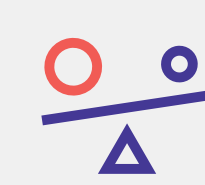
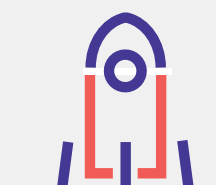
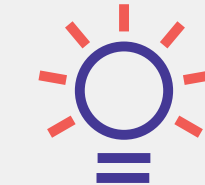
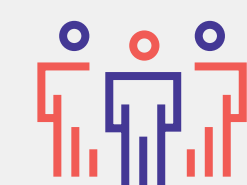
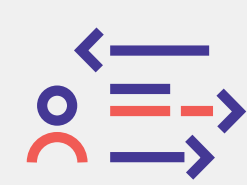
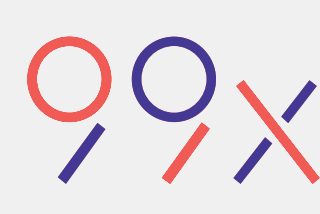
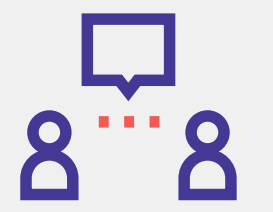
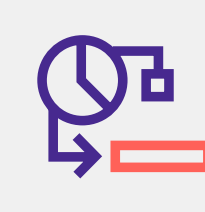
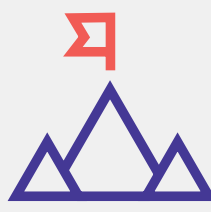
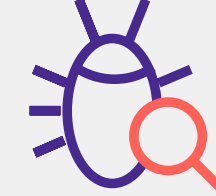
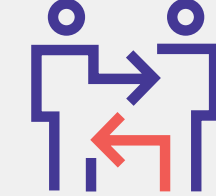
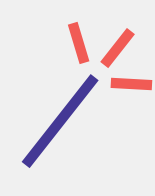




Celebrating **many more**
impactful digital products





Celebrating **many more** impactful digital products

Digital products are transforming our economies, communities and every aspect of modern life. We celebrate some of these digital products which impact our lives, often connecting so seamlessly that we aren't even conscious of its use.



Playing to win

Developing digital products is challenging. Your digital product is the heart of your business and entrusting it to a partner thousands of miles away is never easy. Yet, the outcomes can be tremendous. This is a compilation of stories of digital product companies bold enough to take this step – and by co-creating together, have made a difference in people's lives through impactful, market-winning digital products.

Mano Sekaram

Founder and CEO



The global context framing each of these stories is unique. Wars, political unrest and a slow post-pandemic recovery posed new challenges every day. However, the cord of resilience runs through each story...

Dag Honningsvåg

Chairman of the Board



When we published our first edition of “Celebrating impactful digital products” in 2020, it was an opportunity to showcase our outstanding tech talent, collaborative teams and proven delivery model.

We are delighted to see a fresh set of stories emerge, each highlighting the vision, passion and perseverance of founders, CTOs and product owners, working alongside our teams.

The global context framing each of these stories is unique. Wars, political unrest and a slow post-pandemic recovery posed new challenges every day. However, the cord of resilience runs through each story, binding these accomplishments together, collaborating as distributed teams.

As such, it is again our privilege to share these stories of innovation as we celebrate many more impactful digital products.

We thank each of our clients who willingly participated in this publication. We are glad that many of you were able to visit Sri Lanka this year as the travel restrictions eased.

We take the opportunity once more to dedicate this to our teams and our customers for their commitment and courage.

Best regards,

Mano Sekaram
Founder & CEO
99x

Dag Honningsvåg
Chairman
99x

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Up Norway: Creating bespoke travel experiences through tech

Torunn Tronsvang, Founder and CEO

An unconventional travel curator, Up Norway fuses bespoke travel with human intelligence and cutting-edge tech to create the best journeys in Nordic countries. Up Norway Founder and CEO Torunn Tronsvang noted that it's this unique combination that distinguishes them from the rest, as it allows them to provide the level of personalized service needed to tailor the best journeys in the world, in Norway.

“We are reliant on having good technology to assist us because Norway has the highest cost of people in the world. We've chosen to work with 99x for this. We started the collaboration with 99x in 2017 and have had a really interesting and insightful journey since then, working with different stacks of technology, working on the 1.0 version, 2.0 version, 3.0 version and now we are in the process of both launching a brand-new website and a 2.0 version of our amazing booking and admin system UpTur,” she said.



Talking about the decision to work with an offshoring partner 6,000 miles away, Torunn recalled that they evaluated several companies as potential partners before they chose 99x, adding that the dialogue they had with 99x's business development team and 99x Chairman Dag Honningsvåg was very convincing. "We believe that instead of having one or two tech resources in-house, it is much better for us to work with a company like 99x. We know that the developers and tech people who work there are exposed to new learnings, the newest in technology, trends and developments at all times, so that we too can stay updated through them."

