



Annual Report 2020

Intelligence.
Innovation.
Insight.



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284

Staff



4.86

Average employee
tenure in years



6

Specialist
Practices



37

Nationalities
represented in our
diverse workforce



27

Shareholders



379

Customers



\$40.7m

Revenue



\$135k

Raised for Cure Kids
to date



140

Managed Service
Contracts



4

Locations

Auckland
Tauranga
Wellington
Christchurch



4

Microsoft
Partner
Awards Finalist



Chair & CEO Report

One + One = Three

On the back of a very good 2018-19, and with the newly acquired Designertech business bedding in, we were full of enthusiasm, energy and anticipation for the new year.

The integration went well and cultural fit has proven to be perfect. We applaud the excellent work and relationship Designertech had achieved with their major customer Mainfreight. With the addition of our broad range of services and strong project governance, we are well on the way to realising even greater mutual benefits for both our businesses.

With Designertech came a well-established visitor registration system, EVA Receptionist. This proved to be invaluable as COVID-19 hit. We quickly added its sister product EVA Check-in – a secure contactless staff and visitor check-in solution for COVID-19, and visitor health and safety. This is shaping up to be our most successful product and aligns with our strategy to grow product revenues.

Modern technology rings in the new decade

All through 2019, we saw great advances in technology – edge AI, machine learning, IoT, digital twins and more. These technologies of the modern world needed to connect with everyone in a way that we could both embrace and interact efficiently. Otherwise, more information just leads to more confusion.

So we formed our User Experience (UX) team to make sure we delivered these new tools and platforms in a way that everyone could grasp. Airways New Zealand and Mainfreight were among the organisations who quickly understood the need for UX to bridge the usability gap.

The UX team were also instrumental in the successful design of two new mobile apps we developed for the Ministry of Business, Innovation and Employment.

The NZeTA app is used by hundreds of thousands of overseas visitors to gain their electronic visas. The second app is helping immigration officers out in the field with an intuitive interface to the detailed information they need to uphold our immigration laws.

This past year also saw the release of our Microsoft Dynamics 365 Business Central extension on AppSource, Microsoft's app store. We're proud to offer this in multiple languages and countries.

FAQ Bot, our SaaS chatbot, fully entered the market this year. We've packaged up the lengthy, costly and complex process that organisations go through to adopt chatbots into their customer experience, into a fast, easy, cost-effective and risk-free deployment on a monthly subscription. Sales have been steady and the value delivered to our customers is immense.

Unparalleled in a generation

Early in 2020 it gradually became clear that COVID-19 was becoming a threat that no one would have imagined.

Nearly the entire world went into lockdown. The ultimate impact was that we grew our revenue by 16.3% to \$40.7m, however, we fell 6% short of our revenue target and our profit took a significant hit as we strived to hold almost our entire staff.

Post COVID-19, we expect the world to be a different place and remote working will be a well-entrenched norm for our business. In the relatively short time of level 4 and 3 lockdown we've learnt new social skills across our communication and collaboration platform – Microsoft Teams. People remain our greatest and most precious asset. We're glad to say our team adapted quickly to the new social, screen-based landscape and productivity is the same or better.

The year ahead will undoubtedly be challenging as our customers grapple with the new norm. The greatest number of our customers are regarded as essential services largely in the utilities, healthcare, government, insurance and logistics sectors. So far in these COVID times we have been busy helping keep them all operating at near normal levels, and we expect this to continue which means we should be able to retain most of our valuable staff. We are fortunate that we have maintained a strong financial position coming into COVID-19 and plan to leverage this to come out of this crisis in a strong position.

Getting the job done.





Operating Revenue

 Actual
 Budget

2021



2020



2019



2018



2017



2016



*During FY20 we adopted the IFRS accounting rules which recognise only product margin in our revenue. The 5 year comparison has been adjusted to reflect this IFRS rule across previous years



Andrew Taylor - Head of Digital

Product
innovation
at pace.



Innovation Lab

The Lab's areas of focus this year has been AI and digital twins.

We furthered our expertise in AI especially in the area of image recognition of various types – from facial and fashion recognition to product quality inspection. In the world of digital twins, we have created a platform that lets us model the real world and bring in data from IoT, predictive analytics, field services data and edge AI - all in the same virtual space. It is a very impressive capability that lets you visualise, prepare and prevent issues. The team has also worked heavily in product development as this area is getting more traction and attention.

Our investment in innovation continues to bring success and our product division has market acceptance in several products. The most successful is FAQ Bot in terms of unit sales. FAQ Bot now includes full live chat capability, meaning customers get the best of both worlds – chatbot automation 24x7, with real people in the loop when there are real opportunities or real issues to deal with. Nationwide childcare company BestStart has implemented our Six Degrees planning and forecasting application.

Our EVA visitor sign-in app has been used as the basis for our newly launched EVA Check-in contactless guest register system, which has had great uptake. EVA Check-in was created in just 12 days, drawing on all our in-house skills to make it happen. From UX design, development, testing, and project management, to marketing, contracting, commercials, sales, customer onboarding, security and support.

It's probably a rare thing for a single organisation to be able to pull this off – with all those many dimensions coming together to seize this opportunity and make it a success. That is certainly a strength we have within Theta – the depth and range of skills to pull something like this off and help NZ businesses in the process.



Our Customers

More satisfied than ever.

In 2019-2020 we worked with 379 customers. This is a net gain of 32 customers year on year.

We aim to add value to all our customers' businesses through smart solutions and excellent 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, increased to an impressive 42 (measured just before COVID-19 lockdown); up from 26 last year.

"Theta has worked with us closely for a number of years to develop our Analytics capability. They have led the way in demonstrating the power of Azure to us and in helping us to make the transition into the cloud."

- **Stuart Prendergast, Head of Technology, Craigs Investment Partners**

This number is ahead of historical NZ benchmarks for Business Consulting (with scores typically ranging from -22 to 23) and IT Services (-2 to 2). Customer satisfaction is up across the three categories we measure – account management, service delivery and technical.

"This project has been successful because there have been some exceptional resources working on the project. However, exceptional resources don't necessarily achieve exceptional outcomes. It is the fact that the team transitioned so quickly through Tuckman's model (forming, storming, norming) to create a high performing team. I cannot actually think of another project that I worked on where this has occurred so quickly. Nor have I seen a project team listen, communicate and all individually add value to the outcome. Credit must go to everyone involved."

