

Director
INSTITUTE

BOARDALERT

EXCLUSIVE MEMBER NEWSLETTER

NOVEMBER 2015

THIS MONTH WE FEATURE
AN INTERVIEW WITH

**Naomi
Simson**

ALSO INSIDE:

Is your board tech literate
and ready for disruption?

Meet the CEOs of
organisations disrupting
major industries

Over 250 director
and advisory board
opportunities available

plus much more!



Welcome to the latest issue of Board Alert



Over the last couple of years the Board Alert has grown from a humble five-page newsletter to a packed e-mag, filled with relevant articles, director profiles, directorship opportunities and the latest board news from around the world. At almost 90 pages it's the

type of document that you can dip in and out of over many weeks. To make things easier, we are now producing the e-mag in both a PDF format and a digital 'flip book' that you can view like a e-Magazine from the Director Institute website.

This month we were thrilled to meet and interview Naomi Simson founder of Red Balloon and star of Network 10's 'Shark Tank' about the challenge of stepping down operationally from the business she built, and the passion she has for building great workplaces and for being a role model for balance and leadership. We also spoke with Julie Elliott, CEO of Bank of Sydney about the challenges and experiences that drive her success.

Technology is increasingly becoming the topic that organisations and boardrooms are focused on, and this month we spoke with two Director Institute members, and experts in this space - Adjunct Professor Nigel Phair from the Centre for Internet Safety at the University of Canberra, and Bob Hayward who heads up KPMG's Asia Pacific Centre for Excellence for IT Leaders.

We have some great workshops, webinars and events coming up - don't miss our special end of year event with Ita Buttrose AO OBE on Wednesday 11th of November. Tickets are limited so book asap.

Kylie

Kylie Hammond | CEO | Founder

Inside This Issue

FEATURE INTERVIEW

Naomi Simson

Founding Director of RedBalloon and Redii.com, published author, entrepreneur, role-model and a 'Shark'.

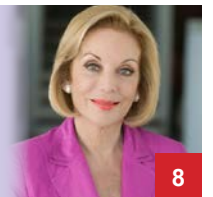


4

DIRECTOR INSTITUTE MEMBER EVENTS

SPECIAL EVENT FOR DIRECTORS

An Evening with Ita Buttrose



8

Blue Ocean Strategy for Directors Workshop



9

Kick-start your Board Career Webinar



8

Mike Galgut - Strength Coaching for Directors - Webinar



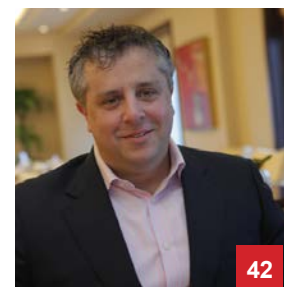
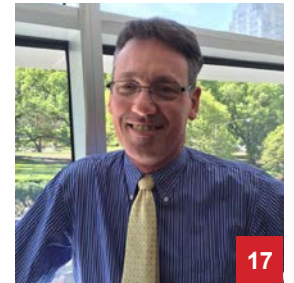
8

Technology for Directors - Strategy, Risk & Governance



9

Member Notice Board	10
CEO Spotlight: James Mollison - Vividas Corporation	15
Director Spotlight: Andrew Nelson - Blue Ocean Strategy	17
Welcome to the Boardroom Mentoring Program	22
Feature Interview: Julie Elliott - Bank of Sydney	23
Solid Gold Executive Mentoring Program	27
Director Spotlight: Bob Hayward	28
Platinum Executive Portfolio Membership Program	32
Director Spotlight: Nigel Phair - Centre for Internet Security	33
CEO Spotlight: Geoff Cairns - SecureOne	37
Director Spotlight: Tony Harris - The Money Store	40
CEO Spotlight: Charles Hunting & Joe McNamara - Smart Resources Corporation	42
CEO Spotlight: Ben Handler - Cohen Handler	44
Exclusive Opportunities	46
Great Roles to Consider for First Time Board Directors	72
Summary of External Opportunities	74
Commercial Opportunities	75
Not For Profit Opportunities	80
Latest Board News	87



FEATURE INTERVIEW

Naomi Simson

This month I spoke with Naomi Simson, founding director of RedBalloon and Redii.com, published author, entrepreneur, role-model and a 'Shark' on Network TEN's Shark Tank Australia, about her incredible career to date, and her passion for leadership, entrepreneurship and building better workplaces.

Interviewed by Kylie Hammond



K: Thank you for joining us today. You've had an incredible career to date. Who have been the greatest influencers or mentors in your life?

N: I've had many great mentors over the years - even right back at the beginning of my career at IBM. At that time I was writing all of the department reports and was fortunate to have a mentor in my Belgian boss. He was a non-English speaker and valued my ability to write. He told me that having the ability to write well and be able to communicate was a real gift. Up until that point in time I had never really considered that the ability to communicate well didn't come naturally to everyone.

More recently when I was asked to do Shark Tank, Carole Schwartz offered some great advice. My immediate response to the opportunity had been 'oh I don't think so' and Carole challenged that and said 'why would you not take to a broader stage your passion for building great workplaces, entrepreneurship and being a role model for balance and leadership?'

That's just two examples but there have been many.

K: It can take time to build a business - but at what point did you know that your business 'RedBalloon' was going to be a big success?

N: It depends on how you define big. At what point was I comfortable that I wasn't going to lose my house? That's one way of looking at success - and that was about 15 months into the project and was really at around the time of our second Christmas. That first Christmas I think we had sold something like seven experiences in total and by the following year we'd sold about 300. That was an exciting time. At the same time I also became acutely aware that I needed to have some really great people around me to make my dream come true.

K: Have you ever been afraid of failure?

N: I think I fear embarrassment more than failure. I remember years ago, when I was just a young woman, Poppy King had grown her lipstick business quickly and had achieved quite a lot of success in a relatively short space of time. Her business demise was just as quick and left its mark on me. Certainly being embarrassed by business

“I think I fear embarrassment more than failure”

failure is something I'm more acutely aware of. But that fear doesn't stop me, I think it would drive me more than it would stop me. It drives me to take the extra phone call, to do the extra speaking engagement, to continue to push forward.

K: What was the biggest challenge you faced when you stepped down from being the Chief Executive of RedBalloon in 2013, to become non-executive director of the organisation?

N: I was the CEO of RedBalloon for 10 years and at about that time I did the AICD course and realised that we needed to bring in a different skill set to the organisation, people who had led big enterprises before. I hadn't done that – I'd certainly worked within big enterprises previously, but had never run one. What I did have was a deep passion for what the organisation was trying to do, and there's a role in the business for that - to make sure that passion and a clear sense of purpose doesn't disappear. That became my role as a director, or brand ambassador, and now I'm completely a non-executive director. I don't work within the business at all. Once a week I walk with the CEO as his kind of coach and mentor, but it's his meeting, not mine. I just answer the questions that he asks and it's not an operational meeting in any way.

K: You've had an incredibly successful and varied career to date but what role have you enjoyed the most so far? Entrepreneur, Media Personality, Mentor or Writer?

N: The most rewarding thing I experience is when people come up to me and say 'I heard you speak and I started my business', or 'I read this blog post and realised that I was going to be ok'. Or, a young person who comes up to me and says to me that they've got no idea what to do with their life and then write to me a year later and say that they love the course that they've chosen to do. That is the most rewarding part of what I do – it's about making a contribution to people's lives.

It's very rewarding to even see the success of past employees of RedBalloon who have gone off to start their own businesses, or moved into very senior level roles in other businesses – it's fantastic. In a number of instances I've been a role model for people who have been told previously that they can't run a business and go off and have children. I've said to them, of course you can. Just do it – it's just going to be busy.

K: There is a lot of talk about the need for gender quotas in the boardroom – but what strategies do you think we should be adopting to better balance the voices we have at the table?

N: I'm delighted to see what Malcolm Turnbull has done with his cabinet. If we look at that as a boardroom he's got Wyatt Roy who is 25, who is speaking for our future generation, we've got Kelly O'Dwyer who is a brand new mum. How great is it that Olivia was there at the photo shoot! Let's not pretend we're not parents and don't have other jobs and responsibilities. Those people put their hands up and said that they'd do that role, and we elected those diverse people to represent us.

The challenge we have inside corporations is that way too often we don't have enough people from diverse backgrounds who are putting their hand up and saying that they'll do that job. When you look up the statistics, almost 30 percent of our population weren't born here. Our boardrooms and organisations at the most senior levels certainly aren't reflecting that kind of representation. There are so many ways that we can look at diversity, and I don't want women to hijack the debate.

I just think it's a clever company that has a board that represents its market, its customers and stakeholders. The way that our governance system works and its strong onus on compliance means that boards tend to default to accounting and legal backgrounds versus people who've done incredibly different things and have contributed to our community in so many different ways.

“it's a clever company that has a board that represents its market, its customers and stakeholders”

K: The economy is becoming more and more reliant on technology, how do you think this will impact our education system?

N: When I was growing up education was all about rote learning, but really what the system was doing was training us. And then education became more about focusing on knowledge - but with so much information on the planet, that has changed. Education isn't about either of those things now. It's really about understanding, enquiry and curiosity, and without our ability to be able to fundamentally flip how education appears, those things will be difficult to teach.

I'm so excited that there is talk about introducing coding into our primary schools – it's exciting to see, and is really going to be a key part of educating the next generation.

We will also see our educators become coaches. They will need to teach children how we discern between what's true and what's not true. We will still need the fundamentals taught which includes the ability to read, write, add up and code. But now education or the institutions of school need to focus on teaching socialisation. A child's success will rely on their ability to go out and get along with people.

K: What traits or capabilities do you look for in a board director?

N: I look for people who are going to do some work! I'm looking for a director who is going to be interested and curious and bring relationships and networks to the organisation.

K: What do you think the big challenges will be for our next generation of leaders?

N: It's all about alignment. Workplaces are about to change forever, and while some people might have some idea, most have no idea of the impact it will have on them. Big organisations that have stood for decades will need to fundamentally change. As an example, there are approximately 25,000 fin-tech start-ups in the UK. These small, nimble start-up organisations are going to completely turn the finance and banking system on its head. The notion of unskilled jobs is almost disappearing and that will have an incredible impact on the work force itself.

“That is the most rewarding part of what I do – it's about making a contribution to people's lives.”

On the one-hand, we've got a lot of people who are demanding flexibility. Like - 'stop it, I'm a parent, I've got aging parents, I've got other responsibilities'. Organisations can no longer behave like they 'own' the employee. Demand for flexibility will increase and effectively what we'll see is that people will have more than one employer at any time. In other words people will have their talents, and then through a range of intermediaries such as 99designs, Airtasker, Freelancer etc, they will connect with employers who want to utilise those skills.

The great challenge for leaders will be how to align people to their business or cause when people are feeling completely disassociated.

An example of how I see big business missing the point is with the new 'hot desk' phenomena. There are so many of these large organisations that are moving to hot-desks and I see this becoming a major area of discontentment for staff. I have a friend who has recently moved to a fabulous new building with her organisation. She has been employed by this company for 15 years and has recently been told that she no longer has a desk. People now need to get into the office very early to secure the desk space that they're after, and – from the other side, if they don't like their boss, they don't have to see them. The new environment allows them to 'hide'!

The greatest challenge for leaders now is how to align and unify people. They need to unify individuals to the brand, and to the cause. That's what we're doing at Redii. It's all about unifying people, and providing leaders with the tools they need to create alignment and unification at every level within their organisations.

K: Your book Live What You Love really resonated with me – what is your career advice for executives who are struggling to find passion and purpose in their lives?

N: People do ask me about that. I often hear from people who say, "I just can't get passionate about the work that I do". I'm very careful when I refer to 'work-life balance'. It's a label that we put on everyone that often makes us feel bad - because we don't have it. I also know that some people fundamentally don't do the work that they need to. This is an active book. It's not a book where you can sit back, read, and hope for change. As humans we were all born with passion – most of us just hide it with fear or lack of self-belief. People do have passion – but it might not be reflected in their work - and that's ok. I know someone who works in the alcohol industry, but his passion is woodwork. He does that as a hobby, he sells it and loves it. That passion balances his world because he's got an outlet and a way of demonstrating that passion.

K: What next for Naomi Simson? What is your focus in 2016?

N: Definitely it's the next book. The first book was written for my younger self, but this next book will follow on from there. I've also committed to another season of Shark Tank which I love doing. I really do have the best life.

When I was in the early days of RedBalloon one of the big issues for us as an internet based organisation was in building trust with consumers. One of the things that I did was to go out speaking – which had the impact of building trust with my audience. One of my greatest rewards as a role model is when people say to me that they saw me and thought

'if she can do it, then I can do it'. Passion and purpose is important to me – as is my passion for people to have good times together – which is the fundamental reason RedBalloon is in business. I also want people to live a life of passion and purpose.

I know the next challenge that we have in our economy is going to be all about innovation and leadership and that's why I'm working on Redii because the old way of doing business is not the way to thrive. I believe that big organisations are going to become much smaller and we're going to have a rise of innovation, and smaller businesses connecting to create an absolute force.

K: Can you tell me how Redii came about?

N: During the early days of RedBalloon, I was so driven and focused. I was literally exhausting to work with. In 2006 I learned my lesson the hard way, when confronted with the statistic that RedBalloon had 65 per cent employee turnover. This had to change.

While I had the intention of creating a great workplace, I didn't have the tools or the skills. Things turned around quickly with the hiring of Megan Bromley our award-winning HR leader to the team. Our focus changed to our people, and as you may know we have been acknowledged as one of the "BRW Top 50 Great Places to Work" five years in a row.

"The greatest challenge for leaders now is how to align and unify people"

I don't believe I was alone in missing the fact that my people weren't happy. I believe that management, supervisors and leaders generally do not know what their people are doing, and they don't know whether they are working hard or whether they like their work. A lot has been written about the importance of 'engagement' – but it's not about that. As a result of my personal experience I realised the importance of people, and the importance of building organisational culture.

Redii is all about providing leaders with the tools to share and celebrate employee achievement – which brings your organisational culture to life. Redii is about fuelling the power of people.

No business can grow without people: employees, customers, suppliers, distribution partners and so on. As leaders, it's crucial that we get along with people; that we lead them, include them and inspire them – this is critical to leadership success.



Images courtesy of Shark Tank, Channel 10

Current Board Roles:

- RedBalloon
- Redii
- Governor of the Cerebral Palsy Research Foundation
- Advisor to Voiceless Foundation - Amplifying Female Leadership



To purchase your personally signed "Live What You Love" book by Naomi Simson [CLICK HERE](#)



SPECIAL EVENT FOR DIRECTORS

- AN EVENING WITH -

ITA BUTTROSE

11th November, 2015
Sydney
5.30pm - 8.00pm

Join us for drinks and a conversation with Ita Buttrose AO OBE, and Chair of Director Institute's Advisory Board, from 5.30pm on Wednesday 11th November at the Royal Automobile Club Australia, 89 Macquarie Street, Sydney.

Ita Buttrose is an exceptional Australian, a legendary media editor, businesswoman, best-selling author, committed community and welfare contributor and Australian of the Year 2013.

As one of the first women in Australia to enter the boardroom, Ita brings unparalleled expertise to businesses and offers genuine insight into the ways we can improve the quality and diversity of boards in Australia. Ita is National Ambassador for Alzheimer's Australia, having served as National President from 2011 - 14. She is also Emeritus Director of Arthritis Australia, and currently co-hosts Studio 10 on Network TEN.



Details:

5.30 pm - Director Networking, Drinks & Canapes
6.30 pm - Sit-down Q&A with Ita Buttrose followed
by further networking and drinks till close.
Event concludes at 8pm

Ticket Prices:

Director Institute Members Tickets:
\$99 plus GST
Non-Members Tickets:
\$150 plus GST

[BOOK NOW](#)

DIRECTOR INSTITUTE MEMBER EVENTS

Webinar - Kick-start your Board Career

2nd November 2015 | 3.00pm - 3.30pm EST

Starting your Board Career can be a challenge even for the most experienced executive.

Join us at our next complimentary webinar event to find out how to proactively build and manage your board career.

Kylie Hammond who has helped thousands of senior executives, CEO's and Chairmen build exciting Board careers will share her top tips and share critical information to help you get started. This webinar event is suited to senior executives, CEOs and entrepreneurs who are interested in starting their board career, or who would like to expand their current board portfolio.

[REGISTER NOW](#)

Webinar - 3 Keys to Success in 2016

Tuesday 19th January | 1pm - 1.45pm EST

Over the last 30 years Mike Galgut has developed a unique combination of practical life skills, strategic planning and strength coaching to guide and empower his clients to achieve their goals.

On Tuesday 19th January Mike will be running a 45-minute webinar for Director Institute members who are keen to make positive changes in 2016.

Join us for this complimentary webinar, where you will leave with a clearer vision of what you want to accomplish in the year ahead, and some actions you can take to make your vision a reality.

[REGISTER NOW](#)

Technology for Directors – Strategy, Risk & Governance

Sydney | Melbourne | Brisbane

As organisations become increasingly dependent on IT, there is growing recognition that Directors need to be across all aspects technology strategy, risk and governance.

IT decisions are more complex today than ever before. New digital technologies are disrupting existing industries and creating new ones, offering organisations new opportunities and risks. Organisations have to rethink how they operate and assess their technology and how it adds value to their organisation.

In this two hour interactive session we will cover:

- Trends and issues in technology and disruption
- Cyber threats facing organisations
- Why IT governance is critical to business survivability
- What questions to ask, and what answers to expect

Adjunct Professor Nigel Phair from the Centre for Internet Safety is one of Australia's leading cybercrime experts and will be leading these sessions. For a limited time, any tickets purchased by Director Institute members will be available at a 50 percent discount (until 30th November). Participants will also receive a one-year subscription to



the quarterly Technology for Directors information bulletin (valued at \$99.00). Nigel was interviewed this month as part of our Director Spotlight series. [Click here to read more.](#)

Director Institute Ticket Price: \$100

Enter the Director Institute discount code: DI2015

Click through to register

Sydney | Wednesday 17th February 5.30 – 7.30pm

Melbourne | Monday 29th February 5.30 – 7.30pm

Brisbane | Tuesday 1st March 5.30 – 7.30pm

WORKSHOP

Blue Ocean Strategy for Directors

25th February 2016 | RACA | 9am - 4.30pm

Director Institute have joined forces with Blue Ocean Strategy Australia to develop a training and event program specifically designed for Directors - to take disruptive strategic thinking and assessment, risk management and collaboration techniques into the boardroom.

Andrew Nelson from Blue Ocean Strategy Australia will lead the full day workshop and following quarterly strategy circle meetings. During these sessions you will learn how to instil innovative thought at the board level, and develop the capability to question and coach your management team.

Arrival tea and coffee, Morning Tea, Lunch and Afternoon Tea are included.

Full day workshops are limited to 12 participants.

[Click here](#) to read more about Andrew Nelson, and Blue Ocean Strategy Australia.

BOOK NOW TO SECURE YOUR PLACE



MEMBER NOTICE BOARD



The Royal Automobile Club Australia Corporate Membership

The Royal Automobile Club of Australia has evolved into one of Sydney's premier business and special interest Clubs, proudly occupying its heritage-listed headquarters in Macquarie Street, Sydney.

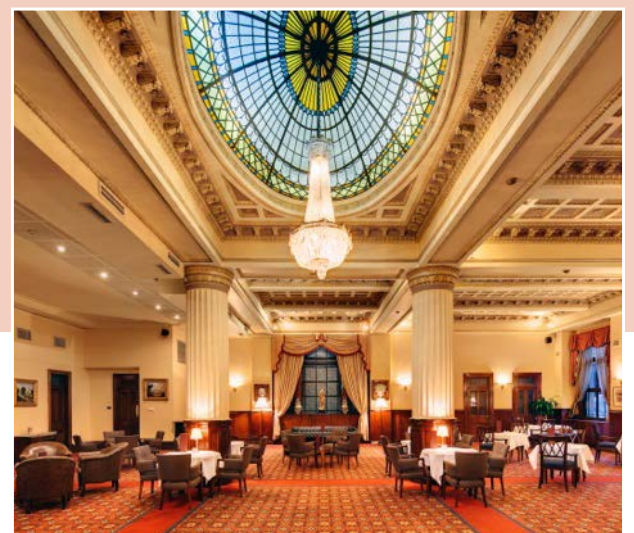
Today the Club offers a diverse membership, fine events programme, accommodation, dining, health club, garage with car parking, business centre facilities and events venue.

Director Institute have become corporate members of RACA and we are able to extend to our members the opportunity to join the Club at exclusive corporate pricing. Please get in touch to receive an application form. Membership to one of Sydney's best private members clubs gives you the following advantages:

- Unlimited access to one of Australia's premier private clubs
- Strong networking opportunities with members encompassing industry pioneers, leaders and professionals
- A strict membership criteria policy ensuring compatible membership
- Valet parking
- Accommodation with 29 well-appointed rooms complete with Wi-Fi and Foxtel
- Exceptional Member's only rates on any of our seven Conference, meeting or functions rooms
- Modern Gymnasium with 24/7 access
- Extensive global network of 200 reciprocal Clubs
- Level 7 Harbour Dining Room with views of Sydney Harbour
- Members' lounge and bar
- Complimentary access to our business center
- Wi-Fi, printing and faxing services
- Free NRMA Roadside Assistance
- Associate Membership for spouse/partner

The Club's location is ideal to travel anywhere around Sydney. Located at 89 Macquarie Street, 2 minutes' walk away from Circular Quay station, public bus stops & Sydney ferry transport.

Please get in touch for further information at info@directorinstitute.com.au



Refer a Friend or Colleague

Refer a friend or colleague to Director Institute, or to our Director mentoring programs and receive significant personal referral benefits.

Contact Kylie Hammond for further details: info@directorinstitute.com.au



We are excited to launch DirectorGuard, a Directors & Officers Insurance product exclusively designed for Director Institute members.

Underwritten by Lloyds of London but managed in Australia, this new bespoke Directors & Officers insurance policy is singularly aimed at ensuring the best personal protection for you and your personal assets.

Policy features and benefits include:

- Competitive Premium starting at only \$350 pa for up to \$250k in cover.
- Up to \$500,000 top up cover available
- Access to a panel of legal experts and free 30 min legal consultation sessions
- Automatic run-off cover available
- Automatic cover for all new directorships
- No excess

Along with the above DirectorGuard insurance product, members also have access to a specialist insurance broking team, dedicated claims department, life and income protection specialists and risk management experts.

[APPLY NOW](#)

Access the latest Directorship opportunities via Director Institute's Job Board

- Step 1:** Enter your member login details
- Step 2:** Click on 'Job Board' on home page navigation area (top of page)
- Step 3:** Use the 'Search Criteria' section to look for specific roles based on the Job Reference #, State, Industry Sector or Organisation name. If you would like to access all available roles simply leave this information blank and click Enter - all roles will be listed from newest to oldest.
- Step 4:** Click on any role that you are interested in. You can click on the star at the top of each opportunity to 'save' the role for future reference, or to put together a short-list of opportunities.

Apply for a Role: All external roles will indicate how you should apply for the role. All internal exclusive roles will have an 'Apply Now' button listed at the base of the opportunity. Click on 'Apply Now' to generate an email to Director Institute. Please attach any relevant cover letter, or CV related to the role you are applying for.

Check the job board regularly for the latest opportunities.

Follow us on Twitter @DirectorInst, and LinkedIn for the latest information about upcoming directorship opportunities, member events, and board news.

* See over for more information about how to connect with us via Twitter and LinkedIn.



Director Institute has gone Social.

Why follow us on social media?

If you are just coming to the Director Institute website every week or so, you might not notice new content, or new roles that have been recently added. Every day we post links on Twitter and our LinkedIn company page promoting new directorship opportunities, new articles, videos or exclusive products and services available to members.

JOIN LINKEDIN

LinkedIn provides members with a great environment to read up to date thought leadership and to add to the discussion.

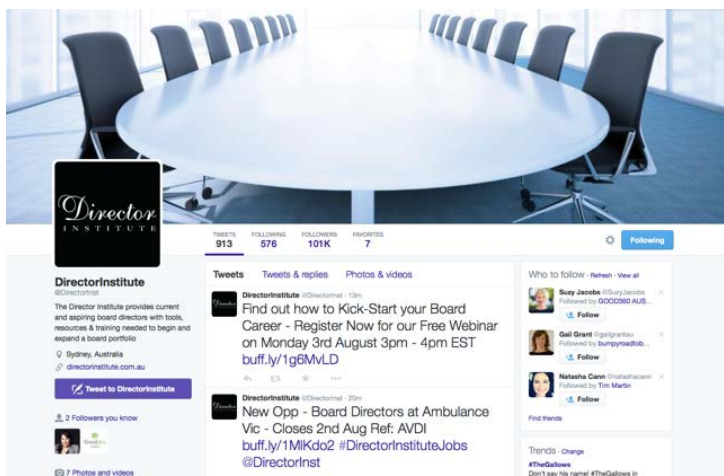
JOIN TWITTER

Twitter is a great tool to use to keep updated on what is going on at Director Institute.

To look at all recent posts relating to board opportunities, type in #DirectorInstituteJobs in the search bar of your Twitter page. All new opportunities carry this hash tag.

As a Director Institute member you simply click on the link within the post that begins with the letters buff.ly, which will take you to the opportunity directly on our Jobs Board.

Please note: you will need to ensure that you have logged into the Director Institute Jobs board to ensure you go straight through to the listed job opportunity.



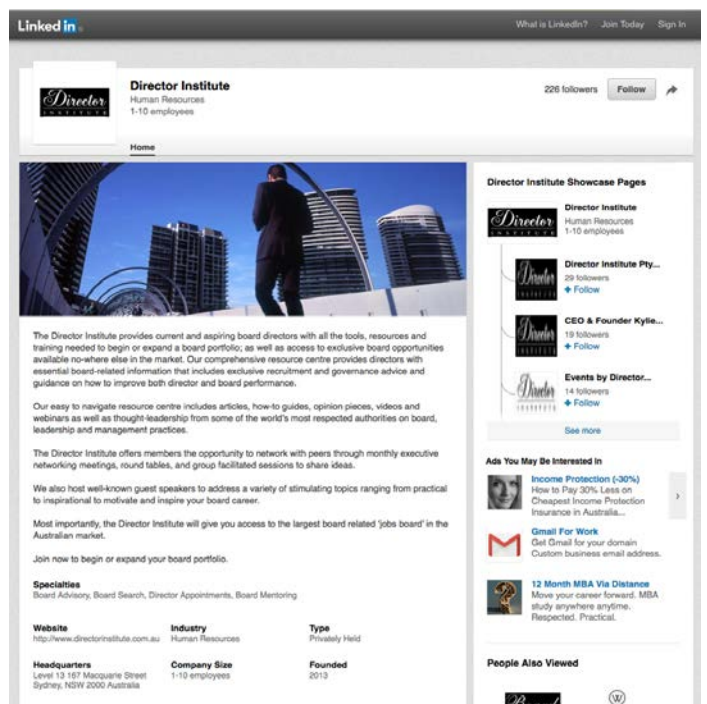
New Director Institute App



Download our Director Institute App to your iPhone or Android mobile device to instantly access key features such as:

- Director Institute Twitter feed
- Director Institute Facebook page
- Contact Information
- Upcoming Events & Webinars

DOWNLOAD



Join the Director Institute and become a member of Australia's fastest growing network of Director Talent.

