



Mapping

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the Uncharted

A story of
how eazyBI
was built

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This book grew out of everyday work at eazyBI — through conversations, support tickets, product decisions, and many small moments along the way. The perspectives shared here are our own; others on the team may remember things differently.

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Introduction

When we talk to customers interested in our tool, the first thing we ask is: “Are there any questions your current reporting can’t address?” Because we have a saying:

**“If you have no questions,
you don’t need a report.”**

Over the years, we’ve often been asked how we do things. How a team of just a few dozen people serves global corporations. How we still radiate joy and passion after so many years. This book is our answer.

Our legacy — a gift to ourselves on the company’s 15th anniversary.

A story about a million-dollar-earning Latvian company and its founder.

A story about how to build a niche product and a happy place to work.

An Idea,

a Laptop,

1
and a Cup
of Coffee

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How did eazyBI start?

A personal need is often a signal. If something bugs you enough to build a solution, chances are others feel the same pain. And some of them are willing to pay to make the struggles go away.

1

Was it OK to start alone?

In March 2011, Latvian developer Raimonds Simanovskis started eazyBI on his own.

No co-founders. No launch party. No fundraising. Just a laptop, some free time, and enough savings. “I didn’t want to go all in,” he says.

“I just wanted to try something on my own.”

He was 38, with a family of five and a long career in IT, including a CTO role at one of Latvia’s biggest tech companies, TietoEnator Alise (Tietoevry Latvia as of 2023). Not your typical startup founder. But maybe that helped. He had spent years building other people’s ideas. Now, he wanted to see what he could build himself.

It wasn’t a leap of faith — it was a calculated stretch. The kind where you’ve done the math, cleared your calendar, and know you can walk it back if needed. No mortgage, no outside pressure, just a clear confidence that the job market would still be there if things didn’t work out.

Starting alone isn’t always easy. But for Raimonds, it wasn’t about chasing unicorns. It was about having enough space and courage to see where his idea might lead him.

How did he choose the right idea?

Was it too adventurous to get into a market full of well-established Business Intelligence (BI) tools from big-name companies? It probably was. But Raimonds had a feeling there was a space for his idea.

The idea for eazyBI came from years spent wrestling with BI tools — implementing, customizing, and watching teams try to use them.

Raimonds had seen the same patterns over and over again: tools full of promise but weighed down by complexity. Managers and team leads, the people who actually needed the insights, were stuck waiting on IT. Additionally, for small and medium-sized companies, big BI tools were too expensive to use.

What if BI could be different?

Raimonds began imagining the tool he wished had existed: web-based, easy to set up, with built-in data integrations and a visual interface — something you could start using from day one. With his background in BI and software development, the pieces came together quickly.

The startup world was booming, and the name eazyBI fit the vibe — playful, straightforward, and a little cheeky. It also made a promise: BI could be easy. Or at least, easier.

Raimonds started building integrations where he saw an active need — Basecamp, Harvest, Zendesk, Highrise, Git, Jira, and even X (formerly Twitter) — a few users, a few signups, nothing dramatic. But the tool was born.

Should customers pay for the beta version?

Many startups chase the next shiny trend — something that could attract millions of users and become wildly popular. On the surface, this sounds logical: more users should mean more visibility, more traction, and ultimately, more revenue.

In reality, very few startups get to experience that dream scenario. When it comes time to actually pay, the harsh truth often reveals itself, and out of those millions, only a tiny fraction are willing to open their wallets.

Popularity without profitability quickly becomes a burden.

Every user becomes an expense if they are not paying. You need to support them with your time, infrastructure, communication, and customer service — all without sustainable revenue to cover those costs. Vanity metrics such as downloads, likes, or signups, if they can be reached in the first place, may look impressive in pitch decks, but they rarely translate into sustainable business. Without a clear path to monetization, startups risk becoming bloated with attention but starved of revenue.

Raimonds decided to follow this path from day one. He decided to start with a minimum viable product that was “good enough” for customers to be willing to pay for right away. The fact that someone is buying your product even while you continue building new features is solid proof: you’re creating something that truly matters.

In the fall of 2012, Raimonds launched eazyBI app for Jira Server on the Atlassian Marketplace. It didn’t take long to see the results — customers started purchasing as soon as their free trials ended after 30 days. In that first month, eazyBI made US\$9,000 in app sales. The momentum continued, bringing in over US\$150,000 in the first year.

While prices changed over the years, our pricing policy stayed the same — clear, transparent, carefully aligned with similar Jira apps on the Marketplace.

Focusing on paying customers from the start helped us build something sustainable — a product people value enough to invest in.

How did we get paying customers?

The Jira integration wasn't supposed to be the main focus, but it opened a door we didn't expect. After several other experiments, this was the one that hinted at real potential.

If a tool had an API and users who cared about data, it was worth trying. Jira made the list because it had traction, and Raimonds had been using it for years. He figured some users might want better reporting than what came built-in.

The Atlassian Marketplace had just launched, and eazyBI was among the first to get in. That changed everything. Suddenly, there was visibility and an audience. Teams looking for reporting tools can now find, try, and install eazyBI with minimal friction.

Within a few months, the first beta version for Jira integration was live.

Raimonds spent considerable time in the Atlassian community, demonstrating how to answer various Jira reporting questions using the newly built eazyBI. Here, he found those who needed exactly what he built — a tool for customized reports and in-depth Jira data analysis. He also learned about what gaps current Jira users were experiencing and integrated them into our tool.

About half a year in, there were paying customers.

1

eazyBI soon became one of the top 10 best-selling Jira apps. It's still on that list today.

The very first users were his previous colleagues.

The first real review from someone outside that circle came just a couple of weeks later:

“eazyBI plugin allows a user to create professional-looking reports in minutes... The best part, however, is support. eazyBI replies to support questions quickly. I highly recommend installing the trial, taking it for a test drive, and putting your Jira data to work.”

— Henry Shamamian on Atlassian Marketplace

More reviews followed. That external confirmation that people not only used eazyBI but also liked it was a turning point.

Why no venture capital?

Over the years, Raimonds received many offers to sell eazyBI. Each time, he chose to say no.

The offers were tempting. But selling would have meant giving up control — and with it, the way we work, what we focus on, and who we build for.

Raimonds chose an approach that was different from what was common in tech companies at the time. From the beginning, he used his own savings to build eazyBI. He started solo and gave himself two years to see if it could become profitable. He didn't want to build a company on someone else's

terms. No venture capital. No pressure for fast growth. No “all or nothing” bets. And no exit strategy waiting in the background — by choice.

He’d been through it once before. In the late '90s, Raimonds joined IT Alise, an IT company founded by his university classmates. It grew quickly, reaching around 300 people, and became one of the largest IT companies in Latvia. Eventually, it was acquired by an international company roughly fifty times its size — Tieto. On paper, it looked like success. In practice, Raimonds felt it was different: some people were let go, longtime customers were no longer a priority, and even small decisions became slow and painful. Day-to-day work no longer reflected what they had set out to build.

With eazyBI, Raimonds decided to keep things controlled and steady. No outside investors. No exit plan to optimize for. It meant we could grow slowly, spend time fixing things when they broke, talk directly to customers, and decide what to build without having to explain ourselves to a board. It also gave us space to build a work environment where people actually want to stay.

Staying self-funded hasn’t always been easy. In those first two years, there were moments when Raimonds wasn’t sure it would work.

It took the company five years to go from zero to one million dollars in annual revenue.

Today, more than fifteen years in, eazyBI has reached around fifteen million dollars in annual turnover — profitable, stable, and still growing.

1

Is bigger better?

Raimonds had seen this before — a small IT company that grew fast and was later acquired. At some point, people began talking about the “good old days,” when decisions were simpler and teamwork came more naturally.

If small feels so right, why grow and risk losing it?

For the first two years, Raimonds wrote the code, supported the users, and made every decision himself. In the third year, he hired his first employee, developer Jānis Vītums (which unintentionally started a trend — many future hires were also named Jānis). By year five, there were six employees at eazyBI.

Now, more than a decade and a half in, eazyBI has 33 people (8 of them named Jānis) — but we still prefer to keep our team lean. Small teams work better together and make faster decisions.

Some companies try to appear bigger than they are, worried that large, global customers won’t take them seriously. Raimonds chose the opposite. eazyBI has always been open about being a small company based in Latvia.

Staying lean is about staying efficient and focused on what matters.

2

Flat

Mindset

Hierarchy

- 23 Can you run a company without managers?
- 24 What are the opportunities for growth in a flat hierarchy?
- 26 How do we avoid hours-long decision-making?
- 27 Who assigns tasks if there are no managers?
- 28 How do we find common ground in conflict?

Ideas can get stuck as they run up and down the management ladder. At the same time, how do you ensure the job is getting done when nobody is looking over your shoulder?



Can you run a company without managers?

In many companies, a manager is someone who tells you what to do, when to do it, and checks that it's done. They schedule meetings, set deadlines, and track progress. This work is necessary, but why should one person do it for everyone? This role is often seen as a natural step in your career, yet industry professionals are frequently moved into management without the skills or passion for it. In such cases, the workspace can turn into an adult kindergarten, where professionals are constantly supervised instead of trusted, and someone's job is just to point fingers.

We don't work that way.

At eazyBI, we hire people who already know how to manage themselves, or we teach them during onboarding. We're a remote team and have built the infrastructure to support asynchronous work. There's no one watching over your shoulder, and we don't want anyone to be doing so. Everyone is a "manager of themselves."

That means you decide when and where you work, and how you approach your tasks. You decide when something is ready to share with your teammates and when you are stuck and need help. We trust that if you're on our team, you're here to do

the work. And if something's unclear, you'll ask. If something's broken, you'll fix it. If something's important, you'll make time for it.

This works best when the company's goals are clearly defined. Sure, we sometimes still need a motivational speech or a pat on the back. Not to remind us to work, but to clarify what we're building and why. And because we work in the open — through shared, public channels and visible commitments — the work speaks for itself. There's no need to micromanage.

Raimonds is often asked: How do you manage your employees and their work? Do you use any apps, or do you have an elaborate reporting system? No, we have never used any such tools. Sometimes we deliberately use time-tracking apps to check whether we are fulfilling our agreements, especially when routines change. But it is never required.

If someone is unreliable, it shows quickly. In an open workspace (even if remote), and with clear responsibilities, there's nowhere to hide. If sometimes a team member tries to shirk responsibilities — trust us, the team knows. If someone needs constant direction, they may struggle in this kind of environment. We're not trying to create a perfect setup for everyone. This is a space where self-directed people can thrive.

When you treat people like professionals, most of them act like it.

