



BOARD DIRECTOR -  
TECHNOLOGY, PROFESSIONAL  
SERVICES, SPORT,  
NOT-FOR-PROFIT



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## BOARD INDUSTRY EXPERIENCE

### TECHNOLOGY

Software and Services

### PROFESSIONAL SERVICES

Sports Consulting,  
SME growth and scale up

### NOT-FOR-PROFIT

Golf, Community and SME growth

## STRENGTHS

### GOVERNANCE

for high growth entrepreneurial  
companies

### STRATEGIC THINKING

for growth, market making and  
scaling-up.

### Simplifying EXECUTIVE ACCOUNTABILITY

**COURAGE** to speak with candour  
about the things that matter

**COLLABORATIVE**, team player  
with a **GROWTH MINDSET**

## SUMMARY

Clients engage me on their Boards because they want to "play to win" by leveraging my:

- experience in navigating the complexities of building governance and strategic frameworks for growth around disruptive, entrepreneurial ventures against change resistance
- deep experience and networks created as a "market maker" around the customer in startups, high growth SMEs, Blue Chip and Multinational organisations.
- passion for delivering on a long-term vision - balancing the priorities of today with hard metrics and executive accountability with a strong dose of empathy and intuition.
- Board and investor community network both local and international.

## BOARD PROFILE

I am a Chair, Committee Chair, President, Non-Executive Director and Executive Director with over twenty years of board-level experience across the public, commercial & not for profit sectors with particular experience in the technology, professional services and sports industries. At the Board level, some highlights include:

- As the Independent Chair of MI Associates, a specialist sport, culture and tourism consultancy, I provide expertise that guides the governance, strategic and organisational framework for the next phase of company growth.
- I founded the Girls Independent Golf League (GIGI Golf) in Australia, a not-for-profit incorporated association focused on empowering girls through golf participation. The organisation has now been handed to Jack Newton Junior Golf to grow nationally under the new PGA Junior League Programme.
- As VP and Chair- Marketing and Member Committee at Long Reef Golf Club, I led two cycles of strategic planning around customer-centric strategy which drove significant change in the Club.
- My current focus in the Golf Industry as Chair is a start-up sports tech Zonely founded by Alicia Nagle (Kel Nagles granddaughter), focused on increasing inclusive golf participation through online matchmaking.
- In my Non- Executive Director role at Flux Federation, a subsidiary of Meridian Energy MEZ: ASX, I provided governance and strategic advice on software platform globalisation.
- As Chair of expertential, I provided strategic guidance to articulate the Knowledge Worker Automation platform strategy and readiness for market.
- As Non-Executive Director with Attache Software, I provided strategic advice relating to smart technology solutions for Australian SMEs and was Co-Founder of the M- Institute, a not-for-profit dedicated to helping small, private businesses to grow.



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## WHAT CLIENTS SAY

### **Des Whyte, Founder and Executive Director, expertential**

Catherine is literally unique in the non-executive director space. She has the qualifications, the brains, the energy, the ~30-year track record of working in all areas of businesses to make a massive no BS contribution to any organisation.

We wanted someone who had the hard-won expertise from getting her hands dirty in financial management and venture capital through to new product development, marketing and sales. We also required someone who has intellect, bandwidth and was a quick learner who could provide insight, deal with complex issues and would hold us accountable. We didn't want a figurehead or seat warmer.

Catherine has exceeded our expectations, we are very privileged to not only have her as our chairman, but also as a comrade and confidant, she is a team player.

### **Michael Leonard, Executive Director and CEO Decipherworks**

Catherine was appointed to help our Board in taking our company to the next level of growth, provide guidance on strategy and facilitate the exit of one of our Directors through merger or acquisition.

Catherine assisted us to reposition the company for sale and advised and coached the Board around execution of this goal.

She appointed an expert M&A team from her network and worked closely with all stakeholders, always with our best interests at heart, until a successful transaction was completed.

## BOARD EXPERIENCE

### **2015-04 – Present**

#### **Independent Chair and Non- Executive Director**

MI Associates (Sport, Professional Services)

Engaged to assist the directors to build the governance, strategic and organisational alignment framework for the next phase of growth in their global sports, cultural and tourism venue management and events consultancy.

### **2019-05 – Present**

#### **Chair**

**Zonely** (Technology - Platform Software)

Engaged to leverage my start-up experience, strategic networks and expertise in developing platform technology business partnerships and governance models for scale.

### **2019-05 – Present**

#### **Independent Chair**

**Evolv** (Technology - Financial Services)

Engaged to leverage my expertise in driving high growth technology businesses through building organisational scale and strategic acquisitions. Evolv has been redefining superannuation audit through innovative process and software for many years. Evolv plan to drive a new wave of innovative services ahead of accelerating industry shifts towards full automation.

