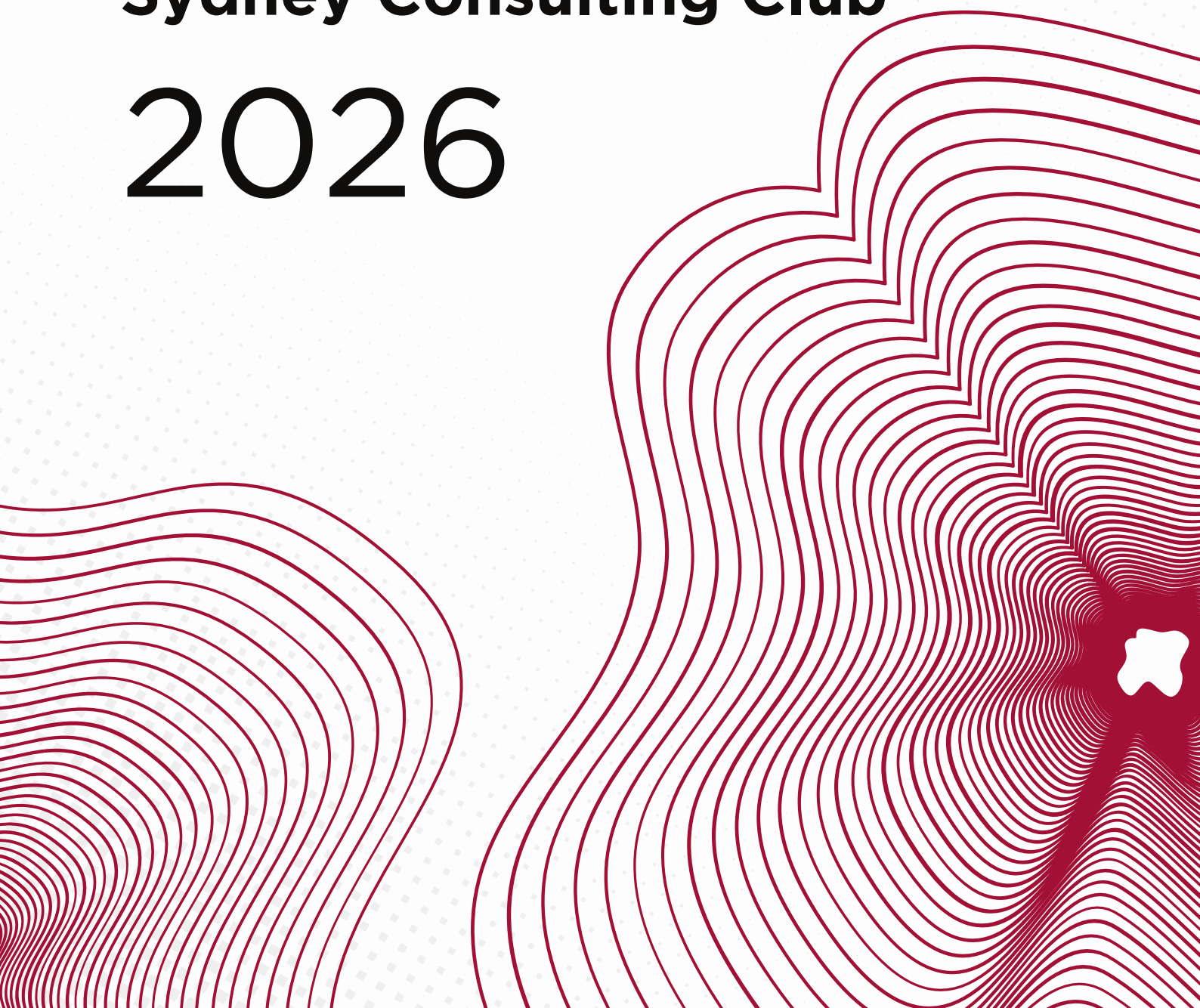
SCC
SYDNEY CONSULTING CLUB

Guide to Case Competitions

Prepared By :

Sydney Consulting Club

2026



Contributors

Sydney Consulting Club's (SCC) Case Competition Guide has been created for students across the University of Sydney's Business School. SCC hopes to share the knowledge and experiences accumulated through Domestic and Iternational Case Competitions to foster a collaborative ecosystem of shared learning. We hope that the tips and tricks here will provide a strong foundation for your future engagement in Case Competitions in the Future!

