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The numbers
2016 - 2017

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offices

Auckland, Wellington, Christchurch

33

nationalities
in our diverse
workforce

65

managed service contracts

14

shareholders

12/14 work in the company

\$78k

raised for Cure Kids

2011-2017

[Read more](#)

5

specialist
practices

641

projects
completed

213

customers

4.38

average employee tenure
in years

\$32.2m

revenue

1

winner in the
Microsoft New Zealand
Partner Awards 2017

[Read more](#)

184

staff



Chair & CEO report



Recognition for a whole of Theta effort

We closed the year with the news that our solution for energy startup First Gas was a finalist in the Microsoft New Zealand Partner Awards, and heard shortly after that we had won the ERP Partner of the Year award for this work. We're proud of this success – the second win for our NAV team – and think it's a good place to begin this year's report.

The award was the culmination of a great year for the NAV team, who are growing at pace and contributed 13% of revenue in the last financial year (up from 10% the year before). It also recognises a whole of Theta effort, with our ERP, CRM, integration and analytics teams working together to deploy a great solution. We think customers are increasingly looking for this kind of thing.

Evolving to meet a changing world

The incredible changes to almost everything because of technology means that to stay relevant in our business you have to be highly oriented to the future. This year we have invested in, and focused on, the technologies and infrastructure that will be key to future sustainability and success.

Analytics can help us make sense of our changing world, and find the truth in complex data. Theta Analytics, the new Theta BI, has a broader scope than ever before, including data-driven applications and advanced analytics techniques like machine learning, data visualisation and predictive modelling.

Digital is how we now work and how we communicate. Theta Digital, the new Theta Software, supports organisations on their digital transformation journeys, delivering the tools, technology, experiences and connections digital businesses need.



Digital innovation

For businesses to take advantage of disruptive technologies, innovation is essential. We've continued to increase investment in this area via our innovation lab, which now has two dedicated staff and a strong pipeline of work.

We've seen success as early adopters of new chatbot technologies. We deployed one of New Zealand's first chatbots on Facebook Messenger, and have since developed a range of bots including a competition bot and Santabot for our own marketing initiatives.

With an eye to the future, we're exploring augmented reality/ virtual reality, voice recognition, cognitive, internet of things and wearable technologies too, and have used them in prototype solutions at a series of successful hackathons in NZ and the US, involving staff from our digital and analytics teams. We also have several products in development.

Strategic partnership

Across all these technologies, a strong partnership with Microsoft has been a constant. On top of our awards success, we have gold competency in six areas and are a Microsoft Cloud Solution Provider (CSP). Almost half of our consulting staff are Microsoft specialists, including two exceptional community leaders, Wagner Silveira and Tharanga Chandrasekara, who have been awarded Microsoft MVP (most valuable professional) status in their respective areas.

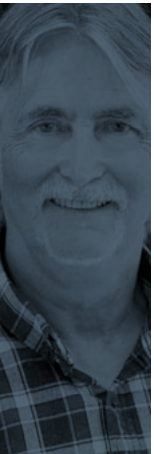
Cyber security

With the digital opportunity comes new risks and advanced threats. Cyber security is therefore topical and timely. It's high on the Institute of Directors' agenda as one of the most important things to get right. We are already seeing increased interest from our customers in this area, and have appointed a new Head of Cyber Security, Jeremy Jones, to lead cyber security initiatives.

“

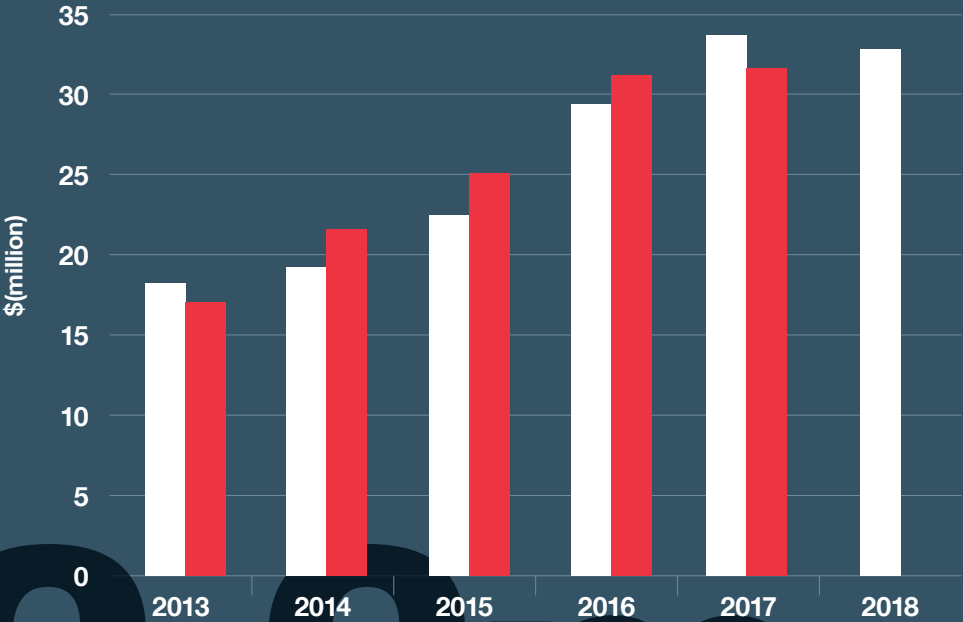


This year we have invested in, and focused on, the technologies and infrastructure that will be key to future sustainability and success.



Five year growth

Budget
Revenue



\$32.2m

Project Delivery

Project delivery is at the heart of everything we do, which is to successfully deliver projects using our technical experts. We think there is a subtle yet clear distinction between project delivery and project management and we have appointed Phoebe Dobson as Head of Project Delivery to emphasise this and lead our team of project managers.

New South Island office

We're busier than ever in Wellington and the South Island, with new business wins strengthening our position in these markets. We moved into new, larger premises in Christchurch to better accommodate our team there.

A lot of change - to position us very nicely for the future - in what turned out to be a fairly average year in terms of financial performance.

