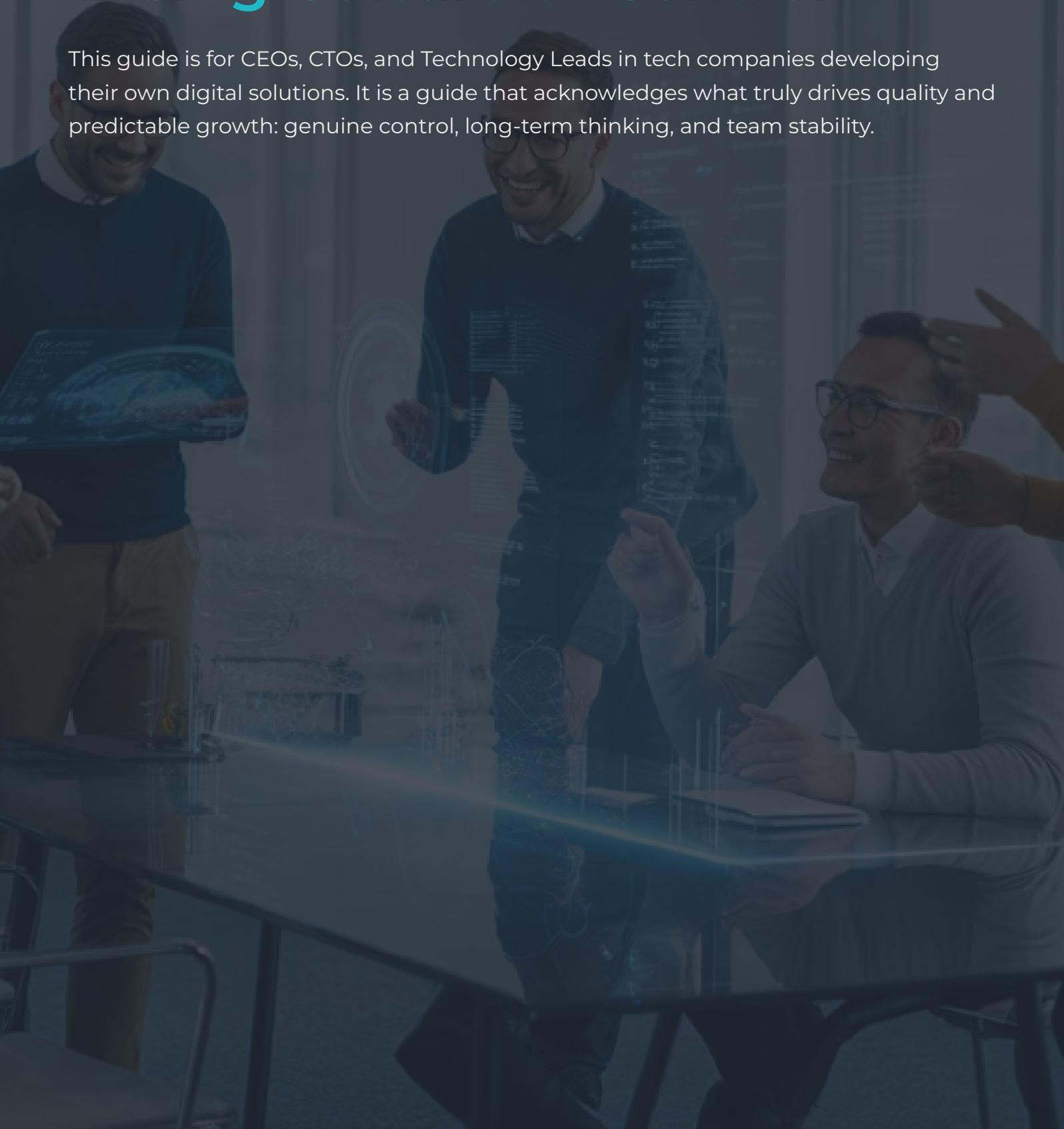


How to Build and Scale a Development Team Without Losing Culture or Control

This guide is for CEOs, CTOs, and Technology Leads in tech companies developing their own digital solutions. It is a guide that acknowledges what truly drives quality and predictable growth: genuine control, long-term thinking, and team stability.



