

## Departure Reference Letter

**Ricardo Gerstl**, born on April 15, 1991, has been employed by Everest Engineering since August 15, 2022 until April 24, 2024. Ricardo worked as **Senior User Experience Designer & Team Leader** within the Enterprise clients at Everest Engineering (projects: AWS, Berst and SEEK).

I, Pilar Esteban, am delighted to write this letter of recommendation for Ricardo Gerstl, an exceptional product designer whose dedication, dynamism, and expertise have significantly contributed to Everest Engineering. Having been Ricardo's manager throughout his tenure, I can confidently attest to his outstanding contributions and leadership in the field of product design.

His responsibilities included the following tasks:

**User Experience Research:** Conducted extensive UX research, including interviews, workshops, and QA sessions, to identify user pain points and enhance overall functionality.

**Design and Prototyping:** Actively worked on developing comprehensive user flows, designing intuitive UI interfaces, creating detailed prototypes, and drafting wireframes to ensure a seamless user experience.

**Team Leadership and Mentorship:** Led and mentored a diverse consulting team, fostering a collaborative environment and supporting career growth in a high-stakes project.

**Client Engagement and Innovation:** Built and nurtured strong client relationships, while integrating the latest design trends and emerging technologies into the product vision to stay ahead of industry standards.

**User-Centric Product Vision:** Started with a Minimum Viable Product (MVP) approach, focusing on essential features, and strategically managed and scaled the product by incorporating user feedback and iterating based on business needs and budget technical feasibility.

Notable Achievements and Milestones:

In the very start of Ricardo's tenure with our organization, he worked on a month-long project "Berst mobile revamp", which showcased his UX research and design expertise. In a tight timeframe, Ricardo demonstrated unparalleled proactive attitude to turn the startup from ideation to implementation by collaborating seamlessly with developers and guiding the startup owner through the UX research journey. The success of the Berst project is a testament to Ricardo's ability to take ownership of the UX process end-to-end, working collaboratively with cross-functional teams to achieve remarkable outcomes.

In his final week at Everest, he took on a SEEK project and successfully shifted the backend-focused team to a user-centric approach for an internal dashboard, ensuring the project aligned with user needs and significantly improved its functionality and usability.

In addition to their swift success with the Berst and SEEK projects, Ricardo was instrumental force in our ongoing Amazon Web Services (AWS) project.

For 18 months, Ricardo dedicated his efforts to the AWS project, contributing significantly to UX research, product vision, and account management. Ricardo's capacity to manage the intricacies of a long-term, ever-changing multifaceted project speaks volumes about his ability to balance and excel in a dynamic and demanding work environment. Furthermore, Ricardo's exceptional ability in stakeholder management has been a key driver in fostering positive relationships and ensuring alignment between project goals and stakeholder expectations. Collaboration between cross-functional teams and clients has consistently been strengthened by his adept communication skills and strategic approach.

Moreover, Ricardo has actively shaped the project vision on the AWS project, advocating for a user-centric approach. His role extends beyond design execution to encompass strategic thinking, stakeholder management, and a comprehensive understanding of product development from ideation to implementation. Ricardo has not only met the expectations of the project but consistently exceeded them, contributing to the overall success of our team. Due to Ricardo's commitment to excellence and leadership skills, he's been appointed team leader for the AWS project.

What sets Ricardo apart is not only his expertise in UX, but also his ability to adapt and collaborate effectively. He can quickly identify areas of agreement and disagreement and find creative solutions to bridge the gap between different points of view. The fact that Ricardo understands business objectives allows him to prioritize tasks and design solutions aligned with the organization's overall objectives. Both internal and external stakeholders have appreciated Ricardo's ability to articulate design decisions and trade-offs, demonstrating his ability to bridge the gap between creativity and business goals.

In conclusion, I wholeheartedly recommend Ricardo for any role that demands a seasoned, strategic, and highly skilled product designer. His exemplary work on projects such as Berst, SEEK and AWS underscores his ability to adapt and deliver outstanding results in both short-term and long-term initiatives. Ricardo's dedication, leadership, and continuous pursuit of excellence make him an invaluable asset to any team or organization. Beyond his professional attributes, Ricardo is a highly skilled designer but also a joy to work with. His friendly and approachable demeanor, coupled with a great sense of humor, makes the work environment productive but equally enjoyable. Aside from his career accomplishments, I am confident that Ricardo will contribute positively to an enjoyable working environment for any team he joins.

