

Estoril, 8 December 2009

To: To whom it may concern

Re: Miguel Baltazar – reference letter

I am pleased to write this letter of recommendation for Miguel Baltazar, who is seeking a position within your company. As Chairman of HMI, I have known Miguel since 2008 just before I went personally to interview him in Switzerland. In this process, I was fortunate to select him for the position of Founding Executive Director for HMI.

During his time as Executive Director of HMI he has demonstrated all the qualities that employers seek in managers and project leaders. Miguel contributed to the development from scratch of HMI putting together the whole organization. He established the strategic plan, vision, mission, strategic vectors and financial plan of the organization. He also helped define and establish the development of HMI activities portfolio within its three key lines of action: (a) the Executive Education Academic Program, (b) Applied Research and, (c) Knowledge Dissemination.

He has excellent written and verbal communication skills both in Portuguese and English, is extremely organized, can work independently and was able to follow through the several projects, including the establishment of the brand. Miguel possesses the type of personality with the ultimate "can do" attitude while taking on all tasks on matter the circumstances or urgency, always with a positive energy and a smile.

I volunteered to write this recommendation for Miguel because I am very grateful for his contributions as the Founding Executive Director of HMI and I am confident that that his professional skills can add value to any organization. I would highly recommend him for any managerial or academic position that he may now choose to pursue.

Kind regards,



Henrique Veiga

Chairman, Hospitality Management Institute Portugal