

Julio Santos | Engineering Leader

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SUMMARY

- 15+ years of experience growing and scaling high-performance engineering organizations
- Strong background in engineering and agile methodologies, having modernized software development processes at various companies, from startups to Fortune 100
- Significant contributions to the individual growth of hundreds of engineering professionals, ranging from junior engineers to CTOs and from first-time managers to Directors
- Recognized expert with Agile, Lean, and Design Thinking Transformations
- Expertise in international business expansion and operational restructuring, having led engineering organizations in the US, Latin American markets, and Europe

WORK EXPERIENCE

ENGINEERING CONSULTANT

May 2023 to present

Ducklink - Sunnyvale, CA

- Helped fintech startups recruit their Heads of Engineering
- Coached engineering leaders in improving team engagement and productivity, specializing in distributed environments, both domestically and internationally
- Mentored 100+ engineering professionals on a pro-bono basis, from junior engineers to CTOs

DIRECTOR OF ENGINEERING

May 2020 to April 2023

Nubank - Mexico City & 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

February 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 January 2019

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 product development by designing and implementing the *Agile Dojo*, a gamification tool written in Rails, influencing upper management and coaching over 100 teams for greater efficiency
- Strengthened 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 tenfold from 50k to 500k users
- 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

Rhythm NewMedia (acquired by Blinkx) - Mountain View, CA

- Re-built the Content Management System in Ruby on Rails, improving the customer experience
- 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

Haute École Mosane d'Enseignement Supérieur, Belgium

Bachelor of Computer Science (Distinction)

ADDITIONAL SKILLS

- Professional experience with Ruby, Java, C/C++, JavaScript, architecture patterns, distributed systems
- Fluent in French, Portuguese, and English. Conversational with Spanish