



**MACQUARIE**  
University  
SYDNEY · AUSTRALIA

# **BUSA3021 Business Analytics Project**

## **Impact 100 Sydney**

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# Group 3

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# 1. Introduction

Our Project is undertaken to deliver an impactful report for Impact100 Sydney, to support and enhance its efforts in providing to the local community. We have identified three key personas, each offering a unique perspective in contributing to the growth and development of Impact100 Sydney.

Three persona's unique perspectives are: A business analytics professional graduate who aims to develop publicly available data into a coherent visual representation of the Impact 100 Chapters, A corporate social responsibility manager committing to developing social impact investment and corporate philanthropy to benefit their company image, and finally a fundraising manager that desires to secure additional funding to begin non-profit events and activities.

From these perspectives, our goal is to determine the next sector of focus, secure funding from highly valued clients and corporations, and streamline Impact100 Sydney's application process.

## 2. Design Templates for Selected Personas

<b>Persona 1</b>	<b>Farida -A Business Analytics Graduate and Impact100 Enthusiast</b>
Role	A recent BA graduate form MQ University

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Context of their work/role	Passionate about Social impact and Sustainable Development Goals Has advanced skills in visual data exploration Interested in engaging with Impact100 Sydney and/or other chapters of Impact100
Key activities/ decision-making needs and interests	Has an idea to contribute their BA skills and time by developing a publicly available visual data exploration environment to enable different stakeholders to explore the current chapters of impact100 and their projects in a visual and interactive way, rather than search the list currently provided at Chapters - Impact100 Global. These stakeholders could be interested in learning about the existing projects funded by different Impact100 Chapters, propose a new project to Impact100 Sydney, and/or start their own Impact100 Chapter in Sydney.
DV Questions	<ol style="list-style-type: none"> <li>1. What sectors are the charities in which Impact 100 Sydney are investing in?</li> <li>2. What sectors are other impact 100 chapters and charities across Australia operating in?</li> <li>3. What gaps or opportunities in charity location and sector should be considered when establishing a new Impact100 chapter in Australia?</li> </ol>

<b>Persona 2</b>	<b>Lee - CSR Manager of a large company in Australia</b>
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Role	Manager of the Corporate Social Responsibility department for a large Commercial Company in Australia
Context of their work/role	<ul style="list-style-type: none"> <li>Committed to developing opportunities for social impact investment and corporate philanthropy.</li> <li>Interested in exploring opportunities for social investment on behalf of their organisation.</li> </ul>
Key activities/ decision-making needs and interests	<ul style="list-style-type: none"> <li>Interest in learning more about the organisations currently seeking funding support</li> <li>Discovered the funding platform provided by the Australian Community Foundation (ACF) Funding Platform - Australian Communities Foundation</li> <li>Would like to explore the organisations seeking funding support in a more interactive visual way, in order to select those that could be supported/funded this year or in the future.</li> </ul>
DV Questions	<ol style="list-style-type: none"> <li>Why Companies would be willing to invest in Impact 100 Sydney?</li> <li>What Impact has Impact 100 Sydney provided to the community?</li> <li>What Companies and Corporations would invest with Impact 100 Sydney</li> </ol>

<b>Persona 3</b>	<b>Fiona - Fundraising Manager at a start up Charity</b>
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Role	Fundraising Manager for a newly established charity based in Sydney
Context of their work/role	Requires clear, data driven solutions to understand how funding should be used.
Key activities/ decision-making needs and interests	<ul style="list-style-type: none"> <li>• Wants to understand what makes a charity successful</li> <li>• Wants to develop a clear KPIs for their charity, and understand operational/social prerequisites</li> <li>• Interested in understanding how other charities are performing, to learn from example</li> </ul>
DV Questions	<ol style="list-style-type: none"> <li>1. How can you standardise, and compare charities success?</li> <li>2. How does the 'Impact Compass' apply to Impact 100 Sydney?</li> <li>3. "What value can be demonstrated from the 'Impact Compass'?"</li> </ol>

### 3. Dataset Samples

#### 3.1. Dataset Catalogue

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### 3.2. Persona 1

[Insert here]

### 3.3. Persona 2

### 3.4. Persona 3

## 4. Visual Answers

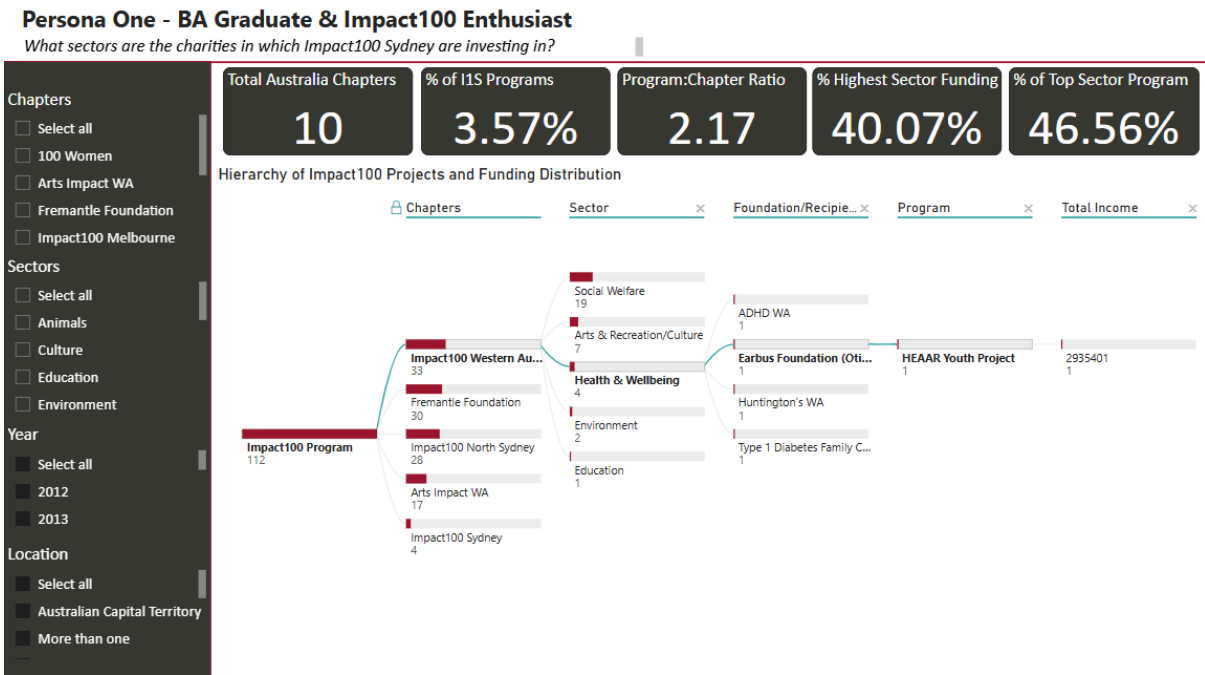
### 4.1. Persona 1: Farida - BA graduate and Impact100 enthusiast

Farida is a recent Macquarie University graduate with a Bachelor of Business Analytics (BA), driven by a strong commitment to social impact and community development initiatives. She is particularly motivated to engage with Impact100 Sydney, seeking meaningful ways to apply her DV skills (Data

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Visualisation Skills) to enhance the accessibility and engagement of the Sydney community. Farida aims to contribute her time and skills by developing accessible, interactive data visualisation dashboards. These visualisations would enable stakeholders to better understand and explore sector focuses, program distribution and outcomes of not only Impact100 Sydneys’ projects but other Impact100 chapters in Australia.

### 4.1.1. DV 1 - What sectors are the charities in which Impact 100 Sydney are investing in?



This dashboard analyses the sectors in which charities supported by various Impact100 chapters across Australia operate. Figure 1.a presents a diagram that identifies which sectors are most funded and interpret information about chapter activities and program distribution. It informs the audience wants the information surrounding an Impact100 chapter's sectors, the recipient/foundation, the program name and the recipients total income relative to other chapters.

