

ThinkEvans

CAPABILITY
STATEMENT

7TH EDITION
JUNE 2011

ORIGINAL
JUNE 2002



Carolyn brings an eclectic combination of experience in both the public and private sectors, in for profit and not for profit organisations of diverse sizes, privately-held and publicly-traded corporations and in the academic environment.

With an early career in line operations and then general management before starting ThinkEvans, she has had plenty of exposure to both sides of the Board table. Carolyn's qualifications in business have a strong quantitative element, recently complemented by study of the law.

Clients engage with her strategic but unvarnished take on organisational aspirations and capabilities, her direct, thoughtful insights on unscrambling complex issues and situations, and her ability to marshal resources to achieve outcomes with just the right modicum of effort.

Carolyn Evans

CSC MLS MBA Grad Dip OR BBus (Dist)

ROLE: Managing Director
SINCE: 2002
BASED AT: Coogee, Sydney, Australia
ORIGINALLY: microeconomist
LATELY: board development, governance issues, industry analysis, decision making for impact, effective pricing strategies
COFFEE: skim latte with an extra shot!
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HONOURS

Australia Day Honours List

1994 - Conspicuous Service Cross
For contributions in the field of Defence logistics.

Other Experience

Zonta International District 24 Board

2010 - 2012 District Governor
2008 - 2010 Lieutenant Governor
2006 - 2008 Area 1 Director

Commonwealth Study Conference

2005 - NSW Selection Panel for Emerging Pacific Leaders' dialogue
2001 - 2003 Convenor, Study Tours NSW/ACT for 9th Conference in Australia
1992 - Member of Conference from Australia, 7th Conference in Oxford, UK

Sabre Pacific Limited

1999 - 2000 Chairman
1997 - 2000 Qantas-appointed Director,
Board of Directors

Australian War Memorial

1997 - 1999 Member, Advisory Panel for the Memorial to Service by Women in the Australian Defence Forces

Foodshare Australia Limited

1997 - 1998 Director & Chief Executive Officer

University of Western Sydney

1997 - Lecturer - "Strategic Management in Tourism", Master of Business Administration Course

Defence Force Credit Union Ltd

1990 - 1998 Deputy Director to the Chairman, Board of Directors
1988 - 1990 Chairman, Board of Directors
1986 - 1988 Member, Board of Directors

Career Synopsis

Starting out as a microeconomist, Carolyn was a Supply Officer for more than 15 years in the Royal Australian Air Force and was decorated for her contributions to Defence logistics.

Joining Qantas Airways Ltd in late 1994, Carolyn took responsibility for all revenue and traffic forecasts in the prospectus for the initial public offering of shares. After a period leading change management projects, she became the first head of the emerging eCommerce area (design, development, litigation and commercial management in a turbulent business environment of rapid technology delivery).

Moving to the Medical Benefits Fund of Australia Limited in mid-2000, Carolyn led a multidisciplinary team to set fresh commercial direction that culminated in the launch of a new product portfolio and the re-positioning of the brand in mid-2001.

Carolyn then spent a very fruitful year with an industrial consultancy specializing in manufacturing line optimization and production improvement, which led to the launch of ThinkEvans Pty Ltd in June 2002.

Selected Prior Career Achievements

Medical Benefits Fund (Australia) Limited (2000 – 2001)

- Strategic projects: Early detection of a significant loss of market share, leading to the formulation of strategic problem statement and solution options development. Review of industry structure implications resulting from changes to Federal Government legislation.
- Commercial strategy: Implementation of future commercial directions from two substantial pieces of research, customer segmentation and defection triggers. Design and implementation of simulation and modeling capabilities for actuarial analyses.
- Brand and product design: Brand re-launch, including design and development of an integrated TV, print, online and direct marketing campaign. Product portfolio redesign and actuarial modeling, including rationalization and simplification of the product line from dozens of products to a profitable handful, followed by both Federal Government regulatory approval and implementation of a range of organisational and IT changes.