Foreword

It usually starts with a small decision: a shortcut to cover a resource gap, a temporary fix to meet a looming deadline, or a compromise just to keep the wheels turning.

This isn't the result of a well-thought-out strategy—it's a response to relentless pace, high pressure, and constant fires that need putting out.

When your day-to-day is defined by time pressure and delivery demands, your hiring strategy often becomes a series of ad hoc solutions rather than a long-term tool for building capacity and maintaining control.

Over time, the costs start to mount: high turnover, fragmented teams, and a company culture that begins to slip. What once felt like growth starts to look like a loss of direction.

We have seen this pattern play out for more than twenty years—first as project managers bridging the gap between global outsourcing environments and tech companies focused entirely on product development, and later through FWH, which we founded in 2007 to offer a more stable and sustainable alternative.

Since 2002, we have worked closely with technical teams, seeing what works, what crumbles over time, and what actually creates sustainability in development work. This guide is our contribution to that conversation.

It is built on lessons learned from long-term partnerships, cultural missteps, and team models designed to *last*, not just deliver.

Every company is different. However, we hope you find something here that is useful to you, something that resonates or helps you see your path forward more clearly.

– Best Regards FWH



Challenges and Opportunities for Tech Companies

When Capital and Ambition Meet the Wrong People

Rising interest rates and economic uncertainty, both at home and abroad, are increasing the cost of capital. This makes every new hire more expensive and riskier for those leading technology companies. At the same time, companies must maintain the pace of innovation and scale teams cost-effectively to remain competitive.

Many CVs may arrive, but only a few truly fit the role. Often, when the need is at its greatest, there is a shortage of the right expertise. Candidates who do fit frequently have multiple offers and may disappear before the team has time to stabilise.

Labour market data reflects similar dynamics. Reports from SEEK and the Hays Salary Guide show that improved salary and employment conditions remain among the main reasons professionals change jobs in Australia. In practice, experienced developers often have several options and can move quickly between opportunities.

A mis-hire in a specialist role can also be costly. Australian recruitment benchmarks estimate that the impact of a failed hire can reach 1.5–2 times the employee's annual salary, once lost productivity, rehiring, and onboarding are considered.

Meanwhile, low-cost outsourcing often leads to high turnover, unclear ownership of the codebase and cultural friction that slows delivery. Despite a 30% increase in IT roles over the past decade, education capacity has struggled to keep pace.

The result is a demanding recruitment environment in which technology companies across cities like Sydney and Melbourne compete for the same developers, and access to the right expertise remains limited.

High Costs and Lack of Specialists

For technology companies, this shortage of talent represents a direct threat to growth and innovation. No one wants promising ideas to stall because the cost structure becomes difficult to manage. It is not only salaries that increase; several other cost factors come into play when hiring local developers:

- **Salary and benefits:** High salary levels and competitive benefits
- **Recruitment and onboarding:** Both time-consuming and costly
- **Office and operating costs:** Rent, equipment and IT infrastructure
- **Statutory contributions and taxes:** Payroll tax, superannuation and other employer obligations

What You Will Learn?

In the chapters ahead, you will read how you, as a leader, can develop an employment strategy that strengthens the company. You will gain concrete strategies for:

1. Overcoming the challenge of finding and retaining experienced developers
2. Building sustainable and long-term development teams
3. Implementing a model that supports your in-house employment strategy

Outsourcing and Offshoring: Is it Really the Solution?

Many organisations turn to traditional outsourcing for rapid relief, but the outcome is often costly. More than half of outsourcing projects exceed their budgets, and around 42% report a decline in product quality. Cultural differences can also lead to misunderstandings, weaker integration with in-house teams, and reduced collaboration — precisely the areas where product companies cannot afford compromise.

