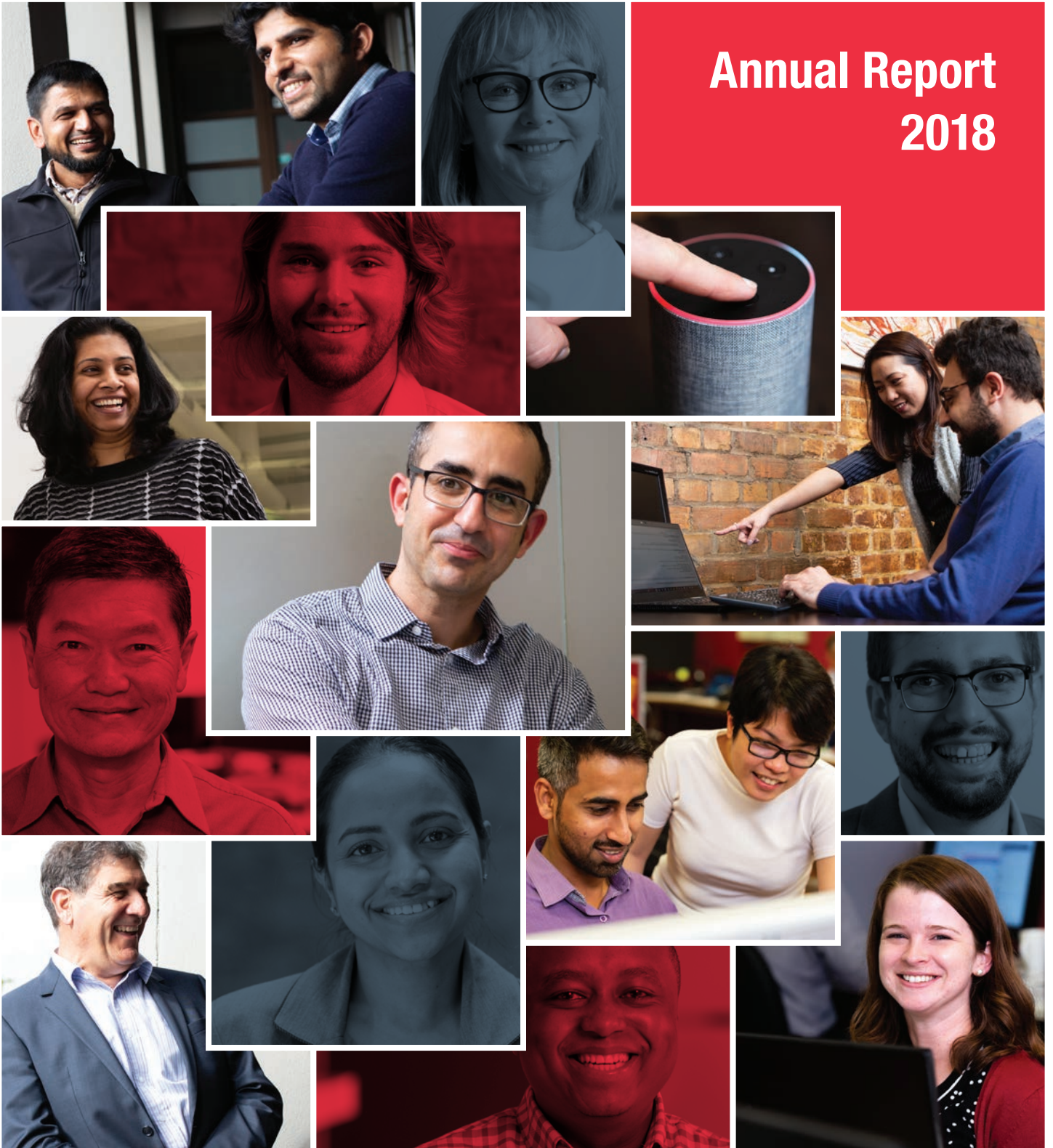


# Annual Report 2018







Intelligence.  
Innovation.  
Insight.

Contents

Chair & CEO report	06
Innovation	10
Our customers	14
People power	18
Our practices	32
Governance	52