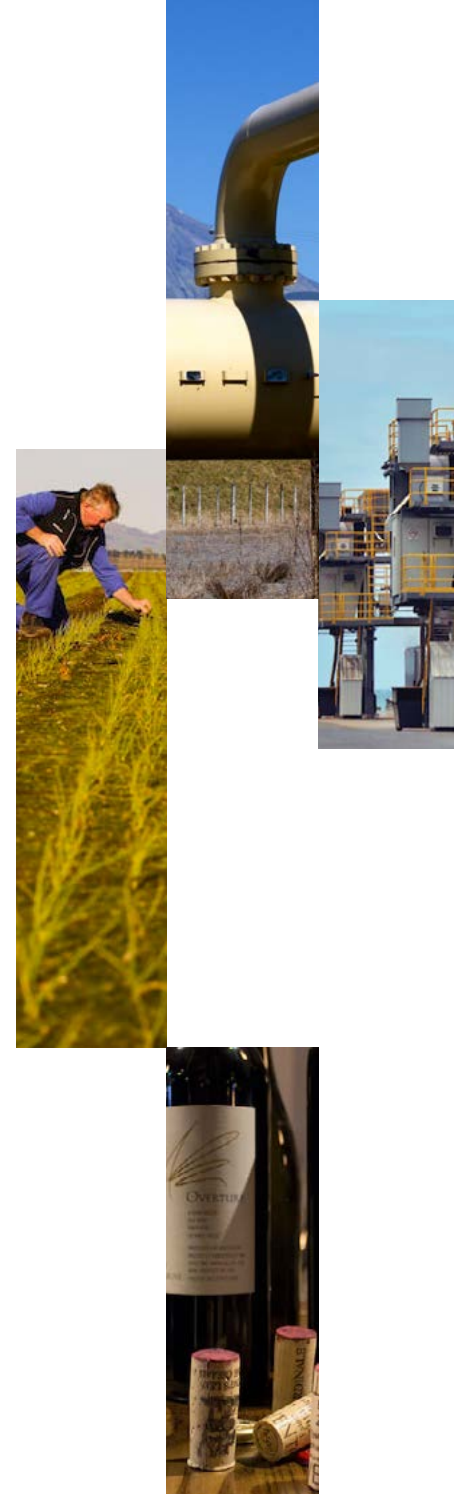
Balancing the books

Revenue this year of \$32.2 million was a modest gain of 2.7% on the previous year and 7% below budget. In the face of below budget revenue forecast we held as many of our valuable people on the staff as we could, for as long as we could. We recognised this decision would have a negative impact on profits, and in the end we ended up at 68% of our target. We are pretty happy about the balance we achieved between people and profits.

Product revenue at 12.8% of total revenue exceeded our 10% target this year, and annuity revenue at 27.5% is getting close to our ultimate 30% target. These areas – which are complementary to consulting revenues and enhance our resilience – remain a focus.



Our customers



In 2016-2017 we worked with 213 customers – including 43 new customers¹. This represents a net gain of 35.

Fifteen customers contributed 50% of revenue, up from eleven last year and just two in 2012, continuing the broadening of our customer base and further enhancing resilience.

Delivering great work and great service is a key tenet of our business. We survey our customers annually to check how we're doing and identify areas where we can do better. This year we're pleased to see an increase in the numbers of customers satisfied with technical services.

Our **net promoter score** (NPS), measuring the likelihood of customers recommending us to others, has doubled to 31 this year. We're delighted to see this metric improve again, and to be well ahead of NZ benchmarks in both the business consulting and IT services sectors, as well as almost every other sector.

Of course there's always room for improvement, and we continue to look for ways to serve our customers better.

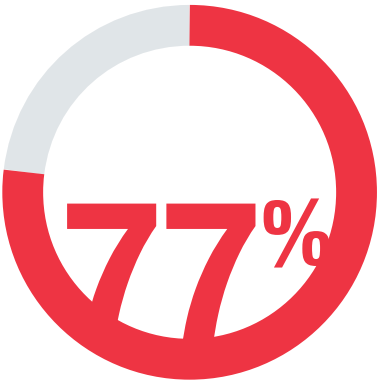
Customer events this year included the popular annual family movie event with screenings in Auckland, Wellington and Christchurch, as well as targeted events focused on digital transformation, customer journeys and analytics.

¹ Customers contributing to this count were billed at least once during the financial year

