

LETTER OF REFERENCE

This is to certify that Mr. Anders Parmbro, social security number 710317-3576, concluded his Master's Degree Project at Volvo Trucks in Mexico during October 2003 – March 2004.

Mr. Parmbro carried out the research through interviews with employees and dealers of our aftermarket organization, but also through interviewing and surveying our truck customers. The main objective of the project was to identify gaps between the aftermarket services offered and the actual needs of the customers, and to address them. Another objective was to find appropriate ways of monitoring customer satisfaction- and loyalty in the future.

Mr. Parmbro has concluded his thesis with great interest and enthusiasm. We especially lend credit to his ability to adapt to the Mexican culture, language and to understand our point of view as a starting point in his project. During the project he showed a high commitment and responsibility to accomplish due dates, prepare and conduct interviews and surveys. With customers, dealers and employees, he was very respectful during interviews with their comments and kept the confidentiality when was requested. Moreover the results of his research have been considered very objective and his suggestions will help our organization to improve our customer satisfaction and increase our efficiency as an organization including the dealer net. His integration to our department talks about his ability to work as a team.

As a tutor of Mr. Parmbro during this project I recommend him as a well prepared, responsible, very smart, committed, adaptable and disciplined person who will be able to conduct a many jobs to be considered in the short time as a very valuable person in whatever company.

Toluca, Mexico April 29, 2004

Jaime Rodriguez
Aftermarket Director
Volvo Trucks de México S.A. de C.V.