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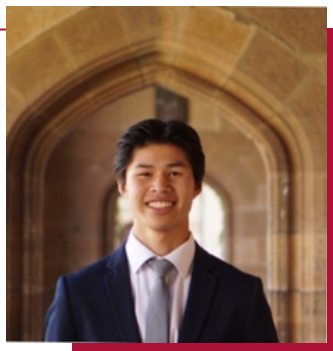
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Disclaimer:
This content is provided for informational purposes only and represents the personal opinion's of the authors. The strategies and advice discussed are suggestions only and do not guarantee you winning.

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President's Address



Welcome to the 2026 SCC Case Guide!

Case competitions can feel overwhelming. The ambiguous problems, tight timelines and high-stakes presentations, can make them seem overly difficult, but they're also one of the most rewarding experiences at university. They provide the opportunity to solve real life problems, to dive deep into fascinating companies and to present to expert consultants, C-suite executives and industry professionals. It provides a glimpse of Consulting through the lens of a short competition, where you're encouraged to be bold and to be innovative.

I remember my first time opening a case brief. Still uncertain about what a case competition even was, I found myself struggling to structure my thinking, generate strategies and provide a compelling answer to the case problem. Many competitions later and I've had the opportunity to compete in different countries around the world. This has been without a doubt owed to SCC's workshops, events and case squad training. But SCC is more than just about winning international case competitions. It exists to make strategic thinking accessible and to empower students to tackle the kind of problems that matter. Whether you're about to open your first case brief, or you're competing at your tenth competition, SCC is designed to support you. From the international case squad that competes globally, to networking events that connect you with industry professionals, to case competitions that simulate real-life consulting projects, SCC exists to support you.

This guide distills years of collective SCC experience into a practical toolkit. You'll learn how to structure problems, generate strategies, craft compelling narratives and deliver presentations that resonate with judges. The goal isn't to help you find the right answer, it is to teach you to think like a real-life consultant. Whether you're deriving insights, building solutions or quantifying their impact, you will learn to solve a business problem from the ground up.

On behalf of SCC, we cannot wait to see what you create. We look forward to supporting you throughout your journey. Good luck, and we hope to see you at one of our events!

Chris Goh

2026 SCC President

Sydney Consulting Club

Sydney Consulting Club (SCC) trains and sends numerous teams across the globe to compete in prestigious competitions and has returned with incredible results for SCC and the University of Sydney.



Over many generations our Executives, Case Teams, Members and Alumni, have carefully curated a case training curriculum that we want to share with all students at the University of Sydney Business School. Our case training curriculum is developed from the learnings of our teams which have competed in a diverse range of competitions and brings together our learnings from their successes and Failures.



Consulting Case Competitions

Within a case competition, teams will solve a case study based off of real-life companies in limited time. The goal is to present the best innovative, actionable strategic recommendations to a panel of judges. Competing in case competitions builds valuable communication, collaboration, presentation and analytical skills. Importantly, it develops business acumen, helping students hone knowledge in specific fields.

Case Competitions are very accessible for university students. Domestic Case Competitions occur dozens of times a year and have open entry for university students, while International Case Competitions are accessed exclusively through SCC's Case Squad program that trains and sends students overseas to compete.

→ Case Competitions on offer domestically



- SCC x B1 x Kearney National Case Competition
- UCC x Oliver Wyman Trans-Tasman Case Competition
- Deloitte Climate and Engineering Sustainability Competition
- NOW x Mastercard Innovation Challenge
- BAP x McKinsey Case Competition
- FMAA Management Consulting Case Competition
- AI in Finance Case Competition (USYD Business School)
- SCC x USYD Business School Open Case Comp
- SUBS x 180DC Social Impact Case Competition
- Beem x Australian Payments Plus Case Competition
- OW x Global Microfinance Case Competition
- Kearney National Case Competition
- NOW x SCC Mastercard Competition
- And many more!