² New Zealand NPS® Benchmarking February 2017



Percentage of customers *satisfied*
or *very satisfied* with performance



Account Management



Service Delivery



Technical



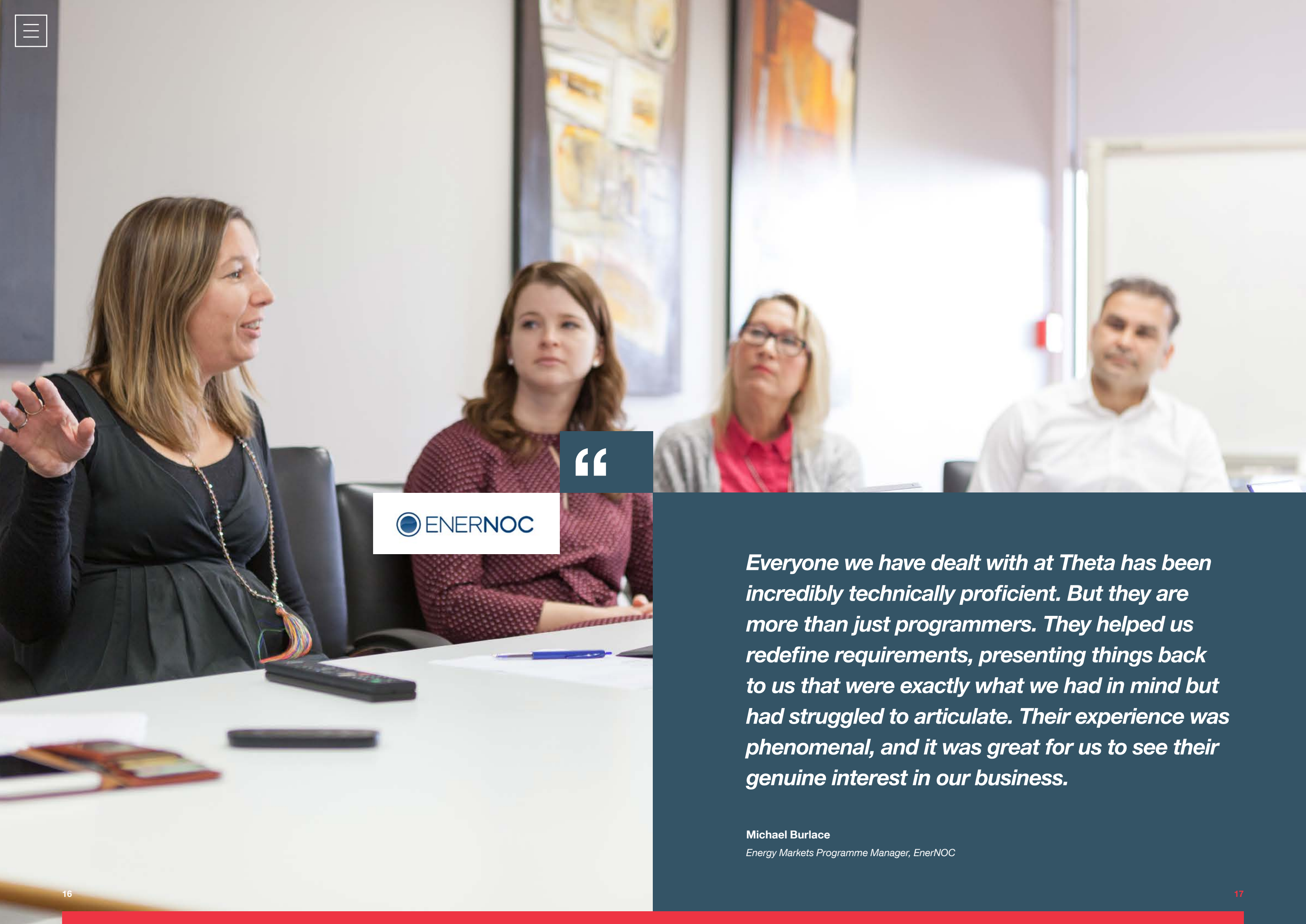
“

Theta has been involved in this project every step of the way. It’s been great to work with a single partner with all the skills we need – from deep SharePoint expertise to business analysis, graphic design, testing and support. It’s the full package.

Ports of Auckland

[Read more](#)





“



Everyone we have dealt with at Theta has been incredibly technically proficient. But they are more than just programmers. They helped us redefine requirements, presenting things back to us that were exactly what we had in mind but had struggled to articulate. Their experience was phenomenal, and it was great for us to see their genuine interest in our business.

Michael Burlace
Energy Markets Programme Manager, EnerNOC



People power



We're a diverse bunch, hailing from 33 different nations, and in the past year recruited 13 staff from overseas on talent visas. We treasure and celebrate this diversity – part of Theta's DNA – and think it helps us deliver better solutions for our customers.

We again surveyed all staff and are pleased to see our employee Net Promoter Score – which measures the willingness of staff to recommend their workplace to friends and acquaintances – is a creditable 43. Backing this up, we've hired 12 staff via our employee recruitment referral scheme, including two referrals from previous employees.

Average tenure for employees is more than 4 years, and overall staff retention is around 77%. On balance, it looks like our people are pretty happy to be here.

We've included some comments from staff throughout this report.

Investing in our people

We've filled 9 roles internally, supporting our people through a step up into a team lead role or a significant role change. We've also supported Theta consultants attending tech events, including Ignite NZ, Integrate in London and hackathons in NZ and the US – all opportunities to explore what's next in tech and how to plan for it.



Leadership team

Rob Lee
CEO

Gary Blumgart
Head of Theta Analytics

Phoebe Dobson
Head of Project Delivery

Kevin Fong
Marketing Manager

Jeremy Jones
Head of Cyber Security

Matt Owen
Principal Consultant

Joerg Rau
Head of Theta ERP

Andrew Taylor
Head of Theta Digital

Brent Wilkinson
National Sales Manager

Paul Young
Commercial Manager

Steve Ashby
Systems Support Manager

Mike Eustace
Finance Manager

The united nations of Theta

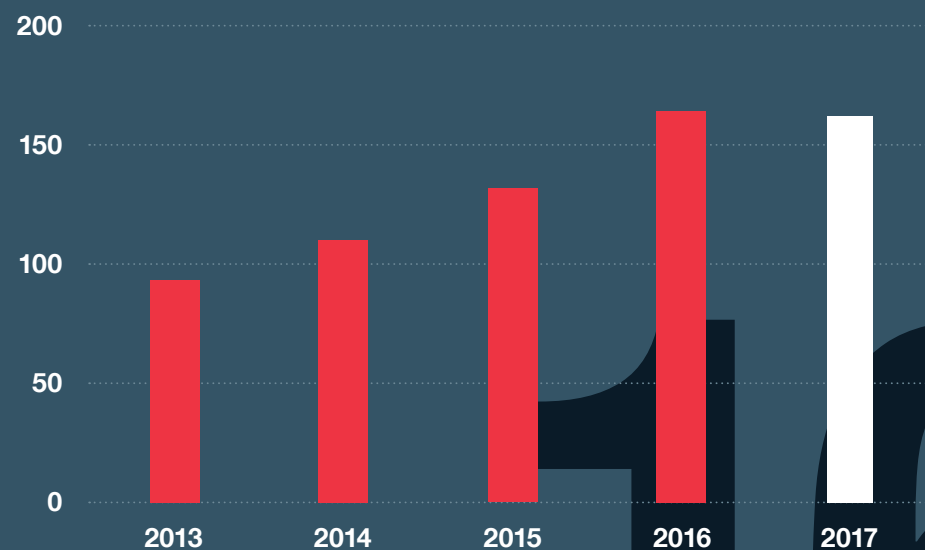
Staff countries of origin





Consultants

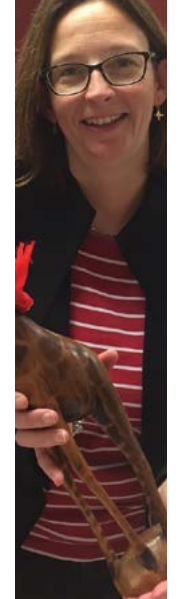
At the end of the year, we had 163 billing consultants, out of a total staff of 184.



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:

Rachel Atkinson	Shiv Malhan
John Barlev	Hector Parada
Andrew Baxter	Diren Pillay
Tharanga Chandrasekara	Eduardo Ponzoni
Bhupinder Dalal	Sean Ramsay
John Deneys	Bennie Roodt
Vincent Els	Dave Sabangan
Arshad Farooq	Wagner Silveira
Jason Free	Jim Taylor
Lisinda Gericke	Zane Walter
Sunil KS	Martin Xie
Richard Laing	Mani Yakkala
Joe McKenna	





Our people

Daniel Tai

Daniel joined Theta’s innovation lab in June 2016 as part of our graduate recruitment scheme. Over the past year he’s worked on product development and bots, including the Theta bot, prototypes and demos for customers, and in hackathons.

