

## **Julio Santos | Engineering Leader**

**15+ years of experience growing and scaling high-performance engineering organizations**

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### KEY SUCCESSES

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- Led Nubank's international expansion, starting with Mexico, creating platforms for Brazil and Mexico, being reused by future countries. Reducing the time to launch new countries from several years to a few quarters. Starting with a dozen engineers and growing the team to a 112-engineer organization.
- Modernized how Godaddy develops products by influencing upper management and all 100+ teams.

### WORK EXPERIENCE

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#### **INDEPENDENT ENGINEERING CONSULTANT**

Since May 2023

Ducklink - Sunnyvale, CA

- Helped LatAm fintech startups recruit their new Heads of Engineering and improve their engineering teams' growth and productivity
- Mentored 100 engineering professionals on a pro-bono basis, from junior engineers to CTOs

#### **DIRECTOR OF ENGINEERING**

May 2020 to April 2023

Nubank - Sunnyvale, CA

- Led the international expansion, starting with Mexico, creating platforms for LatAm and future countries, reducing the time to launch new countries from several years to a few quarters
- Scaled a team of 12 engineers/one product/1k users to 112 engineers/3 products/4 million users
- Reduced AWS monthly costs from \$10 to \$0.50 per user by leading a small team of cost champions
- Lowered downtime caused by outages with an on-call program designed for minimal impact, also ensuring engineer well-being, resulting in a 90% drop in customer tickets
- Redesigned the team's structure in collaboration with Legal, Compliance, and Product to become a regulated entity and multi-product company, 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**

March 2019 to April 2020

Godaddy - Sunnyvale, CA

- Led the engineering excellence team, introducing best practices and tools, resulting in systems taking sub-seconds to load instead of the previous double-digit loading times
- Enabled easy monitoring, in collaboration with Amazon AWS, based on the team's system designs
- 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**

April 2018 to December 2018

Greenbits (acquired by Dutchie) - San Jose, CA

- Led engineering operations, growing and overseeing a team of 20+ engineers

- Improved efficiency and fast delivery by fostering a culture of collaboration and customer focus

## **PRINCIPAL SOFTWARE ENGINEER, HEAD OF AGILITY**

July 2015 to April 2018

Godaddy - Sunnyvale, CA

- 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
- Improved product development processes by influencing upper management, coaching all 100+ teams, and leveraging the *Agile Dojo* gamification, a tool I designed and implemented from scratch
- 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**

October 2011 to July 2015

Outright (acquired by Godaddy) - Mountain View, CA

- 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 no downtime

## **SENIOR SOFTWARE ENGINEER, TEAM LEAD**

January 2010 to October 2011

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

- Facilitated sales increase by re-building the Content Management System tools
- Fostered a culture of developer testing, leading by example, resulting in overall higher product quality

## **PRINCIPAL SOFTWARE ENGINEER & HEAD OF TECHNOLOGY**

February 2007 to December 2009

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

- Delivered a microfinance service, leading the team that freed 50k micro-borrowers from extreme poverty

## **EDUCATION**

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**Haute École Mosane d'Enseignement Supérieur, Belgium**

Bachelor of Computer Science (Distinction)

## **ADDITIONAL SKILLS**

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