



Seven Consulting's Project Pathfinder





Program Delivery

We deliver some of Australia's most complex and challenging agile, traditional and hybrid programs. We work with our clients to understand their organisational and program characteristics. These inform how we design our delivery approach to produce the best outcome for our clients. The majority of our Consultants are scaled agile (SAFe) certified and manage billions of dollars of transformation programs that range in size from <\$1m to >\$500m.



PMO Services

We provide PMO establishment and management, PMO analysis and scheduling services, and tools for some of the largest organisations in Australia. This can range from scheduling services, to running the PMO for \$1.5bn programs, to ePMO management.

All of our clients are reference sites



Change Management Services

From Q2 2023, we will provide Change Management services across the entire lifecycle of a program from early analysis of the problem statement to delivering a solution that realises the intended benefits.



Delivery Consulting

We provide delivery capability uplift, sponsor and project manager training, portfolio and program reviews to assist our clients improve their program delivery. We have successfully provided these services to over 50 clients.



Delivery Tools

Seven Consulting has designed and developed world leading tools to assist our clients optimise their portfolio, design their delivery approach and provide deep weekly delivery insights. These tools are used successfully on over \$5bn of Programs annually.

All of our clients are reference sites

Our Clients

Seven Consulting has a proven track record delivering critical outcomes for Australian organisations across industries and domains. 100% of our clients are reference sites.



Our clients and team are our top priority

Client Satisfaction Survey Results

Year	Satisfaction rating	Survey questions
2022	99.20%	13,191
2021	99.15%	15,932
2020	98.87%	14,455
2019	99.08%	14,949
2018	98.65%	15,450
2017	99.08%	9,691
2016	98.94%	10,336

100% of our clients are reference sites

Team Satisfaction Survey Results

Survey Date	Satisfaction rating
Dec'22	97.82%
Jun'22	98.20%
Dec'21	97.92%
Jun'21	98.40%
Dec'20	97.90%
Jun'20	98.51%

futurefund

Australia's Sovereign Wealth Fund

"Bright and solutions focused consultants, with whom it has been a pleasure to work with."

woolworths

"No fuss, just good, honest and consistent project delivery"

nab

"Very professional"
"Great consulting skills"

AMP

"Seven have gone above and beyond to make this implementation a success. With short notice their consultants jumped in and made a significant impact."

Commonwealth Bank

Commonwealth Bank

"Consistent high quality of project management consultants."
"All consultants are highly professional, and delivery focused."



How do we get 98%+ client satisfaction?

Why all our clients are reference sites.



Hands-on ownership.



High employee engagement, low turnover with no contractors.



At a minimum, there is a monthly Quality Assurance review of the consultant's work.



Bench support available to all consultants at no cost to the client.



Extensive mentoring and training support, strong IP and knowledge sharing including internal project training, majority of our team are SAFe certified.



Holiday and sick leave cover for assignments.



Strong in-house tooling to support consultants, clients and quality assurance.

How our values impact our delivery?



Teamwork

Teamwork has to be at the core because you can't deliver big projects without great teamwork – we focus on ensuring that the Seven team, the client team and vendors work seamlessly together.



Transparency

Assumptions and poor communications kill projects, whereas openness is the foundation of good relationships and reliable delivery. We remain a completely independent consultancy.



Delivery

A strong emphasis on outcomes focuses the team and grows confidence. With a confident attitude, expert personnel and effective teams we always deliver to our client's high expectations.

There is no single best way to deliver a program.

From our experience of delivering billions of dollars of programs each year for some of Australia's largest organisations, we believe that different approaches are required to deliver different projects.

- This is for two sets of reasons, firstly the projects themselves are all different. Compliance and innovation projects have different characteristics.
- Secondly, organisations (technically, capability-wise and culturally) are also different.

We believe that these two sets of characteristics influence how the programs should be delivered.

- Assessing the organizational and project characteristics to work out the best way to deliver is the work of skilled and experienced Program Managers.
- While we don't believe in one approach, we do have a bias towards agile where sensible.
- We have spent two years codifying our collective 1000's of years of experience to allow this analysis to be done within 30 minutes.
- In addition, this Project Pathfinder tool will provide an overview of the delivery streams, phases and dependencies.
- Finally, the tool links the deliverables to templates and supporting documents, as well as creating a starting schedule based on the delivery approach.
- This tool is of best value for each of the following to assess or build delivery approach per project.
 - Portfolio Managers
 - ePMO or ITPMO Managers
 - Risk and Assurance Stakeholders and Program Reviewers
 - Project Managers stepping into larger or different roles
- We use this tool across our whole technology change portfolio with over 25 client organisations.