"We are reliant on having good technology to assist us because Norway has the highest cost of people in the world. We've chosen to work with 99x for this."

As Torunn observed, anyone who has worked in tech development and tech products knows that it can be very frustrating at times, but finally rewarding. She added that it's fun to see how something changes from being nothing to becoming a finished product – something you can use and adds a lot of value to the business. "But of course, like everyone else, we have gone through numerous bugs that we have to crush and solve and get rid of, and processes that have to be done again and again. But we have really learnt a lot from the process and really enjoyed working with the 99x team in Sri Lanka."





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On cultural similarities and differences between the Norwegian and Sri Lankan teams, sharing from her own experiences, Torunn explained that while cultural differences do pop up, this can be solved through really good communication and mutual respect for that fact that the two teams are different.

Speaking to us during her visit to Colombo, Sri Lanka after a two-year gap due to Covid-19, Torunn couldn't downplay how great it was to get some sun and warmth on the body! She added that as Up Norway had new members in their 99x team, it was enjoyable getting to know them beyond a digital face. “We've also really enjoyed meeting the people we worked with since 2017, now that we have become colleagues and friends. We enjoyed going out to some of the restaurants we appreciate in Colombo, going out with the team and getting to know them at a personal level as well as a professional level.”

Kahoot!: The mission to make learning awesome

Torkjel Austad, QA Manager

For Torkjel Austad, QA Manager at Kahoot!, it's about doing what you love. His experiences range from testing applications on Nintendo DS and Wii platforms to owning quality assurance (QA) for a music streaming platform launched across 60 countries. While stationed as Opera Software's QA Test Manager in Japan, he also managed Opera's browser support for many of the largest telcos and mobile device manufacturers, aggregating over 40 million devices.





Torkjel joined Kahoot! in 2017 and now heads QA across Kahoot!, DragonBox and Poio apps within the group. Kahoot! is well on its way to make learning awesome, with approximately 30 million active accounts, hosting hundreds of millions of sessions annually which have been enjoyed by over 7 billion non-unique participants in 200 countries and regions since launch. Today, the Kahoot! Group includes Clever, the leading US K-12 EdTech learning platform, together with the learning apps DragonBox, Poio, Drops, Actimo, Motimate, and Whiteboard.fi.

Describing the Kahoot! platform, Torkjel remarked, “There’s a lot happening beneath the platform than what you see. It might seem simple, but it’s actually a very complex product with a lot of features you can access through subscriptions. While our core product will always be free, we have paid plans for different kinds of user bases like teachers, students and businesses.”

Our distributed teams allow us to accelerate our testing to deliver the velocity of a 16-hour workday. Of course, the communication and relationships must be in place for this to work. We use video calls and Slack diligently to keep the teams connected.”

Reflecting on how he encountered 99x, Torkjel commented, “It’s funny how I connected with 99x. I’ve worked with Dag Honningsvåg ages ago at Opera Software and years later when my CEO suggested that we explore another testing partner, Dag and 99x popped up as an option. We then had some meetings and then got introduced to the people in 99x Sri Lanka and it all seemed quite professional, and so we initiated the contract.”

The Kahoot! team at 99x started off with three testers and has now added a fourth member to the team. Torkjel was impressed that he was able to hire every single individual he interviewed at 99x. He praised the solid process 99x for hiring and onboarding employees, enabling access to the right talent. He also appreciated the follow-up provided by the management team.

Commenting on how he has leveraged globally distributed teams into a competitive edge, Torkjel added, “We have testers in Philippines and Sri Lanka. We make the time zone difference into an advantage for us. We work with a daily release cycle – that’s the pace. In Oslo, we prepare the



new builds to be tested by the end of our workday. Our test managers here make sure everything is ready and all the information needed is available for our distributed teams. When we come in the next day, we already have 5-6 hours of testing done and the test results. We still have some time overlap as well. Our distributed teams allow us to accelerate our testing to deliver the velocity of a 16-hour workday. Of course, the communication and relationships must be in place for this to work. We use video calls and Slack diligently to keep the teams connected.”

“My advice to aspiring QA professionals is to be flexible in your processes. When you come out of school you might have learned a lot of theory, but every team and every product have different needs. In theory we talk about 2-week release cycles. We release to production every day! How well can you adapt to that? Remember, while you can never know everything, you must aim to know as much as you can about what you are releasing. In terms



of personality, you must be curious, asking questions, but always be positive and friendly, even communicating bad news”, were some of Torkjel’s thoughts for the QA community.

