

Fredrik Lindgren

Crisp AB



Year of birth: 1972

Working with software development since: 1998

Roles: Architect, Senior Backend Developer, Mentor for developers, Agile Coach

Education: Master of Science in Industrial Engineering & Management, KTH

*Experienced backend developer,
architect and coach with a passion for
agile software development*

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Summary

Fredrik is an experienced software developer, architect and mentor with technical expertise in Java, distributed systems, micro services, REST-based architectures, API design and DevOps. He has 25 years experience of Agile software development, both as an expert in technical practices such as TDD and continuous integration & delivery as well as the process & team perspective, working as a Scrum master and Agile Coach.

Fredrik has excellent analytical skills and moves easily between analysis of high level business requirements and software design, both at an architectural level and at a detail design level of software, APIs and protocols. He has extensive experience of helping customers and system owners to collaborate with development teams in slicing business and user needs to *user stories* ready for development, preferably with the help of methods such as *Impact Mapping* and *User Story Mapping*.

In an Architect role, Fredrik will apply a holistic approach, taking into account business goals & requirements, organisational structure & processes as well as technical opportunities and constraints. He engages team members and other stakeholders in to collaborate on architecture & design. He also participates actively as a senior developer in implementing the system. He will also train, mentor and coach others in the area of architecture and design.

In the role of scrum master Fredrik can help teams to improve, both as a mentor for individual team members, and as a coach and facilitator at the team level, applying agile principles & methods to strengthen collaboration and the ability to deliver. Fredrik has a passion for continuous improvement. Both for the systems he take part in developing and for the process of development itself.

As an Agile Coach Fredrik can help teams and organisations to get started with, or improve their agile development processes, for example by coaching scrum masters and product owners or by facilitation of retrospectives or product work shops.

Projects & Assignments

Fresh Financials Group, Jan 2026 – Software Architect and Senior Developer

Domain: Accounting

Role: Architecture advisor and backend developer. (part time)

I work with the strategic architecture of the Fresh Financials platform, a distributed system supporting expense and invoice processing, payments, accounting integrations, and bank reconciliation. The platform uses multimodal AI and large language models to classify financial documents, extract structured information, and support accounting workflows.

Technology: Java 25, Spring Boot, Spring AI, Rabbit MQ, Open AI, Mockito, TestContainers, AssertJ, Kubernetes, PostgreSQL, Docker, Github, IntelliJ IDEA, Claude code, Codex

Discovery Inc./Warner Bros. Discovery, Aug 2021 – Jun 2026, Software Architect and Senior Developer

Domain: Media, Streaming

Project: Maintain and develop the CMS service powering the browsing experience for the HBO Max and Discovery+ streaming platforms.

Role: Architect and senior backend developer.

Design, develop and operate one of the critical services used to power the global HBO Max and Discovery+ streaming experience. Refactor the service codebase to be able to maintain and safely cross-deploy the same basic service with different integration points for the HBO Max and Discovery+ cloud platforms. Work with the WBD product organisation, other architects and teams to design solutions that will enable site editors and content merchandizers to provide a managed, personalised user experience. Work with other architects/principal engineers to ensure key architectural characteristics such as availability, latency and performance of the service and the overall system.

Technology: Java 21, Vert.x, Mockito, TestContainers, AssertJ, Wiremock, Lombok, Kubernetes, Istio, AWS, Elasticsearch, PostgreSQL, Dynamo DB, Docker, Github, Github Actions, REST, gRPC, Kafka, IntelliJ IDEA, Grafana, Kibana.

Method: Evolutionary Architecture, Hexagonal Architecture, Test Driven Development, CI/CD, DevOps

Kambi, Jan 2025 – Mar 2025, Architecture Assessment

Domain: Sports Betting

Assignment: Assessment of architecture & development organisation

Reviewed the system architecture of the Kambi Sportsbook betting platform and interviewed a cross-section of the architects and development leads to assess strengths and challenges in the current architecture and approach. Together with a Crisp colleague focusing on the development organisation, I compiled and presented an assessment report to the Kambi Group board, and to the development organisation.

Method: Review of documented architecture and processes, Interviews, Code review.

