

Ratib A. Karam, Jr.
2415 Ashbourne Drive
Lawrenceville, Georgia 30243
(404-339-1144)

Date: October 30, 1994
To: Potential Employers of Nelson Wax
Re: Letter of Recommendation

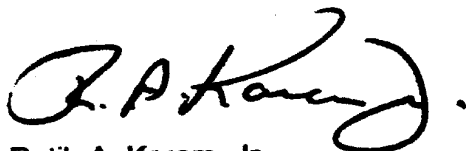
Mr. Nelson Wax worked with me as a colleague at the Institute of Management Resources on several occasions during the past year. He has consistently proven that he has the rare combination of analytical, technical and client handling skills.

Most recently, Mr. Wax and I worked together on an analysis of operations for a client with an overall operating budget of over one billion dollars. His work was instrumental at not only generating the technical support data to justify doing further work with this client, but probably more importantly, generating an emotional excitement on the clients' part that through doing further work, a lasting change process was possible. He accomplished this using his extremely positive attitude and devotion to a highly participative approach to consulting.

As one of the Executives of the firm, I would welcome Mr. Wax's availability, if he were not already on a project of mine and move quickly to make room for him. From my experience I have found that Mr. Wax is as strong a performer on an analysis team as he is working as an operations manager. I found this flexibility to be quite valuable in providing a seamless integration from one phase to the next.

Nelson Wax was an outstanding contributor for promoting success on my engagements. I believe that he will be an asset to any organization. I would welcome him back to work with me at any time. I recommend him to future organizations and will be glad to discuss this in more detail with whomever may be appropriate.

Sincerely,



Ratib A. Karam, Jr.