

The Unknown Unknown

Wolt (DoorDash)

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BEFORE

Country launch days away. All systems 'ready.' While working on the banking integration, I discovered that our entire micro-service payment infrastructure couldn't handle the special accounting standards for the new country expansion. We either couldn't pay out anybody, or risked millions in fines. No accountant in the entire organization wanted to make a decision on it.

AFTER

Identified the critical blind spot no one else saw. Escalated through cross-team collaboration with Merchant Payouts and the Head of Treasury. Resolved through 43-person crisis meeting with Ernst & Young, creating a mandatory compliance framework for all future country expansions.

KEY RESULTS

→ 1 country saved from illegal operations

→ Millions in fines prevented

→ Compliance framework adopted company-wide

TECHNOLOGY

Kotlin

Kubernetes

Compliance

Cross-border payments