



ONE COMPANY *Many Solutions*

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To whom it may concern:

I am writing to you in support of Holger De Groot and his desire to be in a BIM Management role at HDR. Holger is currently the BIM Coordinator at TMK in Stuttgart Germany and with the coming merger between HDR and TMK I feel he fits the position very well. Though many other people ask me to make this request on their behalf, I only recommend individuals whom I feel are highly motivated and well-suited for the position of their choice. Mr. De Groot is one of those individuals and committed to his dedication to the implementation and practice of BIM throughout HDR. Therefore, I highly recommend that he be given the opportunity at HDR.

As Digital Design Manager at HDR in the Alexandria office and interim BIM leader for HDR's eastern region with hopes of being appointed HDR's Eastern Region BIM Director soon, I work with many individuals who have substantial knowledge of BIM and Revit. I have worked with him directly while I was in Germany on a project that HDR and TMK collaborated on and continue to work with him. Mr. De Groot offers a unique perspective and really embraces his learning and implementation of Revit and BIM. Mr. De Groot's analytical skills and ability to grasp new ideas are far above those of anyone else I have worked with outside of the United States in my 25 years with HDR.

I first met Mr. De Groot during a project trip to Germany where HDR and TMK teamed up. I was in the BIM management role for the project for HDR and Mr. De Groot was my counterpart for TMK. I was impressed with his ability to deal with complex or abstract matters as they related to the BIM application of choice, which was Revit. I am sure that he would make an excellent BIM leader for HDR.

Mr. De Groot understands the complexity HDR and TMK will need to deal with as it pertains to the differences in project delivery, standards and culture between the United States and abroad. As we move forward with BIM and Revit coordination and the understanding of these project differences is imperative for success as HDR continues to expand. The work I have seen from Mr. De Groot clearly shows his abilities as an effective leader. Presentations of his are clearly expressed, well-organized and forceful. Furthermore Mr. De Groot is articulate in his verbal expression in both English and German.

It is my opinion that Mr. De Groot would make an excellent BIM Leader. He is fiercely intelligent and thorough; two things that I know are required for success as we implement Revit and BIM on a global scale. Furthermore Mr. De Groot enjoys the trust and respect of his peers at TMK as the current sole Revit coordinator throughout the company in Stuttgart.

Mr. De Groot continues to impress me with his knowledge, skill and dedication to his work. I'm sure you will find him to be a persistent leader whose talents will only shine further through our global BIM and Revit implementation process. It is my hope that you will strongly consider him as a BIM leader whether in Germany or Australia. Feel free to contact me if you require further information.

Sincerely,

Ron Croke
Digital Design Manager
HDR Architecture

A handwritten signature in black ink, appearing to read "Ron Croke". The signature is written in a cursive, flowing style with a large initial "R".