Torkjel concluded that, “The 99x team gives us the ability to make learning awesome for our millions of end-users, by using their strong domain knowledge, analytical skills and attention to detail. They are a great, reliable team that gives us an extra level of reassurance in our daily releases.”



BUSdata: Monetising the value hidden in 3.7 billion defects

Henrik Jaeck, Founder and CEO

BUS was founded in 1991 by Einar Dahle and Bernard Jaeck, Henrik's father. It started as a company doing accounting services for vehicle sub-dealers in Norway. Soon, they acquired a third-party product and began re-selling it to automobile dealers. In 1997, BUS launched BUSpek, the platform that certifies the roadworthiness of vehicles in Norway, paving the way to add many more complementary products. Henrik commented, "Today, we are the market leaders in Norway. We are expanding into Sweden and plan to explore other markets soon. All the products we have in the market were built by 99x. What began as a simple testing assignment with 99x back then has grown into a strong partnership that exceeds ten years."

“Today, we are the market leaders in Norway. We are expanding into Sweden and plan to explore other markets soon. All the products we have in the market were built by 99x.”

Speaking about BUSdata, Henrik shared, “It was an idea we had for a long time, but always got postponed due to other priorities within the BUS product portfolio. The base for BUSdata is the vehicle inspection records we have accumulated over the past 25 years. Being the largest supplier of roadworthiness certificates in Norway, our database has over 35 million inspections records. The idea was to see if we could predict what kind of faults you can find in a specific vehicle given its model and mileage. My idea of the solution was very simple. If you had the results of 100 inspection tests on a particular model in a certain mileage range, and 30 of them had some fault, that should point to something. I’m glad I’m not a developer because the brains at 99x showed the problem was more complex and had to be approached in a different way”. The research team



at 99x considered the insights from each inspection, identifying over 3.7 billion defects to create a new dataset for predictions using machine learning. By entering the model and current mileage, BUSdata analyses the defect records to display the most likely issues for that vehicle. These insights are beneficial to dealers, workshops and customers to arrive at an accurate valuation and the maintenance required.

Henrik was clear on BUSdata’s potential. “We have been working on enhancements in the past few months as well after the launch and discovering

that there are so many things we can do with the data. Having this product puts us in a unique position, at least in Europe. So, it's very exciting! The reception from dealers and workshops has been quite good. Because they have never seen something like this before, it takes time for them to grasp the value. We have traction in the market and made some sales already."

Reflecting on his journey to successfully launch BUSdata, Henrik said "Nothing worth achieving ever comes easy. When I used my simple assessment, 30 faults on 100 vehicles gave you a 30% likelihood of a problem. As we went deeper, we realized the complexity of what we were trying to solve. The lesson learned was that you should tap into the expertise of a partner and 99x provided that for us."

Sharing his secrets on building successful distributed teams, Henrik shared how everyone must have a sense of belonging and ownership. "What Einar did in the beginning and what I've tried to do after that is to look at our offshoring team just as part of our own. The pandemic has shown us that working remotely is really no problem. You must invest time into it to make it work. We even have informal channels just to make sure that the team members stay close to each other and connected."



Reflecting on his visit to Colombo in February 2022, Henrik added, "The best thing was to see my team again and interact over physical meetings and workshops. While virtual platforms do work, it's harder to be creative when meeting virtually. You can't interrupt each other and build on ideas easily, but when you meet physically it's possible. The second-best thing was to be in Sri Lanka again. I love Sri Lankan seafood by the beach. I'm also amazed by the people, who are always smiling and friendly, I don't think it's an act. Everyone is positive, that's what strikes me the most about Sri Lanka."

Culture Intelligence: Radically improving how people work together to create value

Oyvind Tveit, Chief Technology Officer

Oyvind's interactions with Culture Intelligence and 99x goes back many years to his previous company 4Subsea. "I founded 4Subsea in 2007 with six others. We provided engineering and digitalisation services to oil and gas companies in the region. We began to focus on culture and the role it plays in companies early on. I engaged with Tone Ringstad, the CEO of Culture Intelligence way back then and my current role fully aligned to a cause that is important to me. I believe culture determines the successful execution of a company's strategy – both then and now."

The Culture Intelligence platform provides a base for companies to assess and map their culture across multiple parameters to formulate a Culture Code, that best aligns to its business strategy. This model can then be used to create an engaging culture journey towards that goal. Commenting on how he encountered 99x, "I first heard about 99x through PuzzlePart AS, a former





customer. Years later when I wanted to scale our efforts at 4Subsea, I reached out and renewed my ties with 99x. I've had long-term relationships with at least some of your developers."

