

October 15th, 2019

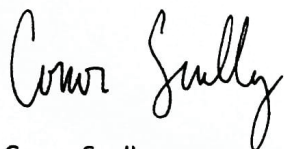
To whom it may concern,

I've known Kirsten Allen for more than three years, and it was my privilege - first as GRAV's E-Commerce Director and then as our VP of Sales - to work with and lead her. I recommend her unreservedly for any role that requires curiosity, innovation, and expertise in web development and design.

Kirsten began her career at GRAV in 2016 as a graphic designer. She distinguished herself as one of the most imaginative members of an already talented marketing team. When it came time for GRAV to build an e-commerce store in 2017, Kirsten was assigned to coordinate the set-up of our Shopify store, initially in order to prepare it for a third-party development team to polish and execute. However, she quickly demonstrated she was fully capable of completing the entire development project herself. She was so effective in launching our retail store that we immediately pivoted to building out a wholesale e-commerce store as well - something that's become an invaluable tool for our in-house sales team. We were able to launch the wholesale store within 6 months of the retail store's launch, as opposed to the 12-18 months we'd planned. Had it not been for Kirsten's ingenuity and appetite for challenge, we would've spent a great deal more time and money on both projects and missed out on millions of dollars in revenue.

Kirsten is the chief architect of GRAV.com and wholesale.GRAV.com, both in their design and function. Many specialized aspects of the two sites - including bulk ordering, complex MOQ criteria, automated add-on products, and several fun easter eggs that only our most devoted customers ever find - were built entirely by Kirsten, without the aid of a third-party app or the advanced features afforded us when we upgraded to Shopify Plus. She worked closely with me to achieve (and exceed) ambitious year one revenue goals and to create a buying experience that met our customers' increasingly varied needs. I've never known Kirsten to say outright that a problem is unsolvable or that a request is unattainable, and many times she's created a solution in 24 hours that seemed like it might be a quarterly project.

I hold Kirsten directly responsible for much of the business GRAV has done online in the last two years, but it's her contribution to GRAV's work culture that I valued most. She is eccentric but humble. She's stubborn but devoid of selfishness. She wants only good things for everyone around her, and she's fiercely loyal to the people she admires. At company events, she could mingle with any department and be right at home. She added color and texture to our team that can't be replaced. We all wish her every success in her next venture. I'm confident you'll find her to be as indispensable as we have. Please don't hesitate to contact me with any questions regarding her qualifications or tenure at GRAV.



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