And when they don't, you'll know — without needing a manager to tell you.

What are the opportunities for growth in a flat hierarchy?

With the “manager of one” approach and a flat hierarchy, career growth in eazyBI looks different. It is no longer about climbing the ladder, getting new titles, or managing more people.

In a flat hierarchy, growth moves sideways, deeper, sometimes even diagonally.

In other words, you grow as a professional.

Additionally, we do not tie compensation to the number of people you manage or the number of boxes you check off. If the company does well and revenue grows, so do our salaries. This evaluation happens outside of an annual performance review with traditional rating scales or “meets expectations” boxes.

Without layers of management, feedback becomes part of everyday work. We give it openly and ask for it often. You'll read it in Slack after a demo or in a code review. Growth happens in these exchanges, not in annual reviews. Sometimes, a single week of working together teaches more than any formal training. That's the growth we value — skills sharpened in real work, with real colleagues.

Once a year, each of us sits down with the company's owner, Raimonds — in a way, the only hierarchy we have. Raimonds takes the time to meet with everyone, share his vision, and hear how we see our role in it. It's not a performance review, but a long coffee conversation about what works, what doesn't, and where we want to grow. It's an opportunity for everyone to contribute to the flat hierarchy and align with the company.

At eazyBI, career growth often means crossing into a new competency. A support team member writes documentation, and a developer joins a support call to explain a technical detail. And it's not just about completing tasks.

We've seen people surprise themselves by discovering new strengths. Daina, Lauma, and Jānis P. moved from customer support into the development team and are now coding and building features. Ilze always had a passion for teaching and storytelling, and eventually found her way to workshops and

marketing. Even writing this book wasn't part of our original roles — yet here we are, expanding our professional horizons.

There are many more options for growth than becoming a manager.

How do we avoid hours-long decision-making?

In the early days of eazyBI, decisions were incredibly fast. There was only one person in the company — Raimonds. He handled almost everything himself: development, support, sales, and marketing.

When the first colleagues joined, that speed didn't disappear. We were still small enough for everyone to weigh in — and we did, passionately. It worked because each decision affected everyone's work.

That agility is one of the small team's hidden strengths: problems are visible, solutions come quickly, and decisions happen fast.

When the team grows from five to ten or fifteen people, the same approach starts to slow down. A discussion that once took fifteen minutes suddenly takes an hour, not because of disagreement, but because there are simply more voices in the room.

One infamous “color-scheme discussion” made this clear. What started as a five-minute update on chart colors turned into a two-hour discussion about shades of blue and lilac. Everyone had strong opinions, of course, based on our deep experience in software development.

That's when we learned to pick our battles. Not every developer needs to debate every design decision, not every support consultant needs to join event planning.



At first, this felt uncomfortable. Some worried their ideas were no longer needed, while others feared missing important conversations. But the real shift was learning to trust our colleagues.

It means that when someone else takes responsibility for a topic, we trust that they care about it as much as we do and can handle it. And we give them the space to solve the problem. But trust does not mean isolation. We still share updates — development progress, customer feedback, and upcoming events. Anyone can ask questions or offer an opinion. The door is always open.

Being a larger team has its benefits. The pressure to solve everything yourself fades, and you can go deeper into your work while trusting others to do the same.

Who assigns tasks if there are no managers?

At eazyBI, managers do not assign work. No one says: “Jāni, you are on technical support this week!”

Over time, we realized that, instead of asking for volunteers each time,

the simplest way to organize shared tasks is to rotate them.

Developers take two-week technical support shifts. Participation in conferences rotates. Even the moderator of the monthly support meetings rotates.

On the support team, the most important shared responsibility is answering customer requests as quickly as possible. We call it “cleaning the support queue.” In practice, the queue never empties as new questions keep arriving.

At the same time, everyone works on other projects — improving documentation, testing new features, creating training, or attending events.

To maintain balance, we introduced the role of a queue manager. This person monitors incoming requests, steps in when the queue becomes too heavy, and nudges colleagues to focus on it. If something urgent appears, they spot it quickly. And if the queue jams, they can simply call for help.

The rotations are done automatically with a *randomizer* — a small JavaScript code snippet that generates an order. It removes the feeling that someone is deciding for others.

Working remotely makes rotation even more practical. Instead of discussing responsibilities during calls, we simply check the calendar or a Confluence page to see whose turn it is.

Of course, life happens, and sometimes we swap turns or forget about them. The first time this happened with Gatis, Jānis J. wrote in the chat:

“Knock, knock.”

“Who’s there?”

“It’s your technical support week.”

Since then, it has become an internal joke. No judgement, just a friendly reminder. After all, covering the work is still our shared responsibility as a team.

Sometimes the fairest way to decide who does something is simply this: It’s your turn.

How do we find common ground in conflict?

Some of our meetings become sharp-edged.

We don’t pretend to be the same. Diversity isn’t a buzzword or a nice-to-have here — it’s the whole premise. Different ways of thinking, speaking, and approaching problems are what make us excel as a team. But it can lead to conflict situations whenever people work together.

Picking your battle helps avoid unnecessary friction.

But if you’re already in the discussion, you have to stay, respectfully. Even when you’re tired or annoyed, or convinced you’re right. Especially then.

In the early days of the support team, we once worked together to solve a tricky customer issue. When tensions were high, we took a notepad and broke down every step of each solution. Turns out, all approaches were correct, but the way we got there was different.

Diversity sounds great in theory. In practice, this takes real, ongoing effort. Even after so many years, we still slip — interrupting, assuming, defending instead of listening.

Noticing these signals is the first step. In a flat team like ours, there’s nowhere to escalate as there’s no manager above us who will swoop in and fix things. It’s just us. We can’t pass the problem upward; we have to face it.

One process we have in discussions is “going around the circle.” This means everyone has a turn to give their opinion, while others just listen without interrupting. It sounds simpler than it is, but it works. It slows things down, helps us focus on others, and encourages clear, structured input.

When we manage to slow down, listen, and stay honest without being harsh, it’s worth it. The conflict becomes smaller than the relationship, and the team and the common ground become visible again.

And when you listen, it’s a chance to learn a little more about each other.

Remote

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3

A short horizontal line centered under the number 3.

- 33 Do you need an office to hire a team?
- 34 How do you get coffee breaks without a coffee stand?
- 36 Asynchronous communication: Does it work?
- 37 How many meetings are enough?
- 39 How do we track common knowledge?
- 40 What tools and platforms do we use to communicate?
- 41 Where do we work?

Work

is

A short horizontal line centered under the word is.

in Our

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DNA

A long, irregular horizontal line that tapers at both ends, positioned below the word DNA.

Remote culture got its spotlight during the pandemic years, but eazyBI has been remote since day one. How do we keep company culture, our team, and satisfied customers across the world together with that freedom?



Do you need an office to hire a team?

eazyBI has been a fully remote team since the beginning. When the COVID-19 pandemic started, we had been working remotely for more than seven years.

When Raimonds built eazyBI, his inspiration came from a company called 37signals, known through the Ruby programming language community. Raimonds was interested in trying options outside the usual corporate way of working. In software development companies, the question already started to emerge back then:

What is the office for when all you need to do your work is a laptop and the internet?

Why would you spend hours in traffic just to get to a space where you need to look for a quiet corner to do your work?

When you drop the commute, one thing you gain right away is extra time. And no, you don't necessarily have to spend the gained time at your work, but you may have more time to relax and do a better job afterward.

While working from home, coffee shops, or other remote locations might be the norm now, that wasn't the case when easyBI started. When you are the only person in a company, setting up your home office seems natural; however, when you start hiring people, you have to be very sure of what you're doing and how you're doing it.

If you hire the right people who align with you and the company's goals, it's clear to everyone that achieving those goals does not require looking busy at a desk for specific hours of the day.

How do you get coffee breaks without a coffee stand?

Some perks that come naturally in office life are easily lost when you start a remote team. There is a casual rhythm in the office, where employees bump into each other at the coffee machine or lean over a desk to ask about the weekend. These moments may seem unproductive, but this is how people get to know each other, build trust, and sometimes solve problems without a meeting.

If you look carefully, you can find examples of all extremes — an office where people sit side by side for years without really knowing each other or remote setups where nothing moves forward because every step requires another follow-up call.

We aim for balance. People can't collaborate effectively if they don't know each other beyond task lists and don't recognize different problems at work and outside. At the same time, colleagues don't need to become family. But they should know enough about each other to notice when someone is struggling, and to feel that they're working toward a shared goal with real people, not just usernames on a screen.



That's where the "coffee break," the natural pass-by follow-up that happens in office life, comes in with intention. If left alone, in a remote team, it becomes natural for everyone to drink their coffee alone, often while still responding to emails.

If you want connections, you create them.

We have Slack chat channels where we can share a daily joke, start threads about home renovation questions, or even just girls' chats about the best nail polish. In our daily stand-up chat, we are open to hearing more about each other's personal experiences — a weekend hike, a choral concert, or something as basic as the new season's push to change tires. Some one-on-one calls to resolve a work problem start with, "We need to chat about this, but I also wanted to have a coffee break with you." It's surprising how much more productive such a call can turn out!

The marketing team deliberately moved their weekly call to early Friday morning to spend the first 15 minutes on a shared coffee & chat, and the whole meeting's vibe improved.

While we do not have a shared working space, some of us organize unofficial co-working days at coffee shops. A couple of colleagues decide to do it, announce the day and place, and — voilà!

Drinking coffee does not increase productivity, but good relationships within a team do. And time for coffee together makes it better.

Asynchronous communication: Does it work?

The quick answer is — it does. Actually, for getting things done, asynchronous communication works better than constantly pulling on each other to discuss this or that. At eazyBI, we follow the principle — no calendar tetris!

Meaning, our calendars are our own to manage, and nobody can drop a meeting into a free spot, filling your day without your consent.

Over time, it has been proven that switching attention between tasks takes extra time on both ends. This applies to meetings as well — you need to prepare for the meeting, no matter how small the question is, and then cool down after it to switch back to your activity. In comparison, dropping an idea in Slack or email and letting people react to it on their own time reduces the switching overhead.

Of course, communication is necessary, but the constant availability is not. Rarely is something so urgent that it requires an immediate response. When we work asynchronously, we give each other space to think, to focus, and to respond.

Still, staying on the same page matters. We need to know what others are working on, when things are shifting, and what decisions are being made. The trick is to share enough so people can react without expecting them to drop everything and give their opinion right away.

Asynchronous communication works well when paired with openness.