Director
INSTITUTE

Since our launch in June of last year we have been delighted with the response from executives and directors from all over Australia. Submissions of interest have been received from more than a thousand people seeking to start their board career as well as those who are looking to expand their existing board portfolio.

Via our Director Institute members website, members gain access to the hidden Directors jobs market, are able to apply for exclusive board opportunities available no-where else in the market, network with other Directors at exclusive off-line events, and are given access to all the tools and resources needed to build a successful board career. Our live 'News' page also provides relevant Board related news from Australia, and around the world to ensure that our members are kept fully informed.

We are currently working with a diverse range of organisations from industries that include the arts, community, sports, technology, medical, government and listed companies. Each of these organisations is looking to connect with quality director talent to help them build their inaugural board, or refresh their current board. One of the benefits that we offer organisations is the diverse range of director talent that we can connect them with. In these challenging times it's vital that organisations can access unique skills, experiences, capabilities and talents associated with board members of different age, gender and background. Currently we have over 200 exclusive board opportunities available for consideration via our jobs board.

All new opportunities are updated daily on the jobs board – which is accessible via the Member login. We also produce this Board Alert every

six to eight weeks which provides a point in time overview of a large portion of the roles that are available – including a round up of the best opportunities available in the broader market.

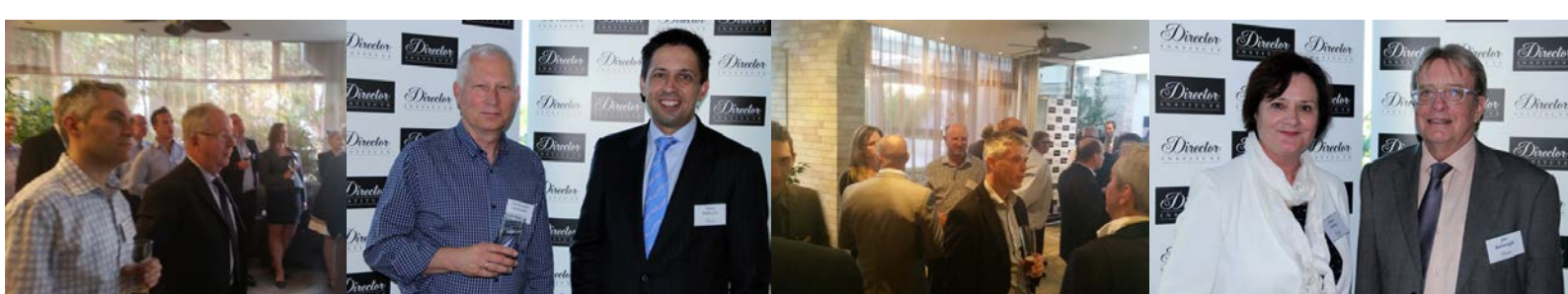
Another Member benefit is delivered via our Special Member Events where we create opportunities for members to network with and learn from guest speakers as well as each other.

Director Institute Member Benefits

Director Institute membership provides a range of benefits that depending on your level of membership include:

- Exclusive Board Opportunities
- Expert Advice
- Up to the Minute Board News from Around the World
- Exclusive Workshops & Networking Events
- One-on-one mentoring session with a senior board consultant
- Refreshed Board Resume - written by one of our professional resume writers
- Exclusive RACA Corporate Membership Opportunity
- Exclusive Access to DirectorGuard D&O Insurance

For more information about becoming a member of Director Institute, please send an email to info@directorinstitute.com.au and one of our team members will get in touch.





DirectorGuard
Personal protection for you

Director
INSTITUTE

AVOID GETTING CAUGHT OFF GUARD

A New & Exclusive Personal Directors Policy is now available to members of the Director Institute

Underwritten by Lloyd's of London and managed in Australia, DirectorGuard is a bespoke Personal Directors Insurance Policy singularly aimed at ensuring the best personal protection for you and your personal assets. Designed as a supplementary cover to a Directors & Officers policy or Management Liability policy, DirectorGuard is activated when your company or its policies refuse or are unable to indemnify you.



Why Choose DirectorGuard?

- Exclusively designed for members of Director Institute
- Removes the issue of allocation amongst directors of boards
- Peace of mind in knowing you have consistent cover across all of your directorships
- Protection for your professional and financial wellbeing



Policy Features & Benefits

- Competitive Premiums and No Policy Excess
- Up to \$500,000 Top Up Cover
- Automatic Cover for all non Listed Directorships
- Access to a panel of Legal Experts and free 30 minute legal consultation
- Automatic run off cover available

Contact us toll free on 1300 305 834 or by email at directorguard@ihgroup.com.au

EXCLUSIVE OPPORTUNITY

Vividas Corporation

Non-Executive Directors | Advisors | Investors | CEO

Earlier this month we spoke with James Mollison from Nectar Partners about Vividas, an exciting technology driven video streaming service. Nectar have a mandate to help Vividas bring in a high calibre team, able to deliver on their fast-growth objectives.



James, tell me about Vividas?

Vividas has pioneered and patented the world's most efficient system for streaming high definition (HD) video over the internet via standard web servers. Its proprietary, end-to-end platform compresses, delivers and displays streaming HD video; protects content owners with its unique digital rights management capabilities; and utilises a second screen signalling (S3) data protocol that allows companion devices to receive a stream without needing Wi-Fi or Bluetooth. The technology also provides broadcasters with a cloud-based metasync platform that synchronises events, actions and content such as ads, games, polling, merchandise sales and more.

One of the real benefits of the Vividas technology is that it was designed from the outset to work efficiently across many types of channels. This combination makes Vividas the only streaming content provider able to provide a global solution as its method and process resolves scalability, stability and multi-bit rate challenges faced by other players - providing a unique competitive advantage.

How big is the market opportunity for this type of technology?

The Pay TV and on demand global TV market is going to be valued at US\$370 billion dollar by 2016, and we're seeing data that's reflecting 600percent growth in mobile video in 2017 – so we've got a big, growing market. But what's also exciting about that is that the media or communication tools that people are using are in a state of change and we think that Vividas is in prime position to disrupt that, to offer further product and service opportunities that will increase penetration into this large, and growing market.

The opportunity for Vividas is enormous, but where are you focusing your efforts?

Our clear focus is on increasing the value of this business. That means that we need to be very focused and disciplined about the markets that we approach. I think failure to do that is a reason why a lot of fast growth companies fail.

Although we have completed some large streaming events in the US, we want to leverage on that success and focus our first year efforts on the Australian market. Once we've built some significant core business here, we will then move outside. The Australian market provides a good launching pad for the rest of Asia, and we will use our offices in the US as a bridgehead into that market as well.

The key verticals that we will initially focus on include:

1. Advertising Agencies with established media capabilities;
2. Education Institutions such as midsize and larger universities who are developing their open learning capabilities and other related revenue streams;
3. Health Enterprises who are looking to share technical information and data across various networks as well as opening up professional development programs.

We see these industry verticals as the most exciting industry segments to focus on – each for different reasons. The university segment is an incredible one – they're targeting other revenue opportunities – the borders or barriers to communication are breaking down, and we offer a fantastic product that enables the universities to provide a premium product to the education market.



What is your role with Vividas - how did you come to be involved?

I am a strategic adviser to the organisation. Not only are we raising money for Vividas, but we're also advising them on strategy and growth. Our role is to introduce the company to the right capital, the right people and the right opportunities.

I was introduced to the company at the end of last year and over that period our focus has been to raise \$2m in capital. With that done, we are now focused on the next stage of the capital raise (US\$7.5mil) and taking Vividas from the developmental phase to full commercialisation - assisting them with that transition, and bringing the right people onboard to execute on the commercial plan. It's a very exciting time.

What kind of people are you hoping to bring into the organisation?

We have an exciting opportunity ahead of us, and the key time frame for us to build and accelerate this business is within the next 3 years. We are now looking to set up all the characteristics of a safe but fast growing business, and our focus now is to get the right people at the board level, at the advisory level, and into key management positions. This includes bringing on board talented individuals to steer the business going forward including a CEO, CFO and potentially a Head of Business Development. We want to build a world-class team that can execute on a very clear but exciting commercial plan.

We are ideally seeking individuals with expertise in media services or in the video space; people that have experience in fast growth companies, that are excited about the potential for this technology in the market place. Not to exclude people that don't have a video or high tech background - but it's important to bring in those necessary skills to support the business as it moves forward.

We'd like to tap into talented individuals who are able to see the opportunities that Vividas offers to this sector. The mobile opportunity, and the cross border nature of it - people who can understand that will get very quickly excited about this opportunity.

What have been the biggest challenges you've faced in running the business?

One of the biggest challenges that we have is that we see so much opportunity that it can almost be a distraction. What we're being very careful of is making sure that we have a level of focus and discipline that is aligned to our commercial plan, our sales program, our project plan and ultimately our investment case. It's very much about the numbers, understanding our cost base, understanding our revenue drivers and our revenue margins and our cost to revenue lines. We have a very strong focus on the disciplines that we need to get us there, but also the numbers and the financial drivers behind the business. It can be a temptation to leave those things behind in those first one, two or three years of fast growth - and often businesses suffer because of that.

This happens regularly with fast-growth organisations. Trying to do too many things in a short period of time often results in things being done quite poorly or worse, not being successfully executed. What we're trying to do is de-risk the business significantly by focusing on a couple of key deliverables and doing them well, and in turn significantly increasing the value of the business.

What are the time frames you are working towards?

There are a number of key things that we want to get in place this calendar year, which will then allow us to really kick things off solidly in 2016. As we move to full commercialisation in 2016, we want that to include a significant bolstering of the executive team. Ideally some of those appointments would be made in the first quarter, which would mean that we're then going to hit our targets for Q2, Q3 and Q4. If we start moving that out too much we then start missing some of our key milestones. We've then got our revenue targets and our customer activities being driven off those various deliverables.

With a clear schedule that we need to deliver on, we ideally want to make a couple of senior appointments in the first quarter, as well as the formalisation of the advisory board, which might mean meeting with those people this side of Christmas. We'd then be in a good position regarding board, advisory team and senior management by early 2016.

From an investment perspective, ideally we're looking for strategic capital - capital that appreciates the space, that loves what we're doing and can pro-actively support it, and parties that would like to be engaged at the board or advisory board level, and also people that are interested in an exciting, fast growth and dynamic environment.

For more information about this exciting opportunity at Vividas, please contact Kylie Hammond for a confidential discussion. Ref: VIVDI

DIRECTOR SPOTLIGHT



Blue Ocean Strategy
Australia

Andrew Nelson

What is Blue Ocean Strategy?

A lot of people think Blue Ocean Strategy is “a” strategy. But in fact there are many “Blue Ocean Strategies”.

It’s really a strategic planning method, which helps businesses focus on the generation of new demand. And it turns that focus into a cultural feature and repeatable process within the organisation.

It has been in widespread use for about 10 years now and it was designed to foster the type of creative thinking that organisations now need if they are to respond to and benefit from innovation and disruption.

And that’s what it is predominantly used for today – creative disruption.

It is specifically designed to find large, uncontested market space for your business, so you can move out of commoditised markets, and make old competitors irrelevant.

Where did it come from?

It’s based on successful industry disruptive strategic planning methods of over 130 organisations, from than 30 industries, over 100 years, and from every continent.

As a result the research shows that it works no matter what industry, location or phase of the economic cycle your business is in.

The original work was done by some INSEAD University Professors and Researchers. But disruption isn’t new, you know. Only the tools have changed, but most of the methods are timeless.

Why is this style of creative strategic planning so important?

Organizational strategy has evolved over time, so organisations need to keep abreast of strategic planning thinking and methods.



Strategy used to be all about head to head competition with known competitors, in a well-defined industry sector, and it borrowed heavily from military strategy.

People still think strategy is like chess or a game. But in today’s business environment there is no fixed “chess board” or industry boundary anymore due to continual disruption and convergence, the players and pieces can move in any direction and at any time – you don’t “take turns” in business strategy. So the old planning methods are simply outdated.

If you’re not being creative and looking for the next opportunities for your business, your products and services and business will become obsolete.

In fact, Blue Ocean Strategy is the only strategy planning method that is recognised for integrating strategy with change management. It is the only strategic planning method listed in both of Harvard Business Review’s Ten Must Reads on Strategy and Ten Must Reads on Change.

Who uses it?

Blue Ocean Strategy has been around for nearly 25 years, but used

heavily in the last ten. And it's used throughout the world by large and small corporations, and even governments and not for profits.

In Australia our clients include ASX listed household names from the banking and insurance industries, utilities, retailing and even mining.

At the small business level we've worked with retailers, wholesalers, tourism/travel, professional services, mining services, food and agribusiness, clean tech, IT and manufacturing/assembly and import/export.

Some specific examples:

1. Australian Unity used BOS to develop what is now their fastest growing division starting from scratch, which arose from a workshop we ran for them several years ago.
2. Dingo Technologies, a global mining services business based in Brisbane, has grown by over 1000 percent over the years and the Managing Director puts all that growth down to the way he embedded Blue Ocean Strategy thinking and action planning into his business.
3. SmartPen Australia is known for being in a David and Goliath battle and using Blue Ocean Strategy turning its competitor into a lead generator and ultimately a customer, all using Blue Ocean Strategy.

So it really has wide spread application.

Around the world, large consumer electronic businesses like Samsung, Nintendo, LG and Apple are famous for adopting all or at least some Blue Ocean Strategy methods. The financial services and retail industries use it for new disruptive product and service offering development.

Even national and state governments use it, mostly in conjunction with industry policy or to rethink creatively the rollout of departmental strategies and policies.

And of course you probably cant do an undergraduate or post graduate degree in business management of any kind now without the lecturers and tutors covering Blue Ocean Strategy.

How does it work?

The Blue Ocean method helps businesses to identify long held industry paradigms that can be challenged ("disrupted"), in a way that will create new customers and new demand.

I think it was Peter Drucker who said something like "the purpose of a

business is to create a customer, not a product." That's very much where Blue Ocean Strategy thinking starts. Creating customers.

In execution that typically involves developing a new or at least altered offering that speaks to customers in a new way. This creates a new or alternative market space not inhabited by the traditional customers or competitors.



The process helps business leaders find these new market spaces. Not within a crowded market like niche marketing (which is typically short term and risky), but in a large new open space with big demand, where you can grow without bumping up against the typical competitors and not be forced into a commoditise market position.

Can you summarise the Blue Ocean strategic planning process?

There are effectively 12 steps. We apply specific strategic thinking and planning tools to document and challenge ideas in each step, which forces you to look creatively at the industry, customers, non-customers etc. with different perspectives. That's how it forces you, almost unconsciously, to tap into your creativity.

Some of the steps are interspersed with periods of fact checking, reflection, validation, modelling and refinement, ending in a four-action framework:

- what do we Eliminate?
- what do we Reduce?
- what do we Raise?
- what do we Create?

It's a balance. Most businesses get caught up in the continuous improvement cycle – what we call Raise and Reduce, without ever breaking into the transformation cycle of Create and Eliminate, which is where Blue Ocean Strategies are created.

We also build execution into the strategy, by identifying and addressing organizational hurdles along the way, before we bump into them.

[How does it differ from traditional strategic planning?](#)

Blue Ocean Strategy is based on a different strategic logic in a few key areas. Instead of trying to beat the competition in head to head battle, the mindset is about how do we make the competition irrelevant?

Instead of trying to secure “our share” of an existing market in a zero sum game, we focus on how to create new demand and a big pie all of our own. We look to solve issues up and down the entire supply chain. That creates opportunities for convergence, elimination and creation.

We don't segment customers into small niches to dominate – that can be risky. We almost certainly look at different groups and drivers, but we always look to aggregate markets to create the largest possible addressable market, not potentially unstable niches that can be disrupted by the new tech change or industry newcomer.

And, we consider organisational skills and capabilities as flexible not fixed. If that requires or encourages partnerships and collaboration, all the better in today's fast paced industries.

[How did you come to be the Managing Director of Blue Ocean Strategy Australia?](#)

I've been a professional services consultant and sales and marketing director in positions around Australia for the last 30 years now. The first half of that was spent working in the superannuation industry at places like Mercer, and after that in professional services firms BDO, Deloitte and now Blue Ocean Strategy Australia.

About seven years ago the Blue Ocean Strategy Professors were looking to broaden their global footprint and established key regional partners.



We look to solve issues up and down the entire supply chain.

That creates opportunities for convergence, elimination and creation.

I had attended some of their early workshops and training programs and a little over five years ago I was asked to come on board to run and build the consultancy business in Australia.

We now generate approximately 80 percent of income from consulting and devising and running strategic planning programs, offsite and innovation programs, and the remaining 20 percent from pure education and training.

[How does Blue Ocean Strategy Australia service its own clients?](#)

“We eat our own dog food” as the Americans say.

We have a network of consultants around Australia who are all accredited in Blue Ocean Strategy delivery.

The network model keeps our costs low and our fees competitive, lifting our margins higher than they might otherwise be. It also fosters collaboration and delivers the ability to scale up and down rapidly as projects role on and off.

We never compete in tenders but instead we are completely transparent in our pricing, especially with fixed pricing for work we do on a subscription/retainer basis, so clients know exactly what they are getting and for how much.

And like we recommend with Blue Ocean Strategy, we have aggregated our customers into the largest possible market, with similar services being available to everyone, whether you are a start-up, a small business, or a multinational or government.

That is our Blue Ocean, where we have a huge market, where what the competitors do is irrelevant because we focus on solving our customers' and non-customers' pains points, and profitably deliver in any situation and to any budget. Yes, we even cater to “zero” budgets with our free online materials like case studies, and free teaching materials and e-learning modules for universities.

Now most importantly for our members, how do you use Blue Ocean Strategy in the boardroom?

I think the most value that any director contributes to a business, is when they challenge the management team on their strategy. And in particular, challenge where growth and disruption are both likely to arise from. That's where the different strategic logic of Blue Ocean Strategy comes in at the board level.

The Blue Ocean tools are useful for embedding that alternative and creative strategic logic, and for demonstrating and exploring the issues, and the board needs to be able to analyse, interpret, challenge, encourage and coach, the management team through their Blue Ocean Strategy.

So one of the most valuable ways boards use Blue Ocean Strategy is to frame what we call "strategic dialogues" between board and management.

These are typically a series of three cyclical or rhythmic discussions that the Chair or other Directors can lead between board and management. Throughout the year, they are based around the high level topics of "Customer Value", "Business Model/Profit Proposition" and "Engagement or People Proposition" and where growth and disruption is occurring in these three areas of strategic alignment.

Without these three strategically aligned pieces (Value, Profit and People), your business strategy will always unravel over time. So constantly staying on top of their alignment is a critically valuable use of Blue Ocean Strategy.

What do you see are the key issues or challenges that organisations are facing in the years ahead?

Remember that we try to work around industry specific or cyclical issues, to make them less relevant to the business. That's partly where the strategic dialogues come into play.

So that aside, I see that there are three key issues all Australian boards face:

1. Economic Woes vs Attracting and Retaining 'Non-Customers'

Domestic and global demand for your products and service is THE issue, regardless of whether you think your industry is headed into recession or not.

Whether yours is a domestic market, or one that is linked to a particular country or region or issue that sees demand ebb and flow, the only thing that delivers sustainability and growth is attracting and retaining customers and non-customers.

Economies and businesses rise and fall. So we need to continually find and convert new non-customers both at a national and global scale, as well as at an individual organisational level.

2. Roles/People – Invest in growing a culture and capability in innovation

Board Members can be asked to make the final decision about whether an organisation will invest in something; take-over another business, or invest in building a new product. They are usually the final arbiters on business strategy and decisions. Blue Ocean Strategy has the perfect tool called the 'litmus test', which assists directors and management to evaluate and prioritise opportunities and risks using a clear process and methodology.

We all know the impact that disruption has had on many industries and businesses, even decimating some industries completely. I heard a statistic the other day that Kodak used to employ 130,000 people whereas Instagram employs just 13 to achieve largely the same outcomes – capturing and sharing images. So if you're not looking for the next investment opportunity, there's not just a potential "opportunity cost" to your business, there is an opportunity "loss" to your business.

One that could wipe out your existing revenue base as customers don't just leave your business and move to a competitor (where you might win them back one day). Instead they are leaving to go to an entirely new industry, and never come back. Their future revenue is lost not only to your business, but to your industry as a whole.

And Australia's are well known for being early adopters. People in other countries use Australia as a test market, so we need to stop seeing Australia as "small and unviable market" as many VC investors do, and start treating it as an ideal test market for the world.

There are many other issues I can list here like the linkage between innovation and productivity, our general lack of innovative output compared with our world class innovation and startup infrastructure, our huge superannuation savings but tiny access to capital in early stage and VC, our poor representation on the list of "unicorns" (the privately held tech businesses with valuations exceeding USD\$1bn) and more. Bottom line, we need to lift out global innovation performance.

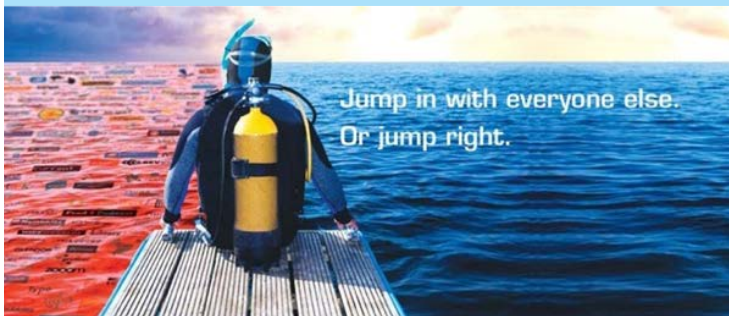
3. Coming Technology Trends

With Asia on our doorstep and in roughly the same time zone, there's definitely opportunity. We don't need to go to the US to replicate Silicon Valley. I think our focus should be on developing products related to the Internet of Things (IoT).

To date innovators in Australia have focused on developing software but the IoT is really about hardware, about building the physical products that will interact with the internet. The logical outworking of the internet of things, is that owning the IP for those manufactured objects, that due to their high tech specifications will have short life spans, will be a huge driver of growth into the future.

And the point is we don't need to actually "do" the manufacture here if we don't wish to. The main this is to productise our manufacturing services by focusing on design, prototyping and market testing.

There's a whole manufacturing side to the IoT, and if we don't jump on board as early innovators, we're going to miss it and spend the next decades importing all our technology and consumer and capital goods.



How did you come to work with Kylie Hammond and Director Institute?

I've known Kylie for about 5 years. Very early on Kylie did some strategic logic training with us and has since applied that to her business and seen it go in leaps and bounds.

Since then we have remained in touch, and with the launch of the Director Institute we feel there is an opportunity to work more closely together to help develop the strategic skills of directors and the business community.

We see a huge opportunity for non-executive directors and advisors to make better decisions for their boards by understanding and utilising the BOS thinking. While strategy is the realm of senior management, the board has the responsibility to challenge that strategy, to refine, question and provide expertise and guidance to shape strategy.

How can Director Institute members learn more about Blue Ocean Strategy?

Director Institute have joined forces with Blue Ocean Strategy Australia to develop a training and event program specifically designed for Directors - to take disruptive strategic thinking and assessment, risk management and collaboration techniques into the boardroom.

It can be good if at least two members of a board attend together, or for directors to "buddy up" across boards, so that they can refine and reinforce each other's strategic thinking.

To help with the execution and reinforcement, we have built execution and retention methods into the annual program, which includes:

- A one-day workshop
- Online access to tools and retention materials
- Quarterly strategy circle meetings
- Interspersed with brief quarterly webinars.

During the one-day workshop and following quarterly strategy circle meetings, you will learn how to instil innovative thought at the board level, and develop the capability to question and coach your management team.

Next Full Day Workshop - Thursday 25th February

**Where: Royal Automobile Club Australia
89 Macquarie Street, Sydney.**

Arrival tea and coffee, Morning Tea, Lunch and Afternoon Tea are included.

Full day workshops are limited to 12 participants.

Investment:

One-Day Workshop Only:

- Non-Members \$850 plus GST
- Members: \$750 plus GST

4 x Quarterly Webinars and Strategy Circle Meetings

(30 min webinars and 1.5 hour facilitated strategy reinforcement and collaboration discussions)

- Non-Members \$700 plus GST
- Members \$600 plus GST

Workshop & Quarterly Events Package

- Non-Members \$1,400 plus GST
- Members \$1,200 plus GST

BOOK NOW TO SECURE YOUR PLACE



Welcome to the Boardroom Mentoring Program

This mentoring program is for mid-senior level executives who are interested in starting a board career.

If you have recently decided that seeking a board position is essential to your career path, partnering with Board Portfolio can help you to open the door to the Boardroom. When you join, you will gain access to our experienced Board Search Consultants who will equip you with the right tools, training and network connections to ensure that you are ready for either executive or non-executive Board roles.

“Board Portfolio will equip you with the right tools, training and network connections to ensure that you are Board ready”

To discuss how Director Institute can assist you to achieve your goals please contact Kylie Hammond on (02) 9967 2121 or via email at info@boardportfolio.com.au

WHAT YOU CAN EXPECT:

Up to 5 in-depth consultations with our Board Portfolio Mentor and Director of Search to:

- Develop your individual value proposition
- Determine your board opportunity focus (i.e. NFP, Private, Early Stage Technology Companies, ASX-listed)
- Review exclusive and market wide directorship opportunities currently available
- Assist you with due diligence for each board opportunity, contract negotiations and work with you to achieve appropriate board remuneration
- Interview preparation for hiring interviews
- Work with our professional resume writer to develop a comprehensive Board Resume, Corporate Biography & LinkedIn profile
- Proactive marketing and representation aimed at securing at least one x quality board appointment

FEATURE INTERVIEW

Julie Elliott

– CEO of the Bank of Sydney, is one of only a handful of women who have risen to the top of Australian banking, and is currently the only female CEO of a bank in Australia. This month Julie kindly agreed to share her thoughts on the experiences and challenges that have driven that success, and provides advice to senior executives and aspiring directors.

Julie, you've been in banking for many years now, can you give us an idea of the journey you've taken to become the CEO of the Bank of Sydney?

Even from the time I was very young, I've been thrust into leadership roles. This ability must have been something that others recognised in me very early on because even as a young girl I was appointed the 'sixer' or pack leader with the girl guides, and a Patrol Leader with the Brownies. I was someone at school that others looked to for leadership. When I was born my mother and grandmother looked at me and said 'she's an old soul, she's been here before'. I always had that sense from an early age.

While I'm very proud of my career, the one regret I have is that I wish I'd been a planner – and had a clear vision or dream to get to where I have. I really admire people who have a strong level of ambition and drive, who have a five year plan, who set out to achieve their objectives. I've got here because when opportunity knocked, I said yes.

I think that as a woman, that's quite unique. For many women, and some men, when opportunity knocks they look at the things that they can't do, rather than the things that they can. Whenever I've found myself doing that I've sat back and said – 'well if someone else sees the ability in you, there must be something in that – trust it and go for it'. There have been many times in my career where I've dived in the deep end and fortunately it's never been long before I've been up and swimming.

How much does luck play a role in career success?

While I think you create luck, there is also an element of luck in all success. For example - being presented with the right opportunity at the right time. But I do believe that you have to put yourself into places where opportunities can happen – and ensure you take advantage of those opportunities when they present themselves.