Typical Concerns Technology Leaders Face

Industry bodies such as the Tech Council of Australia estimate that the country will need around 1.2 million technology workers by 2030, requiring more than 250,000 additional specialists compared with the current workforce.

At the same time, the rapid rise of artificial intelligence is increasing pressure on organisations. Data from the National AI Centre's AI Adoption Tracker shows that around 40% of Australian SMEs are currently using AI, while many organisations still struggle to move beyond experimentation and pilot projects.

For technology leaders, this makes it increasingly important to build and scale development teams in a sustainable way. Competition for talent remains intense, and experiences with traditional outsourcing are mixed. As a result, leadership teams often return to the same concerns week after week.

High Recruitment and Hiring Costs

20–30% of annual salary in recruitment costs: With average software engineer salaries in Australia typically ranging between AUD 110,000 and AUD 130,000 (SEEK), recruitment fees alone can amount to AUD 22,000–39,000 before salary, employment costs, and other personnel expenses are included.

Lengthy hiring process: It can take months to find candidates who match both the required technical expertise and the company's culture.

Critical early phase: Thorough onboarding, team integration, and training are essential to achieving long-term quality and stability.

Turnover and Team Instability

High turnover: Technology roles often experience higher employee mobility than many other professions. Data from the Australian HR Institute shows that the average employee turnover rate across Australian organisations reached 16% in 2024, with technology roles consistently tracking above that figure, creating ongoing pressure on companies to retain experienced developers.

Costly replacements: Each time a key team member leaves, the company must invest in new recruitment processes, onboarding, and training.

Disrupted team dynamics: Frequent turnover makes it difficult to build a stable company culture and a cohesive development team.

Limited Scalability and Predictability

Growing demand: Without a scalable solution, growth ambitions become constrained, and companies risk falling behind in a competitive market.

Slow team expansion: If a company cannot bring in new specialists quickly enough, it becomes difficult to take on new projects and innovate at the same pace as competitors.

Uncertain capacity across the development cycle: Beyond recruitment itself, the entire software development process is affected. Limited access to stable resources makes it difficult to plan product design, testing, releases, and long-term maintenance. This creates uncertainty in both budgets and timelines and can slow the company's ability to respond to market opportunities.

Cultural and Operational Challenges in International Collaboration

Negative experiences with traditional outsourcing: Previous projects are often associated with challenges such as inconsistent quality, misunderstandings, and budget overruns.

Cultural differences: Language, working methods, and expectations may vary, which can lead to misunderstandings and weaker integration within the team.

Scepticism toward global resources: Many leaders want to retain strong local expertise while also benefiting from international specialists.

To succeed, businesses need an approach where international expertise strengthens — rather than undermines — the company's values, culture, and daily collaboration.

Why Traditional Outsourcing Often Falls Short

In an attempt to solve staffing challenges, many technology companies turn to traditional outsourcing. The theory is that this reduces costs and provides rapid access to additional developers. In practice, however, outsourcing can introduce new challenges instead of solving existing ones. Deloitte's 2024 Global Outsourcing Survey found that 70% of executives had selectively brought work back in-house that was previously outsourced, a clear signal that traditional outsourcing models are not delivering the control, quality, and stability that technology companies need.

1

Lack of Team Integration

Traditional outsourcing often places developers as an external unit, separated from the core team. This can create a silo effect, where:

- Engineers have limited understanding of the company's strategy, culture and technical standards.
- Communication between internal and external teams becomes fragmented, reducing efficiency.
- A shared understanding of goals and working processes is missing, leading to suboptimal outcomes.

2

Quality Control and Delivery Reliability

In standard outsourcing models, companies often have less control over the development process and quality standards.