- **Philip Bryant, Project Manager, Human Rights Commission**

As we have done for many years nationwide, we hosted hundreds of our customers and their families to the premiere of one of the latest animated kids movies. It was once again very well attended, and we received excellent feedback from both the adults and kids.

It's a nice way of meeting each other's families and taking time to appreciate family life in a busy world. We also hosted in-person workshops throughout New Zealand, covering a range of contemporary topics and spanning all elements of our offerings.

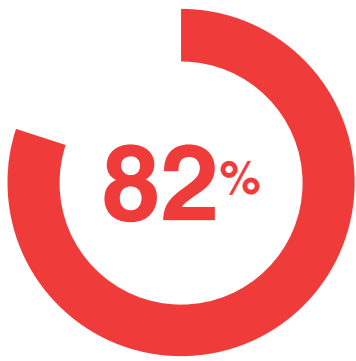
"Open, friendly and honest... super willing to get stuck in together and make this the best possible experience."

- **Jamie Crump, Director Planning, Education New Zealand**

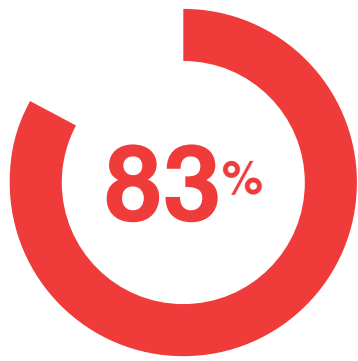
Customer satisfaction



Account Management



Service Delivery



Technical



“
He tāngata, he tāngata,
he tāngata.”



People Power

It's about great people.

The skills and talent of our team remain our greatest strength, and we aspire to attract and retain the best in our business.

Our staff numbers remained stable at 284. Of this, 237 of the 284 are billing consultants.

“I love Theta culture. Frankly, Theta is the best company I've worked for in my lifetime.”

“Theta is a company that realises that their people are their assets, and therefore, they are looking after them well. We have lots of benefits for staff members.”

Each year we survey our staff for their feedback. We asked how willing our staff are to recommend our workplace to friends and acquaintances, and generate our Employee Net Score (ENPS) as a result. This year we maintained our very notable score of 71 – even as we worked through the threat and uncertainty of COVID-19. Our average tenure followed our ENPS with a respectable 4.86 years. Comments from our staff are included throughout this report.

Diversity in our workforce remains strong. It brings experience, broadens our thinking and helps us understand the cultures of the equally diverse market we operate in here in New Zealand and globally. Our workforce this year was represented by 37 nationalities. 16 of our team members this year were recruited from overseas.

“I am so grateful to work at a great company like Theta. I feel really supported and love that everyone is accepted, no matter what race or beliefs they may have. We are all just people who work together and collaborate efficiently and transparently to get work done successfully. I think this is a huge point of difference between Theta and other employers, and I wouldn't hesitate to recommend Theta as a place to work for anyone looking for a great company.”

This year, we added two new Microsoft MVP's to our staff, taking us to four in total. They are recognised for their work in Dynamics 365 (x2), Integration and Analytics. Together, our MVP's presented at ten international and two local Microsoft events and conferences.

We also continued our intern programme which hosted two students from the University of Auckland in our Theta Analytics and Project Delivery Practices.



Average FTE

2020

231

2019

201

2018

178

2017

164

2016

165

*A Full Time Equivalent (FTE) is calculated as 1800 hours completed by a billing consultant in a financial year

Amy Stack - Reception &
Christine Nesbit - Management Support

“
I have no doubt
saying how much
I like Theta. Great
place to work!



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:

- | | |
|------------------------|-------------------|
| Arun Arjunan | Arshad Farooq |
| Can Ates | Stephen Gichure |
| Emmanuel Auffray | Carl Head |
| Craig Barberini | Meg Hope |
| Dayakar Battini | Erind Hoxha |
| Andrew Baxter | Vinnie James |
| Irina Berenshteyn | Shivendra Kumar |
| Manmohan Bhatt | Susan Le Mesurier |
| Edward Bloomfield | Lenny Loh |
| Tharanga Chandrasekara | Kim Lumsden |
| Mark Enfield | Doug McIntosh |

- Jacques Mostert
John Murdoch
Richard Myers
Ararat Nalbantoglu
Vit Novak
Christopher O'Connor
Amit Prakash
Jimmy Robinson
Gerry Ryder
Shweta Saharawat
Koichi Semori
Mark Shatilov
Ash Sohani
Tomasz Szypilo
Shallu Tagra
Daniel Tai
Eri Taylor
Sefton Thesing
Brendan Tripp
Donka Tzolova
Mark van Noppen
Pascal van Vuuren
Mahesh Vazhayil
Kevin Wells
Rex Wessels
Hayden Whitecliffe
Geoff Williams
Jeff Wogen

Going that
extra mile for
our customers.

“
I want to show what’s
possible with flows in
Power Automate.”



Elaiza Benitez

Elaiza is passionate about Dynamics 365. So much so, she started up her own YouTube channel in 2014 and in 2018 launched her infamous ‘What The Flow’ series.

Designed to meet visual learners and with encouragement from the Microsoft Community, Elaiza continues to produce content.

“At the time, no one else had really been doing vlogs, and I thought – I want to do that. There are people out there who respond better to visual learning, so I just went for it. With my ‘What The Flow’ series I wanted to show people what’s possible with flows in Power Automate.”

With a scholarship in her post-graduate year of University where she was studying Information Systems and Management, Elaiza subsequently held roles in everything from sales to managed services to delivery – picking up her love for Dynamics 365 along the way. Eventually, Elaiza worked and lived in Australia but always had the intention to return home to New Zealand with the knowledge she’d gained.

In recognition of her expertise, she was awarded a Microsoft MVP (Most Valuable Professional) title in Business Applications. She’s currently the only female in New Zealand to hold this esteemed award. Intending to raise the local community profile and putting New Zealand on the map, Elaiza is undoubtedly doing that; she recently featured as a community correspondent at this year’s virtual Microsoft Business Applications Summit.

“It was their first year as a virtual event. It was nice that they thought of me to be involved. I’d never done anything like it before – it was scary, thrilling and exciting at the same time.”