- Project Pathfinder has been developed over a period of 3 years and since 2020, has been successfully utilised across Seven Consulting's multi-billion project portfolio. Within just 30 minutes, our teams use pathfinder to create the following outcomes for any project:
 - Agree the optimized project delivery approach, Agile, Traditional (waterfall) or Blended.
 - Where the recommended approach is a blended approach, detail the customised blend.
 - Document the residual risks and mitigations for the recommended approach and the user's preferred methodology
 - Specify the deliverables required for delivery many of which are agnostic to the Agile or Traditional approach.
 - Detail the deliverables by phase and stream.
 - Provide templates for each of the deliverables
 - Produce a detailed delivery approach, including dependencies, mapped to a schedule, JIRA or exports in various formats.
 - Cloud based software with an interactive guided user-experience

Areas Project Pathfinder will not replace

We believe Project Pathfinder removes 15-20% of delivery risk, around designing the right delivery approach. Project Pathfinder is not designed to:

- Replace the need for good project management, it can however help project managers get better.
- Replace the need for good project teams, it can help teams deliver with high quality templates however project teams still need to complete the project deliverables (i.e. estimation, solution, requirements, build, test)
- Replace the need for good project governance and active sponsorship.
- Determine the correct approach for non-IT projects, such as marketing and construction.



Example Agile v Traditional Project and Organisational Characteristics

Agile





- Speed, speed, speed.
- What does this work best for?
 - New products.
 - New campaigns.
 - Market testing.
 - Non-core Systems.




Traditional



- Quality, quality, quality.
- What does this work best for?
 - Looking after people's money, medical applications, payroll etc.
 - Implementing core systems.
 - Implementing systems that impact on people's safety.
 - Best where once you release you can't rollback.

Importance of speed to market versus quality

**Project Pathfinder**



1 Project Label

2 Methodology Selector

3 Defined Methodology

4 Deliverable Selector

5 Final Dashboard

Organization: Seven ConsultingProject Name: Project PathfinderManager: SevenConsulting

8 / 30

Q8 Speed to market or speed to value are critical

☐ Strongly Agree

☒ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

Category: Project Benefits

Guidance:

Agile methods are well suited to development of new products or services and market testing new ideas, where speed to market may be critical to the success of the initiative. Direct collaboration with customers and end users combined with short sprints results in greater speed and alignment of delivered features to user needs, albeit in feature increments. Traditional methods may be better suited where timelines are not as critical and where a significant volume of features is required before the solution is able to be used.

Restart

BackNext

Agile






- Can deliver partial business benefits quicker.
- Get feedback from customers quickly.
- Refine and improve outputs for later cycles.
- How a child learns to walk.




Traditional



- Best suited to majority of functionality being released in one go; e.g. a payroll program, GST introduction, currency change.

Ability to deliver in short cycles.

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Restart

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Agile





- A product owner is essential to work with the team and be available to provide quick decisions.
- On large programs, you may need multiple product owners covering different areas with one overall decision maker.
- On small projects, a part time product owner that is available daily would likely suffice.




Traditional



- Reviews can be done in larger blocks although the time this takes clearly creates time delays versus agile.
- Can suffer from management by committee.
- There may be some advantages in seeing the end-to-end requirements, design etc.

A knowledgeable Product Owner is appropriately assigned to the project

 Project Pathfinder 



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16 / 30

Q16 A knowledgeable and empowered Product Owner (Member of agile team responsible for defining stories and prioritizing the team backlogs) exists and could be assigned

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

Category: Flow of Knowledge

Guidance:

It is essential to the success of agile methods that an appropriate Product Owner be assigned to the project. The Product Owner must be knowledgeable in the project vision and product domain and be empowered to take decisions on prioritisation and acceptance of features. Traditional methods generally use group forums for deliverable review and approval and steering committees for decision making. These mechanisms are inadequate to support the demands of agile for rapid decision making and resolution of blockers.

Restart

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Are the tools (environments, processes and data) for continuous development, testing and deployment in place?

Agile





- Hard to move to continuous development, testing and release if the supporting elements are not in place for this.
- Many companies need time to put these in place before they can run true agile programs.
- The need for proper environment and tooling is especially true at scale and for non digital and highly integrated systems.




Traditional



- Simpler for traditional projects as they have more time in parallel with requirements, design and build, to put these items in place where they don't exist.
- Fewer and less complex tooling generally required for traditional projects.

Are the tools (environments, processes and data) for continuous development, testing and deployment in place?