- Code quality can vary, leading to technical debt and costly rework.
- Delivery reliability can be affected when external developers do not follow the same testing and documentation standards.
- Studies indicate that weak quality control can increase time spent on bug fixing by up to 30% after delivery.

The solution lies in clear guidelines for code quality and testing, combined with close follow-up and ownership throughout the development cycle.

3

Language and Cultural Differences

Technology companies are often characterised by flat hierarchies, high levels of autonomy and direct communication. When developers in outsourcing environments come from cultures with more hierarchical structures and less emphasis on independent initiative, misunderstandings can occur.

This can slow decision-making, reduce innovation, and create inefficiencies within development teams.

4

High Turnover and Limited Ownership Create Technical Debt

In many outsourcing models, high turnover and low long-term commitment are common challenges. This leads to repeated onboarding, increased costs and interruptions in product development.

When developers work across several clients at the same time, their engagement with the product often weakens. Ownership becomes diluted, and the team lacks the stability needed to maintain consistent quality over time.

For companies with long-term product ambitions, this can become a significant source of technical debt.

The Standish Group CHAOS Report, tracking over 50,000 IT projects globally across three decades and updated through 2024, consistently finds that communication gaps, weak quality assurance, and low team stability remain the leading causes of project failure. Failure rates in technology projects remain stubbornly unchanged despite advances in tooling and methodology.

While outsourcing may appear attractive at first, experience shows that it rarely works well for technology companies seeking long-term development capacity — particularly for growing scale-ups, but also for established enterprise environments

Is Clearly Defined Task-Based Outsourcing a Solution?

Another option is to outsource only simple, clearly defined tasks that require purely technical execution. In some cases this can work, but several risks remain:

- Hidden subcontracting: Work may be passed on to unknown third-party providers.
- No lasting relationship: Without cultural integration, developers rarely take initiative or responsibility beyond their assigned tasks.
- Limited long-term value: Complex product development, continuous innovation, and sustainable growth require more than fragmented work delivered in isolation.

For businesses that want to grow while maintaining cultural alignment, product quality, and long-term stability, traditional outsourcing is rarely the most sustainable approach. When external developers are not fully integrated into the team, silos form and knowledge is lost — the opposite of what is needed to build a strong and innovative development environment.

How Cultural Alignment Creates Team Stability and Performance

Nothing is more frustrating than losing a strong developer because they never felt part of the team. It creates stress, disappointment, and costly delays.

Cultural alignment is one of the most important factors in building stable, productive, and long-term development teams. When team members share a common understanding of working values, communication styles, and collaboration practices, misunderstandings decrease and productivity improves.

Research from the UK shows that 61% of employees have left a job because of problems with workplace culture. For companies working with developers in other countries, it is therefore not enough to hire people who only meet the technical requirements. They must also understand and work within the company's working culture in order to build an effective and sustainable development team.

1

Direct Impact on Team Stability

Culture Amp's 2025 analysis of 18 million employee responses across 1,000 Australian organisations found that engagement here sits in the bottom 48% globally — and low engagement is the leading predictor of turnover.

For distributed teams the stakes are higher. Without shared working norms, misunderstandings, isolation, and weak team belonging compound quickly.

A structured cultural onboarding process addresses this directly building the engagement and alignment that keeps teams stable over time.

2

Higher Productivity and Engagement

When developers work proactively and deliver with the same confidence as your own team, daily collaboration becomes smoother — and leaders feel the difference.

McKinsey research puts a number on what weak culture actually costs — for a mid-sized company, employee disengagement can translate to hundreds of millions in lost productivity annually.

The fix is less complex than it sounds. Openness, autonomy, and clear ownership lead to more effective processes. When developers feel genuine responsibility for the product they're building, both quality and delivery speed follow.

3

Reduced Miscommunication and Inefficiency

Effective communication is essential in development teams, particularly when parts of the team are located in different countries. Some companies are used to a direct and open communication style, while other cultures communicate more indirectly or through stronger hierarchies.