H&M Business Tech, Aug 2020 – Jun 2021, Agile Coaching

Domain: Retail

Project: Agile transformation of H&M Business Tech

Role: Agile coach for multiple teams

Trained and coached multiple teams, scrum masters and product owners as part of an organisation wide agile transformation. Introduced and helped adapt agile practices to fit the context of individual teams. Coached product owners in working with Objectives and Key Results to align across teams as well as practical product backlog management. Collaborated with other agile coaches across the organisation to iterate and improve on the agile processes being introduced.

Method: Scrum, Kanban, OKR, Lean Software Development, Teaching from the Back of the Room, Meeting & Workshop Facilitation.

Northmill Bank AB, Oct 2020 – Nov 2020, Architecture Assessment

Assignment: Assessment of architecture & development organisation

Reviewed the system architecture and interviewed a cross-section of the development organisation to assess strengths and challenges in the current approach, and to provide advice on future direction regarding software architecture from both technical and process perspectives. Compiled and presented report to management and to the development organisation.

Method: Interviews, Review of documented architecture and processes, Code review.

Trustly, May 2018 – Jun 2020, Architecture Coach, Architect, Lead Developer, Developer Mentor

Domain: Fintech, Internet payments

Project: Analysis & Design of new over all architecture for the Trustly payment system.

Role: Architect and advisor to the CTO regarding architecture.

Lead analysis of challenges in the existing architecture. Cocreated new modern target architecture based on documented architectural principles and measurable architectural goals. Cocreated high level plan for implementation of the new architecture. Training and coached on principles and practices of evolutionary architectures and micro services.

Project: Implementation and migration to the new architecture, including new build and deployment environments & processes.

Role: Solution Architect, Lead Developer and Developer Mentor

Over a period of 18 months guided the architecture initiative, growing from a single team initially, to 10 – 15 teams developing services in the new architecture. Co-developed migration strategy to gradually move production traffic into the new system while maintaining consistency with the legacy system. Worked actively with development teams to implement cloud based CI/CD pipeline and GitOps-based deployment and release process as well as core services in the new architecture.

Trained and mentored junior developers to grow into the responsibility of developing, deploying and maintaining production critical micro services. Initiated a culture of deliberate team-level learning in the organisation, with the use of book clubs and bi-weekly cross team learning days. Also initiated an architecture forum with team representatives to spread architectural knowledge and concern throughout the organisation. Coached team leads on balanced metrics for development teams & lean principles for product development.

Technology: Java 11, Kubernetes, Istio, GCP, GKE, GCR, Docker, Github, ArgoCD, Kustomize, REST, Kafka, Spring Boot, Spring WebFlux, project-reactor, Pact, PostgreSQL, Micro frontends, React, GraphQL, Mockito, TestContainers, AssertJ, Wiremock, Lombok, IntelliJ IDEA, Jenkins, JIRA, Prometheus, Grafana, Splunk.

Method: Evolutionary Architecture, Lean/Kanban/Scrum/XP, Test Driven Development, CI/CD, DevOps, GitOps.

SBAB, Aug 2017 – Aug 2018, Senior Developer

Domain: Fintech, Mortgages

Project: Modernisation project for the over all architecture, replacing a monolithic system with micro services.

Role: Senior developer and solution architect.

Designed and implemented micro services to handle mortgage applications.

Project: APIs for PSD2 and mobile application access

Role: Senior developer and solution architect.

Designed and implemented micro services to expose functionality to the mobile App and to external integrators.

Technology: Java 8, REST, Dropwizard, Spring Boot, JAX-WS, JAX-RS, Netflix Zuul, Mockito, AssertJ, Wiremock, Lombok, Docker Swarm, IntelliJ IDEA, Jenkins, JIRA, Prometheus, Grafana.

Method: Kanban/Scrum, Test Driven Development, CI/CD.

Travellink AB, jan 2015 – aug 2017, senior developer, solution architect, mentor, advisor

Domain: Corporate Travel

Project Modernisation project to replace hotel booking in Travellink's online travel agency for corporate travel.

The purpose of the project is to replace a monolithic legacy system with end-of-life technology with modern cloud based micro services in AWS.

Role: Developing solution architect and mentor.