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Organization: Seven ConsultingProject Name: Project PathfinderManager: SevenConsulting

25 / 30

Q25 The development tools necessary for continuous software integration are in place

☐ Strongly Agree

☐ Agree

☐ Neutral

☐ Disagree

☐ Strongly Disagree

Category: Presence of Enablers


Guidance:




Agile methods utilise short duration sprints to deliver working outputs (software) for implementation or feedback. Productivity is paramount and is best enabled using a continuous integration approach. This approach requires specific tools and development practices which must be fully available early in the project. Traditional methods can also benefit from continuous integration techniques, however, there is generally time available whilst requirements and design phases are underway to establish the required tools and practices.

Restart

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Project Pathfinder - Selected Approach

 Project Pathfinder



1 Project Label

2 Methodology Selector

3 Defined Methodology

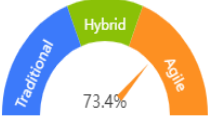
4 Deliverable Selector

5 Final Dashboard

Organization: Seven ConsultingProject Name: Project PathfinderManager: SevenConsulting

Recommended Approach

Agile



Agile Readiness Score: 78.1%

Agile Suitability Score: 69.2%

Risks to go Agile

Risks to go Traditional

Risks to go Hybrid

3 item(s)

Question	Response	Advice
Project viability or outcomes are uncertain	Strongly Agree	Identify sub-sets of functionalities that would benefit from early feedback from the business and/or the customers. These sub-sets will be parts of the solution that are either the key or highest risk that need to be handled earliest.
The risk of breaking existing working system or business process functionality is low	Strongly Disagree	Agile methods do not necessarily require that feature increments are implemented to production as they are developed. It is possible to use sprints to develop features which are then "batched up" to create a deployable release. In this context, an appropriate Product Owner and access to users/customers remains important.
Project delivery is impacted by other programs of work operating in the same space	Agree	Consider use of Scrum of Scrums approach to cross-team communications. Project team can structure planning & iterations to support dependency development. Conduct interface design as required (in Business Case, Iteration 0 or later)

Restart

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Start Deliverable Selector

Project Pathfinder - Selected Approach



SEVEN CONSULTING

Project Pathfinder

Home

Help

Feedback

1 Project Label

2 Methodology Selector

3 Defined Methodology

4 Deliverable Selector

5 Final Dashboard

Organization: Seven Consulting

Project Name: Project Pathfinder

Manager: SevenConsulting

Recommended Approach

Agile

Traditional

Hybrid

Agile

73.4%

Agile Readiness Score: 78.1%

Agile Suitability Score: 69.2%

Risks to go Agile

Risks to go Traditional

Risks to go Hybrid


25 item(s)




Restart

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Start Deliverable Selector

Project Pathfinder - Selected Approach

 Project Pathfinder



1 Project Label

2 Methodology Selector

3 Defined Methodology

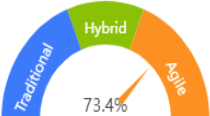
4 Deliverable Selector

5 Final Dashboard

Organization: Seven ConsultingProject Name: Project PathfinderManager: SevenConsulting

Recommended Approach

Agile



Agile Readiness Score: 78.1%

Agile Suitability Score: 69.2%

Risks to go Agile

Risks to go Traditional

Risks to go Hybrid

13 item(s)

Question	Response	Advice
Project viability or outcomes are uncertain	Strongly Agree	Identify sub-sets of functionalities that would benefit from early feedback from the business and/or the customers. These sub-sets will be parts of the solution that are either the key or highest risk that need to be handled earliest.
Speed to market or speed to value are critical	Strongly Agree	Work with the Product Owner to identify subsets or groups of functionality self-sufficient for representing an idea to be tested in the market. Explore frequent deployment of these sub-sets and using the internal feedback loop for review of the requirements if necessary.
This project only requires changes to one application or platform?	Agree	Early sprints may require "steel-thread" approach to validate integration and transaction paths and identify issues. Consider use of Scrum of Scrums approach to cross-team communications. Project team can structure planning & iterations to support dependency development. Conduct interface design as required (in Business Case, Iteration 0 or later)
How many Integration points does the project have?	1	Early sprints may require "steel-thread" approach to validate integration and transaction paths and identify issues. Consider use of Scrum of Scrums approach to cross-team communications. Project team can structure planning & iterations to support dependency development. Conduct interface design as required (in Business Case, Iteration 0 or later)
Project delivery is impacted by other programs of work operating in the same space	Agree	Consider use of Scrum of Scrums approach to cross-team communications. Project team can structure planning & iterations to support dependency development. Conduct interface design as required (in Business Case, Iteration 0 or later)
The stakeholders are willing to work in an iterative way	Agree	Hybrid methods generally support iterative processes with a dependency on stakeholder engagement for successful execution. If stakeholders are not willing to work in an iterative way the hybrid approach will be challenged. However, if the other characteristics support Hybrid, the stakeholder engagement issue needs to be fixed to be effective.
A knowledgeable and empowered Product Owner (Member of agile team responsible for defining stories and prioritizing the team backlogs) exists and	Strongly Agree	Appointment of a knowledgeable and empowered Product Owner is critical to the success of projects. Consider educating the sponsor in the hybrid approach and

