



**Centre for
Securities
Industry
Strategy**



Eve Crestani

SENIOR CONSULTANT

Nationality: Australian

Educational Qualifications Dip Law (BAB) completed 1978. (Admitted to the Bar in 1978, ceased legal practice in 1984.)

DMP (1986)

Overview: Eve Crestani is a professional director and business consultant with a background in law and management. The primary focus of her successful 30 year career has been the financial services and professional services industries.

During the last five years, Eve has undertaken strategically significant assignments for:

- ING / Mercantile Mutual
- NRMA
- Fairfax Interactive (F2)
- Charles Schwab Australia / ShareTrade
- Austraclear Ltd
- Australian Stock Exchange
- Hong Kong Securities and Futures Commission
- Middleton Moore & Bevins
- Clayton Utz

Eve is a director on a number of Boards, including Australian Unity (where she is Deputy Chairman of Australian Unity Funds Management, Deputy Chairman of York Properties Ltd, and a member of the Board Remuneration and Marketing Committees). She has been Chairman of the Sport Fashion Group, NSW Land and Water Consulting and NSW TAFE Commission. In addition Eve sits on a number of Board sub-committees which include the Sydney Futures Exchange Business Conduct Committee and Invesco's Compliance Committee.



Eve is also involved with a number of industry bodies. Her roles include Trustee, Committee for the Economic Development of Australia (CEDA), Founding Fellow, Australian Institute of Company Directors, former Committee Member, Australian Graduate School of Management Alumni Committee and member of the Hong Kong Securities Institute.

During 2000 and 2001, the ING / Mercantile Mutual Group retained Eve to assist with the project management of a new business from the development of the concept through to the build and implementation of the business. The project also encompassed a number of associated projects. She has concurrently been assisting Fairfax Interactive (F2) with the development of their corporate customer base, specifically with finance sector institutions.

Over the eight-year period during which Eve has been consulting, her clients have included large financial institutions and large professional firms. Her principal activities have been the provision of advice, defining strategies and undertaking implementation projects in the areas of strategic planning, operational diagnostics, change management, infrastructure development, process and product restructuring and increasing organisational effectiveness through people development.

Through the preceding decade, Eve was a senior executive, working predominantly at director level within the finance sector.

Key Skills:

Specialising in strategic planning and advice, change management and large project management in the finance and professional services sectors Eve deals routinely at the most senior levels in major organisations. Eve's key skills include:

- **Strategic Planning/Change Management** - business strategy, organisational reviews, process reviews, strategic market assessment and development, and the implementation of large organisational initiatives.
- **Process Re-engineering/Project Management** - feasibility studies, program development, project control, implementation, customer support, quality assurance, post implementation reviews.
- **Strategic Marketing and Relationship Development** – alignment of marketing activities to strategic business activities, assistance with business development strategies and assistance with the development of major relationships.

Recent Relevant Experience:



Program Director During 2000/2001, Eve has undertaken a number of assignments for the ING Group
ING / Mercantile Mutual

The major assignment was the development of a new business concept and detailed strategy and plan for implementation of the business. The assignment has also included the building and development of the business unit and its customer base.

The assignment has encompassed ancillary projects such as the restructuring of the supporting call centre and the development of associated business activities.

Strategic Business Development Fairfax Interactive (F2) is the on-line arm of the Fairfax Media Group.

Fairfax Interactive (F2) During 2000/01, Eve has provided assistance to the business with the development of F2's relationships with major financial institutions. The first component of this project was developing Personal Investor Direct Access to incorporate on-line access to the products of all the major Fund Managers. This was concluded in January, 2001, when the business was moved into the F2 / Macquarie on-line joint venture, Trading Room.

Currently Eve is assisting F2 with the development of strategic relationships in the insurance and banking areas, prior to the launch of the new Money Manager site in May, 2001.

Senior Consultant, Share Registry Tender During 1999/2000, Eve and Geoff, together with a team NRMA staff conducted a formal tender for the selection of a Share Registry for NRMA's incorporation as a public company. The NRMA share registry is the second largest in Australia, with 1.6million shareholdings.

