



Centre for
Securities
Industry
Strategy



Rory Collins

EXCHANGE CONSULTANT

Nationality: Australian.

Australian and British passports

Affiliations: Member of the Australian Institute of Company Directors (AICD)

Overview: Rory has spent 36 years in Information Technology, the majority of it in senior and director/CIO positions.

Prior to joining the Centre for Securities Industry Strategy (CSIS), Rory managed his own consultancy for two years with successful assignments in Telecommunications, Multimedia, Stockbroking and Internet start-ups in Financial Planning/Funds Management.

Rory was until recently the Chairman of Sanford Securities, an Internet stockbroker Member of the Australian Stock Exchange (ASX).

Rory is currently the Chairman of Derivatives Information Group (DIG), an Internet-based global publisher and provider of specialist services and information to the derivatives trading community. DIG is based in Europe.

Rory helped form and, since early 1998, has been Chairman of CO2 Forest Sinks a start up company formed to establish a market and trade in Carbon credits.

Rory also consults to Surfboard Securities Ltd, a listed company providing an internet-based all-of-assets administration and information services company, where he advises on technology, key personnel and markets.

Rory was a senior executive at the Australian Stock Exchange for 12 years. He was a Director of ASX(Operations) Pty Ltd, the operating company. His main



role was as Director of Information Systems where he took the lead role in establishing a strategic plan for technology, merging the platforms of six regional exchanges to form the new Australian Stock Exchange (ASX). During that time screen trading was launched, major core systems re-developed for the new platform and a continent-wide backbone network launched.

Of his 36 years in IT, over 25 years have been in high profile technology management positions involving key systems delivery, sustained high uptime management and considerable high level strategic direction, promotion and marketing of technical solutions in financial services. He is widely known as a speaker on stock exchange systems and their management

Key Skills:

- Strategic planning for Information Technology.
- Knowledge of stock exchange business issues and practices.
- Strong interpersonal skills, personnel selection and development.
- Project management/development of large-scale computer systems.
- Real time systems including real time data capture, data distribution systems and use of the internet.
- Management of all aspects of data centres, networks and software for very high reliability, very high profile (stock exchange) systems.
- Contract negotiation and management.
- The information content of stock markets, sources of data, real time data feeds, company announcements and their derived data.
- Regulation and surveillance issues associated with running markets.
- Marketing, customer service programs and market research into financial services.
- Development and use of the internet in financial services



Recent Relevant Experience:

Technical Resources Advisor Surfboard Financial Services is an internet start-up venture that is building a new generation financial services platform based upon web and internet technologies. Rory commenced working with the founders at the start of this new venture to recruit appropriate technical personnel and to advise on market operations and structure. Key roles recruited included internet design, specialised market information expertise, strategic planning, technical platform design, financial services systems and marketing expertise.

Chairman Sanford is a two and a half year old Internet stockbroking company. During the past year Rory assisted in steering the company to achieve high visibility and IPO ready status.

Sanford Securities Ltd

National Director: Information, Marketing & Research ASX is the world's 10th largest stock exchange. Market capitalisation was \$444 Billion with revenues of \$120 million; and 650 staff (as at April 1998). It was formed in 1987 from the amalgamation of six regional exchanges.

Australian Stock Exchange For the period 1995 to 1997, Rory's role included realising significant revenues from market data and allied products prior to listing ASX as a public company. Managing the restructuring involved moving from a production based business and culture to a market driven information business including the introduction of new technologies such as imaging, call centres and the Internet.

The ASX internet site rapidly achieved a position as the most popular financial site in Australia. Other activities managed by Rory, prior to listing, included starting a marketing division, commissioning market research and a variety of educational and community services to promote investor awareness and a strongly branded image.



National Director: In 1986, Rory was recruited with a mandate to develop and implement a strategic plan for the technology needs of the new Australian Stock Exchange, formed from the amalgamation of 6 state-based exchanges.

Information Systems
Australian Stock Exchange

Rory occupied the role of National Director, Information Systems for nine years between 1986 and 1995. During this period his responsibilities included:

- Reviewing the technology of six regional exchanges.
- Creating a 5-year plan for technology.
- Gaining approval for and subsequently implementing the strategic plan (expenditure of more than A\$100 mill. over 5 years).
- Launching a fully automated screen trading system (SEATS)
- Managing the delivery of very high reliability information technology under high and volatile volumes.
- Introducing new data centres, new premises and a comprehensive nation-wide backbone network with full redundancy.
- Replacing the ‘spaghetti’ of technology from six exchanges with common architectures, software and hardware.
- Negotiating the \$3 million sale of the new trading/CORE software to the Swiss Exchanges.
- Reducing IT staff numbers from 300 to 110.
- Achieving sustained uptimes in excess of 99.8%.
- Continuously improving key systems (eg. trading).

In 1993 this effort was recognised when ASX won the inaugural Australian Financial Review (AFR) Award for Excellence in IT.

National Computer Manager

This position carried responsibility for the provision of all internal technology to a firm of 240 partners with 26 offices in Australia and PNG during five years 1981 to 1986.

Coopers and Lybrand

Major achievements included:

- Redeveloping the firm’s time management systems and their progressive implementation throughout Australia & PNG.
- Developing comprehensive office systems, especially word-processing,
- Redeveloping the firm’s share registry systems.
- Developing a strategic plan for the use of technology within the partnership.



**Sydney Manager,
Joint Exchange
Computers
Computer
Manager** Rory's role was to establish and manage the Sydney end of the joint venture between the Sydney Stock Exchange and the Stock Exchange of Melbourne, involving joint management of IT and the development of back office systems and combined real-time market information systems.

**Sydney Stock
Exchange Ltd** Rory spent 10 years with the Sydney Stock Exchange between 1969 and 1979. During that time he was responsible for developing systems for a range of facilities provided to brokers, including back office client accounting, broker to broker accounting, and real time data feeds.

During the first two years he worked with consultants to develop the first real-time data feed in Australia.

**Programmer and
Business Analyst** Rory's early exposure to IT was as a programmer involved in the automation of the wool market sales documentation and subsequently as a business analyst working on a variety of applications in the UK.

**Wool broking
and hardware
manufacturer (UK)**