

## PREMINIRARY REFERENCE

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As part of her studies, Ms. Michèle Leber, born July 31, 1993, completed an internship since May 2, 2016 in our office in Zurich, Switzerland.

Horváth & Partners are independent, international management consultants. With offices in Germany, Austria, Switzerland, Hungary, Romania, Saudi Arabia and the United Arab Emirates we have local presence in seven countries. Moreover, we support our clients all over the world.

Our core competences lie in the fields of Corporate Performance Management and Performance Optimization – both for the entire company and for the business and functional areas of Strategy, Organization, Sales, Operations, Controlling, Finance and IT. Horváth & Partners stand for project results which create sustainable benefit, which is why we accompany our clients through the entire process from developing the business concept through to anchoring via integration into processes and systems.

### A. Task description

Ms. Leber is responsible for the following tasks in the Competence Center Strategy, Innovation & Sales:

- Development of an Innovation Accelerator program in order to elaborate and implement ideas in an efficient and systematic process for a leading European airline
  - Analysis of trends in the aviation industry and derivation of innovation potentials
  - Preparation of training documents for the customer within the Innovation Accelerator program
- Benchmark analysis for a Swiss animal hospital based on a comprehensive study of the business models and organizational structures of renowned animal hospitals worldwide
  - Identification of the most important animal hospitals in Europe and USA as well as creation of company profiles for selected animal hospitals
  - Comparison with regard to service offering, target customers, target markets, customer perception, customer interface, value chain, cooperation partners, future concepts and resources in order to derivate differentiation potentials and strategy plans for a leading Swiss animal hospital
- Support of building and operating a digital and platform-based ecosystem for a leading Swiss insurance company
  - Support of developing the business-ecosystem and analysis of the service offering, target customers, target markets, cooperation partners and profitability potential within the project
  - Establishment, implementation and evaluation of an interview-based market study to assess the market potential of the business-ecosystem and assistance in the preparation, realization and post-processing of management offsites and workshops
- Preparation of offers for potential customers in the automotive and machine tool industry
  - Offer to implement a new leadership and target organization model, define an optimized growth plan, and introduce an HR Operation Business Partner Model
  - Offer in order to define a Target Operating Model with focus on configuration of the supply chain and site optimization

### B. Overall appraisal

Ms. Leber completed the tasks allocated to her reliable, independently and always to our full satisfaction. Her behavior towards superiors, colleagues, clients and external counterparts was always faultless.

**C. Appraisal of relevant skills**

A = fully above average      B = above average      C = average      D = below average

<b>Work</b>		<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
<b>Analytical skills</b>	Structures complex matters; recognizes causes, effects and dependencies	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Focus on solution</b>	Recognizes problems in content/methodology and develops targeted solutions	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Ability to implement</b>	Carries out tasks diligently; applies IT knowledge assuredly	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Self-organization</b>	Organizes himself/herself effectively and efficiently; sets own targets and priorities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Creativity</b>	Develops new ideas and approaches	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Social Behavior</b>					
<b>Teamwork</b>	Works cooperatively and works actively towards group success; integrates self into	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Communication skills</b>	Communicates in an eloquent, focused and appropriate manner; makes contacts and	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Ability to adapt</b>	Adapts easily and quickly to different situations and structures	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Professional demeanor</b>	Possesses a confident and assured manner; has excellent social skills	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Self-reflection</b>	Requests feedback actively and deals with it constructively; appraises own behavior and performance critically	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Motivation and Commitment</b>					
<b>Ability to work under pressure</b>	Is able to perform even under an extreme workload	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Perseverance and persistence</b>	Pursues set targets and objectives with determination and persistence	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Reliability</b>	Completes tasks on time and keeps promises and commitments	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Initiative</b>	Always shows willing and interest; needs little external supervision; contributes own ideas	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Ms. Leber receives this certificate on her own request. We would like to thank her for her consistently good performance and look forward to a successful cooperation.

Horváth & Partner AG



Ulrich Teuscher  
Managing Director