

21 April 2009

To whom it may concern

Letter of recommendation

Stephen M. Shapiro was one of the key speakers at DnB NOR's Innovation Award ceremony on 11th of November 2008. The aim of the award was to encourage innovation in Norwegian businesses.

Mr Shapiro made a valuable contribution to the event. His performance was highly instructive, thought-provoking and entertaining. We were many who received new impulses and ideas from his many interesting case examples.

He captured the attention of the audience during his talk, and also involved members of the audience in his 'innovation personality poker', which received a very positive response.

It has been a pleasure working with Mr Shapiro, both prior to and during the event, and I would not hesitate to recommend him to other organisations involved in promoting innovation.

Yours sincerely,

Sigrid Tofte Røiri

Director of Event Department
DnBNOR