Restart



Back




Start Deliverable Selector

Not every delivery decision is resolved by working out whether we should deliver via an agile, traditional or blended approach.

- There is a second series of questions to be considered, such as:
- Do we need to do a parallel run?
- Do we need to test operability of the new system?
- Do we need to do performance, DR/BCP, or Security testing?
- Do we need to perform a dress rehearsal?
- Do we need to do a pilot?

Project Pathfinder - Agile / Traditional agnostic question examples.

 **Project Pathfinder** 

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5 Final Dashboard

Organization: Seven ConsultingProject Name: Project PathfinderManager: SevenConsulting

Project Name

Project Manager

Recommended Approach

Selected Approach

Project PathfinderSevenConsultingAgileAgile

Architecture

2 / 8

01. Is the new system critical to business operations within 24 hours of an outage?

NO

☒

YES

02. Is Disaster Recovery and Business Continuity Plan critical for new /changed systems?

NO

☐

YES

03. Is the project impacting a mission critical application environment?

NO

☒

YES

04. Is there high impact to operations?

NO

☒

YES

05. Is a proof of concept an option?

NO

☒

YES

└ 05.a Are there adequate and appropriate resources to support a proof of concept?

NO

☐

YES

└ 05.b Will the time line allow for running a proof of concept?

NO

☒

YES

└ 05.c Is there sufficient budget to support running a proof of concept?

