

The Case: Orange Sky

How a not-for-profit organization facilitated its first formal board evaluation with Nasdaq Governance Solutions.

The Opportunity

The board of Orange Sky wanted to assess the maturity of their governance framework and to validate that its vision was guiding the organization down the right path to drive growth and social impact.

The Solution

Orange Sky engaged Nasdaq Governance Solutions and Board Matters to evaluate its board, governance framework and strategic focus, resulting in a clear picture of board dynamics, priorities and practices.

Orange Sky is an innovative not-for-profit providing free mobile laundry services, warm showers and genuine, non-judgmental conversation to people experiencing homelessness, or in need, across Australia and New Zealand. It operates 36 services across 25 locations in Australia and three services across two locations in New Zealand, with expansion plans always on the horizon.

Facilitating the First Formal Board Evaluation

Orange Sky was founded in 2014 by two tech-savvy 20-year-olds working out of their garage. In a very short time, they built Orange Sky into a highly visible brand with considerable fundraising momentum. The founders eventually replaced their “friends and family” advisory board with professional, experienced board directors who have since helped guide Orange Sky’s entrance into numerous markets across Australia.

With expansion underway in New Zealand and plans to explore the U.S. market, Orange Sky felt it was time to pressure test the board’s governance framework and refine its strategic focus to ensure the organization’s future success. The CEO, the Chair and the board of Orange Sky wanted assistance in three key areas:

1. Testing the maturity of board governance and identifying areas for improvement
2. Ensuring the board is spending time on the right strategic priorities to drive growth and impact
3. Delivering structured feedback to facilitate professional growth and development of directors

Through a combination of data analysis and thoughtful director interviews, Nasdaq Governance Solutions and Board Matters delivered a board evaluation that provided qualitative and quantitative insights of Orange Sky’s governance maturity, alignment between board and management and strategic priorities in need of refinement or increased focus.

“It was clear that Orange Sky would appreciate the depth of the data-based analysis provided by Nasdaq Governance Solutions.”

**Jennifer Robertson,
Managing Director,
Board Matters**

Data Visualization Supports Evidenced-Based Decision Making

Nasdaq Governance Solutions kicked off the evaluation process with a highly detailed self-evaluation questionnaire, administered through its easy-to-use platform. Answers were anonymized and randomized to promote candor and trust. A proprietary heat map visualized directors' responses, enabling the board to instantly pinpoint areas of caution and concern.

Innovation is at the core of Orange Sky, with the organization founded on the notion of having an idea, giving it a go and then consistently refining and reviewing. The technology and data the organization collects is critical to drive business performance and identify opportunities. Orange Sky CEO Lucas Patchett particularly appreciated the user interface and visualization tools of the Nasdaq Governance Solutions platform. He felt the heat map, graphs and statistical analysis within the evaluation report were visually engaging and provided a clear quantitative and qualitative picture of board dynamics, priorities and governance practices.

Directors found the questionnaire platform to be a seamless and intuitive user experience, and the data lent important context for the board's reflection and debate on the organization's strategic road map going forward.

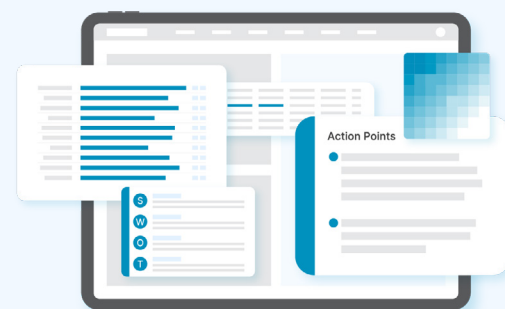
Director Interviews Drive Actionable Insights

Orange Sky's management and board are very action oriented. They desired meaningful, applicable insights from the board evaluation process that would accelerate better board governance. Once the evaluation responses were analyzed, a deeper understanding of Orange Sky's ethos, history, and objectives emerged. Confidential one-on-one interviews were conducted with Orange Sky's directors and C-suite executives to further explore the themes and findings of the self-evaluation questionnaire, and to clarify the contributions and specializations of each board member.

The interview process was facilitated with the help of Board Matters, a team of experienced governance professionals. Their expertise in governance structure and best practice enables them to benchmark a board's methods and dynamics against current maturity models. The interview outcomes brought important qualitative nuance to the overall picture of Orange Sky's board performance.

How Can Nasdaq Governance Solutions Help Your Organization?

Identify continuous improvement opportunities for your board, promote board and management alignment and turn director feedback into strategic action with the design and implementation of third-party facilitated board evaluations. To learn more, visit: nasdaq.com/solutions/governance/board-evaluations.



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