

July 7th 2026

To Whom It May Concern,

It is my pleasure to recommend Paul Knopf, who served as Lead Software Engineer at Med X Change during my tenure as CEO.

In every growing technology company there are a handful of people who become foundational to its success. Paul was one of those individuals.


He was instrumental in designing and developing the software architecture that transformed our products and enabled the next stage of our company's growth. His technical vision, creativity, and ability to solve complex problems helped establish the platform that ultimately contributed to Med X Change's successful acquisition.

What distinguished Paul was his rare combination of innovation and discipline. He possessed an entrepreneurial mindset and was always looking for better ways to solve difficult engineering challenges, yet he never lost sight of the rigorous processes required in a highly regulated medical device environment. He understood how to move quickly using agile development principles while maintaining the quality, documentation, and compliance necessary for medical technologies. That balance is exceptionally difficult to find.

Beyond his technical capabilities, Paul was someone I trusted to tackle our most challenging initiatives. He consistently demonstrated ownership, sound judgment, and an unwavering commitment to delivering results. He was the type of leader who elevated the performance of those around him and earned the respect of both engineering and executive leadership.

Simply put, our company would not have achieved the level of technical maturity and product success that it did without his contributions. He played a significant role in building the foundation that positioned Med X Change for acquisition, and I remain grateful for the impact he had on our organization.

I recommend Paul without reservation. Any organization seeking an exceptional engineering leader, software architect, or technical executive would be fortunate to have him on their team. I am confident he will bring the same level of integrity, innovation, and execution that made him invaluable at Med X Change.



Sincerely,



Seth Kardos

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