Daniel really likes mobile development, especially when it involves using his design skills to take something complex and make it simple and useful. The latest mobile app he worked on was a good example of this, requiring multilingual support and complex web service integration.

When he was younger Daniel wanted to be an artist. He also considered becoming a chef, and his latest creative endeavour is pottery – making beautiful, functional stoneware bowls and cups, with Japanese teapots the long-term goal. He applies a similar aesthetic to this as to his work at Theta:

“Function is the most important thing, but it has to look good too.”



“Daniel has shown he’s got what it takes to be a great developer. He is an active learner with keen research skills and will always be found looking in the right places to code things the right way”

Jim Taylor
Emerging Technologies Architect

Our people

Phoebe Dobson

Phoebe joined Theta in March 2017 as Head of Project Delivery, leading a team of 14 project managers with up to 150 projects in flight at any one time. Phoebe, with typical positivity, sees this complexity as an advantage:

“We started the year with a new promise for project delivery: ‘we take away problems’. Because we see so many projects in any given year we have a lot to offer our customers. We can draw on our experience to guide customers in the delivery of their projects; from identifying common risks to guiding their transition to Agile. Through our experienced and busy team, customers get access to a portfolio of skills and experience.”

With a background in change management, Phoebe has always been interested in the people and process side of technology projects, and says her management style reflects this:

“I always start with the people involved – in the delivery of the project, and also those who will be impacted.”

Phoebe led our involvement in ShadowTech Day this year, providing young women with an opportunity to experience what working in the tech sector could be like, and is keen to be involved again next year. When not at work or busy with family life with her 3 school-aged children, she does try to go for regular runs (albeit slowly!) to help keep things in balance.

“Phoebe has brought something fresh to us. She has made an immediate impact on our management team with her composed manner and initiative.”

Rob Lee
CEO, Theta





Our people

Peter George

Peter joined Theta Analytics in July 2015 as a Lead Consultant in Christchurch, shortly after our Christchurch office opened. He moved into a technical lead role, responsible for ensuring our BI projects are robust, repeatable and follow best practice, and was recently appointed Analytics Practice Lead.

Peter is particularly interested in the data modelling side of analytics, firmly believing that modelling and design are key factors in successful analytics projects. While being a Microsoft BI specialist, he also describes himself as “a jack of all trades”, able to turn his hand to a variety of technologies, as well as getting involved in innovation lab activities like hackathons, where he can make good use of his strong conceptual thinking skills:

“Some people love the technology. For me it’s more about the intellectual challenge - figuring out what the problem is and how to solve it.”

Outside of work, Peter is a keen singer with chamber choir Jubilate Singers.

“With his deep technical knowledge, quick wit and dry sense of humour, together with his quiet but positive attitude of getting things done, I couldn’t have asked for a better person to lead the team in Christchurch.”

Gary Blumgart
Head of Theta Analytics

“

Theta for me means trust - that makes it the best place to work. We are treated as adults and not micro managed.





“

Theta provides a supportive environment where everyone is encouraged to strive for excellence. It is a great place to work.

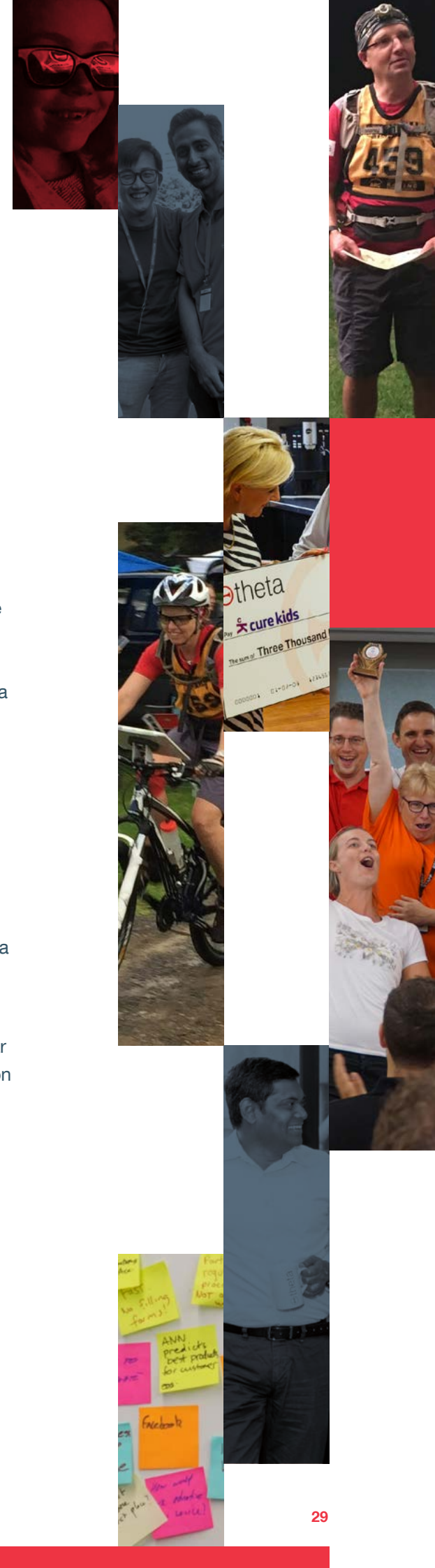
Great Adventures

The Cure Kids Great Adventure Race, the usual focus for our community and fundraising activities, next takes place in 2018. In the interim our adventure racers took on a new challenge for 2017, the ARC Midnight Express. As its name suggests the race started just after midnight, and involved 18 hours of trekking, biking and navigating through the Coromandel, in extremely tough conditions. We're very proud of the racers - Alan and Julia Moore, Jason Free and Richard Malloch - as well those who supported them.

We've carried on the [Cure Kids fundraising](#) tradition, raising more than \$5,000 this year through barbecues, auctions, hackathon winnings and a company donation for a fantastic cause we all get behind.

We also matched funds raised for Cure Kids on Red Nose Day last November with a donation to the Red Cross for the Kaikoura earthquake appeal, and supported Cancer Society through Daffodil Day.