NO

☐

YES

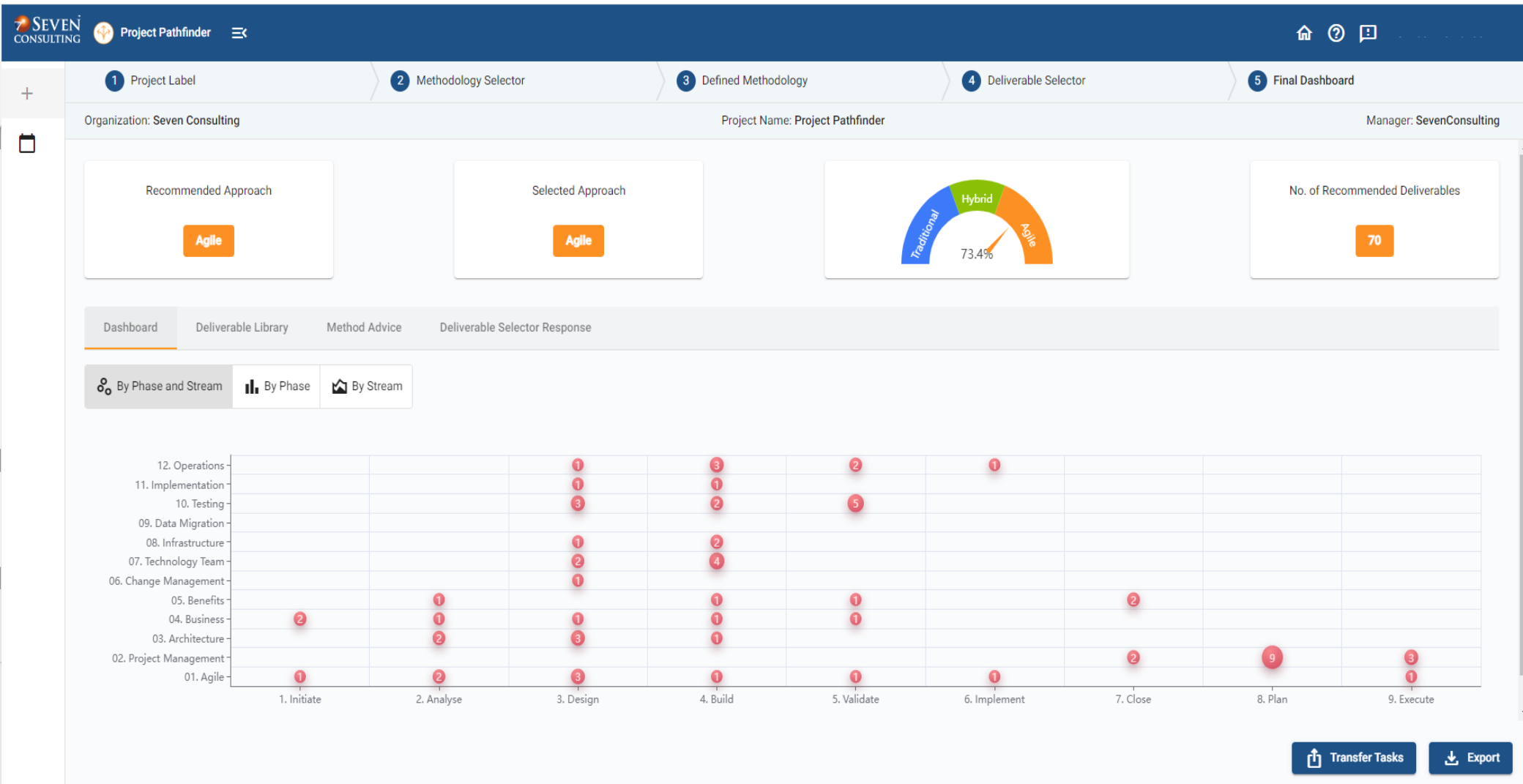
Restart

Restart Current Step

Back

Next

Project Pathfinder Example Output



Project Pathfinder Example Output

Component Library

Lists suggested deliverables and activities by phase and stream

1 Project Label 2 Methodology Selector 3 Defined Methodology 4 Deliverable Selector

Organization: Seven Consulting Project Name: Project Pathfinder Manager: SevenConsulting

Recommended Approach: Agile

Selected Approach: Agile

73.4%

Dashboard Deliverable Library Method Advice Deliverable Selector Response

ID	Question	Response	Risks to go Agile	Risks to go Traditional
Q1	The scope of the project is able to be changed once it has begun	Strongly Agree		Traditional planning tends to prefer stable scope. If scope materiality varies this triggers assessments and replanning which adds overhead. This overhead could cause a reluctance to replan which could cause missed opportunities to deliver additional value as opportunities arise.
Q2	The requirements for the project are well known or not likely to change	Strongly Disagree		Traditionally planned and there is little opportunity to change requirements without significant overhead.
Q3	There are more requirements than can or should be delivered (nice-to-have requirements)	Strongly Agree		Traditionally planned and there is little opportunity to change requirements without significant overhead.
Q4	Project viability or outcomes are uncertain	Strongly Agree	Identify sub-sets of functionalities that would benefit from early feedback from the business and/or the customers. These sub-sets will be parts of the solution that are either the key or highest risk that need to be handled earliest.	
Q5	The project is critical to business operations	Strongly Disagree		

1 Project Label 2 Methodology Selector 3 Defined Methodology 4 Deliverable Selector 5 Final Dashboard

Organization: Seven Consulting Project Name: Project Pathfinder Manager: SevenConsulting

Recommended Approach: Agile

Selected Approach: Agile

73.4%

No. of Recommended Deliverables: 70

Dashboard Deliverable Library Method Advice Deliverable Selector Response

Phase: Choose phase Stream: Choose stream Showing 70 of 70 results

Phase	Stream	Deliverable	Description
1. Initiate	01. Agile	Product Vision / Concept Paper	The product vision is the overarching goal you are aiming for, the reason for creating the product. It provides a continued purpose in an ever-changing world, acts as the product's true north, provides motivation when the going gets tough, and facilitates effective collaboration.
	04. Business	High Level Business Requirements	A sub-set of overall requirements management, high level statements of the goals, objectives, and outcomes that describe why a project/change has been initiated. They can apply to the whole of an enterprise, a business area, or a specific initiative.
	04. Business	Project Scope	Scope statements may take many forms depending on the type of project being implemented and the nature of the organisation. The scope statement details the project deliverables and describes the major objectives. The objectives should include measurable success criteria for the project.
2. Analyse	01. Agile	Product Backlog	In Agile, the Product Backlog is simply a list of all things that need to be done within the project. It replaces the traditional requirements specification artefacts. These items can have a technical nature or can be user-centric e.g. in the form of user stories.
	01. Agile	Agile Story Map	A user story map arranges user stories into a useful model to help understand the functionality of the system, identify holes and omissions in a backlog, and effectively plan holistic releases that deliver value to users and business with each release.
	03. Architecture	Architecture (Project)	High-level design (HLD) explains the architecture that would be used for developing a software product. The architecture diagram provides an overview of an entire system, identifying the main components that would be developed for the product and their interfaces. The HLD uses possibly nontechnical to mildly technical terms that should be understandable to the

