see how important it is to understand why our clients are in business and connect to their motivation to: better understand their problems, uncover meaningful solutions that will align to their mission and create lasting partnerships in community.



# MANAGING DIRECTORS

Our managing directors, Nolan Scott, Duke Tobin, David Rueth, Sabrina Dunbar, Morgan Eifert, and President Chloe Voelker. Our directors set strategy, meet with prospective clients, and guide project teams.



## NOLAN SCOTT

Nolan Scott is a junior accounting and management information systems major from St. Louis, MO. Having joined Flyer Consulting his freshman year, Nolan has worked within our nonprofit consulting vertical in both of our business development and technical portfolios. He has contributed to diverse set of projects ranging from new venture feasibility studies to donor management system optimization. Outside of his work on projects, Nolan has helped innovate our project management system and push larger strategic developments within Flyer Consulting. Nolan is thankful for working alongside incredible teams and for the wonderful opportunities that Flyer Consulting has offered him.



## DAVID RUETH

David is a junior accounting and finance major from Dayton, OH. David joined Flyer Consulting as a freshman in the spring of 2018 and has been on the Flyer Development - Local team ever since. On the Flyer Development Local team David has developed a relationship with partner Citywide Development and worked with multiple business owners to enhance financial projections and business plans. He has also led the team who is building the infrastructure for a microlending fund for women and minority owned businesses in the Dayton area.



## MORGAN EIFERT

Morgan Eifert is a senior accounting and finance major from Indianapolis, IN. Joining Flyer Consulting her freshman year, Morgan has worked on a wide variety of business development projects in the nonprofit consulting vertical as a Consultant and Managing Director. She has enjoyed expanding this portfolio of work alongside her peers by developing capital campaign strategies, new venture analysis feasibility studies, and strategic plans. Morgan is grateful to have worked with nonprofit clients directly serving the Dayton community every semester.



## **SABRINA DUNABAR**

Sabrina is a senior majoring in finance and English. She is from Cincinnati, Ohio and joined Flyer Consulting in the Fall of 2017. Sabrina has spent her entire tenure in the organization working with Flyer Development International. She has been thrilled to make a global impact on developing economies and learn about different cultures through the disbursement of microloans, and is so thankful to be a part of such a devoted team.



## **DUKE TOBIN**

Duke Tobin is a junior entrepreneurship and marketing major from Cincinnati, OH. Duke joined Flyer Consulting as a freshman and has worked on many marketing projects, both for clients and internally for Flyer Consulting. His work has included rebranding, website development and optimization, social media auditing and optimization, SEO strategy, and more. Duke has loved working with this great team of driven and passionate individuals, and is looking forward to the year ahead.



## **CHLOE VOELKER**

Chloe is a senior from Fort Mitchell, KY studying Management Information Systems and Entrepreneurship. Since joining the org in the Fall of 2017, Chloe has worked on client projects within Flyer Consulting's technical portfolio. This includes creating recommendations such as data management strategy, donor base reporting dashboards, and customer relationship management system implementations for nonprofits who provide invaluable services across the world. Throughout her time Chloe has also focused on diversifying our recruitment channels and maintaining culture as the organization scales. The most rewarding experiences for Chloe as a Project Lead, Managing Director, and President have been learning and leading alongside team members with different skill sets and effectively managing a project. She is inspired by the services our clients provide to their communities and is grateful for the opportunity to work with such passionate individuals.

# OUR TEAM

## CLASS OF 2019

Craig Kaiser  
Kate Bennett  
Pat Casale  
Abbie VanFossen  
Abby Schatzman  
Dan Reilly  
Devon Foley

Faculty Advisor  
Vince Lewis, Director of L. William Crotty Center  
for Entrepreneurial Leadership

## CLASS OF 2020

Chloe Voelker  
Morgan Eifert  
Sabrina Dunbar  
Molly Taylor  
Kate Rustige  
Andrew Case  
Eric Mullet

## CLASS OF 2021

Nolan Scott  
Duke Tobin  
David Rueth  
Grace Treado  
Lauren Gembus  
Gabriella Johnson  
John Roberts  
Max Vonachen  
Bridget Krysztopa  
Jake Moore  
Ben Maksud  
Jackie Chmiel

Ryan Lichtefeld  
Nolan Yager  
Michelle O'Dowd  
Abby Bitto  
Jacob Pieniazek  
Lillian Drucis

## CLASS OF 2022

Bryan Johnson  
Will Manzella  
Sydney Robinson  
Elizabeth Anderson  
Mary Claire Mikolay  
James Buckardt  
Matt Martin  
Mac Lamason  
Hannah Moffatt  
Kelly Bailey  
Natalie Barendt  
Samuel Attea  
Thomas Palermo

# CONTACT US!



We've Moved!

Rubicon House, Dayton, OH 45409



Visit us at [flyerconsulting.com](http://flyerconsulting.com) for more information, to donate to microlending program, or about an engagement.



Email [flyerconsulting@gmail.com](mailto:flyerconsulting@gmail.com)

Get in touch! Whether you're interested in supporting our organization's work in microlending or have questions about how we could help your nonprofit, we'd love to hear from you.



Designed By  
Hannah Moffatt