# The numbers

2017 - 2018



**100**  
managed  
service  
contracts



**5**  
specialist  
practices



**5.33**  
average employee  
tenure in years



**\$36m**  
revenue



**4**  
offices  
Auckland, Tauranga,  
Wellington, Christchurch



**14**  
shareholders  
12/14 work in the company



**643**  
projects  
completed



**2**  
Microsoft  
partner  
awards



**35**  
nationalities  
in our diverse  
workforce



**\$93k**  
raised for Cure Kids  
2011-2018



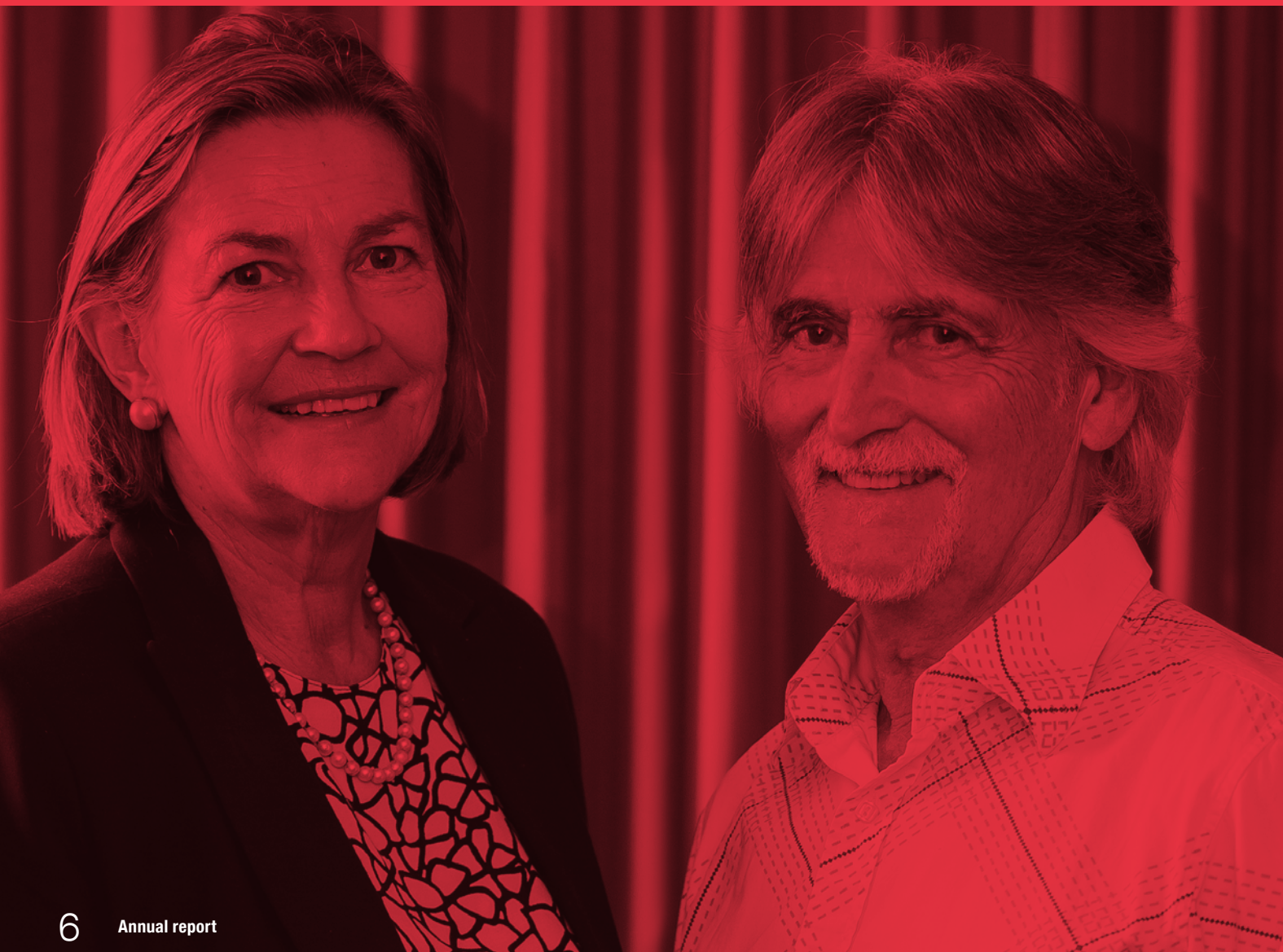
**235**  
customers



**218**  
staff



# Chair & CEO report



## Our people spell success

The investment in retaining and developing our people worked out well for all in the past year. Our hard working and talented team delivered top notch work for our customers, leading to excellent financial results. This meant we were able to reward our longer serving employees with meaningful cash bonuses. This was our first ever profit share, and it's something we hope to repeat in the future.

## The numbers game

Our revenues grew 15% to \$36.5 million in the past year, 5% ahead of target. Our biggest business area is Theta Analytics with 38% of revenue, followed by Theta Digital with 26% and ERP with 18%.

We exceeded our profit target by 40%, after the extraordinary employee bonuses, and it's this surplus that means we can invest more in the people and technology that are so important to our future.

## Double win at Microsoft NZ Partner Awards

We won two of the eleven awards at the 2018 Microsoft New Zealand Partner Awards, and were finalists in a third category. Our facilities maintenance application for Downer took top honours in the Business Applications category. And we won the Cloud for Good Award for our Office 365 implementation for one of NZ's largest NGOs, Emerge Aotearoa.

We now have gold competency in seven areas, strong growth in key Microsoft product areas including Microsoft Dynamics NAV, CRM (365 for Sales), Power BI and Azure, and our two Microsoft MVPs have been busier than ever at events around the globe - our strategic partnership with Microsoft goes from strength to strength.





## Investing in the future

We now have five permanent staff in our well-established innovation lab, exploring the tech that's set to change the world, and many other consultants working with customers on emerging tech solutions. Importantly, we take this technology - including augmented and mixed reality, artificial intelligence, blockchain, chatbots and the internet of things - out of the office and into the real worlds of customers and the community.

Our customer hackathons are popular and beneficial. After ten hackathons we have the format nailed for developing great solutions to real customer problems. And through our MiniDevs collaboration with Newlands Intermediate School we're engaging the problem solvers of the future.

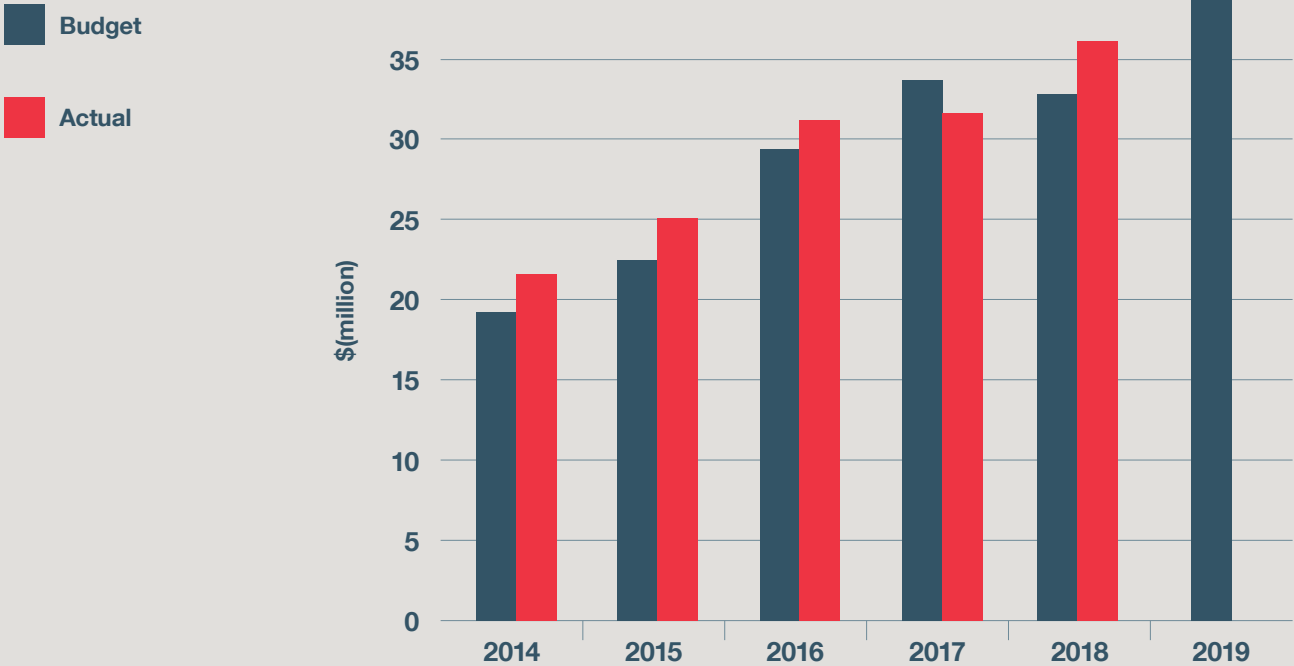
## The city by the bay

We have now put down roots in Tauranga. Our brand new office is staffed with five people and more to come. The Bay is the place to be with its first class port infrastructure, go ahead attitude and innovative companies like Zespri, Comvita, and Craigs Investment Partners thriving there. We are delighted to have these among our fast growing customer base, and are now set to service all of the Bay of Plenty and also the Waikato from both Auckland and Tauranga.

