

# Annual Report

2021-2022



*Disclaimer: The information in this document is for education and non-commercial use only and is not intended to constitute specific legal or strategy advisory advice for any individual. In no event will CREO Solutions, its members, or board members be held liable to you or anyone else for any loss or damages whatsoever (including direct, indirect, special, incidental, consequential, exemplary or punitive damages) resulting from the use of this document, or reliance on the information or content found within this document. The information contained within this document is not to be reproduced or republished in any part without the prior written consent of CREO Solutions.*

# Table of Contents

**01** Introduction

---

**02** About Us

---

**03** Client Work

---

**04** Community Initiatives

---

**05** Internal Development

---

**06** Diversity & Inclusion

# Introduction

Message from the Outgoing Executive

4

Message from the Incoming Executive

5



# Message from the Outgoing Executive

Gianni, Lucas, and I entered the year with the goals of providing unparalleled professional development experiences for our team, creating meaningful impact for our clients, and furthering CREO's impact in the broader Queen's community. As we look back on the 2021-22 academic year, it gives us great pride to say the CREO team delivered on those goals.

Our team delivered immense value for our clients, working on 6 complex projects from international expansion and M&A to loyalty and ESG, all while engaging with some of the largest clients in CREO's history.

We continued to build on the CREO Education Program, which grew to over 120 sign-ups, giving all members of the Queen's community the opportunity to learn consulting skills and consult for another amazing client. The team's efforts also gave CREO the opportunity to help establish the Students Helping Students bursary, alongside two other student clubs, to provide financial support to an incoming Queen's student.

None of this could have been accomplished without the dedication, intelligence, and passion demonstrated by every member on the CREO team. We have no doubt that the team will only continue to accomplish more and more impressive goals in the year ahead.

This annual report will dive into the 2021-22 year in more detail. We hope you enjoy reading it and that you continue to stay engaged with CREO in the future!

Sincerely,

*Shivam Aggarwal Gianni Bernaldo Lucas Gordon*

2021-2022

# Message from the Incoming Executive

As Richard, Sahil, and myself think towards the upcoming school year, our minds begin to race with new and exciting ideas to strengthen CREO as a student-run organization. With most of the pandemic's restrictions behind us, CREO can resume many of its previously postponed on-campus initiatives such as events, speaker series, team meetings, and student mentorship.

Our focus for the upcoming school year is to introduce new methods in which CREO can become a community organization at Queen's University and strengthen ongoing initiatives that serve this purpose. Our definition of a community organization is a body that provides a meaningful amount of value to its external stakeholders - Queen's University students.

In addition to this, CREO looks forward to reshaping and reimagining existing club-wide programs that are ripe for a refresh and innovative twist. On June 3rd, Richard, Sahil, and myself will present our strategic vision for the next 12-month period at CREO's first Annual Meeting held in Toronto. CREO looks forward to welcoming past members and contributors to the organization to celebrate its success over recent years.

As our mind begins to think about the potential for the club ahead, an overwhelming sense of excitement comes. We look forward to leading this team over the coming year.

Sincerely,

*Lucas Golden*

*Richard Li*

*Sahil Tyagi*

2022-2023

# About Us

Overview	7
Organizational Structure	8
Incoming Executive	9
Industry Placements	11
Alumni Relations	12



# Overview

Founded in 2004 as a digital marketing consultancy at Queen's University, CREO Solutions has since grown to become Canada's premier student-run consultancy. Our highly skilled team of over 30 consultants advises a broad mix of private and public institutions from a variety of different sectors, providing a noticeably unique perspective and cutting-edge solutions to our clientele. We have worked to create lasting, measurable impact for dozens of clients in industries ranging from real estate to technology, including Barclays Capital, the United Way, and the Toronto Star. CREO now has over 100 alumni working at firms such as Google, McKinsey, Uber Eats, LinkedIn, Boston Consulting Group, and Goldman Sachs. Many alumni remain actively involved in CREO through acting as mentors for our developing consultants, advisors on our client engagements, or serving on our Board of Directors.

## MISSION

CREO strives to facilitate unparalleled opportunities to consult for real businesses and to expand the professional development opportunities in the consulting industry for Queen's University students.