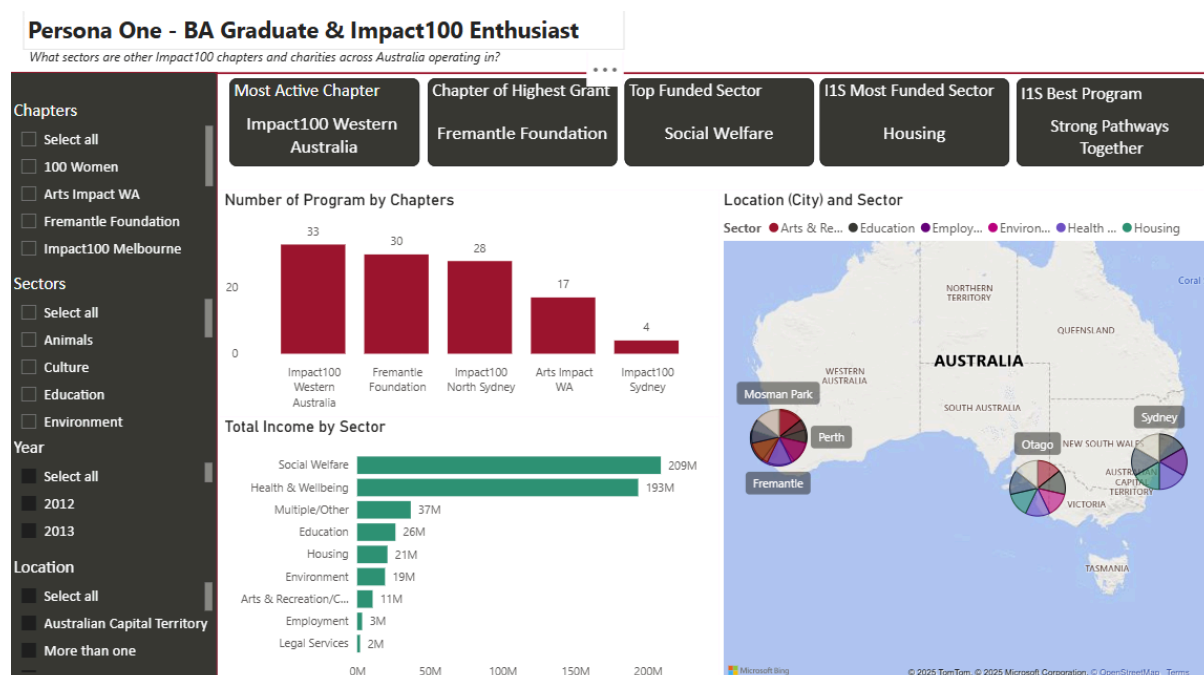
Across Australia, there are a total of 10 active Impact100 chapters. Each chapter supports community initiatives through a collective grant-giving process. Additionally, Impact100 Sydney accounts for just 3.57% of all programs listed across Australia, suggesting a smaller proportion of total programs relative to other Australian Impact100 chapters. The total number of programs assessed indicates that the average chapter supports approximately 2.17 programs, as indicated by the program-to-chapter ratio. This ratio provides insights into the operational scale and grant distribution efficiency of the chapters. This underlines an opportunity to increase visibility and engagement within the Sydney Chapter

From a sector point of view, the dashboard identifies Social welfare and Health & Wellbeing as the sectors receiving the most support across all chapters. These areas are the most prevalent amongst all programs which suggests that these areas are the key priorities. However, the representation of other sectors such as Housing, Legal Services and Environment remains relatively low, underlining underrepresented sectors that may benefit from more support.

Furthermore, most programs are concentrated in major metropolitan areas, showing a geographical skew in program allocation. This highlights the potential for Impact100 chapters (including Impact100 Sydney) to consider extending their reach to rural and under-supported areas in Sydney.

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## 4.1.2. DV 2 - What sectors are other impact 100 chapters and charities across Australia operating in?



**Figure 1.b. Impact100 Across Australia Chapter Activity and Sector Impact**

The dashboard identifies key information about the characteristics of successful impact100 charities using measurements to compare Australian Impact100 charities to the performance of Impact100 Sydney. Figure 1.b compares overall national trends to the performance of Impact100 Sydney, using several benchmark indicators. These measurements include the activity of a chapter, the chapter with the highest given grant, the most funded sector, Impact100 Sydney's most funded sector and Impact100 Sydney's most successful program.

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According to the data in Figure 1.b Impact100 Western Australia is the most active chapter, supporting 33 programs, followed by the Fremantle Foundation and Impact100 North Sydney. In contrast, Impact100 Sydney highlights the prominent sectors including Social Welfare and Health & Wellbeing having the most support. Other observations include the concentration of where impact100 programs are in place such as many programs being located in major cities. In contrast Impact100 Sydney has supported 9 programs, reinforcing earlier findings about its potential for expansion.

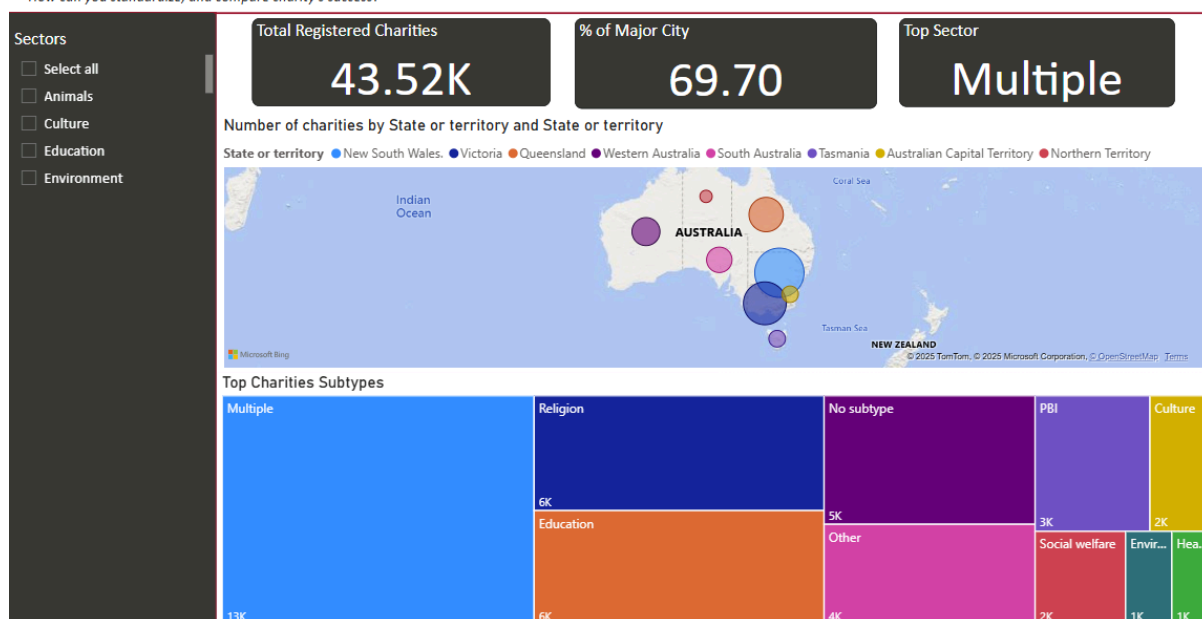
### **4.1.3. DV 3 - What gaps or opportunities in charity location and sector should be considered when establishing a new Impact100 chapter in Australia?**

The dashboard offers a broader perspective of Australia's charities, providing a multi-dimensional view of sectors, locations, and financial allocations. These insights can accelerate the decision-making process regarding the establishment of a new Impact100 chapter. In order to complement existing charitable works and address crucial issues and geographic areas.

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## Persona One - BA Graduate & Impact100 Enthusiast

How can you standardize, and compare charity's success?



**Figure 1.c. Charity Distribution and Subtype Overview**

The geographic distribution of charities highlights the popularity of charities of area concentration. Major cities account for the highest number of charitable organizations, with 69.7%. Despite the lower percentage of Australia's demand and population, regional and remote areas remain underserved with only 30.3% operating charities. It illustrates a geographic disparity which shows higher engagement and charitable presence besides major city areas. A location of a new chapter targeting or positioning in non-urban areas could address the gap by aiding underserved societies.

The top 10 charity categories emphasise the high-focused areas. Religion, Education, and Social Welfare are one of the most concentrated subtypes across Australian charities. Significantly, Multiple accounts for a notable share, it proves that charities work across subtypes instead of one specific

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domain. This recommends that an emerging Impact100 chapter should refer to intersectional sectors which fund charities and/or programs that address multi-issues such as inclusive education or health fairness.

