



ANNUAL REPORT

2019





**INTELLIGENCE.
INNOVATION.
INSIGHT.**



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347

CUSTOMERS



39

NATIONALITIES

represented in our diverse workforce.



\$38.5M

REVENUE

5.72

average employee
tenure in years



4

LOCATIONS

Auckland Wellington
Tauranga Christchurch



130

MANAGED
SERVICE
CONTRACTS

2

MICROSOFT
PARTNER
AWARDS



theta

29

SHAREHOLDERS



\$125k

RAISED FOR CURE KIDS

2011-2019

3



5

SPECIALIST
PRACTICES



284

STAFF

CHAIR & CEO REPORT

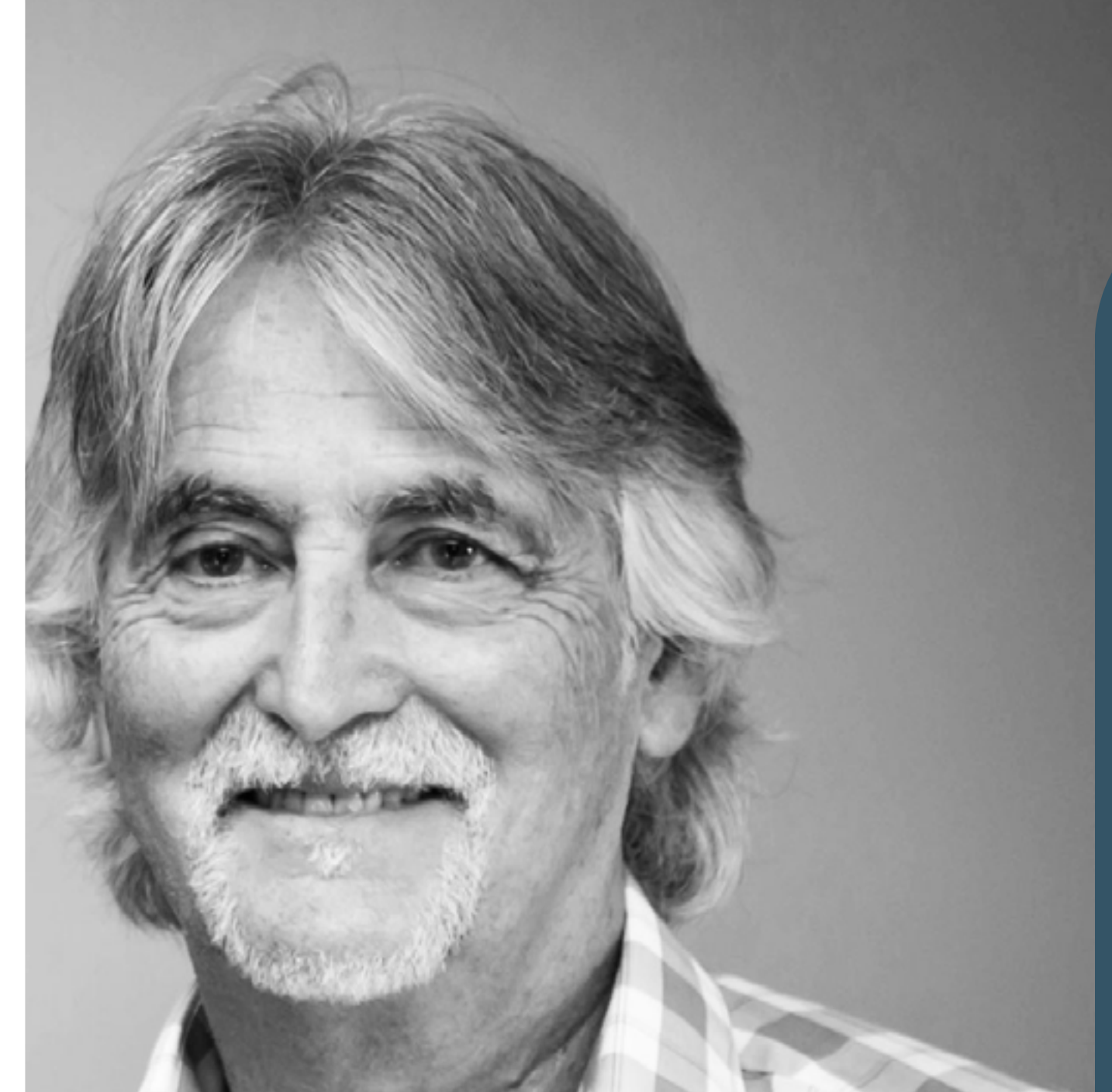


GETTING THE JOB DONE.

A good year where everything worked out close to plan. We made revenue budget with decent growth of 8%. We ticked off some significant strategic goals which sets us up very well for the future. Our annuity revenue exceeded our long standing 30% of revenue target, and this indicates we have a very stable base.

We acquired another Microsoft partner, Designertech, at the back end of the year, achieving our goal of adding at least \$5m of annualised base revenue from acquisition by 2020. Just as importantly we gained another 39 talented professionals with the same attitudes and characteristics as the rest of our staff. A perfect fit.

We gained a significant new customer in Mainfreight, who has a 25-year relationship with Designertech. And we maintained our product sales from all sources at greater than 10% of revenue.



ENHANCING OUR MICROSOFT PARTNERSHIP

Following on from our double win at the 2018 Microsoft New Zealand Partner Awards we have added even more Microsoft capability and focus.

We now have gold competency in nine areas, strong growth in key Microsoft product areas including Microsoft Dynamics NAV (Business Central), CRM (365 Customer Engagement), Teams, Power BI and Azure, and our two Microsoft MVPs have been busier than ever at events around the globe.

Together with Microsoft we hosted four companies at the Executive Briefing Centre in Redmond and, underlining the growing strength of our strategic partnership, Microsoft hosted us for our very own Theta briefing.

DYNAMICS 365

We have aligned fully with Microsoft with our newly formed Dynamics 365 practice reporting to Joerg Rau.

The timing is just right as we had our best ever years for both Dynamics NAV ERP and Dynamics CRM.

CONTINUOUS COMPUTING

We acquired the Continuous Computing brand along with Designertech's managed services team. It's the perfect definition for "keeping things going" and was the impetus for a rebrand of our systems and service offerings.



PRODUCTS OF THETA, INNOVATION APPLIED

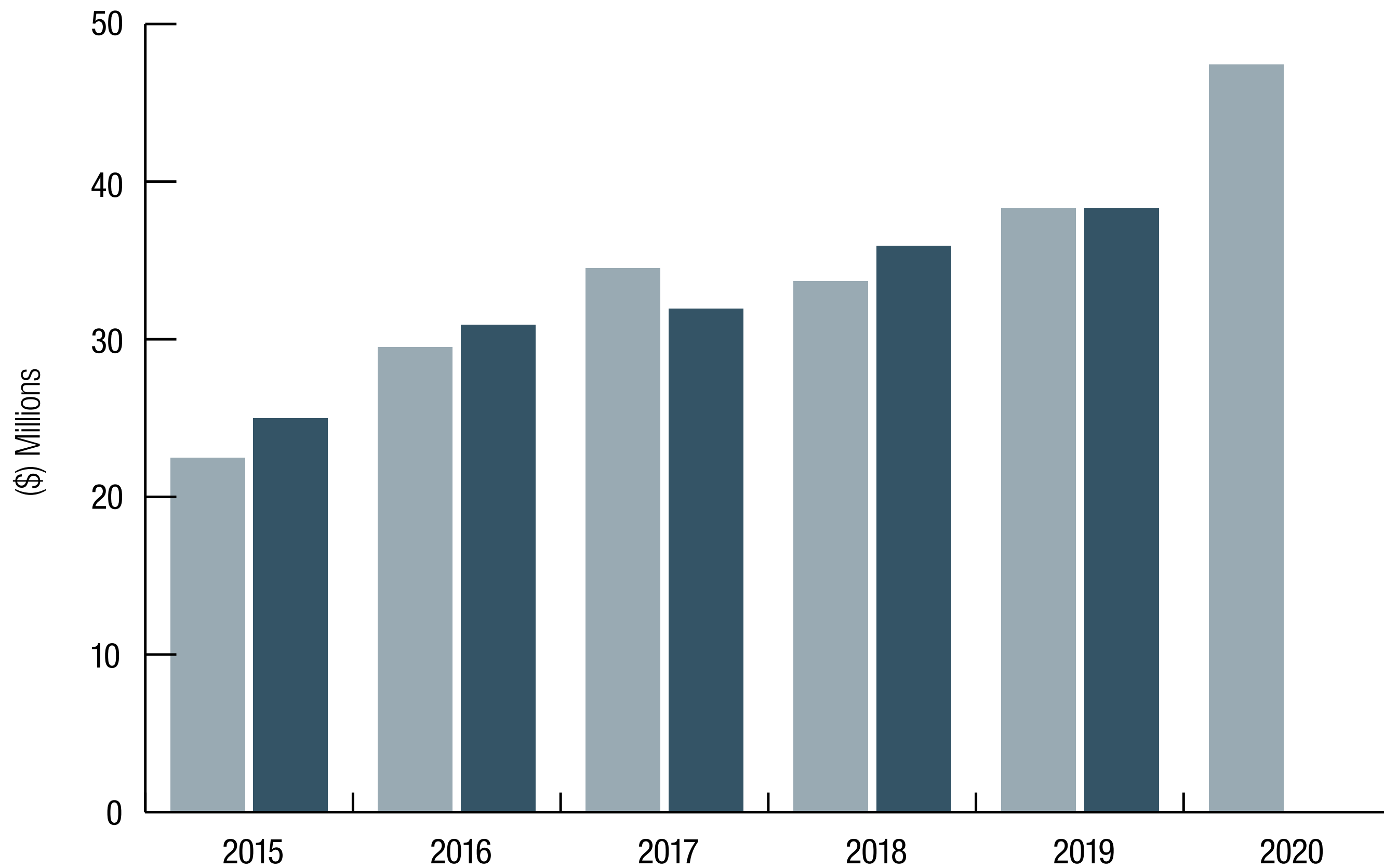
Our investment in innovation is now resulting in what was probably an inevitable outcome, building products people want and need.