**Ricardo has decided to leave our company due to relocation.** We thank him for his strong commitment as well as his excellent performance and wish him every success and all the best in his future endeavors.

Sincerely,



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**Pilar Esteban**

**Director of Product, Design, and Collaboration**



Public version redacted for security reasons.  
For updated information, please contact Ricardo.

## LEAVING REFERENCE LETTER

Mr. **Ricardo Gerstl**, born on April 15, 1991, was employed by our company from September 1, 2020 until August 15, 2022.

Mr. Gerstl worked as **Global Communications User Experience and Web Integrations Specialist** in the department “Digital Communications” of the business function “Communications” within Hitachi Energy.

His field of action included the following tasks:

- Leading on user experience best practices and creating UX deliverables for our web platforms, as well as analyzing new features and capabilities through the lens of user needs, business impact and engineering feasibility
- Project Management of initiatives that improve the user experience of both the Hitachi Energy’s website and intranet, involved in the user research, requirements gathering and ideation workshops, prioritization, proposal design and definition, execution, and maintenance
- Serving as Point of Contact for Hitachi Energy’s website and intranet support within the organization, as well as establishing fluid communication channels and enabling collaboration in the company’s web community
- Involved in the two transitions of global content changes due to company re-branding with focus on user interface and information architecture changes for visual rebranding of the company website and intranet – in 2020, ABB Power Grids became Hitachi ABB Power Grids, and in 2021 transitioned into Hitachi Energy

Outstanding successes:

- Creation of a new visual system for Hitachi Energy’s website and intranet interactive elements and improving the visual affordance and learnability of navigation elements, providing a higher efficiency for users to get to the desired content, reducing the error rate and enhancing the navigation recovery rate. Insights were collected and analyzed with user behavior tools.
- Definition and implementation of new page templates: More than 25-page templates were created in collaboration with Content Stakeholders for both Hitachi Energy’s website and intranet. This project reduced the resources necessary to create new pages and improve the website’s user experience by establishing visual and layout consistency across pages of the same type.
- Production of E-learning videos and Content Management System (CMS) written materials: The creation of didactic material allowed a scalable knowledge transfer that empowered CMS Editors and reduced the number direct requests to the Web team.
- Streamlined the CMS Editor lifecycle: Onboarding, roles and permissions, governance, continuous learning and offboarding. This improved the quality of page creation, scaled support, and provided transparency regarding CMS usage and content responsibilities.
- Rebuilt Hitachi Energy’s Case Studies assortment: Through the collection of relevant content, restructuring and rebuilding of pages, a new tagging system, and enhancement of the Case Study sorting and filtering component. Case Studies can now be effortlessly browsed by clients and easily created and maintained by CMS Editors.

Mr. Gerstl possesses good specialist knowledge and experience in his area of responsibility. He made optimum use of his wide-ranging knowledge and provided good work results. Thanks to his consistent method of working, he maintained high standards of quality.

Furthermore, Mr. Gerstl possesses good organizational skills, planned tasks in order of priority and possesses good analytical skills and the ability to approach decisions pragmatically.

He played an active role in the team, contributed to a pleasant working atmosphere, and encouraged cooperation. He mediated with diplomacy and empathy between differing opinions. His behavior towards supervisors was at all times impeccable, pleasant, and facilitated constructive cooperation. In addition, he always took responsibility for his actions and determined the available options with regard to work and planned for further action with care.

Service commitment was of high priority for him; Mr. Gerstl took the concerns of internal and external customers seriously at all times and was professional in responding to their needs while keeping the company's objectives in mind. He was open to new developments and assisted with changes. Mr. Gerstl contributed valuable suggestions for improvement and was committed to their implementation.

Moreover, Mr. Gerstl was a loyal employee who acted with integrity, identified with our business goals and always worked in the interests of the company. He kept others regularly and suitably informed regarding his own area of activity, passed on important information to the team as well as the relevant contact persons and involved others in difficult issues in due time. We appreciated him as an open, understanding employee with a natural and genuine demeanor. When faced with different views, he demonstrated exemplary tolerance and promotes intercultural cooperation.

