

## To Whom It May Concern

*This Letter of Reference is provided by Paul Grier, Managing Director of Groovytrain UK Ltd, for Salvatore Minetti of Hero Digital LLP. Groovytrain is a well established digital agency based in London, with a 20+ headcount and a client list that includes Richemont, Mulberry, Jaeger Le-Coultre, East, Vertu, Dunhill and Under Armour.*

It is my pleasure to recommend Salvatore, who has been an independent management consultant to our company since December 2009. Salvatore understands SME's and in particular how agencies like ours work. During his time with us he has been able to bring about far-reaching and measurable improvements, enabling us to radically improve all areas of the business during a relatively short period of time. His ability to identify weaknesses and then clearly communicate appropriate strategies and tactics has greatly enhanced the way we work on an operational level, and also how senior management drive strategy.

A summary of Salvatore's key areas of activity and results gained include:

- **Finances.** Salvatore carried out a full financial audit including analysis of the P&L, balance sheet and our fee structures. Salvatore's work in this area in particular has had an immediate positive effect on the business. As a result, our ability to manage and better plan our cash flow and net profitability has improved immensely.
- **People.** Salvatore undertook an audit of our people including interviewing all personnel and directors. He created a bespoke review and reward scheme enabling development and training requirements to be quickly indentified, and the agency is now better motivated as a result.
- **Processes.** Salvatore indentified key processes that required improvement and introduced others that save us time and money. As part of the strategy, Salvatore will also be assisting with our bid for ISO:9001 (2008) accreditation in January 2011.
- **Marketing.** Salvatore assisted us by writing a marketing plan and in business development by identifying, communicating and meeting with potential clients.
- **Leadership and general management.** Salvatore identified some key management issues and has helped us introduce structured, but flexible, ways of communicating with the team and between senior management, resulting in more effective communication on operational and strategic matters.

We have had consultants work for us over the years but I can safely say that Salvatore has more than met our expectations. His insight and business-savvy approach has enabled us to look above and beyond daily tasks, giving us the tools to grow the business aligned to a strategy - something from which most SME businesses would benefit. He would be an invaluable addition to any business that wants to be smarter, bigger or better and for that reason I would highly recommend him.

Yours faithfully,



Paul Grier  
Managing Director