## VISION

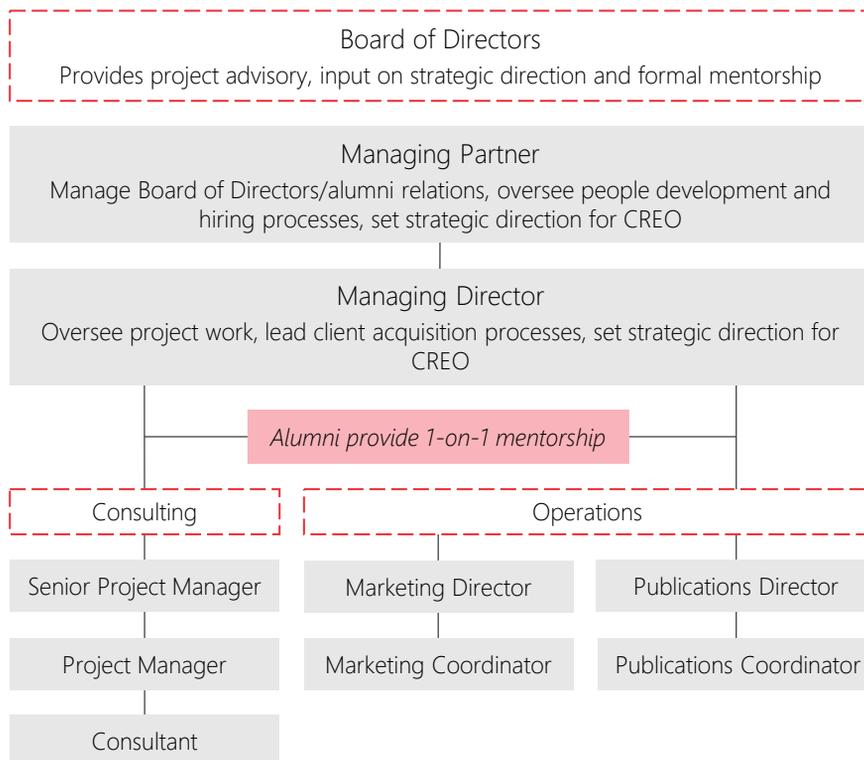
To be the world's most innovative and influential student-run consultancy.

# Organizational Structure

CREO's leadership team is responsible for setting the strategic direction for the organization. The Managing Partner oversees alumni relations, people development, and the team's hiring processes. The two Managing Directors provide guidance on projects and work alongside the Operations Team to lead the client acquisition process and maintain CREO's brand.

Every semester, CREO works on two to five consulting projects, each of which has at least one Senior Project Manager, two Project Managers, and two Consultants. In addition to project-specific training, teams receive ongoing mentorship from our alumni advisors, many of which have had relevant industry experience in the project's focus area.

CREO thrives on a culture of collaboration and exploration. To supplement project meetings, the entire CREO team meets on a bi-weekly basis to present project updates, exchange ideas, and brainstorm new initiatives to create greater value for our clients, organization, and the community.



# Incoming Executive Team

## EXECUTIVE



Lucas Gordon  
Managing Partner



Richard Li  
Managing Director



Sahil Tyagi  
Managing Director

## OPERATIONS



Sola Ebina  
Marketing  
Director



Karen Huang  
Marketing  
Coordinator



Bishoy Attia  
Publications  
Director



Kamaldeep Dhillon  
Publications  
Coordinator

## CLASS OF 2023



Andrew Kates



Avina Patel



David Choo



Elissa Wong



Jack Ford



Jasmine Zhou



Martin Borrero



Nicolas Wills



Ruchira Gupta

---

**CLASS OF 2024**

---



Adam Trotman



Cassie Greidanus



Cindy Xie



Corsen Parker



Davis Wilkie



Grace Ma



Jake Ebbs



Jessica Sok



Josh Borrell



Michelle Chou



Neel Sharma



Rohan Atal



Sanuree  
Pathiranawasam



Yashriya Lohchav

---

**CLASS OF 2025**

---



Aidan Moffat



Amy Zhu



Carmen Yeung



Jaden Ferrario



Egor Petrov



Jeremy Hua



Martine Falzone



Melody Liu



Rachel Tiku

# Industry Placements

## CLASS OF 2022: SAMPLING OF FULL-TIME PLACEMENTS



## CONGRATULATIONS TO OUR CLASS OF 2022



Allen Chen



Anchal Thind



Angie Tang



Carolyn Mahr



Gianni Bennardo



Harrison Solish



Mona Soni



Noah Faulkner



Sabrina Jiang



Sheel Dalal



Shivam  
Aggarwal



Subhadra  
Menon



Tim Lampen

# Alumni Relations

CREO's alumni network has grown to over 125 alumni spanning several industries, including consulting, technology, private equity, strategy, entrepreneurship, sales, venture capital, and marketing. Many of our alumni remain actively involved with CREO through advising individual project teams, providing one-on-one mentorship to our current members, attending alumni socials, and leading community events, such as consulting-related recruiting sessions.