We had a record number of entrants in Round the Bays this year - 70 staff and their families in Auckland, plus others in Wellington and in the Christchurch Star City2Surf run. Our indoor cricket team, the Theta Lions, placed second in a nail-biting final this season.





There are high expectations, and there's often a lot of pressure (expected). The people make this a good work-environment. The team is great, and the atmosphere is professional and transparent.

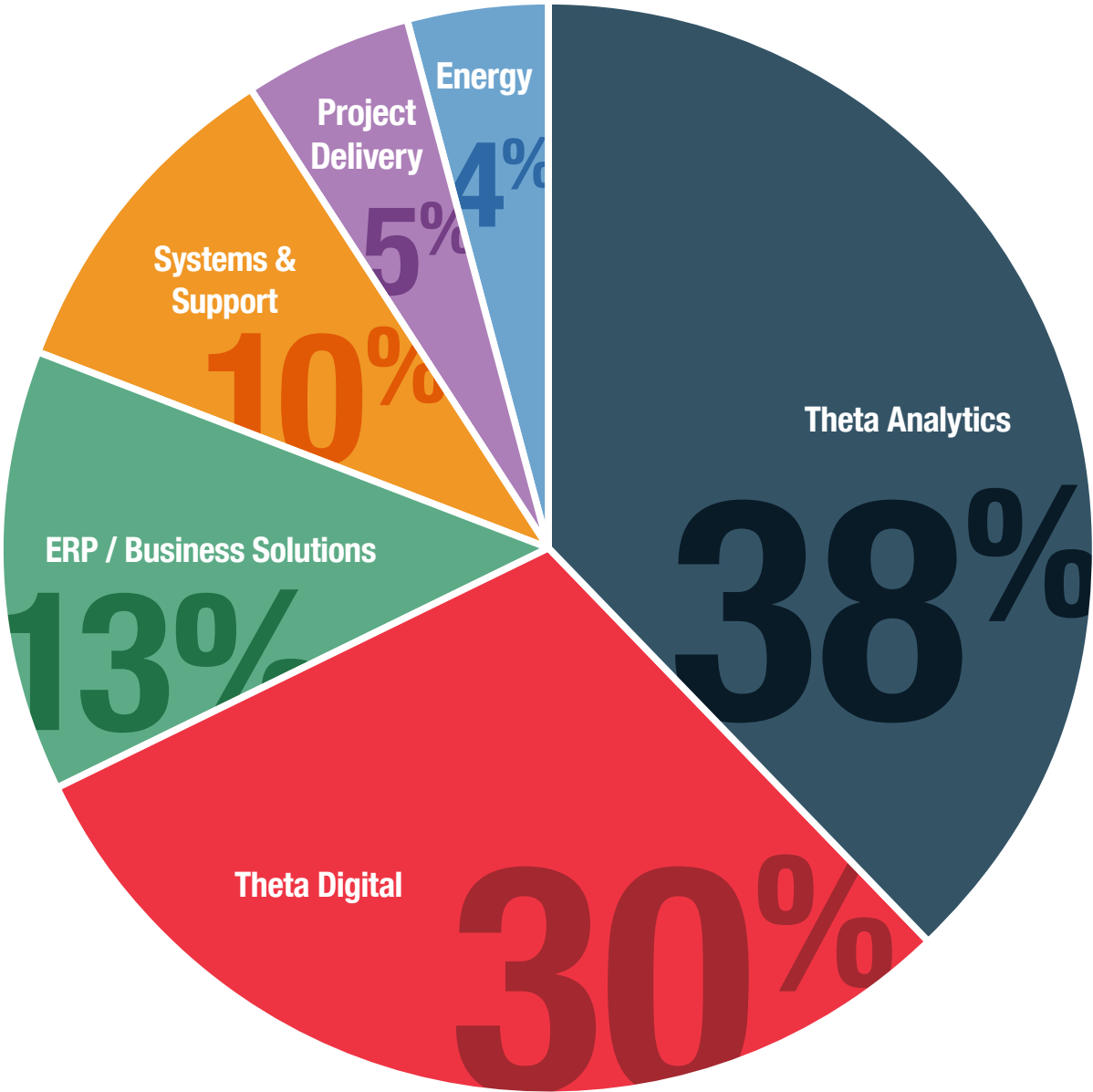


Our practices



Theta has five specialist practices supported by project delivery. Skill sets in the various practices are complementary, and practices often work together to deliver different components of a project.

Revenue by practice





Our Practices

Theta Analytics



Consultants

65

Revenue

\$12.3 million

Key areas

Advanced Analytics
Data Warehousing
Cloud BI
BI Governance
BI Strategy
CRM

Head of Theta Analytics

Gary Blumgart

Practice leads

Amir Abid
Marnus Bosch
Peter George
Michael Hay
Adrian Simpson
Sefton Thesing
Ivor Whibley



The updated name reflects more analytics work, including machine learning, data visualisation and predictive modelling. We anticipate that demand for this type of work will grow as organisations seek to maximise the value of their data warehouse and BI investments.

BI governance is becoming even more important for organisations seeking to manage data quality and data access, especially given heightened awareness of data privacy and compliance laws as well as increased use of data lakes and self-service analysis.

Cloud-based data warehouses and analytics are also on the increase, and delivery in this area is led by our new BI Cloud Architect.

Our Microsoft Dynamics 365 for Sales (CRM) team lives in the Theta Analytics practice, although it touches most other parts of our business. In less than 18 months CRM has gained serious momentum and has delivered solutions for Miraka, Partmaster, First Gas and others.

MicroStrategy remains a strong focus for Theta Analytics and we now have four certified MicroStrategy consultants at our Wellington office in addition to those in Auckland. We have delivered MicroStrategy projects, including formal training, for University of Auckland, Ministry for Primary Industries and SKYCITY Entertainment Group this year.

We have established a centre of excellence for Power BI, to make sure we keep up with the fast pace of change with this popular product and disseminate best practice within the wider team and to our customers, and have delivered Power BI projects for Ara Institute of Canterbury, TANZ eCampus and Craigmore Sustainables in Christchurch.

We have also participated in two hackathons this year, contributing Azure machine learning and data visualisation expertise to deliver some great prototype solutions.

Other key projects include predictive analytics work for Partners Life and QlikView work at EnviroWaste.



