

July 15<sup>th</sup>, 2015

To Whom It May Concern:

I am writing this as a letter of recommendation for Karen Conte of ARS Consulting. I have had the pleasure of working with Karen for over 25 years, both during her time at PIA Merchandising, Inc. as well as with ARS Consulting.

Karen and I worked together as PIA Merchandising rolled out to become the first national third party merchandising company in the industry, years ahead of its time. Karen's work ethic, customer knowledge, forward thinking and leadership skills during this roll out were exemplary. Karen was instrumental in bringing a strong manufacturer's point of view to PIA, which was a key point of difference to the organization and its success.

While working with Karen at ARS Consulting, I was constantly impressed by her extensive knowledge of all aspects of operations, sales and marketing. Her leadership skills were again apparent during this time as she was easily able to engage the client/prospective client, both internal and outsourced, into a strategic mindset that would develop new ideas which ultimately produced true value to all involved.

Karen is a true team player who has the ability to engage at all levels of an organization and bring supportive, thought provoking and focused dialogue to everyone she works with. With her abilities, adaptability, and business acumen, Karen would be a valuable asset to any organization looking to grow their business.

If you have any questions or would like to contact me directly, please reach out to me at the following email address; [sschaefer@arsg.net](mailto:sschaefer@arsg.net).

Regards,



Scott Schaefer

Director of Communications

ARSG, Inc.