November 24th 2014

Admissions Office Heinz College of Public Management Carnegie Mellon University

To the McCourt School of Public Policy Admissions Committee:

* Through this letter I wish to express my most emphatic support for Mr. Carlos Grandet application to your masters´ program on Public Policy and Management. For the past three years, I have had the opportunity to supervise and work along this young bright economist. During this time I have constantly been amazed by his maturity, ability to lead and intelligence. I can say without hesitation that these traits make him one of the most valuable employees of the Mexican Institute of Competitiveness (IMCO), a Mexican-based think tank where I serve as Deputy General Director. He is also an individual capable of positively influencing any surrounding and providing creative solutions to policy issues.
* I would particularly like to refer to my experience with Carlos for the past year. During this period of time I have been involved in Carlos directly in a project to increase the size of the Mexican stock market and the access of SMEs to equity markets. I have also had the opportunity to indirectly supervise the projects on urban governance and economic development he is leading. In both cases, Carlos has always shown a commitment to excellence that has led to extraordinary policy proposals and mind-shifting projects.
* In the case of the equity market project, he was responsible of leading the research and policy proposals of the project and oriented it towards an insightful and extraordinary market analysis of supply and demand that challenged common misconceptions. The success of the project is explained due to the appropriate balance of quantitative and qualitative analysis, a common trait of Carlos´ work at IMCO. He is comfortable both using and interpreting large datasets as well as interviewing relevant actors to gain further understanding of an issue. His team´s findings were presented to several relevant actors of the industry and the public sector who took note of some of its recommendations. I believe that without Carlos´ involvement, the project could not have had such quality and success.
* IMCO is a demanding institution. It does not only require highly analytical people, but also good communicators and policy-makers. Carlos has shown a great capability to grow and learn these skills. His professional life began in IMCO in 2011 as an intern and he quickly escalated his position with a combination of commitment, professionalism and integrity. He is currently a project leader, a position usually reserved to people with a graduate degree, not an undergraduate one. Carlos´ obtained this position because his outstanding work at IMCO gave the confidence of my peer-directors that he has the ability to lead and provide insightful and innovative studies. So far, he has achieved impressive success.
* Carlos is currently leading projects on e-government and governance. One of the most promising ones involves working with local authorities to implement changes in their internal procedures through the use of technology. Carlos´ team managed to convince the authorities of Mexico City to jointly develop an online system to inform citizens on business inspections and provide a digital tool for inspectors to perform their duties more transparently and efficiently, as well as to gather data on these government procedures. They are currently in a development phase and, if successful, it would deliver an unprecedented project in Mexico. This project is an example of Carlos´s drive for innovation and his ability to come with creative solutions to local problems.
* Carlos has stated his passion towards data science. He has repeatedly showed an interest in the use of large datasets to understand local issues and provide better solutions. For instance, he has worked with a dataset on the bicycle trips (around 6 million entries) in Mexico City to determine mobility patterns as well as analyzed a registry of all Mexican business (around 5 million) to determine regional economic potential and integration. In many conversations, he has stated how useful it will be to become part of your program as it will allow him to obtain further experience and knowledge on the most innovative tools to provide policy proposals, particularly the use of big data and pattern detection. I believe Heinz College, and in particular, the Data Analytics Track, is an ideal place for him because it mixes both a highly quantitative analysis with real-world solutions.
* In sum, my professional experience with Carlos makes me confident that he will take full advantage of your program. Not only because he has the analytical ability, but also due to his innovative-drive and persistence. I am sure the Carnegie Mellon community will gain a bright individual with great ideas and the skills to implement them. Further on, I believe your program can create an extraordinary leader and policy maker to devise innovative solutions for Mexico.

Sincerely,

Manuel Molano