Qantas Airways Limited (1994 – 2000)

- Litigation: commercial leadership to assert and protect trademark and other rights pertaining to the Qantas brand and associated marks. From 1997 to 2000, this included successful litigation in New Zealand to retrieve the domain name www.qantas.co.nz and to obtain similar results without litigation in the Netherlands, Tonga, Germany, the USA (several cases) and Australia (many cases).
- Alliances: As the multi-lateral web team leader for the alliance, full care of the initial web site at www.oneworldalliance.com for the public launch of the alliance in 1998. Development of a new and enhanced site for the start of alliance operations in February 1999. Development (1998) and redevelopment (1999) of the oneworld™ alliance project team web site.
- Negotiations: Negotiation for, and purchase of, the domain name www.oneworld.com. Negotiation of contracts for design and development services, hosting services, and for the provision of integrated multi-airline timetable functionality (for Qantas, and then by request for oneworld™ alliance).

- Bookings: Implementation of a general booking engine and other substantial additions to www.qantas.com.au in 1998, winning the Australian Financial Review/Telstra Internet Awards “Best Commercial Web Site” in that year.
- eTicket: Delivery in 1997 of domestic eTicket facilities, initially for 14 cities, and achievement of very rapid customer take up, then world-first international eTicket in 1998 (New Zealand, Asia & Japan, then the USA).
- Redemptions: Design and implementation in 1998 of the world-first Frequent Flyer Awards booking engine for points redemption flights, and subsequent redesign and upgrade in 2000.
- Going interactive: Re-launch of www.qantas.com.au with inaugural interactive facility (to solve some legal problems!), winning the Australian Financial Review/Telstra Internet Awards “Best Lifestyle/Travel Site 1997”.
- Commercial strategy:
 - Analysis and development of market and economic arguments presented to the then Trade Practices Commission (now the Australian Competition and Consumer Commission) for the Joint Services Agreement with British Airways Plc (1994/1995).
 - Delivery of all revenue forecasts and related information in the prospectus for Qantas’ initial public offering of shares, including being subject to due diligence audits (1994/1995).
 - Design and development of mathematical models to meet requirements for forecasting over various time horizons (1994 to 1998).
 - Consultancy services to the aircraft acquisition team for several major projects, including 15 year forecasts of international network traffic trends and volumes (1994 to 1998).
 - Makeover of Qantas Holidays in 1996 to achieve profitability.

Royal Australian Air Force (1979 – 1994)

- IT Implementations:
 - 1994: Successful implementation of a new inventory management system after another team had earlier failed elsewhere (failing so dismally that it was completely rolled back and the prior system reinstated as a stop gap).
 - 1992: Design of the conceptual and analytical framework to develop, *ab initio*, a means of applying accrual accounting to the RAAF.
 - 1986/87: Development of a math model to simulate the repair and overhaul process for aircraft and other major equipment components.
 - 1986: Delivery of a project to implement personal computers for the first time anywhere in the RAAF, to provide a senior executive desk top MIS.
 - 1984/85: Design, development, programming & implementation of mission critical item inventory tracking system.
- Strategic Projects:
 - 1993: Full responsibility for largest peacetime movement of explosives ever in Australia, under close scrutiny by the Australia Parliament and the public.
 - 1991: An independent financial and business evaluation/capability assessment of a major commercial tenderer.
 - 1988/89: RAAF member of an external consulting team to completely review all supply services in the Australian Defence Force.
- Research: In 1987/88, a fully-funded Defence Fellowship was awarded by the Australian Defence Force and undertaken at the Royal Melbourne Institute of Technology. The research completed was an investigation of inventory management practice in the RAAF and including research with allied forces in the USA, Canada and New Zealand. The approach developed as an outcome of the research has been used elsewhere, including in the Israeli Defence Forces in 1991, as applied at that time by Dr R.E.D. Woolsey of the Colorado School of Mines, the effect of which was to reduce inventory investment by US\$6 billion.

