



Cornell University

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Re: STARS Innovation Credit Verification Letter

In 2012, Cornell Procurement Services approached the Samuel Curtis Johnson Graduate School of Management about providing consulting assistance to diverse suppliers as part of Procurement's diverse supplier engagement strategy. The MBA student-led firm called BRC (formerly Big Red Consulting) was engaged to work with Cornell's diverse suppliers to evaluate business objectives and recommend improvements to increase efficiency and revenue.

One of Procurement Services' goals is to help university departments spend more with businesses owned by minorities, women, and veterans. In 2013-2014, BRC selected five supplier projects and over the course of nine months, met with the suppliers to observe business operations, interview management and staff, and review financial statements. The five consulting teams provided recommendations that addressed management style, staff restructuring, business planning, acquisition planning, hiring practices, and product availability and delivery.

In 2014-2015, BRC selected four supplier projects. Once again, BRC teams worked directly with the business owners to observe business operations, interview staff and management, and identify strengths and weaknesses. The BRC recommendations were comprehensive and addressed such areas as identification of customers, marketing plans, sales compensation structure, operational efficiencies, website redesign, and customer satisfaction.

In 2015-2016, BRC again selected four supplier projects. Two of these projects are returning customers who need help implementing the plans identified last year.

We are very pleased to provide this valuable service to our diverse suppliers. This program provides them with access to a talented pool of consultants who provide high quality work and bring value to their businesses.

Sincerely,

A handwritten signature in blue ink, appearing to read "T. Romantic", written over a light blue horizontal line.

Thomas W. Romantic