We have a fledgling product division with a number of products gaining traction and market acceptance. Our most successful is FAQ Bot in terms of unit sales.

Our Six Degrees planning and forecasting application has gone through a front-end rewrite and is now ready for prime time And the EVA visitor sign-in app is yet another benefit of the Designertech acquisition.

OPERATING REVENUE

BUDGET REVENUE



OUR CUSTOMERS



IN 2018-2019 WE WORKED WITH 347 CUSTOMERS.

The 347 includes 84 resulting from the Designertech acquisition. Before these we had a net gain of 33 customers year on year.

We aim to add value to all of our customers' businesses through smart solutions and great service, and we survey our customers every year to check how we're doing.

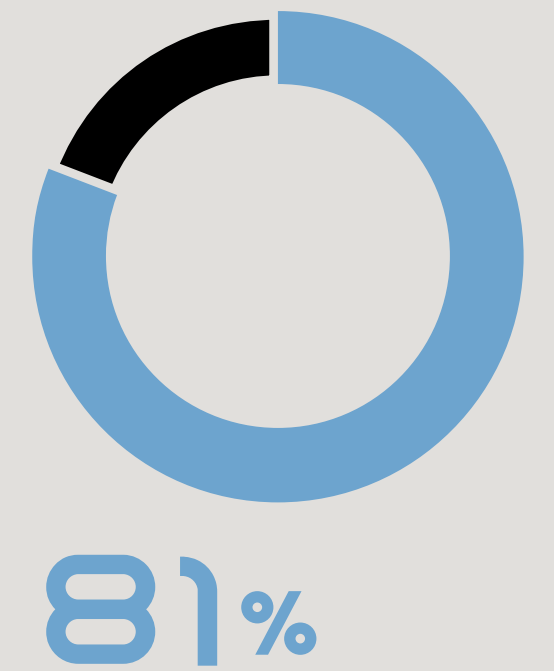
Our net promoter score (NPS), measuring the likelihood of customers recommending us to others, remains high at 26 this year – ahead of NZ benchmarks for Business Consulting (with scores ranging from -22 to 23) and IT Services (-2 to 2).

Customer satisfaction is up 5 or more percentage points across the three categories we measure – account management, service delivery and technical.

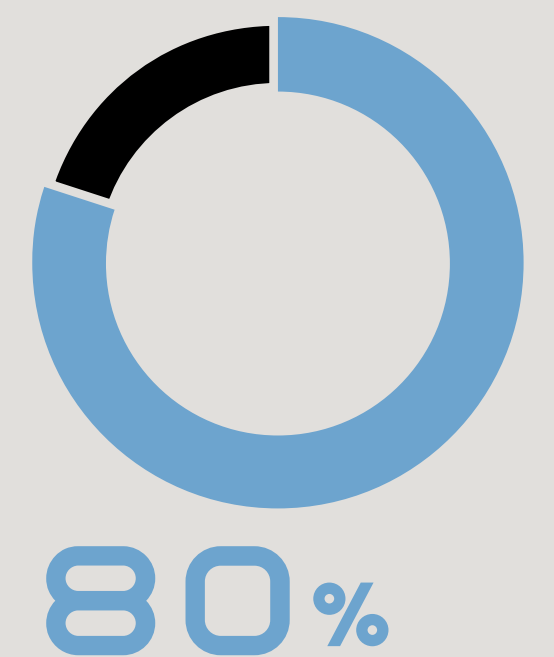
As we have done for many years countrywide, we once again hosted hundreds of our customers and their families to the premiere of one of the latest animated kids' movies – Toy Story 4 this time. It's enormously popular and our way of trying to get a bit of family life into the hectic business world.

We also host traditional business events throughout New Zealand covering a range of contemporary topics and spanning all elements of our offerings.

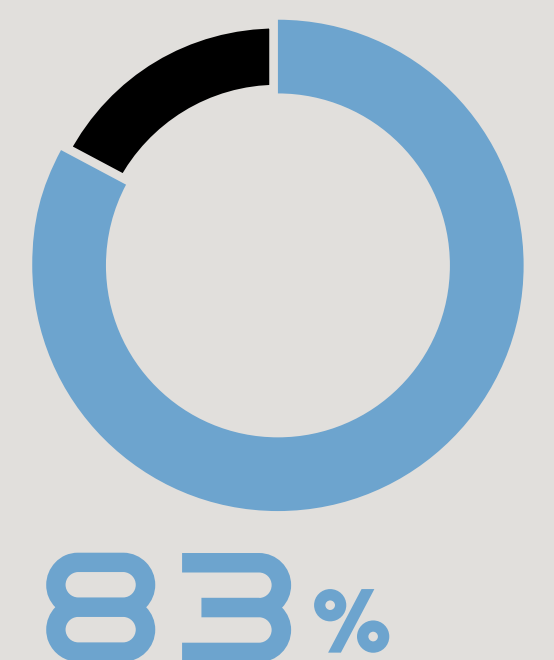
Account Management



Service Delivery



Technical



“

Always great service and very approachable staff.

”

Miguel Alcocer, BCITO



“

...a trustworthy, reliable partner who maintains a good relationship and brings new ideas to the table. Theta is like a good smartphone that just works and makes things easy.

”

Diarmuid Kingsleigh-Smith, Genesis

“

In just two weeks, we had reports and dashboards to show our CDO, and he loved them...This was only possible with Theta's help – they helped guide our thinking, and were a great sounding board.

”

Keith Glaholm, Tauranga City Council



PEOPLE POWER

THETA TEAM IN 2019

At year end staff numbers were 284 after the addition of 39 Designertech staff. 252 of the 284 are billing consultants.

We've included some comments from our annual staff survey here and throughout this report.

"Theta has such a friendly working environment with lots of skilful and experienced colleagues always ready to help."

Our people are our greatest asset, and we regularly hear this echoed back by our customers and from our staff talking about their colleagues.

"Most days I can't wait to get here, to be part of the buzz going on, feel part of a family. Yeah, I enjoy it very much."

The numbers also suggest that staff are pretty happy to be working at Theta – average employee tenure is steady at 5.72 years, and our employee Net Promoter Score – which measures willingness of staff to recommend their workplace to friends and acquaintances – is a huge 71. Five people hired this year came through our employee referral scheme.

"This is a really nice company to work for. People are friendly and also it is great to have so many different nationalities."

