

October 18, 2007

To Whom It May Concern:

Finding your successor for a job you've loved and worked hard at for almost 20 years is a difficult task, from both a business perspective and a personal one. Helping someone find his successor is an even more difficult assignment – one that requires skill, tact and sensitivity.

Norm Sherman and Dennis Troyanos of the Troyanos Group had all of these qualities in abundance, as they conducted a search leading to the selection of a Managing Director of Bratskeir & Company, a marketing public relations firm I founded in the late 1980's, sold to MDC Partners in 2000, and continued to run until January of this year.

Norm and Dennis are smart, focused and incredibly hard working. *Partner* is an overused word in describing business relationships, but it applies perfectly here. Throughout the nine-month search I felt that they were as committed as I was to finding exactly the right person to run the firm.

The Troyanos process was exhaustive, starting with getting to know our firm as well as an insider does, and then being able to describe the firm – in writing and in speaking – as if they had built it and run it themselves. Identifying prospects was equally comprehensive, as Norm and Dennis (they do this work themselves), used their extensive network of contacts in the communications industry to find where and who the best people were. Norm and Dennis then conducted two-hour interviews with likely prospects, both to determine their qualifications and to eliminate those who were just kicking tires.

They presented me with a pool of candidates who were extremely qualified, many of whom brought capabilities that I had never even considered. Of the some 25 people I met with, there was not a single one I regretted meeting.

Relationships like this are never without bumps in the road. But when our first finalist backed out at the Eleventh Hour, Norm and Dennis dug in harder, finding new candidates, and putting them through even tougher screening to ensure that they were committed to the rigors of running a shirtsleeves agency that also had a parent company to account to.

On a personal level, I can attest to Norm and Dennis' fine character, integrity and honesty. It was a pleasure doing business with them, and is now an even greater pleasure having them as friends.

Sincerely,

Stan Bratskeir
Founding Partner