→ Case Competitions on offer

- Asian Business Case Competition (Nanyang Technology University)
- CBS Invitational Case Competition (Copenhagen Business School)
- HSBC/HKU APAC Case Competition (Hong Kong University)
- HKUST Case Competition (Hong Kong University of Science and Technology)
- Thammasat University Business Case Competition (Thammasat University)
- Inter-collegiate Business Competition (Queen's University)
- Corvinus Undergraduate Business Experience (Corvinus University)
- Sydney International Business Case Competition (University of Sydney)
- RSM Star Case Competition (Rotterdam School of Management)
- BI International Case Competition (BI Norwegian Business School)
- Trans-Tasman Case Competition (University of Technology Sydney)
- Global Business Case Competition (University of Washington)
- And many more!



Note - The international competitions that SCC attends is subject to our invitation and budget and thus may differ by year

How to get started

In most competitions, you will participate as a team of four with the following roles: Insights (learnt from the brief/research), Strategy 1, Strategy 2, Impacts (of the strategies), where each role plays a unique role. This is the SCC recommended structure of speaker/presentation:

The **Insights** role us hugely influential as it is responsible for leading the opening, analysis and story of the presentation. This is usually your strongest presenter, an article person who yields an ability to structure complex problems.

The **Strategy** roles typically covers two main things: the overarching solution, or the WHAT (and its subsequent implementation) or the HOW. These team members need to be creative, communicate in a concise manner and have strong business acumen to justify how the solutions address each issue and are in fact the best solutions.

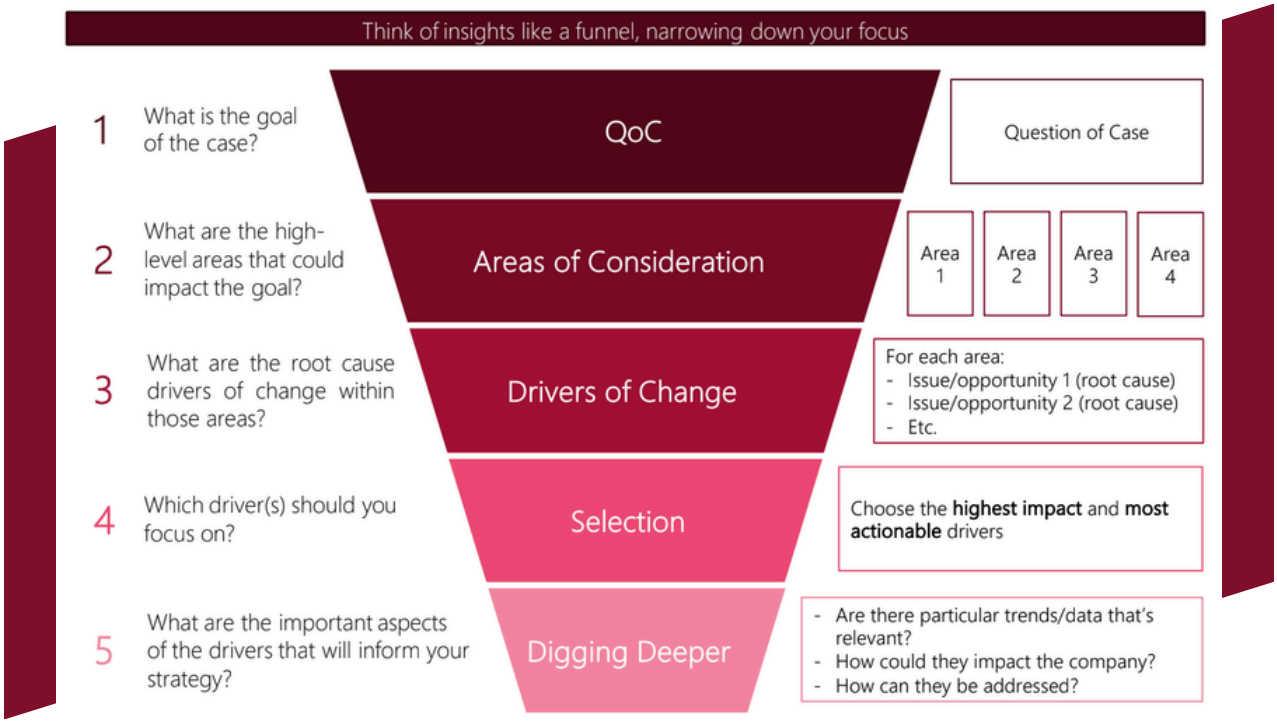
Finally, the **Impacts** role is responsible for modelling the impact of the strategy and outlining the time scale for the implementation. Ideally, give this role to the person who's strong with numbers and can break down and identify the associated costs of implementing a strategy.