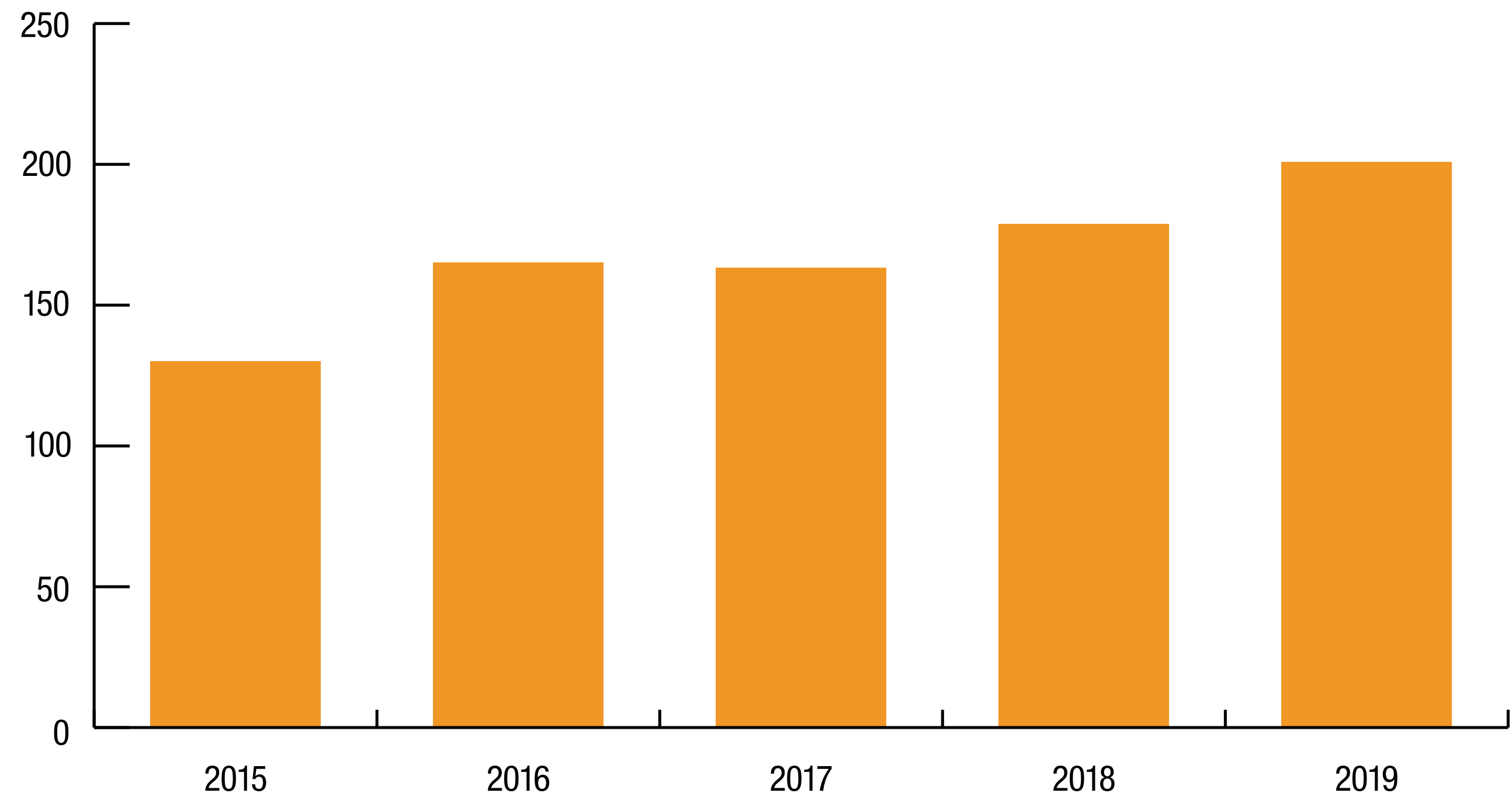
We are indeed an international crew, with 39 different countries represented in the Theta workforce, and nine staff recruited from overseas in the past year alone. This brings diversity of experience, background, language and culture, and is something we treasure. It means we can bring different perspectives to the table. It also makes our international lunches a highlight of the Theta social calendar.

"The atmosphere in the office is very positive and welcoming. Also I like that the employees are constantly updated about the company with meetings and collaboration tools like Microsoft Teams."

We participated for the third year in ShadowTech day, which connects young women at school with women working in the tech sector, and this year hosted three summer interns from the University of Auckland in our innovation lab, and a fourth in Theta Analytics.



AVERAGE FTE'S 2015-2019





GIRAFFE AWARD

Every month a staff member or team is recognised for sticking their head above the trees; going that extra mile for our customers. We call it the Giraffe award.

This year's recipients were:

- | | |
|------------------------|-------------------|
| Ravi Ahuja | Jamie Savage |
| Can Ates | Wagner Silveira |
| Rachel Atkinson | Ash Sohani |
| Craig Barberini | Tomasz Szypilo |
| Andrew Baxter | Shekar Teke |
| Manmohan Bhatt | Brendan Tripp |
| Nick Beacroft | Dave Tuazon |
| Paul Casey | Rachel Valle |
| Tharanga Chandrasekara | Pascal Van Vuuren |
| Bhupinder Dalal | Zane Walter |
| Stefnie Davies | Ivor Whibley |
| John Deneys | Geoff Williams |
| Arshad Farooq | Ken Zhou |
| Stephen Gichure | |
| Rola El Halabi | |
| Vinnie James | |
| Saad Kamran | |
| Peter Kenyon | |
| Daryl Lim | |
| Grace Lopez | |
| Bruno Lucas | |
| Doug McIntosh | |
| Zabee Mogal | |
| Alan Moore | |
| Pragya Nandan | |
| Vit Novak | |
| Senthil Palanivelu | |
| Karthik Raja | |
| Dave Sabangan | |
| Shanil Sahadeo | |
| Erandi Samarasinghe | |





DENIS WELLS

Denis is a doer, who likes nothing better than to find a problem and sort it out. With more than 40 years in tech he says “nothing really surprises me anymore,” because he has seen most things before.

Denis started out in IT as a data control clerk – “back in the days of mainframes and punchcards”. And while he says of course tech gets smaller and faster every year, many of the processes we follow today are pretty familiar. What goes around comes around.

This wealth of experience makes Denis the best person to have around when things aren’t going as planned. He’s unfazed in a crisis, and enjoys the challenge of solving problems when things go wrong. Working directly with customers is his favourite part of the service delivery manager role, and many of our customers have come to rely on his cool head.

“

Denis has been an integral part of Theta’s growth in Christchurch and Wellington as the Service Delivery Manager for both regions. Over the last couple of years the managed services in these regions have grown significantly and Denis has been very involved in building these customer relationships and building the trust and confidence in our ability to deliver. Denis’ years of experience and practical approach to problems stands him in good stead with our customers and they see us as a ‘safe pair of hands’ when help is needed.

”

Steve Ashby, Head of Continuous Computing

Denis likes the way of working at Theta – “because Theta’s a NZ-owned company, it’s not too bound up with global corporate policies. You can work in an agile way, and talk directly to whomever you need to. That suits me.”

Outside of work, family, friends and home life keeps Denis busy. He’s a keen Crusaders supporter, plays a bit of golf, and enjoys spending time with his grandchildren.



PIETER NELSON

Pieter has worked in tech for more than 20 years, specialising in business intelligence and analytics for much of that time. He’s worked extensively in Africa and the Middle East before arriving in New Zealand in 2017, and enjoys leading diverse, multicultural teams.

“The culture – in NZ and at Theta - is one of the things that drew me to this role. I wanted to learn more about life here, and be part of a diverse team, delivering creative, international-level solutions that make a real difference.”

Pieter has been promoted twice in his time at Theta, and now is an analytics practice lead for the Tauranga region. He believes that leadership is all about “making a difference in people’s lives”.

“

Pieter really makes time to get to know people and listen to them, and I am sure that will be of real value in his new role as Practice Lead, both for Theta and for our customers. He is energetic, enthusiastic and knowledgeable, and is an expert at implementing analytics using Agile, which is a rare skill.

”

Gary Blumgart, Head of Theta Analytics

Pieter freely admits he’s a workaholic, but finds balance and release in mixed martial arts, which he practices most days. It keeps him fit and focused, as well as providing a regular opportunity to use his brain in a different way:

“I think MMA makes me more open and creative. You have to trust people. It’s also about knowing when you’ve won, and when to give up – all of which translates clearly to work life.”



IRINA BERENSHTEYN

Irina has always been around tech. Both her parents are engineers, and she says it was an interest that developed naturally. She began her career in the aerospace industry in Russia, and has worked in a Russian state agency, for a telco and in consulting – all of which gave her a solid grounding in mission-critical, demanding, multi-user systems.

“New and shiny things are always interesting, but for me the focus is on the result – how can we use technology to solve a problem and build something useful for our customers.”

Irina moved to New Zealand ten years ago, worked for Designertech (now part of Theta) since 2013, and has enjoyed working on many projects for Mainfreight over the years.

“I like creating things. I like seeing things I’ve worked on come to life, especially when it’s something in the real world that people use. I love seeing the Mainfreight trucks driving around, and knowing I had a part in that.”

For Irina, the main problem she faces is time – there are only 24 hours in a day, and her triplet daughters make for a busy home life. Luckily she’s a computational thinker, problem solver and expert life-hacker, always optimising to carve out a bit more time. When she succeeds, she enjoys creative pursuits like photography, music and art, and is a keen and curious traveller.

