

# Julio Santos | Engineering Leader

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## SUMMARY

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- 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

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### ENGINEERING CONSULTANT

May 2023 - present

Ducklink - Sunnyvale, CA

- Consulted with startups and executive leaders: Helped CTOs and VPs improve team engagement, engineering productivity, distributed environments, both domestically and internationally, and hiring
- Mentored 100+ engineering professionals on a pro-bono basis, from junior engineers to CTOs

### DIRECTOR OF ENGINEERING

May 2020 - Apr 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 the engineering org from an initial team of 15 engineers to 112 engineers and 4 million customers
- 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

### 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

- 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**  
**Godaddy** - Sunnyvale, CA

Jul 2015 - Apr 2018

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

Oct 2011 - Jul 2015

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

Jan 2010 - Oct 2011

- 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**  
**PayPal** - San Jose, CA

Feb 2007 - Dec 2009

- 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

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**Haute École Mosane d'Enseignement Supérieur, Belgium**  
Bachelor of Computer Science (Distinction)

SKILLS

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- Professional experience with Ruby, Java, C, JavaScript, Technical Architecture and Design, Cloud
- Mentoring, Product Management, Agile Transformation, FinTech, e-commerce, Engineering Efficiency
- Fluent in French, Portuguese, and English. Conversational with Spanish