

The George Washington University  
School of Business  
Department of International Business  
2201 G Street N.W./Funger Hall 401  
Washington, DC 20052



March 30, 2010

Dear Members of the Search Committee,

It is my pleasure to write this letter of recommendation for Dr. Anna Helm. As a Global MBA student (class of 2009), with a focus in International Business, I was privileged to have had her as a professor for IBUS 266 – International Marketing. My experience under Dr. Helm helped shape my thinking of what it means to do business globally and contributed greatly to my desire to work abroad. As a Global Product Manager within global marketing for Novo Nordisk A/S in Denmark, I rely daily on my MBA experience and professors such as Dr. Helm that provided me with the cross-cultural perspective necessary for success.

As a professor, Dr. Helm's course not only gave me a solid understanding of international marketing, but also challenged me to apply these theories to numerous case studies, which culminated with a real-life consulting project for a Ukrainian water purification company. Over the course of the semester, Dr. Helm consistently challenged students to produce MBA caliber work. While the coursework was well-defined in the syllabus, one could not simply "turn in an assignment," as Dr. Helm did not hesitate to challenge sub-standard work. She provided substantial yet relevant course preparation material, which invited stimulating class discussion that forced students to think beyond theories. Given that our class met weekly, I particularly appreciated Dr. Helm's emphasis on the preparation work and her overall efficiency with class time. As such, classes were always interesting and engaging for all of us.

One of the highlights was the real-life international consulting project that we performed with several other students over the course of the semester. It was clear that Dr. Helm had spent considerable time laying the groundwork for our projects, which included reaching out to personal contacts, making sure that each group had a substantive project and defined deliverables for the client. This assignment allowed us to apply the theories and practices we had learned throughout the course to actual project work. Groups were expected to research the markets, identify the customers, and define the marketing strategy. This included meeting with clients (in person or via phone) and producing a substantial business plan and presentation (recorded on video and sent to the client). Each project had several milestone deliverables, for which Dr. Helm provided the groups with comprehensive feedback and suggestions for improvement. The final video session, and critique, allowed us to review our

presentations and focus on improving our presentation skills, which I now have to utilize nearly everyday in my current profession. It was clear from start to finish with this project that Dr. Helm was invested in our progression as professionals. In the case of my group, Dr. Helm actually had us switch projects after a few weeks when it was evident that our project was not up to standard MBA work. Although it would have been easy for her to just let us coast through the project, this demonstrated Dr. Helm's commitment to our learning as students and future professionals.

Outside of the classroom Dr. Helm always made herself available to students. While our group maintained significant independence with our project, on more than one occasion Dr. Helm offered to meet with us and our client to ensure that progress was being made. In addition to class activities, she invited us to several GW-CIBER panels to explore different international business topics and opportunities. I particularly appreciated her willingness to discuss my job prospects as I was considering employment within Scandinavia. She not only provided me with her expert opinion on the cultural aspects of working in Scandinavia, but also put me in contact with someone within the diabetes pharmaceutical industry.

Beyond her abilities as a professor, perhaps what I appreciated most from Dr. Helm was her perspective on doing business responsibly. As GWMBAs, we pride ourselves on being ethical business leaders. One big reason I chose my current employment with Novo Nordisk was its day to day commitment to the triple bottom line (environmental, social, and financial sustainability). Dr. Helm incorporates these values into each lecture and reminds students that every good business decision encompasses all three. This was first evident to me when she invited us to spend one Saturday running/walking to support Conductive Education for those afflicted with Cerebral Palsy. It was again reflected within each of our consulting projects, which generally focused on an area of environmental/green sustainability (i.e. water purification). Showing students what it means to act responsibly as future business leaders is just one more quality that would make Dr. Helm an invaluable professor to the international business department. I offer my strongest possible recommendation on her behalf. Please feel free to contact me if you should have any further questions.



Christopher Hedquist  
GW M.B.A./M.A. 2009