“For many women, and some men, when opportunity knocks they look at the things that they can't do, rather than the things that they can.”



Bank of Sydney

What was it like being female in a very male-dominated environment like banking?

It was at university when I had my first light bulb moment about being a woman in a male dominated environment. When I looked across my group of university friends and colleagues I realised for the first time that only 20 percent or so of the group were female.

Following on from this I went into chartered accounting and there were no other females in our graduate year. All of my chartered accounting cohort progressed in their careers, and as a group of accountants we worked really well together as we had different strengths.

Following university I was offered the opportunity to join NAB – and took the big jump into banking. There were very few women in commercial banking at that time so it was quite a big deal. Because I was a female, and because I hadn't come up through the ranks as a banker (I came in at a mid-level) there was some questioning about what I was doing there. That was tough.

“Even if you're not of a particular cultural background, if you show respect, understanding and a willingness to learn and receive feedback you can be successful in an organisation.”

As I was successful in what I was doing, I was soon offered the opportunity to run a banking centre, and was the first woman to do so. The centre in Waterloo was very successful however I still encountered real opposition from some of the male bankers. As I was female, had a qualification and wasn't a banker from birth, some individuals did everything they could to make my life as

difficult as it could be – excluding me wherever possible. I learnt early on not to waste energy on that stuff. Bias like that may momentarily come to my attention, but I just keep pushing through.

From a young age my mother said that I had enormous independence, resilience and tenacity, which I believe has really helped me with my career. One of the greatest compliments I ever received was from one of the chaps who had given me a particularly hard time at NAB. He was a 30 year seasoned banker and didn't think that a person who hadn't 'mixed the ink' for their manager, or done the accounts manually by hand, could possibly come in and know anything about banking. When I was living in Melbourne he tracked me down and took me to lunch and said that he was extremely sorry for the hard time he'd given me. He told me that I hadn't deserved it, had done really well, and said he was proud of what I'd achieved. That acknowledgement meant more to me than the promotions, and financial accolades I'd received up to that point in time.

What are some of the challenges you've encountered in your CEO role?

The Bank of Sydney started life as a Greek Cypriot bank before becoming a Lebanese bank, so there is a huge cultural piece that is a vital component of managing the bank successfully. I'm the fourth CEO of the bank, and the first person of Australian birth, and the first female to hold the position. Being female and running a Middle Eastern bank has been an interesting journey.

Managing the cultural piece takes care and consideration. Even if you're not of a particular cultural background, if you show respect, understanding

and have a willingness to learn and receive feedback you can be successful in an organisation. Certainly that has been my experience here. I may not do something quite right – but by listening and taking feedback on board, I have been embraced, which has been wonderful. I think it also helps that I grew up in Parramatta, which was a very culturally diverse area. A lot of ethnic communities were based there, and I got exposed to those differences from a very young age.

What do you think are the key issues and challenges for boards?

1. Diversity in the boardroom

I think that all boards struggle with ensuring that there is diversity of thinking around the table. I'm not just talking about gender-based diversity; I'm talking about there being a truly diverse group of people from different backgrounds, with different experiences represented on the board.

I think Australian boards have matured over the last few years and now recognise that they need a range of skills and functional backgrounds represented on the board, but I don't believe they think enough about diversity from a broader cultural perspective. This has an impact on the range of thinking styles of board members. I think 'group think' can be very critical problem for boards.

A few years ago I chaired the State Trustees, and one thing the government boards do very well is that they have a set time-frame for board member tenure that you just don't go beyond, which forces renewal. After spending several years with the same board members, there were times when reviewing an agenda for an upcoming meeting, where I could almost predict who around the board table was going to talk, and on what topics they would be interested in. For me, that shows that it's probably time for the board to change. You need diversity and renewal to ensure that the board as a whole reviews the information through a variety of lenses – asks the right questions, and challenges the status quo.

2. Preparation for Board Meetings

Another area that I think organisations need to work on is in the preparation of the board papers. This is a real challenge for management, and an issue that I know I still don't have the magic bullet for. Putting together meaningful information for the board that is presented in the right way – that provides enough information to enable a good overview of the operation is important.

Too often, as managers, we provide detailed reports that are cluttered with information making it difficult for board members to provide meaningful insights in a short space of time. As I said, I'm not completely sure of the answer, but do know that a renewed focus by the management team

to reflect and be aware of the board's role has helped us prepare more effectively for board meetings.

Gail Kelly was someone I greatly admired. I remember hearing about how she prepared for board meetings. She would make sure that she had the time blocked out prior to a meeting to enable her to mentally prepare for the board - to work out what she was going to say. I think it's very easy to get so caught up in the day to day, and to let your diary fill to the brim with meetings that you don't give yourself permission to make the time to do that. But - it's a really valid and necessary part of a CEO's job. Gail was very structured in the way that she planned her day and I really admire her for that. I never got the chance to sit in on one of her board meetings, but I'm sure that her board meetings were better because of it.



Control of your diary and your time, and an awareness of where it's going to drive the most value is an important thing to do as a leader. It enables you to drive the business, rather than the business driving you.

What do you think are the most important qualities of a director?

No matter how management may put together the information pack for a board meeting, having the ability to use your background experience to see what is being presented, to get to the crux of the problem is crucial. Often I see that some directors might deal with a surface issue - but don't go beyond that.

Raising an issue when others are quiet is also very important. I think that's the role of a good chair. When I was chairing boards, I was often very conscious of the body language around the table. I'd get a sense from someone that there might be something that they wanted to say. So, drawing that out was important. I'd also try to make sure that all board members were drawn into the discussion - to avoid having conversations overtaken by the noisy few. It's important to get value from every voice around the table.

The Chair and CEO - how does this relationship work best?

I believe you've got to have a relationship where you feel some rapport, but there needs to be boundaries. At the end of the day you need to be able to have important discussions with each other and you don't want that blurred by friendship. I find that to be the case even between the CEO and senior management in an organisation. There has to be boundaries around those relationships to ensure that you can have open, frank and sometimes difficult conversations.

I think it's important that a CEO and Chair share a common vision and are aware of where the company can go. While the Chair isn't driving the operation, it's important that they understand where you want to take the business. The Chair can also be a very good mentor and guide - and is often the only person a CEO can go to discuss ideas, and act as a sounding board.

The structure of the role that I'm in is quite different from my predecessor who was both the MD and the CEO of the bank. When I came into the role I requested that the role be CEO only. At State Trustees we had the joint position, which I think from a governance perspective becomes quite blurred. On the one hand you are the CEO and servant of the board, but on the other you're an equal member around the table. I think this leads to an unclear governance structure. My preference is certainly to separate the roles.

At State Trustees, there were times that as a board we wanted to discuss issues we felt needed to be done without management in the room. On a couple of occasions we asked that the CEO (who was also the managing director) to leave the room but as he was officially part of the board he challenged that request.

When a person sits on both sides of the responsibility fence, then governance problems can arise.

How do you believe we can bring about more diversity in the boardroom?

Diversity in my view should not just be about gender but about bringing broader diversity generally into our boardrooms. That being said, I do think gender diversity is an important step forward to ensure we have the best outcomes for Australian organisations.

"You need diversity and renewal to ensure that the board as a whole reviews the information through a variety of lenses"

It's interesting that while women are still under-represented on boards in Australia, ASX boards are doing much better than ASX companies as far as gender diversity is concerned. That's probably because we've got a big conversation happening around boards.

“Even if an organisation (board) isn't directly related to what you do in another business, every learning and experience is valuable and you take that with you into your future roles.”

I've never been an advocate of quotas as such, but it gets to the point where you question if there really is any other way. I think quotas drive consciousness and that's probably the only way that change will happen.

I think the other part of the debate is that there is only quite a small core group of women being asked to join boards. I often hear

these women say that they are regularly approached, as organisations don't know where else to go. In my view I think that there's only so many boards that any individual should be on – say four or five at the most. Beyond that, I don't believe you can give the role the attention required.

While organisations are starting to appoint more women to their boards, we need to make a concerted effort to broaden the talent pool. There are some very talented women out there who should be considered for board opportunities. I'm a case in point; while I've chaired two substantial government boards I've found it difficult to make the transition from government boards to organisational boards. For some reason government boards aren't valued as much by the private sector.

What are the benefits of being a board director?

Boards provide me with valuable exposure to different business issues, problems and processes. It's a learning opportunity. I enjoy finding out what the key drivers for different organisations are and finding out what makes them successful. Thankfully I've had the opportunity to be involved in very diverse organisations that have included mining, tobacco and supermarkets and they all have different drivers. All of that really challenges your mind.

Earlier on in my non-executive career I was appointed to the Metropolitan Fire Brigade in Melbourne and became the first women to chair that organisation. That organisation was made up of 2000 predominantly male fire fighters, some of them fourth and fifth generation. When I was appointed it's fair to say that some of them thought the world was going to end. The culture within the organisation was so entrenched; it was almost handed down around the breakfast table. Some of them would even proudly say to you that their families at one point actually

lived on site. One very proud fire fighter told me that he was conceived at the fire station. Trying to understand and change that culture was a real challenge. I didn't feel threatened by that though. I feel confident in myself, and know that I'm going to do the best that I can. As part of my commitment to the organisation, I wanted to really understand the culture of the organisation. I went and visited the fire stations and learnt as much as I could and when I left that position, those same fire fighters who weren't so sure about my appointment asked to come to my farewell and asked to make speeches. One of them said 'Girly you've got spunk and you did a good job'.

My experience of chairing that board enabled me to learn about the dangers that members of our emergency services face every day, and the skill with which they do their job. The technical expertise that they have is extraordinary. These days a fire fighter might be called to a fire but won't know what they're going into. The risk assessment that they need to make is enormous, and the risk framework that we needed to put in place at a board level was very important. It was incredibly fascinating to see and learn that first-hand. I brought to the board strong professional expertise with clear governance principals. They learnt a lot from me, and I from them. Even if an organisation isn't directly related to what you do in another business, every learning and experience is valuable and you take that with you into your future roles.

What tips would you offer senior executives interested in starting their board career?

- 1. It's no beauty pageant** - I regularly hear senior executives talk about being on a board as being their dream. It's almost like wanting to be in a beauty pageant. I think there's a perception that it's quite easy and glamorous but the reality is quite different.
- 2. Skills and qualifications are important.** You've got to invest in and back yourself and I'd recommend undertaking the AICD director's course to ensure you learn about the frameworks under which boards operate.
- 3. Be Prepared.** Your success as a board member will rely on how well you prepare for meetings. Ensure you read your pack well in advance of the meeting and be ready to engage.
- 4. Understand your obligations.** It's important to know what you're getting yourself involved with. Ensure you understand your obligations, and the potential liability of being a board member.
- 5. Choose the board carefully.** Choose the boards that you want to work with carefully. You also need to think about what it is that you bring to the board – why they would choose you.
- 6. Network** with people who can help you achieve your objectives.



Solid Gold Executive Mentoring Program

This year-long program is suited to talented mid to senior level executives who want access to unbiased guidance and advice to help manage and work through career obstacles, evaluate career options and plan for a broader career portfolio that may include board directorships in the future.

Through-out the mentoring engagement we partner closely with you to develop your career plan, identify target organisations in your chosen field, and highlight specific career and business opportunities. We assist you with useful market intelligence and work closely with you to negotiate the best possible outcome.

To discuss how Director Institute can assist you to achieve your goals please contact Kylie Hammond on (02) 9967 2121 or via email at info@boardportfolio.com.au

WHAT YOU CAN EXPECT:

- Regular mentoring sessions - either in person or via Skype - with full access as required between sessions to:
 - Develop your individual value proposition
 - Develop your personal strategic career plan
 - Review opportunities in the market
 - Prepare for job interview and contract negotiations
 - Review cover letter and personal marketing materials where required
 - Discuss personal and performance issues
- Detailed Executive CV make-over by our professional Resume Writer, and advice on lodgement with key executive recruiters.
- Full LinkedIn profile make-over and training on how to maximise LinkedIn as a networking tool for employment opportunities.
- Access to confidential market intelligence reports and information which may include salary and remuneration package benchmarking information as well as senior executive movements taking place in relevant industries and markets.

DIRECTOR SPOTLIGHT

Bob Hayward

Technology continues to revolutionise the way businesses interact, operate and compete.

This month we spoke with Bob Hayward who heads up KPMG's Asiapacific Centre for Excellence for IT leaders and asked him to share his thoughts on the threats and opportunities for organisations today.

Bob, can you tell us about your career to date.

My entire career since finishing university has been in IT. Initially, in a very technical way - I was a Systems Programmer, which was a role where I worked deep inside the IT function of large organisations. I travelled the world doing that style of role for various companies. Following that I moved over to the supplier side of the industry and worked for a software company in the US before being transferred to Europe and then 26 years ago to Australia to head up their operations across Asia Pacific.

In 1994 I was approached to start-up Gartner (which is a well-known research company in the IT space) in Asia Pacific. I was the first employee for the company and managed the organisation for 12 years. Over this time we worked with companies from a wide range of industries including government and medium to large-scale commercial organisations across the Asia Pacific region. Our role was really about assisting them to fundamentally understand what the impact of technology would be on their business. Understanding how they could best take advantage of it, what's steps to take, what to avoid doing, and building their confidence in making decisions about processes, governance and organisational skills, right down to which vendors or suppliers to use.

Following that role I started a couple of technology companies and then was a CTO for a large IT services company across the region- CSC. For the last 10 months I've been working in Singapore with KPMG. My role covers the whole of the Asia Pacific region - where once again I'm working with clients to help them to understand the impact of technology on their business models, the risks and threats, and opportunities that technology offers.



What do you see as the key risks for organisations in the region?

The risks that organisations face really fall into four key areas:

1. Doing nothing

One of the first risks is not taking full advantage of technology in an environment where firms are clearly pulling ahead of competitors, gaining market share and disrupting market places because they are using technology in a very clever way.

2. Compliance & Regulation

If you do take advantage of technology, you need to make sure that what you're doing is in line with various levels of compliance, security and regulatory risk. As you use more technology in the business, organisations naturally become more dependent on it, and run the risk that information may be exposed, leaked or lost. You have to protect all those things and at the same time keep your regulators or auditors happy.

“I don't know of any organisations in any industry that isn't highly dependent on technology for their business success.”

In some industries that part of the risk is becoming quite onerous and very expensive to manage as the regulators become more concerned about checking and looking into how you're managing your technology, and the partners and suppliers that you're using. From their perspective

their focus is on ensuring the financial integrity of their country.

Sitting here in Singapore I often find myself having conversations with regional firms who are trying to build or create an ASEAN footprint. Despite all the rhetoric or noise about ASEAN and single market environments the reality is that every single country (and there's 10 of them) have completely different regulations when it comes to financial services so it's important to know what you can and cannot do.

3. Making the right decisions around implementation

The risk of not making the right decisions - backing the right vendors, having the right project managers, and embedding the technology solution into your organisation without huge levels of disruption, without spending vast amount of money in the process - can be huge.

4. Operational risk

Once you have chosen how you will implement your technology, you then need to optimally manage the environment, to contain costs and to do it efficiently. The way in which you manage your operational risk can become a competitive differentiator in the market place ensuring success or stagnation.

How important is it that Board Directors understand technology?

This is something that I'm very passionate about. Most organisations have on their boards a mix of people with different skill sets - some board members have more of a legal background, others accounting, and others come from deep industry experience. Until quite recently I don't think many boards felt it necessary or didn't know how to go about engaging someone from a technology background. That's clearly changing - and needs to change to ensure you have the best possible group of decision makers on a board.

I don't know of any organisations in any industry that isn't highly dependent on technology for their business success. I still encounter companies or the occasional CEO who says to me “I'm not sure what our technology does for us - all I know that it costs me a lot of money”. My response to this is - well let's turn it off and find out what happens. I'm pretty sure that they wouldn't be in business by the end of the day. That kind of response from the leader of an organisation tells me that the person is clearly not suitable to be a CEO in 2015.

Quite frankly, I think the need to understand technology within the business goes beyond the board.

If you went to an executive who has a reasonably senior role in any company today in any part of the business and you said to them I want to talk to you about how you recruit people, how you motivate them, how you lead them, how you compensate them, how you put in place succession planning, or how they manage performance reviews - if they answered to you that they don't do that, that those things are done by the HR department, then you would be worried. If you went and asked them about their budget, their spending - their P&L and spending forecast, and they said, I don't deal with any of that, that's the job of the finance department - you would be worried.

In 2015 if you go to any of those same executives and ask them about technology, the technologies that underpin all business processes, the things that make your organisation live or die - and increasingly where a competitive point of differentiation exists, if they answer that they don't manage that, or understand it - that the technology belongs to the IT department - then you should be worried.

Unfortunately too often that is the response that we get from senior business leaders, even now in 2015.

In your view, what does it take to be able to say you are a digital business?

I speak with a lot boards and regularly discuss issues relating to digital innovation, the digital economy and digital transformation. Business leaders regularly tell me that their company or firm is a digital firm because they utilise digital processes (ie they manage their ordering via online processes, have digital supply chain solutions, collaboration tools, email etc). While it's great that their organisations are utilising today's standard business tools - if they weren't, they wouldn't exist as a business today. Whether you'll be a successful player in today's market - utilising true digital strategy - that's the real issue.

“Board members need to be technology literate; they need to understand these issues in order to actively engage in discussion.”

What I'm interested in discussing with organisations is where they are able to use technology to change the fundamental value proposition of what it is they are doing as a business. Instead of selling servers if you're HP, Intel or Acer, you can sell access to a server in the cloud. That makes you more digital than another company that just sells a physical server. That concept is called 'servitisation' and can work across all types of organisations.

GE doesn't just sell aircraft engines any more – they also sell aircraft engines as a service. They surround the physical engine with digital technologies such as monitoring, broadband communications and preventative maintenance using instrumentation, communication, analytics and visualisation, all of which helps to advise the customer that there's a problem with the engine – before the customer even knows that there is. It's all about preventative maintenance and is far more valuable to the customer than just being sold the engine.



This is what I call a digital operating model, which can include business solutions such as, servitisation, disintermediation, crowd sourcing, peer to peer, data monetisation etc. That is a more interesting conversation to have with organisations and is where the conversation at board level needs to be. Board members need to be technology literate; they need to understand these issues in order to actively engage in discussion. Directors need to be able to question and understand the technology adoption within their respective companies to know whether it's being done prudently, optimally, and whether it's perceived as just another expense or whether it's perceived as being an engine of change and innovation within the company.

How do you bring knowledge and understanding of technology related issues into the boardroom?

In my view there are a few key things that they can do:

1. Appoint Directors with strong technology backgrounds

First of all boards should appoint more Directors from a business technology background. I'm not advocating pure technologists on boards; I'm advocating people who have a blend of technology and business experience. You can find strong candidates from some of the leading consultancies, or from been there done that CIO's. Quite a number of boards in Australia have done just that in recent times.

2. Develop a technology or IT sub-committee

In the same way that you have an audit committee and a compensation committee to help provide direction and advice to the board, you might want to consider building a subset of the board as a technology committee with the CIO and the leadership team focussed on business matters pertaining to technology. The ANZ bank now has a tech committee and access an external set of tech experts as an advisory board to their tech committee who they meet with on a regular basis.

3. Engage your CIO, or other tech savvy individuals in the organisation

Your organisations CIO is a great resource and I would recommend asking that person to work directly with board members to help them understand technology better. Frankly – the CIO's I know would leap at the chance to have this conversation.

There's a wonderful story about Jack Welch, who in the last years of GE famously found a bunch of young executives who were highly technology literate to shadow senior executives for a year. The young guys were amazing, explained today's technology to their bosses, and in some cases even went to their homes to completely wire them up. This was a powerful way of exposing the senior leadership team to the technology innovations taking place right around them.

4. Immerse your organisation in tech culture

There are many ways that you can get access to organisations that are creating the future. Consider taking your management team on a road trip to Silicon Valley for example. Seeing first hand how these technology companies see the future, and experiencing first hand some of the cultural mindset they have is incredibly valuable. I also encourage more organisations to get involved in the exciting technology start-up scene in Australia. These young tech companies are looking for mentors and coaches to take an interest and to get involved. There are also investment opportunities in these companies.

There are all sorts of ways you can get your organisation engaged and more aware, and ready for the opportunities and risks that technology brings.

What do organisations need to start thinking about in the future?

Advancement in technology never stops. Every year there's some new piece of technology that has to be understood, that has to be mapped into the organisations consciousness to understand what the risks of it might be to business, or alternatively, what opportunities it might offer. You need to understand when the right time might be to invest in new technology such as social media, the use of mobility, broadband

networking availability, open source cloud computing and the explosion of insights provided by analytics. All of these new technologies offer new opportunities for your business and you need to know what its impact will be.

Moving forward, I'm fascinated by what 3d printing technology and the era of smart machines will mean for business. We've used technology for the last 40 – 50 years to automate the boring, mundane jobs that were highly repetitive, but we're now moving into the realm of automating the smart jobs which require quite sophisticated thinking capability. The entire stock exchange trading systems around the world have been operating this way for some time and we're finding that smart technology is now moving into more generalised business adoption. As a result, many roles and professions will be under some level of threat in the years to come. Clearly as a business leader you can't ignore that. Your competitors aren't standing still, you need to understand the relevant technologies, embrace opportunities and prepare for the risks that they bring.

“...there are literally hundreds if not thousands of start-ups around the world who live, breathe and die to find a way to break your business model.”

I recently saw an article published by CB Insights (who are the Gartner of the venture capital industry) called Unbundling of a Bank. What they showed was that traditional banks are under attack from a number of emerging specialist startups. Their point was that

any one of these fin-tech start-ups could be a distraction, but when you've literally got hundreds and thousands of these start-ups then it's death by a thousand cuts. It is like being surrounded by a swarm of bees. These startups aren't wasting time on the things that don't make any money – they're focused on your most profitable service lines and they want to do it in new ways, offering richer customer experiences to an audience that is increasingly not particularly loyal to any one brand. Since then, CB insights have done reports on the unbundling of other major organisations and industries such as Procter and Gamble, FedEx, Honeywell and General Motors and showed that there are literally hundreds if not thousands of start-ups around the world who live, breathe and die to find a way to break your business model.

There are so many industries poised for this disruption. The 'sharing economy' concept is really interesting. My children are in their late teens, and they're not so interested in owning things, they're more into experiences. My son articulated this really well a few years back. He was moving into his new apartment and really wanted to put some pictures up on his wall. All he wanted were a few holes in the wall, and he said "Why do I have to go to the shops and buy a drill... why can't I just get a drill for a few hours."

That sums up his generation and there are whole new business models emerging to cater to that shift in thinking.

There are other examples of industries that are completely broken. The taxi industry is a prime example. The user experience was dreadful, the services were awful, everything about the industry was wrong, and along comes Uber and makes the whole thing, easy, pleasant and fast.

I will be presenting shortly at a summit in Jakarta – a regional summit for insurers across the industry. We talk about the destruction of Banks, but in my view the Insurance industry is probably not as advanced as banks. I'm going to talk to them about Data monetisation. As a consumer, when we buy a house it's probably one of the biggest financial decisions we'll make in our lives. I'd pay money – maybe as much as \$400 - \$500 to find out how many burglaries, how many fires, how many floods, how many natural disasters that the house and street where I plan to live have experienced in recent times. I want to know what the risk associated with buying this house is, BEFORE I make the investment decision.

Not one insurance company sells me that information today. They have that data, and they use the data to price my premium after I have brought the house – but as yet, don't offer the information to buyers prior to purchase. There are all these kinds of examples that exist for every business and industry.

It's about asking the right questions. Thinking about the possible and learning from what other industries are doing.



Platinum Executive Portfolio Membership Program

This year-long membership program is designed for CEOs and Senior Executives who want to either begin their board career, expand their board portfolio, or execute a senior level career change strategy.

Each program is tailored to suit your individual needs and offers unlimited support, guidance and advice from our team to help you plan and build your ideal career portfolio. We will assist you to define your board objectives – whether that includes a particular composition of board directorships - or a single focus; and we will work with you to develop a personal strategic plan to ensure you successfully achieve your goals.



WHAT YOU CAN EXPECT:

- Regular one-on-one mentoring sessions, either in person or via Skype to:
 - Develop your individual value proposition
 - Develop your personal strategic plan and board opportunity focus (i.e. NFP, Private, Early Stage Technology Companies, ASX-listed)
 - Review opportunities in the market and review current Board Portfolio mandates with our Director of Search
 - Assist you with due diligence on each board opportunity, help manage contract negotiations and work with you to achieve appropriate board remuneration
 - Interview preparation for board director meetings and board panel interviews
 - Review of cover letter and personal marketing materials where required
- Full Board & Executive CV make-over by our professional Resume Writer, and advice on lodgement with key executive recruiters.
- Full LinkedIn profile make-over and training on how to maximise LinkedIn as a networking tool for employment opportunities.
- Development of a corporate biography as required
- Extended DISC Personality Assessment - a useful coaching tool to assess strengths, weaknesses and behavioural insights.
- Access to confidential market intelligence reports and information which may include remuneration data and salary benchmarking information as well as senior executive movements taking place in relevant industries.
- Exclusive members only monthly Newsletter 'Board Alert' – featuring world-class insight, thought leadership, and the most comprehensive overview of available board opportunities available in the market.
- Access to exclusive board opportunities available only to Platinum Executive Portfolio Members.
- Exclusive introduction to extensive business networks and access to networking and training events.
- Access to the broader Director Institute team who will support you through-out the your membership period.

To discuss how Director Institute can assist you to achieve your goals please contact Kylie Hammond on (02) 9967 2121 or via email at info@boardportfolio.com.au

DIRECTOR SPOTLIGHT

Nigel Phair

Nigel Phair is a member of Director Institute and Director of the Centre for Internet Safety at the University of Canberra and for nearly five years was the Team Leader of investigations at the Australian High Tech Crime Centre (Australian Federal Police). He has published two acclaimed books on the international impact of cybercrime, is a regular media commentator and advises boards and executives on cyber security issues.



Nigel, how did you come to be one of Australia's leading cybercrime experts?

For over 21-years I was with the Australian Federal Police where I reached the rank of Detective Superintendent. In 2002 I was part of the team that created the Australian high tech crime centre and was the team leader of investigations. Before that I'd been involved in a range of operational and policy roles and experienced first hand the evolution of cyber crime in Australia – beginning with our first phishing attack in 2003, and the introduction of social media in 2006. During my period with the AFP I spent a couple of years on secondment to the department of defence, and finally four years ago stepped out on my own.

My principal role is now is assisting organisations improve their information security posture which includes increasing customer trust, safety and confidence. As head of the Centre for Internet Safety – which operates under an MOU with the University of Canberra, I teach a Graduate Certificate in Cyber, Law and Policy, and write and research reports;



either bespoke for organisations or as public thought leadership pieces and regularly am asked to comment (at least once or twice a week) by mainstream media on issues related to cyber crime in the community.

In addition I provide guidance, training and advice to boards and organisations on cyber security issues that affect their technology strategies, their risk, and governance responsibilities. I also hold a number of board positions and am a Member of the Divisional Council for the Australian Institute of Company Directors in Canberra.

How should organisations prepare themselves for the risks associated with cyber related crime?