Past accolades also include winning the Technical Award at the Australian ARN Women in ICT Awards 2018 and presenting three sessions at Microsoft Ignite Orlando in 2019.

The love for learning displays itself at home too. A vegan lifestyle means that Elaiza can get creative with recipes and recreate the dishes she tasted after a three and a half month travel hiatus in 2019. It was on this around the world trip, #EWorldTourIt, that Elaiza met more than fifty people in the global Microsoft community.

“I’ve always wanted to travel the world and meet the community along the way. It was amazing. Knowing how to get from A to B was sometimes tough trying to figure out, but I have no regrets. I would do it all over again if I could.”

TV is not part of Elaiza’s life, which suits her just fine. It frees up time to plan the next bucket list of travel destinations, with Waiheke Island, Milford Sound and Rotorua on the radar, this time around they’re a bit closer to home.



Kim Lumsden

With business analysis know-how coupled with exceptional design and creativity skills, Kim Lumsden is a self-confessed ‘ultimate wrangler of problem solvers and creative types’. And he does it exceptionally well. Kim grew up in Montreal and moved to NZ in 1995.

“Growing up in a bilingual culture is really cool. I also lived in Toronto, which is very different from Montreal. Living in diverse, multicultural environments is all relevant to User Experience in a way, it helped me learn about perspectives and seeing through the lens of others.”

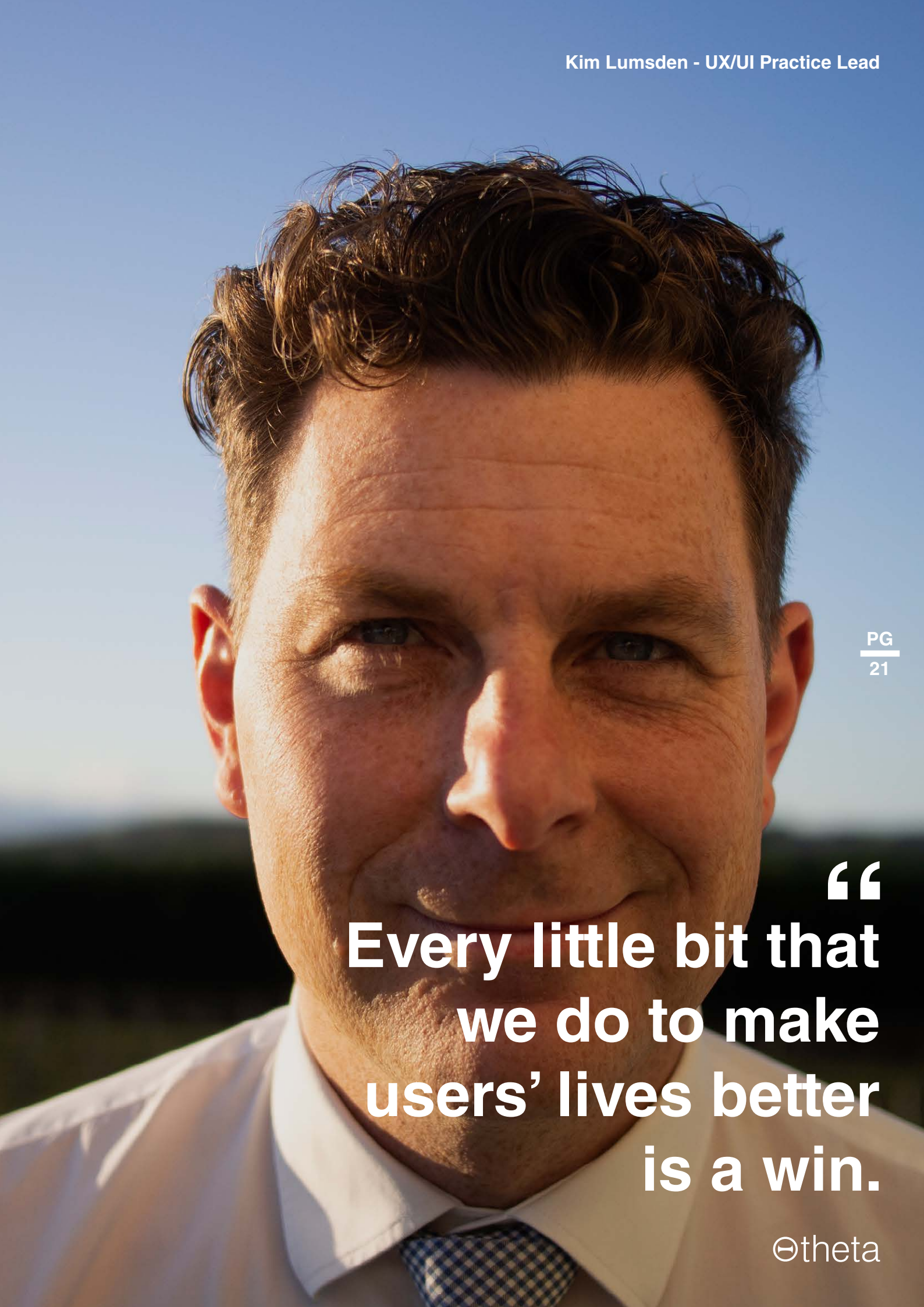
Being based in Martinborough, Kim has taken advantage of prime grape-growing conditions. His Dara Vineyard has over 6,000 vines and produces Pinot Noir for Ata Rangi. It's no small feat to run a vineyard on top of everything else, but Kim assures that he “likes the hard projects and the hard problems.” In his role at Theta, he leads projects that are data-rich and bring different teams together.

“Every little bit that we do to make users’ lives better is a win. We strive for the ultimate solution, but if we can smooth the edges off first and create easier, more pleasant experiences, that’s still a win.”

He’s provided customer experience and strategic advice to government agencies, including Inland Revenue, Ministry of Justice and MBIE. Being able to stitch teams together on such high profile projects is crucial, and Kim is well equipped to bridge any gaps.

“With UX, it seems like the gap is a bit bigger than other places. It’s easy to see it either from a technological solution, or something we’ve done before versus what the user encountered.”

Kim has big plans for the growth of UX, and businesses are increasingly seeing the value of it. “Sometimes it’s a business problem; sometimes it’s a user problem – often it’s the same problem, phrased differently”. For now, progression in a chaotic world is vital. Whether it’s wine growing or UX, the pursuit of perfection is the ultimate goal.