Additionally, Mr. Gerstl recognized the concerns and expectations of the various stakeholders and developed needs-based solutions for them. He was always open to feedback and dealt with it constructively. Mr. Gerstl possesses extremely fluent verbal and written communication skills and conveyed information with appropriate focus on the target audience. He was a good listener and was capable of adopting different perspectives and presenting objective arguments.

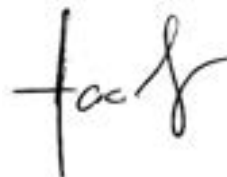
Mr. Gerstl is leaving our company on his own request. We thank him for his strong commitment as well as his good performance and wish him every success and all the very best.

Zurich, August 15, 2022

Hitachi Energy Switzerland Ltd



Javier Rodriguez Ramos  
Head of Digital Communications



Roman Haas  
HR Operations Front Office Lead for Cluster Switzerland

Hitachi Energy Switzerland Ltd is committed to uncoded reference letters.

## Reference Letter

We confirm that Ricardo Gerstl, born on April 15, 1991, has been employed at our company from March 1, 2016 until August 31, 2020.

Appway builds software for today and innovates for the technology of the future. With 15 years of industry experience, Appway guides the leading financial institutions, both big and small, as they build sustainable and scalable solutions that quickly adapt to changing conditions. With our software solutions, we enable wealth managers, private banks, broker dealers, asset managers, multi-family offices, and universal banks to boost their efficiency and productivity while building a flexible yet resilient foundation upon which to stand strong in the face of future change.

Headquartered in Switzerland with offices around the globe, Appway's award-winning software suite serves over 510,000 users worldwide. More than 225 institutions rely on Appway to improve internal efficiencies, engage customers across all channels, and keep ahead of regulations.

Ricardo was employed full-time as a User Experience Consultant and his title changed to User Experience Engineer on April 1, 2018. His main duties were:

- Lead advocate in the proper use of frontend styling for evolution of projects coming from Appway 6 Solutions
- Speaker for Appway's 2016 Sphere conference
  - Prepared and held a presentation explaining branding capabilities to a group of business professionals and developers
- Involved in the recruitment and onboarding of frontend developers from Partner implementation companies, and quality assurance of their work done on client projects
- Consultant in the research, prototyping and user testing for the client self-onboarding application of a major Swiss bank
- User Experience consultancy for a dozen client projects in Europe, Asia and North America
  - Custom modules building, design, Appway UI Framework Code frontend architecture and branding
- User Experience consultant for Proof of Concepts that supported the sales and prospecting process
  - Building frontend, design, presentation slides and custom branding
- Responsible for the building, generating content and maintenance of Appway's Design System documentation platform ([design.appway.com](http://design.appway.com))
- Appway UI Framework Code frontend development and frontend architecture for Appway Business Components (pre-built generic application modules)
- Prototyping for products to support user testing of new features and designs concepts
- Development of lean applications for the sales team, aimed to assess market interest and later be evolved into full-fledged products

In addition to the above, Ricardo also worked on the following tasks:

- Alpha assistant for upcoming Appway Platform versions
  - Involved in testing, evolution and collaboration with software engineers for new product features

- Release manager for Appway's Design System product releases
- Quality Assurance of Appway Products user interface; covering aspects related to architecture, styling, browser compatibility, accessibility and scalability
- Organize and promote special events inside Appway, meant to foster better relationships between colleagues
  - These include Yoga Club, Raclette Night, Pasta Lunches and SOLA relay team race
- SCRUM Master for 3 different teams (Workspace Frontend Team, UX Team and Solution Sales Team)

Ricardo's most outstanding achievement during his work at Appway was leading Appway's Design System Appway UI Framework Code frontend conception, architecture, adoption, evolution, documentation and maintenance. This high impact work required a lot of collaboration across departments and demanded great effort since it required to be generic, scalable, easy to work with and follow Appway's long term vision for the product.

We have come to know and appreciate Ricardo as an extremely determined colleague with a strong sense of duty, commitment and drive. Moreover, he is very flexible, stress resistant, and has positive thinking. His reliability, diligence and personal responsibility are greatly appreciated by his clients, supervisors and colleagues. His behavior towards them is always impeccable and exemplary.