Our Board of Directors is comprised of eight alumni who advise CREO's leadership team on organizational initiatives, ensuring the organization pursues a sustainable yet impactful long-term strategy.

## BOARD OF DIRECTORS

**Vasanth Ranganathan** (COMM'15) – Block – Product Marketing Manager

**Aayush Goel** (COMM'17) – Porcea Stone – Sales Manager

**John Marshall** (COMM'18) – Empower – Operations Manager

**Dustin Zhang** (COMM'18) – Cohere – Business Operations

**Mike Vanderlinden** (COMM'18) – Imperial Capital – Associate

**Katie Kirkconnell** (COMM'19) – Boston Consulting Group - Consultant

**Ted Burse** (ENG'19) – Boston Consulting Group – Consultant

**Michael Pearce** (ENG'20) – Boston Consulting Group – Associate

# Project Work

Services

14

Client Work

15

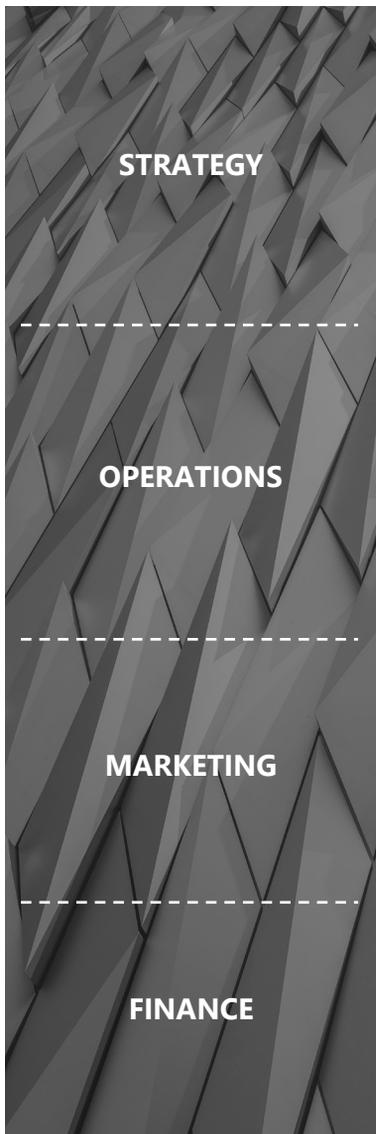
Client Testimonials

21



# Services

Through our 15+ years of advising corporations of all sizes, we have developed extensive expertise in a variety of functional areas. With guidance from industry experts, our team of talented, business-savvy consultants works closely with clients to solve their most pressing problems. We use academic research and a deep knowledge network to identify actionable insights, then develop custom-built solutions that create tangible impact for our clients.



Armed with cutting-edge insights from Canada's leading business school, CREO consultants are well-equipped to collaborate with clients in realizing their vision and providing actionable recommendations to drive sustainable growth. Our strategy services include business plans, corporate development, and new market entry plans.

Through conducting extensive diagnostic analysis and working closely with management teams, CREO identifies areas for improvements and provides actionable recommendations, allowing business leaders to optimize their company's business processes. Our operations services include diagnostic assessments and business process improvements.

With unparalleled knowledge of the student market, CREO uses a variety of proprietary resources to identify key marketing insights, leveraging extensive experience to create a marketing mix that ensures organic growth for the future. Our marketing services include market research, marketing plans, and branding initiatives.

Possessing high technical competencies and led by advisors with deep industry experience, CREO can provide a comprehensive suite of financial advisory services. Among other services, we offer capital planning, valuations, and compensation plan restructuring.