The first thing that any organisation needs to do is to identify the most important information assets that they have – their trophy data. A filter that I advise executives to put over that question is to assess whether the business can survive if that information is to get lost, stolen or damaged. If the answer is no, then it is the most important. That could include information such as intellectual property, it could be a customer database, or a member database – it really depends on the business that you are in. Following that decision, I then advise organisations to put a risk management approach in place and put the appropriate controls around that information.

You can't boil the ocean; you need to determine what the next steps are. The appropriate controls need to be driven by senior management and you need to determine what the risk appetite of the board is, and what

they're prepared to sign off. You can then divide controls into two parts - some things that you might want to do, and some that you've got to do - which are usually those things that are legal or regulatory in nature. There are many regulatory requirements that need to be considered including but not limited to the privacy act, the payment card industry data security standards, the spam act etc.

Following the regulatory or legal controls that need to be put in place, an organisation will then need to determine those things that they'd like to do - often controls or processes that a risk and audit committee might elevate as being important.

That's the 20,000 feet strategy - and from there you build out a 'what next' plan.



What are the big security issues for organisations right now?

The end user still continues to be the biggest vulnerability for any organisation, and we continue to see different iterations of phishing and spear phishing targeting individuals in organisations. By focusing on the individual, criminals have a relatively easy way to bypass traditional IT security defence mechanisms - and it preys on the vulnerabilities of people. If the targeted individual has administrator network access to an IT network, criminals can use multi vector attacks to download code, maybe via a keystroke logger, and then IT resources, perhaps as part of a botnet, or to steal information from the organisation. The common threat at the moment is something called Crypto Locker - the bad guys get access to your system - sometimes through phishing or via an email containing a link - and they encrypt all the data held on the companies servers, then demand a ransom be paid in return for the key to decrypt the information.

And then of course you've got cyber crime that can impact the individual

such as identity theft, real estate scams, romance scams etc. Targeting individuals rather than the actual systems themselves is often a simpler and more lucrative option for perpetrators of cyber crime.

Most organisations aren't aware of the threats that really exist. I call it security exceptionalism. I often hear people say that "it won't happen to us... it only happens to the banks". I get the length and breadth of remarks from people who listen to my boardroom briefings, from people who want to invest in security, to people who don't care about whether their data is stolen, and everything in between.

As an organisation there are some simple things that you can do - but you do need to invest. Like all other cost decisions, businesses need to consider the return on investment related to technology security. If you don't spend the money to protect your trophy data, what are the risks and related costs to your business?

Should education about cyber crime be more focused on the individual vs organisations?

I'd like to think that businesses know that education amongst staff, broader contractors and stakeholders that interact with their organisations is critical. Every player needs to know their position in the online ecosystem, and know how they will and are being targeted. Individuals need the tools and understanding to recognise what it is to have a strong password - and why it's necessary to change it frequently and have an understanding of what malicious software is. This type of education is key to good cyber hygiene for organisations.

On occasion we hear about security breaches being made in organisations. Do we hear about all of them?

There are almost no breaches being recorded, and since we don't have any legislation in Australia to enforce it there's nothing compelling people to do it. The Commonwealth Privacy Commission has a very good flow chart guideline for acting and reporting, but if you're an organisation that is listed on the stock market or some other consumer-facing organisation, the last thing you want to do is to tell people that you've been breached. So organisations don't. The key strategy is in legislation but we have some other mechanisms - we have chapter 11 of the Australian Privacy Principles, which deals with the security of personal information. If you're an APP entity, APP 11 tells you that you must hold customer data in a safe and secure manner. There are fines of both a personal and corporate nature and enforceable undertakings in place for not abiding to the Australian Privacy Principles. You also have ASX listing rules which say that you should inform the market when serious things have happened to your organisation.



I would still argue that it's best practice to tell your customers of any security breach. In my view it's important to get out on the front foot rather than waiting for information to potentially be leaked to the media at a later time.

How should boards ensure that they're kept up to date on relevant technology issues?

Organisations and their key decision makers need to keep themselves informed of the technology environment and landscape, and understand what tech is, how it works and what the risks are. They need to become literate and need to know the questions to ask management, and be able to interpret the answers.

If you're a big enough board with a risk and audit committee, then you need to ensure you've got some specialists on the committee that understand technology, and particularly security technology. Or, alternatively buy in that professionalism from a trusted third party.

Tell us about your briefing service?

My tech security briefing service is tailored to each organisation I work with. Some boards are able to avail themselves for a half-day briefing, others only have 45 minutes – so my service is tailored to that. During my briefing sessions we talk about the threat environment, and the threat actors and discuss the strategies that can be used across the organisation. I also do presentations on technology strategy and IT governance.

One of the big problems that I do find is that Directors often like getting in the weeds, and it's not their job to get in the weeds. While I find that some boards will want to get down into the nitty gritty as they've got an interest in technology, the role of the board is to be able to understand the big picture. The three tenants are strategy, risk and governance – that's what it is all about. Depending on how much engagement, or how long a board has will determine how much detail or depth we get into.

What are the five key questions that boards should be asking management?

1. What is our trophy data, where is it kept and who has access?
2. How do you keep informed of cyber risks and their potential impact?
3. What actions are you taking to protect the organisation from a cyber attack?
4. Do we have a cyber security program and is it benchmarked to industry best practise?
5. Do we have an incident response plan and is it tested?

Current Directorships:

- Member of Divisional Council for AICD Canberra
- Chair of Canberra Youth Theatre

Past Directorships:

- Chair of Crest Australia – Council of Registered Ethical Security Testers
- Chair of the Chequered Ribbon Association - AFP Legacy

SPECIAL EVENT

Technology for Directors - Strategy, Risk & Governance

Nigel will be running a special event for Directors in Sydney, Melbourne and Brisbane in November.

Director Institute members receive a 50 percent discount for tickets purchased prior to 31 October. Participants will also receive a one-year subscription to the quarterly Technology for Directors information bulletin (valued at \$99.00).

Director Institute ticket price: \$100

Enter the Director Institute discount code: DI2015

EVENT DATES

Sydney | Wednesday 17th February 5.30 – 7.30pm

Melbourne | Monday 29th February 5.30 – 7.30pm

Brisbane | Tuesday 1st March 5.30 – 7.30pm

EXCLUSIVE OPPORTUNITY

Cloud Security Solutions Organisation

Advisory Board Members | National | Paid

This group was founded in Australia 2001 to address the growing online security concerns of business. Recognising that organisations needed a simple and inexpensive way to manage unwanted email and web content, they pioneered a range of cloud security solutions to provide complete protection against online threats such as malware, spyware, viruses and spam.

They've built a reputation as one of Australia's best technological innovators and become the trusted name in enterprise cloud security with a rapidly expanding suite of products and services. With origins in email security, they now offer email hosting, filtering, continuity and archiving, as well as image monitoring and website filtering and internally developed Salesforce.com apps, CCRM and isayo.

What makes this company the most trusted cloud security provider?



**RAPID ZERO DAY
SPAM & MALWARE PROTECTION**



**LOCAL 24/7 TECHNICAL SUPPORT
BY TIER 3 TECHNICIANS**



**UNMATCHED SATISFACTION
98% CLIENT RETENTION**

The organisation is now interested in building an advisory board to support their growth plans and seek expressions of interest from high caliber directors interested in working with them.

For more information please contact Kylie Hammond via the Director Institute Job Board for a confidential discussion.
Ref: MAILGDI.



CEO SPOTLIGHT

SecureOne™ Corporation

Board Members | Advisors | CEO | Key Operational & Functional Roles

Geoff Cairns is co-founder and CEO of SecureOne a Seattle based corporation that is pioneering a disruptive and patented proxy payment service which integrates into the global payments network giving banks and card issuers a platform from which they can achieve unparalleled fraud protection, deliver a ubiquitous mobile payment strategy and rapidly create new card and credit programs. The organization is now moving to set-up a market-facing majority controlled subsidiary in Australia and is looking to bring on talented individuals to join the local board, advisory team and local management team.



There's been a lot of talk about changes taking place in the Fintech space, can you tell me about SecureOne?

To begin, we believe the stage is set technically and structurally for an "internet sized" disruption in consumer banking, payments and finance. Of course technology is a major catalyst. SecureOne was founded around the transformative possibilities of mobile wallets. For the past few years we have been working diligently on technology and platform capabilities which we think are essential and will fuel broader transformation.

We started life heavily focused on what we felt was going to be the evolution of mobile payments which was inspired by the security challenges and the data opportunities that come from that consumer experience. We started the company on a foundation of some very strong IP which looked at the problem space holistically: how security credentials are managed on mobile phones; how wallets are built and biometrically secured; and how transactions could be guaranteed person present.

Through some rather painful trial and error our business went through a major pivot two years ago. We started on the edge of the network with an approach we affectionately call 'phone as wallet'. Apple Pay, Android Pay and Samsung Pay are great "phone as wallet" examples. It wasn't until we pivoted to view the "phone as controller" that we truly found an audience with real business need. In simplest terms, rather than putting the wallet in the phone, we're putting it in the cloud and operating from within the payment network. That is disruptive.

What are the benefits of the SecureOne technology to the consumer and issuer?

Let's start with banks and card issuers as they are our target customer. We give them a platform from which they can achieve unparalleled fraud protection, deliver a ubiquitous mobile payment strategy and rapidly create new card and credit programs. We're working with banks and card

- Channel partner creates the virtual wallet
- Ability to lock card for constant security
- Unlimited card accounts/credentials in a single profile
- Receive direct offers from merchants
- View transactions across cards on a single screen
- Built in budgeting tools
- A secure gateway to your personal "virtual safety deposit box"

issuers to give them the ability to issue a card that works as one might expect it to today – at POS terminals, tap'n go mobile units, and with chip technology. The card itself is nothing more than a proxy to what you as a consumer might have as other payment instruments – all of which would reside in the cloud. The phone itself (or any other device you choose to use) would work as a controller.

This technology provides the card issuers with very sophisticated fraud prevention tools. We are also able to give the issuer the ability to rapidly create new types of payment experiences, as the technology isn't bound to one specific device, or to

"Rather than putting the wallet in the phone, we're putting the wallet in the cloud."



“I see such an opportunity to give people the data that they need to help them make good financial decisions.”

merchants with specific POS terminals. Our advantage is that we're a ubiquitous play.

For the consumer our technology provides people much greater control and security over their transactions, and a simplification across their payment instruments. The consumer has the ability to get a real time view of their transactions across all card, they can control the cards they use from their phone, and they can create rules and limits, and give proxies to their children - providing them with payment options that are safe in the real world.

One of the things that drove us in the first place was an understanding of the value of the data our technology generates. We knew that if we could figure out how to create the right consumer experience, the data itself would become some of the most valuable on the planet due to its real time view of what consumers are doing. It's an application that will be in their hand, it's a budgeting tool without doing any of the work. It's

something that consumers are likely to be using pre, during and post making a transaction. All of this will drive incredible data that will be enormously valuable to many different types of organisations.

Geoff, how did you come to be involved in the organisation, and what's your role now?

I had been working in Microsoft for several years in a senior global role managing the hospitality, travel and distribution sector. My now partner in SecureOne, Ken Mages, was introduced to

me by my team that was doing some major work with partners on new air reservation and distribution platform. He had an interesting payment technology that we looked to strapping in to those efforts. I knew from that role the value of the data that could be generated from any mobile experience was extremely valuable. So when Ken came knocking a few years later with this business in mind I was excited to take the risk and join as CEO.

What drives you?

I've personally be burned by fraud and I look at the way that the banks and credit cards work, and think that there's got to be a better way.

I also feel like the infrastructure that we need to transform things has been paid for six times over by us all. I don't understand why it needs to cost so much or take so long to transfer money or make payments. As far as financial payments are concerned the industry is ripe for disruption.

Mostly though I think about the types and the quality of tools that we give our children to build their financial future. We can do better. Much better. We have access to incredible data, but we haven't utilised it in a way that educates and promotes sound financial behaviour.

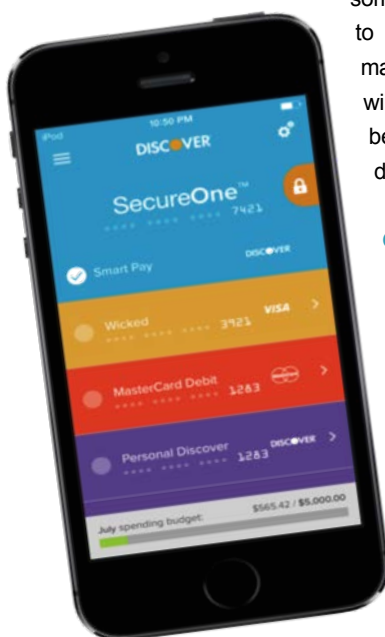
“Staying nimble, staying financed and being open to the feedback is essential.”

What drives me? The opportunity to make a difference.

What have been the biggest challenges for you in running this business?

This is still a small company and the biggest challenges relate to trying to keep on top of the product development cycle and staying focused.

In any business, where you start isn't necessarily where you end up. You might have a great idea, but then the market tells you what it really





“We want market sensitivity to drive the local business growth”

wants. Finding balance between your vision and that market input is key. Sometimes customers don't know what they want until you show them what is possible. Adapting to these forces is the biggest challenge we face. Once we strike the chord in the market it will be managing the growth. A challenge we hope to have very soon.

What talent are you looking to bring into the organisation?

If you look at where we are at organisationally right now, we've essentially got the technology IP and the development really well buttoned down and figured out. We've built the platform, it's up, it's tested and running with First Data – so we've got a market ready product. We now need to focus on building market-facing organisations that can bring the product into specific markets like Australia.

We have a seasoned VP of sales, but are now looking to expand. The key people that we now need to appoint are those who are exceptionally seasoned in the financial services sector and who understand how to build a market facing business. We're looking for a local Director for the Australian operating entity and a General Manager/CEO to lead the business and hire key functional and operational roles needed to grow the local business.

How do you plan to grow in the Australian market?

We want a growth approach that taps and capitalizes on key channels that can deliver scale and reach.

How big is this opportunity?

What is it worth to banks or card issuers if they could eliminate online fraud?

- Online fraud is a \$300M annual problem in Australia and growing. It is a \$12B problem in the US growing to \$20B in 2017.

What is it worth to have a sticky mobile application that is relevant pre, during and post any transaction?

- The other place where SecureOne can make money is on the aggregation of data and the channel we have though the smartphone app. We're not sure what that's worth – but as a comparable, when Facebook bought WhatsApp they paid \$42 a subscribed consumer to get access to that pipe.

This is one of those businesses that if we do things right, the market opportunity is exceptionally large. We don't have any impediment to our business model – we are not bound to any particular device, or merchant infrastructure – we can get this out there right now with existing technology.

If you'd like to find out more about this opportunity, please contact Kylie Hammond for a confidential briefing. Ref: SECURED!



DIRECTOR SPOTLIGHT

Tony Harris

Tony is a specialist private banker, with expertise that covers the finance industry, property and construction. After founding, developing and ultimately selling his own mortgage broking business – The Money Store to a publicly listed company, he relaunched two years ago and is now focused on helping SME's with their financing needs related to residential and commercial properties.



Current Board Roles:

- Board Director – Global Ethics – One Water Foundation
- Associate Director – AMPLIFI Governance
- Board Member of several Family Run businesses

Past Board Roles:

- Non-Executive Director – (e-choice) Firstfolio Limited

Tony, you've had quite a varied background. How has that helped shape the services that you now offer?

First up I'm a serial entrepreneur – I absolutely love business. I've been involved in many businesses but primarily my career has been divided into two halves. The first part of my career was in building and construction. I'm a qualified builder and have professional qualifications in construction. The second part of my career has been involved in finance, mortgages and banking and financial services.

I provide a range of services to individuals and organisations. I help people to purchase property, I am a buyer's agent, and am qualified in finance and have a building and construction background.

My real passion however is in property – which draws on all my expertise and experience in these two sectors. When it comes to property, I could talk forever. I'm still very close to the two industries and have a number of property development projects that I'm involved with.



THE MONEY STORE
Mortgage Specialists

My clients often ask me if I've ever worked in the banking system. While I haven't, I don't actually think that's a bad thing. The experience I bring is quite different from that of a bank. I'm not restricted in the options that I can present and have no big bank loyalties that I need to deliver on at the expense of what is best for the client.

What are the benefits of working with a private banker?

If you're having a conversation with me, you're not actually talking to a banker; you're talking to a mortgage and finance expert. Someone who has extensive experience in that space and an up to date knowledge of what is happening in the debt market. From a loan perspective the reality is that you've got to pick the right horse to do what you want to do. When you've got the experience as I have, you know who to turn to – you know which lender is going to be interested in a particular client either because of their circumstance, or because of the type of deal they're looking to do. That's where I come in. After 20 years of experience, I know who's who in the zoo. I'm able to cut to the chase and talk directly to lenders who are right for you, and your situation.

One of the other key benefits of working with someone like me is in helping you to be finance ready. It's important that you don't start talking to anyone unless you've got all your ducks in a row - and I can help you do that.

One of the common mistakes I see clients make is starting the journey without being organised. Handing over all their information to a banker without preparing the information properly or getting to the core of actually what they want. I see my role as helping an organisation or individual to get clarity around their needs, so we can package it up ready to put in front of the right lender.

How much time do you need with a client to get started?

Initially I need about an hour to understand where the organisation is coming from, to get some financials in front of me. I like to drill down to find

out what they are trying to do, to determine the best way of approaching an issue.

What do you focus on when starting your relationship with a client?

Everything always starts with the client's financials. After being involved with businesses for nearly 40 years – I know what to look for in the balance sheet and P&L. It's really important to also understand what the client values and what it is they're trying to do. Sometimes a client will tell me that they want to do something in particular, and I'll need to tell them that I don't think they can, or should. That's where it really comes back to relationship building and advising them with my experience to say, "I don't think you're ready, here are some alternatives to consider".

Based on your experience what do you believe are the biggest challenges for organisations right now?

I think the biggest challenge for organisations is maintaining growth. If they're not growing then they're going backwards. Every business is worried about its cost base and companies have cut costs to such an extent that their businesses are now moving backwards as a direct result. That's the biggest challenge that I see for organisations and it's a challenge felt by even the biggest and brightest companies. Woolworths is a great example of that. Earlier this year, Woolworths acknowledged what investors and analysts had been telling the retailer for years, that in the process of cutting costs it had taken its eyes off the ball and had put profit growth ahead of customers.

"my hindsight is your foresight - which becomes insight"

While debt is cheap right now, that will change and it will become more expensive. Companies have got to access expertise that can assist them with that process, to ensure they continue to grow, without cutting the guts out of their businesses.

What has it been like to work with start-ups and how have you been able to assist those organisations at board level?

Entrepreneurs have been starting businesses forever, however we now have a thriving entrepreneurial culture that is being driven by the disruption of existing industries. The start-up that I'm currently involved with is in the fintech space where financial services are going to be disrupted. I suppose what mature directors bring to the table is all the 'stuff' – good and bad, that they've been through. There is real value in learning the hard way, however I think directors should be sharing that knowledge openly and frankly– warts and all. Experienced business people can look

successful but it's not all plain sailing, and entrepreneurs and start-ups need to see that life is not always going to be easy.

I like the quote 'My hindsight is your foresight – which becomes insight.'

I think that's a really valuable thing to have in your business. There's nothing more satisfying than seeing a company become more successful through your advice and mentoring, and hopefully saving that organisation from a lot of unnecessary heart-ache.

What tips can you offer other senior executives who are thinking of starting their board career?

There are lots of people out there with fantastic business experience but in many cases they don't particularly share it well. I think as a director or mentor you've got to be prepared to be open and frank, to get down to the nitty gritty - which can be difficult for many people. It means so much more to an organisation if you're able to share that information.

If you're willing to share those hard times, that's where the gold is.

What is your board experience to date?

In the past few years I have been involved with a number of philanthropic endeavours and foundations, which are very important to me.

Every year I do the flying doctor car trek and for the last five or so years have been on the board of One Water Foundation which is a social venture company funding the supply of fresh drinking water in developing countries such as Asia and Africa.

I sat on the ASX listed board e-choice (Firstfolio) as a NED for seven years, and also took the position of interim CEO for a period. I'm also the Chairman of a start-up in the financial services sector which is exciting, and am involved in some family-run property development companies.

How long have you been a member of Director Institute?

I've recently joined Director Institute and see that there is a fantastic network. Kylie has an incredible magnetism in attracting people who want to share. There are other organisations out there, but they don't necessarily have that desire to assist people. That's one of the reasons that I wanted to join this organisation.

If Director Institute members would like to connect with Tony Harris please contact Kylie Hammond via email: info@directorinstitute.com.au

CEO SPOTLIGHT

Chair of Advisory Board | Advisors | Non Executive Directors
& Sophisticated Investors

Smart Resources Corporation

Earlier this month we spoke with Charles Hunting and Joe McNamara from Smart Resources Corporation about their unique 'upcycling' organisation changing the way that we value and commercialise waste products.



Charles Hunting, Executive Chairman - Former Genpact (a GE spinoff) regional CEO and previously Managing Director with Accenture, Charles has spent 20+ years in emerging Asian markets, specialising in bold business growth and business discipline.



Joe McNamara, Executive Director and Chief Growth Officer 20+ years successfully leading sales & marketing efforts with iconic brands such as Apple, Telstra, LG & Sony through their critical growth phases. Joe will be based in the UK to drive the business there.

Can you tell me a bit about Smart Resources Company?

SRC is executing a strategy to capitalise on Australian developed Intellectual Property in the upcycling industry with a particular focus on taking products that have a proven commercial application and market share and expanding their reach in targeted international markets and/or developing new products based on the underlying features of the recycled product. We are also adding greater efficiencies of scale by adding scalable manufacturing capabilities in low cost locations.

What is 'upcycling'?

Upcycling is a new term for repurposing waste commodities. It's the act of taking something no longer in use and giving it a second life and new function. In doing so, the finished product often becomes more practical and valuable than what it previously was.

One of the key benefits of upcycling is that it actually enhances the recycling process. Most recycling involves converting or extracting useful materials from a disposed product and creating a similar end product or new material. Upcycling takes partially recycled inputs such as chipped rubber, plastic or paper and creates higher value and usually consumer durable products.

What types of businesses do you look to grow as part of your upcycling strategy?

SRC focuses on identifying product development focused companies that have proven and profitable products in mature markets. We add value by

driving a sales and distribution focus, securing international growth and lowering the cost of manufacturing.

What are your roles within the organisation?

Charles: My role is to chase growth by looking at things inorganically – by looking at complimentary business and business practices and efficiencies that we can add to the existing structure to create product, channel and/or processing synergies to our strategy.

Joe: I am focused on creating organic growth opportunities for the product – whether that involves finding new customers or new markets, leveraging my experience in consumer products from organization with both large and small sales and marketing budgets.

Can you give me an example of one of the 'upcycling' products that you're currently working on?

Joe: Our first acquisition is in the Paper upcycling arena. They are a privately owned Australian company employing 65 full and part-time staff and have developed a patented technology and process that uses old newspapers as a fibre source to manufacture highly absorbent pellets for various applications including cat litter, which is the organisation's first commercialised product. Currently they have major customers in Australia including all the major supermarkets and pet retailers, and their products are the industry leader in the alternate litter segment.

Charles: One of the first things we have done with this organisation is look for ways of improving the efficiency of the manufacturing process

with the focus being on maintaining the effectiveness and quality of the product. Some of the improvements we are making so far include:

- Reduced the amount of paper used by 15 percent per cubic volume with no impact on product performance.
- Upgraded local production lines to increase efficiencies
- Streamlined R&D and Administration processes

From a sales perspective we have a two-pronged strategy to grow this business. Firstly we will be taking the product to the UK and Western Europe where we'll market the product to pet retailers. We will also look at increasing our supply capacity by taking manufacturing to China, which will enable us to have the scale to take the product to larger markets like North America. Secondly there are many other applications for this product that includes use as an environmental clean up product, and there are agricultural applications as well.

How did you come to be involved with SRC?

Joe: Charles and I have had different careers but have crossed paths a few times. For a long time, my father - who has been involved in recycling for 35 years, had been talking to us about this concept for quite a while. Recently the time felt right to give the idea a real shot. Quite quickly it became very exciting, with the concept quickly evolving from an environmental recycling pitch to a focus on high quality sustainable consumer products that have the advantage of being a recycled product with an environmentally friendly manufacturing process.

What is the size of the opportunity?

Charles: Overall the segments that we're looking at (Pet Care, Aged Care and Government Spending) are worth well over \$100 billion in total in the 10 - 12 markets that we're looking at focusing on across all the categories.

Joe: Looking at just this one acquisition Fibrecycle as an example. The cat litter market on its own globally is worth over \$5 billion this year. While we're not looking for world domination, we have targeted 13 markets as part of our five-year plan. In the short term our priorities are the UK, Western Europe, Western Germany and Netherlands.

In addition to this we're building product capacity through our manufacturing operation in China. We want to be ready for when the Chinese market embraces pet care products like the western world.

What types of people are you looking to bring into your organisation?

Charles: We are working towards building an organisation that generates

\$100 - \$150 million in revenue and need to build our organisational capabilities to do that. We are currently looking to build both a board, and advisory board and are seeking individuals who have strong experience or exposure to the segments that we're working in - particularly in sustainable products. From a process perspective, we need people who have strong governance experience, who have worked in multinationals, or people with experience in manufacturing.

We're also always looking for people who are prepared to invest, or who can bring people to invest behind them. It certainly de-risks the strategy as much as possible - and it's always good to have people on board with some skin in the game.

Is the location of advisors important for you?

Joe: Operationally, the current business is based in South East Queensland - at least our first two acquisitions are positioned there. However, Charles and I are in Melbourne and Sydney respectively, and with manufacturing being in both China and the UK - we are becoming quite global. Location really isn't critical. We're a connected world and technology brings us together anyway. It's really about bringing on the best director talent that we can to help grow our business.

What have been the biggest challenges so far?

Charles: Getting disciplines and systems consistent across multiple locations have been crucial issues that we've had to deal with. Ensuring best practice and getting things right at a detailed level such as instigating standard operating procedures, ensuring we have appropriate occupational health and safety processes have all been important challenges.

What tips or advice would you offer other early stage organisations?

Joe: There are two things that really stand out for me:

1. The strategy and the evolution of the strategy has been a journey for us. We started in the sustainability and upcycled space, and moved more to thinking about what that means from a market, category and segment perspective. So, getting the strategy together is really important.
2. The second thing I'd say is to bring the right team together to execute on that strategy. That is crucial and can take time.

For more information about this Smart Resources Corporation please contact Kylie Hammond for a confidential discussion. Ref: SRCDI

CEO SPOTLIGHT

Ben Handler

Ben Handler is the joint founder and CEO of Cohen Handler, Australia's leading property buyer's agency group. Earlier this month he spoke with us about the issues facing buyers in the Australian market, and his plans for the future.



COHEN HANDLER

How did you get started in this business?

Before starting this organisation, I worked at Charter Hall - Australia's leading property funds management and development company, and my business partner worked at Ray White in residential real estate. We often spoke about the Australian property market, and could never understand why buyers in this country didn't have exclusive representation, and why they would speak with real estate agents for advice, when the real estate agent is there to represent the interests of the vendor. There is a serious conflict of interest in that model that creates a real problem for buyers.

We got together and went to Los Angeles in the US where buyers agents are prevalent, to see how the process worked there. Following that trip we came back to Australia and opened up our doors as Cohen Handler.

