



March 1, 2016

To Whom It May Concern:

It is a pleasure to provide this letter of recommendation for Karen Conte and ARS Consulting, Inc.

Over the past seven months I have worked alongside Karen in the reorganization of the Rogge division of Triple B. With the continued growth of our company it was essential to find improvement opportunities in all departments to meet capacity needs. ARS/Karen Conte was contracted to assist us in assessing areas of improvement needed within all departments and develop a plan for action for each.

Within 30 days of contracting with ARS, the assessment process of Customer Service, Purchasing, and Warehouse Operations were completed. The overview included the state of each business unit with a plan for action for each. Over the following 6 months the plan was implemented. During that time Karen worked as a dedicated team member in our Seattle office executing the changes in all business units. She displayed strong professional leadership skills and empowered the group to be part of the changes. Her positive attitude was always evident and she set a high professional standard for all to follow.

Karen's ability to expeditiously access, recognize and establish a plan for improvements is outstanding. She always balanced the impact that such changes would have, not only on the specific departments, but on the overall business.

A few examples of positive change that have been realized through Karen's efforts:

- Developed of a new position to bridge a major gap in communication between purchasing, sales and operations that was having a negative impact in our ability to move orders through the system with traceable ease. Karen spent weeks with all departments considering various options, beta testing those that were most viable. The result is that a new position was created and a vast improvement is being realized.
- Customer Service Department Restructure. The goal was to improve order entry speed and accuracy. Through her oversight and guidance the restructure has resulted in an incremental weekly 8 hours of order processing with significant reduction of errors.
- Warehouse - Karen and I worked together to completely restructure the entire operation. Previously the warehouse had limited processes, no schematic, and no team environment. Today a strong can do environment is present and all departments have structure and accountability. During the peak season we can now operate at capacity without extensive overtime due to warehouse organization, processes in place, team approach and cross training that has taken place.
- Galley Management Service - she conducted a comprehensive review of this program that was beta tested in 2015. Karen provided fact based support that isolated issues limited our exposure to risk, identified costs and provided structure to scale. Working with our team she revised the program which included developing budgets, forecasts, marketing tools, presentation and contracts for the program.
- Provided guidance and recommendations on Budgets, Business Planning, Employee Bonus/Evaluation, Personnel Development and Forecasting.

Karen has an extensive executive level knowledge of all aspects of the business. Her organizational skills, thoroughness strategic thinking and timeliness in completing tasks are outstanding.

While her work has been completed within this division of Triple B, there are other departments within the organization that have recognized the accomplishments she has made within Rogge and are considering areas where she may provide value to them as well.

I would strongly recommend Karen to any organization.

Regards

Blair Richards
Rogge, General Manager