Religion, Education, and Social Welfare represent the most common focus areas across Australian charities. Notably, “Multiple” cause organisations also form a significant share, indicating that many charities work across sectors rather than within narrow domains. This suggests that new philanthropic initiatives should consider intersectional approaches-funding organisations that tackle multi-dimensional issues like health equity, environmental justice, or inclusive education.

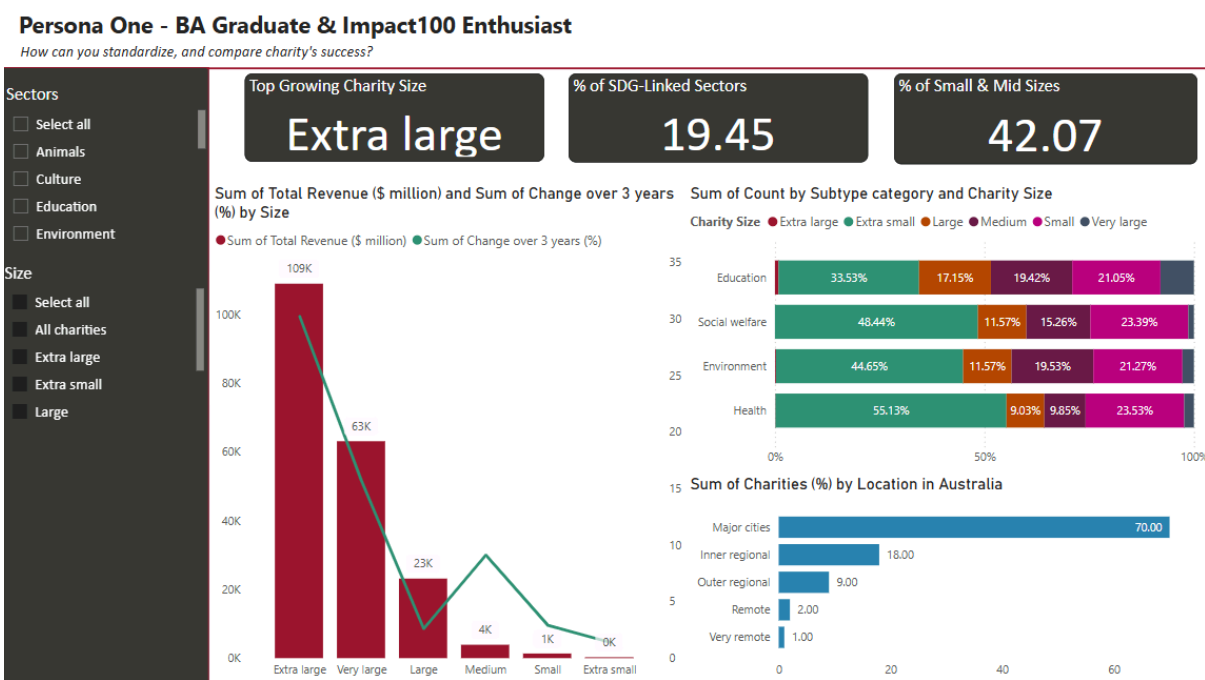


Figure 1.d. Charity Growth and Size Distribution in Australia

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The total revenue and charity size demonstrated a remarkable funding imbalance. Extra Large charities have fewer charity quantities, experiencing about a 30% rise over three years and take up to more than half of the total revenue (54.3% of total revenue). On the other hand, while Small and Medium charities' total revenue makes up for a small amount compared to other charity's sizes, they account for 42.07% of all registered charities. In comparison to Extra Large charities, Small and Medium charities have witnessed modest growth over the past three years. This significant difference showcases a chance for a new chapter, especially in under-resourced sectors and high-impact charities, which frequently have inadequate access to huge funding amounts.

There are 21.29% of charities currently operating in subtypes/sectors that align with the UN Sustainable Development Goals (SDGs) including social welfare, education, health, and environment. This demonstrates a potential opportunity in the sector's concentration in which a new chapter could distinguish itself by allocating its funding sectors with global development goals. Thus, it not only differs itself by a value-driven and clear objective but also attracts impact-concentrated donors.

Further breakdown of SDG-related subtypes depicts a significant proportion of Extra small and small charities. Remarkably, Health (55.13%), Social Welfare (48.44%), Education (33.53%), and Environment (44.65%) sectors take up a strong presence of Extra small charities. Likewise, Small charities have marginally lower proportions; ranging from 23.53% (Health sector) to 21.05% (Education sector). Having Impact100 Sydney funding criteria, it is vital to support charities (approximately \$50,000 revenue/ year). It shows that they are capable of handling \$100,000 grants without being overwhelmed or undervalued. In fact, Small charities have a range of revenue from \$50,000 to \$250,000, meaning that it could balance the operational and scalability capability. The match between Impact100 funding guidelines and the significant presence of small charities highlights that a new chapter could prioritise these charities. Furthermore, Extra small and medium sizes in these subtypes could be considered as secondary options. As it not only aligns with funding criteria but also SGD impact.

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## 4.2. Persona 2: Lee - CSR Manager of a large company in Australia

For the persona of Lee, the visuals are very simple and straightforward to promote clear decision-making data. They will offer concise insight into Impact 100 Sydney and the main selling points offered. This dashboard will showcase firstly the financial well-being of Impact 100 Sydney; secondly, the impact the \$100,000 grant has provided to its recipients; and lastly, highlighting what companies will be willing to invest in Impact 100 Sydney and their motive to invest.

### 4.2.1. DV 1 - Why Companies would be willing to invest in Impact 100 Sydney?

This question answers why Impact 100 Sydney is a sustainable investment for companies, highlighting the financials of Impact 100 Sydney.

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Persona Two- CSR Manager of a large company in Australia

Why companies would be willing to invest in Impact100 Sydney

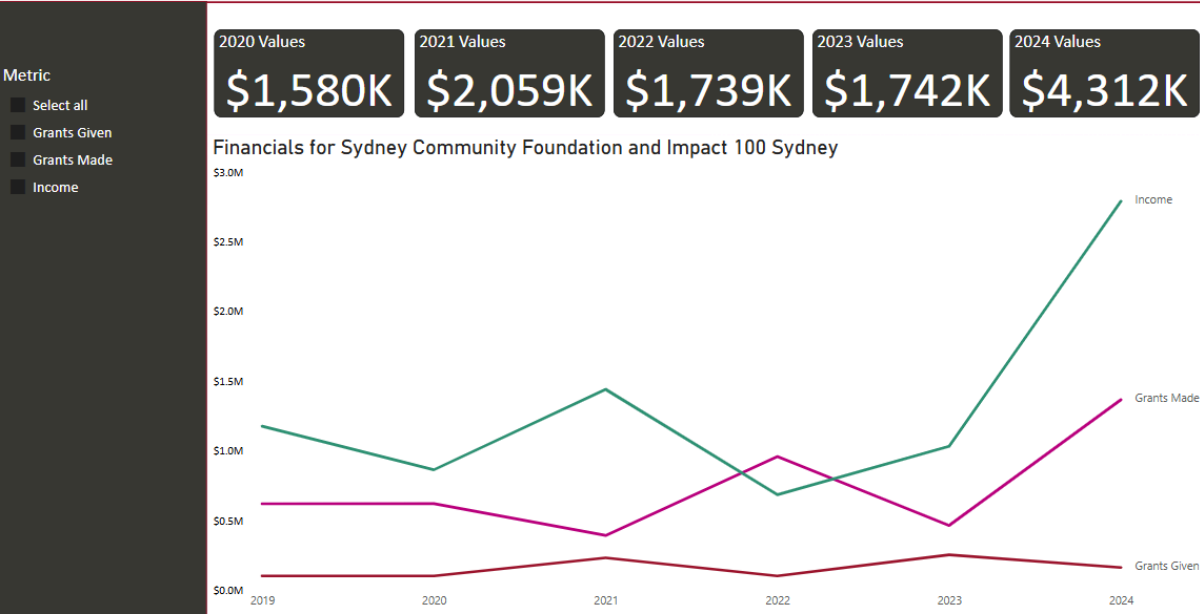


Figure 2.a. Impact 100 Sydney Grants given to Charities and Sydney Community Foundations Income and Grants made

Figure 2.a shows how much Impact 100 Sydney has given to grant applicants over the years, and the growth of Sydney Community Foundation, an umbrella foundation to Impact 100 Sydney. From the visualisation, we can see that Impact 100 Sydney has shown considerable growth in its grants provided over the 7 years of its establishment. We can also see that the Sydney Community Foundation has a consistent income and growth in line with its grants made. It is important to look at Sydney Community Foundation as they support Impact 100 Sydney through their established infrastructure and expertise, this ensures donations made to Impact 100 Sydney go directly to grants and establish their professional work.