One helpful practice is what Elizabeth Ayer calls “radiating intent.” When you plan to work on something bigger, instead of asking permission or just announcing the results, we signal what we’re about to do. It’s like using a turn signal when driving: “I intend to merge left.” In our context, it might be: “I intend



to start working on this feature,” or “I plan to update the documentation this week.”

Also, Raimonds always reminds us: if we want to get insight into a task we did from other colleagues, it’s better to put the drafts or a short demo recording in the chat before jumping onto a call or meeting. That way, everyone can take the time to think and form their own opinion at their own pace.

Radiating intent asynchronously does not slow you down while waiting for meetings or consent, while still giving others a chance to step in. Nobody needs to schedule a meeting to approve it. If someone has concerns, they can raise them. If not, the work moves forward.

How many meetings are enough?

Yesterday: Fixing export API bugs. Now I know why they were stale.

Today: Continuing. A rabbit hole.

Also today: Afternoon offline, I have an exam.

A mix of rabbit hole and crossed-fingers emojis. This is how a typical daily stand-up entry looks.

We don’t have daily check-in calls at a fixed time; there is only a dedicated Slack channel. Messages appear throughout the day. We read them when we can. Sometimes, we react with an emoji. While still necessary, it’s enough to understand what’s happening around us.

At the end of the week, there’s a longer summary or a recorded demo. When we were a smaller team, we used to have Friday demo calls. Later, they became too long and often too specific for half of the room.

Now the rhythm is different. Each team meets weekly on its own. The discussion areas, temperaments, and meeting needs differ. Support has a knowledge-sharing hour to go through

customer cases. Here we can learn more about the tool and the interesting solutions colleagues have found. Marketing gathers early on Friday mornings to wrap up the week and plan the next. Developers meet briefly for an afternoon coffee and talk about technical topics; their main communication is through code reviews and chats.

Once a month, the whole eazyBI team meets together. We mix one-day hybrid meetings and two-day-long onsite meetings. There is always a structure — sales, support, product, partnerships — but also time in between. Conversations happen in the gaps as much as on the agenda. Quite often, we have to remind each other that the official meeting should start while the ‘unofficial’ one is in progress.

The team retrospective is an important part of our monthly gathering. We go one by one and share our highs and lows over the last month – work-related, but also personal, if we want. It reveals the team’s mood. Sometimes a deeper conversation follows later, one-on-one, when a colleague empathetically says, “I know, November darkness hits me as well. Have you tried SAD lamps?”

A hackathon is another part of the onsite meetings. We consider this a time to form small, cross-team groups and try ideas — new features, learning materials, technology experiments, and even team outfit concepts. Those ideas are usually not in our backlog or are on hold for “better times.” During a hackathon, you do not have to justify why you want to try it right now. There is usually pizza and a lot of coffee, and chocolate from Zane is guaranteed.

And that’s it. The rest is deliberate — ad-hoc calls are always an option when a chat is not enough.

Not every question needs a meeting.

But when we have one, we know why we’re there. Even if the reason is: I just need to vent.



How do we track common knowledge?

A colleague who holds all the information can quickly become a bottleneck.

Making yourself irreplaceable by sitting on a “secret” does not help anyone, even yourself.

The team can get stuck or take wrong turns while waiting for information you alone have. Eventually, you become tired because you can’t even take a vacation, as someone always needs you at work.

Writing things down is the simplest way to ensure that everyone can find information. We keep two knowledge bases: internal and external.

Internal is for us — how we set up servers, run support, organize meetings, collect event notes and feedback, and all the little tricks that save time. If something needs to change, including creating a new Confluence page, we send a message in a Slack channel as a reminder rather than discussing it only during a call. After all, Slack also becomes an internal knowledge base that you can search later to find previous conversations. It can be more structured or messier, full of shortcuts and context — but it’s there so everyone can find it and take a look.

The external knowledge base is for our customers and includes information on using eazyBI, examples, and tutorials. The distinction matters as customer-facing external documentation needs to be unambiguous, straightforward, and focused.

The takeaway for us has been simple: write enough so you’re not the bottleneck, but not so much that the writing itself becomes one.

What tools and platforms do we use to communicate?

Even as a remote team, we often talk face-to-face over calls, but the key question is where the information from those discussions should be stored. If you don't save it anywhere or don't know the right place to put it, you and your colleagues won't know where to find it later.

When the purpose is clear, the right communication tool can be chosen.

The first tool you need to decide on, especially on a remote team, is a chat platform where quick questions, casual updates, meeting agreements, and all other conversations that do not require a formal document can take place. It can also serve as a place to backtrack decisions. The chat tool should be well-organized so that one discussion is not interrupted when someone needs to start a new question.

We have tested other tools, but Slack quickly became the heartbeat of our daily communication. Channels organize discussions, each question can be continued in a thread, search helps recall previous solutions, and reminders help us return to unanswered questions later. Also, it's easy to join a call with all chat members.

Another important tool is an internal knowledge base, where meeting decisions, ideas, reusable instructions for everything, and processes are documented for the team. As part of the Atlassian ecosystem, we have chosen Confluence as our team's memory hub. We store larger files, videos and presentations in Google Drive.

We might start brainstorming in Confluence, but eventually, product development requires an issue-tracking tool. Again, from the tools available in the Atlassian ecosystem, we use Jira. Our first choice was another tool, but Jira's flexibility and configuration options have proven to be the best for us. In Jira, we can track tasks and priorities, and with clear descriptions



and linked issues, the whole team can see the bigger picture and the roadmap ahead. It also brings us closer to our customers, as we use the same tools they do.

While some technical discussions and knowledge about the product's inner workings can be shared in Slack, developers need their own space for collaboration. We use GitHub to create pull requests, collaborate, and maintain code quality through reviews and testing.

For customer support, we still use HelpScout emails to track conversations, not Jira, as might be expected. It allows us to add internal notes and help each other find the best solution, while still replying like humans, not ticket processors. Customers should feel they're talking to a person, not a system, so we don't see the need for complex issue-tracking tools here.

Think of it this way — Slack and HelpScout are the conversations, while Confluence, Google Drive, and Jira are the libraries.

At eazyBI, we do not use personal messaging apps or even phone calls for work-related communication. Keeping work and personal space separated helps maintain peace of mind and a clearer boundary between work and free time.

Where do we work?

“We're coming to Latvia and would love to meet you at your office.”

We usually smile and say that we have 33 offices across Latvia. Most of the time, those offices are our homes.

Through video calls, we already recognize each other's surroundings — a familiar tapestry, a cat or dog snooping around the camera, a child calling in the background. While we have had questions about when this remote setup will no longer work, over time, we have learned that this works best. Your own desk, your own routine, your music or silence.

We don't have strict working hours, but there is a natural rhythm — most people are around from nine o'clock, and by early evening the chats grow quiet. The rest depends on your day: appointments, children, life outside work.

Sometimes, a different space helps. Over the years, we have occasionally rented coworking spaces, often for colleagues with small children — a few uninterrupted hours can make a difference. And sometimes work happens elsewhere: in cafés, hotel lobbies, airports, trains, or somewhere warmer during long Latvian winters. A laptop, a stable internet connection, and a bit of common sense are usually enough.

There is one exception. During vacations and in the evening, we expect the opposite — to fully disconnect.

Remember that we work from home, we don't live in the office.

No messages, no quick checks. It's the only way to keep some boundaries.

Working from anywhere also means that sometimes people choose to work from the same place. A café, someone's home office, a shared table, no formal plan.

When Elita joined the company, she and her mentor, Zane, agreed from the very beginning that meeting once a week at a café would be a great way to learn, shadow the mentor, and have the kind of human interaction that a video call can't replace.

What started as a mentor/mentee routine has grown into a weekly meetup somewhere in the city, where anyone from the team is more than welcome to join. Occasionally, Raimonds appears without warning — those days are jokingly called "work inspection days."

These meetups even have a name — Empathy Battery Charging Stations. There is time not only to work together, but



also to chat, and even eavesdrop on celebrities a few tables away, sharing the latest city rumors.

Working from anywhere really means that. You choose the place — and sometimes, the best choice is simply to sit next to a colleague.

Owning

Our

Product

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It is our decision which products to build. We are unlimited within our imaginations, but limited by what potential customers are actually looking for. How do we balance these needs?



How do we prioritize new ideas?

In the early days of eazyBI, our to-do list lived mostly in Raimonds' head and in his notes. That worked when the team was small. As the product grew and ideas piled up, it quickly stopped being enough.

A collaborative task management tool became a must-have. We use a Kanban board in Jira.

It has a simple workflow:

Idea → To Do → Selected for Development →
In Progress → Done → Closed.

Ideas are gathered from customers, our own experience, and technical needs. New tasks must go through some decision-making processes, and tasks must be defined before moving to "selected." We still do this together — every Monday, the support team, which is in constant contact with the customers, and some of the development team, meet to review new tasks.

At eazyBI, we don't assign tasks. Developers choose what they work on from the "Selected for Development" list. This is a deliberate decision to let developers choose where they can contribute the most, based on their technical expertise or general enthusiasm for the task.

In a small team, everyone is involved, and priorities might be pretty straightforward. But as the team and the number of tasks grow, someone must keep an eye on this list and prioritize.

There's no backlog grooming ceremony or any formal process — just regular attention and discipline. Bugs are easy — they get prioritized quickly. Features and improvements require more complex review and very rarely get "selected" every week.

We review new features, remember them, and, over time, link new customer interest and conversations to each task. In this way, we can see what someone's momentary wish is and which new features are repeatedly requested by many customers. We are counting customer interest to see what matters to our users, not just what sounds good on a roadmap.

While bugs get regular weekly attention, improvements and features are revisited monthly. We have a dashboard with several reports that show the most-voted tasks, older tasks, and other metrics. If a task has been sitting too long and has generated significant customer interest, we look into moving it forward.

Are the feature prioritization decisions easy? No. Are we always in sync with what comes next and what has to wait? Also no.

Measuring customer interest helps, but we still haven't started some of the most requested features. At the same time, some new features are deployed to production within a few days of the request. There are several reasons for this.

Just as satisfying customer requirements is essential, prioritizing tasks is about seeing the big picture. Some features must be created because technology or the market demands them. To put it differently, sometimes customers do not know what they need, and we are the ones who have to show them.

The human element and spur-of-the-moment also play a significant role in our prioritization. A feature might have only modest customer interest, but if a developer has a sparkle in their eyes and is ready to start right away, we rarely stand in the way! Most often, it happens during hackathons. If the idea is already in your head, you have the space to try it, build a proof of concept, and sometimes finish creating the feature, even though it was never formally "selected for development."

Another thing we watch is the balance between building new things and paying down our technical debt. A simple pie chart shows how many bugs, features, and improvements are currently selected for development. We do not chase perfect ratios, but we want variety.