Without proper cultural onboarding, the risk of misunderstandings, delays, and unnecessary friction increases.

Companies that actively build shared communication norms across cultures report fewer errors and smoother project execution.

📌 From developers to ambassadors

By prioritising cultural alignment, technology companies not only build stable and effective development teams but also create the foundation for long-term growth and innovation. Engineers who feel valued and included often become strong ambassadors for the business. They take pride in the company and invest in its success — making them an invaluable resource in an increasingly competitive market.

Your Company Culture in a Global Context

A company's culture is often the foundation behind successful technology businesses. This is particularly important for scale-ups that need to grow quickly, but also for established companies that must coordinate teams across markets.

Strong cultures often combine trust, autonomy, and efficient decision-making. These qualities can become a competitive advantage. Yet they are frequently taken for granted — especially when companies expand their development teams internationally.

To succeed across borders, leaders must actively define and communicate the cultural principles that make their organisations effective.

Trust-Based Leadership

Trust is a cornerstone of many successful technology teams. Leaders give employees responsibility and expect them to take ownership. This creates engagement, initiative, and efficiency.

Advantage: Trust encourages independence and strong motivation.

Challenge: In cultures where leadership is more hierarchical, this approach can sometimes be interpreted as a lack of direction.

In many global delivery markets, decisions are traditionally made by management rather than through team participation.

Businesses therefore need to combine trust with clear guidance to support teams transitioning toward a more autonomous way of working.

Equality and Inclusion

High-performing technology companies benefit from accessing the widest possible talent pool. Teams that include people with different backgrounds and perspectives often bring stronger problem-solving and better product thinking.

Advantage: Inclusive environments encourage creativity and diverse perspectives.

Challenge: In some countries where workplace norms are more conservative, equal participation in discussions and decision-making may be less common than many leaders are used to.

At the same time, some countries share similar characteristics. For example, Vietnam has relatively strong female participation in the workforce, with women representing around 48.6% of the labour force and roughly 37% of professionals in technology and engineering roles. This can make collaboration easier compared with markets where the technology sector remains more male-dominated.

The working principles companies often take for granted — trust, ownership and open communication — are exactly what create stability and momentum in teams. They cannot be assumed when building international teams. Leaders must actively define, communicate, and reinforce these principles if they want to retain control while building strong and sustainable teams across borders.

Direct and Open Communication

Direct feedback and transparency are central to many high-performing technology organisations. Constructive criticism is usually seen as part of the improvement process.

Advantage: Encourages continuous improvement and faster problem solving.

Challenge: In cultures where communication is more indirect, direct feedback may be misunderstood as overly critical.

Flat Structures and High Levels of Autonomy

Direct feedback and transparency are central to many high-performing technology organisations. Constructive criticism is usually seen as part of the improvement process.

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Stability First — Why Team Stability is the Foundation of Product Development

No matter how strong your processes are, or how well your product strategy is designed, everything becomes fragile if the development team is unstable. Quality, delivery speed, and innovation cannot be built on constant turnover. Stability is not a luxury — it is a prerequisite.

Stability Enables Quality and Control

High turnover does not only create frustration; it directly reduces productivity and business value. Every time a developer leaves, the team loses domain knowledge, working rhythm, and often critical product history. Technical debt accumulates, and leadership time is spent solving operational problems instead of driving strategy.

Stable development teams create the opposite effect. Delivery becomes predictable. Capacity planning becomes easier. Time and budget are not constantly spent on recruitment and onboarding.

For leaders, this creates something far more valuable: control and clarity. Less operational noise, more strategic focus, and the ability to make long-term decisions.

Long-Term Relationships Create Ownership and Better Products

Developers who work with the same product over time develop a deeper understanding of the system, the users, and the business behind it. They stop thinking in terms of tasks and begin thinking in terms of value, improvement, and innovation.