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From the visualisations of Impact 100 Sydney, and its parent company- SCF, there is strong evidence to suggest that Impact 100 Sydney will continue to grow as a charity and be able to support the greater community of Sydney. This suggests Impact 100 Sydney will be a strong long-term investment for Lee and his company.

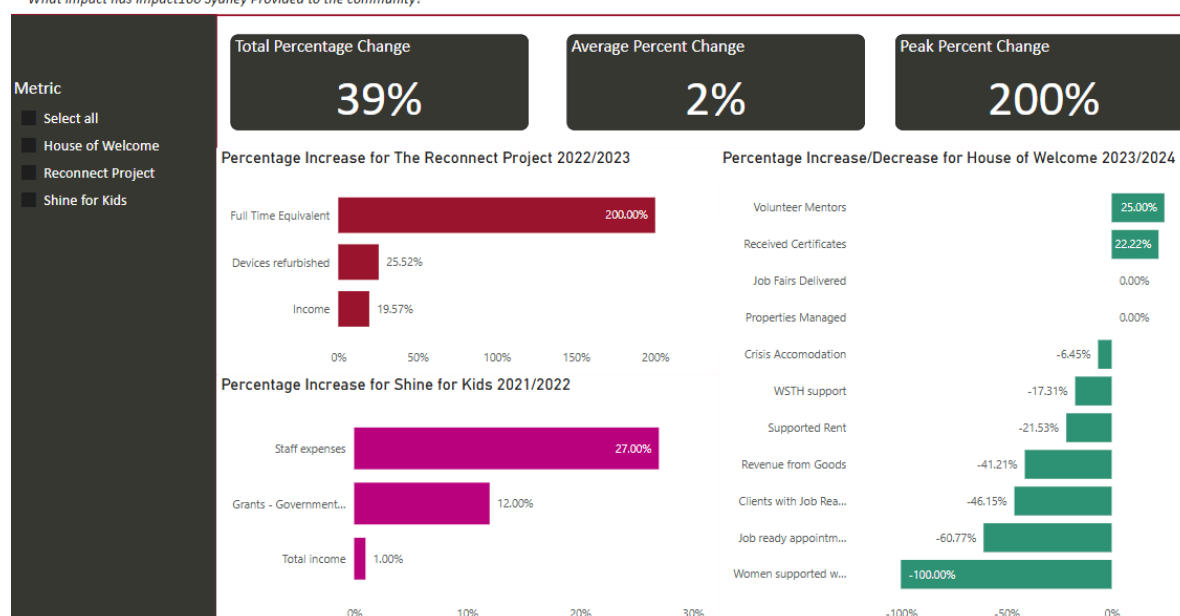
### **4.2.2. DV 2 - What impact has Impact 100 Sydney provided to the community?**

This question answers how Impact 100 Sydney has benefitted their local communities and the impact each of the grant winners has on their sector.

<b>Commitment to Do No Harm Principles</b>	
<b>Demonstrating Empathy</b>	Charities navigate through sensitive and delicate subjects, such as domestic violence or suicide. In our data visualisations - particularly for persona three - it is important to distinguish that any analysis on a charity is not reflective of their subject matter, but rather operational capacities. For example, if a negative score is given to a charity in the impact radar, it is of utmost importance that we highlight that the rank is not low because their charity topic is unimportant. To minimise this, clear and neutral language and calculations must be used.
<b>Ordering Data Purposefully</b>	When implementing data visualisations, it is important to order and sequence data in a way that allows viewers to interpret data meaningfully. For example, showing
<b>Using Colours equitably</b>	Ensuring that colours are not misrepresenting the objectivity of the data. For example, not using colours like red to denote meanings of negativity for a company.

## Persona Two- CSR Manager of a large company in Australia

What impact has Impact100 Sydney Provided to the community?



**Figure 2.b. Impact of grant recipients**

Figure 2.b demonstrates the growth of The Reconnect Project, a simple concept of providing refurbished devices to individuals and families in need. It illustrates a significant jump in employees, devices refurbished, and income.

Shine for Kids also demonstrates a large growth in their organisation to support children and parents within correctional facilities. From the financial data, we are able to notice a 27% increase in staff expenses of approximately \$800,000 but also an increase in government grants of 12% approximately \$500,000.

Commitment to Do No Harm Principles	
<b>Demonstrating Empathy</b>	Charities navigate through sensitive and delicate subjects, such as domestic violence or suicide. In our data visualisations - particularly for persona three - it is important to distinguish that any analysis on a charity is not reflective of their subject matter, but rather operational capacities. For example, if a negative score is given to a charity in the impact radar, it is of utmost importance that we highlight that the rank is not low because their charity topic is unimportant. To minimise this, clear and neutral language and calculations must be used.
<b>Ordering Data Purposefully</b>	When implementing data visualisations, it is important to order and sequence data in a way that allows viewers to interpret data meaningfully. For example, showing
<b>Using Colours equitably</b>	Ensuring that colours are not misrepresenting the objectivity of the data. For example, not using colours like red to denote meanings of negativity for a company.

The House of Welcome shows a large decrease in support since receiving their grants. These large drops can be seen within Women supported with Domestic violence, Job Ready appointments, Clients with Job readiness, and Revenue from goods. This can be an indication of a decline within the charity or redirection of resources to their other initiatives, with a deeper look into their finances across the umbrella company of St Francis Social Services, there have been minor variances of their financials within the 2 years.

From the grant winner's data, Shine for Kids and The Reconnect projects have significant improvement within their sectors with increases in both staff and income, allowing further support for their causes. House of Welcome showing a large decrease but stagnated financials are a strong indication that the resources towards housing and employment have been moved to other sectors of their charity. From the data available, there is evidence to suggest Impact 100 Sydney's \$100,000 grant has made an impact on the grant winners from increased funding to larger staff employment.

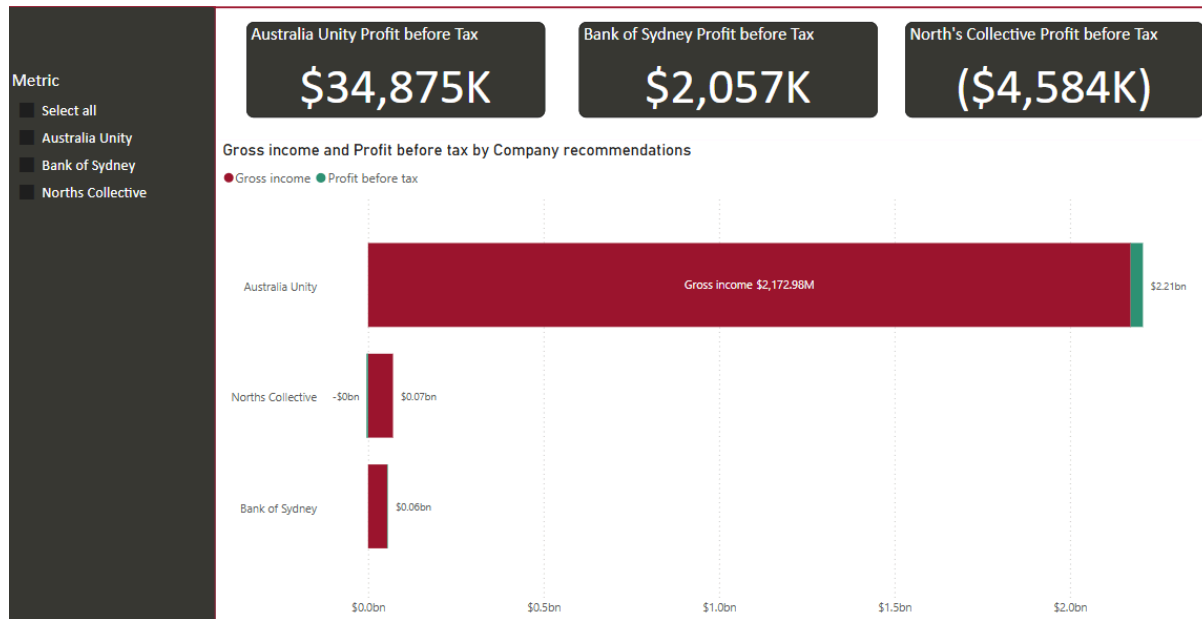
### 4.2.3. DV 3 - What Companies and Corporations would invest with Impact 100 Sydney

Understanding the benefits of Impact 100 Sydney, this final question highlights examples of companies and corporations that would be an ideal candidate to partner with Impact 100 Sydney.