# Client Work

Project #1

## INTERNATIONAL EXPANSION AND SUPPLY CHAIN STRATEGY FOR LUXURY RETAILER

Angie Tang, Andrew Kates, Jasmine Zhou, Adam Trotman, Josh Borrell, Neel Sharma

**WHO CREO SERVED** The client was an online luxury retailer with a mission of making women feel empowered in their own skin. Since the client started the business in 2017, it has experienced YoY sales growth of well over 500%. The client was looking to expand beyond North America and wanted to choose between the UK and Australia as their next entry market. At the same time, the client was seeking a new global 3PL to manage their freight, logistics, and distribution, as their current 3PL was looking to exit the business in the near term. CREO worked directly with the Director of Operations of the firm on a tri-weekly basis to discuss the expansion and supply chain strategy of the company.

**WHAT CREO DID** The CREO team approached the project with two workstreams: (1) market analysis and (2) 3PL evaluation. For market analysis, CREO took a deep dive into the CAGE (cultural, economic, geographical, and economic) factors of the UK and Australian markets; analyzing the customer profile and product-market fit of both regions. For 3PL evaluation, the team screened various 3PLs and evaluated/scored them according to criterion co-established with the client.

**THE RESULT** The client was given a comprehensive report that was split by the two workstreams, with thorough analysis followed by the final recommendation for each workstream. CREO also provided the client with supplementary information, including 3PL proposals and quotes that were acquired in the screening process, as well as contracts and next steps.

### THE ASK

Identify whether UK or Australia is a more attractive expansion opportunity and identify potential 3PL providers

### THE APPROACH

Expert calls

CAGE analysis

Analysis of 3PL alternatives

### RESULTS

Customer profiles and product fits of both regions

Recommendation as to which country to pursue

Information on 3PL providers including proposals and quotes

# Client Work

Project #2

## CUSTOMER MANAGEMENT STRATEGY FOR A FIRE-PROTECTION SERVICE PROVIDER

Allen Chen, Richard Li, Cassie Greidanus, Sanuree Pathiranawasam, Rohan Atal

**WHO CREO SERVED** The client was a PE-owned Toronto-based fire protection services firm with a focus on large industrial, commercial, and residential clients. Their portfolio includes installations, inspections, servicing, and repairs for a wide range of products such as fire alarms, suppression systems, and sprinkler systems. CREO worked directly with the new management team (including the CEO and COO) to envision improvements to the existing CRM strategy left in place by previous ownership.

**WHAT CREO DID** The project began by a detailed industry analysis involving existing client data and expert calls with a CREO alumni with industry experience to identify the key drivers of client retention for each customer profile (industry). Afterwards, the team broke off into two concurrent workstreams: analysis on pre-sale and post-sale CRM requirements. The former required detailed analysis of existing client data to determine improvements to current manual lead generation process, along primary and secondary research into finding the best off-the-shelf CRM software for the client's needs. The latter involved review of customer satisfaction data to determine existing weaknesses in both site-level interactions and long-term relationships.

**THE RESULT** The client was kept up-to-date on a regular, bi-weekly basis. Final deliverables, including third-party CRM recommendations and a detailed customer-feedback scorecard, were given as reports for the client's future reference. CREO also conducted additional research on third-party CRM software selection to help deliver on the client's goals.



# Client Work

Project #3

## INVESTMENT ANALYSIS FOR AGRICULTURE-FOCUSED PRIVATE EQUITY FIRM

Sabrina Jiang, Elissa Wong, Ruchira Gupta, Yashriya Lohchav, Nicholas Wills

**WHO CREO SERVED** The client was a private equity firm that is focused on investing in the agriculture industry. The client was looking to diversify its holdings and supplement year-round, seasonal cash flow. There were various criteria that the client was looking to meet for future investments. CREO worked with the Vice President of Business Development of the company on a bi-weekly basis to discuss potential industries for future investments.

**WHAT CREO DID** The CREO team created an industry primer that had 3 major focuses: promising industries, potentially viable industries, and non-viable industries. Promising industries were researched thoroughly to ensure that they met the client’s criteria and included company spotlights. Reasons for potentially viable and non-viable industries being categorized as such were explored and explained. By completing in-depth research and interviewing many industry experts, CREO narrowed the list down to the six most promising industries to pursue for future investments. Long-term next steps were provided to the client for further use of the created primer.

**THE RESULT** The client was given an industry report that detailed CREO’s research. In addition, the CREO team created a final presentation which included key findings, additional research, and a Q&A session with members of the company.