## Safe & secure

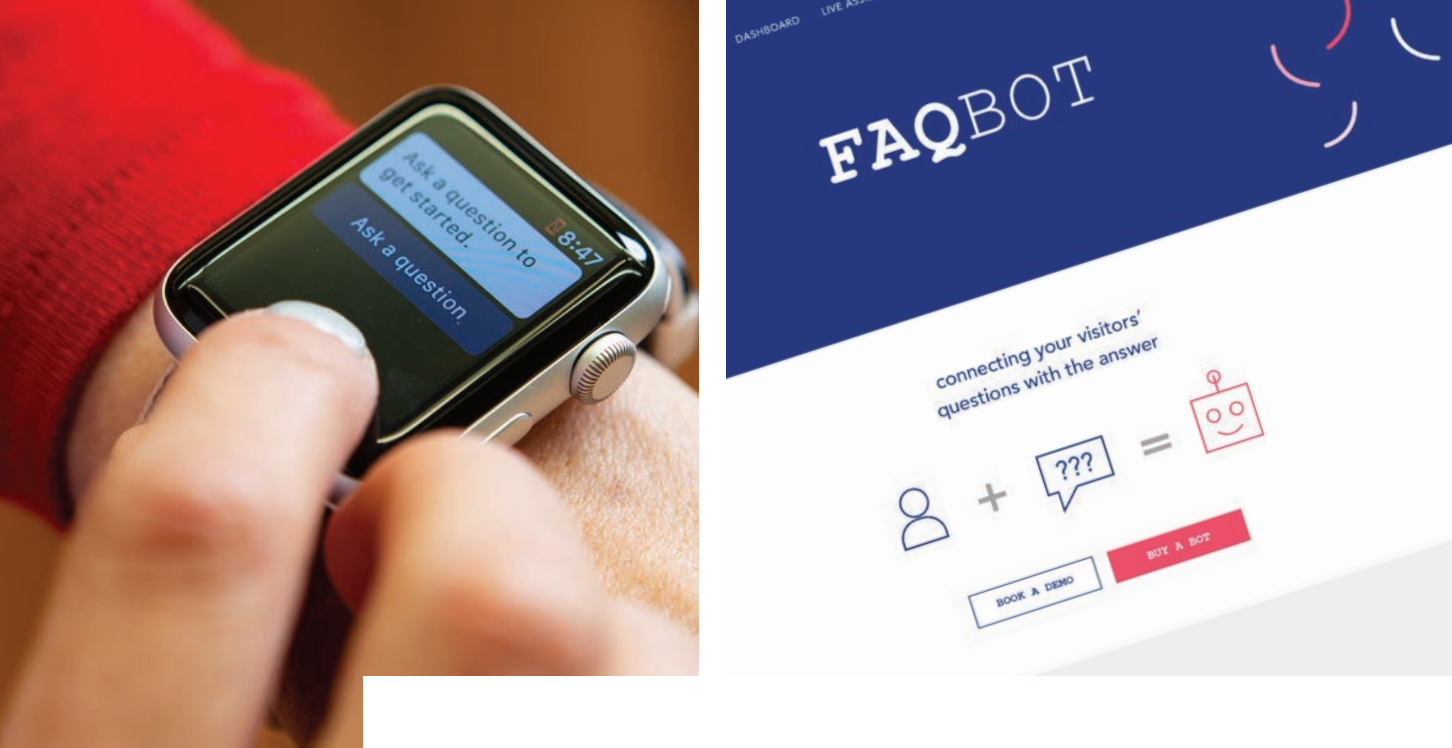
With an eye to the future, cyber security also remains high on the agenda. Our continued investment in this area means we can bake security in to everything we do, help our customers out with their cyber security issues, and keep our own borders secure. A multi-pronged approach ensures we're ready to deal with ever-increasing cyber threats. And through speaking engagements, events, advisory services and work with the tertiary sector we are very much part of the national conversation on this important issue.

## Operating revenue





# Innovation lab



## Core to our values and our very being is our well-established innovation lab

With five permanent staff led by Jim Taylor, several delivery strands, and a philosophy of partnership and collaboration we are now delivering on the lab's main purpose – getting technology out of the lab and into the hands of users.

## All the buzz words

The innovation lab has worked on all the buzz words: IoT, AR, AI, web assembly, wearables, and bots. Many of these technologies have been part of the development of two new products shipped this year.

FAQ Bot (faqbot.nz) is an AI-powered chatbot with a mission, to answer more questions for more people on more platforms than any other bot. It's already used by a growing number of companies, from tourism operators to utilities companies and tech firms, and Microsoft is marketing with us through their co-sell programme.

Yuppl (yuppl.com) is an app for 1:1 meetings, and our first publicly available mobile app in the App Store.





It was great to spend the focused time, and to have lots of support available – from Theta and from Microsoft. It was pretty cool to be able to contact the engineers at Microsoft in the US working on the products. And even having access to Theta’s kit like the HoloLens – it may not be directly relevant right now, but it’s a glimpse of the future and sparks the imagination.

*John Buckwell - Wine-Searcher*

## Innovation is driving our business

The innovation lab is also reimagining the future with the help of the next generation – through our collaboration with the MiniDevs of Newlands Intermediate School in Wellington. We’re developing a new augmented reality platform together, exploring different models of learning along the way, “gaming the digital curriculum” and having a lot of fun. The collaboration has been viewed very positively and was profiled in the Education Gazette and presented at the Creative Realities event at TechWeek 2018.

We’ve led or participated in ten customer hackathons in the past year. In this format we’ve worked with customers to solve problems and bring their ideas to life. Our creative solutions using the latest in tech - including wearables, AI, bots, augmented and mixed reality and voice and language understanding – have captured imaginations and are leading to prime time initiatives.

We’ve been right alongside strategic partner Microsoft on several of these hackathons, and they now hold up our innovation lab as an example internationally.



The MiniDevs had so many fresh ideas, ideas that we would never have thought of. They really helped shape the development of the project and take it in new directions. And they were a lot of fun to work with!

*Jim Taylor - Emerging Technologies Architect, Theta*





# Our customers



Our approach to working with customers is very much one of partnership – something that’s much easier to achieve when you’re on the ground and part of the local business ecosystem.

