



Capability Statement - Carolyn M Evans CSC

OVERVIEW

Carolyn brings an eclectic combination of experience in both the public and private sectors, for profit and not-for-profit organisations of diverse sizes, privately-held and publicly-traded corporations and in the academic environment. She has experience in operational and general management, and exposure to both sides of the Board table (as a manager and as a director) in her full time roles as well as in her additional pursuits. Her tertiary qualifications in business have a strong quantitative element. Clients appreciate her thoughtful insights on defining problems in complex situations, her strategic appraisal of organisational aspirations and capabilities, and her ability to marshal resources to achieve outcomes with the appropriate modicum of effort.

CAREER SYNOPSIS

Before moving to the commercial sector, Carolyn enjoyed more than 15 years in the Royal Australian Air Force as a Supply Officer, and had been decorated for her contributions to Defence logistics. In 1994, Carolyn moved to private industry to take responsibility for the revenue and traffic forecasts provided in the prospectus for the Qantas Airways Limited initial public offering of shares. After a period leading change management projects (eg. achieving profitability in the wholesale tours and holidays division), she took a senior leadership role in the emerging area of eCommerce from mid-1997. This led to three years of design, development, litigation and commercial management in a business environment of turbulence and rapid technology delivery.

Leveraging her business and other experience in service industries, Carolyn moved to the insurance industry in mid-2000. Setting a new commercial direction for the Medical Benefits Fund of Australia Limited (MBF) culminated in the launch of a new product portfolio and the re-positioning of the brand in mid-2001.

After leaving MBF, Carolyn joined an industrial consultancy specializing in manufacturing and production improvement, including line optimization. A fruitful year in this business led to the launch of ThinkEvans Pty Ltd in June 2002.

THINKEVANS PTY LTD

Carolyn is the founder and Managing Director of this boutique management consultancy which specializes in strategic capacity building and complex problem solving. Although she has initiated each of the current practice areas from her own experience, Carolyn has identified a range of colleagues whose strengths are in one or more practice areas and who bring great depth to any team fielded by ThinkEvans.

Clients include government, private sector and not for profit organisations in research, fine arts, travel, internet production, healthcare, distribution, manufacturing, software applications, telecommunications, passenger rail transport, venture capital, defence, shipping and executive recruitment.

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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 (including both socio-demographic and geo-demographic analyses) and defection triggers (evaluating the drivers of loyalty amongst customers in the industry). Design and implementation of simulation and modelling capabilities for actuarial analyses.
- **Brand & product design:** Re-launch of the brand, including design and development of an integrated TV, print, online and direct marketing campaign. Product portfolio redesign and actuarial evaluation, including rationalisation and simplification of the product line from dozens of products to six, with progressive rollout of the new products from July 2001. Both gross margin impact analysis and actuarial evaluation, based on simulated outcomes, was required, followed by regulatory approval through a submission to the Department of Health & Aged Care, 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 similar results without litigation in the Netherlands, Tonga, Germany, the USA (several) and Australia (many).
- **Alliances:** As the multi-lateral web team leader, development and launch of the initial web site at www.oneworldalliance.com for the public announcement of the alliance in 1998. Development of a completely revised and substantially 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 subsequently for the 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 take up of the facility. Delivery of the world-first international eTicket in 1998 (including to New Zealand, Hong Kong, the Philippines, Indonesia, Japan and 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, after which the site won the Australian Financial Review/Telstra Internet Awards “Best Lifestyle/Travel Site 1997”. The re-launch solved legal issues pertaining to the site content, with inaugural interactive facilities.

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- **Commercial strategy:**

- Analysis and development of market and economic arguments presented to the Australian Competition and Consumer Commission (then the Trade Practices 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 forecasting models to meet requirements for short, medium and long terms forecasts (1994 to 1998).
- Consultancy services to the aircraft acquisition team for several major projects, including a 15 year forecast of international network traffic trends and volumes (1994 to 1998).
- A profound review of the wholesale arm (Qantas Holidays) in 1996 to achieve profitability for that division.

Royal Australian Air Force (1979 – 1994)

- **IT Implementations:**

- **1994:** Successful introduction of a new inventory management computer system. An earlier implementation at another base had failed, the results being so dismal that the implementation was completely rolled back and the prior system re-instated.
- **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 mathematical 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 information system.
- **1984/85:** Design, development, programming & implementation of mission critical item inventory tracking system.

- **Strategic Projects:**

- **1993:** Planning and operational responsibility for the single largest peacetime movement of explosives ever in Australia. The project was completed under close scrutiny, both formally by the Australian Parliament and informally by several local communities that were impacted by the change.
- **1991:** An independent financial and business evaluation/capability assessment of a major commercial tenderer.
- **1991:** A review of the recommendation to close a wholesale storage depot, such closure being at the centre of a hotly-contested political and community debate.
- **1988/89:** RAAF member of an external consultant team that undertook a comprehensive review of all supply services in the Australian Defence Force.

- **Research:** In 1987/88, a fully-funded Defence Fellowship was undertaken at the Royal Melbourne Institute of Technology (now RMIT University), investigating inventory management practice, both quantitative and qualitative, in the RAAF. Research was conducted in the USA, Canada and New Zealand and a three-dimensional schema for an alternative approach was developed. The approach 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.



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HONOURS

Australia Day Honours List

Conspicuous Service Cross, 1994

For contributions in the field of Defence logistics.

TERTIARY EDUCATION

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 modelling in inventory management. This provided funding for field work in the USA, Canada and New Zealand.

Graduate Diploma Operations Research

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

Included a research paper on the space allocation decisions of large organisations. This paper won the Australian Society for Operations Research (Vic) 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. Included an independent research study in Industrial Law to examine the implications of union-led strike action in terms of the Trade Practices Act 1974.



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OTHER EXPERIENCE

Zonta International District 24 Board

Lieutenant Governor, 2008 - 2010

Area Director, 2006 - 2008

Commonwealth Study Conference

Selection Panel, NSW, 2005 for Emerging Pacific Leaders' dialogue

Convenor, Study Tours NSW/ACT, 2001 - 2003 for 9th Conference

Member, 1992, from Australia for 7th Conference

Sabre Pacific Limited

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

Australian War Memorial

Member, Advisory Panel, 1997 - 1999

Memorial to Service by Women in the Australian Defence Forces

Foodshare Australia Limited

Director & Chief Executive Officer, 1997 - 1998

University of Western Sydney

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

Defence Force Credit Union Limited

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

Chairman, Board of Directors, 1988 - 1990

Member, Board of Directors, 1986 - 1988