### **2017-12 - 2019-12**

#### **Chair and Founder**

**Girls Independent Golf League** (Sport, Not-For-Profit)

GIGL Australia piloted "teams only " golf programmes exclusively for girls in partnership with Golf Australia, Golf NSW and Jack Newton Junior Golf Foundation (JNJG). Our mission to enhance the lives of girls participating in golf to grow the sport for all players in the market. The pilot was successful, and the programme has now been transferred to JNJG and Golf NSW to become the PGA Junior League for girls across Australia.

### **2013-10 - 2018-10**

#### **Vice President and Non-Executive Director**

**Long Reef Golf Club** (Sport, Not -For -Profit)

Elected to the Board to drive the next phase of Strategic Planning for the Club over the next 5 years. Member of Finance Committee, Head - Membership and Marketing and Strategic Planning Committees. Member of Women in Golf Governance Forum, Golf NSW.



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#### **Mike Rich, MD Attache**

Catherine joined the Attache Board as an independent Director because of her deep experience in the IT Industry and her strategic insights into the market. While on the Board, Catherine demonstrated an ability to see through the noise and identify the root cause of a problem and had the courage to tell me what I needed to hear, even when I didn't want to hear it. I hope we have the chance to work together again.

#### **QUALIFICATIONS**

##### **MBA (Exec) Strategic Management**

AGSM@UNSW Business School  
Completed 2010

##### **MAICD**

Australian Institute of Company  
Directors Member since 2006

##### **CPA**

Australian Society of CPAs  
Completed 1994

##### **Bachelor of Economics**

University of Sydney  
Completed 1988

#### **BOARD EXPERIENCE ...continued**

##### **2018-05 - 2019-07**

##### **Non-Executive Director and Chair - Risk and Assurance Committee Flux Federation** (Technology - Platform Software)

Engaged to leverage my strategic expertise and network for globalisation of the company. Flux is the company that designs and creates the software that powers Powershop in NZ, Australia and the UK. We create marvellous products and experiences for energy teams and their customers - all delivered digitally via web and mobile apps. We currently serve 160k+ customers across three countries.

Flux Federation is a wholly owned subsidiary of Meridian Energy (MEZ)ASX the largest generator of power in NZ and a renowned innovator in the energy sector.

##### **2017-12 - 2019 -03**

##### **Chair**

##### **expertential** (Technology - Platform Software)

Engaged to establish a Board and investor network to drive global growth for the first Augmented Intelligence platform for digital expertise. This platform enables organisations to capture and manage corporate expertise 10x faster than current practice. It will also prepare their businesses for AI optimisation in the future whilst enhancing corporate value.

##### **2016-07 - 2017-08**

##### **Board Advisor and Independent Chair**

##### **Decipher Works** (Technology - Services)

Engaged to assist the directors to build a framework for growth for their cyber security consulting services company through governance and strategy. Facilitated the acquisition of the company by Transaction Services International ASX:TSN in August 2017.

##### **2016-07 - 2018-01**

##### **Company Secretary and Executive Director**

##### **Red Dog Venture Partners** (Technology)

Red Dog Venture Partners was created by three technology veterans to "teach new dogs old tricks" in taking hand-picked startups to scale by partnering with an experienced team and the right funding partners. 40 start-ups reviewed for investor readiness. Only one was selected, expertential, and I am now its Chairman.



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## PERSONAL ACHIEVEMENTS AND INTERESTS

GOLF - 2016 and 2017 Club Champion

Long Reef Golf Club - GA Handicap 5

BALLROOM DANCING

Arthur Murray - Bronze 2 Level

Selected for Cancer Council – Stars  
of the Beaches Dance Competition

RUNNING, READING AND SPENDING  
TIME WITH FAMILY AND FRIENDS

## EXECUTIVE EXPERIENCE SUMMARY

In my corporate career, I specialised in the development and execution of customer focused business strategy with specific strengths in greenfields leadership, creating business value from technology, innovative business models, stakeholder engagement and relationship management.

Starting in auditing/accounting at PWC, I was part of the team that pioneered business process reengineering. I led strategic change from the CFO/Finance Director seat, aligning business requirements with technology. I have held "C" level roles in bleeding edge startups through three dot com eras in between roles at Microsoft New Products/Government Channels) and IBM (Leader Government Sector Solutions).

I was also a pioneer in the early days of "convergent media" and "online identity" where data, content and mobility, both online and offline collide with privacy and security.

## BOARD EXPERIENCE ...continued

**2014-05 - 2015-03**

**Non-Executive Director**

**Attache Software** (Technology)

Engaged to implement board governance, provide strategic guidance on technology horizons and advise executive directors on Australian SMEs and their business advisors who require smart technology platforms to build, grow and transform their firms.

