

# Janine Smith

**Full Name:** Janine Laurel SMITH

## CONTACT:

PO Box 8518  
Symonds Street  
Auckland

**Telephone:** Mobile: (021) 952 600  
Business: (09) 520 0843  
Fax: (09) 529 2314

**Electronic:** Email: [j.smith@boardroompractice.co.nz](mailto:j.smith@boardroompractice.co.nz)

## ACADEMIC / QUALIFICATIONS

- Master of Philosophy, First Class Honours. Topic: Directors' insights from inside the boardroom: A New Zealand Perspective.
- Bachelor of Commerce, Majors in Finance/Accounting & Marketing - University of Auckland.
- Business Research Methodology, Quantitative Analysis and Qualitative Analysis - Auckland University of Technology.
- ADP1: Accelerated Development Programme for General Managers - London Business School.
- Chairing the Board, Certificate in Company Direction - Institute of Directors.

## POSITIONS AND EMPLOYMENT

### POSITIONS HELD:

#### Currently:

- |                 |  |
|-----------------|--|
| <b>Chair</b>    | AsureQuality Limited (SOE – state-owned enterprise) since 2010.<br><i>Member of the Remuneration Committee.</i>  |
| <b>Director</b> | Steel and Tube Limited (PLC – public listed company NZX50) since 2010.<br><i>Member of the Audit Committee, Member of Health, Safety and Environment Committee.<br/>Member of Governance and Remuneration Committee.</i> |
| <b>Chair</b>    | McLarens Young New Zealand Limited since 2006.   |
| <b>Director</b> | The Warehouse Group Limited (PLC – public listed company NZX50) since 2006.<br><i>Chair of the Remuneration, Talent and Nomination Committee.</i>  |

	<i>Chair of the Governance Committee.</i>
<b>Director</b>	The Boardroom Practice Limited since 2003.
<b>Member</b>	Fonterra Governance Development Committee since 2010.
<b>Member</b>	Screening panel for potential directors (COMU – Crown Owned Monitoring Unit) since 2001.
<b>Member</b>	University of Auckland New Zealand Governance Centre Advisory Board since 2009.
<b>Member</b>	Massey University College of Business Advisory Board since 2007.
<b>Judge</b>	Deloitte's Top 200 Business Awards since 2010.

**Formerly:**

<b>Deputy Chair</b>	Kordia Group Limited (a SOE -State owned enterprise), inaugural Director, 2004-2011. <i>Member of the Remuneration Committee.</i> <i>Member of the Audit and Finance Committee.</i>
<b>Director</b>	Bank of New Zealand, 2005-2008. <i>Member of the Audit and Finance Committee.</i>
<b>Trustee</b>	Venture Taranaki (Economic Development Agency), 2004-2008.
<b>Chair</b>	Custom Fleet New Zealand Ltd, 2006 – sold to General Electric.
<b>Deputy Chair</b>	Airways Corporation of New Zealand Limited (a SOE - State Owned Enterprise), 1999-2006. <i>Member of the Remuneration Committee.</i> <i>Member of the Audit and Finance Committee.</i>
<b>Director</b>	Auckland Philharmonia Orchestra, 2003-2004.
<b>Advisor</b>	Auckland Philharmonia Orchestra, 2001-2002.
<b>Member</b>	University of Auckland Graduate Business School Short Courses Advisory Board since 1996 - 2009.
<b>Member</b>	New Zealand Business Education Roundtable, 2002-2006.
<b>Member</b>	Tertiary education panels and advisory boards for reviewing and approving Bachelor and Masters programmes at Unitec and Massey University 2001-2003.
<b>Judge/ Convenor</b>	Marketing, Market Research and Australasian Television Awards 1987-2003.

## EMPLOYMENT

**Currently:**

<b>2003 -</b>	The Boardroom Practice Limited – Principal.
<b>2001 -</b>	Corporate & Strategic InterAction Limited – Principal. <ul style="list-style-type: none"> <li><i>An advisory group focusing on strategic planning, organizational restructuring and performance management and monitoring. Additionally mentoring chairs, directors and senior management.</i></li> </ul>

**Formerly:**

- 1997-2001** Arnott's New Zealand Limited – A subsidiary of Campbell Foods USA – General Manager (CEO), Executive Director, Member of the Australasian Leadership Executive Team.
- *Managed NZ factory closure, restructured organization and integrated Campbell Soup NZ into NZ business.*
- 1995-1997** Telecom Corporation Limited – Establishment of Xtra – NZ's largest internet service provider.
- *Member of two person team established to develop strategy for Telecom's response to the Internet.*
- 1990-1995** Telecom Directories Limited – General Manager Sales & Marketing (COO), Executive Director, Member of Telecom Corporation Advertising & Communication Team.
- *Included process re-engineering, two major restructures and establishment of regional offices.*
- 1987-1989** Healtheries Limited – Group Marketing & Sales Manager.
- 1982-1987** Tip Top Ice Cream Company Limited – Marketing Manager.
- 1980-1982** Smith & Nephew Limited – Group Product Manager Public Products Division

## RECENT WORK

Assignment	Clients
Governance workshops and qualitative governance assignments	For Councils, Chamber of Commerce, Maori trusts, large New Zealand corporates, small to medium enterprises (SMEs), industry associations, not for profits (NFPs) and non government organisations (NGOs) in New Zealand and Fiji.
Board evaluations	For industry body associations, local government companies, economic development agencies, not for profit, State Owned Enterprises, SMEs and NGOs.
Governance Courses	University of Auckland (Short Courses) Massey University (MBA) Otago University (BBA) EEO Trust / Auckland Chamber of Commerce

## PUBLICATIONS, DISCUSSION PAPERS AND REPORTS ON GOVERNANCE

Master of Philosophy Thesis: Topic: Directors' insights from inside the boardroom: A New Zealand Perspective. <http://aut.researchgateway.ac.nz/handle/10292/1050>

Paper by Deryl Northcott and Janine Smith – Managing performance at the top: A balanced scorecard for boards of directors. *Journal of Accounting & Organizational Change*, 7(1) Published by Emerald Group Publishing Limited (2011).

This paper was presented at the School of Accounting Seminar Series at La Trobe University in Melbourne in May 2010; the Performance Measurements and Corporate

Governance JMG Workshop, Pisa, Italy in September 2010; and at The UTS seminar at the University of Technology Sydney Accounting Research Seminar Series, November 2010.

Speaker, 2010, NZ CEO Symposium – *Together at the top – managing and maintaining effective CEO and board relations.*

Speaker, 2010, NZCFO Summit – Panel discussion – *The board’s requirements and expectations from their CFOs.*

Management Magazine, July 2010 – Article “*Women on boards – The case for more female directors*”.

Interview on Governance with Peter Kerridge.

#### MAIN AREAS OF INTEREST AND WORK

<b>Topic, sector, industry</b>	<b>Concepts, themes, areas of work</b>
Corporate Governance	Leadership in the boardroom and with companies. Board and management relationships. Board and director review and evaluation. Company incentives – development and monitoring. Balanced and diversified board appointments. Director development. Building effective boards.
Establishing company competitive advantage	Strategic planning and business development. Organisational restructuring. Performance management and monitoring. Business profitability.

June 2011