Oyvind's role at Culture Intelligence is all about connecting the business model to technology, aligning how these two areas converge to add value. His technical focus is not limited to the software and development processes but also covers quality initiatives and ISO 27001 certification. He also acts as the Product Owner for the SaaS solution and works closely with the development team at 99x. Commenting on his role, "We are looking at a business transformation at Culture Intelligence as well. It's like what took place at 4Subsea but

broader. What started out as a specialist consulting services company must make a shift to a SaaS business model."

Sharing his experience on working with the offshore team, Oyvind stated, "We have an excellent relationship with the team and work closely in an agile manner. Continuous improvement is important to us, and we have an adaptable team to make this happen. When Peter Lillevold joined us as an Architect, we adopted this saying which is close to our hearts – 'The only way to go fast is to go well (Robert C. Martin)'. It is like our creed on how to engage and be successful together as an engineering team."

"When we joined the team, this was one aspect of the

team culture we had to work on. I often see developers pushed by clients to take shortcuts, believing that it will make development faster. But Peter and I believe we must move forward at a sustainable pace. That implies we do everything in a proper manner from the start. Take unit testing for example. Everyone agrees it is important and we should have high unit test coverage. But it was not natural for the team to make the tests before they wrote code and we wanted to change that. We introduced 'Unit Test Fridays' where we brought in that focus by allocating 20% of our time to make this shift. By doing

this change, we moved to a more test-driven development model. And speaking of culture, this is a strategy for changing the team culture.”

“I strongly believe in doing what is 'Important but not urgent' as that is the only way for successful product development in the long-term. The team is quite happy in how we work, and we collaborate transparently. We use Slack, Productboard, Azure DevOps and Confluence to organize ourselves efficiently. I do not want my team rushed. The only time we should have our pulse racing and push

ourselves is when there is a defect preventing our customers from using the system.”

Despite the pandemic and concerns on travel, Oyvind visited Sri Lanka in November 2021 to meet the team. Reflecting on his visit, “It was an incredibly beautiful country especially down in Galle. I loved the warm welcome in the offices in Colombo and enjoyed the dinner with the team. We had several productive workshops as well. What touched me most about my visit was the warmth of the people and the smiles. I look forward to another visit, hopefully after summer.”

“The Culture Intelligence platform provides a base for companies to assess and map their culture across multiple parameters to formulate a Culture Code, that best aligns to its business strategy.”



Autotech Development: Simplifying digital learning

Anna Elvnejd, Anders Stenmark, Co-founders

Anna Elvnejd and Anders Stenmark are Co-founders of Autotech Development, a subsidiary of Autotech Teknikinformation AB, Sweden, that has a 30-year history in producing learning content, visualisations, and product documentation for both the private and public sectors. Autotech Development's core product Sparkfore, is a subscription-based learning platform with a mission to simplify e-learning. Unlike

traditional learning management systems, Sparkfore's primary focus is on companies that need to deliver training or educational content to their customers or resellers.

Describing the roots of the company, Anna stated, "We are from a family of companies focusing on creating and delivering e-learning content. We had an e-learning platform based on Moodle that we offered to clients

"We've been developing Sparkfore to become a modern SaaS solution for organizations to deliver their training. Our target group are companies that provide training to other companies as their core business."



without a system of their own. While we delivered services and charged for these customisations, our customers weren't willing to pay for the support to maintain and upgrade the system. Even worse, by offering this system on a consultancy basis, the quality of it decreased as applying security fixes and new functionality became something that we did once a year at the most, often with low profitability. Towards the end of 2020, we were discussing how to make the best use of the learning management platform and we decided to form the new subsidiary that Anders and

I are leading now. It's been one and a half years since we started the journey."

Commenting on Sparkfore's focus, Anders added, "We've been developing Sparkfore to become a modern SaaS solution for organizations to deliver their training. Our target group are companies that provide training to other companies as their core business. These are companies who need to train or educate their customers about their products and services and our platform enables that. Our ambition is to grow in the next three years to become the

leading European provider in this space."

Reflecting on how they discovered 99x, Anna said it was down to a trustworthy recommendation. "We needed more developers and we put out ads here in Sweden. The responses we received was not giving us the extra value we were looking for. That's when Anders got to know about 99x through a mutual contact who had done some work with 99x in the past. That made it a simple decision for us to engage because the recommendation was from a person we trusted. We were





impressed with the solution 99x could provide where instead of employing developers here, we had the option to have a remote team and receive the expertise you have within this field. This was a very good option for us in this journey as we moved from the consultancy business to launching a new product online.” The skillset was especially important to Anders. “As Anna said, when we were looking to hire additional developers here in Sweden,

we couldn’t find someone with a broad skillset as we wanted. One of the key values that 99x brings to the table is that you have very skilled people, but in addition to that you give us access to the entire pool of skilled people. So, when we are venturing into something new, our development team has access to people who might have done something similar before and can ask them for advice.” Anna added, “Yes, that has been helpful. From day one, we had meetings on the system architecture and solution approach. We were able to get advice to select the right tools and frameworks and so on. We are happy we had that collaboration before starting off with the two developers we have on our team. As Anders said, we really appreciate that additional expertise that 99x provides. We had lots of ideas based on the trends that we saw as features to be included in the product. 99x helped us to take it step by step to reach these goals.” As co-founders building a SaaS product,

