

To whomever it may concern,

I know Marc well as a coworker and as his teacher over many years.

A natural startup leader and manager, he can speak to anyone and make an impression that leads to followups. He brought onboard students and clients after networking events or just a cafe chat. Outgoing and trustworthy, people can see his genuine care instantly, not just focused on transactions. He's very easy to work with because he's reasonable, helpful, and accommodating, making everyone around him comfortable. Being great at long-term relationships, his clients go out of the way to meet him when he's nearby, even after projects ended.

Marc knows how to handle tough situations with tact and poise. When clients feel nervous, he uses his emotional intelligence to connect with them and gain trust, defusing the situation and charting a way forward. It's amazing to watch him do that over and over again even under very difficult circumstances. The class of students he managed had the highest satisfaction rating and the best reviews.

When it comes down to business and product building, he knows his stuff and puts his MBA to good use. He speaks and presents convincingly and confidently, whether in public speaking, meetings, or investor pitches. He hosted our school's product demo day and made a great impression on prospective students and other stakeholders.

Not only can Marc make sound judgments on tech, but his intuition for people also leads to great insights on product users. By bringing his general wealth of business knowledge together with his understanding of consumer behavior, he adds tremendous value to products and enriches the building process. His ability to "speak tech" commands the respect of developers and business people,

bridge the two sides to create products without wasting resources due to misunderstanding. With Marc, you never get half-baked ideas because he always stays even-keeled - you know he's considered pros and cons from different angles.

Marc is one of these people you want to meet more of because they're trustworthy and give more than they take. Generous, respectful, and a team-player, he would be a great asset - especially to those building a culture around good people.

Yours truly,

A handwritten signature in black ink, appearing to read 'Dounan Hu', with a stylized, cursive script.

Dounan Hu  
Program Director  
Le Wagon China