Our Practices

Theta Digital



Consultants

52

Revenue

\$9.7 million

Key areas

SharePoint
Digital
Integration
QA

Head of Theta Digital

Andrew Taylor

Practice leads

Jeff Wogen
Jim Taylor
Wagner Silveira
Ignacio Montenegro
Shimi Baliti



Increasingly, business is digital business. Theta Digital is uniquely placed to support NZ organisations on their digital transformation journeys - from digital customer experience through to the digital workplace for staff, connected via integration.

Digital customer experience

Chatbots - conversational applications augmented with artificial intelligence - have been a focus for our digital experience offering. Thanks to early work in our innovation lab, we were ready within weeks of Facebook launching their bot capability in Messenger, and had our first bot in production for Snowcentre. Interest in bots is building fast, not least because of their potential reach. It is estimated that 75% of all internet access this year will be from mobile devices. Combine that with Facebook Messenger's 1.2 billion active monthly users, and that means building a bot on Messenger is a great place to start.

New areas of digital exploration, again via our innovation lab, include voice, wearables, augmented reality and cognitive technologies. Through participation in several hackathons, in New Zealand and the US, we have worked directly with the teams developing new technologies, while solving problems faced by New Zealand businesses.

Digital workplace

The acquisition of SharePoint company IGA two years ago has delivered great results - revenues of over \$4m in the two years, retention of existing customers and expansion of the team to a dozen people with new business from the likes of Heart Foundation and Fisher & Paykel Healthcare. Our consulting-led approach resonates with customers and we continue to win work in competitive situations.



Microsoft Teams, launched this year, offers a new collaboration option in the digital workplace. Teams uses SharePoint behind the scenes and brings together everything else teams need collaborate. We expect great interest and demand and we have already gained experience by moving to use Teams internally for all of the projects we deliver for our customers.

Integration

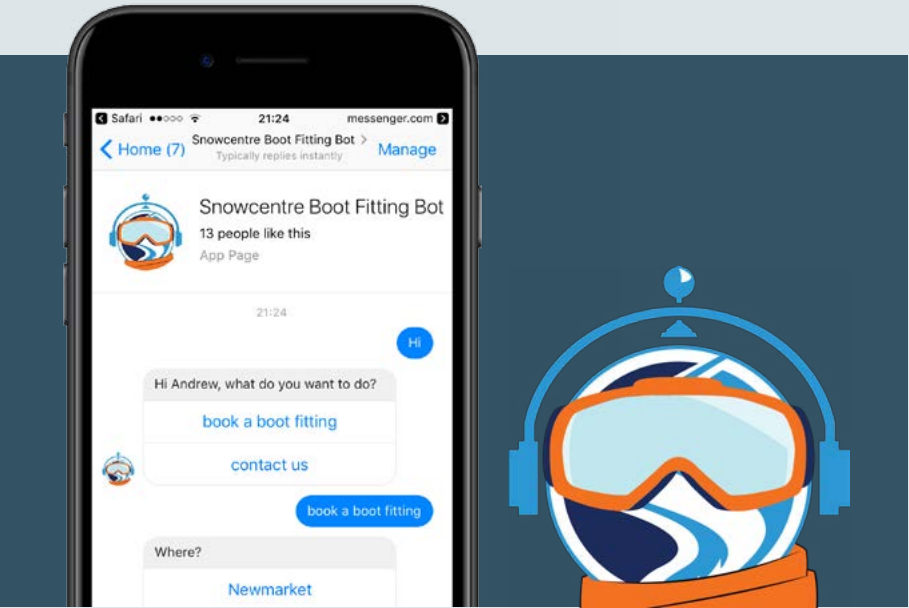
Integration, critical to delivering digital experiences like mobile and bots and to enabling digital transformation, has again been a success story for the digital team. We have expanded our team both in Wellington and Christchurch to meet growing demand. We’ve also expanded our offering.

We recognised the solid growth of MuleSoft in the NZ market and their ‘API-led’ approach to integration really made sense to us. We’ve built up a certified MuleSoft team and were accepted as formal partners in October, at the same time starting project work for one of our long term integration customers.

With Azure Logic Apps, Microsoft’s integration technologies have moved towards the cloud. Logic Apps is an Integration Platform as a Service solution that enables rapid and agile integration. It makes cloud-to-cloud integration quicker than with BizTalk while also handling cloud to on-premises scenarios. These factors, plus being part of the Microsoft Azure platform with its ‘pay for what you use’ model, have meant fast adoption. First Gas was first off the blocks in NZ – we successfully integrated ten systems in less than four months for them, as part of our award-winning cross-team solution.

Wagner Silveira, our Principal Integration Architect, worked with Microsoft’s Logic Apps team for a year before the general release of the product. As a result of this and the continued great work he does in the integration community he was awarded Azure MVP status from Microsoft.

Project



Facebook Messenger bot for NZ snow sports retailer Snowcentre

We built a bot for NZ snow sports retailer Snowcentre to streamline bookings for boot fittings, in time for the 2016 snow season. We were both early chatbot adopters - bots launched on the Messenger platform in April 2016. Says Snowcentre Managing Director Neil Hunt:

“No-one else was doing this kind of thing, so we were first movers on the technology. Although not without risks, that position also confers some benefits. It shows that we take technology seriously, and that we are cutting edge and innovative. We got that kind of feedback from customers.”

He adds:

“We were pleasantly surprised by how quickly the bot was up and running, and it was great to then see the bookings coming in. The whole booking experience was streamlined, and feedback from staff and customers alike was very positive. They liked the design and the method of interaction – more straightforward, friendly and conversational than a web form. And we may even have sold more boots as a result of the bot!”

[Read more](#)



Our Practices

ERP / Business Solutions



Consultants

14

Revenue

\$4 million

Key areas

Microsoft Dynamics NAV

Head of Theta ERP

Joerg Rau

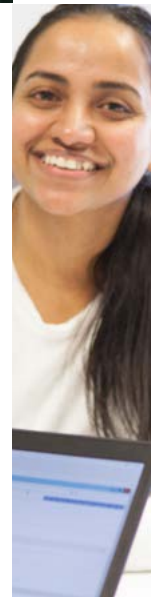
Practice leads

Craig Barberini

John Murdoch

Stefnie Davies

Carl Head

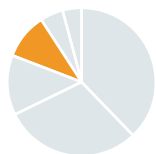


The ERP team celebrated ten years of Joerg Rau's leadership with a second win at the Microsoft New Zealand Partner of the Year Awards, for our Microsoft Dynamics NAV implementation at First Gas.