Anna and Anders are beginning to enjoy the ride. They have discovered what it takes to make that shift and become a product-oriented company. Anna commented, “While we took a bit of time at the start to get to speed, the contribution has been great after that. We also had input on how to improve our work processes. That has also helped us to improve how we collaborate and move forward.” On what it takes for a successful distributed team, Anders shared, “Communication is key. To communicate clearly about the overall scope of the project as well as the nitty-gritty details. I think you also need to get to know the people and understand what their strengths are and their areas of expertise.”

“Skilled and professional”, that’s how Anders described his experience working with the 99x team in two words. Anna’s response, “Hmmm, maybe contributory, competent, proactive.... I need more time to decide!”

GymAxess: Reliable, integrated access control for gyms and studios

Gerwin Quak - CEO, Marte Kristin - Head of Administration and Customer Support

GymAxess was founded in 2020 although the seeds for the solution were sown much earlier. Gerwin Quak, CEO and Founder, had previous experience from working with different companies handling membership management, and co-founded a digital platform that helped gyms to engage with their members and to reduce churn. During this time, he also noticed the high demand for integrated software solutions and the huge potential of mobile access control in the market. This inspired him to focus all his efforts to build an ecosystem for integrated access control solutions, together with renowned partners such as Assa Abloy, HID Global and Mindbody Inc.



GymAxess supports the use of RFID cards, tags, and wristbands and allows gyms to utilize different mobile access solutions for their business. The system seamlessly integrates with the gym management software in real-time and provides access to the right people at the right time. GymAxess additionally provides a fully integrated Smart Locker System for the wardrobes partnering with Yellowbox.



The system proactively monitors performance and member activity, and a variety of support measures are in place to enable gyms to operate with or without staff being present.

The interactions with 99x began when Gerwin met Dag Honningsvåg, the Chairman of 99x. The GymAxess team was already aware of 99x through other references.

“I was familiar with 99x and how you worked. The availability of all the services including UI/UX in one place was a key factor that led to us engaging 99x as our development partner. During the whole time I have engaged with 99x, I have seen my team as an integrated part of all we do. For me, working with 99x has been

more like a team effort than what I understood offshoring normally was. When you outsource, typically you feel there is this divide or barrier between your company and the remote team you work with. Essentially, you don't really know what is going on and most of the time you relate to their management only. For us, that is not transparent enough, but with 99x this has been different! I have shared my experiences with friends who I know work in IT, especially about the level of transparency that 99x provides”.

Gerwin commented on working with Sri Lankan talent. “Their capabilities go beyond development and coding. They quickly understood the requirement and were able to contribute to the domain as well.

They are constantly pushing the boundaries to build the best solution and are able to put the business requirements first. If I had to describe my team, I would say that they are reliable, transparent, polite, and solution-driven.”

Reflecting on his entrepreneurial journey, Gerwin commented, “The most important lesson that I have learned in my role as a Product Owner is that assumptions are a killer, for any product. Any assumption that you fail to validate will open the door to a series of problems later in the product. So, make sure to focus on gathering enough information and make time for clarifications, so you make an informed decision understood by the team before moving on.”

Given a choice between Innovation and Integrity, Gerwin values Integrity. “While delivering innovation, 99x has dealt with integrity when working as a partner. I have seen this consistently across all the activities. Integrity is a core value for me, and I am pleased to see it is a value that 99x believes in as well.”

“The most important lesson that I have learned in my role as a Product Owner is that assumptions are a killer, for any product.”

“Looking to the future, I’m thrilled that my partner Marte Kristin will soon be joining GymAxess as well. She has a sound background in the fitness industry and in gym management. She will be responsible for administrative tasks and customer support activities as we look to scale the business.”