# Client Work

Project #4

## POST-MERGER INTEGRATION STRATEGY FOR TWO QUEEN'S AMS BUSINESSES

Subhadra Menon, David Choo, Sahil Tyagi, Corsen Parker, Jessica Sok, Jake Ebbs

**WHO CREO SERVED** The client was the Alma Matter Society (AMS), the oldest student association in Canada central to Queen's University. The client wanted the CREO team to create a comprehensive roadmap for the merger of two of their most profitable and reputable services: The Printing and Copying Center (P&CC) and StudioQ. This roadmap included financial, logistical, and branding consideration.

**WHAT CREO DID** The team spent time interviewing members of the AMS, P&CC, and StudioQ teams to gain as much information about the situation as possible, with insights related to their perspectives, visions, and thoughts about the current problems. To supplement that, the team conducted an exhaustive customer survey that looked to incorporate feedback from the Queen's University population and the local residents of the Kingston community. This primary research informed our decision-making and our final vision that was translated into a detailed presentation and report.

**THE RESULT** The CREO team distilled the ask into four distinct streams. (1) Synergies and Redundancies: This team created a new floor plan for the proposed space, reorganized the staffing hierarchy to reduce overlap in responsibilities, and optimized the product portfolio by creating bundled offers. (2) Segmentation and Budgeting: Using the survey and historical data, the team created four customer profiles for the merged entity to serve and a proforma financial budget. (3) Marketing: The team created a marketing plan that will serve as a guideline for the branding of the new company. (4) Process Maps: The team designed flow maps to help the new company with the process of a consumer walking into the physical storefront and completing a transaction. This all culminated in a vision and implementation plan for the AMS.

### THE ASK

Develop a comprehensive roadmap for a merged StudioQ and P&CC

### THE APPROACH

Interviews with stakeholders

Customer survey

Analysis of financial data

Analysis of customer flow

### RESULTS

Proposed floor plan, product portfolio, and staffing hierarchy

Customer profiles and proforma financial budget

Marketing plan and customer process map

# Client Work

Project #5

## ESG ROADMAP FOR A CANADIAN SUSTAINABLE OUTERWEAR COMPANY

Subhadra Menon, Sheel Dalal, Elissa Wong, Sanuree Pathiranawasam, Corsen Parker, Josh Borrell, Yashriya Lohchav, Cassie Greidanus

**WHO CREO SERVED** The client was a Canadian sustainable outerwear company with the mission of embracing animal-free and ethical manufacturing within the country. The client specifically wanted to enhance the sustainability of its sourcing and manufacturing practices, focusing on the importance of a circular economy, meeting eco-certifications, and reducing its carbon footprint. CREO worked directly with the client's designers and other team members to discuss and develop an ESG strategy for the company.

**WHAT CREO DID** The CREO team approached the project in two distinct phases: (1) identifying alternative fabric sources in North and South America, providing research about what may be good options to pursue and (2) identifying initiatives and ESG best practices for the client to reduce CO2 emissions and become an industry leader in sustainability. CREO analyzed over 100 potential fabric mills to classify which would be BlueSign eco-certified, indicating that the products will be safe for the environment, workers, and customers at large. CREO also used past case studies when determining what initiatives would be best to pursue in order to become more eco-friendly as a company.

**THE RESULT** CREO developed an ESG roadmap with a broad scope of recommendations which included: establishing internal ESG value alignment within the company, focusing on local suppliers, recommending sustainable packaging alternatives, integrating product passports, considering alternative fabric waste solutions, analyzing other eco-certifications that the client can pursue, considering vacuum-sealed packaging, and finally, collecting internal data throughout the process.

### THE ASK

Develop an ESG roadmap for Wuxly to become an industry leader in sustainability

### THE APPROACH

Interviews with individual departments

Online research / competitor analysis

Analysis of existing client data

### RESULTS

ESG roadmap with broad set of recommendations

Identification of potential suppliers including features of each one

Descriptions of potential ESG initiatives

# Client Work

Project #6

## LOYALTY STRATEGY FOR CANADIAN AIRLINE COMPANY

Richard Li, Noah Faulkner, Nicolas Wills, Neel Sharma, Jake Ebbs, Rohan Atal, Jessica Sok

**WHO CREO SERVED** The client was a Canadian airline founded in the 1990's with the mission of becoming a lower-cost alternative to the countries' competing major airlines. It now flies over 50,000 passengers a day serving routes across the Americas. The client was seeking to improve their loyalty program's effectiveness and engagement with the young adult demographic.