Introduction to Insights

Insights are the **issues** or **opportunities** you identify from the brief that underpin your case and strategies pitched. When provided with a dense thirty page brief from a sponsor, you begin by extracting the key issues and drivers from what they have provided, forming the analysis that then leads into, and justifies, your strategic recommendations. For example, asking questions such as: what are the drivers behind the case? What key opportunities exist to improve their business model?

SCC teaches the “SCC funnel technique” which provides a framework on how to dig deeper into actionable insights This process involves a thorough and critical examination of the case’s context and content, which we will explore more in case squad!



The SCC Framework uses inductive reasoning to narrow the focus of the case. It is a **top-down process** that begins by breaking down the **central question of the case (QoC)** into the aim of the case and the areas of consideration which may impact your goal. Lets hear from our SCC Educations Director about how to nail insights!

Tips:



Daniel Johnson: Educations Director; Insights (2026)

- 1st in BCG Strategy Academy Case Crack 2025
- 1st in Bain & Company Social Impact Case Competition 2025
- 1st in 180 Degrees Consulting Global Competition 2025
- 2nd in Alberta International Business Competition 2025 (Hosted in Canada)
- 2nd in McKinsey National Case Competition 2025

Insights underpins your entire case. While you'd think that strategy is what makes a case, when 12 world class case teams are recommending something similar, the winner will be decided off who has the clearer insights, or 'framing' in MBB terms. My favourite part about insights is that it forces you to understand the intricacies of the business and go beyond the brief to succinctly deliver a robust research package to judges. I enjoy how it has a lot of real world applicability, since businesses and consulting firms operate by identifying the root cause of weaknesses and opportunities before strategically adjusting or expanding.

1. A good insight reframes the problem in a way that narrows the solution space and points naturally toward a set of strategic responses. Try to make it so that your judge will effectively be able to guess what your strategy will be by the end of your insights. Be careful though! Make sure your insights have a top-down link to strategies, such that your strategies do not dictate insights!

2. Structure is key. Insights need to flow correctly. This means that if your brief is asking you key questions, you should always approach them top-down. For example, if you are advising a sporting goods company on a new pair of sneakers, it doesn't make sense to discuss sneaker trends until you have narrowed down which demographic you are targeting.

3. Insights should be simple and clear. Don't flood your slides with too many words, and simply have the key takeaways, with detail in the appendices. Your slides supplement your speech, not the other way around. So ask yourself, will the judge be able to listen to me speak and look at my slides?

Introduction to Strategy

Your *strategies* are essentially what you are going to do (the project, the restructure, the initiative etc.,) to fix a problem within the company or capture an opportunity. This could be as simple as launching an app or expanding production into Africa. Your strategy is crucial as this usually is what wins you a competition and allows you to show off your creativity.

Within each case competition that you do, there should be anywhere from 1-5 strategies, depending on their size and what the case demands. Normally, 2-3 is the sweet spot where it is just manageable and enables you to show off a diverse range of ideas that can be used to tackle the issues. This is probably the way to go for domestic cases that limit your slide numbers to 15.



