

Preface

If you think compliance is a drag, you're missing the best part of fintech. Every fast-scaling finance venture I've worked with has shown me one key lesson: companies that handle regulatory demands with flair gain a serious edge. This book explains why. It's about building systems that can outpace user growth, speed up product iterations, and meet shifting legal requirements, all at the same time.

We'll explore how to set up teams and architecture so that new features ship quickly without running afoul of the law. Along the way, I'll introduce the "You Build It, You Own It, You Run It" (YBYOYR) philosophy. It's a culture where the same engineers who code a feature also operate it in production and carry the pager at 2 AM. Paired with a proactive attitude toward security and regulatory obligations, this approach makes compliance your secret weapon, not an administrative headache.

Fintech's Global Rise

According to recent stats, there are now over 26,000 fintech startups in the wild—more than double the total in 2019 (source). By 2030, global fintech revenues might hit \$1.5 trillion, six times what they were in 2021. Europe is at the forefront of this boom, hosting around 9,200 fintech companies as of 2024 (source). Innovation in digital payments, lending, and wealth management is rampant, and the same

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frenetic energy that drives these breakthroughs also fuels fierce competition.

Evolving Regulatory Expectations

As fintech skyrockets, regulations get more complex—especially in Europe. Firms must follow PSD2 for open banking and strong customer authentication, GDPR for data protection, AML Directives for anti-money-laundering controls, MiFID II and the E-Money Directive for financial markets compliance, and now DORA for digital operational resilience. Non-compliance can mean massive fines—up to 4% of annual global revenue (source). In one survey, 86% of fintechs admitted to having paid hefty penalties in recent years. Regulators aren't bluffing: consumer protection, data privacy, and financial crime prevention have become non-negotiable.

Scaling Operationally and Organizationally

Hyper-growth pushes both your infrastructure and your organization to the brink. Massive user spikes and transaction volumes stress the back end. Meanwhile, compliance requirements pile up in every new market you enter. You can't just keep adding manual checks if you want to remain quick on your feet. As industry reports warn, trying to scale technical systems and staff while staying secure and compliant is no small feat (source).

Organizationally, fast headcount growth can shatter traditional silos. Communication lines get tangled, and accountability can evaporate unless you structure teams for autonomy and ownership. In other words, scaling isn't just about bigger servers or more lines of code. It's about designing resilient systems and processes that can handle

traffic explosions and the dreaded "surprise audit" without buckling.

Compliance as a Competitive Advantage

Many treat compliance like a chore, but it can become your biggest asset. Startups that weave compliance into their product and culture from the start end up with smoother operations, stronger customer trust, and fewer late-stage rebuilds. A compliance-first mindset signals credibility—to regulators, partners, and users alike—and helps you expand into new markets without always looking over your shoulder.

By contrast, hasty "bolt-on" compliance often invites technical debt and regulatory headaches later. Robust KYC/AML frameworks or data privacy protections might initially feel like overhead, but they can open new doors. You onboard customers faster, roll out products more confidently, and sleep better knowing you're less likely to get a 4 AM call from legal about a major infraction. In short, when compliance becomes a core pillar, it not only wards off fines but actually propels growth.

Drawing from Practical Experience

The ideas in this book are based on real-life work at fintech companies across Europe. At Klarna, I saw how to juggle rapid user expansion and strict banking rules while delivering "buy now, pay later" services to millions. At Delta Exchange, I grappled with crypto derivatives—where the regulatory environment seems to change by the hour. And at Redcare Pharmacy, I helped integrate payment systems into a cross-border healthcare platform that ships 100,000 parcels a day (source). In all these roles, I witnessed the same dual challenge: you

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have to scale fast without sacrificing compliance or reliability. The solutions and insights that emerged are what I'm sharing in this book.

"You Build It, You Own It, You Run It" – A Guiding Philosophy

A recurring theme here is "You Build It, You Own It, You Run It" (YBYOYR). Think of it as DevOps on steroids. If you write the code, you also deploy it, monitor it, and fix it when something goes wrong. This tight integration kills the "throw it over the wall" mentality and cuts feedback loops down to minutes instead of months. It's especially crucial in fintech, where the margin for error is razor-thin. Knowing you'll be the one paged at midnight is a compelling incentive to build things right the first time.

For a fintech system, YBYOYR helps unify compliance and operational excellence. Teams aren't just coding to pass a regulator's checklist—they're coding to ensure smooth production runs and real-time accountability. That synergy often leads to faster innovation cycles, which is exactly what you need when you're scaling up or coping with regulatory curveballs. Expect to see YBYOYR pop up often as we delve into architecture, organizational models, and best practices.

With fintech exploding and regulations tightening, it's never been more critical to design systems that can handle massive scale while staying on the right side of the law. This preface sets the scene: think of compliance as your secret ally, not your enemy. In the chapters ahead, we'll explore the technical and organizational approaches that let fintech startups and established players alike flourish under both growth and scrutiny. Buckle up—there's a lot to build, own, and run. # Chapter 1: The New Fintech Landscape

Explain how fintech has moved from niche payments or lending

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to a broad range of financial services. Highlight how traditional banks often use waterfall development to minimize perceived risks. Show that in a fast-paced environment, these methods can stall innovation and even raise risk. Conclude with the importance of balancing speed and compliance.