<b>Commitment to Do No Harm Principles</b>	
<b>Demonstrating Empathy</b>	Charities navigate through sensitive and delicate subjects, such as domestic violence or suicide. In our data visualisations - particularly for persona three - it is important to distinguish that any analysis on a charity is not reflective of their subject matter, but rather operational capacities. For example, if a negative score is given to a charity in the impact radar, it is of utmost importance that we highlight that the rank is not low because their charity topic is unimportant. To minimise this, clear and neutral language and calculations must be used.
<b>Ordering Data Purposefully</b>	When implementing data visualisations, it is important to order and sequence data in a way that allows viewers to interpret data meaningfully. For example, showing
<b>Using Colours equitably</b>	Ensuring that colours are not misrepresenting the objectivity of the data. For example, not using colours like red to denote meanings of negativity for a company.

## Persona Two- CSR Manager of a large company in Australia

What companies and corporations would invest in Impact100 Sydney?



**Figure 2.c. Company Recommendations**

From Figure 2.c, each of the companies has a high gross income for the financial year, with Norths Collective grossing over \$2 billion.

Bank of Sydney was chosen as a potential candidate due to their current community grant, with Impact 100 Sydney's current application process and internal structure. There is a strong argument for the Bank of Sydney to invest as they would be able to free marketing resources in support of an existing internal framework.

Australia Unity was chosen for its large profit after tax as well as its strong values regarding a wide range of issues including Health, Wealth and Care, with strong support of the greater community.

Commitment to Do No Harm Principles	
<b>Demonstrating Empathy</b>	Charities navigate through sensitive and delicate subjects, such as domestic violence or suicide. In our data visualisations - particularly for persona three - it is important to distinguish that any analysis on a charity is not reflective of their subject matter, but rather operational capacities. For example, if a negative score is given to a charity in the impact radar, it is of utmost importance that we highlight that the rank is not low because their charity topic is unimportant. To minimise this, clear and neutral language and calculations must be used.
<b>Ordering Data Purposefully</b>	When implementing data visualisations, it is important to order and sequence data in a way that allows viewers to interpret data meaningfully. For example, showing
<b>Using Colours equitably</b>	Ensuring that colours are not misrepresenting the objectivity of the data. For example, not using colours like red to denote meanings of negativity for a company.

Impact 100 Sydney's more versatile grant model allows for more focused support towards current issues within the community.

Norths Collective was a nuanced choice due to a reported after-tax loss of approximately \$4.5 million. However, a deeper review of their financials reveals that they have also made generous community contributions of a similar amount, totalling approximately \$4.5 million. With Impact 100 Sydney's \$100,000 grant equating to only 2% of Norths Collective's broader community donations, the organisation is well-positioned to flexibly allocate funds towards pressing social challenges.

To conclude, the types of companies that would be willing to invest in Impact 100 Sydney, are companies with existing grant applications, companies with large disposable income, and lastly companies that have shown significant contributions to its philanthropy.

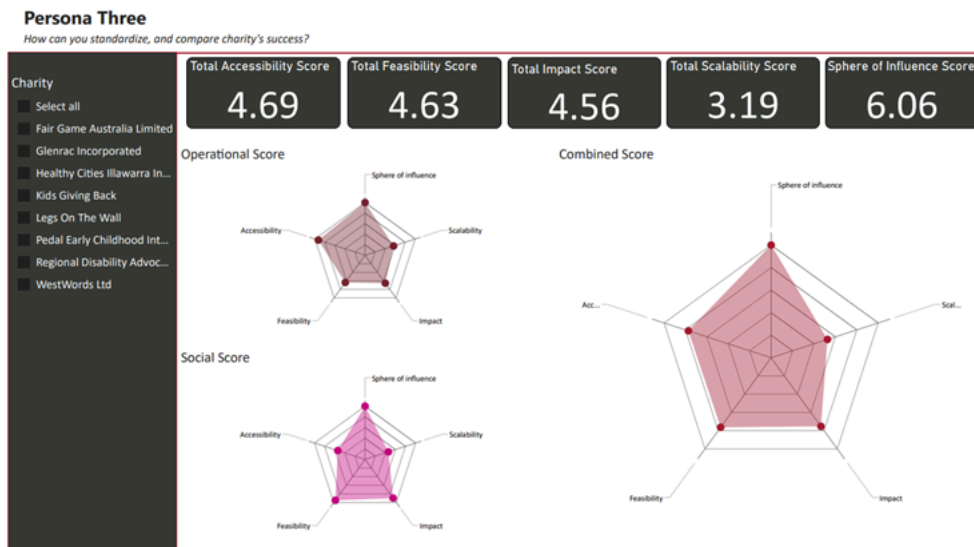
### 4.3. Persona 3: Fiona - Fundraising Manager at a Startup Charity in Sydney

This dashboard acts as a proof of concept for our 'Impact Radar' matrix – a quantitative tool which standardizes various key performance indicators. The impact radar will allow key stakeholders to compare operational and social efficiencies across charities, enabling informed exploration within the decision-making process.

The dashboard showcases the impact radar by first, defining its functionality, second, applying the framework to Impact100, and lastly, highlighting what type of conclusions or value can be derived from the impact radar.

Commitment to Do No Harm Principles	
<b>Demonstrating Empathy</b>	Charities navigate through sensitive and delicate subjects, such as domestic violence or suicide. In our data visualisations - particularly for persona three - it is important to distinguish that any analysis on a charity is not reflective of their subject matter, but rather operational capacities. For example, if a negative score is given to a charity in the impact radar, it is of utmost importance that we highlight that the rank is not low because their charity topic is unimportant. To minimise this, clear and neutral language and calculations must be used.
<b>Ordering Data Purposefully</b>	When implementing data visualisations, it is important to order and sequence data in a way that allows viewers to interpret data meaningfully. For example, showing
<b>Using Colours equitably</b>	Ensuring that colours are not misrepresenting the objectivity of the data. For example, not using colours like red to denote meanings of negativity for a company.

### 4.3.1. DV 1 - How can you standardise and compare charities success?



**Figure 3.1:** Visual Definition of Impact Radar

Figure 3.1 introduces the visual components of the impact radar, showing the attributes in which each charity will be scored. The metrics are 'Feasibility', 'Accessibility', 'Sphere of influence', 'Scalability' and 'Impact'. From these five indicators, each of them is subdivided within their parent group, as either 'Operational' or 'Social'. Therefore, each charity can be ranked out of ten possible metrics, all of which are orthogonally related with one another.

Commitment to Do No Harm Principles	
<b>Demonstrating Empathy</b>	Charities navigate through sensitive and delicate subjects, such as domestic violence or suicide. In our data visualisations - particularly for persona three - it is important to distinguish that any analysis on a charity is not reflective of their subject matter, but rather operational capacities. For example, if a negative score is given to a charity in the impact radar, it is of utmost importance that we highlight that the rank is not low because their charity topic is unimportant. To minimise this, clear and neutral language and calculations must be used.
<b>Ordering Data Purposefully</b>	When implementing data visualisations, it is important to order and sequence data in a way that allows viewers to interpret data meaningfully. For example, showing
<b>Using Colours equitably</b>	Ensuring that colours are not misrepresenting the objectivity of the data. For example, not using colours like red to denote meanings of negativity for a company.



