

# THE WAY FORWARD

**How growing technology companies  
maintain momentum**



**A conversation with  
Oana Jinga, Chief Commercial & Product Officer  
Dexory**

**Extract from a report commissioned by:**



Powerful Accounting Software

# Introduction

Leading Edge – Bleeding Edge – Unicorn

– whatever the description of a fast-track growth company, its focus tends to be four-square on the envelope bursting, disruptive ‘product’.

But what are the particular management issues which have to be addressed with rapid expansion in order for a business to realise potential and meet expectations?

Is there a risk, for example, that for a technology company, its own IT infrastructure can become the equivalent of cobbler’s shoes?

Especially when, as one CEO put it, managing the growth trajectory is like constantly pressing on the fast-forward button on the television remote and trying to make sense of what you’re watching on the screen.

In a report commissioned by iplicit, the cloud accounting software company, to be prepared and published by DECISION magazine later this year, the chief executives and chief financial officers of SAAS companies will be revealing what they consider to be the key metrics and why, how best to address the challenges that such rapid growth can present, both in terms of operational execution and controlling costs, and whether IT can facilitate stability. What is a necessity to maintain momentum?

This is one of the interviews to be included.



# Heart and soul stay the same

“A pivot is a change in strategy without a change in vision,” says author of *The Lean Start Up*, Eric Ries. “Whenever entrepreneurs see a new way to achieve their vision – a way to be more successful – they have to remain nimble enough to take it.”

Providing empirical evidence of that is Dexory, whose original plan was to build companion robots. A decade later, and while the heart of the business is still about robots and people fitting in together, the pandemic catapulted them to focus on logistics.

That has taken the headcount from twenty to one hundred and twenty in two years – and the three co-founders – Adrian Negoita as chief technical officer, Andrei Danescu as chief executive, and Oana Jinga as chief commercial and product officer – are still running the show.

Equipped with high definition cameras and sensors, their robot autonomously navigates a warehouse of any shape or size up to fifteen metres high to capture multiple data points to create a 3D digital twins of the space, as well as dispensing with the need for people to clamber on board scissor lifts to check the labels and





*Oana Jinga*

barcodes on pallets, parcels, and products manually. The data is fed straight onto a platform to create accurate, real-time digital information of the status and condition of the warehouse racks and the items on them, giving the warehouse operator visibility no matter where in the world.

In 2022 the company rebranded from BotsandUs to Dexory, an amalgam of data and dexterity.

What helped them to pivot was that in effect, change was by customer request. The company was already working with retailers at the time with robotic in-store inventory management, and when the pandemic cleared the stores of people, retailers filled their warehouses with e-commerce stock. Quite simply, by doing a good job front of house, Dexory had built up enough



trust to be asked by the retail customers if they could switch their attention from shop to warehouse.

“So it was demand led,” explains Oana Jinga, co-founder and chief commercial and product officer. Her title reflects a purpose of the role being to help deliver customer success by feeding back their responses more quickly to the technical team. As a company grows, there needs to be separation between specific disciplines, but that doesn’t have to result in the creation of silos,” she points out.

“Don’t get me wrong; not everything a customer suggests can or should be implemented, but the connection means we can get to the point of evaluating and then making a decision much more quickly.”

She spent seven years at Google and before that O2, both big on KPIs, which Dexory brought into their operation very early. “No matter how big or small the company, it has to have a measure of how it is doing to meet its objectives and that it is still following its north star,” Jinga asserts.

“Those KPIs should reflect what is specific to your company, which for us includes customer satisfaction, how the product is being effectively used, and the efficiency of how we manufacture our robots. An obsession with detail should be at the forefront of a new and growing technology company because it has to demonstrate it is as professional as a business with hundreds of people.



“I was talking to someone the other week whose company is in that position, who said one of the biggest things on their mind was how to maintain its culture. For me, that makes no sense as a question. Our company a year ago is different from what it is now. Culture has to evolve with the company. With growth there will be long-term employees who can be more disposed to want to hold onto the status quo while newcomers can be more focused on taking the business to the next phase.

“That’s why you need fundamentals in place. For us they are ‘high-performance’ and what it means; ‘high level optimism’ – there will always be a way forward if you put the effort into finding it; ‘a growth mindset’ – constantly having eyes and ears wide open for opportunity.

“Because individual teams can become so much more complex as a company grows, in our case from the design and manufacture of the robot, software, marketing, the list goes on, we have to keep in mind the different profiles of people, so we overly communicate. You can’t assume people understand just because they have heard what you were saying.”

Clarity is one of the reasons why Jinga says there has to be a single source of truth for the organisation, aka having data consolidated in one place. She goes on to give a for instance of how data lake and artificial intelligence can assist sales.

“Finding out who sales people should be speaking to is a time-consuming task that they don’t enjoy,” she says.





*A Dexory robot in situ*

“If that can be automated, they have more time to apply their skills without the initial tedium, and this is where artificial intelligence should come into its own because it can get them to that place faster.

“And If there is an impediment to a potential customer adopting new technology, it’s usually because there hasn’t been enough demonstration of actual value to them. That is always going to be a key driver.”

[www.dexory.com](http://www.dexory.com)





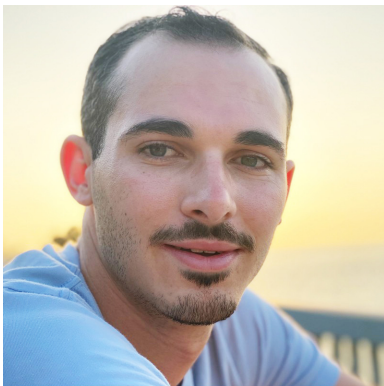
## About iplicit

Providing a cloud-based finance and management software solution that allows fast-track growth technology companies to focus on what really matters. Tailored for those frustrated by on-premise legacy software, iplicit provides greater flexibility and enhanced levels of reporting, integrating with other cloud applications for a seamless migration path from a user's existing system, enabling organisations to 'step up' to next generation finance software without losing the functionality they currently enjoy. iplicit received the Accounting Excellence award for mid-market and enterprise software of the year in 2020, and the top product for enterprise accounting/ERP in the Accounting Web software awards, 2021.

124 City Road, London EC1V 2NX  
FOUNDRY, Brownsea House, Poole, BH15 1SZ

0207 729 3260  
info@iplicit.com  
iplicit.com

Unit F7 Riverview Business Park, Nangor Road, Dublin 12, Ireland  
info@iplicitireland.com  
(+353) 1 592 0850



*The interview with Oana Jinga was undertaken with Tim Coles, a specialist at iplicit in working with technology companies.*





## **About DECISION magazine**

First published in 1988, DECISION magazine reflects the business lifestyle, the trials and tribulations, the hopes and aspirations of directors and managing partners responsible for businesses with a turnover of £5million and above.

07737 308371

[mail@decisionmagazine.co.uk](mailto:mail@decisionmagazine.co.uk)

[www.decisionmagazine.co.uk](http://www.decisionmagazine.co.uk)

