Henny Mugge

First 90 days: Technology Director, Exact Online

Four things at once: the people, a platform that cannot be late, measurable engineering effectiveness, and AI and security on a value case.

Leiden, South Holland (near Delft)
hennymugge@gmail.com · +31 6 139 49 765
linkedin.com/in/hennymugge

THE ASSIGNMENT, AS I READ IT

This is not a platform job with people attached. It is four things at once: leading about 50 professionals through team leads and managers, keeping a platform whose VAT returns, salary runs and tax filings cannot be late reliable and hosted, making engineering effectiveness measurable, and putting AI and EU-grade security to work in a flat, hands-on culture. People and reliability come first; they are the licence for the rest.

So the first 90 days are not for a reorganisation. They are for one shared, factual picture: what is fragile, what is slow, where AI actually pays. Turn that into four priorities with Product, the CPO and the CEO that we can execute and measure.

FOUR PRIORITIES I WOULD START WITH

01

People and the leadership layer

About 50 professionals through team leads and managers: clear expectations and measurable goals, performance conversations with nuance, and a leadership layer for the Netherlands, Belgium, Germany and Malaysia.

02

Reliability, hosting and continuity

SLOs, incident command and customer communication; a named owner on the development-hosting boundary; recovery and capacity plans; and an explicit order and exit criteria for migrating acquired products.

03

Engineering effectiveness and predictability

Measure before changing: lead time, deployment frequency, change failure rate, MTTR. Then remove the bottlenecks, put dates behind technical debt, and make progress visible to the Executive Committee.

04

AI and security on a value case

Scale agents, MCP and AI-assisted engineering where value is measured, stop what does not pay, and keep fiscal correctness, privacy and EU-grade compliance workable, including justified exceptions.

THE FIRST 90 DAYS

WEEKS 1-4

Listen, map, verify, and build one thing myself

20-25 conversations: André Ekas, the CEO, the CPO, Product, hosting, security and compliance, Customer Success, team leads and managers in NL/BE, the Malaysia leads, and two customers. In parallel: code and release pipeline, twelve months of incidents, AI inventory with adoption and value, baseline metrics, one live incident. The technical-debt map goes to the teams, with an owner and a date. And I build one small AI prototype in the engineering flow myself, to feel the pipeline rather than describe it.

Deliverable: one-page state of Exact Online technology: facts, top five risks, open questions, and what I got wrong in week one. **Done when:** leadership recognises the picture as accurate.

WEEKS 5-8

Set the agenda with André, Product and the CPO

Four priorities for 12-18 months, each with a named owner, a first milestone and a date. One capacity decision: what we stop or explicitly do not build. One KPI dashboard and a monthly rhythm with the Executive Committee. AI split product/engineering with baselines and go/no-go cases. Governance with a written exception rule. People: an assessment of leads and managers, the first performance conversations, a talent plan. With André: the 2-3 year path, and what I take off his plate now.

Deliverable: 12-18 month plan, KPI dashboard, operating calendar, people plan. **Done when:** André and I have one agenda with an owner per priority, stress-tested with the CPO and CEO.

WEEKS 9-12 **Prove, measure, commit**

Results against the week-4 baseline: one reliability fix with a measured SLO/MTTR effect, one flow bottleneck removed, one AI value case with a baseline and a go/no-go, one leadership or hiring decision. In week six I agree the decision rules: if a threshold is not met by day 90, we stop feature work and fund the fix.

Deliverable: 90-day report with measured results, year-one goals, development plan. **Done when:** the first improvement is measurable and owned by the teams.

HOW I WILL MEASURE IT

- **Reliability:** SLO achievement, MTTR, incident recurrence, change failure rate.
- **Flow:** lead time, deployment frequency, work in progress, handoffs.
- **Quality:** escaped defects, rework, dated technical-debt plan.
- **AI value:** adoption, cycle-time impact, cost per use case.
- **People:** lead and manager ownership, engagement, attrition in key roles.
- **Customer:** NPS/CSAT and escalations caused by technology.

Baseline first, targets second. In week six I agree the thresholds that trigger a stop, not just the metrics.

WHAT I WILL NOT DO IN THE FIRST 90 DAYS

- Reorganise before I know where the work actually gets stuck.
- Start a big-bang rewrite of Exact Online.
- Run AI pilots without a measured value case.
- Add process layers to look in control.
- Promise dates before there is a baseline.
- Make decisions on other people's terrain without them in the room.

WHERE I STAND, AND WHAT I NEED TO LEARN HERE

What I bring

- Engineering and data capability 2 → 25+ FTE within a 400+ FTE company; 3× volume at 99.95% uptime.
- Migration to a new technology version; integration of acquired technology companies.
- AI in product and engineering: LLM features, agents/MCP, AI-assisted engineering, RPA and governance.
- Azure/.NET depth; code and architecture reviews; technical debt; self-built prototypes.

What I have not done at this scale

- Hosting was not my line. I built reliability capability; I would own hosting by learning the runbooks and naming one accountable owner in week one.
- Managers of managers above ~50 FTE. I led 25+ FTE including technical leads; this step is larger, and I would say so in the first conversation.
- Exact Online's accounting depth. Billing and revenue are my closest domain; I would learn the ledger and fiscal calendar with Product in weeks 1–4.

QUESTIONS I WOULD BRING TO THE FIRST WEEKS

- Where does the development-hosting boundary sit today, who owns reliability end to end, and how do incidents reach customers?
- Exact Online is built around accounting: where is the accounting model still the constraint when migrating acquired customers?
- Which AI initiatives are live with customers, with what adoption and measured value, and which should we stop?
- How do the NL/BE/DE and Malaysia teams share priorities today, and where do decisions actually get made?

Henny Mugge · November 2026

First 90 days, Technology Director Exact Online
Leiden · linkedin.com/in/hennymugge