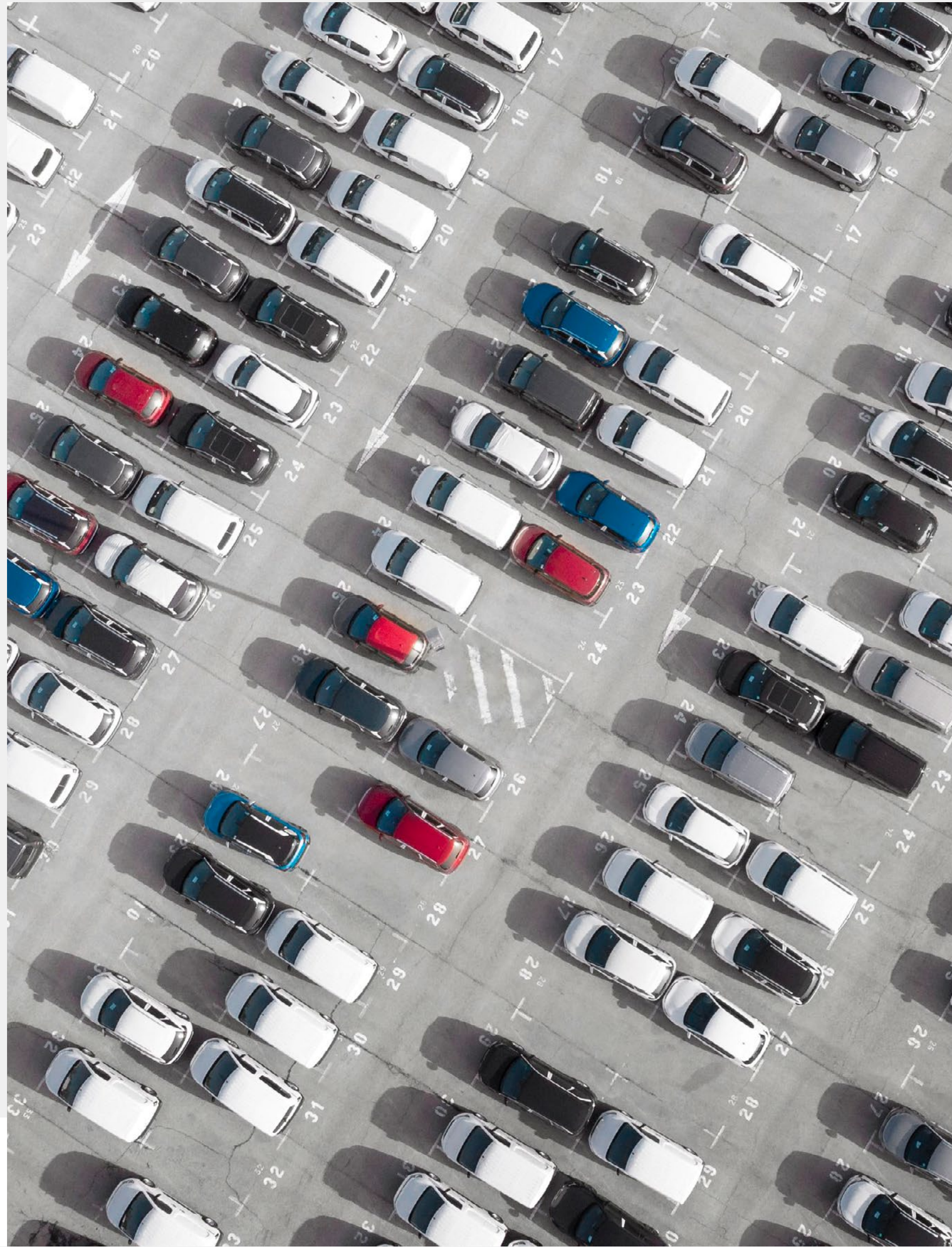


Carcare: Driving profitability through process automation

Lars Eriksson, Chief Executive Officer

Carcare commenced operations in December 2019. Lars Eriksson, CEO, reflected on the early years and the product journey. “We are a startup focused on the automotive industry, mainly car dealers consisting of both franchisees and multi-franchisees. What we do is to automate every aspect relating to purchase and delivery of a motor vehicle from a dealership. The process starts when you order a new car and ends when you receive it as an end customer. We automate and track everything in-between. When it’s at the factory, when it’s on the boat, when it’s on a truck and all the way through to pre-delivery inspections and service. We also cover used cars as well, tracking inspections, tests and fixes needed before delivery.”





“We stumbled on this opportunity because of the automotive industry is changing towards a new distribution model where more vehicles are sold through an agent. What that means for a dealer is that their margins are compressed, and they don’t have the same control over their margins as before. So, process automation becomes more important to bring in efficiencies at every stage. It wasn’t a big issue before, but now, it is something you must control when you are buying or selling cars.”

A key driver for this is the electrification and rise of electric vehicle sales across the world. New brands such as Tesla, Neo and Rivian don’t have the costs of maintaining expansive dealer networks when compared to

“We would rather do things very well, than try to do them fast. Also, in terms of recruiting, we really want to find that special one who fits us and would stay with the team in the long term.”

traditional manufacturers like Mercedes or Volkswagen. As a result, they earn more money per car sold. The legacy brands are compelled to lower their costs and have transitioned to a model of trying to sell the cars themselves. This compresses the margins available to dealers, driving the need for greater efficiencies through process automation, providing a business opportunity for Carcare.