If everything is a bug, we become reactive. If everything is a feature, we risk neglecting quality.

Grooming backlog is not only about choosing what to build next. It's about keeping the balance between improving what we already have and creating what comes next.

Is a bug-free product too expensive to aim for?

The concept of a "zero bugs policy" sounds great, and customers naturally expect it. However, experienced developers know this is often an unattainable ideal. Also, for the sales team, it's easier to sell a new feature than to just solve another bug.

Atlassian promotes the "no bullshit policy" internally and with customers, and we at easyBI stand behind it. Being open to our customers about our internal decisions is a core company value. In that spirit,

claiming that we're bug-free would simply not be honest.

The truth is, there are always some unresolved edge cases. Completely eradicating all bugs remains, and will always remain, an ongoing task.

We do not have stakeholders who push us to release more and more features, ignoring non-critical open bugs. We answer only to our customers. We can spend time on quality and on solving even small annoyances that do not work as originally planned. Within our team, we have strong advocates for "zero bugs." Some developers do not start anything new until they have a secure sense that a feature will work steadily in production for a while. And there are support consultants who test unimaginable scenarios before they allow the feature to be released.

Even the most passionate “zero-bug” proponents are aware: simply wishing bugs away isn’t a solution. Instead, much can be done to prevent software failures in the first place.

Across the industry, new features often win over long-term stability. We are not immune to that excitement. A customer asks for something, someone comes up with a clever idea, and suddenly everyone wants to see it live. That rush feels good. But no one celebrates improved error messages or background jobs.

That is why we consciously slow ourselves down when the excitement over a new feature arises. We have a common understanding: without regular code reviews, testing, and attention to technical debt, the shortcuts we take today will cost us weeks tomorrow.

However, the part about not celebrating fixed bugs is not true on our team. Jānis J. often uses hackathon time to fix a bunch of long-stale bugs. And we truly cheer for him.

The price of a more reliable product is our time. It’s not cheap nor particularly exciting, but it matters to our customers. Many of them care less about new features than about knowing that, when something breaks, a team of experts will take their problem seriously.

Why should you eat your own dog food?

When working on a new startup idea or improving an existing product, it’s easy to end up staring at a long list of feature requests and wondering which one will be the next big thing. What will customers love? What will move the needle and reshape the markets? It’s tempting to chase trends or follow someone else’s idea of the bright new star.

These decisions become much easier if you build something you need yourself. You don’t have to guess what customers might want — you already know, because you want it too.



At eazyBI, we use our own product for reporting. We monitor the backlog with eazyBI reports, we have support KPIs and marketing reports within our own tool. We even monitor eazyBI usage with eazyBI. None of us has to imagine what it’s like to use the tool — we experience it every day.

Once you’re a user of your own product, the way you build it changes. When something feels clunky, we feel it ourselves. When a report takes too long to load, we get frustrated. When a feature is missing, we hit that wall ourselves. So we solve problems we’ve actually faced ourselves.

Testing is, of course, an important part of ensuring features go live as designed and with as few bugs as humanly possible. But using your own product gives you an edge that test scenarios might not. When you’re trying to get your work done, but can’t — that’s the best kind of quality check. If we don’t like using our own tool, how could someone else?

And yes, in this way, we sometimes prioritize things that matter more to us. This may sound like a drawback, but it’s actually a benefit.

The insight is simple:

If you build something, use it like a customer. Let it frustrate you, let it surprise you, and fix what gets in your way.

That is often the most honest feedback you’ll ever get.

Is it possible to embrace complexity while valuing simplicity?

If you've ever tried to connect delivery metrics with financial outcomes, you know it's not a one-click job. We don't shy away from that complexity; instead, we have built a team that embraces it.

Our slogan is

**“Simple things easy,
complex things possible,”**

and it characterizes not only our tool, but also our approach to how we think about our product.

Businesses need advanced dashboards, complex calculations, data security, and various integrations. Our customers span many industries and company sizes, from international automotive and finance companies to local governments and retail businesses. That diversity keeps our work fresh and engaging, and working through complex problems together is both intellectually stimulating and rewarding.

At the same time, we value simplicity. A team shouldn't wait weeks while the IT department builds its dashboard; a project manager shouldn't need to learn advanced formulas just to see a weekly status report. That's why we offer templates, assistants, and defaults.

For complex cases, we often begin with solutions that are possible but require more advanced calculations or specific settings. As more customers start using them, we revisit those features and look for ways to make them simpler and more user-friendly. When planning new features, we always think about both sides: enabling complexity and improving usability.

Complexity is part of reality; simplicity is part of usability. Reporting and data analysis are not easy or simple questions; business processes and predictions are complex.

Our job is not to remove complexity from the world, but to make it easier to work with.



Will it last until the end of the internet?

Yes, this is what we say about eazyBI — we are going to be building it “until the end of the internet.” It may sound dramatic, but the phrase and concept, which originated from the company 37signals, captures something we genuinely believe in: we don't think of our product as temporary or disposable.

If you believe your product should last, you don't ship features that only make sense for the next quarter. You think about whether someone will still rely on this report, this calculation, this dashboard five years from now. And if the answer is yes, you build it in a way that can survive.

For every feature we add, we discuss its long-term impact instead of chasing a short-term headline.

Once we introduce something and customers start using it, our obligation is to keep it going.

Customers have invested in stability; their reports, dashboards, and processes shouldn't break just because we've moved on to something new. That means we have to commit: if we release it, we'll support it and maintain it through every future version, even when the industry around us changes direction. That's what “until the end of the internet” means to us.

There's a paradox here: building for the long term actually makes us more flexible. As we're not rushing to abandon old things, we can take the time to build bridges to new ones. If a customer wants to move their infrastructure, we help them migrate. If they want to stay, we'll keep supporting them. Either way, the product remains theirs to rely on.

The principle “until the end of the internet” is about trust. If people trust that we'll be here tomorrow, they can build confidently today.

Serving

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5

Our

Customers

Customer support is often an underestimated gateway to your company and its values. Can a small team provide outstanding support that is praised as much as the product itself?



Why is our customer support legendary?

In many companies, support is where junior staff start their careers. In eazyBI, it's where deep product knowledge lives. Our support team includes experienced people with backgrounds in project management, software development, quality assurance, and data analysis.

We believe that customer support is a key part of the product.

Lauma, eazyBI's first support consultant, joined right after Jānis Vītums, our first developer. She became the third member in the company. We still sometimes call her the Support Queen, even though she is now a developer. Back then, she did everything except Ruby code: she answered every customer email, helped build reports and calculations, wrote documentation, tested new features, and walked customers through the product — online and at events. In many ways, she defined what support means at eazyBI.

From the beginning, we never separated support from development or marketing. Customer support is not a layer on top of the product — it's part of it. Even today, the support team is about the same size as the development team — and in practice, those groups overlap. Developers take turns doing support shifts. Support people help define and test new features, working alongside developers, and influence what we build next. It's not “customer-facing” vs. “product-facing”; the two are the same thing.

Keeping this “all hands on support” approach was not always easy (to be fair, our designers, accountant, and team operations coordinator are not participating yet). At first, we tried a simple method: support would ask the question “Who could help a customer with a crashing data import?” in a shared chat, and some developers would answer. But that often meant delays. Developers were focused on their tasks, while customers — and support consultants who were the main point of contact — were waiting. And gradually, all became frustrated.

So we changed the approach. Developers decided to start rotating support shifts: two developers fully dedicated to support for two weeks at a time. That works much better. Developers can focus. Customers get answers faster. And most importantly, every developer sees what customers are actually struggling with.

That exposure leads to unexpected insights.

One of our most appreciated features came directly from support work. During his support shift, developer Jānis Vītums noticed how difficult it was to write formulas for custom calculations. The editor was just a plain text box — no syntax highlighting, no suggestions, no guidance. Just long strings of code. Customer support was used to it.

During an internal hackathon, Jānis developed a prototype of a better editor. It included color-coded elements, type-aheads, and helpful hints. When he showed it to the team, everyone immediately wanted it. Within a few weeks, it became part of the product.

Today, it's hard to imagine working without it. Colleagues who have joined the team later still ask: how did anyone survive those dark times?

Most of our users are not data analysts. They are Scrum Masters, team leads, technical specialists — people who want to understand what's happening in their teams. They ask questions that standard reports cannot answer.



Our role is not just to help them use the tool, but to help them think about their data. We show how calculations work, point to examples, and guide them step by step. And when something is missing, we look for workarounds — or build it.

Direct support reminds us that the person on the other side is not just a customer. It's someone trying to do their job.

Support is not a layer between the customer and us. It's where we meet — with all the confusion, expectations, and real questions that come with it.

That's where the product really begins.

“Can you build all my reports?”

Almost every eazyBI review mentions “fantastic support.” We offer support to every customer — and we mean it. But what that support looks like in practice isn't always obvious.

We're a product company. We know eazyBI better than anyone, but we're still just a small team supporting thousands of users. We would love to help every customer build every report, but practically, we can't.

So, we need clear boundaries. There's the support we promise, and the report building for the customer, which we don't provide. The line between them moves — shaped by what customers need, what we can reasonably deliver, and what keeps support scalable and high-quality for everyone.

We will debug a calculation or suggest how to approach a custom hierarchy — but we won't build a full dashboard from scratch. Still, within those boundaries, there's a lot we do — and do well.

Our SLA covers setup help, troubleshooting, and guidance. We answer every question we receive. But we don't jump on calls and solve everything ourselves. Instead, we ask questions, point to likely problem areas, and suggest specific next steps.

We guide a few steps ahead, wait for feedback, and continue from there.

Once a customer has solved something once or twice, it becomes their knowledge, not just our answer.

Our primary support channel is email. It might sound counter-intuitive in the age of instant messaging, but it's intentional. Most questions aren't emergencies — they're explorations.

"How do I get the report I need?" takes time. Even the question itself takes time.

"How many items did we work on last month?" sounds simple — until you ask what "worked on" really means. Created? Updated? Logged time? What will you actually do with the report — do you need a single number, a trend over time, or a detailed list? What data do you already have, and what needs to be calculated?

Only after that comes the report itself — often the most technical, yet the simplest part.

Support consultants guide customers through that entire thinking process. Because eazyBI is a tool for custom solutions, most questions aren't standard. They require exploration, discussion, and testing. Email gives both sides time to think, to try things out, and to keep a clear trail of reasoning to return to.

This kind of work requires experience and maturity. It also calls for patience — and a bit of a teaching mindset. But it's worth it. In the end, it builds customer knowledge and independence — and it feeds the product.