When bringing a strategy to life, you must consider several things;

- High Level Strategy: Think the rationale behind the strategy - Why would we need to implement this strategy? Why do we need this?
- Low Level Strategy: Think the more minute details that brings the strategy to life - When? Where? How? How will people know about this? Why will this strategy work?

It is essential to consider how your strategy directly links with your insights too. Let's hear from our Education Director on how to pitch the best strategies!

Tips:



Junpeng Huang: Educations Director; Strategy (2026)

- 1st at BCG Oceania Case Competition (Hosted in New Zealand)
- 1st (Divisional) at HKU/HSBC Business Case Competition (Hosted in Hong Kong)
- 2nd at Alberta International Business Competition (Hosted in Canada)
- 3rd at Global Microfinance Case Competition (International)

Strategies are the core actions you propose to fix a company problem or capture an opportunity, and they usually determine what wins case competitions. They can take many forms (a new product, restructure, new market entry, initiative), but they must always be grounded in the issues your insights uncover. It is crucial that there is a clear and direct link from insights to strategy, because this makes the strategy feel like the reasonable next step rather than a random idea. Failure to create this link causes gaps in logic in your rationale, weakening feasibility and making your strategy harder to defend. I personally love ideating strategy because it's where creativity actually moves the needle and can differentiate yourselves against other top teams. Here are my tips!

1. Think about your strategy from the perspective of the stakeholders you're trying to address. How would they experience it as a consumer or implement it as a business? Would they think your strategy is impactful for them? When you pitch an overview of strategy, what questions would they ask to dig deeper? This should inform how you plan to implement your strategy.

2. Strategies should be informed directly by insights. This ensures your solution addresses the problem you set out at the start. A judge should be able to roughly know the kind of strategy you will pitch at the end of your insights. This connection is crucial for the flow of your pitch.

3. Creative strategies make memorable strategies, but make sure it is feasible to implement as well. Try to strike a balance and ask: does this creative aspect improve feasibility or impact compared to a standard solution?

Good luck!

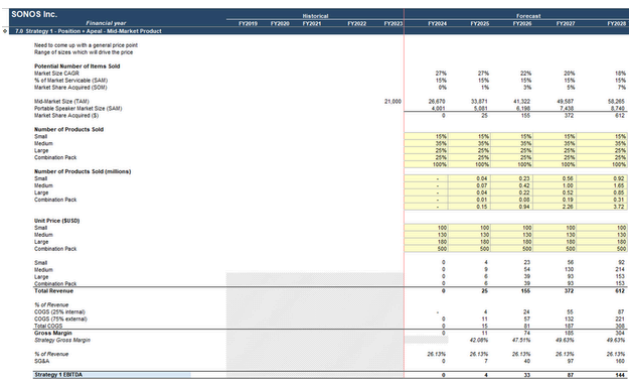
Introduction to Financials

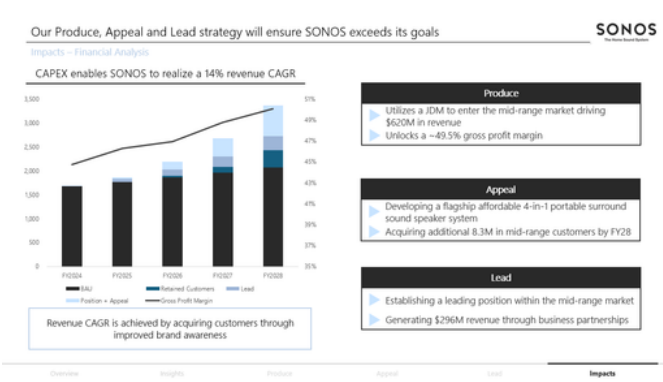
Financial Analysis

To round out your case competition presentation, we want to clearly present back how we have answered the QOC. We've titled this final section financial analysis, though it incorporates a little more than this. More generally you can think of this section as impacts, making clear to the judge that your strategy/strategies will answer your QOC within a realistic timeframe and budget, as well deliver the desired non-financial outcomes.

