



RODALE PRESS

September 28, 1994

To: The Wharton Executive M.B.A. Committee On Admissions

Re: Mr. Robert B. Naylor

It is my pleasure to recommend Mr. Robert B. Naylor for the Wharton Executive M.B.A. program. I have had the opportunity to work closely with Mr. Naylor for many years on a number of complex and intricate business processes. Mr. Naylor has often assisted me and my company informally due to the professional friendship we have developed and the mutual exchange of ideas and concepts we have enjoyed. It is from my observation of these exchanges and as a friend that I offer this letter.

Our industry requires constant learning and Mr. Naylor is a perfect student and an outstanding performer. I have been able to rely heavily on his ability to learn and implement his ideas on mission critical applications. He has been an exceptional resource, going the extra mile with his work and advice. He implements smart business decisions that are extremely practical and efficient.

What impresses me most about Mr. Naylor is his determination and perseverance in continuing his education while he was supporting himself and his family, and managing to develop a successful career. Over the years, we have had many conversations about the importance of formal education in addition to his practical work experience. I am extremely pleased to see that he has remained steadfast in his decision to seek higher quality education.

As a M.B.A., I am aware of the demanding requirements and I am confident that Mr. Naylor will apply himself to the curriculum with great success. We have discussed my M.B.A. experiences at great lengths, as well as his personal observations of my participation. I truly believe that he is ready for the challenges of the Wharton Executive M.B.A. program and would exceed all expectations. I recommend him without reservation and can be reached at 610-967-8079, or at the address below, if I can be of further assistance in supporting his candidacy.

Sincerely,

Theodore J. Blizzard, M.B.A.
Information Systems Manager Of
Applications Development - Magazine Division