

Letter of recommendation for

Dan Kyster Hartwig

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Dan Kyster Hartwig pursued a Master in Business Administration at the University of Southern Denmark during the last years. During his enrolment in our program, he attended two of my courses, Applied Strategy and the Master Thesis Seminar. During the last months of his study (ending in October 2008), I also supervised his master thesis and had the chance to get to know him a little better.

In his master thesis Dan realized an ambitious project with a small Danish firm. Dan developed Key Performance Indicators (KPIs) to improve the firm's competitive positioning in the market. What was remarkable in this master thesis project was Dan's ability to start from scratch and to develop a ready-to-be-implemented set of KPIs. While the majority of students would have concentrated on either the KPIs or the competitive positioning, Dan managed to incorporate both perspectives in an impressive study. He conducted a series of interviews regarding the firm's position in the market and the challenges that it created within the firm's internal organization. Dan critically reflected this input and developed a sound proposal for a KPI scheme in one of the firm's operational areas. His proposal was firmly grounded in empirical data, and simultaneously linked the different levels of analysis in a rigorous way.

Dan's master thesis showed both the ability to be able to apply various concepts of strategy and organization, as well as the ability to translate these concepts into practice. Notable is also that this was not only my impression but also the conclusion of the thesis' external censor, a very experienced Danish expert in

business development. We both viewed Dan as an excellent candidate for a job in consulting or business development.

Moreover, I always experienced Dan as a student who was truly interested in the practical and theoretical aspects of management. He always paid a lot of attention during the lectures as well as during our talks, and he was able to make significant contributions in discussions. Dan is certainly among the top students in our Master program and I have no doubts that he will be able to excel in whatever path he pursues in his professional career.

If you have additional questions, please do not hesitate to contact me.



Stephan Billinger
Assistant Professor for Strategic Organization Design