*Rob Lee - CEO, Theta*

**In 2017-2018 we worked with 235 customers, including 50 new customers<sup>1</sup> - an increase of 22.**

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

The expansion is geographical too - we have more customers outside of Auckland and Wellington than ever before, and this year opened our fourth office, in Tauranga. Customers in this region include Zespri, Tauranga City Council, Comvita, Craigs Investment Partners, Deosan and Pacific Forest Products.

We aim to add value to our customers’ businesses through smart solutions and great service, and 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 24 this year – ahead of NZ benchmarks<sup>2</sup> for Business Consulting with scores ranging from -22 to 23 and IT Services sectors, -2 to 2.

Beyond our project and consulting work, we hold customer events throughout New Zealand, from innovative technology hackathons to cyber security briefings and customer engagement events. Plus our annual movie event – a chance to catch up with customers and their families.

<sup>1</sup> Customers contributing to this count were billed at least once during the financial year

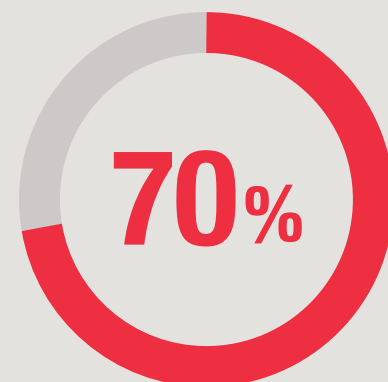
<sup>2</sup> New Zealand NPS® Benchmarking February 2018



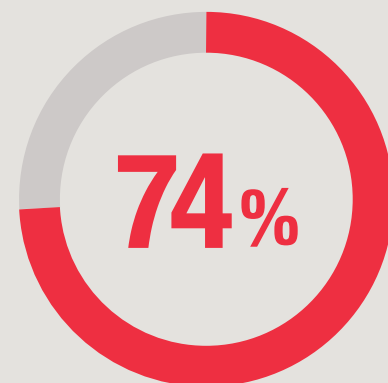


Percentage of customers **satisfied**  
or **very satisfied** with performance

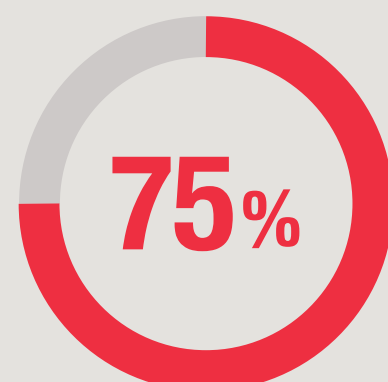
Account Management



Service Delivery



Technical



“

The hackfest was a great way to bring together people from right across our organisation to drive innovation, and apply technology to solve some of the everyday problems we face. It was great working with the team from Theta, and seeing how far the collaboration could take us.

*Peter Brook - Enterprise Architect at PGG Wrightson*



**“He tangata, he tangata, he tangata”**  
 “It is the people, it is the people, it is the people”

# People power



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

**“The quality of the people here - at all levels - stands out more than anything else.”**

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

**“A fantastic place to work.”**

The numbers also suggest that staff are pretty happy to be working at Theta – average employee tenure has climbed to 5.33 years, and our employee Net Promoter Score – which measures willingness of staff to recommend their workplace to friends and acquaintances – is a huge 72. Backing that up, 11 people hired this year came through our employee referral scheme.





## “Quite a multicultural team and so much growth.”

We are indeed a multicultural bunch, with 35 different countries represented in the Theta workforce, and 20 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 annual international lunch a highlight of the Theta social calendar.

## “You are surrounded by like-minded people who share what they know in order for everyone to succeed.”

We participated for the second year in ShadowTech day, which connects young women at school with women working in the tech sector. And we hosted two summer interns from the University of Auckland’s Master in Information Technology programme in our innovation lab. Rose McColl has completed her studies and is now a full time member of the lab.

“

Whenever we asked someone anything, they were really patient and happy to help. I think that says a lot about the company and atmosphere – people here are friendly and helpful, and it’s OK to ask questions.

*Rose McColl - Innovation Lab, Theta*





# Leadership team

**Rob Lee**  
CEO

**Steve Ashby**  
Head of Systems and Support

**Gary Blumgart**  
Head of Theta Analytics

**Phoebe Dobson**  
Head of Project Delivery

**Kevin Fong**  
Head of Marketing

**Jeremy Jones**  
Head of Cyber Security

**Matt Owen**  
Founder

**Joerg Rau**  
Head of Theta ERP

**Andrew Taylor**  
Head of Theta Digital

**Brent Wilkinson**  
Head of Sales

**Paul Young**  
Head of Commercial  
people and capability

# The united nations of Theta

Staff countries of origin







Our people

Carl Head

Carl left school to start his first business – in computer repairs and sales - when he was just 17. He’s built other businesses over the course of his career, running, at various times, an IT services company, an ISP and a Dynamics NAV consultancy. This broad business experience has been a great foundation for his current role, leading the ERP practice in Wellington.

*“Because I’ve been in business and have even been a NAV customer, I know what it’s like. I appreciate the impact of an ERP implementation within a business, the gravity of the investment, and feeling like so much is riding on the choice of software and vendor.”*

He freely admits he’s a bit of a workaholic, but working at Theta is helping him find a bit more balance:

*“The thing I really appreciate at Theta is the breadth of talent and skill. I’m used to having to do everything myself. Now I can just pick up the phone and talk to someone who’s an expert in their field and get the right advice immediately.”*

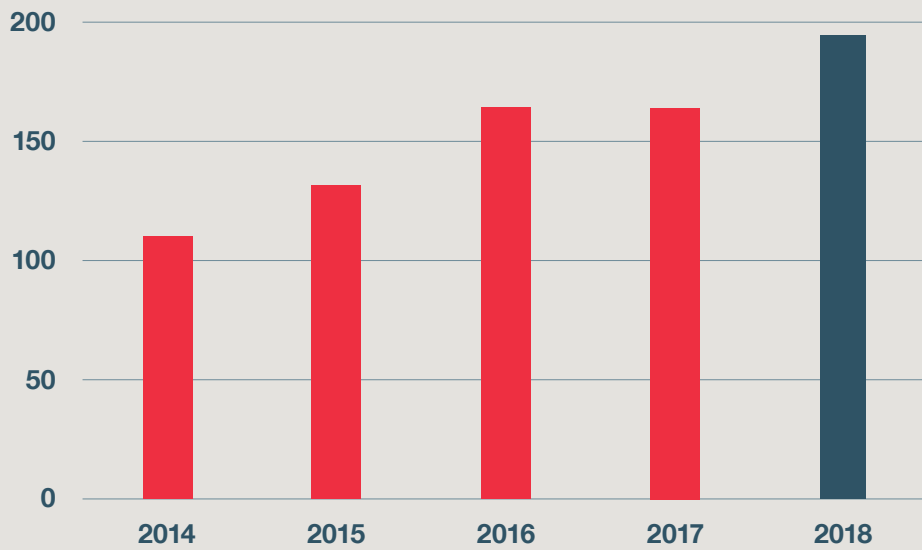
And now he’s no longer working for himself, he can take leave and plan holidays. He is looking forward to spending some time exploring the South Island later this year.