Tell me about Cohen Handler?

At the crux of it, we exist only to exclusively represent the buyer. We help buyers who are looking for either commercial or residential properties.

Having a buyer's agent, who is working for you, can make a monumental difference when purchasing your dream home or an investment property. A typical person who comes in our door may be time poor, lack confidence or experience in buying properties, or may just be frustrated by the whole real estate process. We provide guidance, expertise and ultimately a competitive advantage when buying your property.

How are you different from other buyers agents?

We are different from our competitors in that we have more people on the ground to source the right properties, and have more relationships with real estate agencies. In terms of our geographic spread we have offices in Sydney, Brisbane and Melbourne, and have specialist buyers agents

in a broad range of key markets. The majority of our competition just can't offer that to their clients.

The strategy, process and systems that we have developed and implemented, separate us from the herd. Our service is designed to make the real estate process simple, fun and rewarding for the buyer.

How does the fee structure work?

We work in a similar way to Real Estate Agents, although obviously in reverse. The only real difference is that when we engage with the client, there is an up front retainer of about \$3k that gets the engagement started. Only on success do we charge approximately 2 percent of the purchase price (less the retainer). We also work on a fixed fee arrangement in some instances.

When did Cohen Chandler first open the door?

Cohen Chandler kicked off in 2010 and since then we've experienced quite rapid organic growth. We've never raised a dollar of debt, and have grown purely as a result of moving to where the demand has been.

What do you look for when building your team?

First and foremost we're looking for people who are really passionate about property - people who may have their own property portfolios or who really live and breath property. We are very focused on training and learning, so it's vital that anyone thinking of joining us is receptive to that. It's one of our key pre-requisites. As a group, we're very high performers. It's not just about the numbers; it's really about being focused on delivering great results for our clients. We need motivated, resilient people who always put the client first.

What are the backgrounds of your team members?

We have a real mix of people in our Cohen Handler team. We've got investment bankers here from Macquarie and Deutsche. We've got financial planners and ex real estate agents. We've got such a diverse and eclectic mix of people – but what they all have in common is a passion for property and a desire to work directly with buyers.



A lot has been said about the Australian property market in recent months. What in your view are the big challenges facing the market?

I believe that off the plan purchases are going to be a big issue. People have been buying at a severe premium off the plan. Unfortunately I think they're going to be in for a real shock when the market turns - I think valuations are going to move the other way. There is a real oversupply of this type of stock in Melbourne, and in Sydney the market has been moving so quickly that it's definitely an area of concern.

Overall, from an economic viewpoint – we're not in a housing bubble right now. In terms of government debt, Australia sits third in the list of all major countries - which isn't a concern, and unemployment is low. When rates go up (which they obviously will), I don't think they're going to move up aggressively. The challenges right now are the lack of supply. We have so many frustrated buyers out there, who for months and months have been waiting to buy and as a result are pushing the market up as way of securing that limited stock. I think it's the locals rather than overseas buyers who are doing most of the pushing.

What is the hardest part of your job?

We often see clients who come in with a certain amount of money who want to buy in a given area. Unfortunately it's our job to be the one to tell them that their dream just isn't viable. They may think it's achievable based on what agents have been telling them, but unfortunately that's just not the case. The saddest part is that sometimes, if things do take a while to get moving, the market can move quite quickly, and people can be suddenly priced out of a suburb altogether. Our role is to be honest with buyers right up front. It might be disappointing at times, but we have their best interests at heart.

As a start-up organisation what has been the greatest challenge?

I've personally found that managing people of all ages, and career stages requires a lot of energy – especially when you care about your people. This is an ongoing challenge for me, and is one that I work on with an external coach.

I've got a business partner and we think and rationalise things very differently, so one of the big challenges I find is in articulating business opportunities in a way that engages my partner. I'm quite a systemised, strategic thinker, and he is a very sales oriented, results driven person.

What tips would you give to other entrepreneurs?

I think it would be tuning into your intuition. When we first started the organisation we were often told that we'd fail. My father even said that he didn't understand my business model. We had real estate agents tell us they didn't know how we were going to work. If we didn't really believe in what we were doing we may not have succeeded.

Going with your gut, and trusting yourself is critical. I've also started reading. You get knocked down so hard as an entrepreneur – I find that reading really rich, motivating content from people who have been there and done it as much as possible has been really critical to me.

What are your plans for the future?

Right now we still see ourselves as a start-up. We're always looking at how we need to change, to pivot in a direction if need be. In terms of the next phase, we're going back to basics - to refine our processes and systems. The consistent systems that we have are going to be what allows us to scale. We want them to be the best they can be.

How do you keep on top of change?

The nature of business, and industries are changing very quickly. Technology is changing so fast and impacting industries at break-neck speed. I think you've got to be very mindful that if you take your eye off the ball, you can get put out of business or disrupted by another business model very quickly. I think being mindful of that is really important across all disciplines. It's important to put your innovation cap on, and spend time with your peers to brainstorm ideas, and execute if things look worthwhile. Question every part of your business to ensure you don't miss the opportunity that technology brings.

For further information about Cohen Handler please contact Kylie Hammond Ref: COHADI

EXCLUSIVE OPPORTUNITY

1300 Plumber

2 x High Calibre Non-Executive Directors and Investors | Paid

1300 Plumber, Builder and Electrician are platforms dedicated to connecting licensed, insured and police checked tradespeople with property owners and managers around Australia 24/7. As part of their growth strategy the company recently purchased the assets of Real Estate in Motion, which includes a property site REIMtv with almost 400,000 property listings.

Moving forward – the business offerings will be combined and a new site 'CompletePlace', will be launched next month and aims to become the primary website and app servicing the complete needs of property owners and managers.



With over eight million residential properties in Australia alone, research suggests that there are up to 25,000,000 jobs needing management in the residential homeowners market each year.

Director Institute is mandated to assist the organisation to appoint two high calibre directors each who are well networked within the potential supplier and partner market, who can assist the organisation with their rapid growth plans.

For more information about this opportunity, please contact Kylie Hammond for a confidential conversation. Ref: 1300DI



EXCLUSIVE OPPORTUNITY



Director Institute is exclusively mandated to assist Elevate to build a board of directors.

Elevate is an Australian based company focusing on delivering health and wellbeing solutions for its organisational and individual clients in the Asia Pacific Region. Elevate's holistic and integrated approach, the 'Elevate Solution', sets the Company apart as a provider of preventative and rehabilitative health solutions, combining a consulting service with the delivery of onsite corporate health programs and offsite clinical monitoring and treatment.

This provides corporate and other large organisations with the ability to measure the productivity improvements from their investment in the Elevate Solution and ensures individuals live healthier, happier and more productive lives. Our client has established an exciting new concept that will change the way we view and provide corporate health.

The organisation provides a mix of onsite health and wellness programs for organisations, as well as CBD-based Wellness Centres to support individuals. A range of opportunities exist for individuals who are interested in joining this fast growing organisation as they rollout they're services nationally and internationally. New opportunities exist as the organisation continues to grow.

Elevate are currently working towards an IPO in early-2016 so need to introduce more public company experience to the board. They also plan to rapidly expand their clinic network so are seeking directors experienced with fast-growth companies, including M&A.

The health sector is highly regulated with significant influence from state and federal bodies, so we would also like to strengthen our health and government sector experience and will be forming an advisory board with this in mind.

Please send expression of interest to Kylie Hammond, or email to arrange a confidential conversation. Candidates will be shortlisted, with interviews occurring soon, pre-IPO opportunity.

Ref: ELEDI



EXCLUSIVE
OPPORTUNITIES

NOVEMBER 2015



This organisation has developed a technology platform that connects lawyers who offer a range of legal services directly with business consumers enabling easier access, affordability and transparency.

For more information about this opportunity please contact Director Institute Ref: LEGYKH.



Lollipops Playland (LPI)
Advisory Board | Melbourne | Paid

Director Institute has been engaged exclusively to recruit an advisory board for Lollipops International Pty Ltd.

We are seeking expressions of interest from Advisors:

- who can help to build the strategy for launching in the US;
- with experience of launching an Australian business in the US;
- with experience of running a "bricks and mortar" business in the US, meaning leased and occupied a commercial building;
- a network of contacts in the US would also be helpful.
- Depending on the outcome of the financial modelling, access to loan or investment funds could be useful (\$1m - \$2m)

Lollipops International Pty Ltd is engaged in the business of Indoor Children's entertainment facilities both through a Franchise model and company owned facilities. Lollipops International Pty Ltd currently operates in three countries; Australia - 21 sites (three company owned), New Zealand - direct franchised sites and Indonesia - six sites run under a Master Franchise Agreement.

Lollipops International Pty Ltd have begun research into opening Indoor Children entertainment Facilities in the USA and to date that research has shown that there is an untapped area of the market that could prove to be highly profitable. With lower rental costs and lower labour costs (currently the two highest expense lines in our business model) each site has greater potential for profit than the Australian business model.

Please send all expressions of interest via the Director Institute platform – Ref: LOLLYKH



Bangkok Wipeout Water Park
Director Investor | Bangkok | Paid

We are representing a company that is registered in Bangkok Thailand called Bangkok Wipeout. At present they have three owners - one Victorian based, one Sydney based, one US based. The organisation has secured land for the next ten years with main river frontage and directly across from Asiateque in Bangkok. They have signed a contract with a builder and have all necessary government approvals in place. The land has also been cleared and is ready for construction. The contractor has been paid to start and will be onsite in the next few weeks which includes the installation of the Olympic size pool.

We are now seeking expressions of interest from an Investor Director who would come on board for equity in the company with the ability to raise around \$500,000 to complete the construction works. Current conservative financial estimates provide a return of over \$1.4 million per year.

Please contact Kylie Hammond for further information.
Ref: BANGKDI

EXCLUSIVE
OPPORTUNITIES



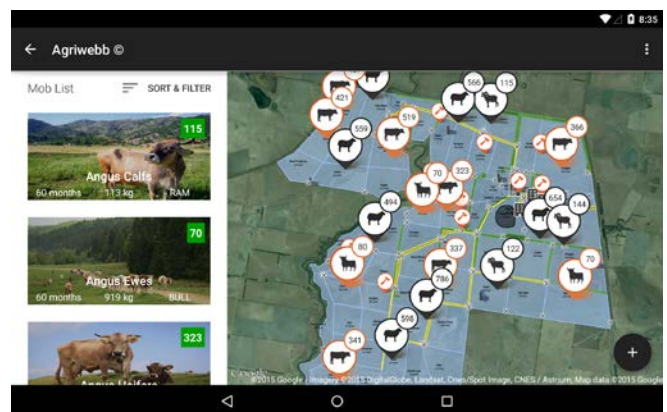
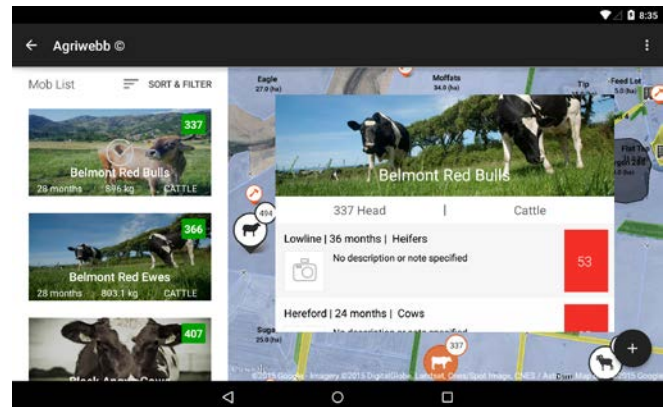
Agriwebb | Agriculture | Paid

The AgriWebb NoteBook is an end-to-end farm management solution that replaces desktop computer systems and traditional paper notebooks.

With a paddock map pre-loaded onto a Google Nexus 7 tablet, the NoteBook allows for all movements and actions to be performed using simple 'drag and drop' functionality. The NoteBook is portable, backs up all information, and provides updates, reminders and snapshots of important farm metrics.

AgriWebb's unique data collection allows for inputs to be correlated over time, allowing for predictive recommendations and long-term process improvement. Finally, the NoteBook is multi-user enabled, linking all employees on a farm.

This Pre-IPO listed organisation is now seeking to appoint key advisors to its advisory board. Ref: AGRKH



Large Waste Management Company

Chair, Non-Executive Directors & CFO | Sydney preferred | Paid

Our client is a private family run company, turnover approaching \$70m specialising in the Waste Management Sector - servicing construction, demolition waste, with substantial recycling operations as well as commercial waste division servicing restaurants and shopping centres. We are seeking to appoint an experienced and qualified Executive Chairman, Board of Directors and CFO.

The Executive Chair will need to demonstrate:

- Proven experienced company director, working with significant sized entities \$50-\$100m or larger.
- Industry knowledge, reputation and experience - waste management expertise, construction and B2B services

- Business Growth specialist, ability to grow the business, open up new markets
- Strong financial acumen, past experience at growing business for trade sale or preparing for IPO preferable
- Ability to mentor executive team, experience in family business environments and prepared to be hands-on in the business.

Please send your cover letter outlining the position you are applying for, your suitability and board resume to Kylie Hammond CEO of Board Portfolio via the Jobs Board Ref: WMCDI

EXCLUSIVE OPPORTUNITY

Private Technology Company “An established and mature market leading company”

Smart Software for Reserve and Resource Governance

Investor Director | Investor Advisor

The Problem: All listed companies are required to report their mineral inventory in accordance with relevant listing rules, codes and guidelines. This information is a key indicator of a company's future and it is used by analysts to attribute market value to companies, and is the primary foundation for companies' business plans. For smaller companies, it often represents their only asset.

Resource companies have to deal with an increasing focus on strengthening governance and a tighter investment market and companies that demonstrate rigorous and transparent processes for mineral inventory, and who capture and report will benefit from greater investor interest and better overall stakeholder relations.

Our Solution: This innovative technology company has developed a cloud-hosted, mobile-ready software application offering resource companies a globally relevant, best-practice tool to automate, collate and report mineral inventories.

Ref: RGIDI



“Validated and supported by tier one and tier two mining companies”

How it Works



EXCLUSIVE OPPORTUNITIES



Softball Australia

Director | SA | Voluntary

Founded in 1944, Softball SA Inc. is the peak body for Softball activities in South Australia, and is affiliated with Softball Australia. A Board of voluntary Directors governs softball SA.

In accordance with the Constitution, three elected Directors will retire by rotation at the conclusion of the 2015 Annual General Meeting, which will be held on Sunday 13th September 2015.

In addition, there is currently one casual vacancy, for the position of an elected Director, for a one-year term (whose retirement date coincides with the conclusion of the 2016 AGM).

The roles and responsibilities a Board member includes but is not limited to:

- Actively undertake the work of the Board
- Attend and participate at board meetings, having read and considered the relevant papers
- Become knowledgeable about issues in sport and softball and the business and regulatory environment, without becoming involved in the day to day management
- Be supportive of the public events at which Board Member presence is desirable
- Respect the confidentiality of Board meetings and proceedings
- Identify and declare the nature and extent where there is any possible conflicts of interest and remove themselves from any relevant decision process
- Read, understand and comply with the Code of Conduct for Board Members
- Additionally, the Board as a whole has group responsibility to govern and provide oversight to the operations of Softball SA.

Nominations are sought from persons from both within and outside of the Softball community who are interested and willing to contribute to the Board of Softball SA as an Elected Director.

Further information about the role of Director can be obtained by contacting the Softball SA office on (08) 8353 6766

Nominations should be made by submitting the Board Nomination form available from the jobs board along with any other material thought relevant via email: admin@softballsa.com.au. REF: SSAD1



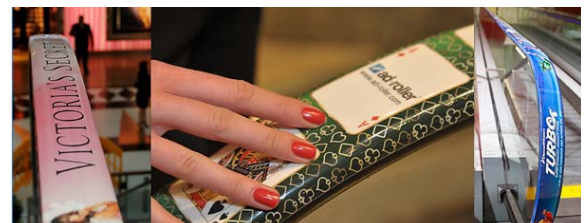
Ad-Roller

ad-roller Australia was born in January 2014 with the goal of developing the market of escalator handrail advertising in Australia. Ad-roller Australia holds the exclusive license for this groundbreaking product.

ad-roller® was developed in Austria with the world's leading handrail manufacturer, SEMPERIT and is the product of 5 years of intense research and stringent testing. This tough, anti-bacterial and anti-microbial removable product allows advertising to be applied to the rubber handrails of escalators. There is no need to change the existing handrails or belt; ad-roller is simply fitted over the existing structure.

The business has the ability to sell advertising space on escalator handrails in over 90 shopping centres, and 2 stadiums and has an established customer base that already includes Microsoft, Woolworths and Telstra. The Australian business is now looking to add another Advisory Board Member to their small advisory board and is seeking someone with enough industry knowledge & network to help accelerate the business.

Please contact Kylie Hammond for a confidential discussion. Ref: ADRDI



EXCLUSIVE OPPORTUNITY

Private Law Practice

- 'Walk in' opportunity to own fully established legal practice
- Sydney's Upper-North Shore
- Broad range of matters
- Will suit a Junior to Mid-Level Lawyer

Our client has run a successful legal practice in Sydney's upper-North Shore for over 30 years. The practice manages a range of matters including conveyancing for commercial and residential markets, commercial contracts and leases, family estate planning, commercial disputes, some criminal (white collar) matters and limited family law matters.

The practice is well regarded and has a steady flow of regular business, established systems and processes.

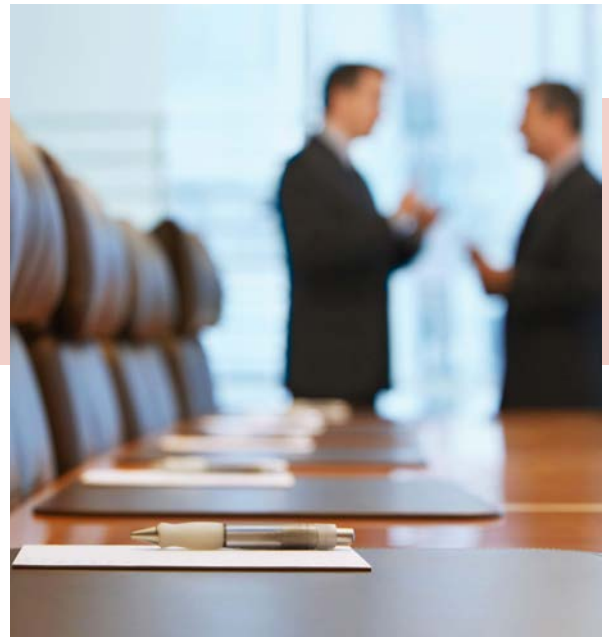
The managing partner is approaching semi-retirement and is looking to transition the practice to a junior to mid level lawyer who is possibly looking for an entry point into their own private practice.

This opportunity may suit a lawyer currently working in a major law firm seeking a more balanced way of working into the future and the opportunity to own and manage their own practice.

This is a walk in situation where a legal office is fully established, can be further developed and ready to be managed with the support of a retiring managing partner who can be on call 1-2 days per week if required for more complex matters.

Please send your expression of interest to Kylie Hammond CEO Board Portfolio via email info@boardportfolio.com.au or ring 0419 907 088 for a confidential discussion.

Ref: LAWPRACDI



EXCLUSIVE OPPORTUNITY

NOVEMBER 2015

ConnectShopping

B2B Online Retail Organisation

Advisory Board & Non-Executive Directors | National | Paid

Director Institute have been mandated to assist this organisation appoint Non-Executive Directors and to build an advisory board to assist rapid growth.

ConnectShopping is a technology platform that facilitates on-line sales for multiple Retailers to an aggregated market of Buyers. A Retailer can set-up its own on-line store quickly and at low cost. Buyers can search the full range of products from all participating Retailers.

The ConnectShopping platform groups the Retailers' products into Vertical Markets by product categories, such as Furniture, Appliances, Clothing, etc, of which there are over 20. Within each Vertical Market, ConnectShopping functions similarly to a seek.com.au, realestate.com.au, or a carsales.com.au.

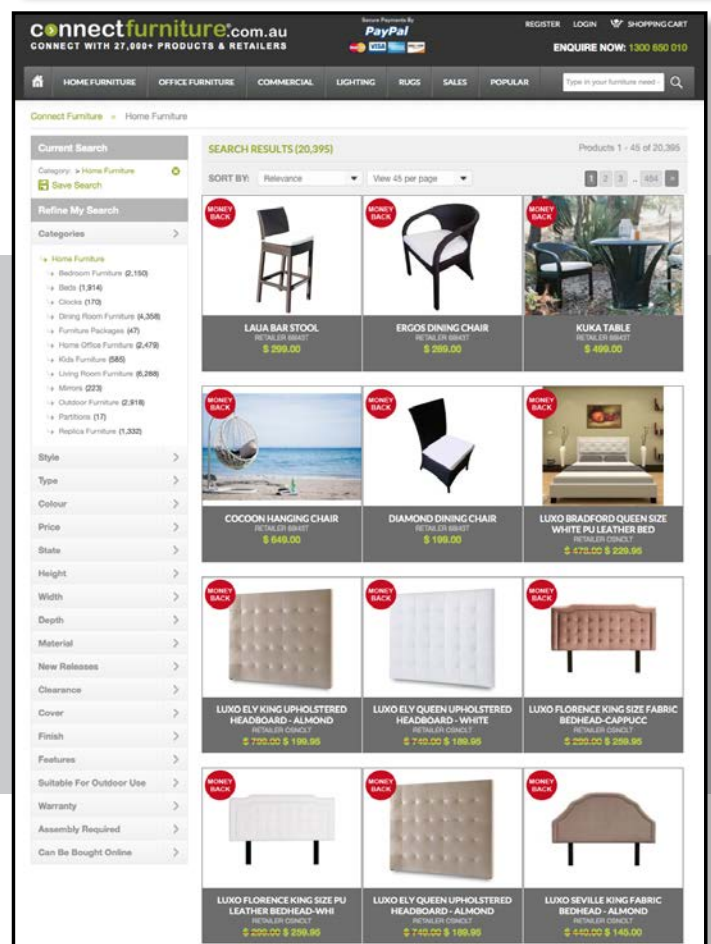
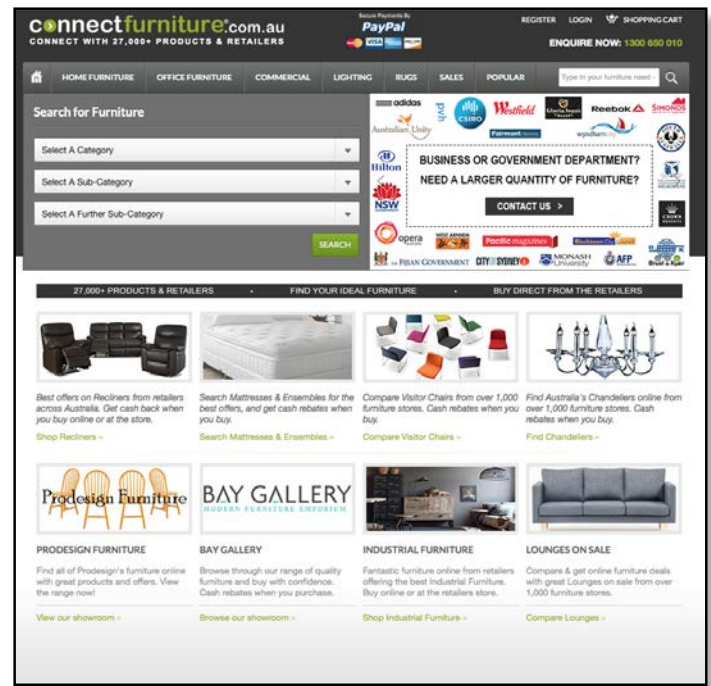
This exciting B2B site presents a new way for retailers to promote and sell their products. About to undergo major expansion, this organisation currently experiences major success already within one key vertical retail market.

The benefits of this business include:

- A low cost highly leveraged business model that is poised for rapid growth
- The site presents a new paradigm where a buyer can see an extensive range of products from a full range of retailers
- Currently the site has over 300 retailers that attract over 2 million visitors annually
- The number of market places is set to expand rapidly via the automated shopfronts that retailers can set up
- In 4 years the organisation expects to generate \$750M in retail sales which will provide it with \$60M in revenue
- The company is looking for an exit in about 4 years which is 20 times the current valuation

For more information about this opportunity please contact Kylie Hammond for a confidential conversation.

Ref: CONSHKH



EXCLUSIVE OPPORTUNITY

GLOMESH

GLOMESH INTERNATIONAL PTY LTD

Exclusive Opportunity | Executive & Value-Add Directors

Background

Founded in Australia in 1958, Glomesh was the 'must have' brand in the Australian fashion accessories market for over 20 years.

Now almost 60 years since it's original launch into the global market, GLOMESH is back.

Daniel Goldberg, grandson of the GLOMESH founders, acquired the lapsed intellectual property and has recently expanded the patent portfolio globally ahead of re-launching the brand. Daniel is the driving force behind the re-launch and brings with him nearly 20 years of fashion industry experience with specific skills in design and development.

Vision

Goldberg's vision is to position Glomesh as Australia's premier aspirational luxury accessories brand in the same space as brands such as Orotan and Mimco and international brands such as Michael Kors, Alexander Wang, Philip Lim and Torey Burch.

Glomesh has recently signed an exclusive wholesaling agreement with David Jones which will provide the impetus for growth in the local market and help prepare the company for international expansion, particularly into Asia.



Products and Market

The core product range includes handbags, totes, clutches, wallets, purses and satchels. In the near future, iPad and iPhone covers, costume jewellery, fragrance, lip and nail cosmetics and pet accessories will be added.

Australia's specialist apparel and accessories retail market is currently estimated at \$12.1 billion in annual sales.

In the aspirational luxury segment, the range and offering available in the Australian market is dominated by two players - Orotan and Mimco, leaving a clear opportunity for a new entrant that can deliver exciting styling with a comprehensive fashion image.

Growth Plans

The company plans to use a mix of distribution channels to cover the market and service consumers' personal preferences. Channels will include department store concessions, stand-alone flagship stores, independent boutiques who carry like-minded brands and online channels to service a global marketplace.

The Opportunity

We now seek individuals who are interested in becoming a part of our exciting growth plans and who bring with them experience in public relations, retail sales, celebrity placement, product design, and business development.

If you would like to find out more about this exciting opportunity please contact Kylie Hammond for a confidential discussion. Ref: GLOKH

Womens Networking Organisation

Advisory Board, Investors and Board of Directors

This women's networking organisation has developed an interactive online environment enabling mothers to access vital information and tools to help them make their transition back into the workforce as smooth as possible. Services include one-on-one interview training sessions, return to work plans and resume development. The organisation is now seeking to bring on board an experienced advisory board to provide guidance and governance as they embark on their next stage of growth.

For more information please contact Kylie Hammond.
Ref: WORKKH

Family Office Backed Opportunity

Investors, Directors & Advisory Board Members

This organisation has created a platform that enables the easy creation of multi media books with inbuilt app conversion technology allowing sales and distribution via digital marketplaces such as iTunes, google Play and Amazon. This technology enables real interaction for the book-reader – with features and inclusions such as 'read to me', word highlighting, sign language insertions, special fonts for dyslexic readers etc.