Designed and implemented backend micro services in java. Introduced and implemented a completely automated CI/CD deployment pipeline with feature toggle support to enable decoupling of deployment and release of functionality. Coached and mentored developers in modern java development and test automation. Participated in frontend development. Coached and advised product owner and development manager regarding Lean and Agile software development in general.

Technology: Java 8, REST, Dropwizard, JAX-WS, JAX-RS, Cucumber, Mockito, Javascript, React, Node.js, AWS, Docker, DynamoDB, ELK-stack, IntelliJ IDEA, Team City, JIRA.

Method: Kanban, Test Driven Development, CI/CD, Specification by Example, devOps.

King.com, Sep 2013 – Dec 2014, Agile Coach

Domain: Casual gaming

Role: Coordinator for the *agile@king* initiative.

Coordinated the creation of the community of agile coaches and scrum masters across the King.com development studios in Europe. Visited studios in Barcelona and London to connect with local coaches and to assess the need for support. Assisted in recruitment of agile coaches and scrum masters for Stockholm and London offices. Developed and executed introduction training on Agile and Scrum for new employees across Europe between Dec 2013 and Oct 2014.

Role: Agile Coach for the *Candy Crush Saga* teams.

Coached the scrum masters and producers for the five development teams, based on observing the collaboration within and between the teams. Facilitated *Role Expectation Mapping* to clarify expectations on different roles in the organisation. Designed and facilitated product level visualisation of feature progress and dependencies. Advised the lead producer on process improvements and team structure changes. Facilitated a team reorganisation to cross-functional feature teams using *self-selection*.

Role: Coach and mentor for the scrum master och product owner for the central platform team for mobile.

Advised on how to structure development when growing the team from 5 to 20 people rapidly. Facilitated workshops on challenges and strategy for restructuring. Provided support on backlog management and visualization of work for the newly formed teams.

Method: Agile, Lean software development, Scrum, Coactive Coaching, Impact Mapping, Meeting Facilitation, Role Expectation Mapping, Team Self Selection. Open Space, Teaching from the Back of the Room.

King.com, Aug 2013 – Sep 2013, Assessment of agile ways of working at King.com Stockholm

Assignment: Assess the current state of communication and development within and between the development teams from a Lean/Agile perspective & recommend interventions to improve the future agility of the organisation.

Interviewed a sample of people in different roles and at different levels of the organisation. Observed a selection of team meetings such as sprint plannings, stand ups and retrospectives. Reviewed product backlogs and sprint plans. Compiled and presented a report with findings and recommended interventions to management and to the rest of the organisation.

Samsung Nanoradio design center, Jun 2013, Sep 2013, Assessment and Scrum-kickoff

Assignment: Assist in introducing Scrum, based on assessment of current state and challenges.

Interviewed a selection of people in different roles and positions in the organisation. Performed a Value stream mapping. Compiled and presented a report with recommendations. Held a one day introduction training in Scrum. Facilitated team lift-off workshops kick-starting both backlogs and team agreements.

Method: Scrum, Lean software development, Workshop facilitation, Training from the back of the room

Ericsson Broadcast Solutions, May 2013 – Sep 2013, Kanban kickstart & coaching

Assignment: Introduce Kanban as new way of working.

Held an introductory training in Kanban followed by workshops with teams to analyse value streams and design Kanban boards. Returned for follow-up coaching sessions to help teams sustain the new way of working.

Method: Kanban, Lean software development, Workshop facilitation

Klarna AB, May 2012 – Mar 2013, Scrum Master, Agile Coach

Domain: Fintech, Internet payments

Role: Scrum master then coach and mentor for scrum masters, product owners & development managers

Supported the development manager in introducing Scrum to two newly formed teams. Coached the teams to grow as teams and to take responsibility. Coached the product owner in agile estimation and planning. Facilitated sprint planning and retrospectives. Facilitated design and architecture workshops with the development teams. Coached the development manager preparing a handover of the role at the end of assignment.

Coached product owners on agile requirement analysis, estimation and planning. Coached scrum masters on effective sprint retrospectives, team development and competence development. Advised managers on process improvements. Facilitated workshops on process improvements for the whole development organisation. Introduced *Impact Mapping* as an active tool in the product development work.