**WHAT CREO DID** The CREO team performed primary and secondary research on key behaviours, benefits sought, and optimal user experience for the young adult demographic in the context of loyalty programs. The team also examined existing loyalty programs successful with young adults, and what they did to enable success with this demographic. Finally, the team assessed the client's current program and determined the changes necessary to enable success with this demographic.

**THE RESULT** CREO presented key findings on the key behaviours, benefits sought, and user experience necessary for a loyalty program to thrive with young adults, based on survey data with 200+ respondents from across North America, user interviews, and secondary research. The team also presented findings on existing loyalty programs successful with this demographic, including information on why these programs have found success with this demographic. Finally, the CREO team examined the client's current loyalty program to provide recommendations on strategic and tactical decisions that could be executed to increase their loyalty program's engagement with the young adult demographic.

### THE ASK

Identify ways to improve effectiveness of client's loyalty program for young adult segment

### THE APPROACH

Surveys and user interviews

Online research / competitor analysis

Analysis of current program

### RESULTS

Outline of key findings from primary research

Identification of successful loyalty programs

Strategic and tactical recommendations for improving loyalty program

# Sampling of Client Testimonials

“CREO provided our organization with a *professional analysis and recommendation of solutions* in all key areas of the business. This will act as a foundation upon which the organization can move forward with decisions and implementation.”

- Queen's Alma Mater Society

“The CREO team took the time required upfront to understand our business and objectives so that when they dug into the actual work - showing *great resourcefulness - they were on target and the information and final report they provided were very useful*. I would definitely work with this team again and refer them to others.”

- Agriculture-Focused Private Equity Firm

“We had an *amazing time* once again working with the CREO team. This year we worked with them on a fundamental expansion strategy where they came up with *a great recommendation* that we're looking forward to putting into action.”

- Luxury Retailer

# Community Initiatives

CREO Consulting Education Program 23

---

Students Helping Students Bursary 24

---

CREO x QUIC Consulting and Finance Panel 24

---



# Community Initiatives

## CREO CONSULTING EDUCATION PROGRAM

This year marked CREO's second year running the Consulting Education Program open to all first- and second-year students at Queen's. The program is one of CREO's external initiatives to help strengthen our EDII initiatives. By sharing knowledge and providing all students the opportunity to learn and experience consulting, CREO is proud to help build students' skills and confidence as they start their careers.

Building upon the success of last year's program, we extended its length to now include 10 weekly education sessions while still providing students the opportunity to work on a CREO project for a real client.

Over 120 students signed up to partake in weekly education sessions. Sessions ranged from "Thinking Like a Consultant" to "Building Out Market Size Models" and were led by various CREO Senior Project Managers as they shared their skills with younger students.

The client project this year was for Loop Energy, a hydrogen fuel-cell producer that went public in February 2021. The project kicked off with an overview of the company and industry presented by Loop's CEO, Ben Nyland. 12 teams then split up to assess different market entry opportunities for Loop globally. Each team was assigned a CREO Consultant or Project Manager to mentor them throughout the project while weekly office hours were also held by CREO's executive team. Each team presented their research and analysis to CREO's executive who provided feedback to help them improve for future consulting projects. All recommendations were sent to the client who expressed delight with the work that the program's students completed.

Loop's project liaison, Bill Zhang, shared his gratitude for the engagement "I want to thank the students and the CREO team for all their dedication and hard work. It was a pleasure introducing our story to the students at Queens. The hydrogen space continues to be a long-term play for us. We believe the analysis report from students will provide Loop Energy with a better picture of its outlook in the medium to long term."

You can read more about the program in Loop's article about their work with us here:



<https://loopenergy.com/news/loop-energy-provides-queens-university-students-with-industry-experience-through-education-consulting-project/>

## STUDENTS HELPING STUDENTS AWARD

This year, the CREO team was proud to co-establish the Students Helping Students bursary, alongside the Queen's University Investment Counsel and Oil Thigh Designs. The three student-run organizations contributed equally to a \$15,000 bursary that will be awarded over 5 years on the basis of financial need and community involvement to students entering their first-year of the Commerce program. We hope this bursary can help make the Smith School of Business a more inclusive environment, providing financial support to students in need. A special thank you to CREO Senior Project Manager, Sheel Dalal, for spearheading this initiative. Below is a quote from a letter from Dean Wanda M. Costen, PhD, of the Smith School of Business thanking CREO for co-establishing the award:



Thanks to you, Smith will be better able to recruit a wide array of exceptional students with diverse perspectives, skills, and capabilities needed to succeed in business while also using their knowledge as a force for social good.