If you help several customers build sprint velocity reports, you may wonder whether it should be part of the sample reports. If you keep writing the same custom JavaScript snippet, consider turning it into a standard metric. If a question isn't covered in the documentation, you write that missing paragraph.



That's how support moves from reactive to proactive — helping not just one customer at a time, but all of them. Rather than building a comprehensive solution for a few customers, we focus on developing a broad knowledge base that benefits everyone.

And when a customer truly needs someone to build their entire solution, we recommend our partners who offer that service. Part of good support is recognising when to step aside.

Our message to customers is simple: we're here to support you while you build. We'll guide you, challenge you, and help you move forward — but the direction, and the work, remain yours.

How do we create scalable support that stays personal?

A few years ago, we kept coming back to the same question: should we hire more support staff?

And yes, it helped. But our customer base was growing faster than our team.

Lately, one more experienced support consultant, Jānis P., transferred to the development team. Strangely, the support team didn't seem worried.

We had just heard in the monthly sales review that customer growth was still strong. However, during the same meeting, Mārtiņš presented support statistics that showed something unexpected: the support queue was actually decreasing.

So what had changed?

Over the years, encouraged by Raimonds, we had started investing not only in handling the support queue but in sharing our knowledge more broadly. Instead of answering the same question again and again, we began asking how that knowledge could reach more people.

We had many discussions within the team. We wanted to keep supporting our users in a human and personal way, but we also needed to serve an ever-growing number of customers while maintaining the same quality experience. Automated responses felt too rigid. A traditional FAQ didn't work either — eazyBI is a tool for custom reporting, and most questions require custom answers.

Some middle ground was definitely needed.

Not every customer needs the same level of guidance. While some rely on direct support, many (statistically speaking, a vast majority) are happy to explore on their own, if the right resources are available.

So we expanded those resources.

Documentation has always been our stronghold. We continuously improve it — adding information based on real customer questions, refining explanations, and expanding examples. Zane and Mārtiņš still review it weekly, using statistics and team feedback to keep the integrity of our documentation.

Video tutorials were harder for us.

We are not natural performers. Most of us are from a generation that prefers writing. And we were not always confident about our English. For a long time, we hesitated. We felt stuck on how to proceed with them, overwhelmed by all aspects — scripts, editing, voice-overs, decent screencasts.

Then, just before the COVID-19 pandemic, we joined an Atlasian University initiative to create training content. With their guidance, we produced our first structured video courses. It was also a good time — Gerda had just joined eazyBI and was dedicated to getting this done. We ended up creating two full video training series.

It helped. However, customers flooded us with questions to help them learn MDX (Multi-Dimensional Expression), the language used for custom calculations.

How could we teach people to write code for calculations, even the simplest ones, using videos? How would we keep it



down-to-earth, recognizing that most customers don't want to learn MDX just to solve their particular problem?

We introduced hands-on learning lessons — practical, use-case-based training where customers learn by doing. Now, equipped with knowledge of building training content and encouraged by Jānis Vītums and Raimonds — “imagine the ideal learning experience, and we will build it” — this approach took off.

Today we have multiple courses, each with practical lessons covering everything from basic usage to complex calculations. Some large customers even use these courses to onboard their employees.

Scalability does not mean replacing people with automation.

It means finding better ways to share knowledge without losing your voice.

And just as we started to feel we understood that balance... along came AI.

How do you train your AI colleague?

If you have a hammer, all problems start to look like a nail. We have always tried to avoid that.

When ChatGPT appeared in late 2022, the world was shaken by it becoming The Thing. The reaction on our team was mixed. A few early adopters jumped in immediately and started experimenting. Soon they shared their first attempts to use it for eazyBI report creation. The results were... creative. More suitable for our jokes chat than for actual use.

Most of us were aware while closely monitoring where things were going. Was it just another buzz or something that would change our whole way of working?

Soon it was clear — AI is not just another tech hype, it's here to stay. The harder question was different: How could it actually help? And who would benefit the most — us or our customers? Which area would need the most help? What are AI's strengths?

This is where our earlier work unexpectedly helped us.

Over the years, we had built a structured knowledge base: documentation, demo reports, examples, and community answers. We just needed to train AI to use it.

We started with a very specific problem: helping customers build their first report to avoid the “white page” syndrome. We imagined that customers would describe what they wanted in business language, while the AI assistant would define the report in a structured JSON format, including the metrics, filters, and layout used. No actual data, just a structure.

In theory, this was something AI could help with. In practice, the first attempts were frustrating. The results were close, but not quite right. Fixing them often took more effort than starting from scratch.

But we controlled the instructions to our assistants and the knowledge base. And eventually, we got somewhere with training AI assistants on all that material.

At one point, we joked that training assistants is harder than training a cat. But over time, with better instructions and an improved knowledge base, they improved. Now, assistants can create rather complex reports. Even our support consultants use them to draft calculations or as a starting point, at least, for a blueprint.

Those assistants are now part of our support team, colleagues who can answer questions around the clock and — an unexpected byproduct — in the language they are asked. Time zones and language barriers were things we, a small Latvia-based team, could not completely solve, as native English speakers are a minority among our customers.



They are especially good as a first line of support: helping with common setups, first steps, and “how do I start” questions. During the last year, the number of customer support emails hasn't increased at the same pace as the number of customers. And the questions our support team receives are more specific, more thoughtful.

AI assistants help us scale. But they don't replace the human part. Nauris, our support colleague, is still supervising assistants' knowledge and behavior every day.

There's still that moment when someone's stuck and doesn't know how to ask the right question — or just needs human encouragement.

Only real humans, experienced support team members, can read between the lines, guess what's missing, or suggest something clients didn't even know they needed.

That is not something you will easily find in documentation or training courses.

AI can handle some customer issues. But the ones that matter most — the ones people remember — are still solved between people.

AI assistants are now part of our team. Always available, speaking any language. But they are built on human knowledge, experience, and the care of the people behind them.

The Power

Of the

Slow-built

Team

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When one of your business' main assets is knowledge, team continuity ensures quality and saves costs. Only a couple of employees have left over the years. A team where people want to belong doesn't form overnight. How do you grow a team slowly and with substance?



6

Why do we hire for cultural fit?

We don't hire often. When we do, it's deliberate.

Adding someone to a small team changes things. It brings a fresh perspective and fresh energy, but also a new rhythm. In a company with a flat structure like ours, everyone adjusts to working closely with someone new. That's why we start by asking: could this need be solved differently? With better tools and clearer focus? Only if the answer is still "no" do we begin the search.

For new colleagues, technical abilities are a must. However, we'll work with a person, not their skill set. To avoid a mismatch in a few months, developers usually pair-program over Zoom, while a customer support candidate solves real problems with the team veterans in a café. It's not a test, as we already pair regularly, and working from a café might be a part of reality too. Mostly, we're looking for cultural fit.

How? Intuition. That's right — intuition, in a data analytics company. So far, we've not found a metric to measure cultural fit. And our intuition so far has been excellent — no hard endings, during all those 15 years. Only two people have

left the company, just because life goes on. It still takes some time for a new person to grow into a mature team member. However, it's less stressful than hiring someone solely for their technical skill set and previous experience — it may take a long time for a small team to adjust.

We do not hire juniors. Not out of arrogance, but practicality — we are “managers of one,” and, like it or not, juniors usually need a supervisor. So far, we've grown them ourselves — a designer and a couple of support consultants took a leap of faith and officially became developers. One seasoned consultant now writes this story, and a few are still considering their new directions.

Most of us are based in Latvia. That's not a requirement — it just makes some things easier: shared language, holidays, and humor. The fact that almost a quarter of our colleagues are named Jānis, or that most of us prefer cats, is a coincidence, not a policy.

Hiring in eazyBI takes time and a clear purpose.

If someone is going to change our rhythm, we want to make sure it's worth changing.



6

Why embrace good to become great?

You wouldn't guess from our titles — developer, support consultant, marketing manager — that we've had different careers before eazyBI. We've worked in retail, studied philology, built apps from scratch, led departments, or written code for fun. But that's what our team looks like — without a single mold.

Some of us come from structured companies with layers of management and five-year career plans. Others have never worked in a place with more than ten people. It gives us range not just in skills, but in how we see the world. When a customer sends a feature request, we don't just look at what they're asking. We think about where it's coming from.

Inside the team, roles stretch and bend.

One support consultant becomes the go-to person for finding the right words in documentation, while another explores beyond typical usage and builds complex solutions for a big, long-term customer.

A couple of developers enjoy doing UI handstands with CSS; one is known for eagerly fixing bugs, while another is always ready to build the next integration.

In marketing, one person digs into data while another focuses on building partnerships.

Nobody's asked to be good at everything. We let people specialize, and we keep an eye out for what excites them — what they naturally want to do more of.

We do have some basic requirements. All developers work in Ruby, and all support consultants speak the MDX language. But we don't measure people against some perfect checklist. We care more about what someone's great at than what they're missing.

This kind of flexibility takes work. It means having open conversations, noticing each other's strengths, and not assuming that everyone grows the same way. It helps when each person takes ownership of how they want to grow — and how they can help the team.

If we've learned anything, it's that good teams aren't made of identical parts. They're built by letting people lean into what they do best, and letting that shape the work around them.

How do we overcome growing pains?

During the first eazyBI business trips we went on with the whole company, there were six of us. During that time, we used to book a large Airbnb and stay all together. It was our time to bond. In the mornings, one made coffee, another fried eggs, and in the background, two colleagues argued about the correct way to cook bacon. After work, we stayed late in the living room, Raimonds played guitar, and we talked about the product, technologies, and life.

We rented just one family car to explore the area during our day off. Usually, Raimonds was driving, and the rest of us were commenting on his driving style while singing along to Latvian rock songs.

Working in a very small team can feel almost romantic. In the early years, during team meetings, everyone discussed everything. Customer support questions, report timeouts, app performance suggestions, and even what color the team's T-shirts should be. You were part of everything, and you felt that your presence mattered.

But companies do not stay small forever. Our business grew, and the team slowly grew with it.

For a while, we tried to keep things exactly the same. On business trips, we kept renting big apartments so we could all



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stay together like before. It's become a tradition and, in many ways, a way to build our team spirit.

Until one trip to Barcelona, when we attended a conference as the whole company again, this time with 12 people.

We found an apartment online that looked large enough. In reality, the number of beds was...optimistic. One bed was in the corner of an always-loud living room, another was child-size, and the guys ended up in a six-person dorm room. Even finding a lunch table big enough for everyone became a small logistical project — in Barcelona, of all places. That was the moment we realized:

Some traditions do not scale.