The platform is designed to make it extremely easy for individuals to publish their own works, but will also provide a mechanism to introduce and connect animation and artwork producers with story creators.

They have established good relationships with several major publishers and film companies who are looking to outsource some of their content creation, as well as with many established authors who have indicated their interest in publishing through the platform.

Ref: CASTKH

Streaming Media Company

PE Family Office Backed Opportunity

This organisation has pioneered and patented the world's most efficient system for streaming High Definition (HD) video over the internet via standard web servers. They are the only streaming content provider to offer a global solution - providing a full end-to-end software solution to compress, deliver and display HD video to Internet connected devices with their unique Digital Rights Management system.

Ref: VIVIKH

Australian Private Company

Directors, Advisors & Investors | Software and IT | NSW

This organisation has developed a cloud based, fully integrated, enterprise resource planner with compliance management and field force management for highly regulated industry. Since being established in February 2010 the organisation has now reached break-even point, having signed several clients (ASX listed and private companies) – the first within 8 weeks of launch, and has a strong pipeline of clients at various stages of the sales cycle.

The company intends to launch its products in other selected international markets including NZ, Canada and USA. The organisation is now seeking expressions of interest from high calibre directors, advisors and value-add investors to assist in the achievement of both local and global growth objectives.

For a confidential briefing please contact Kylie Hammond
Ref: SITAUKH



MediaRec

Advisory Board Members & Investors | Software as a Service | Paid

This organisation has developed a highly specialised accounts payable reconciliation process - designed specifically to automate and streamline the end-to-end MAP reconciliation process for the media planning and buying industry. Their service solution is simple to adopt & simple to use - delivered as a web-based "Software as a Service", pay per use model.

The organisation is now looking to meet with interested advisors and investors.

For more information about this opportunity please contact
info@directorinstitute.com.au.
MEDRKH

Recruitment Company

Paid Advisory Board

This recruitment company is looking for to build an advisory board and seeks expressions of interest from individuals with either CA or CPA qualifications, extensive IT experience or successful trade-sell expertise.

Please contact Kylie Hammond for more information.

Ref: RECRKH

Multi-Studio Fitness Membership Company

Investor Directors

This organisation has developed a platform that enables members to access multiple gyms or studios with no additional membership required. Through their platform users can quickly and easily search for classes based on search criteria such as date, suburb or type. Multi-Studio Fitness Membership Passports are growing quickly in the US but are yet to be introduced into the Australian market. Currently with a network of 100+ suppliers, a captivated subscriber base and a site easily upgraded into the multi-studio solution, this organisation is well-placed to be the first mover in the Australian market.

Ref: FITKH

Private Group Communications Application

Directors & Advisors | Mix of Skill Sets Required

This organisation has developed a private group communication application that gives – bakers, waiters, lifeguards, school groups, work teams, community workers, all of us – a voice. The application enables small, or large groups of people to quickly and easily share ideas, insights and everyday practical information in a secure and private environment.

For more information about this opportunity Ref: PGCAKH

Internet and Technology Business

CEO & Investor Director, Investor Advisor Opportunities

This Singapore based internet and technology business is a leader in web communications, specifically in Web Real Time Communications (WebRTC). As a result of a strategy to invest heavily in research, technical and engineering resources the organisation is solidly positioned as one of the leaders in providing webRTC via a Platform as a Service model. WebRTC provides an immense range of new opportunities to embed real time communications in all forms of devices as part of the mobile revolution and the move towards the Internet of things.

For more information about this opportunity please email info@directorinstitute.com.au and reference WEBRTCKH

Hire Transport Company

Mandated to Build Inaugural Board of Directors

This successful business specialises in providing wet hire road based logistics and lifting services as well as the dry hire of transport assets to the project sector. The business has been in operation since 2005 and has grown quickly to become a well-recognised brand name also known for its safety, compliance and customer service. Based in Brisbane, the organisation also has satellite depots throughout Queensland, New South Wales, Victoria and Western Australia providing a truly national reach. Director Institute has been mandated to help the organisation build their inaugural Board of Directors.

Ref: TRUCKKH

IT Consultancy

Advisor to Board

A new and exciting opportunity has opened in an IT Consultancy undergoing a major transformation to position it as a leading ANZ consulting organisation. Focusing on the SME and government markets, this organisation is offering a fresh and unique approach to delivering consulting services. With support from its parent holding company, it is currently executing on its 5 year strategy which is to build market momentum through its refined offerings, talent acquisition and geographic expansion. For more information please email info@directorinstitute.com.au

Ref: ITCONSKH





ALTUM Capital

Advisory Board Member

Altum is an asset management company focused on opportunistic distressed structured credit. This organisation has the appetite, analysis capabilities, and trading expertise to manage the wide variety of opportunities and risks in the current markets. Their experienced executive team has been managing assets for the firm since July 2009, implementing an opportunistic strategy that invests across a wide range of structured credit market sectors including CLOs, RMBS, CMBS, and other asset backed securities in both the U.S. and Europe.

Ref: ALTUKH

Australian Private Company

Directors, Advisors and Investor Opportunities

This organisation has devised a novel system to reduce the braking distance of a vehicle. The new braking system can be applied to cars, trucks and buses, by either retrofit or as part of the original equipment of the vehicle provided the vehicle has automatic transmission.

The technology aims to reduce driver fatigue and decrease stopping distance in emergency braking situations. It is expected that this change will reduce both the number of accidents and injury severity sustained by crash victims.

Ref: ETBSKH

Private Australian Company

Pre-IPO Opportunity

This innovative Australian company is dedicated to identifying and developing improved building systems and materials and aims to market technology, construction systems, and related building products globally, both directly and through a network of associated companies. They are experts in product development and commercialization, intellectual property management and licensing.

Innovations to date include the development of the world's first interlocking roof system made of modern, lightweight and composite materials that are quick to fit (reducing labour by 90 percent), super strong and provide increased insulation properties.

Ref: TRAKH

Induction and Training Solutions Company

Advisors Only

This company has developed a visually inspired, cloud based, eLearning, training and induction platform that enables clients to create and edit their own impactful video lessons for staff quickly, easily and professionally.

For more information please send an email to info@directorinstitute.com.au

Ref: VELKH

EXCLUSIVE OPPORTUNITY

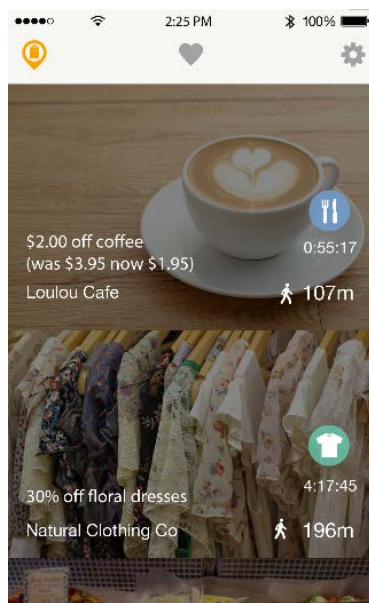


Loocl is a mobile based buyer acquisition tool connecting local sellers with buyers close by in near real-time.

Sellers broadcast deals as short as an hour or as long as the day.
Buyers only see live deals within walking distance.

Local commerce presents a significant opportunity however legacy interests (such as existing classifieds or payments businesses) have resulted in previous entrants ignoring key seller and buyer pain points to the detriment of all.

To date, Loocl has achieved an 81 percent seller engagement rate (and we have not yet launched). We believe this is because Loocl has been designed from the ground up to address all seller and buyer pain points.



Local newspapers charge an average of \$1,130 a week to advertise.

With 230k retail and hospitality businesses in Australia, there is strong demand for an alternative, highly targeted and cost-efficient buyer acquisition platform. We believe Loocl is that platform and so do the sellers and buyer's we've spoken to.

THE TEAM

The CEO & founder has 15 years of operational strategy and execution experience. Coming from a technology, consulting and online commerce background, he has delivered under extreme pressure many times over. Having taken a senior management role at Australia's most recognised online marketplace, he was later appointed Head of Shipping and shortly after, Head of Shipping and Local where he developed his local commerce insights and expertise.

Loocl technology is being developed by Appscore, a tier one on-shore development agency who, after seeing the founder's vision for the business, offered to become Loocl's strategic technology partner.

The business is also privileged to have an exceptional advisory team including the founder of Aussie Farmers Group and MD of Intuit Australia amongst others.

OUR LAUNCH PLAN

Loocl will launch in late spring 2014 within Sydney's Eastern Suburbs. The hyper-local launch will validate the business model, provide analytics for monetisation and ensure future scaling is as seamless as possible before expanding across Sydney, and then across Australia.

BUILDING OUR BOARD OF DIRECTORS

With the imminent launch of Loocl, the business is seeking to establish a seasoned Board of Directors to guide the business through its early growth phase and beyond. In addition, we would be looking for these Directors to contribute seed investment to accelerate buyer acquisition.

We are seeking expressions of interest from executives and investors with expertise in one or more of the following areas:

- Marketing, advertising, public relations or media
- Industry expertise in retail, small business or banking & payments
- Technology management (CTO or Product Lead)
- High growth ventures
- Financial advisory or accounting (CPA, CA)
- Aggressive location based expansion

Ref: LOOCKH

EXCLUSIVE OPPORTUNITY

Tractile

Directors, Advisors & Investors

Every now & then a product comes along that revolutionises an industry. When it comes to roofing that product is Tractile.

In simple terms Tractile provides a 4-in-1 combination of Roof Tile, Insulation, Electricity and Hot Water in a very architecturally appealing package.

That is why we call it the Smarter Roof.

Tractile provides an innovative combination of interlocking systems, high performance composite materials, and solar technology.

Developed in Australia, the highly awarded Tractile Roofing system can be used on residential and commercial projects and has been designed with a focus on aesthetics, performance, ease of installation, and sustainability.

For more information about this opportunity please contact Kylie Hammond - Ref: TRAKH



Tractile has created the world's first integrated solar roof tile solution, generating both electricity and hot water from a single unit.



International
Recognition



EXCLUSIVE OPPORTUNITY



bzpay®

Seeking Advisors, Directors and Investors

bzpay is the culmination of two decades work by Denis Stollery, a payment facilitation innovator.

When Denis started the long road to the development of the bzpay concept in 2004, he had an ambitious three-fold mission, which has been his inspiration and unrelenting focus for over a decade:

- To help small and medium business operators overcome the burden of cashflow problems
- To build a global payment solution that makes it easier and more customary for buyers to pay their suppliers promptly, offering the numerous benefits that improved cash flow provides
- To reduce risk associated with banks and financiers providing credit to businesses, thereby reducing imposts on SMEs and facilitating improved growth and employment opportunities for the sector.



For the last 18 months bzpay has conducted manual trials involving a number of companies in Australia and New Zealand. These trials have been very successful and resulted in glowing testimonials from participants and other prominent business people. The participants have since registered interest in participating in the bzpay solution once it has been deployed as an online Transaction Platform.

bzpay is now developing the platform to trial the solution with an Issuer and plans to launch the solution in Australia and New Zealand.

EXPANSION PATHS

The company has identified an expansion path for the product and geographic expansion of its use. A major feature of the bzpay solution is that unlike credit card or factoring transactions - or any other forms of debt - buyers are linked to suppliers on the bzpay transaction platform in a way that significantly reduces the risk position of the issuer. The solution is also less labour intensive.

PROPERTY PROTECTION

The bzpay concept is protected by a number of patents and trademarks. These include:

- Trade Marks for Australia and New Zealand.
- Domain Names.
- Business Patents in Singapore and in New Zealand have been granted and is pending in Australia.
- Patents have been filed in the U.S.A., Japan, the U.K., and all European countries that are members of the EU, along with other countries.

The patents are continually being updated to reflect ongoing changes to the solution. This further extends the patent time limits.

OPPORTUNITY

To find out more about how you can be a part of the bzpay opportunity, please contact Kylie Hammond for a confidential briefing. Ref: BZPKH



TechBeach merges with successful innovator Lakeba Group

In June of this year TechBeach announced their merger with successful innovator Lakeba Group. Together they have created a combined innovation commercialisation model that identifies and filters early stage technology driven ventures that can benefit from a team of business acceleration experts to help deliver rapid commercialisation. With direct access to some of the most innovative companies in the world, including technology giants Intel and Google, Lakeba delivers rapid prototyping, testing and development of commercial solutions.



Earlier this month we spoke with Darren Younger – CEO of Commercialisation at Lakeba about the merger, and some of the ventures that they are working on.

How has the business evolved since you launched TechBeach in 2013?

We began as a Manly based start-up incubator and co-working space in 2013, officially launched by NSW Premier, Mike Baird. This quickly evolved into a platform for commercialising innovation and rapid scaling of new ventures on a global scale. With a presence in Australia, Europe, India, Singapore and the USA, we now have the foundations in place for global growth.

Our new mantra is “Conceive, Create, Commercialise.” Tech Beach has merged with Lakeba – who was effectively our development resource, and then with the alignment of the two organisations we are able to focus on commercialising innovation. We work closely with corporates who articulate industry or business problems, then look to our tech team to create solutions – which we then move to commercialise.

How has the merger changed the types of organisations you work with, and the types of people you are looking to attract?

Effectively we don't operate in the start-up world anymore. We don't open our doors to the mainstream start-up community, which we did when we operated as TechBeach. Effectively we are now creating our own start-ups, creating ventures that are being commercialised.





We take each venture as far as we can before we need to build a company around it. At this point in time we have four branded ventures that have been launched, and another five projects that are in development. As part of the commercialisation process, we are now looking for smart, entrepreneurial people who can come in and run our ventures.

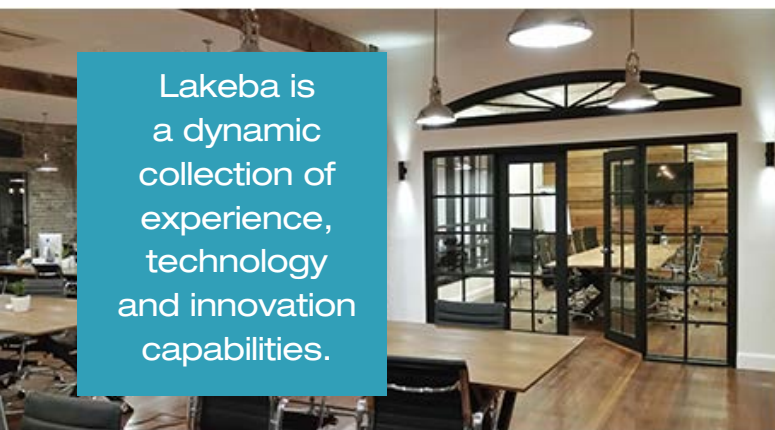
Right now we're looking for people who can take this business opportunity into other industry segments as the technology provides a great solution for any industry requiring broad 3rd party documentation to support their processes.

There are opportunities for three different roles – a CEO style person, a business development expert, and non-executive director, or advisor. We may find these skills in the one person, or may need to look for three individuals.

Other ventures include:

- A subscription-based service for a software developer that helps enhance, protect and accelerate their mobile app development.
- A social and professional network for sports talent, scouts, agents and sponsors to compare an individuals key performance statistics against team, league and other sporting stars.
- An online wine sales fundraising vehicle for Sports Clubs.
- Smart glass automatic number plate recognition technology enabling council parking enforcement staff to easily and efficiently recognise parking violations.

If you have an interest in finding out more about any of the above opportunities please contact Kylie Hammond for a confidential discussion.
Ref: LAKDI



Lakeba is a dynamic collection of experience, technology and innovation capabilities.

[Can you talk about one of your ventures in more detail?](#)

One of the projects we have built from the ground up is Ezidox – which came about as a result of a challenge that we saw in the mortgage industry related to collecting and validating support documentation.

Lakeba and The Mortgage & Finance Association of Australia (MFAA) have created a digital solution to this problem in the form of a web based platform and mobile application, along with a commercial model that provides revenue for the MFAA. By working directly with the MFAA, we were able to accelerate their digital journey into the broking community, providing a solution to an industry wide problem.



EXCLUSIVE
OPPORTUNITIES

Global Payments Technology | Private Equity & Family Office Backed

Sophisticated & Wholesale Investors

This sophisticated global payments company is strategically positioned to be the leading enabler of encrypted mobile payments worldwide. Our patented platform provides banks with the only mobile payments solution that will increase their revenue opportunities while reducing fraud rates through the creation of a 'virtual wallet' which does not expose critical data. The technology solution is frictionless for consumers to adopt and for banks and merchants to implement.

Contact Kylie Hammond for further details about this exciting opportunity. Ref: DRIFTKH

Private Equity | Multiple Industries | Private & ASX Listed Opportunities

Our client is a substantial private equity firm and we have been exclusively mandated across multiple Chair, Director and Advisory roles for investee companies in the ICT, Clean Technology and BioScience sectors. Early expressions of interest are now open. Please contact Kylie Hammond for further details. Ref: KAZKH

dotCEO
The new Internet for Leaders

Be the proud owner of a powerful new Domain Identity on dotCEO – The Top Level Domain for Leaders.



Claim your dotCEO domain name
Activate your domain page
Join dotCEO communities
<http://mbsy.co/dotCEO/8827015>





Ayurda - Beauty & Wellness

Non-Executive Directors | Advisors | eCommerce Cosmetics

Ayurda Australia is the Australian distributor of Ayurda skin and hair care products. Ayurda products are manufactured in India and are based on the authentic principles of traditional Indian medicine, known as Ayurveda. Ayurda has used the principles of Ayurveda to create effective natural personal care products that take a holistic and customised approach to health, beauty and wellbeing. Ayurda products are effective whilst being socially and environmentally responsible.



Demand for Natural and Holistic Skincare is Growing

In recent years, the global skin care market has seen a shift from aesthetic beauty to natural and holistic wellness. Consumers are becoming increasingly environmentally conscious and their attitude to skin care is no exception. The Australian Cosmetic and Toiletry retailing industry is expected to generate \$3.6 billion in 2013-2014 and increasing demand for natural product is predicted to spur 3 percent annualised growth over the next five years.

Time-tested Ayurvedic Beauty Formulations

Ayurda was developed by Dr Ajit, who is the most experienced Ayurvedic Doctor in Australasia. He is also the only Doctor outside India who has worked for the Government of India for over 18 years, holding positions in both Ayurvedic hospitals and pharmacies. Dr Ajit has developed time tested Ayurvedic beauty formulations to create simple, fuss-free skin care products already popular in New Zealand.

Ayurda Australia has worked with the brand for over six years, establishing au.Ayurda.com portal and a small but growing presence in beauty salons and health spas across Australia. The unique offering of the brand is its Ayurvedic heritage offering a well-founded, natural, holistic and sustainable approach to beauty. The Directors believe they are the first to market with a truly Ayurvedic skin care system that adheres to consumer demand for natural, organic, ethical ingredients and production methods. Having worked closely with the brand, Ayurda Australia is poised to become a leader within the Australian Natural personal care retail market.

Ayurda Australia is raising \$1.1million to fund the launch of three retail stores across Australia, a Spa Ayurda and to further develop the online platform. They seek investors, directors and advisors with a background in cosmetics, beauty, finance, eCommerce, supply chain management and retail. Early expressions of interest are now open. Please contact Kylie Hammond for further details. Ref:AYUKH



EXCLUSIVE OPPORTUNITY



MoxieGo
Investors & Directors

MoxieGo is unlike any other social media product. It enables real life connections and builds communities through Social Discovery, Uniting like-minded people in Activities, Events, Causes and Wellness.

MoxieGo are the first to offer a community based social discovery site that is highly differentiated from any other networking environment in that it provides community connections for macro niche groups. The platform itself facilitates the online development of offline activity based community groups and teams via geo-localised software. Individuals are matched and introduced to others via commonality of interests and content is fed to members based on those interests.

This is a consumer member base that is inclusive of all community members – individuals, parents, children, guardians, caretakers, aged, disabled and the handicapped – providing an enormous customer base.

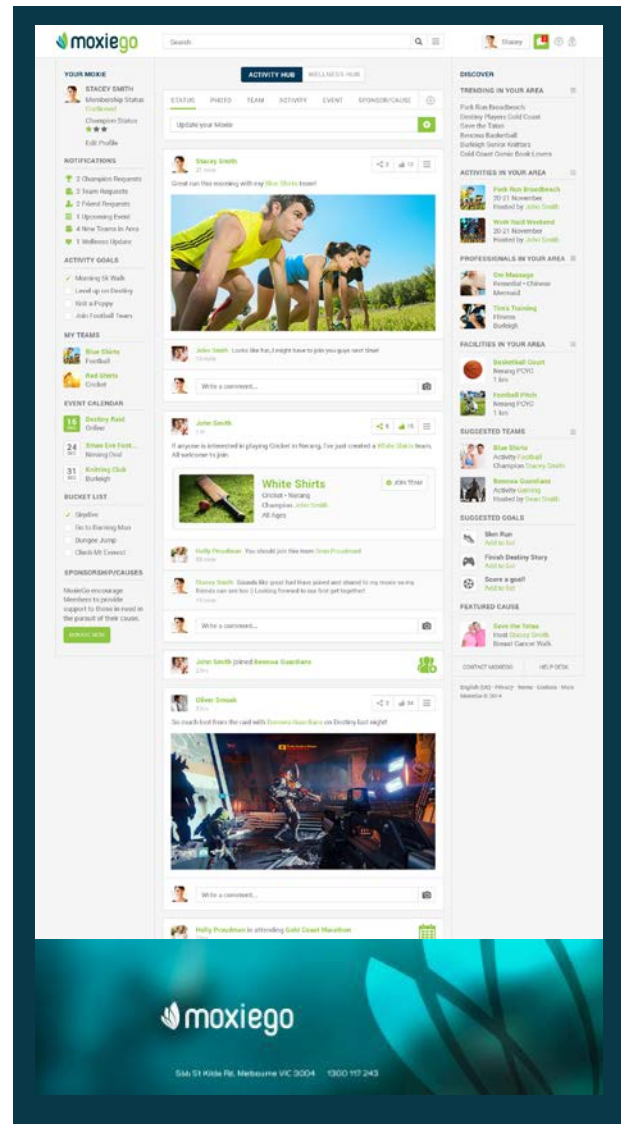
The platform also enables organisations, governments and state and local councils to connect with these groups (based on geo targeting) to provide related services and products and attract patronage for activities, events, sponsorship and cause related initiatives and wellness programs.

How is the platform monetised?

The MoxieGo platform provides a valuable targeted sales channel for organisations – whether that is to connect directly with individual consumer groups, or with other businesses that share specific interests.

Work to date

MoxieGo have invested over two years of intensive market research and product scoping and now have key strategy and technology partnerships in place and are ready to launch the platform in Australia and New Zealand first, followed by the US and Canada.



For more information about Investment and Director opportunities with Moxie Go please contact Kylie Hammond for confidential briefing. Ref: MOXIKH

PSNEWS ONLINE

Exclusive Opportunity | Directors

PS News provides the only online news and information service for Australian public sector employees and is the only website of its kind anywhere in the world.

The news and information content, which is provided free to subscribers is funded by advertising revenue. The content is delivered via email with links to a website with federal and state news editions. There are approximately 110,000 current subscribers - out of a potential 1.2 million Australian public sector employees - with at least 500 new subscribers being added each week.

The business is experiencing long-term rapid growth in online traffic and is seeking funding to support its highly profitable expansion plans which include the development of careers, conference and PS Shop services.

For more information about this exclusive opportunity please contact Kylie Hammond Ref: PSNKH



PregTech Pty Ltd

Advisors | Directors | Investors

Preg Tech owns the I.P. and rights to commercialise a disruptive implantable biosensor technology developed jointly with Uni S.A. This technology will drive efficiencies in the dairy industry by significantly increasing conception rates for farmer using Artificial Insemination. Such efficiencies are estimated to deliver economic benefits from \$60 to as much as \$200 per cow per year. With over 150 million dairy cows worldwide, including around 6 million dairy cows in ANZ alone there is a strong market pull for the product, with key stakeholders expressing interest. Preg Tech has the team to commercialise this technology and is now seeking investors, advisors and Non-Executive Director talent to assist with the next stage of growth.

Ref: PREGKH



EXCLUSIVE OPPORTUNITY



Multiple Opportunities - Board, Advisory and Management
| National | Paid

Vividas has pioneered and patented the world's most efficient system for streaming High Definition (HD) video over the internet via standard web servers. Its proprietary, end-to-end platform:

- Compresses, delivers and displays streaming HD video
- Protects content owners with its unique Digital Rights Management capabilities
- Utilises a Second Screen Signalling (S3) data protocol that allows companion devices to receive a stream without needing Wi-Fi or Bluetooth
- Provides broadcasters with a cloud-based Metasync Platform that synchronises events, actions and content such as ads, games, polling, merchandise sales

This combination makes Vividas the only streaming content provider able to provide a global solution, as its method and process resolves scalability, stability and multi-bit rate challenges faced by other players - providing a unique competitive advantage.

Vividas has built a comprehensive, global patent portfolio providing an ongoing barrier to entry.

Seeking Expressions of Interest

Vividas is now looking to build their team and are looking for high caliber individuals to join their board, advisory group, and fill key executive management positions.

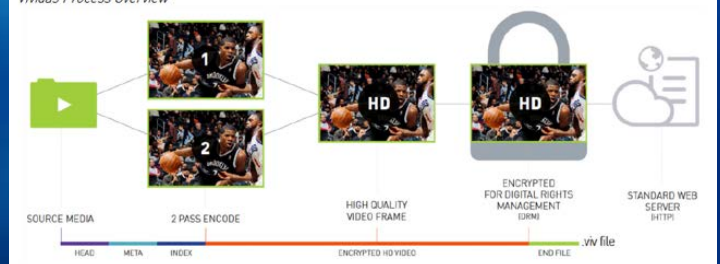
Ideally we seek individuals with expertise in media services, fast growth companies, or that are excited about the potential for this technology in the market place.

For more information please contact Director Institute for a confidential briefing.

Ref: VIVDI or [Click Here](#)



Vividas Process Overview



Disruptive Technology Fundraising Platform

Advisory Board Roles | National | Paid

We are currently seeking expressions of interest from individuals with strong expertise or interest in a new innovative fundraising platform, which is significantly different from other third-party fundraising organisations due to the following reasons:

- Free to small & medium sized NFPs. No charges at all - use of the platform is entirely free.
- Lowest cost platform in the market for large sized NFPs. We charge a 2.5 percent commission on donations received. There are no other fees (eg: no establishment fee, no management fee, no data access fee). This makes the organisation the lowest cost third party fundraising platform in Australia.
- Fully comprehensive. Enablr will offer peer-to-peer, event and corporate fundraising capabilities.
- No contracts. We will not lock any NFP into the platform. We will offer the best platform at the best rate so we have every confidence the sector will stay with us.
- This is revolutionary disruptive technology coming to the fundraising space.

The following charities and not-for-profit organisations are this organisations Founding Partners:

- St Vincent de Paul
- Vision Australia
- OzHarvest
- The Australian Ballet
- AIME (Australian Indigenous Mentoring Experience)
- The Murdoch Children's Research Institute

The organisation is also supported by Google, Westpac, Minter Ellison and Ernst & Young.

For more information about this exclusive opportunity please contact Kylie Hammond for a confidential briefing, or view the role and apply via the Director Institute Job Board.