*“Carl brings a lot of entrepreneurial thinking to his work and he literally has an answer on every question you ask him. He’s a great asset for our customers and team in Wellington.”*

**Joerg Rau**  
*Head of Theta ERP*

Consultants

At the end of the year we had 195 billing consultants out of a total staff of 218.





# 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:

- |                        |                   |
|------------------------|-------------------|
| Bruce Anderson         | Daryl Lim         |
| Arunkumar Arjunan      | Joe McKenna       |
| Emmanuel Auffray       | Matt Owen         |
| Craig Barberini        | Diren Pillay      |
| Michael Baxter         | Haixia Qu         |
| Adrian Blows           | Sean Ramsay       |
| Jocelyn Brittain       | Lance Roberts     |
| Paul Casey             | Ankur Shrivastava |
| Tharanga Chandrasekara | Wagner Silveira   |
| Jorge da Silva         | Brett Sumner      |
| Mike Graham            | Tomasz Szypilo    |
| Brendon Joe            | Sina Tupou        |
| Peter Kenyon           | Alexis Wainstein  |
| Marius Kriek           | Jeff Wogen        |



Our people

## Rachel Atkinson

Rachel’s held a wide variety of roles throughout her career, all related to technology, including a stint as a teacher. She’s been a Microsoft trainer, a project manager, a business unit manager at SAP and worked in infrastructure and support, and brings this all to the table in her current role as a Senior Project Manager at Theta.

*“I have broad enough experience to understand the technology, allowing me to focus on the all-important people and relationship side of things. How you treat people affects the outcome, and I try always to be conscious of that, and treat everyone with respect.”*

Rachel’s determination, positive attitude and ability to problem solve is a great asset to the project delivery team:

*“Rachel is committed to wanting the best for our customers. She ensures she has a clear understanding of what each customer wants to achieve from their project and does her utmost to remove any roadblocks to delivery.”*

**Phoebe Dobson** - Head of Project Delivery

Rachel lived out in the country for most of her life, and spends as much time as she can outdoors. She’s a keen motorbike rider, and loves walking and spending time at the beach or in the forest, ideally with family and friends. Our new Tauranga office, which she set up this year, and where she’s increasingly spending time, suits her well:

*“A lot of our clients are within walking distance. I can leave for a meeting just before it’s due to start rather than spending time in traffic. And because everyone’s nearby, you bump into customers, and you have much more of a personal relationship with them.”*





## Our people

# Emmanuel Auffray

Hailing from the Cote d’Azur and now an expert in all things Azure, as you would expect Manu is big on blue skies thinking. He freely admits he might be involved in a few too many things, but that’s just the way he likes it – *“I like to be in a position where I can help shape what we do.”*

An avid technologist, his current focus as Enterprise Solutions Architect is the ever-evolving world of the cloud, and he’s our go-to person to find out what’s what in cloud technology and architecture.

He also likes working on electronics projects with his kids, and sings – *“that’s how I met my wife.”* He’s quite an extrovert, who believes the world is a stage. He likes to entertain, but performance to Manu is more than that, *“it’s adjusting your posture to the situation, putting the interest of the customer front and centre, providing value to them and being committed to helping them achieve their goals.”*

He made the move to NZ seven years ago and hasn’t looked back, enjoying the kiwi lifestyle and welcoming attitude he’s found here. And even though he was keen to work in an English-speaking environment after many years of international work and study, he’s stayed close to his French roots too, and has helped to set up a network of bilingual schools in New Zealand.

***“Our customers appreciate his broad technical knowledge and his ability to provide useful advice and information on almost any IT technology. Whether it be on-premises platforms or cloud services, Manu has a passion to provide practical and cost effective solutions to our customer’s challenges so they can focus on their core business.”***

