

To Whom It May Concern,

It is a distinct pleasure to recommend to you my esteemed business associate and long time friend William J. Marshall. In my capacity as Vice President of Marketing at Lacotex Corporation I have worked closely with William for more than a decade.

As Director of Engineering William has managed the design of more than two hundred Lacotex products. His work has been a major factor in our company's continued success in the machined components industry. He has proven consistently that customer need and company profit are not mutually exclusive.

Like most manufacturing businesses, our company is organized into functions. Engineering interacts with virtually all of them. There are natural tensions between the functions which if not managed correctly can prove disastrous. William has always understood the old axiom that we rise or fall together and has made teamwork with others job number one for his department.

I can remember the nature of our weekly management meetings ten years ago before William arrived. We would spend most of the allotted two hours pointing fingers at each other any time problems needed to be solved. When William came on board the meetings changed dramatically. He showed us all how to get beyond the blame game.

William has a zest for life and has a variety of interests. He can relate to people in many ways and on many levels, and would have made a great sales executive. In fact, William's people skills have saved the day for on more than one occasion.

A particularly difficult account springs to mind. It was a company run by a hard-boiled individual that neither I nor any of our sales people could ever seem to get close to and consequently could never sell much to. We asked William to join us on a call to this difficult customer. In the course of the sales meeting William noticed a picture of the man beaming with pride as he stood next to a young woman in a basketball uniform. William asked about the picture and then struck up a long conversation about the subtleties of women's basketball and what turned out to be the man's daughter. To make a long story short we left hours later with new business in an account that has grown to be our fourth largest.

I could continue on with more glowing accounts of William, but will instead simply say that I really do think the world of him and respect him greatly. It saddens us all the William must leave us so he can relocate to help with his aging in-laws.

I would without any reservation recommend William to you. He would be a tremendous asset in any company.

Sincerely,

Frank Pierce
Vice President, Marketing
Lacotex Corporation