Transfer Tasks Export

Methodology Advice

Lists the responses to the Methodology questions and displays advice as appropriate

1 Project Label 2 Methodology Selector 3 Defined Methodology 4 Deliverable Selector 5 Final Dashboard

Organization: Seven Consulting Project Name: Project Pathfinder Manager: SevenConsulting

Recommended Approach: Agile

Selected Approach: Agile

73.4%

No. of Recommended Deliverables: 70

Dashboard Deliverable Library Method Advice Deliverable Selector Response

Aim	Question	Response
Agile	01. Is the solution highly complex?	
	02. Do the requirements require prioritisation for delivery?	
Architecture	01. Is the new system critical to business operations within 24 hours of an outage?	
	02. Is Disaster Recovery and Business Continuity Plan critical for new / changed systems?	
	03. Is the project impacting a mission critical application environment?	
	04. Is there high impact to operations?	
	05. Is a proof of concept an option?	
R/R: Are there adequate and appropriate resources to support a proof of concept?		

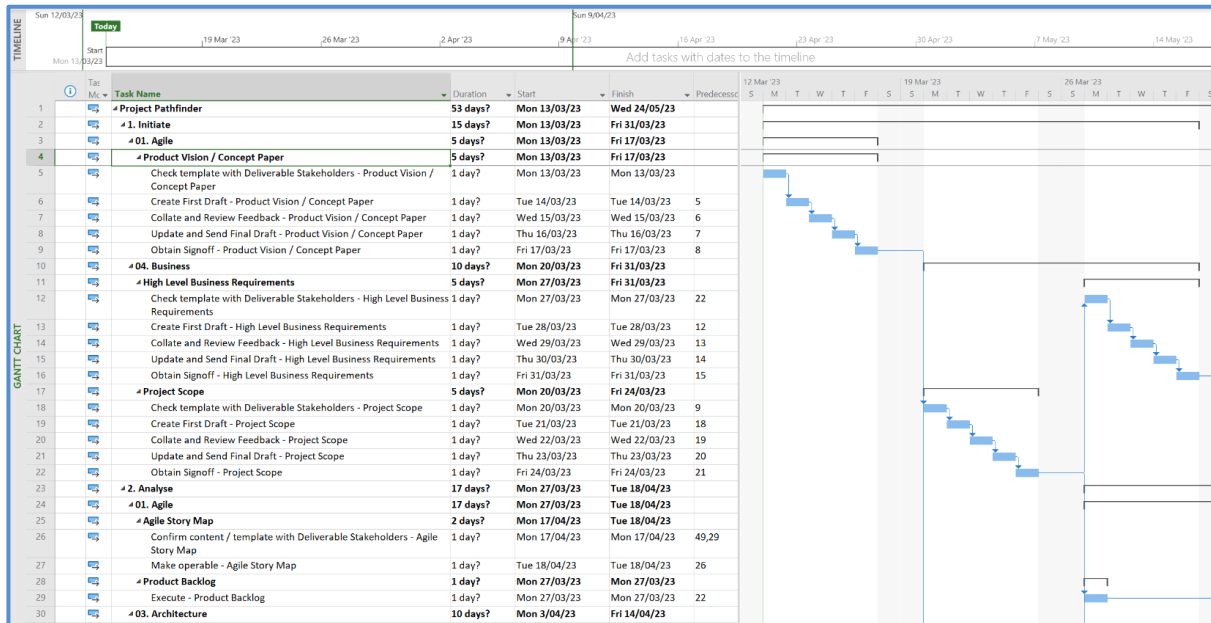
Transfer Tasks Export

Component Selector

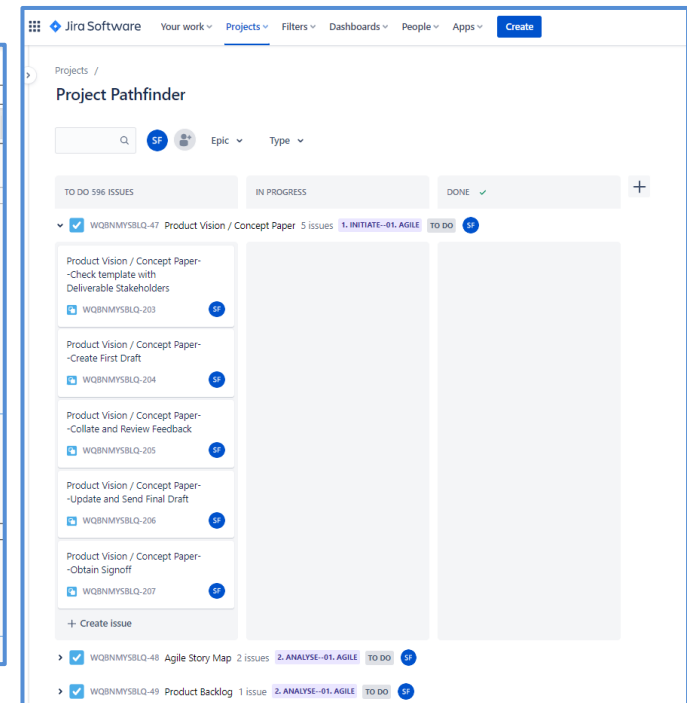
Lists the responses to the Component questions for reference

Tool Outputs within 30 minutes

1. Recommended delivery approach for your program.
2. The risks with that approach and suggested mitigants.
3. Deliverables by phase and workstream.
4. Automatically created schedule / tasks including dependencies in either MS project or JIRA.