Impact Radar Metrics		
	Operational	Social
Scalability	A charities financial capacity to grow	A charities capacity to have growth in their social impact.
Impact	The efficiency of the resource allocation relative to their social impact, i.e. how much social impact will \$1 create?	The standardized scale of their social impact relative to global humanitarian efforts
Sphere of influence	The overall economic size of a charity, i.e. are they financially able to create social impact?	The physical scale of their impact, i.e. how many people have they helped?
Feasibility	Do they have the staff requirements necessary to continue operating?	The capacity for a charity to impact their targeted area.
Accessibility	The physical and social presence of the charity.	The impact the charity has had on their targeted area.

*Figure 3.2. Impact Radar Metrics*

Commitment to Do No Harm Principles	
<b>Demonstrating Empathy</b>	Charities navigate through sensitive and delicate subjects, such as domestic violence or suicide. In our data visualisations - particularly for persona three - it is important to distinguish that any analysis on a charity is not reflective of their subject matter, but rather operational capacities. For example, if a negative score is given to a charity in the impact radar, it is of utmost importance that we highlight that the rank is not low because their charity topic is unimportant. To minimise this, clear and neutral language and calculations must be used.
<b>Ordering Data Purposefully</b>	When implementing data visualisations, it is important to order and sequence data in a way that allows viewers to interpret data meaningfully. For example, showing
<b>Using Colours equitably</b>	Ensuring that colours are not misrepresenting the objectivity of the data. For example, not using colours like red to denote meanings of negativity for a company.

Impact Radar Metrics Formulas		
	Operational	Social
Scalability	$\frac{\text{Year two profit} - \text{Year one profit}}{\text{Year one profit}}$	$\frac{\text{Year two impact} - \text{Year one impact}}{\text{Year one impact}}$
Impact	$\frac{\text{Year two total gross income}}{\text{Year two impact}}$	No. UNSDGs targeted
Sphere of influence	Year two total gross income	Year two impact
Feasibility	No. Staff	Population of targeted area
Accessibility	No. points of contact	$\frac{\text{Year two impact}}{\text{Population of targeted area}}$

Figure 3.3. Impact Radar Formulas

Commitment to Do No Harm Principles	
<b>Demonstrating Empathy</b>	Charities navigate through sensitive and delicate subjects, such as domestic violence or suicide. In our data visualisations - particularly for persona three - it is important to distinguish that any analysis on a charity is not reflective of their subject matter, but rather operational capacities. For example, if a negative score is given to a charity in the impact radar, it is of utmost importance that we highlight that the rank is not low because their charity topic is unimportant. To minimise this, clear and neutral language and calculations must be used.
<b>Ordering Data Purposefully</b>	When implementing data visualisations, it is important to order and sequence data in a way that allows viewers to interpret data meaningfully. For example, showing
<b>Using Colours equitably</b>	Ensuring that colours are not misrepresenting the objectivity of the data. For example, not using colours like red to denote meanings of negativity for a company.

### 4.3.2. DV 2 - How does the ‘Impact Compass’ apply to Impact 100 Sydney?

This question answers how the previous grant receivers of Impact 100 Sydney are applied to the ‘Impact Compass’ developed in the previous question.

**\*\* insert visual environment screenshot \*\***

**Figure 3.4.**

**Figure X** displays the ‘Impact Compass’ applied to previous grant receivers of Impact 100 Sydney. This visual environment allows for stakeholders to isolate ‘successful’ elements and variables of each charity - either individually or in comparison with another charity. An example of an observation that can be made is isolating successful elements of each charity. Fiona, and other stakeholders, are then able to explore these traits and implement the successful attributes of those charities. Therefore, the variables of success mirror those in the previous question and demonstrate that our ‘Impact Compass’ can be applicable to Impact100 Sydney as well.

Commitment to Do No Harm Principles	
<b>Demonstrating Empathy</b>	Charities navigate through sensitive and delicate subjects, such as domestic violence or suicide. In our data visualisations - particularly for persona three - it is important to distinguish that any analysis on a charity is not reflective of their subject matter, but rather operational capacities. For example, if a negative score is given to a charity in the impact radar, it is of utmost importance that we highlight that the rank is not low because their charity topic is unimportant. To minimise this, clear and neutral language and calculations must be used.
<b>Ordering Data Purposefully</b>	When implementing data visualisations, it is important to order and sequence data in a way that allows viewers to interpret data meaningfully. For example, showing
<b>Using Colours equitably</b>	Ensuring that colours are not misrepresenting the objectivity of the data. For example, not using colours like red to denote meanings of negativity for a company.

### 4.3.3. DV 3 - HOW CAN THE IMPACT RADAR ACT AS A PRESCRIPTIVE OR DESCRIPTIVE TOOL



**Figure 3.5.** Visual Representation of Values Derived from Impact Radar

Our final question for persona three is an illustration of potential diagnostic or inferential values which can be derived from the impact radar. In the previous questions, the impact radar was used and defined within a singular environment - comparing different metrics within the same charity, or same paradigm. In this question, we have introduced a final dimension to the impact radar, which is how it can be used comparatively across thresholds. To demonstrate this use, we have compared the Impact100 grant receivers to the sample charities.

Commitment to Do No Harm Principles		
<b>Demonstrating Empathy</b>		Charities navigate through sensitive and delicate subjects, such as domestic violence or suicide. In our data visualisations - particularly for persona three - it is important to distinguish that any analysis on a charity is not reflective of their subject matter, but rather operational capacities. For example, if a negative score is given to a charity in the impact radar, it is of utmost importance that we highlight that the rank is not low because their charity topic is unimportant. To minimise this, clear and neutral language and calculations must be used.
<b>Ordering Purposefully</b>	<b>Data</b>	When implementing data visualisations, it is important to order and sequence data in a way that allows viewers to interpret data meaningfully. For example, showing
<b>Using Colours equitably</b>		Ensuring that colours are not misrepresenting the objectivity of the data. For example, not using colours like red to denote meanings of negativity for a company.

We wanted to be careful in our explanation of the impact radar – particularly in question three – as to not directly diagnose their company, but rather showcase what types of diagnoses or inferences can be derived. For example, the sample charities have a greater score in operational impact, which could mean that the Impact100 grant receivers are either financially less efficient or that their social efforts are more capitally expensive. Additionally, it can also be seen while they rank higher in their social aspects, their aggregated operational scores are lower, illuminating potential risks in the charity’s business operations. This takeaway could either be, descriptive, that it explains observed but inexplicable issues, or prescriptive, that it notices this trend and takes proactive measures to reduce future risk.

## 5. Analysis of Data Quality, Data and Visual Ethics and Unintended Data Harm

### 5.1. Mitigating Potential Data Quality Issues

Syntactic Data Quality	Mitigation
<b>Persona One</b>	
All data collected for this persona including financials, locations and names, charity size	All data went through a manually screening process for any syntax errors and necessary changes were made when transforming data when using DV tools such as PowerBI including changing cells that were empty to have the value “ <i>null</i> ”
<b>Persona Two</b>	

Commitment to Do No Harm Principles	
<b>Demonstrating Empathy</b>	Charities navigate through sensitive and delicate subjects, such as domestic violence or suicide. In our data visualisations - particularly for persona three - it is important to distinguish that any analysis on a charity is not reflective of their subject matter, but rather operational capacities. For example, if a negative score is given to a charity in the impact radar, it is of utmost importance that we highlight that the rank is not low because their charity topic is unimportant. To minimise this, clear and neutral language and calculations must be used.
<b>Ordering Data Purposefully</b>	When implementing data visualisations, it is important to order and sequence data in a way that allows viewers to interpret data meaningfully. For example, showing
<b>Using Colours equitably</b>	Ensuring that colours are not misrepresenting the objectivity of the data. For example, not using colours like red to denote meanings of negativity for a company.

Data was taken relating to years of when grant was offered	This was to ensure that the data adheres to showing the impact of the grant during the year and not inclusive of other years when charity and company strategies may change.
<b>Persona Three</b>	
No reliable data could be found on the number of people living with disability in southern NSW and northern Victoria. This number was required in the 'Total number of people targeted' field for Regional Disability Advocacy Service	Found the number of residents in each locality that Regional Disability Advocacy Service operates in. Multiplied this by the proportion of people in NSW totally living with disability to generate an estimated target population.
Data displayed in the correct format for analysis	Money values should be displayed as \$0.00, however due to coding requirements in PowerBI, we displayed these values without the dollar sign to ensure the data adhered to the predefined formats required by alternative software.