Method: Agile, Lean software development, Scrum, agile coaching, agile estimation & planning, agile retrospectives, meeting facilitation, Product Discovery, Impact mapping

Midasplayer AB (king.com), Apr 2011 – Mar 2012, Solution Architect, Developer

Domain: Casual gaming, Gambling

Project: Integration of external casino platform to King's gaming platform for the regulated Italian market.

Role: Solution Architect, Senior Developer & Scrum Master

Worked with stakeholders in Italy and the architecture team at Dragonfish in Israel to design the solution and plan the implementation project. Implemented the solution together with the rest of the team while also maintaining the existing market specific adaptations for the Italian market. Kept on the role of Scrum Master for the team during the project.

Technology: Java EE, Spring MVC, JSP, Hibernate, SOAP, Javascript, Subversion, Ant, IntelliJ IDEA, Jenkins, JIRA

Method: Scrum, Agile estimation & planning, Test Driven Development, CI

Appear Networks, Apr 2009 – Mar 2011, Chief Architect, *Scrum master, Product Owner, Developer*

Domain: Mobility, Productivity Applications, Context Awareness

Role: Developing Chief Architect

Project: Adapt *Appear IQ* for SITA MMS to provide a SaaS platform for airport mobility solutions.

Worked with the architect team at SITA to develop a system architecture and development milestones to productify the Appear IQ platform within the context of Airport mobility services.

Project: Develop the next generation of the *RailPocket* application platform. *RailPocket* is an application platform for handheld devices used by around 8000 train drivers and other staff of the Dutch railways NS.

Worked with the customer (NS) architecture team to develop solutions, APIs and protocols to integrate Handheld client applications with backend information systems. Analysed consequences and trade-offs for business decisions regarding what features should be integrated in the core Appear Networks product and what features to build as separate customisation. Supported the product owner in requirement analysis and specification. Coached and mentored the development team in design, test automation and development. Also mentored the scrum master and product owner of the team.

Technology .Net CF, C#, Rhino Mocks, Java EE, JBoss, Spring 3.0, JPA, JMS, Mockito, Apache Camel, Subversion, HTTP, REST, XML, Ant, Ivy, IntelliJ IDEA, Visual Studio, TeamCity

Metod: Scrum, user stories, agile estimation & planning, Test Driven Development, CI

Positions

Crisp AB, 2010 - , Consultant, Board Member

Appeare Networks, 2008 – 2010, *Chief Architect*

- Responsible for architectural aspects of product development as well as developing and communicating architectural plans within the company and to external partners
- Supporting system engineers with solution architecture in customer projects

Appeare Networks, 2002 – 2008, *Software Architect*

- Responsible for software architecture and design. Coaching the team in design principles
- Responsible for software development methods. Introduced Scrum as for product development. Introduced XP practices such as TDD, pair programming and CI.
- Supported Product Owners with agile product discovery, estimation and planning.
- Designed and implemented a dependency injection framework for .Net Compact Framework.
- Active member in the development team with focus on enterprise Java, XML and web technology.

Hi3G Access, 2002, *Software Architect*

- Worked on requirements and delivery verification of the platform for mobile services. Collaborated with the development organisation in UK.

AU-System, 2001 - 2002, *Software Consultant*

- Worked on requirements analysis and design of mobile services.

Goyada, 1999 - 2001, *Developer, Chief Architect*

- Designed and developed SMS-based mobile services.
- Acted as architect for the second generation of the service development platform. Introduced unit testing and pair programming.
- Designed the systems for sales statistics and revenue sharing for the Goyada mobile top up service.
- In the role of Chief Architect, responsible for the overall architecture and design.

Upright Technology, 1998 - 1999, *Software Consultant*

- Developed monitoring and administration systems for a customer in the petroleum industry.
- XML-evangelist and consultant within XML-based technical documentation systems.

Education & training

Master of Science. Industrial Engineering & Management, specialisation in teleinformatics, KTH 1997.