“

Irina has all of the qualities that make a great consultant – she cares deeply about her customers, always wanting to do the right thing for them, has great technical skills and she inspires the same in the developers she is working with.

”

Mark Enfield, Practice Lead, Theta Digital



GIVING BACK

Each year the whole organisation gets behind a team of adventure racers, who give it their all in training and on race day to raise funds for our charity of choice, Cure Kids. This year was no exception, with Alan Moore, Jason Free and Bruce Anderson taking on the Absolute Wilderness adventure race in Twizel.

Supporting the team, and the life-saving research of Cure Kids, staff raised \$4,000 through a series of fundraising auctions, raffles, barbecues and bake sales, with the company chipping in a further \$5,000. This takes our total raised for Cure Kids over the years to more than \$100,000, and we have big plans to do more in the next year – watch this space.

We also came together in the aftermath of the Christchurch shootings, holding an international lunch in each of our five offices to embrace diversity, denounce intolerance and show our support for those affected by the attacks. We raised \$1,500 for the Christchurch Shooting Victim's Fund.

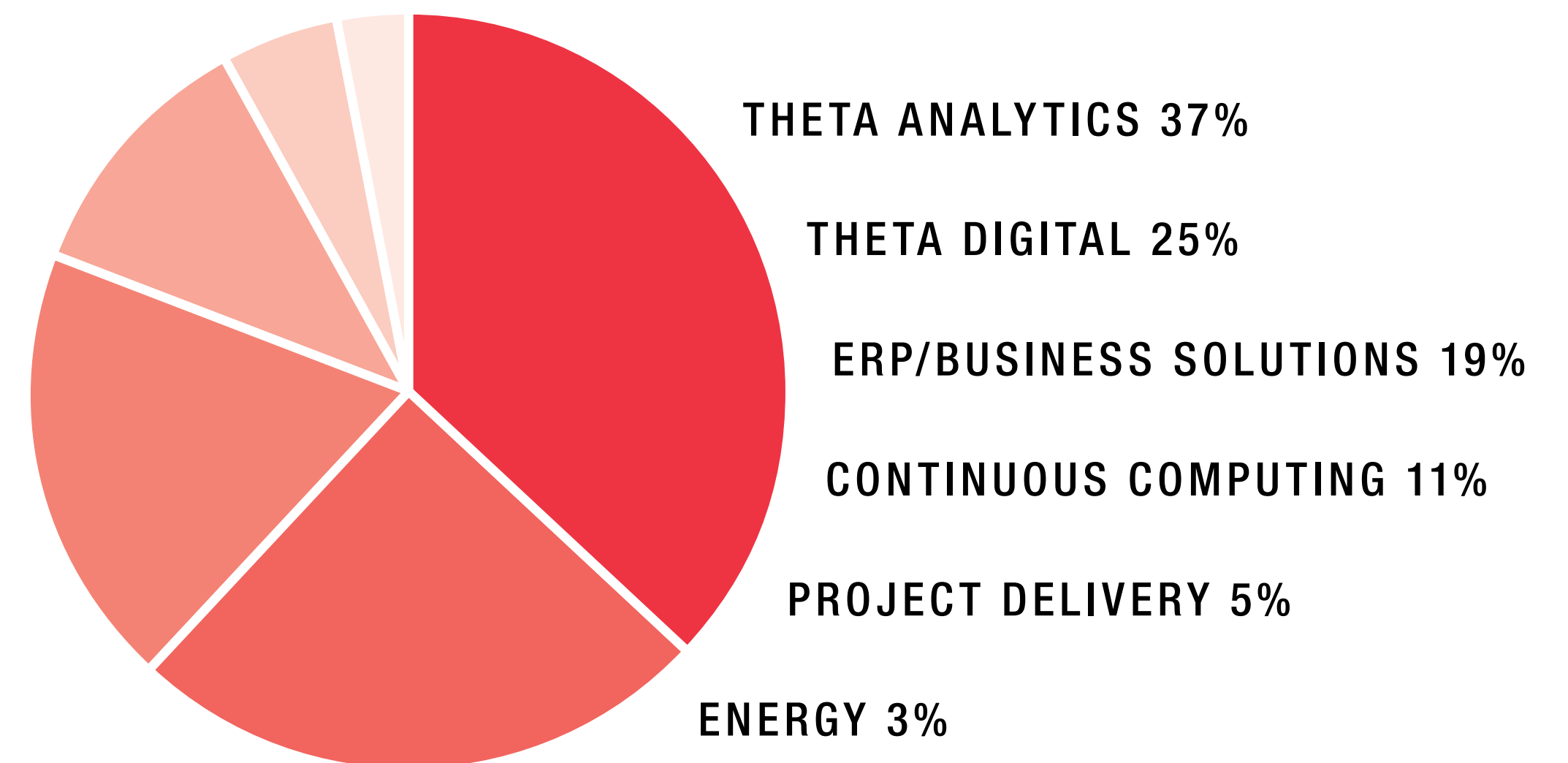
Our MiniDevs collaboration with Newlands Intermediate School continued this year, and Mixiplay, the augmented reality platform we are developing together, was launched in beta.



OUR PRACTICES



REVENUE BY PRACTICE



THETA ANALYTICS

CONSULTANTS

73

REVENUE

\$14.1 million

KEY AREAS

AI and Machine Learning
Data Management
Data Warehousing and Data Lakes
BI and Analytics Governance
BI and Analytics Strategy
Dynamics 365 for Customer Engagement (CRM)
Social Media Analytics
Data Quality Management
Budgeting and Forecasting

HEAD OF THETA ANALYTICS

Gary Blumgart

PRACTICE LEADS

Bruce Anderson
Marnus Bosch
Peter George
Michael Hay
Pieter Nelson
Adrian Simpson
Sefton Thesing
Ivor Whibley



THETA ANALYTICS DELIVERS MODERN BUSINESS INTELLIGENCE AND ANALYTICS SOLUTIONS.

It's been another successful year for Theta Analytics. We achieved over \$14 million in revenue - 37% of Theta's total revenue.

CLOUD-BASED DATA SOLUTIONS LIVE UP TO THE HYPE.

The majority of new projects saw us creating data solutions in the cloud – which support fast delivery of integrated data, rich data visualisations and self service capabilities.

Many customers - including Auckland Transport, Partners Life, ESR (the Institute of Environmental Science and Research), Emerge Aotearoa and Alliance Group – have embraced cloud analytics. Cloud services such as Azure Data Factory and Azure Databricks have made it possible to generate some really cool analytics using large data sets.

POWER BI AND ADVANCED ANALYTICS

Power BI continues to dominate the market for rich data visualisations and self service capability. We have now trained many organisations to use the more advanced features of Power BI such as integration with R and Power BI dataflows.

