From: Freedman, Robert
To: McKenzie, Dea
Subject: Dea McKenzie - - Recommendation
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To whom it may concern - -

It was with very careful consideration that I hired Dea into ORC Worldwide almost six years ago. At the time I did, I wondered whether we would be able to realize a significant return on our investment. Now, I can state looking back that it was a most beneficial decision for ORC.

Initially, we wanted to add the capacity to provide communications support to consulting projects covering two of ORC's main businesses - - domestic compensation and international mobility (expatriate) programs. Within her first year, she had helped broaden projects in both areas and delivered program recipient-friendly communications material rather than our previously more standard practitioner's output. This has been and continues to be especially important in the area of expatriation, an extremely challenging, seemingly complex and confusing subject matter of high concern to expatriate executives and their spouses. For so many companies, their multi-million dollars of expatriate spend often fail to deliver the return on investment desired, and Dea's work has year after year added to our value as a consulting provider to our clients. I should add just a word about both types of consulting projects. Dea's work is not just in written prose, but well beyond in terms of imagination, creativity, and format. In addition to specific project work, Dea also came up with the idea and fully executed a broad-based expatriate user product for use across many companies. This product, dubbed VICKI (Virtual International Compensation Knowledge Instructor), also won a communications industry association "Quill" award.

In addition to client work, Dea quickly saw an opportunity to update and upgrade ORC's marketing material and public relations efforts. Working closely with me and my executive team, she led the efforts to rebrand ORC, covering its main business areas across the US, Europe, and Asia. An added set of complexity here was the range of business offerings provided by ORC and the need to link them in the client's mind, the sensitivity to portray ORC as a global entity and not just a U.S. company, and the need to upgrade our internet site. Equally in the area of PR, we needed to extend our reach, but carefully manage our spend. In both the marketing and PR areas, she built a small but efficient team to make positive and sweeping overhauls.

When we hired Dea, we had not contemplated a sale of ORC to another Company, but late last year, we were approached by (and subsequently were acquired by) Mercer. Again, we called on Dea as the architect of the communications effort. She advised us on communications needs ranging from having prepared just-in-case "leak" material (which never was called upon), to the entire roll-out of materials presented to staff and clients upon "announce" date and beyond, by my executive team and me. And, she was so effective coordinating and working with Mercer that they , despite having a full set of marketing, PR, and communications experts, have contracted for her to work through a full six month transition.

Let me just address, for a moment, Dea as a person. She routinely delivers quality work, and understands the balance of managing a project but involving and staying in touch along the way

with her client, be that an internal or external one. She is a team player who is well respected by her staff and who stands by them as well. She provides opportunity for her people to develop and shares the credit she receives. As her manager over the years, I have found her a joy to work with. She is business focused and proactive. She knows how to express her views and push for what she believes in, but she also knows to accept and proceed within the constraints that the team she is working with will endorse, and to fully buy in as the lead member of that team. Bottom line, she is the consummate professional, and I would recommend her most highly and unequivocally.

Robert J. Freedman
CEO ORC Worldwide (2001-2010)