- Waysfinding - A Practical Approach for Navigating Complexity, Sonja Blignaut & Michael Göte, June 2024
- Generative AI for Developers, Nils Janse & Henrik Kniberg, Sep 2023
- Agile SW&HW at Tesla and SpaceX, Joe Justice Apr 2023
- Rewilding Agile – Master class series, Dave Snowden, May 2021
- Online Facilitation, Molood Ceccarelli, Aug 2020
- Building software architectures – hands-on, Neal Ford, Nov 2019
- Forecasting (and Coaching) Using Data, Troy Magennis, Nov 2019
- The Art of Action, Stephen Bungay, Sep 2019
- Intent based leadership, David Marquet, Jan 2019
- Leading and Coaching people to take responsibility, Christopher Avery, Nov 2018
- Architecture with Agility, Kevlin Henney, Oct 2018
- Playing Chess with Companies, Simon Wardley, May 2018
- Product Discovery, Martin Christensen & Marcus Castenfors, Jan 2018
- Cynefin Masterclass, Dave Snowden, Nov 2017
- Backlog Refinement Practitioner: *Successful Agile Requirements Analysis*, Ellen Gottesdiener, Nov 2016
- Certified LeSS Practitioner, Craig Larman, Jun 2016
- Scrum@Scale, Jeff Sutherland, Oct 2015
- Coaching Beyond the Team, Esther Derby & Don Gray, May 2015
- #NoEstimates and Mob programming, Woody Zuill, Oct 2014
- The Agile Facilitator, Lyssa Adkins & Leslie Stein, Sep 2014
- Cynefin & sense-making, Dave Snowden, Dec 2013
- Training from the BACK of the Room!, Sharon Bowman, Nov 2013
- Problem Solving Leadership (PSL), Jerry Weinberg, Esther Derby & Johanna Rothman, Apr 2013
- Accelerated Agile, Dan North, Feb 2013
- Creating Result Based Teams, Christopher Avery, Nov 2012
- Comaking Products People Love, Jeff Patton, Sep 2012
- Specification by Example, Gojko Adzic, Apr 2012
- The Coaching Stance, Lyssa Adkins & Cynthia Loy Darst, Apr 2012
- Management 3.0, Jurgen Appelo, Feb 2012
- Fast Track to Akka, Viktor Klang & Fredrik Ekholdt, Oct 2011
- Coaching Agile teams, Lyssa Adkins & Michael Spayd, Oct 2011
- Advanced Agile, Alistair Cockburn, Sep 2011
- Kanban Applied, Henrik Kniberg & Mattias Skarin, Mar 2011
- Advanced Retrospectives workshop, Diana Larsen & Esther Derby, Mar 2011
- Scala: Object-Oriented Meets Functional, Martin Odersky, Feb 2011.
- Certified Scrum Developer, Chet Hendrickson & Henrik Kniberg, Dec 2010.
- Leading Lean Software Development, Mary Poppendieck & Henrik Kniberg, Mar 2009
- Certified Scrum Product Owner, Mike Cohn, Jun 2008
- Certified Scrum Master, Jeff Sutherland & Henrik Kniberg, Feb 2008

Technology Expertise

Architecture

Evolutionary Architecture, REST, API & protocol design, Micro services, Event based architectures

Java

Vert.x, Spring Boot, Micronaut, Dropwizard, Spring framework, Spring WebFlux, project-reactor, Servlets, JMS, JUnit, Mockito, AssertJ, Caffeine, Wiremock, TestContainers, Cucumber-jvm, Webdriver, JDBI, *JPA*, *Hibernate*

Web technologies

HTTP, REST, XML, Xpath, Relax NG, *CSS*, *JavaScript*, *WS-**, *XSLT*, *HTML 5*, *JWT*, *Oauth2*

Micro Services & Cloud Computing

Kubernetes, Docker, Istio, ArgoCD, Kustomize, Helm, gRPC, Protobuf, AWS, DynamoDB, ElasticCache/Redis, Grafana, Kibana, GCP, GKE, GCR, Google Cloudbuild

Software Development

Lean software development, Scrum(CSM, CSPO, CSD), LeSS, XP, DevOps, CI, CD, GitOps, SOLID OO design, CRC-based analysis/design, TDD, ATDD/*BDD*, *DDD*, *user stories*, Impact Mapping, User Story Mapping, Consumer driven contracts.