**Steve Ashby**  
*Head of Systems and Support*

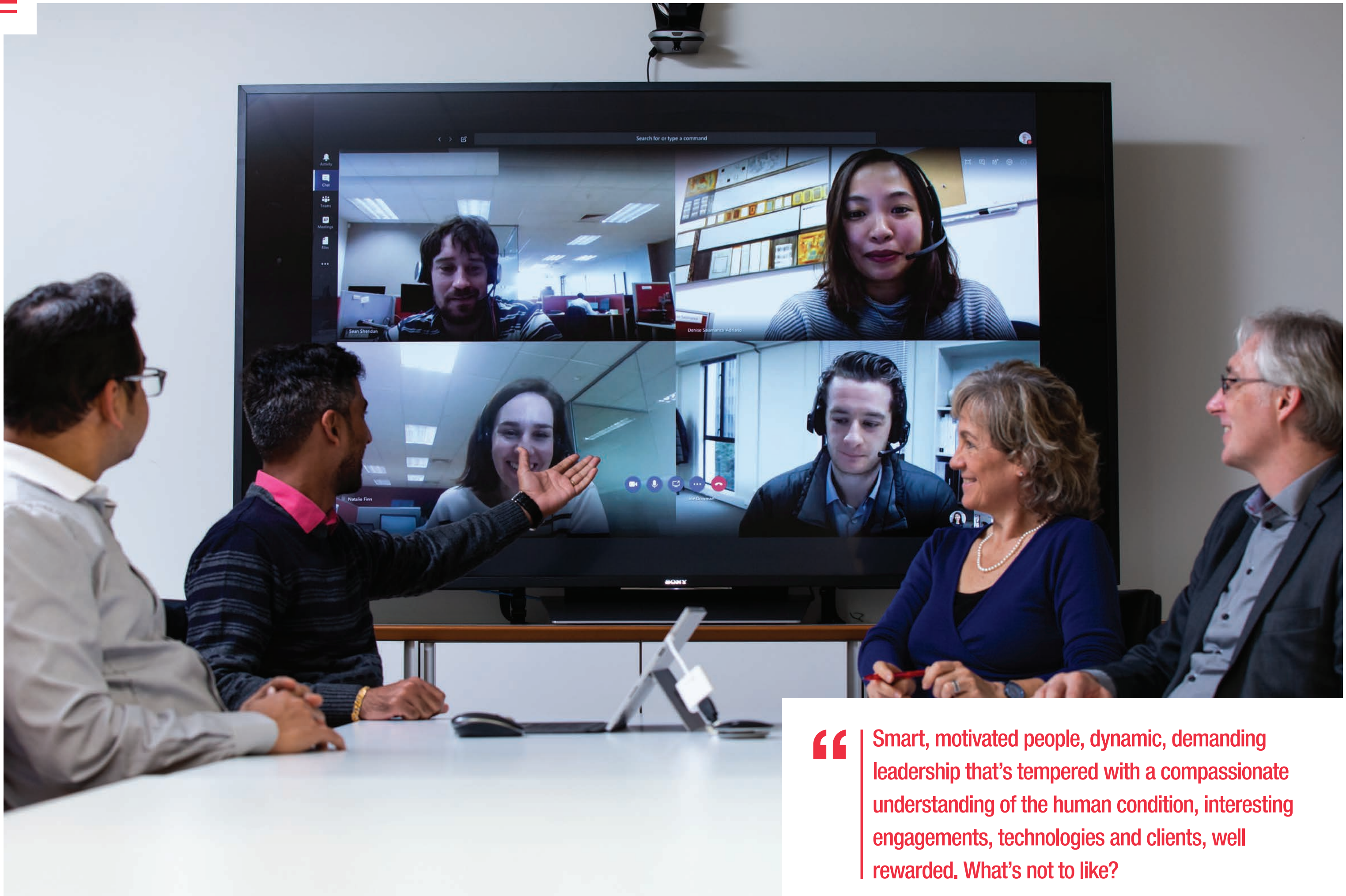
# Great adventures

Theta has entered a team in every Cure Kids Great Adventure Race since 2012, and it’s always a focus for our community and fundraising activities. The whole company gets involved – organising events, cooking, collecting donations, auctioning their time - and over the years we’ve raised more than \$93,000 to fund research into cures for kids with serious illness and conditions. This year we reached our biggest total yet, raising more than \$20,000 for this fantastic cause.

On race day our team – Alan and Julia Moore, Jason Free and Richard Malloch - crossed the finish line first, taking out the IT Cup as well as the overall race. We couldn’t be prouder of their efforts.







“ Smart, motivated people, dynamic, demanding leadership that’s tempered with a compassionate understanding of the human condition, interesting engagements, technologies and clients, well rewarded. What’s not to like?

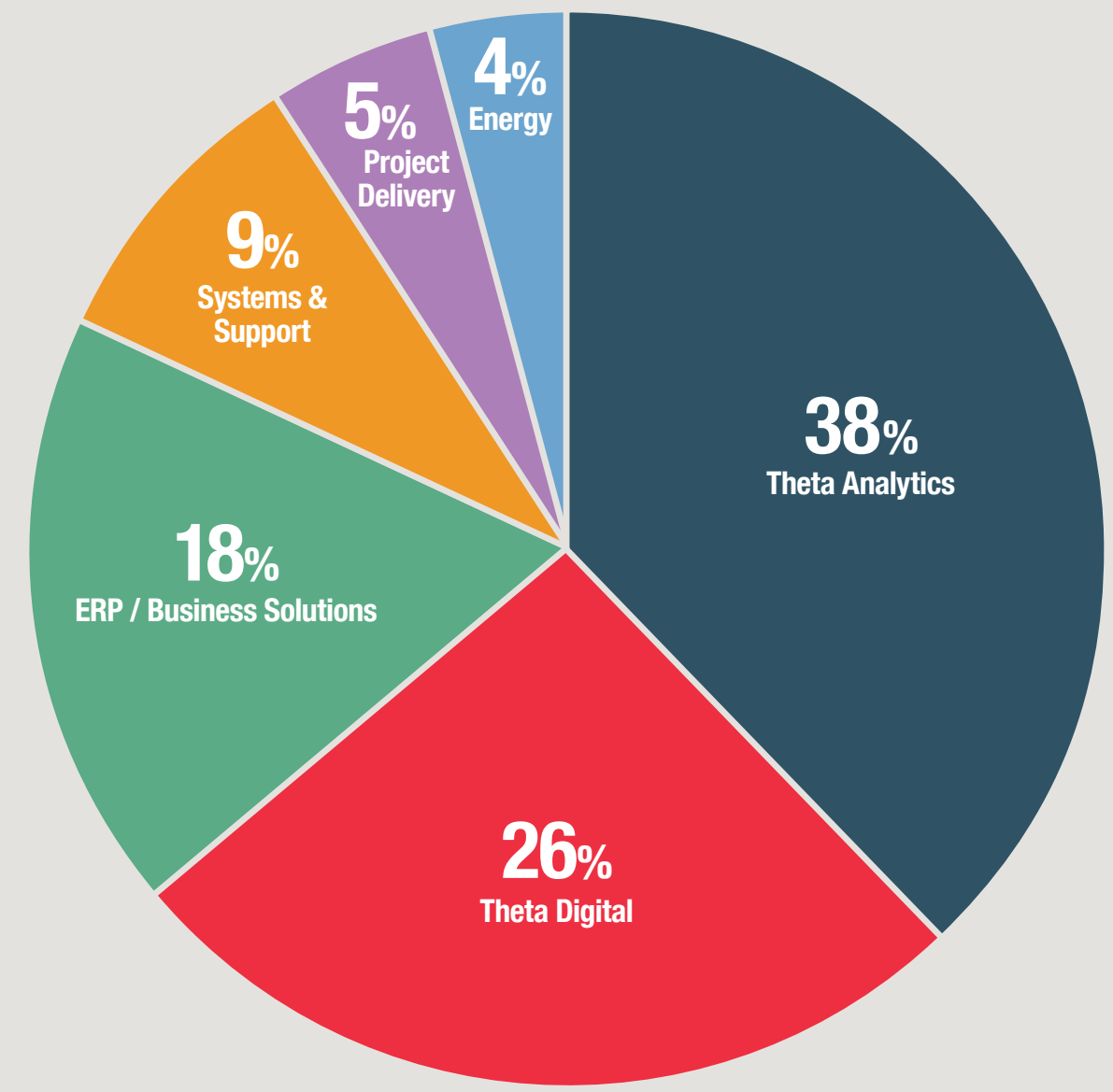


# Our practices



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

## Revenue by practice







# Theta Analytics

**Consultants**

65

**Revenue**

\$13.4 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 Sales (CRM)
- Social Analytics

**Head of Theta Analytics**

Gary Blumgart

**Practice leads**

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

**Theta Analytics delivers modern business intelligence, analytics and CRM solutions. We help organisations maximise their data with powerful visualisations and advanced analytics.**

Artificial intelligence and machine learning are fast becoming the main topics of conversations with customers, as they seek to unlock insight, value and competitive advantage from their data. Accessible tools and technologies for machine learning, combined with large datasets, are making advanced analytics a viable option for organisations of all sizes, and we expect continued fast growth in this area.