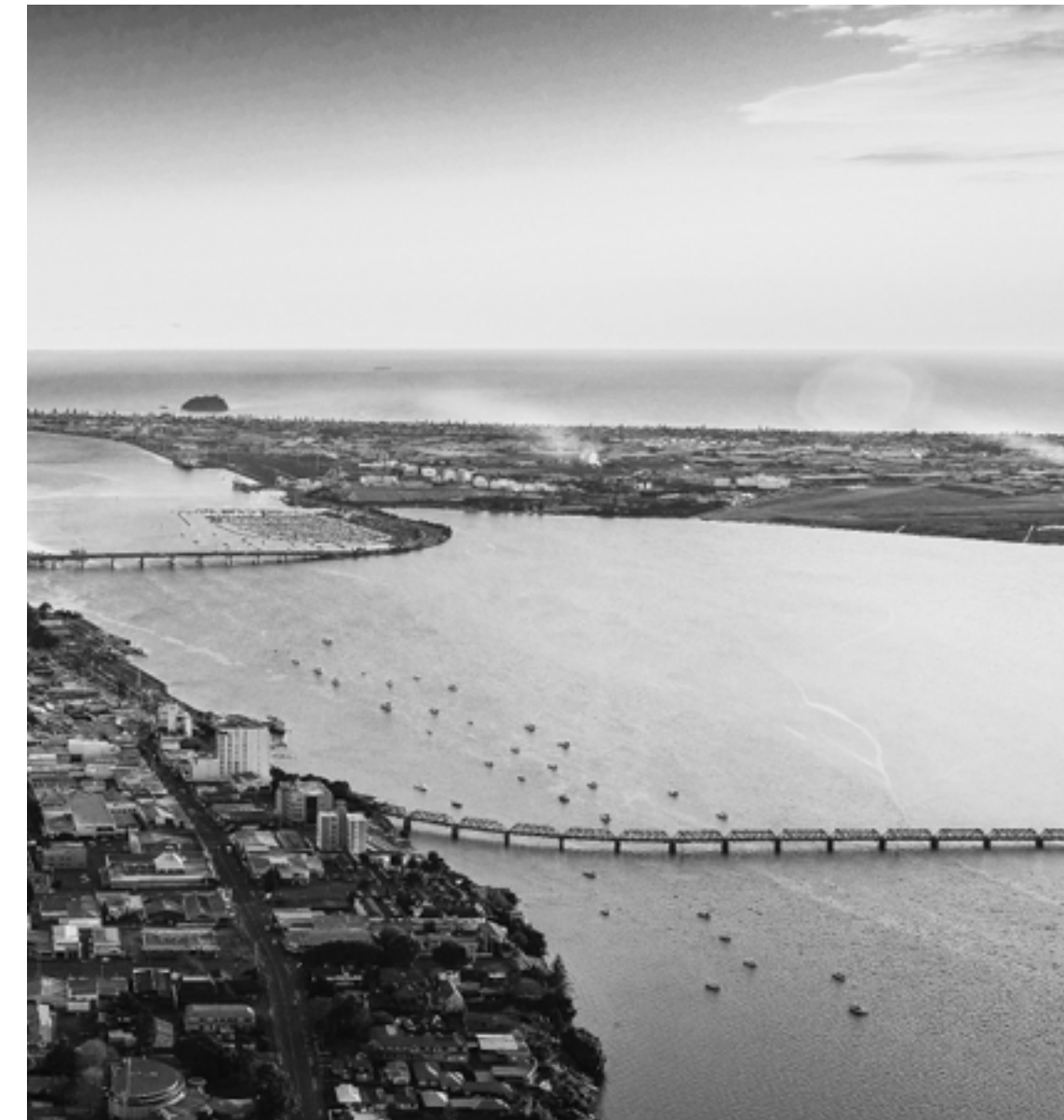
In the advanced analytics area, customers are becoming more aware of the optimisation possibilities with machine learning models like price elasticity, and services like text analytics and natural language processing.



REGIONAL GROWTH

Our Tauranga office has continued to grow and we expect this region to continue on this trajectory. We have also been more active in the Waikato region with new customers such as DairyNZ and Te Wānanga o Aotearoa.

Our Microsoft Dynamics 365 for Sales (CRM) team has continued to grow this year, with more people hired for our Auckland, Tauranga and Wellington offices. We have won some significant and interesting projects with organisations such as Navico, Fidelity Life and The Human Rights Commission as well as continuing the large Field Service rollout at Downer. This capability will in future be combined with our ERP capability and will form part of an overall Dynamics 365 practice.



UNLOCKING THE VALUE OF DATA AT TAURANGA CITY COUNCIL

CASE STUDY

Delivering great community outcomes and enabling staff to make better decisions are key areas of focus for Tauranga City Council. We worked with the council to realise the potential in their data.

The resulting analytics platform is surfacing new insights and information which is being used to better serve the community, deliver operational efficiencies and support improved decision making.

Our approach - deliver a quick visualisation first - has been an effective way to communicate the value of data across the council and get buy-in for the organisation's journey with data. The Council's core platforms manager Keith Glaholm explains:

“

Once users have a report or a dashboard to play with, they see the value. This is one benefit of Theta's practical approach. They sharpened our focus to the here and now, which really sped things up for us. Theta has proved to be really skilled at delivering - expediting code, working on the right things, keeping the focus on exactly what needed to be done.

This project with Theta was delivered ahead of schedule and budget and blew our users away! It saves lots of time and spreadsheet-related headaches, and the data people now use to make decisions is more timely and accurate. So many wins with this one.

”

THETA DIGITAL CONSULTANTS

70

REVENUE

\$9.7 million

KEY AREAS

Digital Development
UX Design
Enterprise Engineering
Integration
Collaboration Solutions
Innovation Lab



HEAD OF THETA DIGITAL

Andrew Taylor

PRACTICE LEADS

Mark Enfield
Joe McKenna
Jim Taylor
Jeff Wogen
Hayden Whitecliffe

PRINCIPAL CONSULTANTS

Emmanuel Auffray
Wagner Silveira
Leigh Roberts

DIGITAL DEVELOPMENT

The digital development team, led by Mark Enfield, has doubled in size through our Designertech acquisition, with ten people joining the team.

Mainfreight was Designertech's largest customer and becomes our largest in digital development. Designertech has worked closely with the Mainfreight team on their customer-facing applications for many years. We're excited to continue that relationship which has the potential to extend across other parts of our business.

The development team has seen a lot of growth around mobile, cloud apps and DevOps. In the government sector, we're working with MBIE across all these areas. Holmes Group has also benefited from our cloud expertise with our migration of their complex fire simulations to use the power and performance of Azure Batch.

INNOVATION LAB

We grew the innovation lab to a core team of seven staff by year end. We also hosted three summer interns, and throughout the year 51 contributors from across Theta worked on innovation projects.

The focus – as always – is on understanding and developing new technologies ahead of mass adoption, so we're ready for the future, and ready to guide our customers. To that end we've conducted blue skies research, developed prototype solutions and led or participated in eight hackathons and innovation accelerators, working directly with customers to solve problems and bring their ideas to life. Technologies explored this year include internet of things, blockchain, advanced and predictive analytics, augmented and mixed reality, knowledge mining, object detection, digital twins and robotic process automation.

To build on this level of activity we have made an even bigger commitment to innovation, research and development, investing circa 1.5% of our revenues back into innovation for the 2019/20 year.



Theta has all the resources to work on cutting edge technology and strongly supports innovation – it's not just words. There's a real commitment to innovation and to doing it right.



Preethi Vinay Nair, summer intern from the University of Auckland's Master of Information Technology



UX DESIGN

We have greatly strengthened our in-house UX design capability with the appointment of Hayden Whitecliffe to head up our growing UX Team. This coming year will see more promotion of the capabilities of the team and the benefits that a data-driven UX approach has for our customers, and their customers.

INTEGRATION

Our Microsoft MVP Wagner Silveira's reputation as an Azure integration expert has seen him present at events and conferences worldwide.

Increasingly the integration journey is about developing cloud and hybrid integration strategies – as customers move more and more of their core systems to SaaS and PaaS.

Azure Logic Apps and Azure Integration Services continues to be the growth area for us, with MuleSoft a significant contributor too.

And we have built up more IP through our Integra platform (courtesy of Designertech), which makes it super easy to integrate with the CargoWise ERP system. Additionally we have packaged up advanced, business-friendly exception management for Logic Apps.



COLLABORATION SOLUTIONS

Joe McKenna has led good growth in the team this year. SharePoint Online is our bread and butter, with almost all intranet and document management solutions happening in the cloud. Teams continues to gain traction, along with the power tools in the rest of the O365 suite (PowerApps and Flow in particular).



In Teams, we can do everything we used to do across a collection of other tools.



Rob Merwood, Furnware

The pace of “modern workplace” innovation from Microsoft is frenetic, with customers needing help to keep up with the changes and to get value from what they already have – an area of opportunity in the year ahead.

ARCHITECTURE AND STRATEGY

Long-time employee Emmanuel Auffray (Manu) was appointed to the newly formed role of Enterprise Solution Architect. Manu is a great asset to all of Theta helping across a breadth of solutions for customers from AI and AR solutions to cloud compute and IoT, to digital strategy and transformation.

FIRE SAFETY ENGINEERING FIRM IGNITES SIMULATION SPEEDS WITH AZURE BATCH

CASE STUDY

Wellington-based specialty engineering company Holmes Fire wanted to run faster, less expensive fire simulations using high-performance computing. This would help them deliver better design alternatives and services to more customers.

We worked with Holmes Fire to build a service based on Microsoft Azure and Azure Batch, which returns simulation results hundreds of hours faster than before. That’s how Holmes Fire saves time—and lives.