“
Every little bit that we do to make users’ lives better is a win.

“
There is always the
motivation to create
something new.



Ashish Pala

Ashish first joined Theta in 1996, in the “early days when there were no offices”. He was based at our customer, AFFCO, and worked on their Y2K project.

He finished his first spell with Theta after six years, but it wasn't long until he returned in 2005. An opportunity in the family business drew him away again shortly after, but Ashish couldn't stay away and rejoined Theta in 2012. His commitment to Theta didn't end there, and we have welcomed his son Shaheel onboard too; he's been in the Energy division for the past two years.

“There has been so much change since I started. In 1996, we were only beginning to use the internet. When I rejoined in 2012, suddenly, everything was internet-based. I took up a role at Service Desk, which was the perfect way to get back into it. After two and a half years, I moved into the Analytics team.”

With his background in Oracle, it made sense for Ashish to capitalise on his knowledge in Analytics saying, “the good thing about Theta is there are so many different opportunities in different areas.” He continues to enjoy the learning curve and working across a variety of industries – everything from the energy market to healthcare.

Born in Fiji, Ashish began his studies in Australia. After the 1987 military coup in Fiji, his parents moved to New Zealand, Ashish followed and continued his studies at The University of Auckland – eventually entering into an IT career.

“There is always the motivation to create something new. I love creating something from nothing – and the satisfaction we give customers when you've made it happen. With the move to the cloud, it's an exciting time – but you've got to keep up!”

To stay up to speed, Ashish is a firm believer in self-learning and appreciates being in an environment that encourages that. He completed three Microsoft exams last year and is currently working his way through a data warehouse book. With the shift to remote working recently, he's also been maximising family time playing board games, bonding over football and watching movies together.

The advice that Ashish has for someone who wants to follow in his footsteps is “don't be afraid to ask”. He cites the expertise at Theta to be phenomenal, with brilliant people who can teach so much. Luckily for us, Ashish is one of these people.



Giving Back



MiniDevs
- Newlands Intermediate

We continued with our fundraising efforts for Cure Kids, our charity of choice.

This past year has seen international lunches, “Cake Monday” bake sales, barbeques, a sprint fundraiser and sweepstakes led by John Way during his Archery New Zealand National Indoor Archery Competition. Further to this, the company committed to doubling the amount generated during the sprint fundraiser.

In a new initiative this year, we collaborated with Adventure Race Coromandel and Cure Kids to create and promote a new category as part of the event schedule – the ARC 8-Hour Cure Kids Adventure Race. As always, we had a willing and able team to take on the challenge - Alan Moore, Jason Free, Volodymyr Leonov and Gemma Wigley. Assisted by their Theta support crew, they landed a first place in the Cure Kids category. Our totals raised for Cure Kids are now at \$135k. We’re looking at new events for 2021 and plan to continue our participation and support of these fundraising races.

In May last year, the MiniDevs at Newlands Intermediate School invited us to a celebratory event to mark two years of working together. Over this time, we’ve developed games, explored new technologies and ran hackathons. With a new intake of students, we hope to continue the creativity - a key focus is sharing the magic of Mixiply, an AR/VR platform. Over the past year, students have been leveraging Mixiply for their own projects and providing their feedback to us. As a result of this, we’re able to achieve continual improvement of the product by releasing new product versions.

Our intern programme saw the placement of two Master’s students into our Analytics and Project Delivery Practices. We also continue our support of the First Foundation scholarship; an assistive programme to help academically talented New Zealand students from low-decile schools.

Volodymyr Leonov, Alan Moore, Jason Free & Gemma Wigley

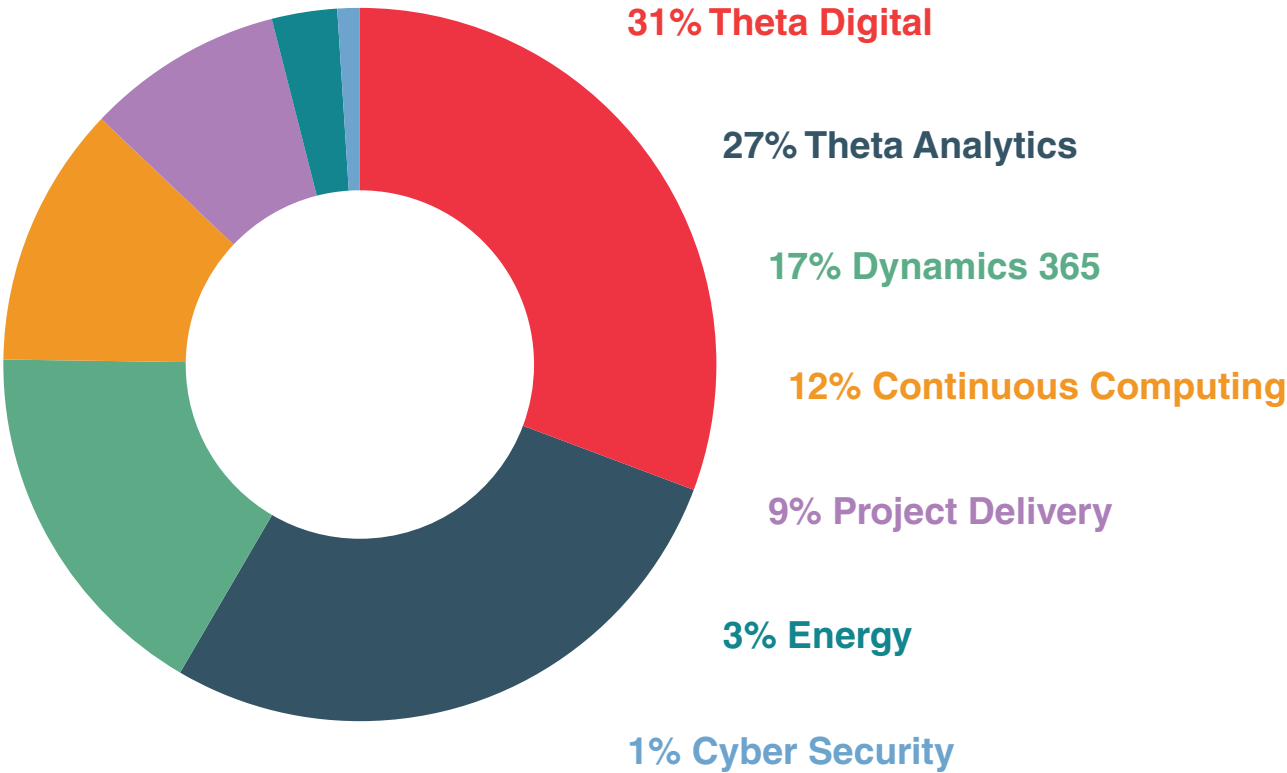
Our total raised for Cure Kids is now at \$135k.