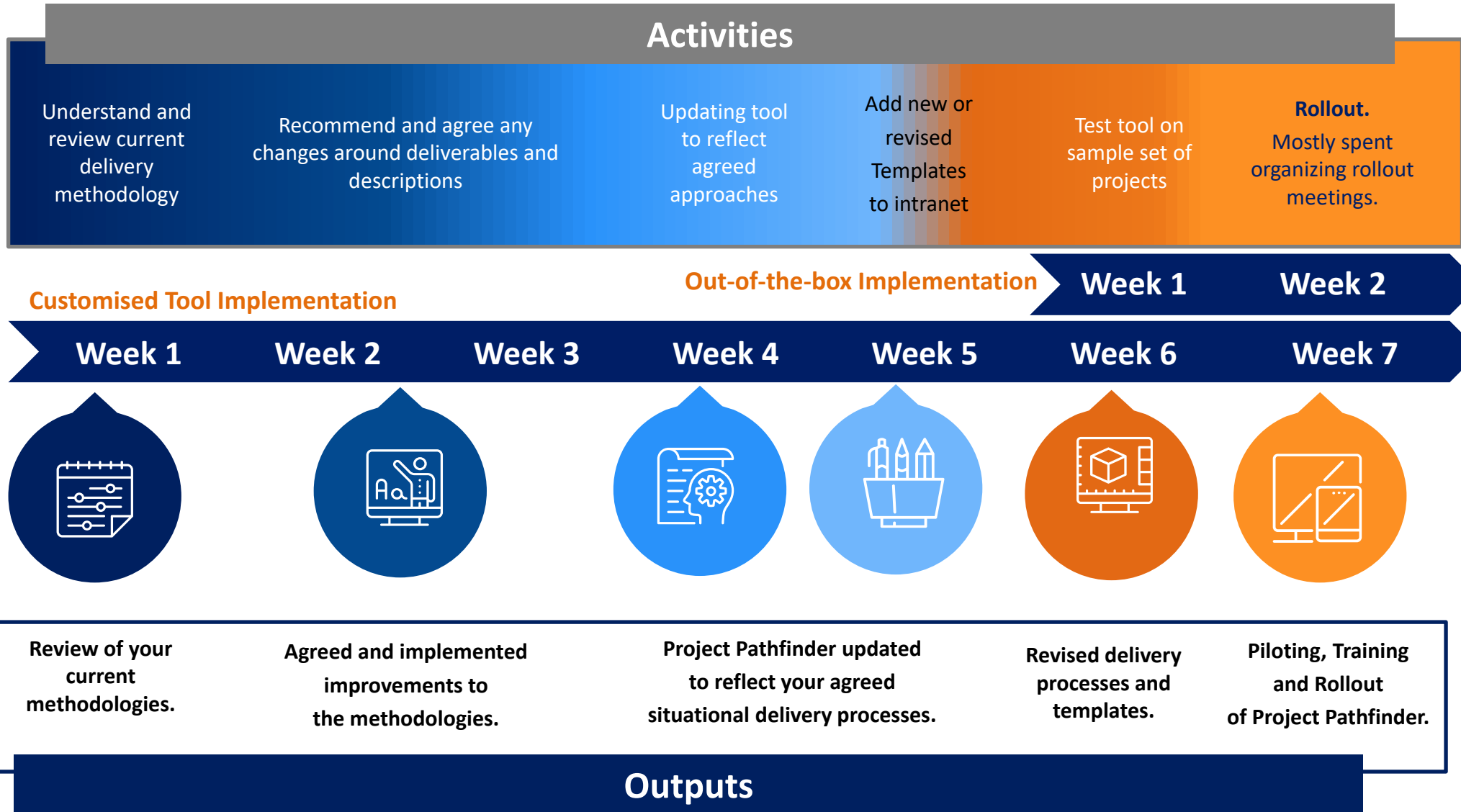


MS Project Tasks , Schedule & Dependencies



JIRA Epics with Sub-task

Tool implementation steps and median durations



1. Using a consistent approach to have your project delivery customised and optimised based on its and your organisation's characteristics within your portfolio.
2. Increased ability to define delivery approach far more quickly.
3. Reduced level of project management oversights or omissions.
4. Leading to better project outcomes.

Project Pathfinder Licence Costings

License	Number of Users	Application Usage	Support			Price Per Annum	Term
			Setup Support	Direct Support	Web Support		
Corporate	100	Unlimited	✓	✓	✓	\$90,000 per year or \$7,500 per month	Ongoing until one month's notice.
ePMO	5	Unlimited	✓	✓	✓	\$60,000 per year or \$5,000 per month	Ongoing until one month's notice.
SME	1	Unlimited	✓	✓	✓	\$20,000 per year or \$1,666 per month	Ongoing until one month's notice.
Individual	1	5 Projects			✓	\$1000 lump sum paid per year	Ongoing until one month's notice.

*Users must be within a single corporate domain

Our projects so far:

2007

Villawood Detention Centre
(Sydney)

2008

South Australian Detention Centre
(Sydney)

Seven Consulting regularly gives back to the wider community, supporting our team and their families in voluntary projects to assist those who find themselves in need of help.

2011

Cambodian School Build (Sydney)



2012

Barnardo's Kingston House (Sydney)



2013

Youth off the Streets (Sydney)



2015

- Jesuit Refugee House – Blaiket (Syd)
- Hanover Crisis Centre (Melb)



2019

- Avalon Centre (Melbourne)
- Dignity.org.au (Sydney)
- Bahay San Jose –House with No Steps Foundation (Manila)



2018

- Erin's Place (Sydney)
- Concordia Children's Services (Manila)
- Mad Women Foundation (Melb)



2017

- Launch Housing (Melbourne)
- Cerebral Palsy Foundation (MNL)



2016

Marian Villa (Sydney)



2020 – DONATION DRIVE