Additionally, he keeps frontend development trends up to date and has a strong command of user experience, which he puts into practice on the job. He keeps developing his skills by trying new technologies, tools and coding. Ricardo always communicates openly and is absolutely an enthusiastic team member.

Furthermore, Ricardo is an exceedingly valued employee who is constantly team-centric and has excellent interpersonal and communication skills. We are happy to confirm that he is always living up to our high expectations constantly.

Ricardo is leaving Appway of his own accord which we regret. We would like to thank him for his valuable and productive collaboration and wish him all the best and continued good success for the future in both his professional and private life.

Appway AG

*Alessandro Tortelli*  
Alessandro Tortelli (Aug 10, 2020 16:56 GMT+2)

Alessandro Tortelli  
Solutions Practice Lead

*Adriana Ispas*

Adriana Ispas  
Lead Product Manager

Zurich – August 31, 2020

Fabian Künzli  
Turbinenstrasse 31  
8005 Zürich

Zürich, 26. September 2018

To whom it may concern,

It's my pleasure to recommend Ricardo Gerstl for a UX Engineer position.

Ricardo and I worked together in Appway's User Experience Team and later in the Business Components Team for joint period of almost two years.

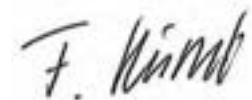
I enjoyed my time working with Ricardo and came to know him as a truly valuable asset to both of the teams we worked together in. He is proactive, responsible and remarkably hard-working. He always strives for a process-based approach to any task. Ricardo is great at adapting to each situation quickly. Additionally, I got to know him as very open-minded.

Ricardo's knowledge of UX methodologies and expertise in frontend development was a huge advantage to the entire company. I especially respect and value Ricardo's contributions to building, launching and maintaining the Appway Design System.

Along with his undisputable talent, Ricardo has always been a complete joy to work with. He is a genuine team player, and always manages to promote constructive atmosphere and bring the best out of his colleagues.

Without any doubt, I confidently recommend Ricardo to join your team. As a dedicated and knowledgeable employee and a great person, I know that he will be a beneficial addition to your organization.

Sincerely,

A handwritten signature in black ink, appearing to read 'F. Künzli', written in a cursive style.

Fabian Künzli  
Product Manager, Appway AG

September 26, 2018

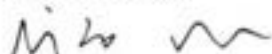
## To Whom It May Concern

My name is Nico Dreher and I'm a member of the UX team at Appway. I am writing on behalf of Ricardo Gerstl, whom I've been working with on the Appway Design System from August 2016 until today.

As a Senior User Experience Designer I create design concepts and documentation for the Design System, and Ricardo has been the lead developer of the Appway Design System, a set of prebuilt modules for building user interfaces of solutions running on the Appway Platform. In his role as UX engineer, Ricardo is instrumental in advancing the Appway Design System through the different stages of the product development cycle: from early stage proof of concepts to prototypes until productive versions. His quick wit allows him to pick up new concepts quickly, for example when integrating new platform capabilities into the Design System. Being an active team collaborator, he is an excellent sparring partner to fellow designer when it comes to bringing design concepts to life. As a good communicator he proves to be a driving force behind the adoption of the design system, coaching front-end developers screen development, and UX principles in general.

I got to know Ricardo as an approachable and caring person, and I particularly appreciate his sense of humor. For both his personality and his skills, Ricardo would make a valuable addition to any workplace, just as I do not wish to lose him as team member. I would be glad to answer any questions about Ricardo or his work with Appway. I can be reached at [nico.dreher@gmail.com](mailto:nico.dreher@gmail.com).

Sincerely,



Nico Dreher  
Senior User Experience Designer  
Appway AG



## Letter of recommendation

03/11/2015

Dear Hiring Manager,

I am writing to recommend Ricardo Gerstl for the position of UX Consultant at Appway. I have the pleasure of working directly with Ricardo during this present time as a Lead Developer at Media Frontier. I work alongside Ricardo as a Senior Designer at Media Frontier's production team, and during that time, we worked together closely, so I fully understand his capabilities.