EDUCATION

Master of Legal Studies

University of New South Wales, 2010

Focus on international law and human rights law. Completed with High Distinction average across all units, listed twice in the Dean’s List for placing first in a course unit.

Master of Business Administration

Royal Melbourne Institute of Technology (now RMIT University), 1988

Included a full time, fully funded Defence Fellowship for one year to complete research into human behaviour aspects of the use of mathematical modeling in inventory management. This provided funding for field work in the USA, Canada and New Zealand.

Graduate Diploma in Operations Research

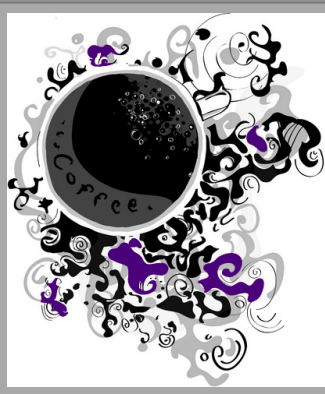
South Australian Institute of Technology (now part of the University of South Australia), 1987

Research paper on the space allocation decisions of large organisations, which won the Australian Society for Operations Research (Victoria) award for Student Paper of the Year, 1986.

Bachelor of Business (Distinction)

Darling Downs Institute of Advanced Education (now University of Southern Queensland), 1982

Awarded the Australian Institute of Management (Qld) Prize for Best Graduate in Management. Majors completed in both Economics and Personnel Management. Independent research study in Industrial Law to examine and comment on implications of union-led strike action and boycotts in terms of the Trade Practices Act 1974.



Selected Client Engagements

Carolyn is the primary author of the majority of reports by ThinkEvans, such as:

AAT Kings (The Travel Corporation)

Strategic advice in 2010 to achieve launch of a new brand initiative in 2011 (*Inspiring Journeys*) followed by a work and role definitions study.

Congregation of the Sisters of St Joseph of the Sacred Heart

From a discussion paper in 2009 to advise the national leadership group on governance models based on demographic modeling, through 2010 and 2011 the engagement has included a series of papers reviewing the performance and sustainability of incorporated entities that operate under the auspices of several Provinces or the Congregation as a whole (including schools, special education facilities, aged care facilities and other services located around Australia and overseas in Peru and Timor Leste).

Inspector General of the Australian Defence Force

Begun in 2003, this groundbreaking project measures outcomes of the military justice system to reflect whether it is achieving its objectives. Prototyping, research and implementation of a fully realised system led to the addition of an online facility (2009) to capture feedback on military justice processes from those who have experienced either a military trial or a complaints process, or an inquiry (2010).

Institute of the Sisters of Mercy in Australia

Beginning with an advisory piece on demographic modeling, and working through a large scale membership opinions survey on key governance issues, the current objective is a master plan for a far reaching organisational change project across Australia and Papua New Guinea.

Australian Business Foundation

Various projects since 2005 include assisting with a series of occasional papers in 2007-2010, and a compendium of papers that in was developed, project managed and published in October 2008 as a book entitled *Inside the Innovation Matrix: Finding the hidden human dimensions*.

Contiki Holidays (Australia) (The Travel Corporation)

A review of 2006 census and historical data used meta-data and large data set sources to reconstruct the picture of client typographies and focus on the contemporary modal client for Contiki products.

Department of Environment & Heritage

A response rate of over 70% to an online survey conducted in 2006 provided a clear, albeit surprising, direction for leadership development priorities using leadership issues on which staff expressed their perceptions.

The Nuance Group (Australia)

In 2006, *The Future of Fragrance* was a strategic analysis of the market for fine fragrances in Australia, tracing the market structure consequences of changes to importing legislation and a resultant shake up of cost structures and market shares.

CSC (Australia)

ThinkEvans' independent evaluation, presented as a DVD, achieved CSC's service desk placing second of many vying for an international customer service award.

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