On our next business trips, we stayed in separate apartments or hotel rooms rather than in a single large apartment. We met for morning runs or evening cocktails. We explored cities in smaller groups or rented several cars instead of squeezing into one.

To keep something for everyone together, Līva — our team's fairy — began organizing activities for all of us during our onsite meetings: fancy dinners, road games, even swamp hikes.

The same shift was happening in our daily work. It became impossible to involve everyone in everything. We started forming smaller groups to build larger features, develop the Learning Center, or create new integrations.

Our weekly demo meetings gradually turned into written updates on the #stand-up Slack channel. Instead of a single call for everyone, discussions now happen within development, support, or marketing teams.

Even our monthly onsite meetings changed. As the team grew, it became harder to find a day when everyone could be physically present. The meetings became hybrid. We looked for places with a strong internet connection and bought better streaming equipment.

At first, these changes can feel uncomfortable. When you're no longer part of every discussion, it's easy to wonder whether your work still matters as much.

But over time, we realized:

Our culture does not depend on how exactly we do things. It depends on why we do them and how we treat each other while doing them.

We still run together when we meet. We still share dinners, discuss ideas and jokes, and enjoy each other's company. The spirit stayed the same. Only the format changed.

And there are benefits to being a larger team. The pressure of solving everything yourself disappears. You can go deeper into your own work while trusting others to do the same.

When Lauma, our first support consultant, returned after a two-year break, she said it felt like coming back to a different company because the way things were organized had evolved. She left when the team was around ten people and returned when we were twenty-two. Ten years later, Lauma is still with the company.

Growing pains are real and inevitable. As Raimonds often says, it's a good problem to have. It means the company is doing something right — and adjusting a few traditions is a small price to pay.



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Why mentor experienced professionals?

One of the first messages new colleagues often send is: "Can I ask you something quickly?"

In a remote company, there is no coffee machine conversation, no casual chat after a meeting. If you're new, you have to decide whom to ask and gather the courage to write that first message.

At eazyBI, starting a new role can feel like entering *terra incognita*. While data analysis or the Ruby programming language are generally acquirable knowledge, the complexity of the tool itself, combined with fully remote work and a flat hierarchy, is quite a lot. After all, many of our colleagues come from more typical business environments.

In the early days, the transfer of the company's culture happened almost automatically. We worked closely with Raimonds, and the very first employees had daily calls and onsite meetings, solved complex customer tickets together, or fixed tricky bugs.

Later, it was one of the senior colleagues on the team who helped the newcomer figure out what apps we use and where to find information. We didn't even call this person a mentor. But that person naturally became the first one to ask for advice. When you're on a new team and have no way to meet people casually, it's easier to ask someone you already have some contact with.

And questions appeared frequently. "I have a migraine — should I ask for a doctor's slip? Technically, I can't just go home, because I'm already home." Or sometimes a direct message during a meeting: "Raimonds is describing this feature very technically. I don't really understand what it's about. Can you explain?"

Soon, mentors were formally assigned in a team meeting, usually based on the new colleague's profile. We started calling the role what it was — a mentor.

Still, the mentoring was instinctive and based on the mentor's personality and gut feeling. Until Zane joined the mentoring circle, Zane's other name could easily be Structure and Quality. So she prepared a Confluence page with information every new support colleague should know about the company, our tools, and the product, with linked resources and a timeline. It almost looked like a training program.

But even with a checklist, mentoring is rarely mechanical. It's not always easy if you have been the first person doing something for a long time, and suddenly someone needs to join you. For years, you have developed your own shortcuts, habits, and problem-solving methods. Explaining those things forces you to slow down and look at your own work from the outside. Sometimes you realize that what feels obvious to you is not obvious at all.

It's a two-way process — when you explain how things work, you inevitably have to answer questions like “Why?” about both teamwork and the solution. Most of the time, you have an answer, but sometimes it's worth raising that question in the team's chat. It usually leads to good discussions or even to new approaches to doing things differently.

And there are other cases — when it's appropriate to say yes, we know that industry does things one way, but this is our way, and we will continue doing it. It's probably harder than changing approaches, as it takes courage and confidence to state such things, and empathy to avoid diminishing the new colleague's enthusiasm and confidence.

Mentoring also creates a special bond.

The mentor remembers the first small victories of the new colleague — the first bug fixed independently or the first support ticket answered. And the new colleague remembers who helped them find their footing in the beginning. We have observed that mentors and mentees become alike.



Mentoring is more than explaining tools or processes. It is a transfer of identity — an understanding of our values. In a way, mentoring is how we pass along what it means to be eazyBI.

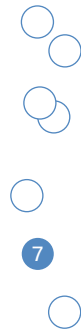
The Unwritten Rules

and Traditions

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From the outside, you can see the company's products and vision. From within, you observe the culture that drives it. What shapes eazyBI?



Why explore the benefit of momentum?

We never promise feature release dates to customers.

For one simple reason — product development is full of unknowns. It's not a linear process, and there is uncharted territory at every step. Customer feedback, market trends, evolving technologies, and Atlassian's decisions — all shape our backlog. Yet the direction is still ours, guided not only by data and knowledge but also by intuition, passion, and gut feeling. And momentum. When not doing something becomes harder than doing it.

Moments like when Jānis Vītums, despite skepticism, pushed to improve the editor and made formulas easier to write. The moment we felt we had to write a book (and if you read it, we succeeded). The moment when Raimonds fully switched ON to build eazyBI AI assistants.

That's momentum. It holds all — gathered knowledge about one's technical and professional capabilities, feedback retained and gradually developed into a tangible solution, and a spark, interest, and passion to make it happen. Raimonds has always encouraged us to take those moments seriously and work on them. To set everything else aside, build a prototype, sketch a concept, and spot the potential pitfalls.

Nothing can compare to those golden hours when you passionately give birth to something already living inside you — intense, consuming, out of time and space. The moment when you see your idea become an artifact. The pure power of human inspiration.

Then the discipline comes in.

First, you have to show your team the initial outlines of your baby as soon as possible, even if it's not perfect (it won't be). It's only roughly similar to the idea in your head (it's definitely much uglier and more robust), and even you already understand that it will take more days or even weeks to complete it until it goes to production, as is always the case.

It's hard, but necessary, to get quick feedback from your colleagues and decide how to proceed.

Sometimes we all clap and say — “Wow! We all want it to be released yesterday!”

And the happy parent of the idea spends the next few days completing the product.

Sometimes the first prototype is only the very first step, and it takes months, the involvement of other colleagues, and many changes before it becomes viable. When we started tinkering with the eazyBI hands-on Learning Center, we quickly created the first prototype. Still, after that, it took more than a year to get it product-ready: we took many detours where we applied the idea, and only then did we get back to the original



goal. However, the knowledge acquired during the detour helped shape it into something more sophisticated than we ever imagined.

Another important element of discipline is getting this thing done and a product ready to avoid dozens of started, but unfinished features. It doesn't mean that there's a specific time period to complete the task after it's born. Before the glow of birthing a new thing has disappeared, we have to be clear what happens next — do we want to proceed with the idea? Who will do it? If so, it becomes a regular task that must be done. With or without inspiration, or waiting for a specific moon phase.

Sometimes the idea is set aside because there aren't enough resources to complete it. Time will tell if it'll be picked up later. And sometimes it turns out the idea isn't as bright as we imagined and becomes an experience.

While AI is still an assisting tool, the human mind and soul, sometimes less logical than we tend to think, is the one birthing ideas and making them happen.

Momentum starts the work, while discipline and agreed processes are the segue to completion.

Are four eyes better than two?

If you ask what the best thing about working at eazyBI is, without a doubt, the most frequent answer would be “the team!” While “manager of one” and a remote approach may raise the opposite feeling — that we are a bunch of individuals rarely speaking with one another — it is far from the truth.

“Hey, I need an additional pair of eyes on this calculation!”

“Ok, I’ll do the webinar. Who wants to be my co-pilot?”

“Re-read this email. Does it sound clear?”

These are frequent prompts on our Slack channel. Support colleagues use it more frequently, as they are the first line of communication with customers, and they want to guide them as best and as quickly as possible. Of course, not each and every answer is double-checked, but even the most experienced colleagues have their moments when a fresh pair of eyes (and some additional brain cells) would help. In the development process, it is more formalized: peer code review is a must.

On our team, we call it “*četrakis*,” which roughly means “four-eyes action.” It comes from the saying that

**four eyes see better than two,
meaning that two brains together
can solve problems better.**

Is spending twice as much time on one email or code block not too much, given that basically all eazyBI employees are experienced professionals?

If you think short-term, this may be true — an employee could probably figure out a solution on their own. But in the long term, we gain more benefits than we lose in time. Solving a particular problem helps us share our knowledge, find ways to improve, and build trust among colleagues.



Most intensively, the four-eyes principle is used during mentoring, when every other problem is solved together.

“Do you see what I see?” is another question we ask. eazyBI is a mature product with well-established quality processes; therefore, when the tool’s behavior seems off, there is an unsettling feeling that you are probably the problem, not the tool.

“Yeah, this is how it has always worked,” the additional pair of eyes may say, “but it doesn’t mean this is how it should work!” And after a heated discussion, a new improvement request, documentation section, or report is created.

When we step outside our comfort zone, we usually don’t do it alone.

We find another pair of eyes early on and call that person a co-pilot.

None of us was born a confident public speaker, yet presenting is a regular part of our work. While you will be the one who takes the stage, the co-pilot stays alongside you. A person with whom you discuss your story, get insight and another perspective, or even a nudge to start working on your presentation. The co-pilot will have your back all along the way. And if you can dry-run the presentation to your closest colleague in a cramped hotel room, then you’re good to go on stage. Verified.

One plus one is more than two. Even for a company specializing in metrics.

Shall we go for a run?

Around seven in the morning, in whatever hotel we’re staying — Riga, Barcelona, San Francisco — you’ll usually find a group of eazyBI people gathering for a 5K. Some run, some walk, some just stop by to say good morning before

heading to the gym. It's one of our longest-running team traditions, started years ago when eazyBI's first employee, Jānis Vītums, invited Raimonds for a morning jog on their first business trip.

It felt good, so we kept going.

We've never been a team of professional runners, just regular IT people trying to stay healthy and clear-headed. The routine stuck because it's simple and open to everyone. No pace, no pressure — just join in. Even during COVID, when we couldn't meet in person, we kept it alive by sharing weekly 5K photos from wherever we were.

Over time, this tradition has grown beyond the team. At Atlasian events or eazyBI Community Days, we invite anyone to join — customers, partners, friends. These morning runs usually turn into sightseeing loops, especially in Riga, where we know all the good corners.