The scope of the tender included:

- The Initial Public Offer(IPO)
- Routine shareholder maintenance
- Dividend payments
- Investor relation functions

The tender resulted in multi-million dollar savings for NRMA.

Consultant During 1999/2000, Eve project managed a 10 times upscaling of OnLine Broker in preparation for eCorp float. This included:



- Ecorp Limited / Charles Schwab Australia**
- project management of the ecorp float;
 - re-engineering of the broking business, including processes and customer services interface,
 - development of customer service strategies,
 - implementation of new call centre,
 - systems redesign,
 - relocation of Sydney office,
 - preparation of proposals for partnering opportunities;
 - preparation of Y2K plan, Business Continuity Plan and Business Plan, implementation of Disaster Recovery Plan and site.

The focus of this series of projects was specifically to ensure that technologies, structures, information flows and delivery channels were geared to deal with such issues as acquiring, serving and retaining customers, and delivering personalised services to them in a commodity market.

Following the purchase of 50% of the business by Charles Schwab, Eve was requested to review the contents of Charles Schwab's book on financial markets to "Australianise" it and to project manage the review and rewriting of the contents of the book.

- Consultant**
Austraclear Ltd
- From 1998 to 1999 Eve consulted to Austraclear Limited, conducting a review and assessment of a business opportunity in respect of the automation of residential property conveyancing. This project included:
- stakeholder commitment assessment,
 - financial assessment and Board proposal, and
 - an MOU for the three joint-venture participants.

It also included personally canvassing the major banks for support and buy-in.

- Consultant**
Australian Stock Exchange (ASX)
- From 1994 to 1997, Eve provided the ASX with advice on strategic direction of a major business unit; restructuring of business unit including products, processes, people and location; re-engineering of major systems. Project value was approximately \$9m. This assignment included:
- An evaluation of the existing business
 - Recommendations for necessary changes
 - The implementation of the recommendations
 - Advice on ancillary activities including brand and product marketing, customer service strategies, customer relationship management, and setting



up the ASX Customer Service Centre.

The implementation phase included heading up several implementation teams comprising ASX staff. The assignment brief was broad ranging, and included the development of a strategy for the business unit, retrenchment and redeployment of existing staff and the employment of new staff. It also included the relocation of the business to another state, the redesign of the business processes, the development of new systems infrastructure and software to support the reduction of staff, the new business direction and specifically the change from a paper to an electronic business. The design of premises layout was integral to the support of the new business processes and other associated activities.

Consultant Eve conducted several projects over 5 years. These included providing advice on, and implementing customer service strategies and structures. This required a cultural change within the partnership to develop a customer relationship management program.

Australian Law Firm (confidential)

Another project was the review of strategic options, including merger opportunities. This project included the

- management of negotiations with other parties,
- evaluation of merger and other strategic options,
- production of a report and recommendation for partnership.

This project has included partner attitudinal surveys, assessment of cultural compatibilities and financial assessment. Eve successfully conducted merger negotiations to their conclusion.

Executive Positions 1991/93: **National Mutual Funds Management –Regional Director.**

Various Financial Institutions

- Eve was responsible for setting up NMFM's first operation outside Melbourne Head Office, and with specific responsibility for all aspects of marketing, business development, client relationship management and ancillary operations.

1988/91: **James Capel Australia Limited (International Stockbroker) – Executive Director, and Deputy Managing Director.**

- Eve was responsible for a corporate restructure which included a broad role encompassing all aspects of the business, including assets, processes and people. This also included directing and developing the company's financial, audit, information technology, staff and commercial policies, as well as the development of marketing strategies and public relations policies.

1997/88: **Capita Financial Group (now merged with Lend Lease) – Group Administration Manager.**

Eve was responsibility for branch operations (all national capitals), national



client services, implementation of Total Quality Management (TQM), records management, information systems, policy and procedures.

1984/87: **Dominguez Barry Samuel Montagu (now SBC) – Company Secretary, and Manager, Operations.**

Eve was responsible for administration services, accounting and finance, personnel, communications, back office operations and company secretariat.

**Legal practitioner/
Legal office
manager**

Eve worked as a legal practitioner and as a manager of Legal offices in the period between 1972/84.