

Andrew Seerden

Independent Director | Advisory Board Chair | Tech, Growth and Founder Counsel

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BOARD VALUE PROPOSITION

Independent director and Advisory Board chair with 30 years of senior leadership across global businesses, supported by 11 years as Chair of a national not-for-profit. Brings the director's view on AI, cyber and data governance: able to challenge management, test assurance and give the Board confidence that controls match the risk appetite. Guided StarJam Trust through governance maturity, financial restructuring and founder-CEO succession. Advises business owners, founders and listed-company executives on growth and scaling, board effectiveness and capital decisions through Seerden Board Partners and Fresh Perspectives. Held senior commercial roles at Hewlett-Packard, Compaq and IBM across New Zealand and The Netherlands, including through the Compaq-Digital and HP-Compaq mergers and integration. Holds an MBA from Newport University, Utrecht. Prolific publisher of governance and advisory board insights.

BOARD CAPABILITIES AT A GLANCE

Financial Literacy	P&L accountability across HP and Compaq. M&A exposure including the Compaq-Digital and HP-Compaq integration. Founder succession, exit readiness and capital decision counsel through Fresh Perspectives.
AI, IT and Cyber Oversight	30 years inside global technology. The director who challenges management on AI adoption, data governance and Privacy Act 2020 obligations. Tests assurance and gives the Board confidence that controls match the risk appetite.
Risk Management	Enterprise risk, conduct risk and crisis decision-making. Built from chairing StarJam Trust through funding stress and reorganisation, and from senior commercial leadership through merger, integration and downturn cycles.
Growth and Scaling	Organic and inorganic growth choices, market structure decisions, capability builds and go-to-market reset. Beyond sales: the strategic moves that decide whether scale holds or breaks.
People and Culture	Helping entrepreneurial firms professionalise and scale. Helping mature firms recover entrepreneurial muscle. Coached more than 100 senior leaders and CEOs across New Zealand, Australia, India and Saudi Arabia.

BOARD AND GOVERNANCE EXPERIENCE

Chair, Board of Trustees | **StarJam Trust (national not-for-profit)** *2005 to 2016*

- Led 11 years of governance for a national charity serving young people with disabilities through performing arts.
- Guided the organisation through national expansion from a single regional base to multiple cities across New Zealand.
- Stewarded founder-CEO transition, including succession planning, search and onboarding.
- Built the governance framework: charter, committee structure, risk register and director rotation policy.
- Led the Board through periods of funding stress and operational reorganisation, requiring crisis decision-making and stakeholder management.
- Held accountability for major relationships and corporate partnerships.

Member | **Virtual Advisory Board (VAB)** *2025 to present*

- Contributing commercial and governance counsel to a global multi-country advisory network.

Director and Co-Founder | **Menu Compass AI** *2024 to present*

- Co-founded a food production analytics venture providing real-time, actionable insight to producers, distributors and operators.
- Set governance foundations, commercial strategy and capital structure from inception.

Director | **Fresh Perspectives Limited** *2013 to present*

- Founded and continue to co-lead an independent B2B advisory practice focused on growth, scaling and commercial transformation.
- Engaged by listed, medium-sized privately-owned and large-scale clients including Air New Zealand, Vodafone NZ, Spark NZ, Service Foods, Fonterra, Datacom, Enviro NZ, Fletcher Building, Fairfax Media, Southern Cross Health Insurance and 2degrees on growth strategy, market structure choices, capability builds and go-to-market reset.

- Advised owners and CEOs on founder succession, exit readiness, organic and inorganic growth choices, and capital decisions.
- Coached more than 100 senior leaders and CEOs in 1:1 settings across New Zealand, Australia, India and Saudi Arabia.

Director and Shareholder | Fresh Perspective Leadership *2011 to 2023*

- Co-led a leadership development practice focused on accountability, decision quality and team performance under pressure.

EXECUTIVE CAREER HISTORY

Divisional Manager and senior commercial leader | Hewlett-Packard, New Zealand *2004 to 2008*

- Held country accountability for commercial operations of a \$200M division, reporting into regional and global leadership on revenue, growth, risk and people strategy.
- Built and led teams that consistently exceeded sales targets and grew market share to close to 90%.
- Operated through cycles of technology disruption and market transition, with full commercial and risk accountability.
- Recognised by direct reports and peers for clarity, authentic leadership, integrity and willingness to challenge the status quo in service of better outcomes.

Senior commercial roles | Compaq, New Zealand *1994 to early 2002*

- Held commercial P&L responsibility for multiple divisions, covering strategy, pricing and route-to-market, totalling approximately \$150M revenue.
- Operated through and supported the Compaq-Digital and Compaq-Hewlett-Packard mergers, including portfolio rationalisation, customer retention and post-merger integration of teams.

Senior commercial roles | IBM, The Netherlands and New Zealand *earlier career*

- Held senior sales, sales support and account leadership positions.
- Built foundations in B2B enterprise selling, channel management and account governance.

EDUCATION, QUALIFICATIONS AND CONTINUOUS LEARNING

- MBA, Business Administration. Newport University, Utrecht. 1989.
- Bouwens van der Boije College, Netherlands.
- Continuous learning across AI governance, climate disclosure, data governance and modern board oversight to stay current with contemporary boardroom agendas.

LANGUAGES

- **Dutch.** Native or bilingual proficiency
- **German.** Proficient reading, conversational speaking
- **English.** Native or bilingual proficiency

BOARDROOM VALUES

- **Independence with collegiality.** Speaks with conviction. Decides with the table.
- **Constructive challenge over deference.** Asks the question others avoid.
- **Long-term stewardship over short-term comfort.** Holds the horizon for the CEO.
- **High trust, low ego.** Confidence to challenge without needing the credit.

PERSONAL

Lives in Auckland CBD and Waiheke Island with family. Loves travelling and personal development. Long-time advocate for youth wellbeing through StarJam, where he served as Chair from 2005 to 2016.