

# ThinkEvans

ThinkEvans Pty Ltd

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Australia

[www.thinkevans.com.au](http://www.thinkevans.com.au)



## Carolyn Evans CSC PhD MLS MBA Grad Dip OR BBus (Dist)

After a career in line operations and general management before founding ThinkEvans, Carolyn has had plenty of exposure to both sides of the Board table. Her wealth of reference points in governance and decision making draws on eclectic experience across the public and private sectors, in both commercial and nonprofit ventures. Her multiple business qualifications have a strong quantitative element, and Carolyn has extensive experience in addressing legal issues that inevitably arise in the course of enterprise in all of its forms - complemented recently by a PhD in international law.

Role:	Managing Director
Since:	2002
Originally:	microeconomist
Lately:	governance, accountability, decision making for impact, modelling for strategy, industry analysis, effective pricing
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## HONOURS

### Australia Day Honours List

1994 - Conspicuous Service Cross

For contributions in the field of Defence logistics.

## EDUCATION

### Doctor of Philosophy

University of New South Wales, 2019

Thesis: 'Towards a more accountable United Nations Security Council - why, to whom, for what, and how'.

Research completed with maximum term scholarships from the Australian Government Research Training Program and from UNSW Law.

### 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 called 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 modelling 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

After studies in applied maths and computing, the final requirement was a research paper. This was written on decision making about space allocation in large organisations, and 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 called University of Southern Queensland), 1982

Awarded the Australian Institute of Management (Qld) Prize for Best Graduate in Management. Completed with a double major - Economics and Personnel Management - and included an independent research study in Industrial Law to examine implications under the *Trade Practices Act 1974* of union-led strike action and boycotts.

## Career Synopsis

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

Joining Qantas Airways Ltd in late 1994, Carolyn was responsible for all revenue and traffic forecasts in the prospectus for the initial public offering of shares in 1995. After leading change management projects, in 1997 she became the inaugural General Manager eCommerce (with accountability for design, development, litigation, and commercial, decisions, in an emerging and turbulent business environment of rapid technology delivery).

Moving to MBF in mid-2000, Carolyn led a multidisciplinary team to address fallout from implementing Lifetime Health Cover, and set fresh commercial direction that culminated in the launch of a new product portfolio and the re-positioning of the brand in mid-2001.

A very fruitful year at an industrial consultancy (specialists in manufacturing line optimisation and production improvement) prompted Carolyn to launch ThinkEvans Pty Ltd in June 2002 - read more at [www.thinkevans.com.au](http://www.thinkevans.com.au).

## Selected Prior Career Achievements

### Medical Benefits Fund (Australia) Limited (2000 - 2001)

**Strategic projects:** detected a significant loss of market share, formulated a strategic problem statement, and developed solution options; reviewed the industry structure implications resulting from legislative changes by the Australian Government.

**Commercial strategy:** Implementation of new commercial directions from two substantial pieces of research on customer segmentation and defection triggers; design of simulation capabilities for actuarial analyses.

**Marketing strategy:** brand re-launch, including design and development of an integrated TV, print, online, and direct marketing, campaign; product portfolio redesign and actuarial modelling, including rationalisation and simplification of the product line from dozens of products to a profitable handful, followed by both Australian Government regulatory approval and implementation of a range of organisational and IT changes.

### Qantas Airways Limited (1994 - 2000)

**Litigation:** commercial leadership to assert trademark and related creative 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](http://www.qantas.co.nz) and 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](http://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; initial development (1998) and then extension (1999) of the oneworld™ alliance project team web site.

**Negotiations:** purchase [www.oneworld.com](http://www.oneworld.com) domain name from an existing business operating to that name; contract for design/development services, hosting services, provision of integrated multi-airline timetable functionality (for Qantas, and then also, by request, for the oneworld™ alliance).

**Bookings:** inaugural 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".

**eTicket:** introduction of domestic eTicket facilities (1997), initially for 14 cities, followed by very rapid customer take up across Australia, and then the world-first international eTicket (1998) for New Zealand, Asia & Japan, USA.

**Redemptions:** design, development, and implementation of the world-first Frequent Flyer Awards booking engine for points redemption flights (1998), and subsequent refreshed design and upgrade (2000).