The art of financial analysis in any consulting case competition is keeping your assumptions believable, realistic and justifiable. What you present on the slides should be simple. Complexity opens questions, and with the time crunch of a consulting case competition, you don't want to be justifying why a 9% WACC was appropriate for the company. The approach we will walk through must be powered by carefully considered and accurate assumptions. In your main deck, you should only present the tip of the iceberg. You should consider:

- Market Sizing: Market sizing is the process of estimating the total potential demand for a product or service, expressed in either volume or value. Think about how to approach it? Top-down or bottom up? What assumptions are made?
- Strategy Modelling: Model the revenues generated from your strategies? Think about when the money flow will come in? What about retention and acquisitions?
- Cost Build: Model the costs of your strategy. Think about the fixed costs and the costs of implementing your strategies. Break it down year by year and consider which variables will change!





Tips:



Rochelle Dias: Educations Director; Financials (2026)

- 1st Place (Divisional), HKUST International Case Competition 2025 in Hong Kong
- USYD Representative, Sauder Summit Global Case Competition 2026 in Canada
- 3rd Place, QUT Trans-Tasman Case Competition 2025
- 3rd Place, Altman Solon Intervarsity Case Competition 2025

Although ideas may sound convincing in theory, financial modelling reveals whether they're actually sustainable under real constraints, ensuring strategies hold up beyond optimistic narratives.

A rigorous financial model demonstrates genuine understanding of a strategy's mechanics. It shows the team grasps not just what the strategy is, but how it works in practice. In testing feasibility and scalability at a granular level, across revenue generation, customer acquisition paths, cost structures, and risk exposure, financials ground strategies in execution rather than abstract theorising. Having this clarity forces explicit trade-offs, sequencing, and resource allocation decisions, which directly anticipates the questions judges are likely to raise, strengthening credibility and defensibility from the outset. Here are my tips!

1. Prioritise transparency over false precision. Explicitly state all assumptions and demonstrate how variations in these impact outcomes. Having this transparency exposes what truly drives the model, rather than relying on overly precise estimates.

2. Address all value drivers. Make sure to also break down impacts into fundamental drivers like customer acquisition cost, lifetime value and retention rates, not just bottom-line profitability.

3. Most importantly, financial modeling isn’t as intimidating as it seems. Start with the big picture, then break your strategy down into manageable pieces: one revenue stream, one cost category, or one impact driver at a time. Once you get the hang of it, the process starts to feel intuitive and surprisingly enjoyable, almost like solving a puzzle.

Putting it all together

Slides Making

Slides are key to delivering a strong presentation. The most effective way to design slides is to think about how they will be received from the judges' perspective and the ease with which they can be understood. This therefore means that slides should contain enough words to explain everything but also can be read during the 30 seconds it's in front of a judge. Your slides should read left to right or up to down, with a clear structure to them.

At SCC our slides follow the format:

Executive Summary → Insights → Strategy(s) → Impacts

Within each of these categories there are commonly used slides/techniques.

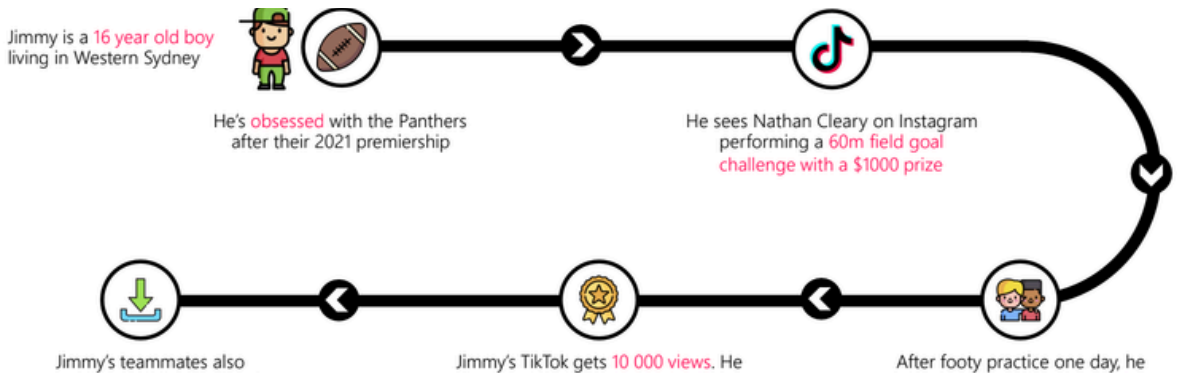
→ Harvey Balls

(Used in Insights/Strategy to determine the best opportunity/solution from many).

