

# Julio Santos | Engineering Leader

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

## SUMMARY

---

- 15+ years of experience scaling high-performance engineering organizations (100+ engineers)
- Strong background in engineering and agile transformation
- Modernized software development at various companies, from startups to Fortune 100
- Significant contributions to the professional growth of hundreds of engineers and managers
- Recognized expert with Agile, Lean, and Design Thinking Transformations
- Expertise in international business expansion and operational restructuring
- Led distributed engineering organizations in the US, Latin America, and Europe

## WORK EXPERIENCE

---

### ENGINEERING EXECUTIVE COACH

May 2023 - present

Ducklink - Sunnyvale, CA

- Coached startup leaders in the US and Latin America
- Helped CTOs and VPs improve team engagement and productivity in distributed environments
- Mentored 100+ engineering professionals on a pro-bono basis, from junior engineers to CTOs

### HEAD OF TECHNOLOGY

May 2020 - Apr 2023

Nubank - Mexico & Sunnyvale, CA

- Led the international expansion, starting with Mexico, creating platforms for LatAm and future countries, reducing the time to launch new countries from years to quarters
- Scaled the engineering org from an initial team of 15 engineers to 112 engineers (the company's largest engineering organization)
- Grew and scaled engineering operations to enable growth from 1,000 customers to 4 million
- Reduced AWS monthly costs from \$10 to \$0.50 per user with 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

### DIRECTOR OF ENGINEERING

Feb 2019 - Apr 2020

Godaddy - Sunnyvale, CA

- Led the engineering excellence team, introducing best practices and monitoring tools, resulting in systems' availability improving from 1-nine to 4-nines and loading time from double-digit to sub-seconds
- 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**

Apr 2018 - Jan 2019

**Greenbits** (acquired by Dutchie) - San Jose, CA

- Led engineering operations, growing and overseeing a team of 20+ engineers delivering POS systems to handle millions of daily transactions and guaranteeing full cannabis compliance with state regulators
- Improved efficiency by fostering a culture of collaboration amongst engineers and with other functions

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

Jul 2015 - Apr 2018

**Godaddy** - Sunnyvale, CA

- Modernized product development by designing and implementing the *Agile Dojo*, a gamification tool written in Ruby on Rails, partnering with C-Level management and embedding with key teams
- Led and coached a team of 20 *Agile Champions* from across the company to act as mentors for 700 engineers and Product Managers distributed across 100 teams

## **PRINCIPAL SOFTWARE ENGINEER, ENGINEERING MANAGER**

Oct 2011 - Jul 2015

**Outright** (acquired by Godaddy) - Mountain View, CA

- Managed a team of 5 backend and performance engineers, enabling data aggregation systems to scale from 50k to 500k users
- Architected and heavily contributed to backend performance improvements
- Designed and implemented Ruby libraries, migrating to a sharding architecture with no downtime

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

Jan 2010 - Oct 2011

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

- Led the team that rewrote the CMS tool in Ruby on Rails while acting as a test automation evangelist

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

Feb 2007 - Dec 2009

**PayPal** - San Jose, CA

- Managed the six-engineer team, acting as a principal engineer, to deliver a Ruby on Rails-based microfinance service that eventually freed 50k micro-borrowers from poverty around the world

## **EDUCATION**

---

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

Bachelor of Computer Science (Distinction)

## **SKILLS**

---

- Hands-on experience with Ruby, Java, JavaScript, Architecture, Design, and Cloud
- Mentoring, Product Management, Agile Transformation, Engineering Efficiency, Design Thinking
- Fintech, e-commerce
- Fluent in French, Portuguese, and English. Conversational with Spanish