Our Microsoft Dynamics 365 for Sales (CRM) team has expanded rapidly this year. We have implemented significant projects for Yellow, and our field services implementation for Downer won the Business Applications category at this year’s Microsoft NZ Partner Awards – the second year running this team has won an award.

We have established a Power BI Centre of Excellence and provide Power BI training for all levels of users. We are increasingly implementing sophisticated Power BI solutions integrated with R. We also help our customers with Power BI best practice - implementing Power BI in a secure, governed and scalable manner.

Our new Advanced Analytics Centre of Excellence is focused on AI and machine learning. Specialist consultants help customers develop a business case for advanced analytics, implement modelling techniques, automate advanced analytical models, build visualisations and adopt an advanced analytics culture.

We’re doing a lot of analytics work in the Bay of Plenty since the opening of our Tauranga office. We’ve also delivered workshops, events and hackathons, working with innovative customers in the region including Zespri, Tauranga City Council, Comvita, Craigs Investment Partners and Pacific Forest Products.





Case Study

Fine wine distributor toasts benefits of Power BI

Dhall & Nash, a fine wine distributor, had a vision for using its extensive sales, supplier and customer data to enhance performance and deliver insight. The company worked with Theta to realise that vision, simplifying the process of accessing, visualising and interacting with their sales data, in the cloud, using Logic Apps and Power BI.

Now Dhall & Nash’s salesforce, and the suppliers they work with, have all that data at their fingertips. This gives them a clear understanding of how their wines are performing in different markets.

*“I was looking for a solution that was the right size and scale for our business, one that would work for us as we entered the growth phase. Theta understood what we needed, and came back with something that ticked the boxes to deliver beautiful, up-to-date illustrations of how our sales team and suppliers are performing.”*

*Puneet Dhall, CEO, Dhall and Nash*

“ I had an absolutely first class experience with the whole Theta team. They asked really good questions and quickly identified what I was after. Then they did what they said they would do, kept me well informed, were pleasant and professional, and patiently put up with all my requested adjustments.

*Stuart Pearse -Director, SP Investment Group*







# Theta Digital

**Consultants**

55

**Revenue**

\$9.3 million

**Key areas**

- Digital Development
- Enterprise Engineering
- Integration
- Collaboration Solutions
- Testing
- Innovation Lab

**Head of Theta Digital**

Andrew Taylor

**Practice leads**

- Emmanuel Auffray
- Shimi Baliti
- Joe McKenna
- Wagner Silveira
- Jim Taylor
- Jeff Wogen

Integration, innovation and collaboration are the headline activities for Theta Digital this year.

## Integration

Cross-team and cross-practice collaboration are both on the increase, keeping our integration team busy across CRM, digital and ERP projects. Azure Logic Apps is fast becoming the go to integration technology for Microsoft projects, with its rapid integration capabilities, flexibility, low cost and native adapters.

MuleSoft is also part of the integration mix, and we see a strong future for this product particularly in large corporates with heterogenous technology environments and complex integration needs. We’ve strengthened our MuleSoft offering with more certifications and the recruitment of a MuleSoft architect.

The integration team has spread its wings this year with projects and consultants in Auckland, Wellington and Christchurch. PGG Wrightson is shaping up to be an anchor integration customer for us in the South Island, while government projects dominate in Wellington.

And while integration technologies may differ the patterns are the same. The team emphasises sharing skills and techniques, at external conferences as well as at the inaugural Theta Integration Day.

## Digital Development

The digital development team is led by Shimi Baliti, who joined this year. Shimi has a start-up background which is helpful as he is also product



Theta’s Azure experience, consultants who know the council and its environment well, and strong communications were all part of this project’s success. Working with Theta also meant we could scale up our team as the launch date approached.

*Ingrid McClymont - Head of Information Applications, Auckland Council*



owner for FAQ Bot. The team has seen a lot of activity around bots and mobile this year, and MBIE’s earthquake prone building register was an important project for New Zealand.

## Enterprise Engineering

Digital transformation is a priority for large customers in this space, and it’s great to be part of their journey. Agile work practices, new roles and a team centred approach are becoming the new norm.

## Testing

Our testing team has expanded and worked on most of the larger projects we’ve delivered. New things include getting to grips with testing as part of agile methodologies and testing automation.

## SharePoint and Collaboration Solutions

We’ve continued to deliver successful SharePoint solutions this year, and we are starting to see more interest in new collaborative workplace platform Microsoft Teams. Using Teams for collaboration is well established at Theta, and we have helped several customers get going with Teams too.

Joe McKenna has stepped up to run the renamed “Collaboration Solutions” team, this year. Joe brings a fresh perspective and vision for how each of the Microsoft offerings fit together, and how technologies such as PowerApps and Flow that mix collaboration tools with digital business process automation connect all our teams.

Reflecting these themes of connection and collaboration we anticipate more end-to-end transformation projects, particularly with our colleagues in NAV, CRM, and analytics.



### Case Study

## Accessible, mobile-first website delights library customers

Auckland Libraries worked with Theta to develop a website that would delight its customers, while being mobile-friendly, accessible and ready for the future.

The new site, built in SharePoint, is the result of a close collaboration between the Libraries team and Theta. Katrina Baillie, Auckland Libraries’ Digital Experience Lead, explains:

*“It was great to work with developers who really got the vision for the project and we could trust to guide us to the right solution. We really felt that they cared about the outcome as much as we did.”*

As a result, that outcome was a good one!

*“This new website is awesome!! I’m a year 9 at Avondale College, and have always used the public library services. I love the new website format; it is SO CLEAR and easy-to-use. Thank you so much.”*





# ERP / Business Solutions

## Consultants

25

## Revenue

\$6.4 million

## Key areas

Microsoft Dynamics NAV

## Head of Theta ERP

Joerg Rau

## Practice leads

Craig Barberini

Stefnie Davies

Carl Head

John Murdoch



**The strongest year ever for the ERP team has seen significant growth in the number of customers, team size and revenue. This achievement was driven by notable projects across the regions and industries but especially in the food processing and manufacturing sectors.**

Our ERP team has almost doubled in size in the past year, and it's great to see our Wellington and Christchurch teams enhanced with talented new recruits. Our year-on-year revenue growth was 23%, well above budget.