	Size	Competition	Viability	Feasibility	Synergies
Social Commerce	◕	◔	◕	◕	◕

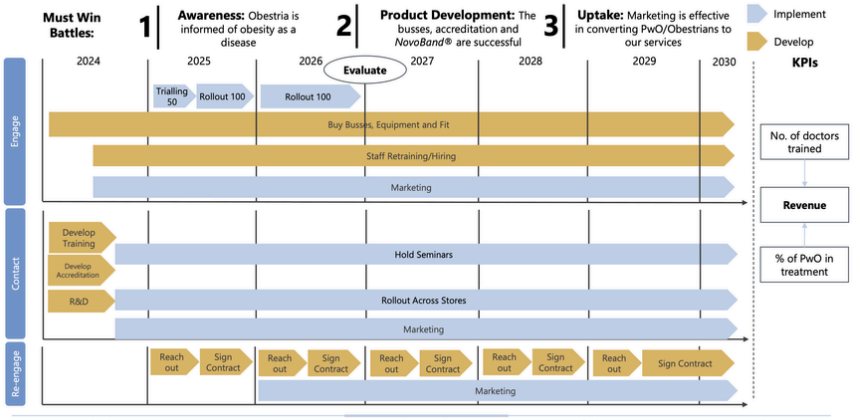
→ Customer Journey

(Used in Insights/Strategy to show how a customer interacts with the company or strategy).



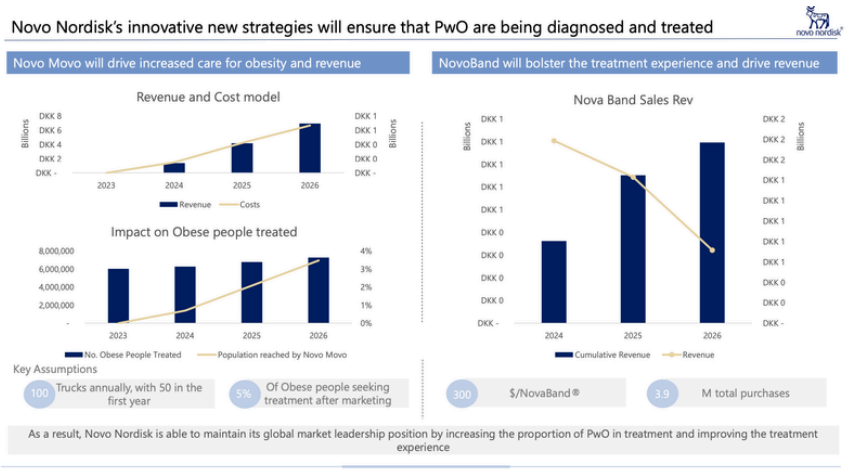
→ Implementation Timeline

(Used in Impacts to show roll-out timeline).



→ Financial/Not-Financial Impacts

(Used in Impacts to show the impacts of your strategy).



Presentation

Typically, when you make the finals of a case competition, there will be **10 minutes of presentation time** followed by **10 minutes** where the judges **ask you questions (Q&A).**

If you **speak slowly, stand still, gesture appropriately and project your voice** you will be a fantastic speaker. To 'spice up' your presentation' try adding in a storyline, handing from one speaker to another using the storyline e.g., a tree metaphor for a sustainability company; 'So, Adam, now we have this seed planted, how should we water the tree?' Yes. You will cringe, but you will be memorable.

Q&A can make or break a presentation so try and **pre-empt potential questions** during your preparations. When you answer a question, **take a big step forward** to show you are the teammate who will be answering. If the question allows for it, answer with structure e.g., 'There are 3 factors we considered'.








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