

Moe Jame, Team Extension

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What is the story behind Team Extension?

My journey started by building digital products for clients in Switzerland and then in the United States, long before Team Extension had an office. I realised that by working with other talented developers, I could take on bigger and more ambitious projects. In 2015, I opened the Romanian office of Team Extension, which quickly became a central hub in our operations. Later, I merged my earlier company, Mobile Web America, Inc. into Team Extension Inc, and opened operations in Switzerland and the Netherlands. From the very beginning, my guiding principle has been to put clients first and to combine technical excellence with clarity and integrity.

Team Extension is known for providing dedicated development teams. What gap in the market did you initially see, and how has your vision evolved since?

I saw early on that many companies create job descriptions without enough technical input. In reality, about two-thirds of hiring managers believe their job descriptions are clear, but only around one-third of candidates feel the same. That gap can slow hiring and affect quality. From the start, I made it a priority to work directly with CTOs or IT leads to define roles that are technically precise and aligned with company culture. This approach has consistently led to better matches, and over the years our reach has expanded across Eastern Europe, the Balkans, Central Asia, and the Caucasus.

Managing distributed software teams across borders comes with unique challenges. What strategies have been key to ensuring productivity, trust and cohesion among your remote developers and clients?

Managing distributed teams is something I really learned through experience. For me, the key has been keeping communication simple and direct, so clients and developers can speak openly without unnecessary layers. That openness builds trust and makes everyone feel like part of the same team. At the same time, I put structure in place with clear and lightweight processes, like project boards, so no one is left guessing, even across time zones. I also make sure we have regular check-ins, sometimes quick calls, sometimes async updates to maintain visibility without micromanaging. And because we're working across different cultures and time zones, I pay attention to respecting schedules and work styles, which goes a long way in building cohesion.

With global competition for engineering talent, how does Team Extension attract and retain high-quality developers?

As an entrepreneur, I have always understood that clients and strong teams are the true pillars of any business, and Team Extension follows the same principles. Delivering value to clients requires not only technical excellence but also motivated and committed developers. We are very transparent from the start about the scope and expectations of each role, which sets the foundation for trust on both sides. On the talent side, our reach across Eastern Europe, Central Asia, and the Caucasus gives clients access to some of the strongest engineering talent available. What really helps us retain people is making sure they work on meaningful projects, with clear opportunities to grow in their careers. That balance, between exciting projects and long-term development, is what keeps high-quality developers motivated to stay with us.

As Team Extension scales, how do you ensure operational efficiency while maintaining the personalised approach your clients value?

I make sure to reflect the company's values personally, and clients know I will always put them first. So, if we're close to capacity, I prefer to say no rather than risk underdelivering, and that honesty has helped us build trust. At the same time, we keep operations efficient by using streamlined communication and clear processes, so our teams can stay focused on delivering quality. This balance is why most of our projects come through referrals. Our growth has allowed us to scale while continuing to work closely with a diverse client base: from solo-founder startups to Fortune 500 companies, spanning industries such as automotive, music labels, finance, energy, and aerospace & defense.

How do you see AI, low-code platforms or other emerging technologies shaping the future of outsourced development teams, and how is Team Extension preparing?

This also connects to my own journey. I taught myself programming more than 20 years ago because I wanted to build things on my own and test ideas quickly. Today, with AI and low-code platforms, that ability is amplified not just for me, but for our clients as well. These technologies lower barriers to entry, speed up delivery, and let developers focus on the work that truly creates value.

I see this shift as a major opportunity, not a threat. That is why, to celebrate our ten-year anniversary in Romania, Team Extension will be launching [teamextension.ai](#) on September 1st. Through this new initiative, we will provide consultancy and ready-made AI and automation solutions based on the needs we encounter most often with clients. For me, it is about helping organizations harness these powerful tools while also ensuring our teams continue to grow and stay ahead of the curve.

Building and running a high-growth tech company requires constant learning. What personal practices or mindsets have helped you grow alongside your business?

I listen closely to both clients and my team before making decisions, and I am always transparent about what we can and cannot do. This openness creates trust and clarity.

If the past years have taught us anything, it is that stability is an illusion. Markets shift, technologies evolve, and uncertainty is part of life.

Change is inevitable.

What truly matters is how we respond to change. For me, the best tools are resilience, curiosity, and learning. With these, change is not just something to endure but something we can grow through.

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MANAGERS UNDER THE SPOTLIGHT

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