

**To: Whom it May Concern**

**10/19/94**

**Please accept my endorsement of Mr. Nelson Wax. Mr. Wax is an exceptional management consultant with a rare blend of technical competence and human process expertise.**

**Nelson is above all a man of high moral principle, whose diligence in pursuit of excellence is singular.**

**In my position as Director of Organization Technology, for The Institute of Management Resources Inc., I was impressed that his skills set was highly diverse and adaptable to virtually any business setting. I would highly recommend him to you.**

**Please feel free to contact me as noted below, should you require additional information.**

**R. Mark Janacek  
8606 Broadacre Drive  
Powell, Ohio USA  
43065  
PH: (614) 764-4879  
VM: (800) 274-0808**

**Sincerely**

A handwritten signature in black ink, appearing to read 'R. Mark Janacek', written in a cursive style.

**R. Mark Janacek**