

JULIO SANTOS | ENGINEERING LEADER

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- Hands-On Engineering Leader with 2 decades leading engineering and product organizations, resulting in 2 IPOs and 3 acquisitions
 - Scaled and coached 200+ high performing, agile engineering teams in the Silicon Valley and beyond, resulting in better developer and customer experiences, as well as better individual careers
 - Expert at improving product development cultures, such as testing cultures, continuous improvement, continuous deployment, developer productivity
 - Early adopter of agile techniques such as Extreme Programming, influencing teams and individuals to improve how software is built and delight the customer
 - Skilled at Distributed Systems, Backend Performance, Product Development techniques, Clean Code
 - Experienced leading and growing teams from single-digit teams to 120+, coaching and promoting from junior to staff levels, facilitating career track changes from IC to Manager or vice-versa
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EXPERIENCE

DIRECTOR OF ENGINEERING

MAY 2020 – APRIL 2023

Nubank / Sunnyvale, California

- Reduced AWS monthly cost-per-user from \$10 to \$0.50 (the lowest of all company divisions) by increasing awareness of cloud costs, improving monitoring, having bi-weekly reviews, partnering with staff engineers
- Grew the engineering team 7-fold, from 15 to over 110 software engineers and managers, building a distributed team across California, Canada, Germany, and LATAM (Mexico, Brazil, Colombia, Argentina)
- Coached teams and individuals, at all levels, from junior to Staff Engineer and Sr Engineering Manager, to strengthen collaboration and morale, across geos, divisions, functions, making it possible to scale and grow the product line from 1 to 3
- Transitioned the company into a regulated entity in the financial sector (SOFIPO)
- Collaborated with upper management (COO, Compensation, HR) to revisit how to hire and make offers, resulting in an offer acceptance rate from 10% to 90% in LATAM
- Led the engineering execution, from start to finish of an entirely new Digital Bank for the Mexico market
- Grew and scaled the customer base 4,000 times, from 1k to 4M

DIRECTOR OF ENGINEERING

MARCH 2019 – APRIL 2020

GoDaddy / Sunnyvale, California

- Led a team of 10 engineering productivity experts building monitoring and better tools for 700 engineers
- Worked with Amazon AWS to build the new AWS CloudWatch Synthetics, based on my team's designs
- Rolled out a highly visible (monitors on the wall) system to track system availability and performance, which introduced a culture of metrics and continuous improvement, resulting in several fold improvements in some areas

DIRECTOR OF ENGINEERING

APRIL 2018 – DECEMBER 2018

Greenbits (acquired by Dutchie) / San Jose, California

- Built and led a 22-engineer team to develop POS systems for the cannabis industry, rolled out to 1500 retail stores in the US

PRINCIPAL SOFTWARE ENGINEER, HEAD OF AGILITY

JULY 2015 – APRIL 2018

GoDaddy / Sunnyvale, California

- Modernized how software is built at GoDaddy, measurably improving productivity, by building a company program and also software (Rails, Angular, Mongo) to help 100 teams self-assess and improve with minimal direct coaching

PRINCIPAL SOFTWARE ENGINEER

OCTOBER 2011 – JULY 2015

Outright (acquired by GoDaddy) / Mountain View, California

- Led the team that improved the architecture and systems to scale 100X, from 50k customers to 5M
- Developed dashboards and monitoring tools to track performance improvements in real time
- Implemented and rolled out a new database sharding solution, anticipating 100X growth
- Refactored the monolithic app into microservices with no downtime and 100% reliability

SENIOR SOFTWARE ENGINEER, TEAM LEAD

JANUARY 2010 – OCTOBER 2011

RhythmOne (acquired by Tremor International) / Mountain View, California

- Directed the 3-engineer Content Management System team, Rails, MySQL, to build the CMS tool that is used internally and externally to scale customer base and increase sales
- Improved the test culture from barely existent and relying on QA engineers, to mostly automated

PRINCIPAL SOFTWARE ENGINEER HEAD OF TECHNOLOGY

FEBRUARY 2007 – DECEMBER 2009

Microplace (an eBay/PayPal company) / San Jose, California

- As Principal Software Engineer, built a new microfinance service with a 5-engineer team, from nothing to rolling out to 200 microfinance institutions around the world, helping 50,000 micro-borrowers, hence executing on upper management vision of “using the web for good”
- As Manager/Head of Technology, led the engineering team, improved the development process, making it possible to have weekly demos rather than monthly or even quarterly in some cases

EDUCATION**HAUTE ÉCOLE MOSANE D'ENSEIGNEMENT SUPÉRIEUR***Liège, Belgium**Bachelor of Computer Science***STANFORD UNIVERSITY GRADUATE SCHOOL***Palo Alto, California**Design Thinking Bootcamp, 2017*

ADDITIONAL SKILLS**PROGRAMMING**

- Ruby aficionado, in particular meta-programming, used in personal projects
- Professional experience with Ruby, Java, C/C++, Python, Javascript
- Once comfortable with Scheme, Lisp, and other functional programming languages

LANGUAGES

- **Fluent:** French, Portuguese, English
- **Conversational:** Spanish