Because of your leadership, your peers will be afforded the same opportunities and experiences regardless of their financial circumstances. The legacy of the Students Helping Students Award will not only help deserving students but also help Smith to build a more inclusive environment – one where we all learn and gain knowledge from a level playing field.

- Dr. Wanda M. Costen, Dean, Smith School of Business

## CREO x QUIC CONSULTING AND FINANCE PANEL

In September 2021, CREO partnered with the Queen's University Investment Council to facilitate a virtual speaker panel which provided students perspectives from inside the finance and consulting industries. The panel was comprised four students, two of whom had previous work experience in finance, and the other two having previously worked in consulting. The panelists provided examples from their previous internships to help detail the differences in both role scope and activities of a profession in the consulting and finance space. Over 70 first-year students attended the panel.

# Internal Development

CREO Training Day	26
Alumni and Internal Mentorship Programs	26
Recruiting Support	26
Team Social Activities	27



# Internal Development

## **CREO TRAINING DAY**

In August 2021, CREO hosted its second-ever Training Day, a day of alumni-hosted sessions and workshops that provided consultants and project managers with the skills and tools required to successfully complete their project work in September. Over the course of eight hours, the team met virtually with several CREO alumni working in industry to learn about various aspects of the consulting process, including slide-building, complex analysis, modelling, and client management.

## **ALUMNI AND INTERNAL MENTORSHIP PROGRAM**

In May, CREO kicked off its annual alumni mentorship program, pairing members of the team with various alumni across industries and geographies. Students were able to connect with a mentor working in an industry of their choice and were encouraged to set up bi-weekly or monthly chats with their alumni mentors. Many students received career guidance and personal coaching from their mentors and are looking forward to connecting in person once they are able to do so. Alumni mentorship was supplemented by informal and formal internal mentorship programs which saw upper year students providing advice and guidance to younger CREO members.

## **RECRUITING SUPPORT**

As has been done in the past, CREO provided incoming third-year students with a number of formal and informal supports as they went through the consulting recruiting process. In addition to formal coaching events that included Casing 101 and An Introduction to Consulting Recruiting, CREO introduced the CREO Consulting Recruiting Guide to provide students with a more in-depth understanding of the firms involved in the process and the best-practices required to succeed in recruiting. Informally, incoming fourth-year students ran through dozens of cases with incoming third-year students, providing meaningful coaching and mentorship over the course of the summer.

## CREO TEAM SOCIAL ACTIVITIES

In addition to all their hard work, CREO project teams engaged in a variety of fun activities to get to know each other better and bond as teams. From escape rooms and cruises to dinners and making gingerbread houses, the project teams had no shortage of fun. CREO also had many team-wide social activities including a cottage social, a potluck, and more to help the team become closer than ever.



# Diversity & Inclusion





# Diversity & Inclusion

CREO continues to include Diversity & Inclusion as an essential part of our club's strategic mission.

CREO has continued to promote equitable access to consulting-related resources for all members of the Queen's University community. The Consulting Education Program aims to make sure that all students feel comfortable learning about the consulting industry in a non-evaluative environment. Other events, hosted in collaboration with clubs such as the Queen's University Investment Council and the Queen's Consulting Association have allowed us to broaden our impact in the Queen's community.

The CREO team is also proud to have partnered with the Queen's University Investment Council and Oil Thigh Designs to launch the Students Helping Students Bursary for incoming Commerce students at Queen's. This award will directly help remove financial barriers for students entering the commerce program for the next 5 years.

CREO's executive continues to promote equitable hiring practices for all prospective applicants. Recruitment efforts are GPA-blind to remove bias in assessing candidates. The CREO team also offers mentorship through a coffee-chat sign-up sheet for any student interested in learning more about our work and culture. In addition, CREO provides all interested candidates a hiring guide to further ensure they feel prepared for their interviews. Equitable hiring practices have led to an extremely diverse CREO team.

The new executive looks forward to taking more actions to promote Diversity & Inclusion for the next academic term and beyond.

# CREO

■ SOLUTIONS



[www.creosolutions.ca](http://www.creosolutions.ca)



[creosolutions.smith@gmail.com](mailto:creosolutions.smith@gmail.com)



[linkedin.com/company/creo-solutions](https://www.linkedin.com/company/creo-solutions)