

Montréal, May 9, 2012



1555 Peel Street, Suite 500
Montréal QC H3A 3L8
Canada
T. 514 287.9898

jpdL.com

Our offices / Nos bureaux :

Québec
Tremblant
Montréal
Ottawa
Toronto
Niagara

Re: Richard Martin

About 18 months ago, I realized that I needed a genuine strategic advisor, someone to help me grow my business and get clearer on my role in the company and my relationship with my business partners. I needed some 'radical strategic surgery' and that's when I called Richard.

Richard worked us to create a corporate strategy for the JPdL group of companies. He then guided us through the creation and implementation of the strategic and structural changes we needed to make in order to reach our growth goals. His ability to apply concepts and strategies he learned in his military career was particularly remarkable and useful.

On a more personal note, he helped me to realize my unique role as president and majority shareholder. This gave me the confidence to make some very important ownership decisions and to assert myself with my junior partners. I also pride myself on generating a lot of new ideas to grow my company and innovate, but I tend to go off in many different directions. Richard has given me the discipline to filter out the bad ideas so I can focus on the best ideas. He also provides ideas of his own that I haven't thought of. When combined with Richard's ability to hold my feet to the fire on what I need to do, I've become much more effective in leading and growing my company.

As a result of all this, I'm much more focused on the must-haves rather than the nice-to-haves. In a way, Richard confirmed what I knew intuitively, but then gave me ways to actually implement the ideas in practice, including planning, delegating, and following up. I'm confident that we can reach our growth objectives by implementing this strategy over the next few years.

Feel free to contact me directly if you require further information.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Jean-Paul de Lavisson', written in a cursive style.

Jean-Paul de Lavisson,

President

