



General Motors

Robert S. Dusek  
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Dear Sir or Madam,

I am writing to provide a character reference for Cynthia Thrall. I had the pleasure of working directly with Cynthia during her time as President of Bill Jacobs Chevrolet Cadillac, and saw first-hand the impact of her astute business acumen on what I would state as a miraculous turnaround of an ailing dealership. I am Cynthia's factory representative from General Motors Company, we worked together closely, so I fully understand her vast capabilities.

To witness Cynthia's incredible adaptability to the automotive industry was amazing. Her uncanny ability to take her previous management, banking and finance experience and unwaveringly apply it to the complex business of selling and servicing cars, trucks and wholesale auto parts demonstrated how disciplined and determined Cynthia can be. Traditional automotive stewards may question her non-traditional approach, yet nobody could deny the amazing financial results. She turned around a dealership that year-after-year produced a net loss into one that is now consistently generating a lucrative net profit. Cynthia is a true pioneer working in a deeply rooted, traditional industry, which is nothing short of refreshing to see.

Her flexibility and business knowledge also allows her to quickly learn the intricate details of new business ventures. While at Bill Jacobs Joliet, Cynthia took on the daunting task of turning around the very low margin business of wholesale parts and warehousing. Cynthia quickly put the business model into manageable pieces and even found a way to separate out the GM financial statement for the wholesale parts business from the main repair shop parts business. Each sales route was measured to determine expense contribution and was charged with standing on its own by producing sustainable revenue and profitability. The cluttered and inefficient parts warehouse was converted to one of the most organized with the quickest inventory turn and lowest day's supply in my sales region. This project was very personal for me and Cynthia included the factory every step of the way. I was honored to be a part of this monumental challenge that Cynthia lead us through.

Lastly, Cynthia's outstanding leadership skills allowed her to earn the respect of her team while effectively motivating employees to produce results. Her smile is contagious, her style warms your heart and you can't help but want to work hard to succeed for her. That's leadership.

I have no doubts you will be exceptionally pleased if you hire Cynthia. If you have any questions, please feel free to contact me at the above address.

Sincerely,

Robert S. Dusek