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To whom it may concern:

I am in charge of project management at Nippon Urban Design, an independent urban development consultant. The applicant has worked at our office for the past two years, where he was my direct junior colleague assisting with some of my projects. After joining the project team as a new graduate from university, we spent a considerable amount of time working together. Therefore, I have been able to closely observe, from various viewpoints, his competence and quality as a member of personnel in different situations.

Regarding the applicant's talents and strengths, I was impressed by his capacity to summarise a variety of information and present it in a way that was clear, direct and easy to understand. In our consultant work, we frequently undertake research and planning, market research, management analysis, and impact assessment. In this context, he demonstrated his ability and supported my work adequately. In terms of presenting skills, his enthusiastic and articulate character instantly capture the attention of an audience, and a majority of his colleagues admire his ability to organise things and communicate with people. Furthermore, he is able to cope with pressure, even when faced with a difficult situation, and is determined to find a solution. On one occasion, we faced real difficulty in advancing a project due to conflicts of interest among the different stakeholders. Despite the situation, he was totally committed to and focused on the problem, conducting further thorough research and dedicating himself to the work almost entirely for a period of several days. In the end, I was able to carry out the project, but he made an enormous contribution to its success. I can therefore state that this is probably his best strength.



With respect to an area in which he could improve, I would suggest his experience in international projects. His English skills are of course more than good enough due to his academic background, although working with people from different cultural backgrounds is a different matter. While he had some opportunity to travel around Europe when he was at university, and he is proactive in learning about and absorbing different cultures, he nevertheless needs to work for a sufficiently long period of time, under pressure, in a very competitive international environment. For this reason, studying on this master's programme at your university would be a very valuable experience for him with regard to his personal goal. Having highlighted his area for development, however, I am sure he would be able to cope with the difficulties and even enjoy dealing with them by fully committing himself to the course, owing to his strength as outlined above.

It is clear that the applicant would benefit largely, in many ways, from studying at your university. Working with international colleagues would improve his communication skills and enable him to learn how to deal tactfully with people from different backgrounds. Conducting technical research in the local Cambridge area would enable him to deepen his insight on social/political and global aspects by learning about the different culture and countries. Finally, as he demonstrated while working at our office, I believe that with his positive attitude, he would be able to quickly adapt to the different situation and enjoy the challenge.

Yours faithfully,



Taro Yamada

Manager

Nippon Urban Design Limited