



**KTH Industrial Engineering  
and Management**

Stockholm, 2012-08-20

To Whom it May Concern,

José Miguel Fernandez Gómez has been a visiting scholar at the Industrial Management Division of the Department of Industrial Economics and Management at KTH during June - August 2012.

During the research visit, José has been in contact with several scholars at our department and there is an expectation that these collaborations will lead to a future academic journal publication.

Yours Sincerely,

Dr Mats Engwall, Professor  
Industrial Economics and Management  
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**POLITÉCNICA**



UNIVERSIDAD POLITÉCNICA DE MADRID  
ESCUELA TÉCNICA SUPERIOR DE  
INGENIEROS INDUSTRIALES

**Javier Tafur, PhD**

Department of Industrial Engineering, Business Administration and Statistics  
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December 3<sup>rd</sup>, 2011

To whom it may concern,

As a Professor of Business Administration at the Universidad Politécnica de Madrid, I have had the pleasure of teaching José Miguel Fernandez during the last year and I am pleased to take this opportunity to recommend Mr. Fernández.

During this course José Miguel proved to be self-confident, proactive, creative, analytic, resourceful and very pragmatic when solving a problem. In addition, in all of his assigned papers, such as different researches, he demonstrated diligence, maturity, and a keen analytical ability.

When presenting his papers in some International Conferences, José Miguel has demonstrated his excellent communication skills and his ability to argue his point convincingly as well as his researches.

Also, I am aware that José Miguel has always a positive attitude and is constantly eager to learn more. These personal traits will make him a valuable asset in any classroom.

All in all, José Miguel is an outstanding candidate for Business Administration - Ph.D. and I wholeheartedly recommend him for admission. If I may provide you with any further information in your consideration of José Miguel Fernandez as a candidate, please feel free to contact me.

Yours Faithfully,

Prof. Javier Tafur

Dr Paul Drake  
Head,  
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19<sup>th</sup> October 2011

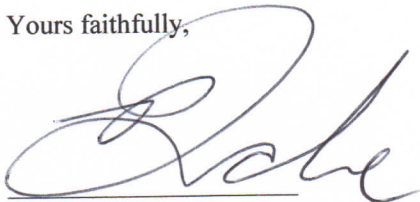
Re: Jose Miguel Fernandez Gomez  
DNI: 33523009A  
Nationality: Spanish

To Whom it May Concern,

Jose Miguel Fernandez Gomez has been working with the Operations Management and e-Business research group at the University of Liverpool Management School from May to October 2011.

During the research visit, Jose has been working with academic staff in the areas of automotive supply chain management with a specific interest in outsourcing. He has made some good progress and there is an expectation that the collaboration will lead to a future academic journal publication.

Yours faithfully,



Dr Paul Drake  
University of Liverpool Management School  
e-mail: [drake@liv.ac.uk](mailto:drake@liv.ac.uk)



November 6, 2012

TO WHOM IT MAY CONCERN

As per the request made by Mr. Jose Miguel Fernandez Gomez on October 12, 2012, I am writing this report to endorse that I have reviewed a part of his thesis materials (in English language) entitled "VERTICAL DISINTEGRATION IN THE SPANISH AUTOMOTIVE INDUSTRY" that was sent to me. I have been doing research in the domain of offshoring and outsourcing for the last decade or so. Thus, it is a pleasure to review part of this thesis.

Mr. Miguel's research thesis is interesting and thought provoking. The use of outsourcing as a strategic device is typical among firms from advanced economies, primarily because it helps client firms reduce productions costs in the short run and has potential to become a strategic device for value co-creation in the long run. Mr. Miguel's thesis sheds light on the Spanish automotive industry setting and explores the antecedents and consequences of vertical disintegration. In the process of doing so, the thesis has adequately reviewed pertinent literature and enriches the outsourcing literature with novel findings. It has been brought to my knowledge that Mr. Miguel Fernandez Gomez has multiple papers based on the findings of this study that are either in the process of getting submitted or already under review in quality journals. I wish him success in future academic endeavors.

Sincerely,

A handwritten signature in dark ink, appearing to read "Debmalya Mukherjee".

Debmalya Mukherjee, PhD

Faculty of Management and International Business

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**KTH Industrial Engineering  
and Management**

Stockholm, November 26, 2012

To whom it may concern;

Mr Jose Miguel Fernandez Gomez spent his Summer as Visiting Scholar at our department at KTH. I am writing this letter to endorse that I have reviewed the part of his thesis (in English) that was sent to me.

Mr Fernandez Gomez addresses some significant issues in contemporary industrial management. His focus on vertical disintegration in the Spanish automotive industry has the potential to contribute the international debate on the subject. In his work, Mr Fernandez Gomez shows good knowledge about relevant literature and theories on vertical disintegration. Furthermore his empirical findings are interesting, with potential to be recognized in the international academic discourse.

Mr Fernandez Gomez has presented his research at multiple scientific conferences and published one article in Spanish journal. I wish him all well in his future research.

Yours Sincerely,

Mats Engwall, professor  
KTH Chair of Industrial Management