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To whom it may concern,

I had the pleasure to work with Daniel Emmons during the last two years. During this time, I was the CTO of GrayHair Software, and Daniel reported directly to me. Daniel was the manager of our Analytical team, and he was considered the "second CTO" while I was absent from work.

Leader, coach, and mentor: Daniel helped to co-lead a tech force of 30 engineers, and he lead the Analytical team (5 engineers) in a fast paced and high demand environment. He joined the company during a difficult situation, and his leadership helped the company to get out of it. Daniel coached and mentored in his team, and across the entire organization, on customer service and technical excellence.

Commitment: As mentioned above, Daniel joined the company during difficult times. The company's systems couldn't guarantee their services due to scalability issues. Daniel's commitment to the company was incredible. He relentlessly pushed the company forward to a new culture, tech organization, and tech architecture, and by added a tremendous amount of extra hours to help with the delicate situation at hand.

Customer first: Daniel's team was in charge of one our key company services, data feeds. Our most important clients expect us to deliver a new data request in one or two days. Daniel was able to manage the expectations of our clients, and create a team that could perform towards meeting those high expectations.

Technical skills: Daniel has been hands-on with the Analytical work of his team, and at the architecture level, Daniel has helped in the design, and the vision of the new architecture, which relies on Spark, Redshift, Parquet, Elastic Search, and other technologies on the AWS platform.

Daniel is an invaluable asset. He is capable of adapting to different situations and performing in stressful scenarios and unfavorable environments. I highly recommend him for his people skills and technical skills, and for any tech manager or tech executive position. I hope to have the opportunity to work with him again in the future.

Sincerely,

Alberto Janza