

How We Rebuilt the Machine While Flying It

Yannis Rizos • OpenConf • 21 November 2025

A Moving Target

10 year old codebase

20 million users

Pandemic accelerated growth exponentially

Neither tech nor culture had caught up

The Work

The UI was showing its age

The tech was out of date

The codebase was rapidly becoming a bottleneck

Every decision made under the weight of 20 million people

Story 1: Contraband

Knowledge Silos

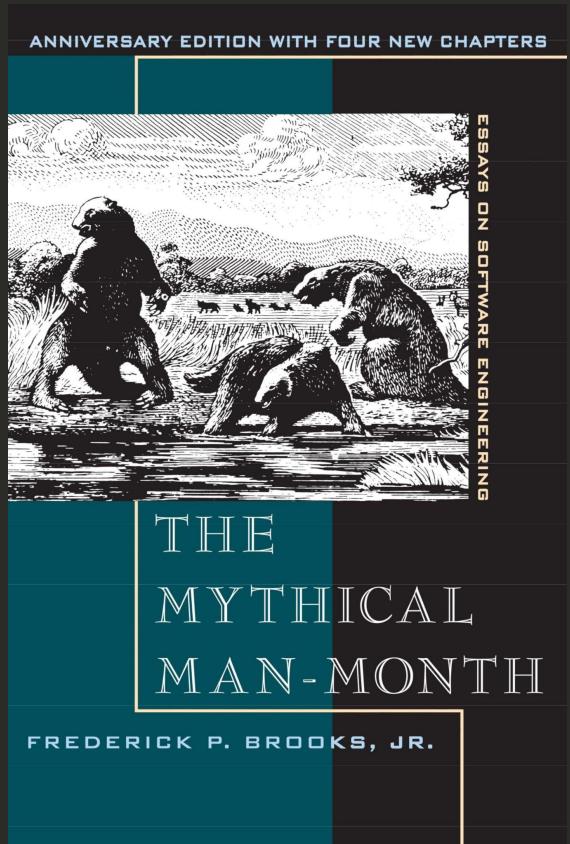
Story 2: Let It Bleed

Experimentation In Name Only

Story 3: The Flood

Adding manpower to a late software project makes it later

Frederick P. Brooks, Jr. • 1975



Interlude: While Flying

What We Built

Shared local environment

Smaller feedback loops

Isolated sandbox environments

Enablement teams

Automated all the things

Heavily invested in juniors

Leveraged DDD

Mentorship program

Story 4: Mixed Feelings

Foundations

Stack modernization

Documentation level up

Infrastructure modernization

Training level up

Event-driven architecture

Spec-driven development

Story 5: The Next Adventure

Questions?