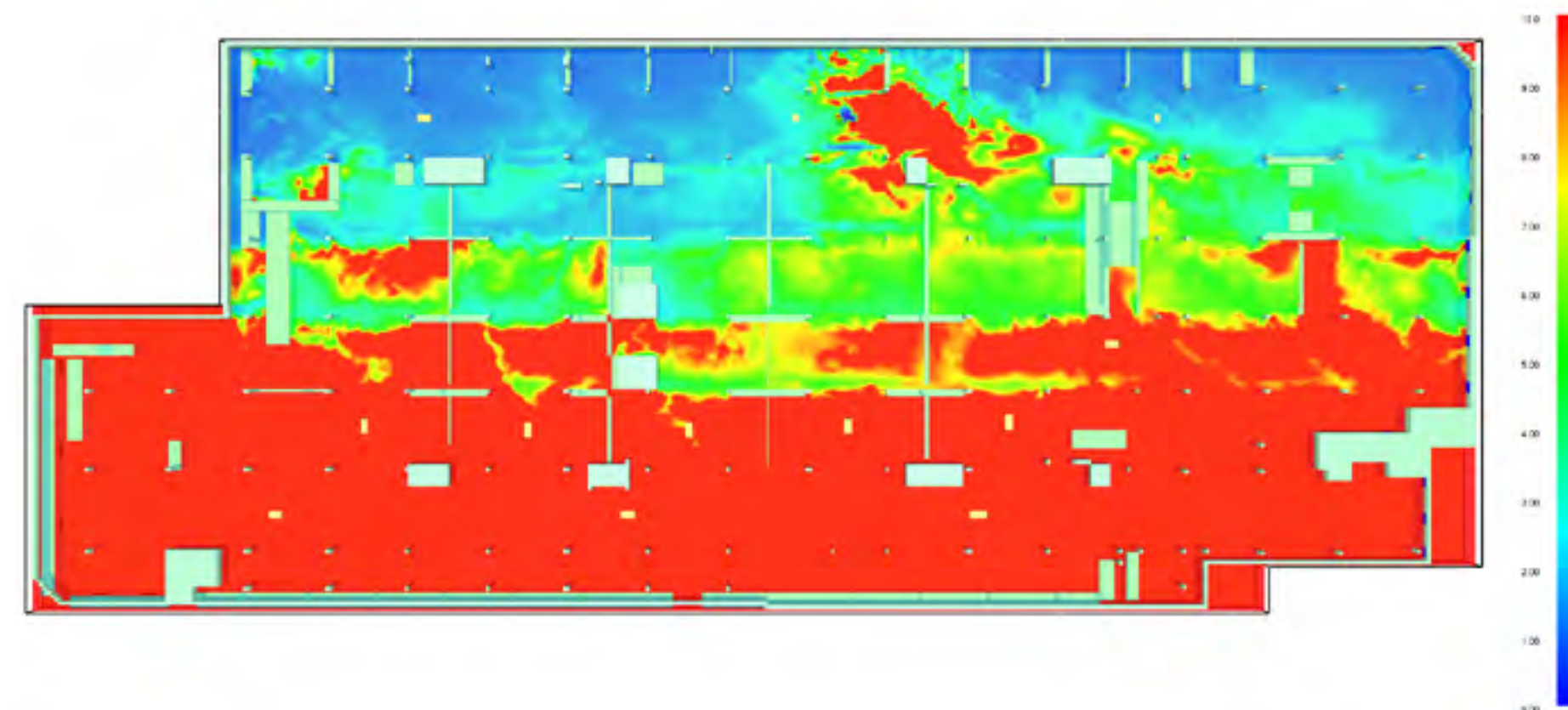
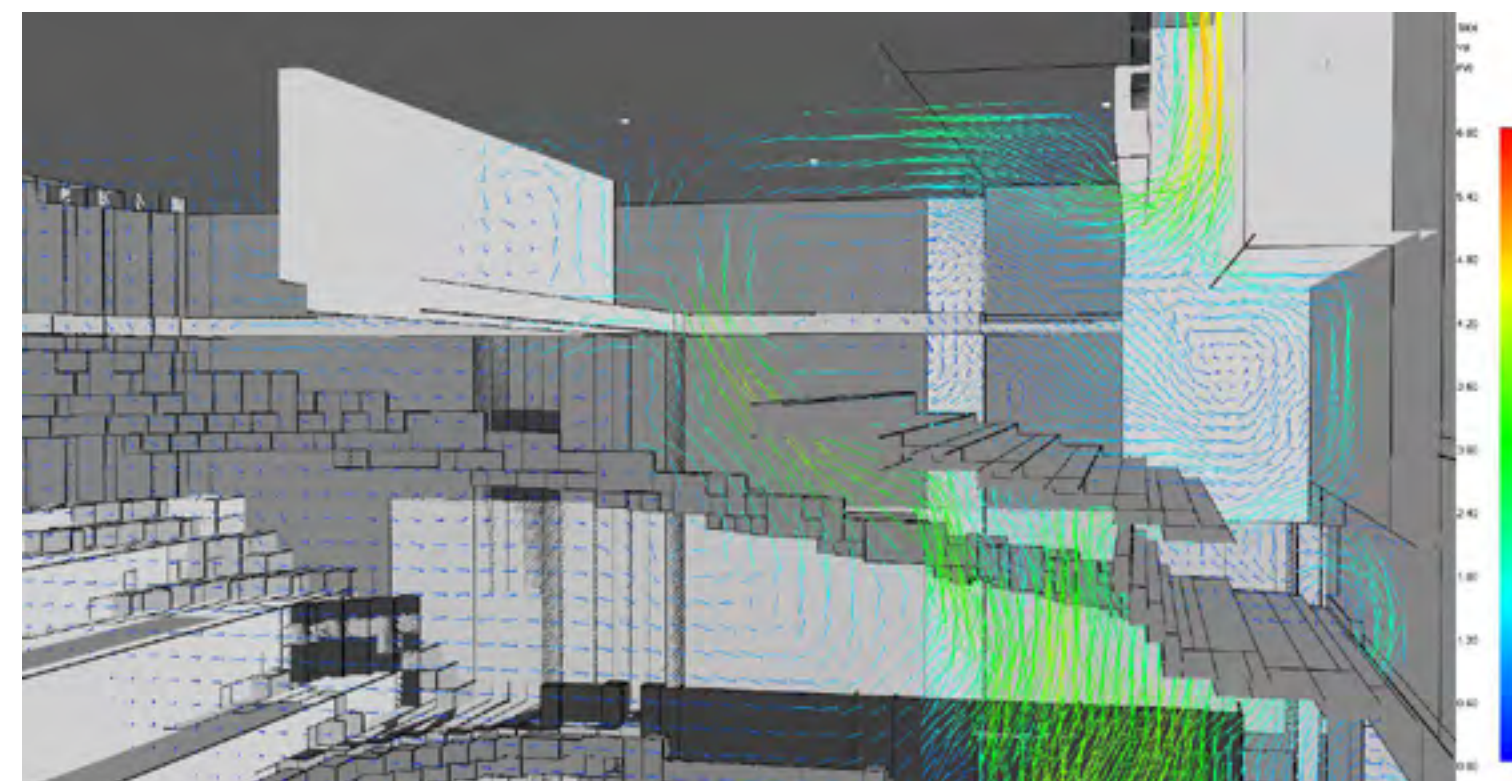


We tested a model that ran in New Zealand for 336 hours, and it ran for just 56 hours in the environment we built in Azure. That’s more than a 400 percent improvement in turnaround on average.

We derived real benefit from using the Azure platform and working with Theta... We’ve got the promise of unlimited compute, great scalability, and the ability to run jobs concurrently. That’s flexibility we’ve never had before.



Sebastian Herrmann, Technology Transformation Director, Holmes Group





ERP / BUSINESS SOLUTIONS

CONSULTANTS

31

REVENUE

\$6.9 million

KEY AREAS

Microsoft Dynamics NAV
Microsoft Dynamics 365
Business Central

HEAD OF THETA ERP

Joerg Rau

PRACTICE LEADS

Craig Barberini
Stefnie Davies
Carl Head
John Murdoch

THIS WAS A MOST SUCCESSFUL YEAR FOR THE ERP TEAM WITH CONTINUING DOUBLE-DIGIT GROWTH.

We now have implemented the full hand of cloud, hosted and on-premise solutions.

We hoped to repeat last year's great result, but achieved even more - another 13% year-on-year revenue growth. Our teams in Wellington and Christchurch are now well established with a solid consultant and customer base. The team of consultants grew by 29% and we are still in hiring mode.

In July 2018, Microsoft introduced Microsoft Dynamics 365 Business Central – taking Microsoft Dynamics NAV to the cloud. We sprinted out of the blocks and signed up the first deal in New Zealand.

Our investment in preparing the team in Extension development for Business Central paid off, and by the end of the financial year we already had six customers signed up on the new cloud platform.

We also made good progress on our Extension product development and are looking forward to offering these in Microsoft's AppSource marketplace very soon.

Schouw Informatisering (SI) has chosen Theta as one of their three international reference partners to help design their new Foodware 365 solution for Microsoft Dynamics 365 Business Central. We are proud to be selected and to be part of the journey of a new solution offering for the food processing market.

Our Microsoft MVP, Tharanga Chandrasekara, was again in great demand as an international speaker, spreading his knowledge to the world.

We welcome our well-established CRM team into our new single Dynamics 365 Practice. Exciting times ahead where we look forward to new synergies, enhanced services offered and a much bigger practice.

