

Anna Searle, MAICD, ICF¹

apsearle@optusnet.com.au • PO Box 466 Moffat Beach Qld 4551 • 0414 453 913
skype: apsearle • linkedin: <http://au.linkedin.com/in/annasearle>

Professional Experience – Strategy Consulting

Within the Last 18 months

ASIA CENTURY: Prospects of Proximity

- Asian market research
- New market strategies for a service provider to education institutions
- Development of a Dialogue and Business transition model enabling Australian based organisations to reposition themselves as “Asia-Pacific” based businesses

WATER & SEWERAGE (urban)

- Investigated and developed fact-based business cases, competitive positioning and economic submissions supporting a client’s position on water pricing in Tasmania’s current water reform process
- Urban water pricing benchmarking study
- Analysing, and presenting the client’s position on, the economic landscape, how it has changed, and its subsequent impact on costs of capital - designed to support a client when meeting with:
 - the State’s Premier, Opposition Leader and other key stakeholders
 - representatives of Tasmania’s Economic Regulator and the Property Council of Australia
 - members of the Hobart community

COMMERCIAL PROPERTY MANAGEMENT – car parks

- Preparation of recommendations on car park management options based on the competitive landscape, car park operations including space turnover and profitability, and alignment with corporate goals
- Impact analysis of local government car parking and pricing strategies on private sector car park operations. Included a space turnover analysis and development of a business case supporting compensation (potential competitive neutrality) negotiations currently in progress. Involves negotiating with key stakeholders including Council’s management and executive.

COMMERCIAL PROPERTY MANAGEMENT – shopping centres and office buildings

- Examination of performance management options for various commercial investment portfolios, including an analysis of hurdle rates such as WALEs, WACCs, IRRs, and CFROI²
- Design and development of performance management templates for various commercial entities at unit trust, company and property levels
- Presentation of monthly unit trust reports to owning organisations

CEO/HNWI³ SUPPORT

- Research and preparation of presentation material (economic environment, state budgets, water and electricity pricing, costs of capital, commercial benchmarking)
- Drafting of external communications on economic issues and the impact on business
- Portfolio analysis and reporting

CONSTRUCTION

- Redesign and development of monthly Board reporting performance management templates for an industry group (road infrastructure)
- Executive coaching of construction company owner

¹ MAICD = Member Australian Institute of Company Directors

ICF = International Coach Federation member

² WALE = Weighted Average Lease Expiry, WACC = Weighted Average Cost of Capital, IRR = Internal Rate of Return, CFROI = Cash Flow Return on Investment

³ CEO / HNWI = Chief Executive Officer / High Net Worth Individual



RETAIL

- Strategic review of (retail) business operations and design of 1, 3, 5 and 10 year plans, including ongoing 6 monthly progress reviews
- Business turnaround strategies for **shopping centre** tenants
- Preparation of supporting documents for a **photographic studio's** entry into various Business Awards including the necessary Business Plan and actual submissions; client won 3 Telstra Business of the Year Awards in her category (2011)

COACHING, MENTORING & TRAINING

- Ongoing executive mentoring and coaching of small business owners, management and executives
- Ongoing mentoring of coaching students
- Corporate communication and presentation skills training

Greater Than 18 months presented by Competency Area

CORPORATE STRATEGY

- Analysed and assessed a global **telecommunications** company's outsourcing opportunities
- Consulting team member on the divestment of key infrastructure for a global **telecommunications** company
- Managed a team of consultants and client representatives in the analysis and design of market entry strategies for the expansion of existing and new **(energy) utility** products and services into new global markets (South Africa)
- Project managed the finance and energy generation streams of a corporate wide core competency study for a major South African **energy utility** facing deregulation and increased competition from established international players
- Developed an Application Service Provider (ASP) strategy for a major Australian retail **bank** (which was then successfully converted into a multi-million dollar project)
- Designed a corporate parenting strategy and conducted best practice analysis for a major South African **defence** company
- Designed a new client interface for a major corporate and investment **bank**, and analysed the financial impact of a new business model on revenue generation

COMMERCIAL ANALYSIS

- Designed and implemented business strategies and systems required to successfully pursue growth opportunities as a newly listed public company within the **construction** industry
- Introduced the various business units of a newly floated **construction** company to market research based decision making
- Assessments of, and Board recommendations, regarding new business proposals and acquisition targets (including the acquisition and subsequent profitable sale of a **waste treatment** plant)
- Due diligence of historical accounts and operations for a consortium bid in the privatisation of Australian **airports**
- Financial modelling and valuation of **airports** and **coal fired power stations**
- **Car park** management pricing strategy development

OPERATIONAL STRATEGY

- Established a new property unit within a **local Council**, including the design of cross functional property processes, tools, policies and management reporting systems
- Prepared operational and risk management plans for the new business unit
- Established processes and templates for in-house feasibility studies and reporting
- Managed the balance of private, public and political (elected members) interests in relevant property matters
- Coordinated and managed the review of all property tenure arrangements
- Managed the Property Services team
- Developed relationships with branches within Council and key government departments



FINANCIAL AND PERFORMANCE MANAGEMENT

- Developed strategic and financial planning processes for a major **defence company**
- Designed and developed a strategically driven executive Balanced Scorecard and monitored its subsequent implementation for a major Australian based **manufacturer** – work was presented at a Kaplan & Norton Balanced Scored seminar
- Developed a risk management strategy for the implementation of a new electronically based performance management system
- Technology vendor assessment for a large **telecommunications** player
- Project managed the transition of outsourced finance processes from a client environment (large telecommunications player) to that required for its outsourcing partner's reporting processes
- Managed the international business requirements team for an Australian based global **financial institution** implementing a new HR, Finance, and Sales data capture and reporting platform across its sites
- Developed **Deloitte Consulting's** Planning and Performance Management implementation methodology and training program for the global firm

OTHER

ANZ Banking Group Limited, AUSTRALIA: VARIOUS POSITIONS FEB 1991 – FEB 1997

- Founding member of the Strategic Change Project Pool (an internal consulting team)
- Designed, developed and facilitated Credit Training Programs
- Developed a full credit training curriculum for the Bank of Vietnam
- Participated in special task forces on the planning and implementing of strategic projects, including cash flow management, legal compliance, restructuring, credit control, treasury functions, and Asian relations with respect to winning banking licences in the region
- Maintained a sound understanding of accounting, valuation, risk, economic, industry, legal, customer service, and sales issues as they applied both internally and externally
- Maintained a lending portfolio consisting of small to medium sized businesses

Edith Cowan University, WESTERN AUSTRALIA: ACADEMIC STAFF (DEPARTMENT OF FINANCE) JAN 1990 – NOV 1990

- Prepared and facilitated weekly finance tutorials for classes of students

Skills

- Strategic analysis (including new market entry, competitive analysis, performance management design, core competency assessments, balanced scorecard design and implementation, project management, corporate parenting, presentation and report writing, change management, people engagement)
- Commercial acumen (including rates of return, business case development, revenue generation strategies, cost minimisation strategies, benchmarking, cash flow analysis and forecasting, analysis of business value improvement opportunities)
- Change management
- Board level presentation and facilitation
- Public speaking
- Client, customer and colleague engagement
- Project management, Report writing, Decision making, Computer and technology literacy

Industry Exposure (including, but not limited to)

- Commercial property investment and management
- Water and sewerage
- Telecommunications
- Energy
- Pulp and paper manufacturing
- Banking and finance
- Academia
- Education
- Management consulting