Getting first hired for a role as an intern with alleged qualities as a developer/designer, Ricardo got to impress me design-wise at his first weeks. Given an ambiguous briefing from an international commodity-trading company regarding the production of brochures, Ricardo managed to draft, iterate and design a product worth of a design graduate. Weeks later, this same brochure was massively printed, distributed globally and given to many of our client's customers. By that time, the company directors had seen Ricardo's potential and were giving him a permanent contract.

Ricardo's incredible engineering perspective to design is what let's him excel at any of the projects he is assigned. A great example was working with him and our partner company, WRS (World Radio Switzerland), Ricardo became an essential part of the concept-production of it's trimestral magazine: Lake Geneva's Voice. Ricardo's extensive research on other radio magazines, on WRS listeners' demographics and overall magazine design were essential to create the magazine's first drafts and final concept. This same research was later applied to WRS website redesign and to all of the station's merchandising.

This past year I've actually learned from him. As a CMS website developer, Ricardo works with my design team on all the web templates he is going to program. We "use" him to review our designs, since the main complexity of web-design is content flexibility, how a website has to be designed to fit any content and adapt to any screen. Ricardo has a detailed eye for this, finding the structure of the design and imagining the code that will make it a website. With a lot of patience, and in his friendly way, he comes in to explain the reason behind possible constraints of our designers' ideas and explains possible solutions around them.

Having worked with many designers, I know that anyone can excel using design tools by practicing, but having an idea and creating something out of nothing; I'd say that is a skill you are born with. Ricardo has that, "the eye" for design. That creative flare that makes any of his projects a bit personal. What makes him even more special is that sometimes he won't feel fully skilled to achieve the level of perfection he always aims for; therefore he is never afraid of asking my team for help. His extroverted manner makes it a delight to work with, breaking the "designer-engineer barrier".

With his varied set of abilities, extraordinary adaptability, and young passion, Ricardo will make a great UX Consultant for Appway. Although I'll miss his mountain-adventures tales and enthusiastic personality, I have no doubts you will be remarkably pleased to hire him.

Yours faithfully,  
Valentina Shapiro

*Valentina Shapiro*

Meyrin, 20th October 2015

To whom it may concern:

I am writing this letter to strongly recommend Mr. Gerstl for your program. I know Mr. Gerstl because he worked in my team for over a year. Mr. Gerstl joined the company a year ago to initially as an intern and was offered a full time position after he demonstrated his ability to match our business objectives. I have worked with him on 8 major development a projects. During each project Mr. Gerstl actively participated in the planning phases, and proactively worked towards offering technology solutions to the designers working on our front end web designs. In addition, Mr. Gerstl has a very good grasp of Information Architecture and was easily able to work with the information structures aligned with our client's business needs.

Mr. Gerstl has also constantly improved his knowledge and development skills while working with the team. It is not uncommon to find Mr. Gerstl productively use his time during less busy periods to study different upcoming development frameworks, such as Angular JS and JQuery, to improve his performance on next projects.

Mr. Gerstl has demonstrated on all projects that we have worked with that he has a hard working ethic, good judgement skills, emotional intelligence, and clarity in understanding project scope. Overall, I would strongly recommend Mr. Gerstl for a position in IT academically or professionally.

Sincerely,

Ang Li - Media Frontier Project Manager



## Letter of recommendation

20/10/2015

Ricardo is a pleasure to work with because of his energetic and always positive attitude. He is a careful listener and a strategic thinker that approaches each project on an individual basis carefully analysing requirements before providing strategic solutions. He is a great team player who always brings a plethora of innovative ideas to the table.

Ricardo is always up for a challenge, he is passionate about finding solutions to challenging tasks. Ricardo started at Media Frontier as a Technology Consultant Intern when he provided support to internal teams throughout all business areas from new business development through design to development. He quickly became a valuable member of the team and was offered a position as a Digital Consultant. He is the ultimate IT person that everyone turns to. He is a lead developer on many WordPress projects where he takes care of all technical aspects from initial server set-up to live deployment.

Ricardo is also willing to work on areas he feels he could improve upon. He is very focused on his goals and pursues them with passion. He has recently completed a course on JQuery course and is now a certified JQuery developer.

With his relentless motivation, Ricardo would bring a lot of energy and passion to your team. I know he would be an excellent fit to your organisation. If you have any questions, feel free to contact me at the above address.

Yours sincerely,

Ania Karwowska