<b>Semantic Data Quality</b>	<b>Mitigation</b>
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<b>Commitment to Do No Harm Principles</b>	
<b>Demonstrating Empathy</b>	Charities navigate through sensitive and delicate subjects, such as domestic violence or suicide. In our data visualisations - particularly for persona three - it is important to distinguish that any analysis on a charity is not reflective of their subject matter, but rather operational capacities. For example, if a negative score is given to a charity in the impact radar, it is of utmost importance that we highlight that the rank is not low because their charity topic is unimportant. To minimise this, clear and neutral language and calculations must be used.
<b>Ordering Data Purposefully</b>	When implementing data visualisations, it is important to order and sequence data in a way that allows viewers to interpret data meaningfully. For example, showing
<b>Using Colours equitably</b>	Ensuring that colours are not misrepresenting the objectivity of the data. For example, not using colours like red to denote meanings of negativity for a company.

<b>Persona 1</b>	
No reliable data was available for Impact100 Sydney. Data was extracted manually from the Australian Charities Not-For-Profit Commissions websites where information about the charities that received the grants reported their financial information. Additionally there were some inconsistencies with reporting financial information for a few charities. Charities that Impact100 provided a grant with failed to report the same amount on the website. This lead to values in the dataset to be missing or inconsistent	Although there are semantic errors. It is hard to judge how to mitigate these issues without affecting Data Integrity. Additionally, in regards to sectors, some of the grant receivers did not or failed to provide the correct main activities/ sectors they worked with. This could potentially cause issues when providing visualisations, especially when having to self-interpret what sector a charity belonged to. To mitigate issues like this in the future, the ACNC organisers may want to make changes to their website to provide a stricter and more efficient documentation process of all information including, financials, when they report.
<b>Persona 2</b>	
Nuanced Data from Financial Reports	Took Nuanced data that is not usually included in Financial reporting relating to assistance and impact of charitable foundations.

<b>Commitment to Do No Harm Principles</b>	
<b>Demonstrating Empathy</b>	Charities navigate through sensitive and delicate subjects, such as domestic violence or suicide. In our data visualisations - particularly for persona three - it is important to distinguish that any analysis on a charity is not reflective of their subject matter, but rather operational capacities. For example, if a negative score is given to a charity in the impact radar, it is of utmost importance that we highlight that the rank is not low because their charity topic is unimportant. To minimise this, clear and neutral language and calculations must be used.
<b>Ordering Data Purposefully</b>	When implementing data visualisations, it is important to order and sequence data in a way that allows viewers to interpret data meaningfully. For example, showing
<b>Using Colours equitably</b>	Ensuring that colours are not misrepresenting the objectivity of the data. For example, not using colours like red to denote meanings of negativity for a company.

<b>Persona 3</b>	
Conversion of raw scores to standardised rankings	The raw scores calculated for each metric are in different units of measurements, and bucketed afterwards to a standardised rank of one to ten. These bucket criteria, however, might not be proportionally consistent across metrics, or reflective of what Impact100 deems as successful/unsuccessful. Therefore, these ranks are used as a stop gap, to illustrate the conceptual value of the impact radar, but ultimately made to be fine tuned (specifically with the ranking) by Impact100.
Accuracy of Total Number of People targeted.	All numerical values were syntactically correct within this column, however, some values initially did not make sense when compared to the 'Number of Impact' values. These needed to be double checked to ensure accuracy

<b>Pragmatic</b>	<b>Mitigation</b>
<b>Persona 1</b>	

<b>Commitment to Do No Harm Principles</b>	
<b>Demonstrating Empathy</b>	Charities navigate through sensitive and delicate subjects, such as domestic violence or suicide. In our data visualisations - particularly for persona three - it is important to distinguish that any analysis on a charity is not reflective of their subject matter, but rather operational capacities. For example, if a negative score is given to a charity in the impact radar, it is of utmost importance that we highlight that the rank is not low because their charity topic is unimportant. To minimise this, clear and neutral language and calculations must be used.
<b>Ordering Data Purposefully</b>	When implementing data visualisations, it is important to order and sequence data in a way that allows viewers to interpret data meaningfully. For example, showing
<b>Using Colours equitably</b>	Ensuring that colours are not misrepresenting the objectivity of the data. For example, not using colours like red to denote meanings of negativity for a company.



Ensuring that relevant data were recorded and documented	We found that collecting as much information as possible was the best course of action, regardless of if it was relevant or not. During our data cleansing process we did not include descriptions of what charities did in the DV section.
Standardisation of Data	Ensuring standardisation of data was critical to visualising true and accurate information. We verified that data that was applicable to our visualisations were relevant and any values that were in a different metric were standardised. For example when looking at states in Australia, WA (Western Australia) was classified as “Washington State” in America when using PowerBI. We ensured that states were written out in full to prevent issues like this.
<b>Persona 2</b>	
Collection of Data from Company Websites	Collected data regarding current grants and key areas of effort for companies in relation to understanding their stance on their social issues.
<b>Persona 3</b>	

<b>Commitment to Do No Harm Principles</b>	
<b>Demonstrating Empathy</b>	Charities navigate through sensitive and delicate subjects, such as domestic violence or suicide. In our data visualisations - particularly for persona three - it is important to distinguish that any analysis on a charity is not reflective of their subject matter, but rather operational capacities. For example, if a negative score is given to a charity in the impact radar, it is of utmost importance that we highlight that the rank is not low because their charity topic is unimportant. To minimise this, clear and neutral language and calculations must be used.
<b>Ordering Data Purposefully</b>	When implementing data visualisations, it is important to order and sequence data in a way that allows viewers to interpret data meaningfully. For example, showing
<b>Using Colours equitably</b>	Ensuring that colours are not misrepresenting the objectivity of the data. For example, not using colours like red to denote meanings of negativity for a company.

Reporting years were not consistent within the column, some charity metrics were recorded for 2024, while others were recorded for 2023.	Standardizing years as ‘Year One’ and ‘Year Two’, to conceptually illustrate what types of inferences that can be made from the impact radar, instead of actual statistical conclusions.
Ensuring only relevant data was included in the final dataset.	For Persona 3, we ensured that all data collected for the final dataset was actionable and relevant. Columns with data that was unused were removed.

## 5.2. Data Sources & Validation

Table	Details	Used In
P1_Impact100	An aggregate of Location (City and State), Chapters, Years, Sector, Foundations/Recipient, Charity Size, Program, Descriptions and Financial information	Persona 1 Question 1

Commitment to Do No Harm Principles	
<b>Demonstrating Empathy</b>	Charities navigate through sensitive and delicate subjects, such as domestic violence or suicide. In our data visualisations - particularly for persona three - it is important to distinguish that any analysis on a charity is not reflective of their subject matter, but rather operational capacities. For example, if a negative score is given to a charity in the impact radar, it is of utmost importance that we highlight that the rank is not low because their charity topic is unimportant. To minimise this, clear and neutral language and calculations must be used.
<b>Ordering Data Purposefully</b>	When implementing data visualisations, it is important to order and sequence data in a way that allows viewers to interpret data meaningfully. For example, showing
<b>Using Colours equitably</b>	Ensuring that colours are not misrepresenting the objectivity of the data. For example, not using colours like red to denote meanings of negativity for a company.

P1_subtype_charity_size	Charity Sizes by subtype(sectors)	Persona 1 Question 3
P1_charity_location_by_postcode	Proportion of Charities by Location in Australia	Person 1 Question 3
P1_charity_location_by_state	Number of Charities, Revenue, donations, number of volunteers and employees by States in Australia	Persona 1 Question 3
P1_charity_size	Charity Size criteria based on revenue	Persona 1 Question 3
P1_charity_revenue_by_charity_size	Do we need to include this?	Persona 1 Question 3

Commitment to Do No Harm Principles	
<b>Demonstrating Empathy</b>	Charities navigate through sensitive and delicate subjects, such as domestic violence or suicide. In our data visualisations - particularly for persona three - it is important to distinguish that any analysis on a charity is not reflective of their subject matter, but rather operational capacities. For example, if a negative score is given to a charity in the impact radar, it is of utmost importance that we highlight that the rank is not low because their charity topic is unimportant. To minimise this, clear and neutral language and calculations must be used.
<b>Ordering Data Purposefully</b>	When implementing data visualisations, it is important to order and sequence data in a way that allows viewers to interpret data meaningfully. For example, showing
<b>Using Colours equitably</b>	Ensuring that colours are not misrepresenting the objectivity of the data. For example, not using colours like red to denote meanings of negativity for a company.

