



## 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.

### 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 incorporated into 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 leadership role in the emerging area of eCommerce from mid-1997. This led to three years of design, development, litigation and commercial management in an environment of turbulence and rapid technology delivery.

Leveraging her 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.

### ThinkEvans Pty Ltd:

Carolyn is the founder and Managing Director of this general business consultancy. 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.

Practice areas include:

- *Strategic options development* – many businesses that are performing well then struggle to find the most fruitful new outlets for

their capabilities. A clear-eyed review of their achievements to date will identify the sources of their success and the potential applications of their distinctive advantages. Where businesses are not enjoying success as they would wish, a similar analysis can be pivotal in identifying the underlying causes and actually solving the problems, rather than treating symptoms.

- *Industry analysis* – the impact of industry conditions on a business is often difficult to discern and keep in perspective. Indeed, the definition of an “industry” is not necessarily simple for practical business purposes, and often clouds the utility of available market data. For example, do end-consumers differentiate between “travel” and “tourism”, what implications does this have for an operator wanting to improve their performance, and what industry information is valid in substantiating the case?
- *Optimization, forecasting and process improvement* – financial management information will often tell a business which measures require improvement, but only very seldom does it identify why, where or how to achieve that improvement. For example, a paperback printer & binder believed that limitations in output capacity both prevented business growth and required investment to remedy, but the factory was demonstrated to have substantial excess latent capacity that could be utilized, largely without increasing costs.
- *eBusiness* – there is plenty of potential to learn by trial and error in eBusiness, the alternative to which is an injection of expertise to leap-frog many of the common pitfalls (eg. individuals championing projects based on personal viewpoints rather than market analysis) or one-time problems (eg. acquisition of a commercially-necessary domain name).

Clients include government and private organisations in aviation, travel, passenger rail transport, venture capital, shipping, executive recruitment, internet production and software applications. Carolyn is the Sydney representative of a Melbourne-based operations research consultancy, NORCA Consulting.

### Tertiary Education:

1988 - Master of Business Administration – including Defence Research Fellowship in inventory management.

1987 - Graduate Diploma in Operations Research - applied mathematics, statistics and computing.

1982 - Bachelor of Business (Distinction) – majors in both Economics and Human Resource Management.