INCREASED PRODUCTIVITY AND EFFICIENCY FOR NZ DAIRY COMPANY

CASE STUDY

Green Valley Dairies Ltd is a privately-owned independent milk company who worked with Theta to improve the efficiency of their milk distribution processes.

We implemented the Anveo mobile app for Microsoft Dynamics NAV, which allows drivers to plan their route, take sales orders on the fly, edit orders, take signatures and print delivery dockets using a Bluetooth printer, and synchronise everything back to Green Valley Dairies' ERP/financial system.

“

It used to take four staff to deal with the paperwork generated, reconciling the pink forms with truck stock and manually re-entering them into our ERP, and of course with manual data entry comes errors, which can then take some time to track down and fix. We knew we needed a better system, but struggled to find the right equipment and software for the job. That's where Theta came in.

What we liked about Theta's approach was they started with our business process, and getting a really good understanding of that. What were the problems we faced, what would work for the drivers, what would work for our customers? After talking to us, they storyboarded the whole business process, before building anything. This meant what was built and implemented was the right solution, first time.

”

Dawn Pyne, Green Valley Dairies



CONTINUOUS COMPUTING

CONSULTANTS

34

REVENUE includes Cyber Security

\$5 million

MANAGED SERVICE CONTRACTS

130

HEAD OF CONTINUOUS COMPUTING

Steve Ashby

KEY AREAS

Cloud Services
Platform and Infrastructure Services
Database Services
Application Support
Platform Architecture
Service Desk and Service Delivery
Managed Services

PRACTICE LEADS

Ahmed Enein
Bhupinder Dalal
David White
Marc Schoonebeek



THIS YEAR WE’VE BROUGHT OUR SERVICE AND SUPPORT TEAMS TOGETHER IN A NEW CONTINUOUS COMPUTING PRACTICE.

New name, same superpowers – we keep things running, optimally and securely, on premises and in the cloud.

Ten people joining us from Designertech meant an opportunity to consolidate our Service Desk and ITSM teams. The synergies were clear and we now have a much larger pool of skills and resources. Ahmed Enein joins us from Designertech in a Practice Lead role, and as part of the new structure David White has also taken a Practice Lead role.

With the merger came multiple managed service customers, bringing the total number of contracts to 130. This includes additional desktop and infrastructure support customers.

Office 365, Microsoft 365 and the modern workplace dominate many of our customer engagements, along with on premises to cloud migrations. We provide the roadmap to help customers navigate these new ways of working, from planning for the cloud journey, identity management, though to desktop, mobile, PaaS and SaaS platform deployment and management.

Cyber security is still in the spotlight with workshops, guidance and other services helping our customers secure and monitor their cloud and core systems against the constant risk of attack.

Our role as a Microsoft Cloud Solution Provider (CSP) continues to grow. Our Microsoft Premier Partner relationship means we can help our customers when they need fast escalation of critical, business-impacting issues. We are adding a new role to the team focused on providing additional value and services to our customers around this core Microsoft relationship.

While we have a lot happening on Azure platforms, we also provide services for customers using the Amazon Web Services cloud. And our Oracle Apps and MS SQL database team remained busy with projects, DBA support and software activities at our customers.

We are nearly through rolling out the nCentral monitoring platform across customer platform and Theta endpoints. This will provide additional automation and functionality for our managed service customers. And of course we remain focused on keeping our own environment secure against cyber threats.

TRUSTED IT PARTNER FOR HI-TECH HEALTHCARE PROVIDER

CASE STUDY

Intra (formerly Mercy Angiography) is a world-leading provider of image-guided healthcare in interventional cardiology, interventional radiology and interventional oncology. Theta is Intra's IT infrastructure partner.

We take care of proactive support and cyber security for Intra, as well as large projects like the setup of a new clinic. This means Intra can focus on what they do best – helping patients recover fast and regain their quality of life.

Says Barbara O'Shaughnessy, Intra's project manager for the new clinic build:

"This project involved many moving parts, and lots of different parties – from architects to technology vendors to clinical and administration staff at Intra. Theta was responsible for the design and fitout of a new server room, hosting Intra's core business and clinical systems, and collaborating with other vendors to get the job done. This had to be carefully planned and implemented with great attention to detail – which Theta had in spades. Their contribution was definitely critical to the successful outcome."

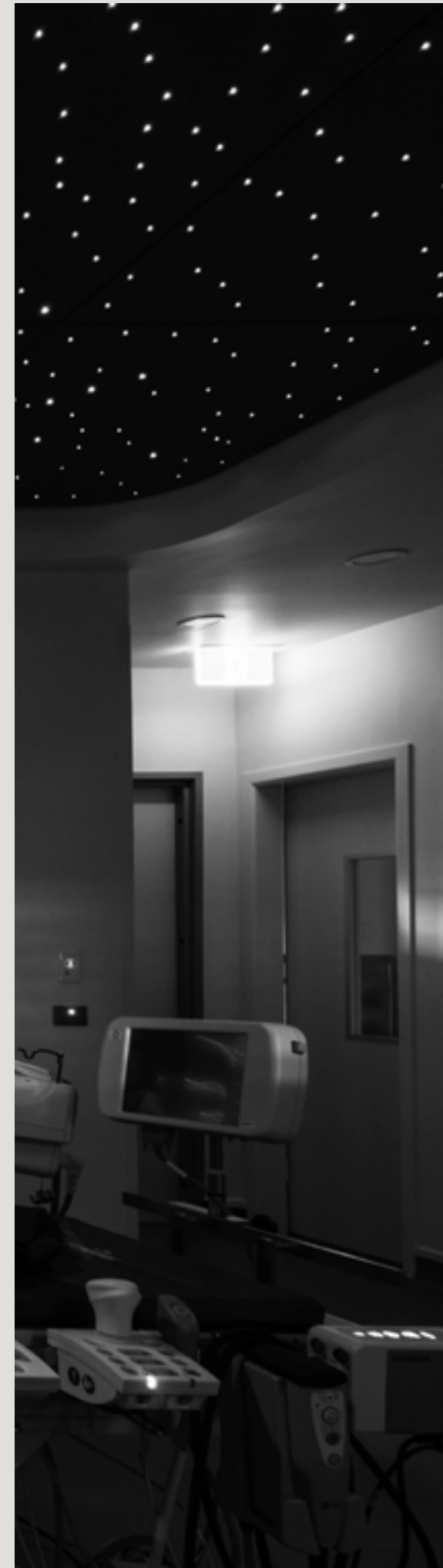
Theta also acts as Intra's technology advisor and is helping the organisation develop and implement a technology roadmap.

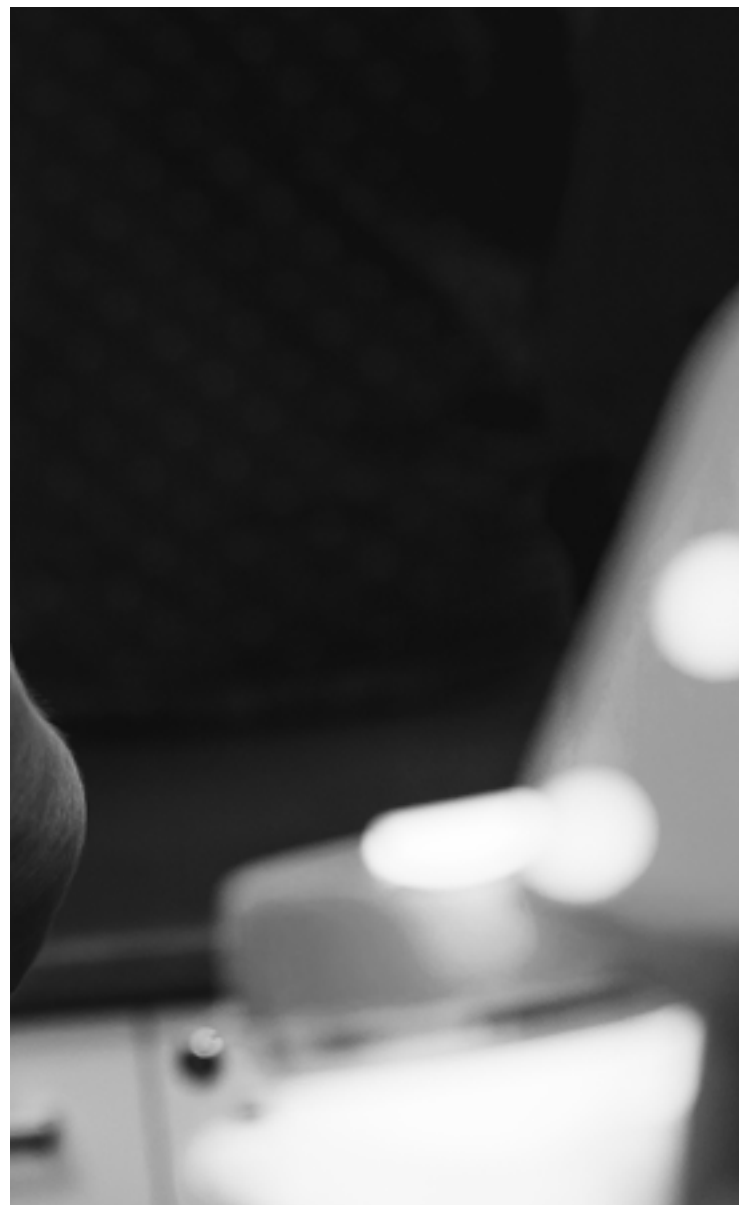
“

Theta's engagement with us has been great. They are proactive and look out for our best interests across all our technology requirements. This means we can focus on the business of looking after our patients, and be confident that our infrastructure will keep doing its job, reliably and securely.

