

Julio Santos

Engineering Leader with 15+ years in Fintech and e-commerce, expert in scaling teams

Sunnyvale, CA | julio.santos@morgane.com | linkedin.com/in/juliosantos

KEY ACCOMPLISHMENTS

- Started, grew, and led Nubank's engineering team that built one of the largest digital banks in Mexico, reaching 112 engineers and managers, 3 product lines, and 4 million customers
- Transformed how to develop software for all 100+ Godaddy's product teams based primarily on influence

WORK EXPERIENCE

CO-FOUNDER, CTO, LEAD EXECUTIVE COACH

Ducklink - Sunnyvale, CA

May 2023 to Present

Bootstrapped a consulting practice for helping companies of all sizes improve engineering teams' growth: in size, productivity, and satisfaction

- Coached Fortune 100 leaders to improve engineering and product productivity
- Vetted Head of Engineering candidates for Mexican startups, helping them identify the best possible leaders

DIRECTOR OF ENGINEERING

Nubank - Sunnyvale, CA

May 2020 to April 2023

Started, grew, and led the engineering team to build one of the largest digital banks in Mexico, reaching 112 engineers and managers, 3 product lines, 4 million customers

- Reduced AWS monthly costs by increasing cloud cost awareness, lowering costs from \$10 to \$0.50 per user
- Scaled customer base by enhancing engineering excellence, increasing customer base from 1k to 4M
- Reduced downtime caused by outages by leading an on-call program designed for minimal impact, ensuring engineer well-being and work-life balance, resulting in a 90% drop in customer tickets due to outages
- Grew the engineering team by building a distributed team across California and LATAM while coaching teams and individuals at all levels, developing the team from 15 to 110+ software engineers and managers
- Redesigned the team to become a regulated entity and multi-product company by optimizing engineering practices and collaborating with Legal, Compliance, and Product, unlocking 10X customer base growth
- Enhanced offer acceptance rate by leading a new compensation structure in collaboration with upper management (COO, Compensation, HR), resulting in an offer acceptance rate from 10% to 90% in LATAM

DIRECTOR OF ENGINEERING

Godaddy - Sunnyvale, CA

March 2019 to April 2020

Led the engineering excellence team that strengthened customer experience by introducing practices and tools, resulting in systems taking sub-seconds to load instead of the previous double-digit loading times

- Enabled system monitoring for teams by collaborating directly with Amazon AWS to implement the team's designs, resulting in most teams having visibility into system availability
- Introduced a culture of metrics by rolling out a monitor-based system in five offices, thus encouraging transparency and continuous improvement, resulting in higher availability and system performance

DIRECTOR OF ENGINEERING

Greenbits (acquired by Dutchie) - San Jose, CA

April 2018 to December 2018

Led the expansion of Greenbits' operations, growing and overseeing an engineering team of 20+ engineers

- Improved team morale and efficiency by fostering a collaborative culture, unlocking weekly product updates

PRINCIPAL SOFTWARE ENGINEER & HEAD OF AGILITY

Godaddy - Sunnyvale, CA

July 2015 to April 2018

Transformed how all teams develop software relying just on influence and without formal authority

- Modernized how 100+ teams build software by designing and leading a company-wide program and tooling, resulting in teams delivering customer features in less than half the time and with better customer satisfaction
- Solidified the collaboration between engineering and other functions by coaching, giving talks, and embedding with critical teams, resulting in an average of 50% speed in delivery while improving quality

PRINCIPAL SOFTWARE ENGINEER

Outright (acquired by Godaddy) - Mountain View, CA

October 2011 to July 2015

- Architected and implemented the backend performance improvements that enabled data aggregation systems to scale from ingesting 45k customers' daily transactions to 5M
- Designed and implemented easy-to-use Ruby libraries by leveraging Ruby Metaprogramming, resulting in virtually no downtime when moving from a single-store solution to a highly scalable partitioned data store
- Migrated to the internal cloud by refactoring the monolithic app into microservices with a 1-hour downtime

SENIOR SOFTWARE ENGINEER, TEAM LEAD

RhythmOne (acquired by Tremor International) - Mountain View, CA

January 2010 to October 2011

- Facilitated sales increase by building and directing the Content Management System team, resulting in customer autonomy when placing orders
- Fostered a culture of developer testing, leading by example, resulting in overall higher product quality

PRINCIPAL SOFTWARE ENGINEER & HEAD OF TECHNOLOGY

Microplace (an eBay & PayPal company) - San Jose, CA

February 2007 to December 2009

- Delivered a microfinance service, leading a team that enabled 50k micro-borrowers to be free from extreme poverty

EDUCATION

Haute École Mosane d'enseignement Supérieur, Belgium

Bachelor of Computer Science (Distinction)

ADDITIONAL SKILLS

- Professional experience with Ruby, Java, C/C++, Python, JavaScript, architecture patterns, distributed systems
- Agile, Lean, and Design Thinking Transformation expert
- Fluent in French, Portuguese, and English. Conversational with Spanish