“
As a company, Theta
constantly shows a high
level of care towards us.



Our Practices





Digital

Consultants
70



Emmanuel Auffray
- Enterprise Solution Architect



Head of Digital

Andrew Taylor

Key Areas

Digital Development
UX/UI Design
Enterprise Engineering
Integration
Collaboration Solutions
Innovation Lab

Practice Leads

Mark Enfield
Kim Lumsden
Joe McKenna
Jim Taylor
Jeff Wogen

New Areas of Interest

Our acquisition of Designertech has worked out fantastically well. The teams have gelled, and our customer relationships have deepened and broadened across more services.

The development team has seen a lot of growth around mobile, cloud apps and DevOps. In the government sector, we are especially proud of the delivery of two mobile apps for MBIE, including the NZeTA mobile app used by hundreds of thousands of visitors to NZ. In fact, for many, it might be their first interaction with NZ.

The second app is for Immigration Officers. When out and about with their in-house app, Immigration Field Officers now have all the information they need at their fingertips.

UX/UI Design

Good UX is the difference between functional and usable. Expectations of usability are higher than ever, so it is great to have such a high-quality team on board. Kim Lumsden leads our UX/UI team, which includes both UX and UI designers. They've done great work with MBIE, Hirepool, Airways and more. The team has also been a great asset for the products we develop - designing the solutions for FAQ Bot, EVA Check-in and others. This year we'll expand our offerings, helping customers to use their analytics data to drive UX design decisions.

Integration

So much of integration these days is in the cloud and, particularly for us, in Azure. The team has taken their knowledge of the Azure Integration Services and naturally extended this to cover the related areas – like cloud architecture and cloud DevOps. This is typical of the trend we see of multidisciplinary teams. It fits with the challenges we are seeing our customers face when using cloud – how do I make all these services work together to achieve the outcomes I need in secure, scalable and cost-efficient ways? Wagner Silveira, our Microsoft MVP, continues to tour the world (when it is open) talking Azure and cloud integration wherever he goes.

Collaboration Solutions

Joe McKenna has led good growth in the team this year. SharePoint Online, along with Teams, are the core offerings; with Power Apps and Power Automate becoming an essential part of the story. Health and safety, incident tracking and other simple to use Power Apps - designed in conjunction with the UX team - are a differentiator. The pace of “modern workplace” has been accelerated by COVID-19 with many businesses seeking to modernise how they work and collaborate remotely more efficiently and seamlessly.

Architecture and Strategy

The need for our digital transformation services is as strong as ever. Our ability to reach from strategy through to specialists in pretty much any area of IT is amazing. It means we can connect the dots for businesses from the planning and envisioning through to design and making it real. Helping organisations move to cloud architectures with associated DevOps enabled practices seems to be something that is resonating well right now.



“
Helping
customers
drive UX
design
decisions.”

Tohu the chatbot helps
take NZ education
to the world.



Education New Zealand

FAQ Bot Tohu answers questions from prospective students around the world interested in studying in New Zealand. At peak times Tohu has responded to more than 45,000 questions a month across 15,000 visitors.

The “Study in New Zealand” website and Facebook channel are run by Education New Zealand (ENZ), the government’s market development agency for international education. ENZ knew that international students needed access to factual, truthful, reliable, authentic information in a timely fashion; and so together, we created FAQ Bot Tohu.

ENZ benefits from better AI every time an improvement is made to one of FAQ Bot’s underlying cognitive services from Microsoft – including machine translation, language understanding and QnA Maker. The next step is to cover the questions that students have while they are studying here, so Tohu can help them out in those critical first few months in New Zealand – as always with an eye on what’s next in terms of technological capability.

“The speed to stand something up has been really great. Ultimately it’s AI so there is some complicated stuff there, but FAQ Bot provides access to that in a relatively straightforward package – it’s not at all complicated to get going and start building conversations.”

Jamie Crump, Director Planning, Education New Zealand

“We’ve been looking at chat for a few years. It gives us the opportunity to engage at scale 24/7, directly with potential students all over the world, in a channel they prefer to communicate in. We think chatbots could definitely be disruptive in this sector.”



Analytics

Consultants
50



Theta Analytics delivers modern business intelligence and analytics solutions

It's been a year of change for Theta Analytics; broadening our offerings and delivering new modern data solutions to our customers.

New Areas of Interest

Our customers are more aware than ever of the need to implement a modern data platform, moving away from the more traditional data warehouses. We have seen an increase in the interest and uptake of new data platforms, like Snowflake, on both Azure and AWS Analytics. The increased activity in the AWS Analytics area is also interesting to note. As such, we have increased the number of staff we have in this area.

We have also seen a large uptake in the number of our customers who are implementing the Data Vault methodology for developing their analytic data models. A few years ago, Data Vaults were relatively few and far between in New Zealand. This has changed over the last year, and we see this trend continuing.

Along with software development, we are also seeing the delivery of more analytics projects using agile methodologies together with a DevOps (DataOps) approach. With this in mind, we have partnered with SentryOne; Theta being the sole reseller and support partner in the APAC region. This partnership has augmented our DataOps services. Products such as SentryOne Test for automated testing, as well as other tools, will assist us in streamlining and automating data pipelines across our customers' data platforms.

Organisations have more data than ever, both to manage and to use for analytics purposes. As a result of this, data management and data governance (including the topics of data privacy and data security) have become very important to our customers. We have seen a growing demand for master data and metadata management services. This is extremely positive. It reflects the increasing maturity of analytics capabilities in organisations across New Zealand, as well as the recognition that data should be treated as a valuable asset.