Ref: ENADI or [Click Here](#)

Multichannel Engagement Solution Company

Investor Directors, Advisors, Sophisticated Investors | National | Paid

This technology company has developed a state-of-the-art rewards and CRM platform that creates positive one-on-one experiences with your customers, and keeps them spending more, more often.

The organisation has developed a suite of proprietary products that provide retailers and brands a multi-channel engagement solution.

Ref CSENDI or [Click Here](#)

Telehealth Organisation

Advisory Board Members & Investors

This telehealth software startup has been funded by 50 physicians who have invested \$2.1M in the last 14 months. They are now seeking expressions of interest from high caliber directors to join their advisory board.

This telemedicine software platform is licensed to healthcare providers allowing them to increase the revenue of their practice with HIPAA compliant video calls enabling them to monitor the diet and lifestyle of their patients using wearable devices and mobile applications. This allows clinicians to address modifiable risk factors such as poor diet, physical inactivity, high blood glucose, high cholesterol, hypertension, and obesity.

The University of Michigan C.S. Mott Children's Hospital Pediatric Comprehensive Weight Management Center is currently using this software for a 3-year clinical research study. The health insurer Blue Care Network is paying for 6-months of treatment for each patient.

The software platform has been developed through a joint venture agreement with VSee.com. VSee is the world's largest video conferencing telemedicine platform and has more than 3 million users worldwide. VSee, funded by Salesforce.com, is the most bandwidth efficient video conferencing telemedicine platform in the world.

Ref: TELEHEALTH or [Click Here](#)



Altum Capital Management

Advisory Board Member | National | Paid

Altum Capital Management is an asset management company focused on opportunistic distressed structured credit. This organisation has the appetite, analysis capabilities, and trading expertise to manage the wide variety of opportunities and risks in the current markets. Their experienced executive team has been managing assets for the firm since July 2009, implementing an opportunistic strategy that invests across a wide range of structured credit market sectors including CLOs, RMBS, CMBS, and other asset backed securities in both the U.S. and Europe.

Ref: ALTUKH or [Click Here](#)

Multiple Birth Volunteer Support Foundation Inc

Board Member Opportunities

The Multiple Birth Volunteer Support (MBVS) program has been operating since 1997. They are a not-for-profit association and offer this free service to multiple birth parents.

They specialise in recruiting and training volunteers who can come into your home to help you with your babies and baby-related chores. Parents choose the help they require with their babies, and volunteers are trained to be answerable to the parents, who are in charge.

Recently the MBVS board has changed their constitution to enable their committee of management to be extended from six to ten members. Director Institute has been engaged exclusively to assist MBVS with the recruitment of these four new members.

The organisation is currently only servicing in Victoria, but plans to go national once appropriate funding is in place. They have been funded for a CEO, acquired the DR through the ATO, and are registered with Consumer. Their website is currently being developed.

For more information please see the DI Job Board Ref: MBVSDI or [Click Here](#)



Renewable Energy Company

Board Members, CEO & Executive Directors | National | Paid

This exciting Australian company is a renewable energy innovator focused on utilising dynamic wind and marine technology.

They have proprietary, patented technology to harness wind and marine resources and the potential to deliver some of the most efficient, cost competitive and robust renewable energy solutions available. They offer a tech focused approach to distributed power generation that is scalable and located right where the energy is consumed.

This renewable energy company is involved with vertical axis turbines. They recently launched an Information Memorandum to raise capital and following the successful raise will be looking to recruit a CEO and board members.

Ref: AEGDI or [Click Here](#)



EXCLUSIVE OPPORTUNITY

Smart Resources Corporation

Chair of Advisory Board | Advisors | Non Executive Directors | Sophisticated Investors

Smart Resources Corporation identifies product development focused companies that have valuable and proven 'upcycled' products, patents and processes in place. By focusing on those organisations that distribute in a mature market, they are able to add value by driving a sales and distribution focus, securing international growth and lowering the cost of manufacturing.

Up-cycling takes recycled commodities such as chipped rubber, plastic or paper to manufacture new, higher value products.



Paper



Rubber



Plastic



Example:

SRC has bought Fibre Cycle Pty Ltd (FC), a leading manufacturer and distributor of Cat Litter which is produced through a patented system using recycled newspaper. FC commands a significant portion of the Australian market, is profitable and has initiated development in the UK and European markets.

Our Value Add:

Each of the businesses we work with have margins that can be improved by overlaying the SRC business model to reduce cost through integration synergies, reducing the cost of manufacture by leveraging lower cost offshore assets and leveraging an enhanced distribution network to open up larger international markets and global customers.

SRC is well paced to gain a competitive advantage by capitalizing on stockpiles of these commodities in emerging markets – further enhancing its combined supply chain to a lower cost structure.

Seeking Expressions of Interest:

SRC is currently seeking expressions of interest from individuals who have strong experience or exposure to the segments that they're working in – particularly in sustainable products. They would also like to speak with people who have strong governance experience, who have worked in multinationals, or in manufacturing.

For more information please contact Kylie Hammond for a confidential briefing. Ref: SRCDI or [Click Here](#)



EXCLUSIVE OPPORTUNITY

thought leaders™ Middle East

PK Menon & Thought Leaders Middle East

[Investor & Advisory Board | e-Learning](#)
[| Curriculum Development](#)

An international training business that has a focus on emerging markets including the UAE, India, Saudi Arabia and Iran. PK Menon has developed his own unique curriculum around Retail Mastery and Corporate Transition and is now looking for one partner with expertise in curriculum development or an entrepreneur with CXO connections in those markets. We are also working with PK to appoint an advisory board.

Get Ready to Join the World's Best

Prakash 'PK' Menon is one of the world's most influential and respected Leadership authorities, Career Transitioning Specialists and Retail Supply Chain Experts.

In his previous role as Director of Logistics and Supply Chain, Myer Stores, PK and his team achieved the impossible - double profit, contributing more than \$25 million in less than 12 months. PK introduced a series of carefully executed lean retail supply chain strategies that significantly lowered operating costs and resulted in a 50 per cent increase in productivity, and a total of \$290 million being added to the bottom line since the implementation of his strategy.

Currently based in the UAE, PK has established an international training business – Thought Leaders Middle East (TLME), and his own personal curriculum brand 'PK MENON' to provide world-class thought leadership and business education to this growing emerging market.

"My focus is to help others replicate the level of success I have achieved in accordance with their own aspirations - whether that be to fast track their progress up the corporate ladder, make a successful career transition,



work smarter for more financial and lifestyle freedom, or drive their organisation to global market leader status. I appreciate firsthand that anyone with the right mindset and willingness to learn can enjoy immense success – no matter how humble his or her beginnings."

Their unique curriculum is centred on building world-class retail leaders. Not only do participants complete a mastery of retail education, but they develop both the technical and adaptive skills – develop the art of speaking well, training, building high performance teams, and building thought leadership - to become great leaders in the global market place.

The organisation is now looking to grow its global footprint and would like to speak with interested Directors, Advisors and Investors.

Ref: TLMEKH



Great roles to consider for first time board directors



Starting a board career can be a daunting prospect, and finding the right role to cut your teeth on can be a challenge. While most board directors would like to be remunerated for their time and services, there are some great (often unpaid) opportunities available within government that provide first time board directors with essential governance experience.

Recently we received information from the Victorian Government about roles existing on the Victorian Cemetery Trust – particularly in relation to Class B opportunities.

What are Cemetery Trusts?

Cemetery trusts are responsible for the provision of cemetery services, the administration of the cemeteries under their control, and are accountable to the Minister for Health for the governance of the cemetery and the cemetery trust, for setting the strategic directions of the trust, as well as general oversight operations and financial control.

These opportunities provide first time board directors with governance experience that includes:

- Setting the strategic direction for the organisation
- Approving annual budgets
- Monitoring organisational performance
- Compliance and controls
- Policy development
- High level stake-holder management
- Development of risk management frameworks

In addition to this, directors who serve on cemetery trusts will deal with issues that include workplace health and safety, environment, industrial relations, privacy, social media and diversity.

There are currently several roles being advertised via the Department of Health, Victoria, however after speaking with Louise Hallahan – Senior Project Officer responsible for promoting the roles, they accept applications from interested parties all year round, as roles regularly become available. Application forms can be accessed via the department of health website – www.health.vic.gov.au/cemeteries/

Please find below a list of 18 Class B cemetery trusts currently seeking members.

Trust Name	Contact Details
Ararat Cemetery Trust	William Jones (03) 5352 2663
Castlemaine Cemetery Trust	Ian Hockley (03) 5472 1425
Charlton Cemetery Trust	Glenda Litton glendaalitto@bigpond.com
Cobden Cemetery Trust	Joanne Beard jobeard78@yahoo.com.au
Cohuna Cemetery Trust	Joy Cassidy cohunacemetery@gmail.com
Corop Cemetery Trust	Denise Acocks forres1@bigpond.com
Elmore Cemetery Trust	Ken Wills 0418 326 867
Glengower Cemetery Trust	Albert Culvenor (03) 5476 6215
Harrow Cemetery Trust	Robert Heaney bear276@hotmail.com
Inverloch Cemetery Trust	Joan Ginn joanginn@tpg.com.au
Kingower Cemetery	Arleen Reimers (03) 5438 8223
Lakes Entrance Cemetery Trust	Rhonda Bassett (03) 5155 1100
Moe Memorial Cemetery Trust	Tanya Mussared-Horne moememorialpark@bigpond.com
Nhill Cemetery Trust	Alexander Graham alex@mulhallens.com.au
Tyaak Cemetery Trust	Beverley Bullen beverleybullen@activ8.net.au
Warragul Cemetery Trust	Hedley Mann warragulcemeteries@dcsi.net.au
Wodonga	Lia Carle cemtrust@bigpond.net.au
Woorndoo Cemetery Trust	Jodie Leske (03) 5599 5364

In NSW, the government is currently advertising opportunities to join a Crown Land Reserve Trust Board which provide similar opportunities for first time board directors.

What are Crown land reserve trusts?

Crown land reserve trusts care for important land and public assets on behalf of, and with the involvement of, the New South Wales community, government and local councils.

Crown land reserve trusts are given corporate names and are legal entities, just like businesses. They have someone who manages their affairs, such as a board, the Minister administering the Crown Lands Act 1989 (generally delegated to Crown Lands staff), an incorporated body such as a council, or an administrator.

If a board is appointed, a chairperson, secretary and treasurer of the board are elected. The board can then appoint a management committee, volunteers or employ others to assist it in managing its reserve if funds are available.

A Crown land reserve trust board acts like a company board of directors. It can be made up of community volunteers, local government councillors or other people appointed by the Minister. Board members are empowered to make decisions regarding the use and management of the reserve land and are responsible for the implementation of those decisions. Most tasks boards carry out can be completed in a few hours a week.

Crown land reserve trust boards make decisions about things like:

- How a reserve is used
- Hours of entry
- Driving and parking or mooring of vessels on the reserve
- Fees charged for entry
- Permitted or prohibited activities within the reserve
- How reserve trust funds are spent
- Environmental management within the reserve.
- Crown land reserve trust boards also produce and review a code of conduct

Current Vacancies and Closing Dates for Applications

Goobarragandra Valley Reserves Trust (near Tumut)

– Closing 27th November 2015

Whitton Public School Environmental Reserve Trust

– Closing 30th October 2015

Upper Orara Recreation Reserve Trust

– Closing 31st October 2015-10-23

For further information about these opportunities in NSW please contact the Crown Lands Reserves Team P: 1300 886 235, press option 4, then press option 1, or email: reserves@crowmland.nsw.gov.au. For more information you can also visit the website http://www.lpma.nsw.gov.au/trusts/join_a_trust



SUMMARY OF EXTERNAL OPPORTUNITIES

COMPANY	OPPORTUNITY	CLOSING	PAGE
Private Family Group	Non-Executive Director	NA	75
Telecommunications Industry Ombudsman	Director x 2	2 Nov	75
National Association of Testing Authorities Australia (NATA)	Advisory Committee Member	13 Nov	75
Online Destination for Asian Entertainment	Board Members & Investors	NA	75
Australian College of Optometry (ACO Council)	Independant Member	10 Nov	75
CBH Superannuation Fund	Independant Director	11 Nov	76
Sunshine Coast Destination	Directors	13 Nov	77
Southern Rural Enterprises	Director & Advisor	14 Nov	77
The Australian Orthotic Prosthetic Association Ltd.	Directors	20 Nov	76
Stadiums Queensland Board	Director	NA	77
Victorian Institute of Teaching (VIT)	Sessional Member of Hearing Panels	4 Nov	78
Recreational Fishing Grants Working Group	Eight Members plus Independent Chair	27 Nov	78
BreastScreen Victoria	Chair and Treasurer	NA	79
Indigenous Environment Committee	Two Members & Chairperson	23 Nov	79
Mater Christi College	Non-Executive Director	27 Nov	80
Ngarluma Tharndu Karrungu Maya Ltd	Independant Director	11 Nov	80
Townsville Hospital Foundation	Director	31 Oct	80
Gold Coast Hospital Foundation	Director	13 Nov	80
Mary MacKillop Foundation	Independant Chair & Directors	28 Oct	81
Women's Health Victoria	Non-Executive Director	30 Oct	81
Special Olympics Australia	Non-Executive Director	2 Nov	81
Girl Guides Australia	Board Director	13 Nov	82
Path 2 Change	Board Members (3) Chair & Secretary	2 Nov	82
Australian Pituitary Foundation	Non-Executive Director	31 Dec	83
Australian Canoeing	Board Directors	1 Dec	83
Encircle	Non-Executive Director	5 Nov	83
The Parramatta College	Board Member	11 Nov	84
GetUp	Board Directors	17 Nov	84
Aquatics and Recreation Victoria	Co-opted Directors	30 Nov	84
Central Highlands Science Centre	Board Member	30 Nov	84
WIRE	Board Member – Fundraising and Deputy Treasurer	NA	85
Hockey WA	Audit and Finance Committee Member	13 Nov	85
Community Bridging Services Inc	Non-Executive Director	30 Nov	86
Peninsula Village Limited	Board Director	NA	86
Amnesty International	Committee Members	20 Nov	86
Australian Fencing Federation Limited	Appointed Director	30 Nov	85

COMMERCIAL OPPORTUNITIES

Private Family Group

Non-Executive Director | National | Paid

This organisation is looking for someone with significant commercial experience including:

- Success in growing businesses utilising your financial acumen and commercial nous to develop and then implement diversification strategies;
- An understanding of, and experience with, various capital raising options;
- M&A experience that supports diversification strategies;
- The capacity to add unique value to a highly capable Board and Management Team;
- The knowledge to ensure that the Business meets all statutory and fiduciary obligations;
- The objective of continuing to grow an already successful commercial career;
- The fiscal skills that will assist in ensuring the financial viability of the Group for the benefit of future generations.

This is a pivotal appointment in achieving the Family's Strategic Objectives. It will be exciting and challenging, as it will bring into play all the experiences and skills accumulated in your commercial life to date.

For more information about this opportunity please visit the Director Institute job board. Ref: MUNGPDI or [Click Here](#)

No closing date provided.

Online Destination for Asian Entertainment

Board Members, Advisory Board Members & Investors

This organisation is a specialist distributor of Asian film product in North America and New Zealand. It releases between 8-12 pictures each year. To leverage its experience in Asian distribution it intends launching an OTT/SVOD/TVOD platform that will feature a mixture of back catalogue movies and TV, from across the pan-Asian region and new first release premier product.

Targeting 100 million Asians that live outside Asia and Western art-house and Western 'fan boy' markets that love Asian product.

For more information about this opportunity visit the Director Institute Job Board Ref: CHFXXDI or [Click Here](#)

Australian College of Optometry (ACO Council)

Independent Member | VIC | Expenses

The Board of the Australian College Of Optometry (ACO Council) is looking to recruit a suitably qualified individual to fill a vacancy for an independent member on its Finance & Risk Committee. The position will initially be for a period of 24 months.

For more information about this opportunity please visit the Director Institute job board. Ref: ACODI or [Click Here](#)

Opportunity closes 10th November 2015

Telecommunications Industry Ombudsman

Directors (2) | VIC | Paid

The Telecommunications Industry Ombudsman scheme (TIO) provides a fast, free and fair dispute resolution service for small business and residential customers who have a complaint about their telephone or internet service in Australia. It is independent and does not take sides, aiming to settle disputes quickly in an objective and non-bureaucratic way.

The TIO scheme is managed by an Ombudsman and a Board, comprising independent directors, directors with industry experience, consumer experience and an independent Chair. The Board is responsible for the Ombudsman who leads a team of around 185, handling complaints from lodgement through to resolution. The TIO Board guides the organisation's strategy, growth, and direction and ensures compliance with board duties and obligations.

The Board is seeking to appoint two new Directors due to vacancies arising in early 2016. They are looking to appoint a Director with consumer experience and an Independent Director with commercial governance experience.

The TIO Board meets between eight and ten times a year, mostly in Melbourne.

Directors are remunerated and reasonable travel expenses to attend meetings will be reimbursed.

For more information about this opportunity please visit the Director Institute job board. Ref: TIODI or [Click Here](#)

Opportunity closes on 2nd November 2015

National Association of Testing Authorities Australia (NATA) **Advisory Committee Member | National | Paid**

NATA is the authority that provides independent assurance of technical competence through a proven network of best practice industry experts for customers who require confidence in the delivery of their products and services. NATA provides assessment, accreditation and training services to laboratories and technical facilities throughout Australia and internationally.

The Mechanical Testing Accreditation Advisory Committee (MTAAC) within NATA is seeking expressions of interest from individuals with expertise in any of the following areas of mechanical testing:

- Pipelines and pressure plant
- Air extraction and filtration
- Plumbing equipment and water appliances
- Packaging
- It is highly desirable for applicants to have demonstrated commitment to and an understanding of the principles of accreditation, as well as significant exposure to the NATA accreditation process.

The MTAAC is established to provide input to NATA's Mechanical Testing field of accreditation in a way that represents the interests of accredited mechanical testing facilities and the broader industry. The term of appointment for new members is five years.

For more information about this opportunity please visit the Director Institute job board. Ref: NATADI or [Click Here](#)

Opportunity closes 13th November 2015

CBH Superannuation Fund **Independent Director | WA | Paid**

The CBH Superannuation Fund (Fund) is a small West Australian based corporate superannuation fund that celebrated its 70th anniversary this year. The principal employer is Co-operative Bulk Handling Limited. The Board currently consists of three Employer Nominated and three Member Elected Directors. There are three full time and two part-time employees. The Fund currently has approx. \$230m in funds under management and just over 1,000 members.

We are currently seeking a Non-Executive Director who will be accountable to Fund members to work with existing board members to actively guide the strategic direction of the superannuation fund whilst ensuring that the fund operates efficiently and maximises returns.

This role requires attending approximately 8 board meetings and serving on both the Board Remuneration and Board Audit Committees.

For more information about this opportunity please visit the Director Institute job board. Ref: CBHDI or [Click Here](#)

Opportunity closes on 11th November 2015



The Australian Orthotic Prosthetic Association Ltd. **Directors | National**

The Australian Orthotic Prosthetic Association Ltd. (AOPA) is the peak professional body representing orthotist/prosthetists in Australia. AOPA self regulates the profession and sets standards and codes, which are upheld by the membership.

Directors are responsible for the control, management and conduct of the Company. The AOPA constitution allows for a Board size of eight to ten members, including General Directors and External Directors (minimum of one and maximum of three). General directors must be full financial members of the Association and external directors are recruited according to required areas of expertise.



We are now seeking applications for an external director to join the board. Ideally we seek individuals with an accounting or finance background.

Applications close on 20th November 2015.

For more information please visit the Director Institute jobs board Ref: AOPADI or [Click here](#)



Sunshine Coast Destination

Skills Based Directors | QLD | Expenses

SCDL is the Regional Tourism Organisation (RTO) for the geographic region stretching from Rainbow Beach and Gympie in the north to Glasshouse Mountains in the south, Hinterland and Mary Valley to the west. The region is one of the largest and more diverse of the 13 RTO's in Queensland.

The board of directors are calling for expressions of interest from qualified persons to fill two vacancies on the nine-member board. The board is made up of three member elected positions and six skills based positions, one of which is an independent Chair.

The board also operates a number of committees and skills based directors should expect to serve on one or more of Audit and Risk-Management, Nominations and Remuneration, or Digital Marketing. The board meets approximately 11 times a year, and on the Sunshine Coast in most cases. Reasonable travel and accommodation expenses are reimbursed where appropriate.

While it is acknowledged that the successful applicants may or may not reside in the Sunshine Coast region, it is expected that they will participate as actively as possible in member networking events and relevant local activities.

For more information about this opportunity please visit the Director Institute job board. Ref: SCDLDI or **Click Here**

Opportunity closes on 13th November 2015

Southern Rural Enterprises

Advisor | Non-Executive Director | TAS | Paid

Southern Rural Enterprises is a vertically integrated family owned beef business operating within Tasmania. The business specialises in the supply of premium beef to Greenhams Tasmania for their high value domestic and overseas markets. The business has a proven history of strong asset growth. The business is innovative and opportunistic, with good prospects for future growth in cashflows and asset value. The Directors are acutely aware of the risks involved in agriculture and have implemented a robust set of policies and procedures to mitigate the business against these.

The business was established in December 2009 with a single lease at Cape Portland. The business has grown rapidly yet sustainably over the last five years and now manages over 4,000ha of land including 1,260 ha of freehold at Nabowla. The operation grazes over 5,000 head of cattle in the peak spring season. It is a combined breeding, finishing and backgrounding operation.

The Board consists of three brothers and an independent Chairperson. All board members are experienced directors with three being GAICD. Ideally, we seek to have a more gender balanced board, hence women are encouraged to apply. We offer the opportunity for an initial entry as an advisor and if there is a suitable fit to be offered a role as an Executive Director early in 2016. The option would remain to continue as an advisor if mutually acceptable and preferred by the applicant.

For more information about this opportunity please visit the Director Institute job board. Ref: STHENTDI or **Click Here**

Opportunity closes on 14th November 2015

Stadiums Queensland Board

Director | QLD | Paid

The Minister for Agriculture and Fisheries and Minister for Sport and Racing are seeking a suitably skilled and experienced person from the Townsville region interested in becoming a Stadiums Queensland Board Director. Selected on merit, one position will be filled for a term of appointment up to 3 years.

Stadiums Queensland manages, operates and promotes the use of 9 major facilities, including The Gabba, Suncorp Stadium and 1300SMILES Stadium. These venues have hosted state, national and

international sporting fixtures and world-renowned performers. Events will be held in three Queensland venues during the 2018 Gold Coast Commonwealth Games.

The Stadiums Queensland Board is established under the Major Sports Facilities Act 2001. An Independent Board of Directors are custodians of the major sporting assets for the State, responsible for corporate governance, commercial performance and setting strategic direction.

For more information about this opportunity please visit the Director Institute job board. Ref: STQLDDI or **Click Here**

GOVERNMENT OPPORTUNITIES

NOVEMBER 2015



Victorian Institute of Teaching (VIT)

Sessional Member of Hearing Panels | VIC | Paid

The Victorian Institute of Teaching (VIT) is seeking applications for positions of sessional member of the Institute's hearing panels.

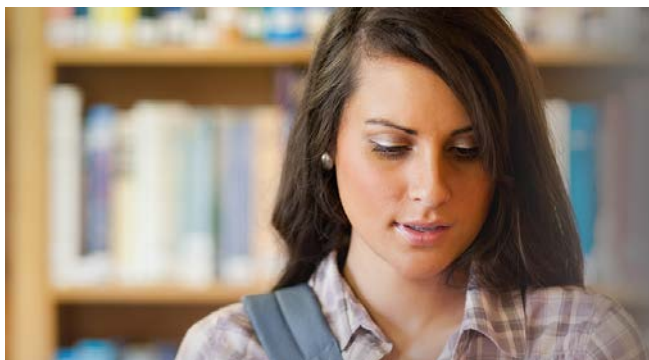
The Institute is currently seeking expressions of interest from people who:

- have been admitted to legal practice in Victoria for not less than five years;
- are current or former members of the Victorian Institute of Teaching Council
- are registered teachers; (including Early Childhood teachers)
- are medical practitioners registered under the Health Practitioner Regulation National Law; and
- are psychologists registered under the Health Practitioner Regulation National Law.

Please read the information for prospective Panel Members prior to submitting an expression of interest.

More information about this role can be found on the Director Institute job board. Ref: VITDI or **Click Here**

Expressions of interest close on 4 November 2015



Recreational Fishing Grants Working Group

8 Members plus Independent Chair | VIC | Paid

The RFGWG is looking for eight members who must be Victorian residents, plus a (non-voting) independent chairperson.

1. One person nominated by VRFish to provide advice that reflects the views of the whole Victorian recreational fishing community, the organisations affiliated with VRFish and the VRFish Board.
2. Six people who collectively can provide a good range of knowledge, experience and views from across the State covering:
 - the coastal, estuarine, freshwater native fish and salmonid recreational fisheries, and
 - the Port Phillip Bay, South West, Northeast, North West, East Gippsland, West Gippsland and regions.
3. One person involved in the recreational fishing industry to be selected via the Expression of Interest process to provide advice that reflects the views of recreational fishers as identified by persons involved in the Victorian fishing business sector (e.g. tackle, guides, charter, etc).

All RFGWG members must be Victorian residents at the time of their application/nomination, and throughout their term of appointment as a RFGWG member (as demonstrated by a driver's license or other recognised document).

Applications close on 27th November 2015.

For more information please view this role on the Director Institute Job Board Ref: RFGWGD1 or **Click Here**



BreastScreen Victoria

Caring about Women

BreastScreen Victoria

Chair and Treasurer | VIC | Paid

Expressions of Interest are called from suitably qualified and experienced persons to serve on the BreastScreen Victoria (BSV) Board of Management.

BSV is part of a national breast cancer screening program offering women aged 50 - 74 free screening mammograms every two years that aims to reduce deaths from breast cancer through early detection of the disease.

BSV is a not-for-profit, government-funded program providing mammographic screening and assessment through to a diagnosis of breast cancer to women for whom the evidence of benefit is strongest.

The Board of Management is seeking to fill a number of vacancies.

The positions of Chair and Treasurer of the Board have become vacant as part of this process and will be appointed from within the Board once recruitment has completed.

Recommendations for Board positions are made from the Board to the Minister for Health for final approval.

Appointments are for a term of three years, with the option to reapply for two further three-year terms. All appointees will be paid sitting fees in line with Government policy. The successful applicants will need to declare private interests, undergo a Victorian Police check, complete an Insolvency and Trustee Service of Australia (ITSA) and Australian Securities and Investments Commission (ASIC) check in line with Victorian Government Board Appointment Guidelines.

For more information please view this role on the Director Institute Job Board Ref: BSVDI or [Click Here](#)

Indigenous Environment Committee

Two Members & Chairperson | National | Paid

The Minister for the Environment, The Hon Greg Hunt MP, is seeking to appoint three members, including one as Chairperson, to his Indigenous Advisory Committee. The successful candidates will be Indigenous Australians with expertise in Indigenous land and sea management, conservation and sustainable use of biodiversity, and/or cultural heritage management.

The Indigenous Advisory Committee provides advice to the Minister and department regarding better access to and engagement with our programs for Aboriginal and Torres Strait Islander peoples.