We've completed eight new implementations this year, mostly deployed in Azure with Office 365 using the Platform as a Service and Azure SQL services from Microsoft. We have also seen the first customers taking up a Microsoft Dynamics NAV subscription option as an alternative to the traditional perpetual license type.

Our team has grown and is set to double in the year ahead. With more senior and lead consultants in the team we now have more than 150 years accumulated experience in Microsoft Dynamics NAV. Tharanga Chandrasekara, NZ's only MVP (Microsoft Valued Professional) for Microsoft Dynamics NAV also joined the ERP team this year.

Upgrade projects remained strong with lots of customers keen to get onto the latest version.



Our Practices

Systems & Support



Consultants

21

Revenue

\$3.2 million

Key areas

Cloud Services
Infrastructure Services
Database Support
Application Support
Architecture
Service Desk
Managed Services

Systems Support Manager

Steve Ashby

Practice leads

Alexis Wainstein
Bhupinder Dalal
David Gericke
Emmanuel Auffray



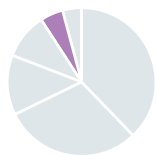
We have moved with the times and developed very good cloud expertise mainly focused on Office 365, Azure and Amazon (AWS) cloud services. Our new Cloud Delivery Lead role develops and oversees our cloud service offerings in close collaboration with other practices.

We are now a Microsoft Cloud Solution Provider (CSP). This programme allows us to create and propose packaged cloud solutions. Both cloud consumption and professional services can be invoiced through a single supplier, making it easier for customers to understand pricing and to foster an enduring relationship with us. With CSP we have already helped organisations such as Partmaster, Dhall and Nash, Balle Bros and Miraka undergo digital transformation. Further automation and integration offerings, as well as new services and standardised products are all in development to further enhance our cloud offering. Both Service Desk and IT Systems Management teams are involved, working closely with our NAV, Analytics, Digital and CRM practices to deliver seamless cloud solutions.

As an AWS partner we plan to grow the opportunities with Amazon building on work we have done for EnerNOC in Korea, Taiwan and soon Australia. This also means we can offer hybrid and multiple cloud vendor services.

Significant customer engagements include a FLEXCUBE banking platform (an Oracle banking application and database architecture), 24/7 support of Carter Holt Harvey WoodProducts NZ's systems, as well as promoting and implementing the ever-evolving cloud services to existing hybrid platforms and customers such as Partners Life and NAV customers.

Internally, we have successfully migrated to a full VoIP phone platform for our business and continued the migration and consolidation of our infrastructure to hosted and cloud platforms. We have implemented new financial systems with Microsoft Dynamics NAV and Six Degrees forecasting and planning. All of this change has been made on top of a company ICT platform that has remained highly available and reliable throughout the entire year. This is testimony to the excellent work being carried out behind the scenes by the ITSM team, Service Desk and assisting practices.



Our Practices

Project Delivery



Consultants

16

Revenue

\$1.5 million

Key areas

Project Management
Programme Management
General Project Services

Head of Project Delivery

Phoebe Dobson

Senior Project Managers

Jorge da Silva
Jocelyn Brittain
Rachel Atkinson
Lenny Loh
Heidi De Smet
Arshad Farooq
Richard Burgess

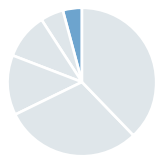


Our Project Delivery team is responsible for the successful delivery of complex projects for our clients. The team of project managers has a depth and breadth of project and programme management experience that spans multiple industries and technology solutions.

Our new Head of Project Delivery, Phoebe Dobson, has nearly 20 years' experience in working on and delivering technology and business change projects.

The Project Delivery team are all either PMP or Prince2 certified and have experience in delivering to the most appropriate project methodology for the engagement, whether it be waterfall, Agile, or a hybrid approach.

We support a portfolio of 150 in-flight projects at any one time. In the last financial year, we delivered over 600 projects. In addition, we provide a general project administration service for a further 150 in-flight engagements at any one time.



Our Practices

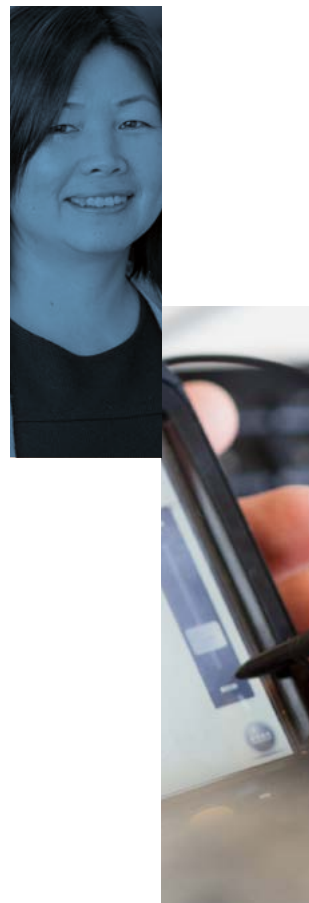
Energy

Some of our very first customers were in the energy sector. Now, almost twenty years on, it's still an important market for us.

The number of households with advanced meters continues to rise. Usage information is collected from the individual meters by the various metering companies and then distributed to the respective energy retailers. We work closely with both retail and metering companies to deliver the integration projects that enable essential data transfer.

Demand response (DR) and interruptible load (IL) are another important energy market trend. These mechanisms provide countries with a sustainable alternative to building more generation, as they enable demand to be reduced, minimising peaks or other constraints. Our team of seven consultants specialises in the design, development and implementation of software for these markets, in New Zealand, Australia and Asia.

With the increased interest in electric vehicles and distributed generation there are going to be significant changes in how (and when) electricity is generated and demand is managed. With extensive industry knowledge - including for example how metering operates in different jurisdictions - combined with the software skills required for quickly developing systems to handle the large amounts of data involved - we are well placed to help organisations manage these changes.



Project



Energy technology innovation brings smart, data-driven efficiencies to the New Zealand Electricity Market

EnerNOC is a leading provider of demand response solutions worldwide, using loads in ancillary services to maintain grid stability and security. EnerNOC partnered with Theta to develop a new platform for their Interruptible Load aggregation portfolio in New Zealand. Through this platform, EnerNOC automatically reduces capacity across one hundred industrial sites throughout NZ when there is an under-frequency event on the national grid. Participating companies earn money by helping the grid manage these events.