Soheil Bakhshi
- Lead Consultant

Head of Analytics

Gary Blumgart

Key Areas

- AI and Machine Learning
- Data Management
- Data Platforms
- BI and Analytics Governance
- BI and Analytics Strategy
- Social Media Analytics
- Master Data and Metadata Management
- Data Visualisations
- Budgeting and Forecasting

Practice Leads

- Bruce Anderson
- Peter George
- Michael Hay
- Adrian Simpson
- Sefton Thesing

Machine Learning

As always, Power BI is keeping us very busy. We have done numerous nationwide Microsoft "Dashboard in a Day" public workshops, as well as our own Theta Analytics branded courses. We see the continuing growth of demand and sophistication levels in Power BI and the Power Platform. Apart from delivering great data visualisations, we are also applying the outputs of machine learning models via Power BI.

Budgeting and Planning – Six Degrees

This year we invested in improving and transforming our budgeting and planning product – Six Degrees. The investment, including a new look website, has paid off. The new version sold straight away to a business operating 260 sites throughout New Zealand. Interest and future sales are looking promising.



“
delivering
new modern
data solutions.



Craigs Investment Partners

Craigs Investment Partners (Craigs) is a multi-award winning investment advisory firm and one of the largest of its kind in New Zealand.

With 18 offices located throughout the country and over 500 staff, Craigs offer solutions and advice to private investors, corporate and institutional clients.

Craigs saw the need to find a solution that improved operational efficiency and enabled deeper insights for their customers and internal stakeholders. To achieve this, we designed and implemented an advanced analytics capability in Azure. The solution uses the latest Microsoft 'Modern Data Warehouse' reference architecture, harnessing the power of Azure to move the data and deliver fast analytics insights. The new solution now returns insights over 90% faster than the existing solution (2 hours vs 24 hours for one key process).

"Moving our Analytics platform to Azure opens up a lot of options for us and is transforming our capability to provide accurate and timely data to our customers and business users. The Azure ecosystem is now so rich that it greatly accelerates our ability to facilitate data-driven innovation within Craigs."
- Stuart Prendergast, Head of Technology, Craigs Investment Partners

Craigs Investment Partners boosts customer experience with analytics.



Dynamics 365

Consultants
44



Embedded in almost all of our projects is the Microsoft Power platform. Workflows drive data using Power Automate, and Power BI enables advanced reporting.

We have implemented Dynamics 365 Field Service for a number of customers this year. The positive outcomes from this comprehensive solution make it a key player in our future recommendations and projects.

Our partner network has expanded, and we've become the only New Zealand based Unit4 PSA partner. The Unit4 Professional Service Automation Suite, extending the Dynamics 365 Customer Engagement platform is the ideal solution for all professional service companies wanting a comprehensive solution for practice management.

Excel Importer is our first Microsoft Dynamics 365 Business Central extension released on the Microsoft AppSource marketplace. We're proud to be the first in New Zealand to release a Microsoft Dynamics 365 Business Central extension which is available in multiple countries and languages. It's become one of over 700 apps created by Microsoft Partners for Business Central, and we are working on the release of more of our own apps in the new financial year.

We welcomed Elaiza Benitez to the team, adding to our stable of Microsoft MVP's for Business Applications. Elaiza and Tharanga Chandrasekara (also an MVP) were in great demand as international speakers. Together they help customers and other partners to stay up-to-date and feed requests directly back to the Microsoft product team.

With solid growth this year, the team is on track to repeat a double-digit growth result next year.

Business applications have changed during the years. The strict separation of business areas and processes in ERP and CRM systems is diminishing and being replaced with data-driven processes across departments and areas.

Microsoft Dynamics 365 offers this platform and we combined the business application teams into one practice. The verdict after the first year: it works better together (it is the perfect union).

We continue to have a strong focus on supporting and improving the end to end processes of New Zealand businesses. Driving these process enhancements is data from IoT devices, business partners via portals, users with unified applications (either mobile or desktop), integrations from legacy or external systems, or e-commerce platforms.

Head of Dynamics 365

Joerg Rau

Key Areas

Microsoft Dynamics NAV
Microsoft Dynamics 365 Business Central
Microsoft Dynamics 365 Customer Engagement
Microsoft Power Platform

Practice Leads

Craig Barberini
Stefnie Davies
Robb Fergus
Carl Head
John Mellows
John Murdoch
Ivor Whibley

Carl Head
- Practice Lead

Joerg Rau - Head of Dynamics 365

“
We support
New Zealand
businesses.”



Human Rights Commission

The Human Rights Commission (HRC) has been providing better protection of human rights in Aotearoa New Zealand since 1977. Operating under the Human Rights Act 1993, it is the national human rights institution working for a free, fair, safe and just New Zealand.

We identified Microsoft Dynamics 365 Customer Service as an ideal fit for replacing an ageing Complaints Management System. After a successful migration of sensitive data (meeting strict security, privacy and accuracy requirements), the new system named “Te Matatuhi*” was born.

Te Matatuhi has simplified the agent and customer experience through one complete source of customer data, using a single, extensible platform. Users can now enjoy a more accessible system, and reports are much simpler to generate. Furthermore, the addition of the Power BI layer has enabled enhanced reporting.

“We have realised the vision we had of implementing a new cloud-based system which gives us many improvements, including greater security of private information, dashboards that come from a modern system and a much more streamlined reporting function.”

- Peter Jackson, Chief Mediator, Human Rights Commission

*The name “Te Matatuhi” is derived from Mata (eye, see, read, computer screen) and Tuhi (to write, draw, record).

A future-proofed case management system for the Human Rights Commission.



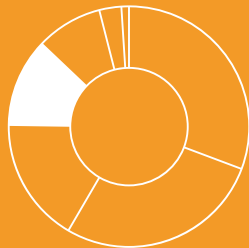
Continuous Computing

Consultants

42

Managed Service Contracts

140



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

- Bhupinder Dalal
- Ahmed Enein
- Hamish Strong
- David White

It has been a year of amalgamation and realignment of the Theta and Designertech support and service teams into the combined Continuous Computing practice.

This involved merging the Service Desks, engineering and consulting teams, and consolidating the software tools and processes we use. It's gone well; we are seeing lots of benefits with the increased critical mass of the team and combined service offerings.

While the traditional on-premises infrastructure and desktop service support are still prevalent, cloud adoption continues to grow and forms a key part of our project and support services. With more interest now in PaaS and SaaS services, the continuing emergence of Continuous Integration/Continuous Deployment (CI/CD) and DevOps platforms and deployment is apparent.