“It was impossible to do this in Sweden due to the high competition for tech talent and that’s when we stumbled across 99x. It was a recommendation from one of our investors who had already worked with 99x before. So, we were willing to try it out.”

Commenting on their growth journey, Lars added, “We are present in Sweden, Norway, and Finland today, with Sweden being our home market. We started exploring Norway and Finland only in January 2022. From a global perspective, these markets are quite small. However, in terms of managing the transition to

electric cars, we are front-runners as Norway ranks on top in adopting electric vehicles. We see several Chinese brands coming in as well creating more disruption. We hope to incorporate all these learnings into our product as we go to other markets.” “In the beginning, it was a small team in Sweden who set the foundations of the core product. But when we started seeing a lot of interest in the platform, we realized the need to scale the development of the platform much faster and in a more structured way. It was impossible to do this in Sweden due to the high competition for tech talent and that’s when we stumbled across 99x. It was a recommendation from one of our investors who had already worked with 99x before. So, we were willing to try it out.” Describing the engagement with 99x, Lars commented, “We had



some experience working with a remote team in India while in another company. However, there was quite a difference in a positive way when working with 99x. The main reason for this was the cultural adaptation. The developers from 99x would question things more, and they would speak up and collaborate. As a development team, they brought in a lot more business value to the product than any other supplier we have worked with. 99x has become

“We had some experience working with a remote team in India while in another company. However, there was quite a difference in a positive way when working with 99x. The main reason for this was the cultural adaptation.”

like our regular employees and I think that it is a great way to scale together and create business value. We work just as closely with the teams in Sri Lanka as those here in Sweden. One incident I remember is when someone from the team in Colombo reached out and suggested we do a games night. I was really pleased to see the initiative and how such events contribute to build

one solid team. Something we have learned over time is to really focus on quality. We would rather do things very well, than try to do them fast. Also, in terms of recruiting, we really want to find that special one who fits us and would stay with the team in the long term.”

“Too short!”, was the phrase Lars used to describe his first visit to Colombo in early 2022. “I will extend my next visit by a few more days to see the countryside and experience nature a bit more. Colombo was nice but I’ve seen pictures of your mountains and it seems like heading into a fairytale land. I surely plan to do that the next time.”

When asked to describe 99x in three words, Lars shared, “Quality, business value and recruiting at scale” at the top of the list. “I’m glad that 99x is able to keep pace with our growth needs.”



Trintech: Digitally enabling a faster financial close

Karl Bendixby, Vice President Global Engineering

Oyvind Kleppe, Outsourcing Manager

Trintech is a leading global provider of cloud-based financial close solutions for the Office of Finance. Trintech's Cadency® Platform, is built for large enterprises while the Adra® Suite, with its roots in Scandinavia, caters to mid-sized companies. Today, Trintech solutions are used by over 3,500 clients worldwide – including the majority of the Fortune 100 – to streamline high-volume transactions, perform account reconciliations, assure compliance efforts, and speed up their month-end close.



Karl Bendixby



Oyvind Kleppe

Oyvind Kleppe, Outsourcing Manager started with Trintech in June 1997 and has been with the company for 25 years. He has been part of 99x's engagement at Trintech since its inception in 2011. Oyvind reflected on the initial collaboration. "We teamed up with 99x in 2011 and had our first planning sessions in September. We still have two team members who have been with us since that first interaction. In 2012, we started development of the new cloud-based Adra product suite. Working with 99x, we progressively launched single-page applications on Azure for Adra

Balancer in 2012, Adra Task Manager in 2015, Adra Matcher in 2019, and Adra Analytics in 2020. Each of these was a significant milestone in our product journey. It was great to celebrate our 10-year anniversary with the team last September." In his role, Oyvind is responsible for the 38 engineers Trintech has in Sri Lanka.

Karl Bendixby, Vice President, Global Engineering joined Trintech in September 2018. Karl has global responsibility for everything engineering and SaaS-ops related

for the Adra product suite. Prior to joining Trintech, he was in various roles in small and large Norwegian software companies for the past 19 years. Karl reports to the Chief Product Officer of Trintech and is responsible for an engineering team with staff in Norway, Sweden, the United States and Sri Lanka.

Karl commented on how he sees his distributed team. "We work in a highly collaborative form and make the different locations work to our advantage. There is never a 'my task' or 'your task'! We treat

"We try to strive for as much autonomy as possible between teams and make it an agile process. We can do this because the team consists of skilled resources. We are not just buying bandwidth from Colombo but building a senior, capable team."





our teams in Sri Lanka as we treat any other employee at Trintech. Even though they are technically employed by 99x, it's one team. We have the architectural and technical authority so to speak in Scandinavia, but when making decisions they are always based on discussions between teams in Scandinavia and Sri Lanka. Our way of working has grown over time and is now part of our DNA."