The duties of the role include:

- Provide advice to the Minister and the Department on issues that are relevant to achieving the objectives of the EPBC Act, including the protection of the environment (especially those aspects of the environment that are Matters of National Environmental Significance)
- Ensure the views of Indigenous peoples are considered in the administration of the EPBC Act and its reform
- Provide the Minister with a communiqué following each meeting reporting on Indigenous issues relating to the EPBC Act and matters of interest to the Department
- Advise on other matters that affect Aboriginal and Torres Strait Islander people in the environment portfolio
- Represent the Committee at Departmental meetings, stakeholder forums or present at conferences

The opportunity closes on 23rd November 2015.

For more information please view this role on the Director Institute Job Board Ref: IACDI or [Click Here](#)



NOT FOR PROFIT
OPPORTUNITIES

NOVEMBER 2015

Mater Christi College

Non-Executive Director | VIC | Voluntary

Mater Christi College is a Catholic secondary school for girls located in the outer eastern region of Melbourne, in Belgrave. Its vision is "to provide an educational environment where challenging learning experiences empower students, staff and families to act justly and live wisely, creatively and compassionately".

The College is a public company limited by guarantee, governed according to the Constitution of Good Samaritan Education and has an annual budget of around \$15 million derived from Government funding and tuition fees. It employs approximately 130 staff and has a student population of 860.

The Board consists of up to 12 directors and meets 7-8 times per year on Wednesday evenings. Directors are required to participate in one of three Board sub-committees, which meet five times per year on Tuesday, or Wednesday evenings. Due to director vacancies, Mater Christi is seeking new Board directors for a three-year term.

For more information about this opportunity please visit the Director Institute job board. Ref: MATERDI or [Click Here](#)

Opportunity closes on 27th November 2015

Gold Coast Hospital Foundation

Director | QLD | Unpaid

Gold Coast Hospital Foundation is currently recruiting voluntary board members.

If you have a genuine desire to join a board whose strategic input helps patients who are disadvantaged as a result of disease and illness and you wish to help deliver activities that assist the hospitals that care for them then please apply.

Applicants will have extensive skills and networks in professional news media; or as a senior level medical practitioner; or be a highly regarded community member with strong networks.

For more information about this opportunity please visit the Director Institute job board. Ref: GCHOSDI or [Click Here](#)

Opportunity closes 13th November 2015

Ngarluma Tharndu Karrungu Maya Limited

Independent Directors (2) | WA | Paid

Ngarluma Aboriginal Corporations intention is to re-constitute NTKML so it can resume its role as trustee of the Ngarluma Charitable Trust and Ngarluma Direct Benefits Trust.

NTKML is seeking two Independent Directors to join the Board. For more information about this opportunity please visit the Director Institute job board. Ref: NTKMLDI or [Click Here](#)

Opportunity closes on 11th November 2015

Townsville Hospital Foundation

Director | QLD | Unpaid

We seek expressions of interest from suitably qualified persons for honorary membership of the Townsville Hospital Foundation Board.

The Foundation is a not for profit community based organisation incorporated pursuant to the Hospitals Foundations Act 1992. Membership of the Foundation is determined by the Governor in Council, who appoints Members upon the advice of the Minister for Health.

Our ideal candidate would have a broad range of corporate skills and a willingness to provide time and expertise to the Foundation in an active role when required.

For more information about this opportunity please visit the Director Institute job board. Ref: TSVHOSDI or [Click Here](#)

Opportunity closes 31st October 2015





Mary MacKillop Foundation

Mary MacKillop Foundation

Non-Executive Chair & Directors | National | Unpaid

The Sisters of St Joseph of the Sacred Heart are a faith community of women, passionate about God's Mission. The Congregation was founded in Penola, South Australia in 1866 by Mary MacKillop, and an English priest, Reverend Julian E Tenison Woods.

A number of ministries of the Sisters of Saint Joseph are performed through incorporated works across Australia and internationally. Mary MacKillop Foundation is one of these incorporated works, and it seeks to carry on the legacy of Saint Mary MacKillop through helping people in need.

The Foundation is a national not-for-profit organisation and is governed by a board of eight directors including two Sisters of St Joseph. The Foundation is seeking to recruit a Chair plus two new directors to the board.

Candidates interested in joining the board must be able to demonstrate, regardless of their faith background, an affinity with the mission of the Sisters of St Joseph combined with the desire and preparedness to work within their ethos.

For more information about this opportunity please visit the Director Institute job board. Ref: MARYMACDI or [Click Here](#)

Opportunity closes 28th October 2015



Women's Health Victoria

Non-Executive Director | VIC | Unpaid

Women's Health Victoria is a small organisation with a big vision for improving women's health. Our Directors are responsible for setting the strategic direction and positioning the organisation for future growth and maximum impact of our vision of women living well - healthy, empowered and equal.

We now invite nominations for vacancies coming up on both the Board and on a new fundraising committee the Board is establishing. Successful applicants will join a team of high level and committed volunteer Directors appointed for two-year terms with eligibility for re-election. They can expect to contribute around three hours per month including participation in eight Board meetings per year plus at least one subcommittee and an annual strategic planning session.

For more information about this opportunity please visit the Director Institute job board. Ref: WHVDI or [Click Here](#)

Opportunity closes 30th October 2015

Special Olympics Australia

Non-Executive Director | National | Paid

Special Olympics Australia is a not-for-profit organisation that provides regular sports training, competition opportunities and development programs for people with an intellectual disability across Australia.

Special Olympics Australia has an exciting opportunity for a resilient and driven individual to join the board. The role will help to advise, govern, oversee policy and direction, and assist the leadership to manage considerable change over the next few years.

The board nominations committee is looking for a sports expert who brings extensive practical experience in either participation or

administration of sport at Club or State level to the board.

The board meets quarterly and meeting length will vary according to the agenda.

You may be required to attend special events or meetings throughout the year as determined.

Location for meetings is in Sydney. Travel will be arranged as required.

For more information about this opportunity please visit the Director Institute job board. Ref: SPECOLYDI or [Click Here](#)

Opportunity closes 2nd November 2015



Girl Guides Australia

Nominee for GGA Board | Tasmania & Sydney | Unpaid

This is an excellent opportunity to gain practical Board level experience and develop your own skill set, while contributing to Guiding at its highest level.

The Appointed GGA Director for Tasmania is a member of both the GGA and Girl Guides Tasmania (GGT) Boards for three years, helping to govern each organisation and ensure good two-way communication between them.

Each Board sets the strategic direction for that organisation, taking into account financial sustainability and risk management issues, and oversees how Management delivers the strategic plan.

A knowledge of Guiding at all levels, the Australian Guide Program (AGP) and Australian Learning Qualification Program (ALQP), risk management and corporate governance would be beneficial. An appreciation and understanding of the requirements and responsibilities of sitting on the national board of a federated, not-for-profit organisation would be advantageous, although skill development support is available where needed.

Attendance at GGA Board meetings (six per year, mostly in Sydney) and GGT Board meetings either face to face (five per year, alternating between Hobart and Launceston) or via teleconference (five per year) is an integral part of this role, together with teleconferences for any subcommittee of GGA to which you are appointed.

For more information about this opportunity please visit the Director Institute job board. Ref: GGADI or **Click Here**

Opportunity closes 13th November 2015

Path 2 Change

Board Members (3) | Chair & Secretary | Unpaid

After 30 years of serving the community, Path 2 Change (formally Newcastle Youth Accommodation Service) changed their name to reflect moving forward into the future, with energy and commitment. We are dedicated to becoming a market leader in reducing homelessness and creating a safe and resilient community through innovation and connection.

We are looking for people interested in becoming board members who can contribute to corporate governance, the oversight of management and provide strategic direction in partnership with other board members.

The positions include a Chairperson and/or Secretary and three non-executive Directors. These positions will suit those individuals who are appropriately experienced and qualified, and/or are seeking an opportunity to work closely with Board colleagues, under the guidance of a Chairperson. These positions would be suitable for those with fresh thinking, energy and a passion for helping others.

For more information about this opportunity please visit the Director Institute job board. Ref: P2CDI or **Click Here**

Opportunity closes 2nd November 2015



Australian Pituitary Foundation

Non-Executive Directors | National | Unpaid

Australian Pituitary Foundation Ltd (“APF”) is a not-for-profit organisation founded in Sydney in 1994 by pituitary patients and family members, with the endorsement of Australian endocrinologists, neurosurgeons, radiation therapists and endocrine nurses, who saw the need to support people who have rare conditions of the pituitary gland.

The Foundation is now a national organisation with the national office based in Queensland supported by branches in Sydney, Brisbane, Melbourne, Adelaide and Perth.

APF is run from home offices by a dedicated voluntary committee. Our committed volunteer usually have pituitary conditions themselves or are relatives of members. Our organisation is funded by pharmaceutical company sponsorship, donations and membership fees, and we do not receive government funding.

The Foundation supports and assists adults, children and families who have been affected by pituitary conditions and tumours. Pituitary disease is rare, therefore there is a strong need within the community for awareness and education.

The Australian Pituitary Foundation is currently seeking nominations to appoint 4 independent non-executive Directors to contribute to the strategic direction of our organisation and to diversify the skills and experience of our Board.

For more information about this opportunity please visit the Director Institute job board. Ref: APFDI or [Click Here](#)

Opportunity closes 31st December 2015

Encircle

Non-Executive Director | QLD | Unpaid

Encircle is a not for profit community owned and operated organisation for individuals and families in the Pine Rivers district. Encircle responds to personal and community needs within a safe and welcoming environment. Support services are offered to community members using an approach that values each individual and their strengths. We provide a voice for the community by building and maintaining partnerships and offer low cost meeting space for local community groups and organisations.

For more information about this opportunity please visit the Director Institute job board. Ref: ENCLEDI or [Click Here](#)

Opportunity closes 5th November 2015



Australian Canoeing

Board Directors | National | Unpaid

Australian Canoeing (AC) is the national organisation responsible for the management, coordination, development and promotion of canoe, kayak and ocean racing skis in Australia. AC represents the interests of its members to government and the public.

There are currently eight members of the AC Board. The current Board comprises of five elected directors, two appointed directors and one Athlete Commission representative.

The Board of Directors is responsible for the governance of AC and its strategic development and growth. Key functions are delegated to Board Committees, the CEO and senior management. The Board has final responsibility for the governance of the organisation. In doing so it strives to achieve best practice principals.

AC is seeking to expressions of interests for the Board of Directors with a range of skills and backgrounds as we prepare for succession planning. Experience in sports governance and an understanding of the Australian sporting landscape is ideal but not mandatory.

For more information about this opportunity please visit the Director Institute job board. Ref: AUSCANDI or [Click Here](#)

Opportunity closes 1st December 2015



The Parramatta College

Board Member | NSW | Unpaid

The Parramatta College is a non-profit organisation that specialises in Adult Education. We cater for groups or individuals in a range of educational fields. We are also able to offer first class workplace training and assessment.

We are seeking a committed director to join our dynamic board. Ideally the individual will have strong knowledge and interest in the Adult Education sector and a background in Law.

Opportunity Closes 11th November 2015

For more information about this opportunity please visit the Director Institute job board.

Ref: PARRADI or [Click Here](#)



Aquatics and Recreation Victoria

Co-opted Directors | VIC | Unpaid

The primary role of the Board is to manage the business and affairs of Aquatics and Recreation Victoria (ARV) by providing direction to the organisation through strategic planning, discussion and consultation and giving purpose to the business of ARV.

This encompasses overall responsibility for monitoring the management of ARV including the adoption of an annual budget; ensuring internal control systems are in place and monitoring the progress and results of the activities of ARV.

It is not the role of the Board or individual members to be involved in the day-to-day management of ARV. However there may be instances where a Board member has specialist knowledge or skills, which can be used in contributing to the work and function of ARV.

Opportunity closes on 30th November 2015

For more information about this opportunity please visit the Director Institute job board. Ref: AQRVDI or [Click Here](#)

GetUp

Board Directors | National | Expenses

Are you a politically savvy, bold and creative progressive who wants to help lead the movement to build a more democratic, just and sustainable Australia?

Do you have the right combination of political nous and governance experience that could help take GetUp to the next level? Then apply to join the GetUp Board.

We are running an open application process to find Australia's best prospective board members. GetUp is one of Australia's largest campaigning communities with a membership of 1 million people. We are an independent, grassroots, community advocacy organisation that seeks to build a more progressive Australia and hold politicians to account. We use technology and cutting edge campaign techniques to maximise public participation in our democracy.

Being on the GetUp board will require:

- o Approximately two days per month.
- o Preparing for and attending in person a full day board meeting once every three months in Sydney.
- o Preparing for and attending - in person or virtually - approximately one subcommittee meeting every two months in Sydney.
- o Preparing for and attending in person a two-day retreat once every year in Sydney.

A position on the GetUp board is not remunerated, however domestic travel expenses will be covered.

Opportunity closes on 17th November 2015.

For more information about this opportunity please visit the Director Institute job board. Ref: GETUPDI or [Click Here](#)

Central Highlands Science Centre

Board Member | QLD | Unpaid

Are you passionate about science, engineering, technology & maths (STEM) education and want to have a direct impact on the lives of country kids in rural and regional areas? The Central Highlands Science Centre Inc. (CHSC) is a grassroots, not-for-profit organisation with a vision to inspire young scientists. We are a small, hands-on, volunteer organisation with a dynamic and driven board.

We are seeking to expand our skills-based board of directors and invite passionate community-minded people who can bring their specialist skills to the Board.

Opportunity closes on 30th November 2015

For more information about this opportunity please visit the Director Institute job board. Ref: CHSCDI or [Click Here](#)



Hockey WA

Audit and Finance Committee Member | WA | Unpaid

The Audit & Finance Committee (Committee) is a formally appointed Committee of the Board of Directors and is responsible to the Board. The sub committee does not have any management functions and is advisory to the Board only.

The Committee's role is to report to the Board and provide appropriate advice and recommendations on matters relating to financial governance, financial planning (budget and forecast), capital requests, tenders and awarding of contracts in order to facilitate decision making by the Board.

It is the responsibility of the Committee to maintain free and open communication between the Committee, the external auditors, the Board and the employees and ensuring compliance with processes and procedures and any recommended changes, the Board Charter, Committee Charters and the Directors Code of Conduct, including compliance with legislation and any legislative changes.

In discharging its oversight role, the Committee is empowered to investigate any matter brought to its attention with full access to all books, records, facilities, the Board and employees and volunteers, and the authority to engage independent counsel and other advisers as it determines necessary to carry out its duties.

Opportunity closes on 13th November 2015.

For more information please view this role on the Director Institute Job Board Ref: WAHOCDI or [Click Here](#)

WIRE

Board Member – Fundraising and Deputy Treasurer | VIC | Unpaid

WIRE Women's Information (WIRE) provides information, referral and support to the women of Victoria on any issue. We are the only Victoria-wide free generalist information, support and referral service run by women for women.

Every year we answer over 12,000 requests for information and assistance through our Women's Support Line, drop-in Women's Information Centre and via email and online chat.

We offer a range of gender-specific training programs, and also research and advocate for women's issues such as financial literacy and economic security, out-of-school-hours childcare, work-life balance and violence against women.

WIRE's vision is for a society where women are safe, respected, valued, informed, empowered and free to make genuine choices in their lives.

We are seeking two talented volunteers to join our Board in fundraising and as a deputy treasurer.

The fundraising role is to support the strategic development of alternative sources of revenue to support the vital work we do and increase our capacity to meet the demand for our services.

The deputy treasurer role is to support the Treasurer in financial governance, planning and reporting. The role is a development opportunity that might suit a young woman with CPA qualifications early in her career.

For more information please view this role on the Director Institute Job Board Ref: WIREDI or [Click Here](#)

Australian Fencing Federation Limited

Appointed Director | National | Unpaid

The Australian Fencing Federation Ltd (AFF) is the peak national body for the Olympic sport of fencing in Australia. The AFF has recently transitioned from an incorporated association to a company limited by guarantee.

As part of this process, the AFF has adopted a new constitution, which provides for a Board made up of elected directors, appointed directors and an athletes' director. As part of an ongoing process of Board renewal, the AFF is currently seeking applications from suitably qualified

and experienced candidates from outside the fencing community who have the knowledge and skills necessary to complement the abilities of the existing Board members.

There are currently two vacancies for appointed directors. Appointments are expected to be for an initial period of 1 to 2 years, subject to negotiation with the successful candidates. Board meetings are held monthly by Skype, with face-to-face meetings held every quarter.

Applications close on the 30th November 2015. For more information about these opportunities please visit the Director Institute Job Board Ref: AFFDI or [Click Here](#)



Community Bridging Services (CBS) Inc.

Community Bridging Services Inc

Non-Executive Director | SA | Unpaid

CBS Inc is a leader in supporting people with a disability and is an energetic, non-profit, independent community agency. Incorporated in 1996, CBS provides Services in open employment, further education and recreation across Adelaide and regional SA.

We are keen to recruit a new Board member. This is a good opportunity to get involved and make a positive contribution to the community.

The board meets on the last Tuesday evening each month with meetings typically lasting two hours. Board members will be asked to attend special events or extra meetings each year in support of CBS' fundraising activities or community engagement.

The positions are voluntary with an honorarium payment available.

The opportunity closes on 30th November 2015.

For more information please view this role on the Director Institute Job Board Ref: CBSDI or [Click Here](#)



Peninsula Village Limited

Board Director | NSW | Unpaid

Peninsula Village Limited provides high quality aged care services from its independent living units at Cooina Village and Peninsula Village Retirement Centre at Umina Beach and Ambleside at Morisset Park through to residential Aged Care Facilities, Pam Palmer House, Jack Aldous House and Don Leggett House at Umina Beach.

Peninsula Village is financially sound, caring for approximately 400 residents employing about 300 staff in a caring environment. It is about to embark on major new building projects and a rejuvenation of existing buildings over the next 3 to 5 years.

Following a recent organisation strategic review the members of Peninsula Village Limited are seeking to appoint Directors to its Board as part of its renewal process. Directors will provide strategic leadership for Peninsula Village to facilitate future success, growth and competitiveness of their organisation.

As a not-for-profit organisation Directors of Peninsula Village Limited receive no financial compensation for their involvement in the Board. The reward is providing the best possible care for our elders in our communities, in a financially responsible way.

For more information please view this role on the Director Institute Job Board Ref: PENDI or [Click Here](#)

Amnesty International

Committee Members | National | Unpaid

The Board of Directors of Amnesty International Australia is looking for a number of suitably qualified Amnesty members, or supporters who are willing to become members, to work in a voluntary capacity on one of five Committees which provide advice and support to the work of the organisation.

These five committee's consist of:

- Audit and Risk Committee (Two positions)
- Remuneration Committee (Three positions)
- Governance Committee (Two-three positions)
- International Nominations Committee (Three positions)
- International Issues Committee (Three positions)

Applications close on the 20th November 2015.

For more information about these opportunities please visit the Director Institute Job Board Ref: AMNIDI or [Click Here](#)

LATEST BOARD NEWS

GOVERNANCE INSTITUTE DROPS SUPPORT FOR SUPER FUND GOVERNANCE REFORM

The Governance Institute was an early supporter of the government's plan to overhaul the board composition rules for superannuation funds, but now the peak body's newly appointed chief executive Steven Burrell has called for the "over politicised" legislation to be scrapped.

In a submission to the Senate Economics Committee on Thursday, The Governance Institute called on the government to abandon legislation mandating that one third of superannuation fund boards be comprised of one third independent directors including an independent chair, arguing that the process has become "overly politicised to the detriment of genuine governance outcomes".

Source: SMH 16th October 2015

CONTROVERSIAL HEALTH STARTUP THERANOS HAS A BOARD OF DIRECTORS THAT'S ANYTHING BUT MEDICAL EXPERTS

Theranos has appointed a 12-person board, made up of 11 men with an average age of 80 years that includes three former cabinet secretaries, two former senators, and retired military leaders. Elizabeth Holmes is the only female on the board as CEO & Chair.

Source: Fortune Magazine 15 October 2015



WOOLWORTHS DIRECTORS STEP DOWN FOR BOARD RENEWAL

One day after newly installed chairman Gordon Cairns' first board meeting, two of the supermarket giant's most experienced retailers have quit their directorships to make way for renewal of the embattled board.

Source: SMH 30th September 2015

FAT PAY PACKETS UNDER FIRE THIS AGM SEASON

Australian boards pay their executives too much and have failed to align pay with performance, investors and governance firms say.

As the annual meeting season gets under way in earnest, remuneration will come under intense scrutiny, particularly at cyclical companies where executives were enriched during boom times but have not shared in the bust.

Last week investors sent a warning to boardrooms by voting down glove and condom maker Ansell's remuneration report. Under the two-strikes rule, which was introduced in 2011, investors can trigger a board spill if 25 per cent or more of a company's shares are voted against consecutive remuneration reports.

Daniel Smith, director of research at governance firm CGI Glass Lewis, said the Ansell vote was "a real bellwether of investor sentiment".

Macquarie quantitative strategist Luciano Sturiale, in new research to clients, foreshadowed that executive remuneration will be topical this year.

"The current weak operating environment coupled with a weak share price backdrop will expose underperforming executives and more so overpaid, underperforming executives," he said.

"In this environment, we expect strikes and protest votes will increase this AGM season as the industry continues to elevate its focus on governance issues."

According to Macquarie, companies on watch for a second strike include Reckon, Buru Energy, Sino Gas, McMillan Shakespeare, UGL Limited, Fantastic Holdings, FlexiGroup, Seven Group Holdings, Salmat, Harvey Norman, Cabcharge Australia and Primary Health Care.

Source: SMH 12th October 2015



RUSS WITHERS RESIGNS FROM 7-ELEVEN BOARD; CEO WARREN WILMOT ALSO STANDS DOWN

7-Eleven chairman and billionaire Russ Withers has resigned from the board of the convenience store chain, along with chief executive Warren Wilmot and another senior executive, in the wake of a worker exploitation scandal that has rocked the company.

7-Eleven has appointed Michael Smith as its new chairman with a mandate to fix the problem and repair the franchise giant's damaged reputation. Mr Smith has been on the board of 7-Eleven since 1999 and became deputy chairman in August 2014.

Source: SMH – October 1st 2015

CYBER RISKS COMMANDING BOARD-LEVEL ATTENTION

A new global study, Governance of Cybersecurity: 2015 Report, developed by the Georgia Tech Information Security Center (GTISC) and supported by Forbes, the Financial Services Roundtable (FSR), and Palo Alto Networks, reveals that there has been a dramatic increase in the attention that boards and executives are paying to cybersecurity risk management.

The survey polled board directors and executives from Forbes Global 2000 companies, and the report compares survey results from three previous surveys conducted in 2008, 2010, and 2012. Highlights of the 2015 survey and comparisons against previous survey results include:

1. Cybersecurity has risen to become one of the top boardroom issues, with nearly two-thirds (63 percent) of the survey respondents actively addressing computer and information security, up from 33 percent in 2012.
2. Most boards – 53 percent – have established a Risk Committee separate from the Audit Committee, up from 8 percent in 2008, which now has overtaken responsibility for oversight of cyber risk from the Audit Committee.
3. Boards today are paying a great deal more attention to cyber insurance coverage – 48 percent of the respondents said their boards were focusing on cyber insurance, up from 28 percent in 2012.
4. Boards also are placing a much higher value on risk and security experience when recruiting board directors – 59 percent of respondents said their board had a director with risk expertise, and nearly a quarter (23 percent) had one with cybersecurity expertise.

Source: CNN October 2nd 2015

WOMEN BOARD TARGETS FALL SHORT

A public campaign to boost the proportion of women on the boards of Australia's largest companies to 30 per cent by 2018 is looking increasingly unattainable, with the latest appointments data suggesting it could take at least a decade.

Analysis provided to The Australian reveals only 24.8 per cent of new appointments to the top 200 listed companies so far this year were women, down from about 30 per cent during 2014.

The slide echoes the latest figures from the federal government, where the proportion of women serving across more than 360 government boards during 2015 slid for a second consecutive year to 39.1 per cent — beneath the government's minimum 40 per cent target.

Source: Business Spectator 16th October 2015



FLOOD OF LABOR-ALIGNED 'MATES' MADE WATER BOARDS DIRECTORS

The Andrews government has stacked a series of high-profile government boards with Labor "mates" after analysis showed one out of every seven directors of the state's water boards has ALP ties.

The Australian has discovered more than 20 ALP-aligned identities were appointed to the 150 board positions, which carry tens of thousands of dollars a year in directors' fees and in the case of chairmanships, up to \$80,000 per annum.

The Labor appointees ranged from former ministers and MPs — such as John Thwaites and Elaine Carbines — and a string of former staffers and Labor candidates as well as campaign strategists, friends of key Labor identities and even the partners of current and former ministers.

Source: The Australian 14th October 2015

VICTORIAN GOVERNMENT SACKS HEALTH SERVICE BOARD

The Victorian Government has dismissed the board of a rural health service west of Melbourne. A review has found the deaths of seven babies at the Djerriwarrh Health Service could have been avoidable. The Health Minister says the board failed its clinical governance duties.

Source: ABC 27th October 2015

AUSNET SERVICES CHAIRMAN TO STEP DOWN IN 2016 FOR BOARD RENEWAL

AusNet Services chairman Ng Kee Choe, who has been criticised over corporate governance at the company, is to step down from the board next year.

Mr Ng has served the board for close to 10 years after being appointed to the role by Singapore Power.

Source: Sydney Morning Herald - 26th October 2015



NINE STARTS HUNT FOR DAVID GYNGELL'S SUCCESSOR

Directors at Nine Entertainment Co have made informal approaches to potential candidates for one of the toughest roles in Australian media – succeeding David Gyngell, the best-known executive in television.

The board of the free-to-air television and digital business has begun to discuss succession planning for its next chief executive amid rising expectations that Mr Gyngell will not seek to renew his contract when it expires at the end of 2016.

Mr Gyngell, who is widely credited with saving Nine from financial collapse in 2012 and bringing it back to the sharemarket a year later, must give the board notice next month if he plans to leave when his contract expires.

He is understood to have no plans to walk away from Nine altogether and is expected to retain a board seat or advisory role.

Source: SMH 19th October 2015

SPECIAL EVENT FOR DIRECTORS

- AN EVENING WITH -

ITA BUTTROSE

11th November, 2015
Sydney
5.30pm - 8.00pm

Join us for drinks and a conversation with Ita Buttrose AO OBE, and Chair of Director Institute's Advisory Board, from 5.30pm on Wednesday 11th November at the Royal Automobile Club Australia, 89 Macquarie Street, Sydney.

Ita Buttrose is an exceptional Australian, a legendary media editor, businesswoman, best-selling author, committed community and welfare contributor and Australian of the Year 2013.

As one of the first women in Australia to enter the boardroom, Ita brings unparalleled expertise to businesses and offers genuine insight into the ways we can improve the quality and diversity of boards in Australia. Ita is National Ambassador for Alzheimer's Australia, having served as National President from 2011 - 14. She is also Emeritus Director of Arthritis Australia, and currently co-hosts Studio 10 on Network TEN.

Details:

5.30 pm - Director Networking, Drinks & Canapes
6.30 pm - Sit-down Q&A with Ita Buttrose followed
by further networking and drinks till close.
Event concludes at 8pm

Ticket Prices:

Director Institute Members Tickets:
\$99 plus GST
Non-Members Tickets:
\$150 plus GST



BOOK NOW