Why should you take joking seriously?

Remote work has many advantages, but it removes the light conversations of an office kitchen — a joke, a story from the meeting, a playful exchange with no purpose beyond making people feel alive and laugh.

At eazyBI, we have a #tgif (where tgif stands for “Thank God It's Friday”) Slack channel created by one of our most senior developers, Jānis J. — the quiet guy who usually speaks the least in meetings.

It's a space for anything but work, much like an office kitchen (minus the microwaved lunch). We share articles, movie picks, cat videos, and jokes about what's happening in the world.

As our team coordinator, Līva, once said, you do not really need to read the news if you follow #tgif — everything eventually appears there anyway, only in our slightly ironic way.



There are occasional programming jokes that only a developer would appreciate, as well as the inevitable grammar-police humour that suddenly turns the channel into an unexpected lesson. Sometimes the channel turns into a small quiz. When Jānis Vanags went on his first workation across Europe by bus, he posted photos of city skylines. The task was simple: guess where he was — without using Google.

The most popular activity on #tgif is friendly trolling, as some of us have a rather dark sense of humour and sharp tongue. The main troll, naturally, is Raimonds. We even have a dedicated cute troll emoji: when someone posts something provocative, it appears as a gentle warning.

Sometimes a joke shared in #tgif turns into something real. During Covid, we often posted photos of our pets — cats, dogs, even hedgehogs. We called them our four-legged colleagues because they tended to appear on calls as well. At some point, Gerda began collecting statistics about them in an eazyBI pets database (which she still maintains), and, naturally, that led to a pets dashboard. It revealed that most of us are cat people.

One thing led to another, and now eazyBI cats — Sneaky, Discocats, Grumpy, AI Cat, and others, all illustrated by our designer Marika — have become a beloved part of our marketing.

The channel is active not only because people post, but also because others react, building on the jokes with their replies.

Raimonds participates just as actively as everyone else, reminding everyone that the hierarchy here really is flat.

As Jānis J. explained when creating the #tgif channel,

There should be some fun even during times of chaos.

Is experience measurable?

It was an afternoon in London. After an early flight from Riga, a partner meeting, and a business lunch, we decided to attend the Atlassian meetup later that evening.

After lunch, we had a couple of hours to rest before the last event. Arriving at our apartments, we realized we were right across from the Tate Modern.

“Let’s check out the museum,” Raimonds suggested.

“We’re tired. This is our only chance to rest,” someone replied.

“But this is a rare chance to see the Rothko room. We won’t have time tomorrow!”

After a short back-and-forth, we agreed to meet in half an hour and went to see our compatriot’s artwork. We left only when the museum was closing, and we had to rush to the meetup.

This scene has repeated itself many times: a business trip, a day off, or just a few hours, and at least some of us already have plans for what to see or do.

In the beginning, it was Raimonds who encouraged us to visit museums, attend performances, or explore the places we travelled to between meetings.

We never saw business trips as only about business, but also a chance to experience the places we visited — the culture, nature, cities, and food.

Over the years, these moments have added up: a Barcelona game at Camp Nou with Neymar and Messi playing, the Stanley Cup final, hiking in Zion or Yosemite National Parks, a tour around Prague looking for small breweries.



One memory still stands out.

During a trip to Barcelona — the same one with the infamous sleeping arrangements — our Airbnb host mentioned that a local group was training to build traditional Catalan *castells*, human towers. Curious, we went to watch.

It was incredible to see ordinary people — men, women, and even children — building towers with no equipment, just bare feet and the traditional scarves tied around their waists.

A few days later, on a sunny Sunday, we found ourselves in a neighbourhood park at a community event where they were building their own *castell*.

Unexpectedly, they invited us to join them as the base of the tower. A few of us stepped forward. When the tower rose, and the music signaled the child had reached the top of the tower, even those standing nearby felt goosebumps. The tower was a powerful reminder of what people can achieve when they trust each other.

Shared experiences are more than just powerful team-building moments.

We build our BI product for people all around the world. Experiencing the world firsthand changes how you think about the work you do and the people who use it.

How

to

Get

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Noticed

We come from a small country, Latvia, we are a small team, and we speak an exotic language. How do you make your product visible and your voice heard in the wide business world?



Where does this accent come from?

We often start our presentations by showing where Latvia is on the map — in Northern Europe, on the Baltic Sea, in the middle of the three Baltic countries. Then we mention basketball player Kristaps Porziņģis, the award-winning animated film *Flow*, and Boston Symphony Orchestra conductor Andris Nelsons. And eazyBI.

Big corporations all over the world use eazyBI. And when we work with them, we don't hide that we're a small Latvian company. In fact, we're proud of it. If you try to hide who you are, you end up overpromising things you can't deliver. Besides, people will always find out how big or small you really are. It's better to be honest from the start.

We are Latvians, and our English will always have an accent. But when it comes to speaking out loud, we don't outsource writers to polish our blog posts into perfect English. We don't hire professional speakers or put forward a refined spokesperson at events. Instead, we encourage everyone on our team to take the stage — whether at partner events, conferences, or our own. We don't double-check every word on every slide. We trust each other to represent eazyBI.

We're proud to bring a little bit of Latvia with us wherever we go.

When we present our product, we often share a few things about Latvia or our traditions. And once a year, we bring our users to Latvia for our eazyBI Community Days. People are always surprised and impressed by what they find here.

We don't claim to be perfect. Our focus has always been on the product, not the wrapping paper. The quality of our product, the support we provide, and the reputation we've earned as a trusted partner — that's what has helped us grow. Not where we come from, not how large we are, not how polished our presentations are, and not how perfect our English sounds.

Underpromise, overdeliver — those are words we remind ourselves of often.

Let the product speak louder than the sales pitch.

We've learned that trust does not come from sounding perfect. It comes from being clear about who you are. When you don't try to hide it — when you show up as you are — people can rely on you.

Why align values with key partners?

As already stated, Atlassian has been eazyBI's key partner from the very beginning. Their Marketplace became the ecosystem in which we found our customers, built relationships, and grew as part of a community that shares many of the values we care about.

One of Atlassian's core values, "Don't #@!% the customer," has always resonated with us. It doesn't mean we're trying to please everyone. In fact, you can't do everything — and we don't try to. It means being honest with customers about what we can and cannot do.

Our public pricing is the same for everyone. We don't make big, unexpected price changes. When we recommend a solution, we suggest the one that best fits the customer's needs — not the most expensive one.



We're honest about our product development. We don't promise features we haven't started building. We don't commit to exact release dates.

We don't build something just because someone asked for it.

We always want to understand why they need it first. Only then do we try to find the best solution that truly solves the underlying problem.

We're honest about our support. We love helping customers build their first reports, but we don't offer to build all the reports for them. Instead, we teach and guide them so they can become confident, independent eazyBI users.

We're independent as a company, but we share many customers with Atlassian, and they expect a consistent attitude across the ecosystem. When things change on Atlassian's side, they sometimes affect us as well — whether with security requirements or pricing policies. As long as those changes do not touch our values, they remain technical adjustments.

Finding a partner who aligns with core values is crucial in times of constant change.

How do we build a partner network?

As eazyBI gained popularity, other Atlassian ecosystem partners began to take notice. In a few years, we built more than 40 partnerships with Atlassian Solution Partners. They have become a key part of our story.

While customers can purchase the eazyBI app directly from the Atlassian Marketplace, more than 70% of our sales come through our partner network. Their role becomes especially important when working with large enterprise customers,

where solutions are more complex and often delivered as part of a complete business package. In those cases, our partners guide companies in choosing the right apps from the Marketplace — including eazyBI.

Beyond Atlassian Solution Partners, we also work closely with other app vendors. With thousands of apps in the Atlassian ecosystem, many customers use several tools together for Jira or Confluence. Driven by customer needs, we've built numerous app integrations that enable analysis of not only Jira data but also time tracking, test management, project tracking, DevOps, and more.

Our partnerships are a two-way street. We learn from our partners about user needs, challenges, and product feedback. In return, we share the latest updates and product news, and provide support through webinars, newsletters, and everyday conversations.

Since 2025, we've introduced a certification program for our partners. Those who complete the training and pass the exam earn certification, ensuring high-quality solutions and building customer trust.

Sponsoring and participating in events organized by our partners is an important part of our work. We've visited them and our customers in different parts of the world. While it takes quite a lot of time and resources, those trips are usually full of useful feedback and lasting memories of time spent together. If we invest in visiting partners in Brazil or Indonesia, they will visit us here in Latvia sooner or later.

In many ways,

our partner network has become an extension of our team.

And just as building a team requires patience and constant effort, so does building a business. But it's also important to enjoy the process. And we truly are.



Do we really need to meet customers in person?

We have a historical photo of Raimonds at his very first Atlassian Summit in 2015. He's standing in the eazyBI booth with two open laptops — one showing a product demonstration for potential customers, the other deploying the product. Even though he was there alone, his enthusiasm gathered quite a crowd.

Since then, we've always sponsored and participated in Atlassian's annual conferences, where 3,000 to 4,000 ecosystem participants come together. This means that a significant part of the eazyBI team — sometimes up to ten people — will not do their usual daily work for more than a week and will suffer from severe jet lag afterwards. But it's worth every penny and every sleepless hour.

There are also many other ecosystem events around the world, organized by our partners. Spring and autumn are especially busy seasons as we balance support queues with traveling to connect face-to-face.

Knowing our customers has always been central to how we work.

From the start, we involved real users to test our first product. Today, we collect user votes for new features, quickly address bugs, and actively respond to feedback.

These events are some of our favorite moments. Sometimes, customers stop by just to say, "Hi, we use your product, and we absolutely love it — please continue!" Speaking with them is always enlightening. You can never guess the diverse ways people use your product — and how they expect it to work.

Then there are the more prepared visitors with detailed lists of questions they've saved for the chance to meet us in person. And, of course, we meet many potential customers, provide product demonstrations, and suggest solutions that could work for them.

Whenever we travel to another part of the world, we also try to meet a local customer, partner, or user group.

When we listen to each customer's story, setup, and challenges, we can offer tailored advice, helping them get the most out of eazyBI beyond just standard use cases.

We take time and sometimes share lunch or a beer together. Somewhere between exchanging cat photos and discussing national foods, we sometimes hear about a real struggle someone is facing with their data.

Our work may be remote, and the product may not know anything about borders. But when it comes to customers, meeting them in real life remains one of the most rewarding parts of what we do.

“You again — here too?”

As companies grow, it's natural to ask: how many more customers are really out there for us? Luckily, being part of the Atlassian ecosystem — a space that's always growing and changing — means new people are always joining who might not have heard of us yet.