**Interactive:** resolve legacy commercial legal issues for www.qantas.com.au by re-launching with the inaugural interactive facility, which won Australian Financial Review/Telstra Internet Awards "Best Lifestyle/Travel Site 1997".

**Commercial strategy:** for authorisation of a Joint Services Agreement with British Airways Plc, analysis and development of market and economic arguments presented to the then Trade Practices Commission (now the Australian Competition and Consumer Commission) (1994/1995); delivery of all revenue forecasts and related information in the prospectus for Qantas' initial public offering of shares, including being subject to (successful and unqualified) due diligence audits (1994/1995); design and development of mathematical models to meet the requirements for forecasting over various short, medium, and long term, 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 to achieve profitability (1996).

## Royal Australian Air Force (1979 – 1994)

**IT Implementations:** 1994 - successful implementation of a new inventory management system after another team had earlier failed elsewhere (in fact, it failed so dismally that the new system 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 management information system; 1984/85 - design, programming, and implementation, of an inventory tracking system for mission critical items.

**Strategic projects:** 1993 - executive responsibility for the largest peacetime movement of explosives in Australia, under close scrutiny by the Australia Parliament and the general public; 1991 - financial and business evaluation, and overall capability assessment, of a major commercial tenderer leading to an independent recommendation against them being awarded a contract; 1988/89 - sole RAAF member of an external consulting team to completely review all supply services in the Australian Defence Force.

**Research:** 1987/1988 - awarded in Australia-wide competition a one year, fully-funded Defence Fellowship from the Australian Defence Force, to investigate inventory management practice in the RAAF and research this with allied forces in the USA, Canada and New Zealand. An approach arising from the work 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 the inventory investment needed by US\$6 billion.

## OTHER EXPERIENCE

### University of New South Wales

2019 Teaching Fellow "Law in the Global Context", Term 2 UNSW Law

2019 (ongoing) - "Constitutional Populism: Friend or Foe of Constitutional Democracy?" UNSW Law research project

### University of Queensland

2017 - 2018 research assistance on the (im)partiality of international peacekeeping, and on institutional responses to sexual exploitation and abuse by UN peacekeepers

### Centre for International Finance and Regulation

2014 - 2015 Research in "Competition in Financial Services" project

### Good Shepherd Australia & New Zealand

2012 - 2014 Conducted research project "Forced marriage in Australia"

### Zonta International District 24 Board (elected roles)

2010 - 2012 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, 9th Conference in Australia

1992 - Member of Conference from Australia, 7th Conference in Oxford University, UK

### Sabre Pacific Limited

1999 - 2000 Chairman, Board of Directors

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

### 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

# ThinkEvans Pty Ltd

Founded in 2002, ThinkEvans is a boutique management consultancy with particular capabilities in governance and accountability, research and options development, wide-spectrum performance measurement, and process modelling.

Very accustomed to addressing the uncertainty and ambiguity of new or changing circumstances, the firm's stock in trade is the ability to tackle knotty, untidy issues which have quite often resisted previous attempts to resolve them.

ThinkEvans has diverse clients in terms of their size, purpose, and industry sector, ranging over government at state and federal level, private sector businesses, and not-for-profit enterprise (such as professional colleges, incorporated associations, and community service organisations).

While the detail of most engagements cannot be mentioned to preserve due client confidentiality, headlines on a cross-section of client projects are available from the ThinkEvans web site. These trace client relationships that not infrequently continue for quite some years, where engagement is almost always with the Board and Chief Executive, or the equivalent office holders.

The following is a sample of clients since 2010:

- Australasian College of Physical Scientists & Engineers in Medicine
- NSW Region, Congregation of the Sisters of St Joseph of the Sacred Heart
- Hadrian Logistics Solutions Pty Ltd
- Nature Conservation Trust of NSW
- Coast City Country General Practice Training
- Good Grief Ltd
- National Children's and Youth Law Centre (now Youth Law Australia)
- Grand Pacific Health Ltd (incorporating Illawarra-Shoalhaven Medicare Local)
- Victoria Province of the Brigidine Sisters
- Australian Business Foundation Limited
- Congregation of the Sisters of St Joseph of the Sacred Heart
- Inspector General of the Australian Defence Force
- The Travel Corporation - AAT Kings
- Institute of the Sisters of Mercy in Australia
- (NSW) Department of State and Regional Development