



Annamaria Conti
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RE: Recommendation Letter for Nicole Heffernan

To Whom It May Concern:

It has been a pleasure to have Nicole in my competitive strategy course at IE Business School. In a cohort of about 150 students, Nicole stood out as the best of my class this year. She consistently combined rigorous preparation with thoughtful, meaningful participation, elevating our classroom discussions from theory to real-world insight. What makes Nicole exceptional:

- *Preparation and engagement:* Nicole always read ahead and came to class ready to dive in. Her remarks were clever, precise, and well-grounded in the readings, case studies, and newspaper articles we discussed.
- *Analytical judgment:* She is very good at connecting strategic frameworks to business cases. Her ability to reason clearly and articulate concise, actionable insights consistently enriched the whole class.
- *Academic excellence and drive:* Nicole is pursuing a Master's in Management at IE, carries a 3.96 GPA, is Beta Gamma Sigma honoree, and has demonstrated leadership through academic and extracurricular involvement (e.g., IE Luxury Club and Marketing Club).
- *Professional experience and business sense:* With 4+ years in B2B sales and key account management, notably at Pernod Ricard, Nicole brings a practical lens to theory—negotiation, portfolio management, and revenue growth that strengthen her classroom contributions.
- *Personal qualities:* She is serious, reliable, and a pleasure to work with—collaborative and respectful.

In today's landscape, where AI tools can replace many tasks, Nicole's strongest asset remains her clear, disciplined reasoning and her ability to translate complex ideas into strategic action. She asks the right questions, synthesizes information effectively, and works well with teammates.

I am confident she will excel in programs or roles that demand sharp strategic thinking, data-informed decision making, and strong leadership.

If you would like any further information, please feel free to contact me.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Annamaria Conti'.

Annamaria Conti (annamaria.conti@ie.edu)