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Anchorage, Alaska  
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907-444-7728

November 17<sup>th</sup>, 2019

Christopher Matthew Cavanaugh  
Advisor/Architect  
Social Architects INTL  
Anchorage, Alaska

To Whom it May Concern:

This is a general letter of recommendation for Mr. Cavanaugh.

I've been fortunate to know Mr. Cavanaugh for a number of years now. Since our mutual employment days with Adobe Systems, we've collaborated on many projects together. He has always brought a high caliber of thoughtfulness, both articulated and applied, in all his work.

Mr. Cavanaugh has collaborated with us as an Advisor and Digital Transformation Lead for my organization DigitalCtrl, where I'm a partner and the CTO. Our clients all value his insight and contributions and the lasting positive effects. Our ongoing rapport and relationship has been enjoyable to say the least. While we would love to have him on our staff on a regular basis, his hunger to grow and learn is immense and exceeds what our organizational practice can give him.

As an individual, Matt has demonstrated very strong client-facing leadership abilities and has a history of success in software solution architecture and software sales. He has outstanding analytic and writing abilities.

He expects to possibly apply to a Ph.D. program in the near future and indicated that he would resume contract/consulting work in a leadership capacity, and perhaps start an employment search to that same end. I recommend him for these activities and anything else he might pursue, within his company or independently.

Matt will make an excellent addition to your organization.

Sincerely,



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Martin Dang,  
Partner / CTO  
DigitalCtrl Inc.