**2014-08 - 2016-07**

**Head of Business Advisory (High Growth Board Advisory Focus)**

**Enspira Financial** (Professional Services)

Engaged to establish Business Advisory Services. Specialised in Board Advisory roles for high growth private businesses seeking "smart scaleup" strategy around core brand value in the technology, health services and professional sports marketing sectors.

**2011-06 - 2014-12**

**Board of Governance and Partner**

**NEM Australia** (Professional Services)

Invested in Partnership with Australia's largest boutique consulting firm, offering non-executive management services to the SME market. In particular, focused on Board Advisory roles to the \$5 million to \$20 million annual turnover segment where organisations require greatest assistance for growth.

**2010-05 - 2010-09**

**Non-Executive Director -Technology Advisor**

**Peppers and Rogers Group** (Professional Services)

Appointed to protect the PRC Brand and drive the integration of the PRC consulting services and "cloud based" customer centric data and transactional services of Connxon. Developed new business model for integration of consulting, customer data analytics and multichannel BPO services used to build APAC sales pipeline for PRG and CXN. Required to relinquish Board role when I resigned as CMO from ASX: CXN.

**2011-06 - 2015-03**

**Founder and Executive Director**

**M Institute** (Not-for-Profit)

The M Institute is an independent, not for profit resource hub that connects M-Growth businesses (\$2 - \$100M) with all the resources they need to grow and continue their development into successful globally competitive businesses.

**2011-06 - 2012-02**

**Founding President and Chairman**

**Pittwater House Alumni Association** (Not-For-Profit)



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Specifically, I spent:

- 8 years driving transformational projects from the CFO/Finance Lead seat.
- 15 years in the IT Industry in roles requiring strong skills in strategy development, market development and implementation for various transformation, post-acquisition integration and start up projects.
- 5 years of high growth consulting and business advisory roles transitioning to Board Advisory roles and then Board Directorships.

## EXECUTIVE EXPERIENCE

**2008-09 - 2010-09**

**CMO/Head of Strategy and Corporate Development**

**Connxion**

- Developed and executed growth, product and post-acquisition integration strategy.
- Developed alliance models and provided strategic marketing coverage for the core (Utilities and Communications) and emerging industry sectors (Financial Services & Hospitality) across Australia, Asia and China.
- Brand development, corporate positioning and communications, all investor relations and media liaison.

**2004 - 2005**

**Executive, Public Sector Solutions**

**IBM**

- Pioneered the transformation of the IBM Public Sector Software team from product sales to consultative solutions selling.

**2001 - 2004**

**Industry Manager, Public Sector**

**Microsoft**

- Developed Microsoft's Public Sector Industry Solutions strategy.
- Implemented the transformation program in Australia as a Global Pilot which formed the basis of the sales -force transformation from product sales to solutions focus by Industry based customer segment

**2000 - 2001**

**bCentral Country Manager**

**Microsoft**

- Developed the online strategy for SMB in Australia as part of a Global Product Team.
- Led a high performing multi-disciplined team to launch the online portal ahead of schedule.
- Responsible for the business case to drive SME adoption of web services enabled Office XP as the "small business solution" at the time of introduction of GST in Australia.



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#### **1999 - 2000**

##### **eCFO/COO**

##### **eWorld**

- Developed and led strategy creation for listed-telco spin off around convergent technology
- Led IPO readiness programme - stymied by the 2000 Tech Crash.
- Profiled by CFO Magazine as Australia's first eCFO.

#### **1996 – Current**

##### **Founder and Executive Director**

##### **Samsara Consulting**

Boutique consultancy, providing board advisory, business strategy, consulting and executive contracting services to technology service providers to the Telco, Financial and Government sectors.

- Specialises in operating in complex environments where new market approaches are required for success with customers from spinoff/start-ups, high growth M&A ventures and large-scale corporate transformation programs.

Selected engagements included:

- Evolv Group - SMSF Audit Technology Platform growth strategy
- Australia Post - B2G, B2C, B2B digital strategy
- Optus Australia- e-billing integration, multi-channel transpromo, customer data and loyalty integration strategy
- VHA - e-billing platform enablement, electronic channel integration strategy, electronic customer acquisition strategy, customer data integration
- Fairfax Media - SAP electronic invoicing integration project, B2B, B2C digital adoption strategies, employee enablement programs
- fedID Australia - start-up corporate, product and technology strategy
- TSG Australia - corporate transformation and IPO readiness
- IPMG (Media) – development of online media strategy
- ISEG (Software Engineering Guide) - online business methodology

**Further roles on request**



