

# Thiago Marafon

Senior Engineering Manager

Dear Hiring Manager,

I am writing to express my interest in the Software Engineering Manager position at Google. With more than 20 years of experience in various roles, I believe I have the qualifications and skills necessary to excel in this role.

As the Co-Founder and CTO at Youper, I played a pivotal role in establishing the technological direction of the company. Taking the company from zero to one, I spearheaded the development and implementation of innovative solutions that drove millions of downloads and helped thousands of people have a better life. I was responsible for hiring and managing a team of three engineers. By applying the principle of automation in every step of the software development process, we were able to achieve a very high level of productivity, delivering one new minor version including new features every month. Our process of monitoring and proactively fixing issues also contributed to the stamp given by the Journal of American Medical Association as one of the most engaging mental health apps in the market.

Additionally, my experience as a Software Development Manager at Softplan allowed me to effectively lead cross-functional teams with more than a hundred professionals and oversee the successful launch of new products. During this period, I implemented several initiatives to boost developers' motivation by updating the tech stack, structuring a reward program to stimulate continuous learning, reviewing the software development process to be more agile, and promoting the most senior developers to be mentors for the other developers. In less than 2 years, we attained a high-performance standard, reduced turnover by almost 40%, increased the ratio of projects delivered on time to more than 80%, and reduced the number of bugs reported by users by 25%.

Sincerely,

Thiago Marafon

**From**

Thiago Marafon  
Senior Engineering  
Manager