A long-term, dedicated relationship typically leads to:

- stronger technical ownership
- more proactive problem solving
- continuous improvement rather than reactive fixes
- natural integration with the company's development processes and team culture

For technology leaders, this means less need for micromanagement and greater confidence in day-to-day execution. It is easier to lead when the team understands the context — not just the code.

Culture and Continuity Are Closely Connected

One of the most underestimated drivers of team stability is cultural alignment. Even technically strong developers will eventually leave if they do not feel comfortable in the working environment.

Culture therefore affects not only wellbeing, but performance and retention. Shared working norms, clear expectations, and a sense of belonging reduce misunderstandings, frustration, and disengagement.

Many international outsourcing environments are built around resource rotation rather than product ownership. When the surrounding company culture rewards flexibility and constant reassignment, it becomes difficult to build the stability and deep product understanding that long-term development requires.

A Practical Way to Strengthen Cultural Alignment

One approach that has proven effective in our experience is the use of a Cultural advisor based locally.

The role acts as a facilitator between the leadership team and the distributed development team. The responsibility is not simply to explain cultural differences, but to reinforce the behaviours that create trust and initiative in everyday work.

Typical responsibilities include:

- guiding developers on clients expectations and ways of working
- providing continuous feedback and cultural onboarding
- conducting regular pulse checks and identifying potential issues early

This does not only improve satisfaction and reduce turnover. It helps create stable, aligned teams that understand and strengthen the company's culture — regardless of geography.

✔ *Stability Is a Leadership Choice*

Building stability is not simply about keeping people longer. It is about creating an environment where developers want to contribute, take responsibility, and remain part of the team because they understand the values and feel ownership of the product. Stability is not the result of luck. It is the result of deliberate leadership choices.

And it starts with you.

The Operating Structure Behind Stable Development Teams

Good developers are only part of the equation. The teams that hold together over time are built on clear structures — people know what's expected, feel supported, and have enough predictability to focus on the job. This matters everywhere, but when your team sits in another country, distance amplifies every gap. Get the structures right and it disappears. Get them wrong and it compounds.

1. What Strategic HR Means in a Distributed Development Model

Strategic HR isn't paperwork. It's the difference between a team that integrates and one that drifts.

It means structured onboarding from day one — technically, culturally, and socially. Clear employment agreements. Compensation that reflects both local conditions and global competition. And, ongoing performance and career development that gives people a reason to stay.

When this is done well, developers have what they need to perform. And you have the confidence to scale without getting pulled into daily people management.

2. The Infrastructure Behind the Scenes

Most leaders don't think about how many things need to work behind the scene for a distributed team to feel as solid as one sitting down the corridor.

The foundations are unglamorous but essential:

- *Local contracts, tax compliance, and statutory contributions — health insurance, pension and social security obligations*
- *Regular one-on-ones, performance follow-up, wellbeing initiatives, and development plans*
- *GDPR alignment, system access management, and secure data flow across jurisdictions*
- *Payroll processing, reporting, internal controls, and system support*

These are not "nice to have" elements. They are necessary structures that allow you to scale safely, remain compliant, and avoid unnecessary internal strain.

3. HR as a Continuous Stability Mechanism

A stable team isn't created when a contract is signed. It's built over time — and it requires ongoing attention. The HR function therefore needs to be more than a starting point — it must be integrated into the ongoing rhythm of the team.

- Regular 1:1 conversations and pulse checks so engagement and wellbeing are caught early
- Cultural guidance and conflict prevention to reduce silent friction and unexpected resignations
- Performance development and recognition that gives developers room to grow and reasons to stay

For leaders not sitting in the same office as their team, a strategic HR partner can be the difference between high performance and silent disengagement. This is not operational support — it is strategic risk management.

Scale Smart — Not Just Fast

Stability and growth are not opposites — they're two sides of the same strategy. The challenge for most technology leaders isn't whether to scale, it's how to do it without losing what already works, without losing control, and without compromising sustainability.