This year we have been heavily involved in the design, build and ongoing support of a significant Azure platform for a government department. Built using PaaS services with DevOps deployment, the project involved close integration between the Digital and Continuous Computing teams. We have added more specialised cloud architect and implementation skills to our team and can take customers on this journey from traditional infrastructure.

Adoption of Microsoft 365 tools and security services, and the modern workplace ways of working, remain active 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 and identity management, through to desktop, mobile, PaaS and SaaS platform deployment and management.

Steve Ashby
- Head of Continuous Computing



“
We keep things running.”

Robert Gardiner
- Service Delivery Manager



Innovation
starts at the borders.



Immigration New Zealand

Immigration New Zealand was given the task of implementing the Electronic Travel Authority, which is a significant border security initiative.

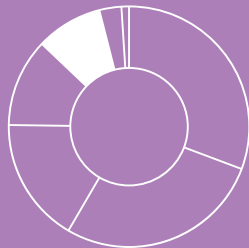
Implementation timeframes were short, and Immigration New Zealand (INZ) was transitioning to the Azure Cloud as part of this process. With over 1.5 million applications expected every 12 months, the volume of users in this visa-like application would be incredibly high. Theta was engaged to develop a mobile application to receive ETA requests, for both iOS and Android. The application is intuitive and easy for users to navigate, reducing the risk of data entry error by automatically capturing information from passports. This was an innovative and world first for an Electronic Travel Authority and it came in on time and within budget.

Building the mobile app required a cross-functional team effort. Starting with design thinking iterations we conceived a design that could deliver a great experience for visitors to NZ while meeting regulatory and security requirements. These early UX sprints turned into build sprints and then scaled up to a fully agile project - which worked very well in the fast-paced environment. DevOps processes were built in from the start with automation helping with rapid, reliable deployments and testing. A broad suite of our services were engaged across UX, Digital Development, Project Delivery, Cyber Security and Continuous Computing, to create an integrated, flexible team working alongside the INZ team to design, build and run the apps and cloud platform.



Project Delivery

Consultants
30



We actively share the knowledge and expertise gained from delivering such a wide range of technology projects across the team. A dedicated Project Manager assigned to Theta initiatives has enabled the continuation of internal systems and process improvements.

We continue to grow our expertise in Microsoft's Project solutions and were proud to have presented at the Microsoft New Zealand launch for 'Project for Web' in March 2020.

Our testing and business analysis services are a key growth focus for the coming year. We have complemented our manual testing services, with automated testing skills gained through the recruitment of experienced automated testers. There is a focus on broadening those skills across our existing testing team.

With several key test automation projects in-flight, we plan to work with more of our existing customers to build test automation into their projects. In doing so, they will gain ongoing benefits through the reduction of time and effort in their UAT and regression testing.

The Project Delivery practice has grown significantly in the past financial year; this reflects both the increase in the team size (33% year on year growth) and services through the acquisition of Designertech in early 2019. The rise was also helped by an overall increase in the scale, size, and complexity of the typical project delivered by Theta.

Ash Sohani
- Senior Project Manager



Head of Project Delivery

Phoebe Dobson

Key Areas

- Project Management
- Agile/ Scrum Master Services
- Programme Management
- Microsoft Project Consultancy
- PMO Consultancy
- Testing Services
- Test Automation
- Business Analysis Services

Practice Leads

- Rachel Atkinson
- Usha Banakar
- Richard Burgess
- Arshad Farooq
- Caroline Paver

We work with all the technology practices to ensure the successful delivery of Theta's project commitments to our customers.

Last year we had 20+ delivery specialists providing their expertise to manage 360 projects and supported a further 363 as direct resource hire engagements.

A key delivery trend experienced by our team this year was an increase in the number of cross-practice projects and programmes of work delivered for our customers. This has emphasised the importance of our existing internal governance framework and has had the benefit of providing a greater variety of work for our Senior Project Managers and Delivery Leads. Another key trend was the ongoing use of Agile delivery methodologies and the increasing maturity of Agile practices across a wide breadth of customers. We have enabled the delivery of many projects using and benefiting from Agile principles and methodologies.



“
Ensuring Delivery Excellence.”