With 80% of businesses we work with embracing the cloud, we continued to see strong uptake of Azure Platform as a Service and Azure SQL services. Most ERP projects were accompanied by other Microsoft Dynamics 365 and integration services. There's a definite trend towards customers taking up our "one-stop-shop" offering as they seek complete business solutions.

Upgrade projects remained strong with lots of customers keen to take advantage of the richer functionality Microsoft now offers.

After 31 years and now in its fourth generation Microsoft Dynamics 365 Business Central has replaced the previous brand of Microsoft Dynamics NAV. Branding aside this means a bright future, one code base and three options (on-premises, hosted or cloud) for our customers.

We have already been through the Microsoft Business Central "Ready to Go" program and have been rubberstamped for the development of apps to be promoted and delivered via Microsoft AppSource.





# Systems & Support

**Consultants**

22

**Revenue**

\$3.4 million

**Managed service contracts**

100

**Key areas**

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

**Head of Systems and Support**

Steve Ashby

**Practice leads**

Bhupinder Dalal

**Cloud is again the headline as we support more and more customers moving business services to the cloud or to starting the journey with hybrid solutions. Our systems and support teams work across all practice areas to help provision and support secure customer platforms and services in the cloud.**

The Microsoft 365 ecosystem is prevalent, well beyond the traditional Office 365 suite, and is fast becoming the default solution for desktop services. Cyber security is an even faster-growing component and with specialism in this area we are well placed to provide guidance and services to customers looking to secure their core systems against the growing risk of attack. We are working closely with Microsoft on these technologies and will soon be providing a secure desktop as a service offering for customers - a secure and cost-effective managed desktop platform.

Our role as a Microsoft Cloud Solution Provider (CSP) has been augmented with Microsoft Premier Partner status this year. This means we can offer enhanced support services and a direct route to Microsoft, leaving our customers to focus on their business.

Project highlights include full desktop and systems managed support for Intra, plus migration onto a new hardware platform ahead of their office expansion later this year. And we've helped Emerge Aotearoa implement and deploy Microsoft Intune for mobile device management alongside an Office 365 migration, enhancing security, productivity and collaboration, and simplifying processes for its staff. This solution won the Cloud for Good category in this year's Microsoft Partner Awards.





We have a big focus on Azure and we also work with the Amazon Web Services cloud.

Our Oracle team has also been busy with projects and software upgrades at several customers.

Managed services continue to grow and we now have 100 customer support contracts!

At Theta we have more core business services running in the cloud than ever before. Core systems uptime has been great this year with BCP testing and the hybrid platform working well. Improvements this year include the implementation of CrowdStrike endpoint security onto all Theta devices and the rollout of Autotask Endpoint Management for improved management of our growing desktop/laptop fleet. We are also making the most of new security tools built-in to Microsoft products that enable data loss prevention monitoring, email encryption, phishing protection and security auditing.



Case Study

NZ takes the lead in global cloud migration strategy

Adecco New Zealand is part of The Adecco Group, the world’s leading HR solutions partner. Strategically, the company is committed to cloud transformation, and Adecco New Zealand, working with Theta, has taken a leading role.

We worked with Adecco to review their existing landscape of applications and resources. We then devised a migration plan and overall cloud architecture that moved as much infrastructure as possible to Azure. We also trained the local Adecco IT team.

The successful New Zealand migration has been a springboard to help other countries, with Adecco in Malaysia, Japan, and some European countries now making the move to Azure.

*“It was great to work with a local partner, and have the support we needed on the ground. The move to Azure was a bit daunting, especially being the first off the blocks here in NZ, but Theta made it easy. They were helpful, approachable, full of tips and had a really practical approach.”*

*Ishaaq Mussa, Adecco*



# Project Delivery

Consultants

17

Revenue

\$1.7 million

Key areas

- Project Management
- Agile Project Management
- Programme Management
- General Project Services

Head of Project Delivery

Phoebe Dobson

Senior Project Managers

- Rachel Atkinson
- Richard Burgess
- Arshad Farooq
- Grace Lopez
- Lenny Loh
- Pragya Nandan
- Shanil Sahadeo
- Ash Sohani
- Shallu Tagra



**Our focus is always on ensuring successful project outcomes for our customers. Our programme of continuous improvement ensures that we’re ready to meet our customer’s delivery needs – whatever the type of project.**

We successfully deliver complex projects for our customers across the many areas that Theta works in. Each project manager brings a specific set of skills to the projects they deliver, and as a team we have the full spectrum covered.

In the past year we managed more than 600 projects - from small projects needing only light project management to large multiple-workstream programmes or portfolios of work.

The team has expanded over the past year to support Theta’s regional growth. In Christchurch we now have two local project managers – one focused on large enterprise projects and the other on small to medium sized engagements. The Wellington office has gone from two project managers to three, and our latest recruit there is also an experienced Scrum Master. Our newest office, Tauranga, has a dedicated Auckland-based project manager who is on-site fortnightly and with rapid growth in the region we expect to move to a locally-based project manager within the next year.

Increasingly our customers are transitioning to an Agile or bi-modal approach to project delivery. To ensure we can best support our customers - wherever they are in their Agile journey – we have established a cross-practice Agile focus group, and now have nine certified Scrum Masters across project delivery and other teams at Theta.

While we mostly work directly with customers, we’re also responsible for many of our internal processes and supporting systems. Making sure they work as efficiently and seamlessly as possible remains a focus as Theta continues to grow.



# Energy

## Consultants

5

## 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 five consultants, led by founder 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, Australia and Asia, and used Amazon Web Services to integrate meter data with other systems.

Key customers included EnerNOC (An Enel group company) and Genesis.



“

**You guys are great - saved our necks a million times! Thanks for being there.**

*Kristen Rudd - AMS Operations Manager, Sky Television*



# Governance



## Strategy, support and guidance

Theta is a privately-owned company with 14 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 2017-18 financial year there were six scheduled board meetings, one unscheduled board meeting, two board/management planning/update sessions and one shareholders’ meeting.



Meetings attendance	Susan	Bob	Matt	Terry	Andrew
Board	7	6	7	6	7
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, 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. Our Security Working Group plans and reviews the implementation of security controls on a regular basis - part of a wider rollout of enhanced security protocols towards ISO 27001 compliance.

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

## Sustainability

We aim to operate in an environmentally friendly and sustainable manner. We established a volunteer green team this year to lead initiatives to reduce our environmental impact, including recycling and waste minimisation projects, and the promotion of 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.



## 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 almost 220 professionals – from technical experts to project delivery specialists – work with our customers to get solutions across the line and get them right. First time.

**0800 4 THETA**  
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**[theta.co.nz](http://theta.co.nz)**



**Auckland, Tauranga, Wellington & Christchurch**