Uncontrolled expansion is one of the fastest ways to erode quality. Adding people is the easy part. Preserving culture, ownership, and technical direction while you do it — that's where most companies come unstuck.

Planned Growth > Panic Hiring

When a new project lands or investor pressure increases, the instinct is usually the same — we need more developers, and fast.

But rushed hiring often creates new problems:

- *Weak onboarding and integration*
- *Fragmented responsibilities*
- *Frustrated teams that lose direction and ownership*

A more considered approach means defining the roles your product strategy actually needs, building a scaling model that holds up over time, and bringing developers in gradually rather than in one unstructured wave.

The result is stronger technical control, lower risk, and faster time to value.

Clear Ownership and Structure Enable Speed

Scaling isn't just about headcount — it's about how people are organised. Unclear responsibilities in a distributed team don't stay unclear for long. They become overlap, duplicated work, and frustration.

Getting this right means:

- *Clarifying ownership and roles from the start*
- *Organising teams around product architecture rather than geography*
- *Connecting developers across locations and disciplines to avoid silos*

A well-defined structure means better collaboration, faster decisions, and far less time spent on coordination.

Protect Culture and Knowledge While Growing

Many companies hire quickly, but gradually lose what made the team strong — shared culture and shared direction.

Without structured knowledge sharing and active cultural stewardship:

- *New developers never fully integrate*
- *Critical domain knowledge walks out the door*
- *Collaboration weakens and the product becomes fragmented*

Scaling responsibly requires:

- *Systematic technical documentation and knowledge transfer*
- *Early involvement of new developers in product discussions*
- *A clear cultural role that maintains shared working norms and values*

When this balance is maintained, the team doesn't just become larger. It becomes stronger.

Onboarding and Integration — The First Step to Team Stability

Hiring a developer is not the end of the process, it is the beginning. Without a structured onboarding process, new team members may never fully integrate into the team, and leaders risk repeating the entire recruitment process just months later. Onboarding is the foundation for lasting integration, ownership and productivity.

1. Why Onboarding Often Fails

In many technology environments, onboarding is reduced to a technical introduction: “Here is the repository, here is Jira — good luck.”

The result is that developers never gain a full understanding of the product’s business logic, the team’s communication patterns, or expectations around initiative and collaboration.

The consequences can include:

- slow ramp-up and reduced productivity
- misunderstandings and duplicated work
- professional isolation and silent frustration

2. The Structured 30–60–90 Onboarding Model

One proven approach is a structured 30–60–90 day onboarding framework, combining technical, cultural and social integration.



0–30 days:

Introduction to development practices, tools, and team members. A buddy system. Understanding communication norms and working culture.



31–60 days:

Participation in stand-ups, sprint planning, and development meetings. Gradually increasing technical responsibility.



61–90 days:

Independent ownership of tasks, participation in improvement work, and evaluation of the next development steps.

This structure creates predictability for both sides and helps the developer understand not only the technology, but also how the team works together.

3. Continuous Integration and Cultural Alignment

Onboarding does not end after 90 days. To ensure lasting integration, there must be routines that support continued engagement and alignment.

Typical practices include:

- regular 1:1 conversations with team leaders or HR
- pulse checks and engagement conversations
- cultural guidance from a local advisor or team coach

These routines help identify misunderstandings early, align expectations, and maintain motivation over time. Integration is not a one-time activity — it is an ongoing rhythm.

Effective onboarding is not an administrative cost. It is an investment in team stability and delivery capacity. The stronger the ownership and cultural alignment established early, the more independent and value-creating developers become over time.

Onboarding is the first step toward a far more stable development journey.

Operational Control Creates Strategic Freedom

Everything covered in this guide—stability, culture, ownership, and smart scaling—depends on one final element to hold together in practice: operational control.

When your team sits in another country, the temptation is to hand over operational responsibility along with the geography. But full visibility over how things run even from a distance is precisely what gives you the freedom to lead strategically rather than reactively.