P2 Sydney Community Foundation	Income and Grants Made of Sydney Community Foundation, Grants given of Impact 100 Sydney	Persona 2 Question 1
P2 House of Welcome	Complicated data relating to impact for House of Welcome	Persona 2 Question 2
P2 The Reconnect Project	Complicated data relating to Employees and Devices furnished for The Reconnect Project	Persona 2 Question 2
P2 Shine For Kids	Financial Expenses relating to Shine for Kids	Persona 2 Question 2
P2_Company Recommendation	Income and Profit relating to Banks of Sydney, Australia Unity and Norths Collective	Persona 2 Question 3

Commitment to Do No Harm Principles	
<b>Demonstrating Empathy</b>	Charities navigate through sensitive and delicate subjects, such as domestic violence or suicide. In our data visualisations - particularly for persona three - it is important to distinguish that any analysis on a charity is not reflective of their subject matter, but rather operational capacities. For example, if a negative score is given to a charity in the impact radar, it is of utmost importance that we highlight that the rank is not low because their charity topic is unimportant. To minimise this, clear and neutral language and calculations must be used.
<b>Ordering Data Purposefully</b>	When implementing data visualisations, it is important to order and sequence data in a way that allows viewers to interpret data meaningfully. For example, showing
<b>Using Colours equitably</b>	Ensuring that colours are not misrepresenting the objectivity of the data. For example, not using colours like red to denote meanings of negativity for a company.

P3_DV_Q2	<p>Collected from Australian Charities and Non-for-profit Commission (ACNC), individual charities websites, United Nations website and various other Australian Government websites</p> <p>Contains columns['Metric Type','Metric', 'Charity', 'Year One', 'Year Two', 'Year One Profit', 'Year Two Profit', 'Year One Number of impact', 'Year Two Number of impact', 'Total gross Income yeartwo', 'Number of Staff (FTE equivalent)', 'Number of points of contact', 'Number of UNSDGs targeted', 'UNSDGs Targeted', 'Total Number of people targeted']</p>	Persona 3 Question 2
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Commitment to Do No Harm Principles	
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P3_DV_Q1	Collected from charity annual report, ABS census data and Australian Charities and Non-for-Profit Commission (ACNC). Contains columns['Metric Type','Metric', 'Charity', 'Year One', 'Year Two', 'Year One Profit', 'Year Two Profit', 'Year One Number of impact', 'Year Two Number of impact', 'Total gross Income yeartwo', 'Number of Staff (FTE equivalent)', 'Number of points of contact', 'Number of UNSDGs targeted', 'UNSDGs Targeted', 'Total Number of people targeted']	Persona 3 Question 1
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### PAPA Framework Adherence

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<b>Privacy</b>	All data used in this report was sourced solely from publicly available databases and reports. No personally identifiable information was present in our collected datasets.
<b>Accuracy</b>	All data used in this report was sourced from reputable resources to ensure vigilance in the pursuit of accuracy in information. All data came either directly from the source, or reputable government websites. All data was accurate at the time of collection. The responsibility for the authenticity, fidelity and accuracy remains with the author of the data.
<b>Property</b>	All data was appropriately credited to its original authors. All data was obtained through legal channels with efforts to avoid artificial intelligence and its expanding subfields, encouraging ethical data use.
<b>Accessibility</b>	All data sourced was publicly accessible. Whilst all data was sourced online, and gained solely through a computer, our data is transparent and reasonably accessed.

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## 5.3. Ethical Considerations in Data Visualisation


## 6. Conclusion and Future Work

### 6.1. Persona 1 Recommendations

The analysis of sector and geographical data reveal several key insights and strategic opportunities for Impact100's future direction. Particularly, in relation to the performance of Impact100 Sydney and the potential for establishing new chapters/initiatives.

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Firstly, the analysis highlights that Impact100 Sydney currently contributes a relatively small portion (3.57%) of total programs across Australia, indicating a clear opportunity for improvement. With each chapter supporting an average of just over 2 programs, there is also potential to increase the scale and efficiency of the distribution of grants. Social Welfare and Health and Wellbeing are the most supported sectors in Australia which reflects a shared interest and commitment to addressing community and public challenges. Additionally, the concentration of programs in major urban centres highlights a potential need for more initiatives in regional and rural areas. If Impact100 Sydney can continue to align itself with underlying community issues, it could strengthen its impact as well as community presence.

From a geographic perspective, most programs are heavily concentrated in major urban areas with 69.7% of charities based in cities. In contrast regional, remote/ rural community charities represent only 30.3%. This reveals a distinct gap in impact coverage. This presents an opportunity for Impact100 Sydney to expand beyond metropolitan areas and for any new chapter to strategically support non-urban areas where support is currently lacking.

Further analysis of charity size and funding landscapes reveals that Extra Large Charities receive over 54% of total revenue, despite making up a small proportion of total charities. In contrast, Small and Extra small charities form a significant proportion of Australia's charities, remain underfunded, but are well suited to use Impact100 Sydney's \$100,000 grant model with the right support.

## 6.2. Persona 2 Recommendations

From the data received and the focused support of the community, Bank of Sydney is the most recommended corporation for Impact 100 Sydney to seek. This is due to their current grant process within the bank, by undertaking their grant process Bank of Sydney will be able to leverage more resources to support the community.

Australia Unity is the next recommended company, this is due to their large income stream alongside a significant profit before tax. This showcases their ability to be able to support large grant donations and boost Impact 100 Sydney's outreach to multiple grant winners.

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North Collective is the next recommendation due to their significant donations equalling the Loss recorded on their financials. This could be a large opportunity as the support of \$100,000 grant is a small drop in their total donations per year, leveraging the versatility of the grant process to support current issues at hand.

### 6.3. Persona 3 Recommendations

The impact radar calculates its final scores by standardising the raw output from each formula, into predefined buckets. These buckets were created by exploring the range of sample outputs and allocating the highest/lowest score near the largest/smallest observed raw value. Each rank in between one and ten was doled based on an incremental range within the lowest and highest possible values. While these buckets were carefully calculated from observed sample data, Impact100 should tweak the ranges to better reflect their internal definition of success. For example, in the operational sphere of influence, total gross income over \$1M was ranked as a ten. However, Impact100 might believe that the rank is too high, and should adjust the ranges accordingly.

Additionally, the metric ‘Mission Alignment’ was initially designed to be included in the matrix but was ultimately left out due to a lack of data. This metric would measure how the charity is internally tracking against their own goals, and whether or not they are surpassing their financial and social objectives. However, we could not find any publicly available data which indicated either what a charity’s yearly objectives were, or how they were performing relative to these internal objectives. This data could potentially be sourced privately from dialogues between Impact100 and grant receivers and could therefore be included as a metric in the impact radar. It is recommended that Impact100 should include this metric in the impact radar, to provide charity assessment with further dimensionality and needed context.

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Commitment to Do No Harm Principles	
<b>Demonstrating Empathy</b>	Charities navigate through sensitive and delicate subjects, such as domestic violence or suicide. In our data visualisations - particularly for persona three - it is important to distinguish that any analysis on a charity is not reflective of their subject matter, but rather operational capacities. For example, if a negative score is given to a charity in the impact radar, it is of utmost importance that we highlight that the rank is not low because their charity topic is unimportant. To minimise this, clear and neutral language and calculations must be used.
<b>Ordering Data Purposefully</b>	When implementing data visualisations, it is important to order and sequence data in a way that allows viewers to interpret data meaningfully. For example, showing
<b>Using Colours equitably</b>	Ensuring that colours are not misrepresenting the objectivity of the data. For example, not using colours like red to denote meanings of negativity for a company.



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## 8. A message from the group members

We would like to express our deepest gratitude to the unit convenor , Professor Olivera Marjanovic, for providing us the opportunity to explore our Business Analytics skills and expand our expertise in an interactive way. This has been a very impactful journey and we will appreciate each step we take into the field as Business Analytics Professionals.

Thank you,  
From Group 3

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