Oyvind touched on the close relationships formed through the years. "The team at 99x think of themselves as part of the Trintech team as well, and it's natural they work that way. We have had 99x team members presenting solutions directly to our executive leadership team along the way. We have had team members directly engaging with customers when needed and we have had larger parts of our

global organization like Customer Support, Product Management, Sales and Professional Services reach out directly to the team in 99x whenever they need support from engineering. It doesn't matter if they are Trintech employees or 99x employees. The team at 99x is integrated in all we do."

Describing how he empowers teams, Karl commented, "We try to strive for as much autonomy as possible between teams and make it an agile process. We can do this because the team consists of skilled resources. We are not just buying bandwidth from Colombo but building a senior, capable team. My job is to ensure that they have direction, clarity, and the autonomy to build without distractions. It's not micromanaged. It's about letting super-skilled people do what they are best at, while ensuring alignment along the way."

Oyvind touched on some practices that the team has adopted to eliminate wasted effort. “We may be semi-traditional when it comes to tools. We use the Atlassian suite, Jira, Scrums and Confluence as a base. New features are mocked up and recorded in Confluence. As soon as a developer has something to show, he has a call with the Solution Owner for a walkthrough. They are also available for frequent calls for any clarifications as they pop up.”

Karl summarized on working with 99x as an offshore partner. “Compared to other countries I’ve had outsourcing relationships with, taking Sri Lanka as a country and 99x as a company, our experience has been positive. 99x is a very professional partner to do business with. They are reliable, deliver what has been agreed upon and have a great internal culture. We have access to talent and the skill sets we need. What matters most to me is that they have invested into our success as well.”

“99x is a very professional partner to do business with. They are reliable, deliver what has been agreed upon and have a great internal culture. We have access to talent and the skill sets we need.”

Sharing his closing thoughts on what makes an outsourced relationship successful, Oyvind added, “You must always remember that even though they are based somewhere far away, they have children too. What I mean by that is that they are people, who are motivated by the same things as a developer in Dallas or Oslo or wherever. You must treat them and engage them in the same way as you will do with a colleague seated right next to you. You must invest in building relationships.”



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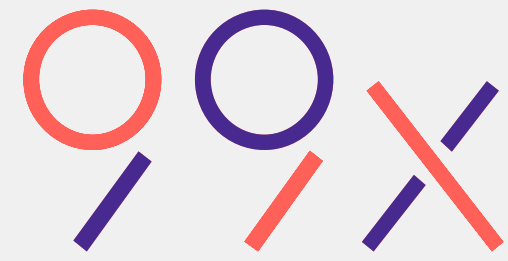
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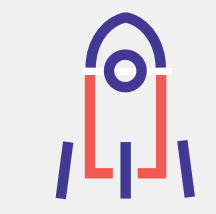
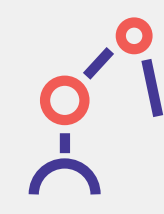
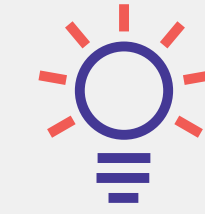
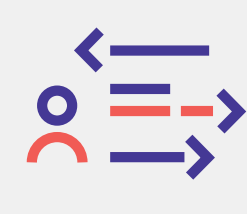
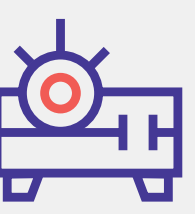
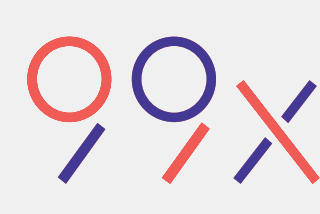
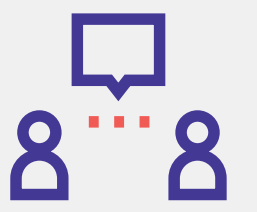
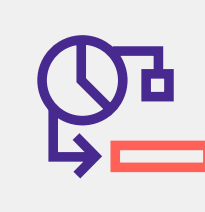
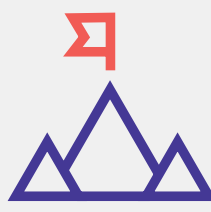
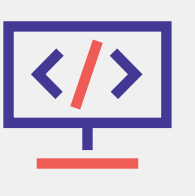
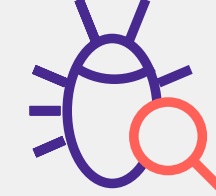
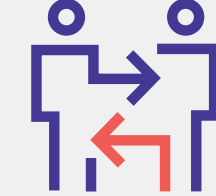
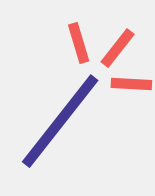
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