”

Elina Väisänen, CEO, Intra





PROJECT DELIVERY CONSULTANTS

31

REVENUE

\$2 million

KEY AREAS

Project Management
Agile Project Management
Programme Management
Scrum Master Services
Testing Services
Business Analysis Services
Microsoft Project Online expertise
PMO Consultancy

PRACTICE LEADS

Arshad Farooq
Caroline Paver
Rachel Atkinson
Richard Burgess
Delivery Practice Lead - Wellington (TBA)

HEAD OF PROJECT DELIVERY

Phoebe Dobson

OUR FOCUS THIS YEAR HAS BEEN CONTINUING EXCELLENCE IN PROJECT DELIVERY AND INCREASING THE BREADTH OF SERVICES WE OFFER. WE'VE ADDED TESTING AND BUSINESS ANALYSIS TO OUR CORE PROJECT MANAGEMENT SERVICES AND MATURED OUR AGILE DELIVERY SERVICES.

Our core skillset is project management and we're responsible for the successful delivery of Theta's project commitments to our customers. We provided project management services to more than half of Theta's 718 in-flight projects in the past year.

Our team reflects the market shift towards Agile delivery too. We follow Agile methodologies, typically Agile Scrum, on many of our key projects, and Theta has ten certified Agile scrum masters. We also take a flexible approach, adapting how we deliver using Agile based on the customer's own Agile maturity.

Theta's acquisition of Designertech in early 2019 added new skills and grew this team's capacity by more than one third, with business analysis and testing now centralised services provided by Project Delivery rather than spread across the different practices. We've benefited from the Designertech team's deep expertise in Microsoft's PPM (Project and Portfolio Management) solution, and ran joint Microsoft/Theta workshops in Auckland and Wellington in February to share that knowledge with the wider portfolio project management community.

To support the growth of the team, we introduced a Practice Lead structure, with five leads reporting to Phoebe Dobson, Head of Project Delivery. We have a Delivery Practice Lead in both Wellington and Christchurch. Our three Auckland-based leads each take a particular leadership focus within the team, with separate Digital, Analytics, and Business Applications areas of expertise.

We actively share the knowledge and expertise gained from delivering such a wide range of technology projects across the team. And we continue our focus on improving internal systems and processes, with a dedicated Project Manager assigned to Theta initiatives.

ENERGY

CONSULTANTS

6

REVENUE

\$1.5 million

KEY AREAS

Realtime 24x7 Energy Trading Systems
Meter Data Acquisition
Validation
Storage and Integration



THE ENERGY SECTOR REMAINS AN IMPORTANT MARKET FOR US, WITH CUSTOMERS IN THIS SECTOR CONTRIBUTING 20% OF TOTAL REVENUE ACROSS ALL PRACTICE AREAS.

The most focused energy sector work, requiring specialist knowledge of energy markets, trading, metering and trends, happens in our Utilities Centre of Excellence. Our team of six consultants, led by Matt Owen, are experts in the design, development and implementation of energy systems and energy market software, capable of handling large data volumes.

We have worked on trading systems for energy markets across NZ, the US, Australia and Asia, using a range of AWS technologies including for example microservices (lambda), data streams (Kinesis Data Streams) and database services (AWS Aurora and Postgres)

Key customers include Enel X (previously EnerNOC) and Genesis.



CYBER SECURITY IS A JOURNEY, WITH EACH IMPROVEMENT BUILDING ON THE LAST. A HOLISTIC APPROACH IS REQUIRED ACROSS PEOPLE, PROCESS AND TECHNOLOGY.

CYBER SECURITY

The world had a wake-up call to the global impact of cyber attacks in 2018, with the rate, severity and financial cost of attacks increasing year on year. Hackers are becoming more sophisticated. Last month's nation-state hacking tool is now a commodity for every disaffected teenager and e-crime group. It's more important than ever to observe basic IT hygiene practices, and keep adapting to new vulnerabilities and new adversary techniques.

We have further enhanced our ability to deliver adaptive, continuously improving cyber security this year. We've grown our headcount and increased automation to give us more capacity. Our intelligence-led machine-learning security platform protects data and infrastructure whilst managing any vulnerabilities.

We've helped five customers to build secure applications and improved the cyber resilience of a further six through rigorous security audits and improvement programmes. We have responded to numerous critical security events for our customers, from crypto-mining to cyber fraud. We also protect identities and people with security controls that are user-friendly and automated, for security at scale in an increasingly mobile workforce.

Hackers are not the only external threat. The changing privacy landscape in Europe, Australia and New Zealand means that legislative requirements now impact the way our solutions collect, store and process sensitive personal data. Appreciating where these changes affect technology ensures that both Theta and our customers are compliant with the law, adding further value to what we do.



PROTECT THETA. DELIVER SECURE PROJECTS. LEARN. REPEAT.

GOVERNANCE

STRATEGY, SUPPORT AND GUIDANCE

Theta is a privately-owned New Zealand company with 29 shareholders. Shareholders elect board members based on the value they bring. Each is experienced in business and provides value by contributing to corporate governance matters, conceptual thinking and strategic planning. The directors play an important part in providing support and guidance to management to enable them to increase the profitable growth of Theta. Although a private company the board strives to govern Theta to the standard of an NZX50 company.

Susan Paterson serves as chair of the board, Bob Gray and Terry Allen as independent directors and Matt Owen and Andrew Taylor as executive directors. Terry Allen also sits on the innovation lab investment panel.

MEETINGS

In the 2018-19 financial year there were seven scheduled board meetings, three unscheduled board meetings, two board/management planning/update sessions and one shareholders' meeting. All board members meet additionally throughout the year, as required.



SUSAN



BOB



MATT



TERRY



ANDREW

Board	Board/ management planning days	Shareholders
10	2	1
10	2	1
10	2	1
8	2	1
9	2	1

MEETING ATTENDANCE



DIRECTOR INDEPENDENCE

Theta's constitution requires 50% or more of the directors to be independent. For a director to be considered independent, he or she must not be an executive and must have no disqualifying relationship with the company.

SUSTAINABILITY

We aim to operate in an environmentally friendly and sustainable manner. Our volunteer green team continues to work on initiatives to reduce our environmental impact. We have extended our recycling programme to our new Ellerslie office this year, reduced waste by providing and promoting the use of reusable cups and eliminating disposable coffee stirrers, and got behind campaigns promoting active modes of transport.

We also monitor and evaluate the way we work for things we can do to reduce our impact on the environment, including reducing energy consumption and paper use and managing e-waste.

ETHICS, GOVERNANCE AND MANAGING RISK

The board is committed to the highest standards of ethical conduct and provides employees and representatives with clear guidelines on those standards.

The board has overall responsibility for the company's system of risk management. Financial statements are prepared monthly and are reviewed by the board to monitor management's performance against budget goals and objectives and the board requires managers to identify and respond to risk exposures.

Cyber security remains high on the agenda, and with an established capability in this area we have made significant improvements to our security posture, encompassing people, processes and technology. Cyber security awareness and communications are part of our induction process and business continuity plan testing as well as being baked into the solutions we deliver for our customers. Compliance is seen as a value-added activity and we progress towards ISO 27001 certification.

All directors are members of the Institute of Directors to ensure they keep current with governance best practice.

INTELLIGENCE. INNOVATION. INSIGHT.

Established in 1995, Theta is a technology consultancy with offices in Auckland, Tauranga, Wellington and Christchurch.

We help organisations – in New Zealand and around the world – transform their businesses with technology. We design, deliver and support intelligent, innovative solutions that improve processes, solve problems and generate new insights.

Our team of nearly 300 professionals – from technical experts to project delivery specialists – work with our customers to get solutions across the line and get them right. First time.



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Auckland, Tauranga, Wellington & Christchurch