“Nobody else in the New Zealand industry has built anything like this application before. It is totally unique, with innovative design elements that push the technology platform. All internal functions must be completed within the one-minute refresh rate of load information cycle time. This is indeed impressive.”

Ashley Wall, Electricity Risk Solutions
Project Manager for project LORD

[Read more](#)



Project



First Gas hits the ground running with fast implementation of CRM, NAV, reporting and cloud integration

In April 2016, when First Gas acquired the Vector Gas business, those on the inside described setting up the company from scratch being like launching a rocket. There was a four month window to implement ten new systems. The general consensus was that this was a very ambitious goal.

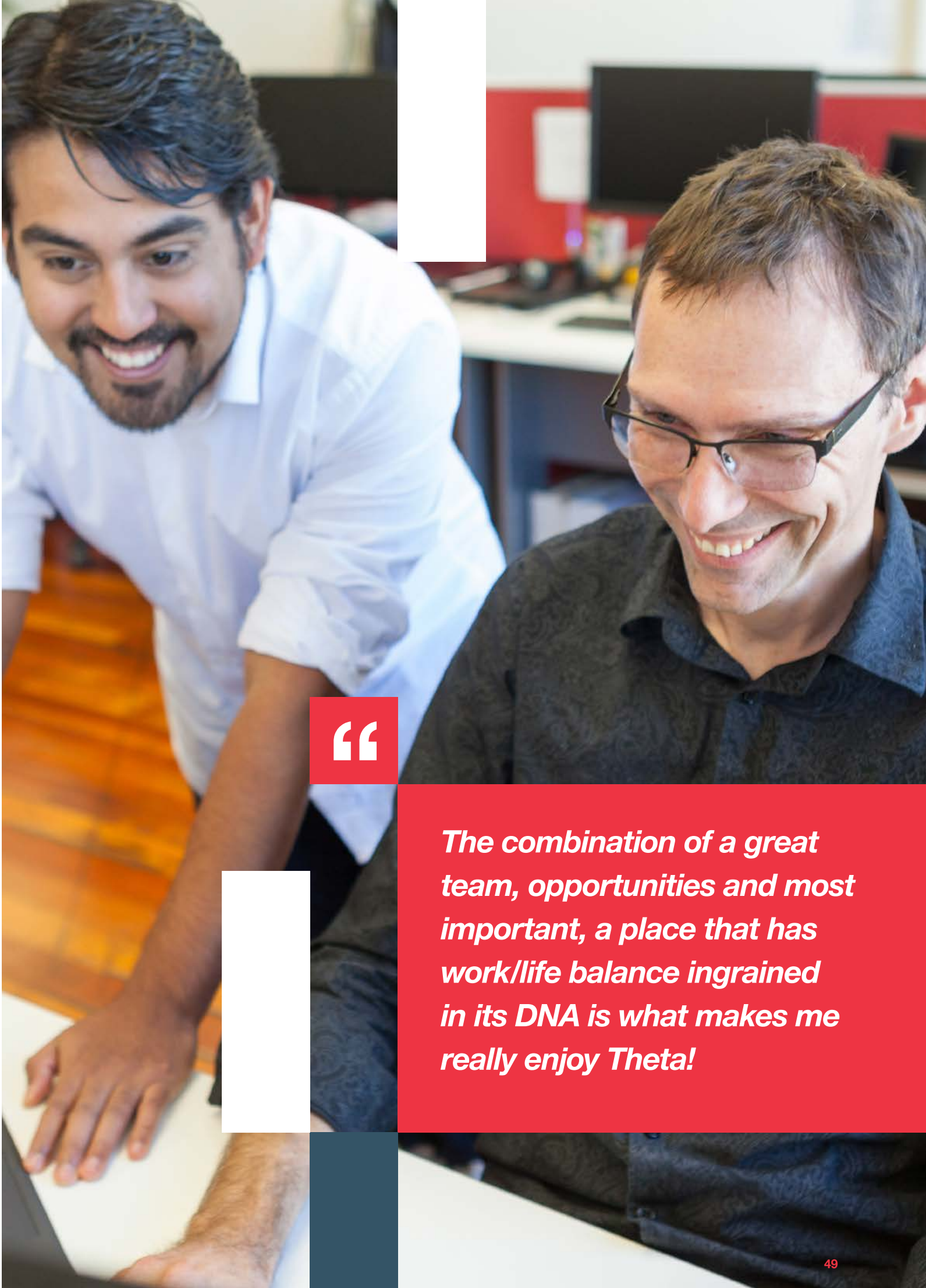
With time to spare, Theta delivered - deploying CRM, ERP, integration and analytics teams across multiple work streams.

This project won the ERP category of The Microsoft NZ Partner Awards, and has also been featured in a Microsoft cloud integration case study.

“I thought it would be pretty difficult. I do not think it has been done in New Zealand before in that time frame. There have been takeovers but not of this scale and the time pressure. And it was not just one system, we had at least 10 major systems.”

Blane Evans-Parker
First Gas Programme Manager

[Read more](#)



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The combination of a great team, opportunities and most important, a place that has work/life balance ingrained in its DNA is what makes me really enjoy Theta!



Governance



Strategy, support and guidance

Theta is a privately-owned company with 14 shareholders at the end of March 2017. 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. Bob Gray and Terry Allen also sit on the innovation lab investment panel.

Meetings

In the 2016-17 financial year there were five scheduled board meetings, two board/management planning/update sessions and one shareholders' meeting.



Meetings attendance	Susan	Bob	Matt	Terry	Andrew
Board	5	4	5	5	5
Board/management planning days	2	2	2	2	2
Shareholders	1	1	1	1	1



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.

Ethics 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.

Governance

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.

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

Sustainability

We aim to operate in an environmentally friendly and sustainable manner. We monitor and regularly 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.



We create smarter solutions, together.

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

We help organisations – in New Zealand and around the world - transform their businesses with technology. We design, deliver and support solutions across four key areas - analytics, digital, business solutions and systems management.

Our team of almost 200 experienced professionals – from technical experts to project delivery specialists - work with our customers to get projects across the line and get them right. First time.



0800 4 THETA
(0800 4 84382)

enquiries@theta.co.nz
theta.co.nz



Auckland, Wellington & Christchurch