



Ms. Deepa Krishnamurthy

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To,
The Admissions Committee

[University / Business School Name]

MBA Program – Admissions

Subject: Letter of Recommendation for Mr Karan Malhotra – MBA Program

Dear Members of the Admissions Committee,

I am delighted to recommend Mr Karan Malhotra for admission to your MBA program. I have worked with Karan for close to three years at Meridian Capital Advisors, where he has served as a Senior Strategy Analyst on my team. I have directly supervised his work on high-stakes client engagements, cross-functional initiatives, and internal leadership projects — and I can say without hesitation that Karan is among the most well-rounded and high-potential professionals I have managed in over a decade in this industry.

Karan joined Meridian in early 2023 as a Strategy Analyst and was promoted to Senior Analyst within fourteen months — a timeline that typically takes two to three years at our firm. This promotion was not routine. It was a direct reflection of the quality of his thinking, the maturity of his client interactions, and his ability to independently lead workstreams that most analysts at his level would require significant hand-holding to manage. From the outset, Karan demonstrated an ability to see the strategic picture while remaining rigorous about the details — a balance that is genuinely difficult to find.

One engagement stands out clearly. Karan led the market entry analysis for a mid-size consumer goods client exploring expansion into three Southeast Asian markets. He structured the entire project framework, coordinated with local research vendors, synthesised findings across regulatory, competitive, and consumer dimensions, and delivered a final recommendation deck that our client's CEO called "the clearest strategic brief we have received in five years." The client went on to prioritise two of the three markets Karan recommended, and that decision has since proven commercially sound. His ability to bring clarity to complex, ambiguous situations — and to communicate that clarity to senior executives — is exceptional.

Beyond analytical skill, Karan stands out for his leadership under pressure. During a particularly demanding quarter when two senior team members were on leave simultaneously, Karan stepped up to manage a junior analyst, coordinate directly with two client accounts, and maintain delivery timelines — all without a dip in quality. He did not ask for a title change or additional compensation. He simply took responsibility because the team needed it. That kind of selfless ownership is rare and, in my experience, defines who people become as leaders over time.

Karan is also an exceptionally strong communicator. In client-facing settings, he listens carefully before he speaks, frames his points with precision, and handles pushback from senior stakeholders with a confidence that feels earned rather than performative. Internally, he is known for being direct and fair — he gives honest feedback, acknowledges mistakes openly, and lifts the people around him. Several junior analysts have told me personally that Karan is the colleague they learn the most from.

His decision to pursue an MBA is one I fully support and, frankly, had anticipated. Karan has spoken thoughtfully with me about his long-term goals — specifically his aspiration to move into a general management or entrepreneurial role where he can drive decisions at an organisational level rather than advising on them. An MBA from a strong institution is the right next step for him, and I believe he will contribute richly to the classroom and to his cohort. He brings real experience, intellectual honesty, and a collaborative spirit that will make him a valuable peer to other students.

I recommend Karan with complete confidence and genuine enthusiasm. He is the kind of person your program will be proud to have produced. I am happy to speak further with your committee by phone or email, should you wish to discuss his profile in more detail.

Sincerely,

Deepa Krishnamurthy

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