That's why we keep showing up. We meet our customers, we build new partnerships, and we focus on growing markets while staying connected to our long-term partners and more established regions.

When it comes to traditional marketing, our approach is simple:

**be findable and be convincing
when someone is looking for us.**

You won't see big eazyBI banners popping up, no blinking ads chasing you across the internet. That's not us. We focus on being there when you're searching for a solution like ours. You might wonder — has that been enough to keep growing?



So far, yes, it has.

Of course, we're not immune to the global economy, and our growth today isn't as steep as it was five or ten years ago. But we're still here and still growing.

And we can't talk about growth without mentioning our strongest channel: word of mouth. Over time, we've built a reputation in the Atlassian ecosystem as the go-to solution for thorough and flexible reporting. The biggest players in the ecosystem know it — if you need serious reporting, eazyBI is the tool. It's a good position to be in, but staying there takes work. So how do we keep it up?

We stay close to our partners. We keep them informed about product updates and news, and we support them every day.

We stay visible at ecosystem events. Other partners sometimes joke, “You're everywhere!” That's exactly what we aim for — to meet customers and partners, to remind people we're here.

We stay close to our users. We keep them informed about product updates, support them on their journey, and once a year, we bring our biggest fans together for eazyBI Community Days — an event where you can be inspired, learn, and, sure, have a bit of fun, too.

9

Building

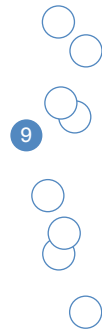
Around

Us

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A company doesn't exist in isolation — we are part of a wider world. We walk the same streets and share the same planet. How do we contribute, using what we already do well?



“Will you come to eazyBI Community Days?”

In 2017, we came up with the idea of bringing eazyBI users together by organizing an event for our customers, partners, and the eazyBI team to meet, talk, and learn from each other. We shared what we had learned while building the product and discovered new, often unexpected ways it was being used.

From the start, we aimed to create something different from a typical product event, blurring the line between the “transmitting” and “receiving” sides. We all stand on the same ground, each with our own unique knowledge of eazyBI, ready to share and learn.

To encourage that feeling, we arrange the room with round tables and seat our team members amongst the participants. This way, every customer — even the shyest — can start a conversation, and every developer or support consultant gets to hear directly from customers and partners.

Conversations flow easily from technical details to real-life use cases and sometimes to showing pet photos. They often continue long after the formal sessions. We invite all to join our traditional morning run or walk — it has become an integral part of the second morning. Together, it creates an energy that's hard to describe but easy to recognize once you're part of it.

Since that first event, we haven't skipped a year. Even during the pandemic, we still brought the community together online. Staying connected with the people around our product felt too important to pause.

Community Days have never been about big announcements, even though we often rush to finish something new before the event. Instead, we share the stories that matter to us — hoping they'll be useful to others. Most are technical, but some reflect how we work and think about data. Developers, support consultants, designers, and marketing managers have all stood on stage to share their perspective. We also encourage customers to speak openly about their struggles and wins with eazyBI.

We have hosted Community Days in Las Vegas and Berlin to engage with our customers. Still, we keep returning to our capital, Riga. When people travel to Latvia, the experience becomes more personal. They don't just see the product, but also where we come from, how we work, and what kind of company we're trying to build.

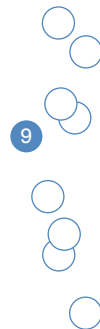
Community Days remind us of the most important thing:

behind every report, there is a real person, and behind every product, there is a team.

Why circulate knowledge?

"Sharing is caring" is probably one of the most overused sayings, at least on our team. Sharing is even mentioned in one of our product descriptions: "Share reports and dashboards." It may sound like a cliché, but it's still hard to avoid the idea behind it.

We've joined the Atlassian Pledge 1% movement. Companies commit one percent of their profits, time, or product to causes they believe in. For a company like ours, the most natural thing



to give is knowledge — our experience, lessons learned, and a few stories from the field.

In 2013, when Raimonds was still eazyBI's only employee, he volunteered as a mentor at the first RailsGirls Riga event, helping women without an IT background write their first Ruby code. Looking back at the photos today feels a bit surreal because among the mentors and organizers were several people who later became eazyBI colleagues.

Sharing happens naturally if you have already solved a problem that others are just discovering. When the pandemic suddenly closed offices worldwide, many companies were figuring out how remote work should function. For us, it was different — by then, we had nearly ten years of remote experience. Within a few days, we turned that experience into a practical action plan and shared it in a public webinar.

Over time, this habit of sharing has taken many forms. Some are mentoring teachers who want to learn programming or are part-time teachers themselves. Some review thesis papers. Others lead teams at hackathons or help NGOs build the systems they need.

We also support initiatives like StartSchool, where Raimonds helps new entrepreneurs starting their own journeys.

In a way, the circle has closed. A company that started as a small startup is now able to support the startup ecosystem.

None of this came from a strategy document.

Knowledge works better when it circulates.

If you keep it locked inside your own company for too long, it slowly stops growing.

Why do we do all of this?

When our developers discuss code reviews, Raimonds often repeats the idea from the Scout Law: *Leave the campground cleaner than you found it*. In practice, it means this: don't just change the line of code you came to fix. If you see something that can be improved, fix it.

That same mindset shapes how we think about the world around us.

When Russia launched the full-scale invasion of Ukraine in 2022, the mood in Latvia was heavy. We live next to that aggression, and many of us felt anxious, angry, and powerless.

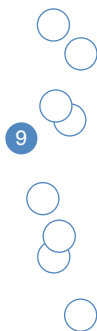
A couple of weeks into the war, during a team meeting, we asked how we could actually overcome that feeling of powerlessness. Some had already donated, some had volunteered, but it still felt small relative to the scale of the event. Then Raimonds said something that stayed with us: "We should continue doing the thing we know how to do best. Build our product, earn money, and use it to help, because we still have the privilege of living and working in a free country."

Those weren't just words. Soon after, Raimonds became one of the first entrepreneurs to join *Uzņēmēji mieram* (Entrepreneurs for Peace), a Latvian foundation created by business leaders to organize financial and material aid to Ukraine. Since then, eazyBI has been an active supporter of the *StandWithUkraine* movement.

A year later, Raimonds received Latvia's highest state honor — the Order of the Three Stars — for his work supporting Ukraine. It was a proud moment for all of us.

But contributing to society is not only about responding to major events. It also means supporting the organizations that protect people in our community.

We donate to Transparency International Latvia (*Delna*), which works to strengthen transparency and fight corruption. We support the Resource Centre for Women *Marta*, which helps



women experiencing violence. These are just some of the organizations we support.

There are many ways to contribute. We even measured our carbon footprint. Once we saw how much CO₂ our business travel generated, we began offsetting it — and made small shifts that continue: choosing local suppliers, reducing packaging, and no printed documents in the company.

At eazyBI, we may have different political and religious beliefs. But first, we are people — someone's children, parents, grandparents, spouses, siblings.

If our work allows us not only to support our families but also to make the world around us — even slightly — a better place, that already feels meaningful.

Leave the campground cleaner than you found it.

What's Next?

We don't have a product roadmap, and this is deliberate.

We've been asked about it more times than we can count. But we don't promise what we're not sure we can deliver.

If we had shared a roadmap five years ago, AI wouldn't have been on it. Yet today it's one of our most appreciated features. Not because we planned it far in advance, but because it made sense when the time came.

We want to protect that space — the ability to choose rather than follow a plan written years ago. It allows us to focus on what is most important today rather than making predictions about a distant future.

So what's next?

The honest answer is that we don't know for sure, and we're comfortable with that. We're not in the business of bold predictions; we try to stay attentive instead — to our users, to changing technologies, and to what feels right for us as a team. Sometimes it means trusting the data. Sometimes it means trusting our human judgment.

After all, the most rewarding journeys rarely come with a perfectly drawn map.

Acknowledgments

We want to say thank you.

First, to eazyBI's Founder and CEO, Raimonds Simanovskis, for trusting us. Not only to write this book, but also to tell the eazyBI story from our perspective. He gave us the freedom to do it, never asked to review drafts along the way, and only stepped in at the end to correct a few facts and typos. That kind of trust is rare, and we felt it throughout the whole process.

To Marika Latsone, our eazyBI designer, who always asks, "Why?" She never settles for making things just "look nice." That constant questioning helped shape how this book looks and reads.

To the whole eazyBI team — for giving us space and covering for us when this turned into something bigger than "just another piece of content," even without fully knowing what we were working on. But more importantly, you're the reason this book exists at all. The everyday conversations, coffee breaks, and the never-ending questioning of how we should work — all live in these pages.

We know you are our most honest readers, just like a good co-pilot during a late-night presentation dry run in a hotel room, and that kept us accountable for every word.

Thank you,

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To our former colleagues Mārcis Višķints and Marta Vītola. They're still part of eazyBI — in the color palettes, parts of the codebase, and in the stories we still tell — even if they're no longer on the team.

To our editor, Iveta Dzērve, the only one of us who actually knew what writing and publishing a book really meant. She supported this idea from the very beginning, and after reading the first draft, her simple reaction was: "I see a book there. It was really interesting." That was the moment we finally believed this might actually happen.

To our copy editor, Laura Adlers, who stepped in at the very last moment when we realized we had not planned nearly enough time for that part.

To our partners in the Atlassian ecosystem — for your curiosity, your openness, and for sharing how you work. We've learned a lot from you, often during long conversations that stretched well beyond working hours.

And to all our customers, for trusting that a small team can support you well, and for continuing to trust us year after year!

eazyBI is a Latvia-based IT company founded in 2011 by Raimonds Simanovskis. eazyBI is a Business Intelligence (BI) tool for reporting and data analysis for different applications. Over the years, it has become a leading reporting app in the Atlassian ecosystem.

Ilze Leite-Apine is one of the first eazyBI's team members, now working between customer support and marketing. With a background in software development and literature, this book is a natural meeting point.

Lauma Cirule joined eazyBI in 2014 as its first support consultant and later became a developer. Writing a book wasn't part of the plan — but then again, neither was most of what we've built.

Evita Legzdiņa works in marketing at eazyBI and made sure this book actually happened — bringing together ideas, drafts, and pieces of our story.

SIMPLE
THINGS
EASY,
COMPLEX
THINGS
POSSIBLE

eazyBI is a fully remote company with a flat hierarchy. Based in Latvia, this small business serves global companies. For two years, eazyBI was run by one person. It has grown without investors and has earned millions of dollars. Moreover, whoever joins the company stays, drawn by its strong internal culture.
