

September 25, 2016

To Whom it May Concern:

It is with great pleasure that I provide this letter of recommendation on behalf of Steve Shawhan. I had the opportunity to lead Steve's services while I was Senior Vice President of Digital Marketing at Marsh U.S. Consumer for 3 years.

As Senior Vice President, I was responsible for ensuring that our online marketing efforts were aligned with the goals of the business and that ROI was positive. Steve was integral in that initiative and led our email marketing efforts with resounding success, clear strategic direction, and excellent support to internal marketing customers.

Steve was extremely easy to work with, listened to and understood the business needs, and within a very short time was able to support a high-volume of requests with limited resources. His techniques and understanding of email marketing best practices is impeccable. Steve met and exceeded our expectations.

His strengths include understanding how to design and write for electronic communication, knowledge of design best practices, analyzing response data to optimize future messages, creating long-term drip campaigns, and understanding the needs of his internal customers.

You'd be hard pressed to find a person more dedicated to meeting the needs of their clients than Steve; and therefore, I gladly recommend the services Steve Shawhan. If you'd like more information, I'd be happy to provide it. Please call the phone number below and ask for me by name.

Sincerely,

A handwritten signature in black ink that reads "Chad Zenner". The signature is written in a cursive, flowing style.

Chad Zenner
Director, Digital Marketing
Principal Financial Group
515.494.3724