Energy

Consultants

6



Paul Casey
- Senior Consultant



Head of Energy

Matt Owen

Key Areas

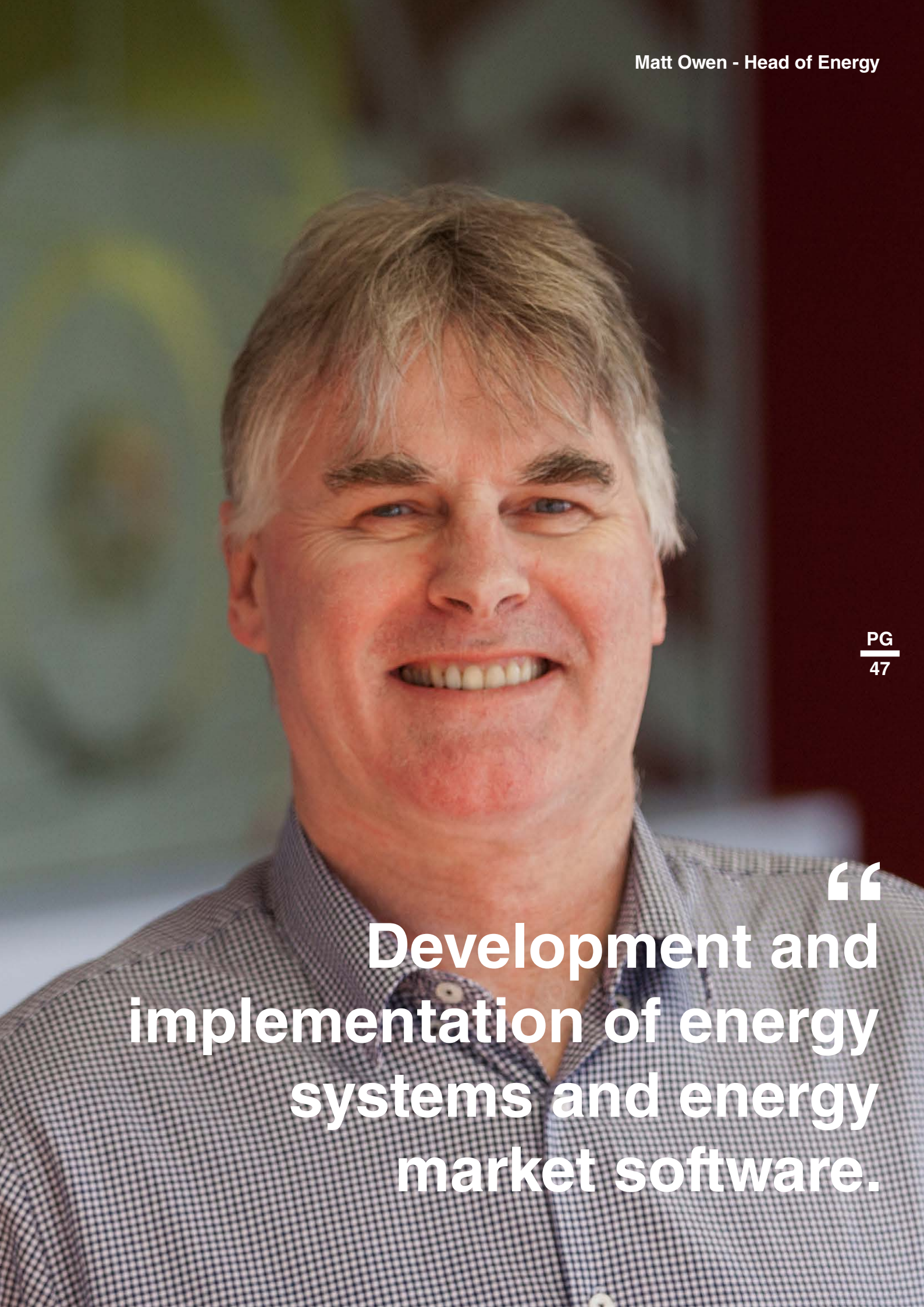
Realtime 24x7 Energy Trading Systems
Interfacing with Control System (SCADA) Data, Meter Data Management and Data Suppliers (including, for example, Tesla, ASX and NZX)
Estimation Algorithms
Data Lifecycle Management

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 and Microsoft technologies including, for example, microservices (lambda), data streams (Kinesis Data Streams) and database services (AWS Aurora and Postgres).



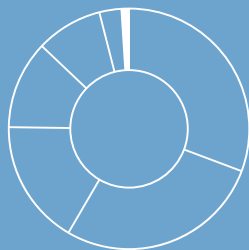
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Development and implementation of energy systems and energy market software.



Cyber Security

Consultants

4



Hamish Krebs
- Lead Consultant

Head of Cyber Security

Jeremy Jones

Key Areas

- Secure Project Design
- Internal Security
- Cyber Risk Advisory
- Threat Intelligence
- Managed Security Services
- Cyber Incident Response

Cyber security is now a well-developed practice on its own. We work with clients and internally within Theta to ensure our solutions are cyber resilient.

Our guidance begins at the start of a project by understanding threats to a client's business, and the creation of a security model appropriate to the risk. The approach we take is that cyber security is a continuous improvement activity, not a static piece of work that can be considered complete; that thinking has already failed.

We also ensure the security of Theta's information environment, whether it is in the cloud, on a device or somewhere in between. Our information exists in many forms, and the traditional concept of a network perimeter is becoming increasingly irrelevant. As we move more to an identity-centric security model to access our information, the importance of protecting our identities becomes central.

Adversaries know this, and it is why phishing emails are more than just a nuisance; they exist to steal our credentials with which they can do almost anything if compromised.

Cyber crime is now such a commodity that unless an organisation can outpace an adversary and defend against on multiple fronts, then compromise is almost inevitable. Powerful new vulnerabilities are being weaponised in hours, not months like we have seen previously. The ability to determine and remedy the status of your digital estate in real-time is vital. It's more important than ever to observe basic IT hygiene practices, but so is the need to 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 have 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 have responded to numerous critical security events for our customers, such as identity breaches, crypto-mining to ransomware and assisted organisations with easy to deploy secure remote working techniques during the COVID-19 lockdown. We also protect identities and people with security controls that are user-friendly and automated, for security at scale in an increasingly mobile workforce. Our decision to partner with CrowdStrike as a security vendor has been validated as a powerful incident response tool in the "cyber trenches".

Hackers are just one of the external threats. 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.**

Jeremy Jones - Head of Cyber Security



“
Building cyber resilience.

Protecting against cyber threats at Timaru District Council with CrowdStrike.

PG
50



Timaru District Council

Ensuring communities are well provided with essential services is a key outcome for Timaru District Council. Recognising the cyber threats that could affect community outcomes helps Timaru District Council maintain their social license by creating trust that they can deliver outcomes with confidence.

Understanding the status of the entire environment, what devices were doing, and where they were communicating was previously impossible. We worked with Timaru District Council to address this. CrowdStrike has now effortlessly replaced legacy Antivirus to deliver a full suite of security activities. The focus has shifted from just preventing malware to countering the actual threats faced, both internal and external.

PG
51

“It’s like having a world-class cyber threat intelligence team embedded in our own organisation. We have essentially front-footed cyber threats by being proactive in detecting malicious behaviours before they become a problem.”

- Justin Bagust, CIO, Timaru District Council



Governance

Stewardship and strategy

Theta is a privately-owned New Zealand company with 27 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 2019-20 financial year, there were seven scheduled board meetings, two unscheduled board meetings, two board/management planning/update sessions and one shareholders' meeting. All board members meet additionally throughout the year, as required.

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.



Matt Owen, Bob Gray, Susan Paterson, Terry Allen, Andrew Taylor

The Theta Board.

Board attendances 2019 - 2020

					
	Susan Paterson	Andrew Taylor	Matt Owen	Bob Gray	Terry Allen
Board	8	9	7	9	9
Board/management planning days	2	2	2	2	2
Shareholders	1	1	0	1	1

Working sustainably

The COVID-19 situation enforced a rapid shift to 100% remote working for all Theta staff. As a result of this, we moved forward some initiatives we were considering in the areas of travel and premises; including size, location, efficiency and proximity to public transport and staff and customer location. We expect to reduce the footprint per staff member in several areas, including commuting times, electricity usage, travel, and vehicle distance travelled.

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