

# Pennylane's culture book

WHAT OUR COMPANY IS MADE OF





# OUR HISTORY

## How it all started

“ In 2012, I cofounded PriceMatch, a revenue management company for hotels. It was my first encounter with accounting – and it wasn't love at first sight. To me, accounting remained a black box. An administrative chore that I couldn't spare – but that was of no use to grow my business.

I eventually sold PriceMatch to Booking.com and joined Booking headquarters but after a couple of years, I craved a new entrepreneurial adventure. I started interviewing business owners, CEOs, entrepreneurs... Our conversations were mostly about finance and accounting.

They felt too accounting was a

black box, a chore they could neither spare nor benefit from. They agreed on one more thing: it wasn't the fault of their CPA. The real issue was the fragmentation of data – and the time dedicated to consolidating their financial flows. Their CPA had no time left to analyze the data – or when they did, it was too late: the data was outdated already.

The idea of Pennylane arose from these interviews and my past experience. I decided to develop the first all-in-one financial platform for SMEs and their CPAs.

Pennylane started as an accounting firm until we felt confident: our software was good enough to be used by external accountants. Here starts the second life of Pennylane, as a SaaS startup.

Our goal? Enable business owners to make the best financial decisions and CPAs to focus on their advisory role. Right now, we're operating in France only but we plan to offer our solution all over Europe.

And to do that, we're glad to have you on board.



We carefully chose each Pennylaner for their expertise, humility, and proactive approach. We want to make your work experience unique and memorable – whether you work from home, in our Parisian office, or wherever you feel like to.

So welcome to the adventure; I hope you'll enjoy the ride. :)

A.W.





OUR MISSION  
What we solve

Enable business owners to make the right financial decisions and CPAs to focus on their advisory role.



OUR VISION  
How we solve it

A platform that allows business owners and their CPAs to collaborate efficiently and grow their business





# OUR CULTURE

How we work  
& fun facts

## SUPPORTING SMEs 🤞

We solve issues for genuine human beings and **never** lose touch with the reality of our users



## RADICAL TRUST



## COMMUNITY OF BUILDERS 🚧

We focus on impact and take pride in being a **hands-on** team.



At Pennylane, trust is not earned, **it's given.**



## #1 Supporting SMEs

#1 Users are part of the team

#2 We are the beta testers

#3 We ask ourselves :  
How can we help ?

## How do we live it ?

Pennylane started as an accounting firm before becoming a SaaS editor

We host an accounting Lab: Our users (accountants) are part of our team and collaborate with the Product team.

Each employee has a free 1-year Pennylane license to give to the SME of their choice

# We solve issues for genuine human beings and never lose touch with the reality of our users

AUBIN'S TESTIMONY :

“ About supporting  
SMEs-to-be.

«I realized that a certain number of people called us to help them create their company – people we were not able to help. Once this was done, we would then call them to help them manage their accounting. However, in 50% of the cases, they had found an alternative solution to Pennylane. It was frustrating not to be able to respond to the needs of these entrepreneurs.

So I contacted CPA, one of our historical partners, to create a complete offer, including advice on the creation of their company, the creation itself, the costs associated with this process, and access to our accounting platform.

In 1 month, we found a solution to meet the needs of aspiring entrepreneurs. We supported them from the creation of their company to the accounting management by a trusted accounting firm. It was important to my team and me to be able to help future SMEs and business owners.”



#2

## Community of builders

#1 Think global, act local.

#2 We have each other's back

#3 Dare launch

## How do we live it ?

Founders are not only strategists —they're builders too: our CTO allocates 30% of his time coding.

We always want to make sure we're working on the feature with the most impact this is why any Pennylaner can comment and challenge our product roadmap.

We will support the growth and development of every employee whether he wants to grow as a manager or an Individual Contributor.

We host regular "Pennylane Talk" with internal and external speakers to highlight cross-cutting projects and/or special team works.

# We focus on impact and take pride in being a hands-on team.

KARINE'S TESTIMONY :

“ The day our CEO turned into a PM.

«We're all here to build the best experience for our users, no matter where we are in the hierarchy or business. When I joined in October 2020, we had to develop a «Payment by e-transfer of invoices» feature. So we formed a team with Arthur, the CEO. He acted as a PM during the development of the feature. He had the skills, he used to be a Product Manager at Booking and the customer

were asking for this feature. He thus chimed in, as we all do at Pennylane, when the best way to accelerate is to become yourself an executing player.

So we made mock-ups together, designed the feature together, and he was the intermediary with our partner, a secure and scalable API gateway that was connecting SMEs to banks for payment.

I've never known another company where the CEO changed hats and got into the operational side of things like that.»



## #3 Radical trust

#1 We know  
you're doing your best

#2 You know  
what you're doing

#3 We seek candid feedback

## How do we live it ?

We are a distributed organization: decisions are made within the department — no need to come up and down all the hierarchy chain.

Each team has an Offsite budget per quarter — team members take an active part in the choice and organisation of their activities.

We organize 360° performance reviews for every manager.

We send an engagement survey every 3 weeks to gather feedback about our employee experience.

# At Pennylane trust is not earned, it's given.

JULIETTE'S TESTIMONY :

“ Any developer is free and trusted to change the core code.

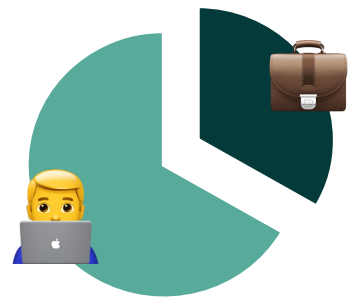
«What always amazes me at Pennylane is that you can change the product code without having to go through a request and validation from a more senior peer developer. We consider that if you modify the code and adjust the work of another developer, it is necessary and useful..

It's also liberating (and time-saving) for everyone not having to ask a peer to review every minor change you want to make. The downside is that if you make a mistake, you also know that you're the one who will have to fix it. You change it, you own it.



## OFFICE POLICY

# Remote-first and international



+1/3 Pennylaners  
work remotely



From 23 different  
countries

Opportunity to work in European Union  
up to 60 days per year

From more than 30  
nationalities represented  
among us !



“ This is the main reason why we believe  
that it's important to organise events  
where we come together to spend time  
and share great moments!

## OUR COMMUNITY

# Our events

### Tech Days

Five times per year,  
the whole tech team from  
all across Europe comes  
together at our Parisian  
office to work and have fun.



### Seminars

Once a year, we gather  
off-site for a few days to  
align our vision for the  
future and celebrate past  
achievements.



### Team seminars

Everything's in the name!



### Breakfasts

We always create opportu-  
nity to eat “viennoiseries”  
together in our kitchen.

### Beers on the rooftop

Everything's in  
the name again!