Although physical volunteering was no longer an option due to health concerns, Project 7 gave back to the community, by donating \$104,000 across 29 charities, enabling these organisations to create real change in the lives of those who need it most.



2021 – Mini Project 7

In 2021, Seven Consulting continued to acknowledge the importance of fostering a community presence. Despite the restrictions brought on by the COVID-19 pandemic, the Project 7 initiative was able to provide help to those community causes that needed it most. Seven Consulting team members across three cities were able to participate in multiple mini projects this year to see our Project 7 commitment through.

Seven Consulting is a proud sponsor of Australia's National Football side, the CommBank Matildas and Australia's Women's Basketball team, the Seven Consulting Opals

We are extremely proud to be official sponsors of Australia's best teams. The CommBank Matildas and the Seven Consulting Opals.

We are also providing paid internships for a number of the Matildas (**Tameka Yallop**, and **Elise Kellond-Knight**), to support their post-sporting careers.

CONGRATULATIONS

Seven Consulting looks forward to the CommBank Matildas welcoming the world to Australia and a congratulations to the Seven Consulting Opals for winning Bronze in the FIBA Women's World Cup 2022



Tameka Yallop

**Elise
Kellond-Knight**





Australia's Best Program Delivery Company

Award Winning Company

Woolworths 
The fresh food people
Woolworths Group IT
Exceptional Services Award
Winner 2018



Seven Consulting Pty Ltd ABN 44 100 234 179

SYDNEY Level 13, 179 Elizabeth Street, Sydney, New South Wales 2000 **+61 (0)2 8267 5000**

MELBOURNE Level 5, 520 Collins Street Melbourne, Victoria 3000 **+61 (0)3 9617 8200**

PHILIPPINES - MAKATI Level 11 PNB Makati-Allied Bank Centre, 6754 Ayala Ave, Cor. Legazpi Street, Makati City, Philippines

PHILIPPINES – ALABANG Level 6, Asian Star Building, Asean Drive, Filinvest Corp City, Alabang, Muntinlupa City, Philippines

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