Operational control isn't a back-office concern. It's what brings everything else together and what separates companies that scale with confidence from those that scale with anxiety.

1. Without Control, Growth Becomes a Risk

Scaling a development team requires more than technical competence. As a leader you need clear oversight of:

- Employment structures, contracts, and statutory costs
- Salaries, bonus structures, and tax handling
- Data protection, security, and system access
- Documentation, internal controls, and reporting

Without clear processes around these areas, what was meant to be an efficient expansion quickly becomes a source of confusion and administrative strain.

2. What Operational Security Actually Means

Operational control does not mean constant supervision. It means having systems and routines that give you transparency and reliability without having to chase it.

- *Systems and processes that ensure correct reporting and data handling*
- *Clear structures for GDPR alignment and collaboration across jurisdictions*
- *The ability for teams to communicate directly without unnecessary layers of project management*

You know what is happening without monitoring every detail. You maintain oversight without disrupting the team.

3. Control Expands Leadership Capacity

When operational structures work as they should, you get something back that most leaders are short of, time and headspace to focus on what actually matters:

- *Product strategy and technical direction*
- *Team development and culture*
- *Expansion and long-term growth*

Less time resolving operational questions, more time building value. Teams operate with greater clarity, deliver more predictably, and grow alongside the company's ambitions.

- ✔ **Operational control does not mean doing everything yourself.** It means having the right processes, people, and systems in place to provide visibility, confidence, and flexibility. Technology companies that succeed internationally are rarely those that outsource all responsibility. They are the ones that own their model. When you have control, you also gain the freedom to scale, adapt, and lead with confidence. And perhaps most importantly, you establish the final foundation for a development team that performs today and is prepared for the demands of tomorrow.

In doing so, you fulfil the ambition we started with, building sustainable development teams without compromise.



Many platforms and vendors promise fast and inexpensive developers on demand. But for technology leaders building long-term product teams, the real question is how these models hold up over time, and whether the people they deliver ever truly become part of your team.

At Facilitated Work Hub, we have spent 25 years building **the talent infrastructure that makes long-term hiring in Vietnam as straightforward as hiring down the road** — without the legal complexity, HR overhead, and cultural friction that usually makes that impossible.

Our **Sustainable Scaling System™** is designed around that goal. We help companies with a scale-up mindset build stable, lasting development capacity in Vietnam — not through a shared resource pool, but by recruiting developers specifically for you, who work exclusively with your team. They work in your tools, follow your routines, and grow inside your processes — just like a long-term colleague in your local office.

You retain full control of how work gets done. We handle the legal, HR, and employment structures locally, so you get the long-term team without the complexity of managing employment abroad.

The core of our model is people, not just processes. A dedicated cultural advisor based in Vietnam works closely with each team to align expectations, communication styles, and working practices — **so your developers don't just join faster, they stay and grow with you.**

Our Track Record:

6 yrs

Average developer tenure
vs. ~2 years in traditional outsourcing



Annual developer retention
vs. ~55% in the market

8 yrs

Average client relationship duration
vs. ~3 years in the industry



Higher performance than
outsourcing branch

You retain full control — without taking on HR obligations, hidden costs, or day-to-day operational overhead. Scale up or down as your business demands, with just three months' notice.

If a permanent presence makes sense down the track, setting up a wholly owned subsidiary in Vietnam is straightforward — we can help you with that too.

You'll also gain access to some of the most experienced specialists in the market — from AI engineers, developers and QA engineers to architects, Cyber Security specialist and DevOps professionals.

FWH gives you access to a tech workforce of over 530,000 software developers and more than one million ICT professionals in Vietnam. You're not outsourcing, you're extending your team with colleagues who stay, perform, and feel like your own.

Stability, control, and predictability — without locking yourself into rigid contracts.

Awards and Recognition



2013, 2014, 2015

