



Dear Mr. Hamacher,

We gratefully appreciate the high-level Advisory provided to Andreas Höller. You recognizably delivered a remarkable impact to Andreas Höller in his role as Head of Sales and Primus Inter Pares and his wider team in a very short notice of given time following the brand's KAIZEN principles.

In a rapidly moving, very dynamic and disruptive (Sports and Lifestyle) Industry, the enablement of the brand's current transformation to manage the turnaround on all level of the organization is the major key requirement for ASICS / ASICSTIGER / ONITSUKA TIGER to set the brands base for long-term sustainable future brand development.

Mr. Hamacher (KH Senior Advisory) has been appointed to provide support to ASICS / ASICSTIGER / ONITSUKA TIGER to give Advisory to Andreas Höller to manage the turnaround in his responsible area (AT, PL, SI, HR, CZ, SK, HU) with the following goals appointed in specific:

- (1) Strengthen the mind set to embrace an agile Change Culture
- (2) Develop an ambidextrous and target conditional Sales Organization

Mr. Hamacher (KH Senior Advisory) delivered a superior level of know-how transfer in a very short period of time with high pressure on immediate deliverables. All pre-agreed goals were met above expectations!

Specifically, to emphasize is the sharply designed preparation of each Advisory according to the pre-briefed requirements of ASICS / ASICSTIGER / ONITSUKA TIGER matching precisely the personality and style of Andreas Höller.

A very detailed summary containing a comprehensive action plan on executions of business-critical activities lead into an immediate impact on the Business and the following short-term deliverables in Q4 2018 / Q1 2019:

- (x) Re-Set of Distribution in AT market by building a communication strategy to de-escalate a potential exit of a major market player
- (x) Establish „Time Application Management“ as a leading principle in CEE region
- (x) Support communication plan for the merges of ASICS Polska into the CEE region
- (x) Implement „Closing“ as leading Sales Principle

On a long-term scale Andreas Höller and his team have established the transformation towards an entity that drives a strategy of action focused working with result driven workflows embedded into a framework in which the chosen form influences and dominates any content.

Ambidexterity is the leading management tool for setting maximum flexibility at all cross functional departments (and tasks) and delivering a great learning curve on the professional qualification as well as on the personality of any single individual of the team is cultivated

Andreas Höller summarizes his Advisory with the following feedback:

„The level of detail Mr. Hamacher has prepared all Advisories and the way he has transferred the know-how precisely to my personal requirements of a fast though long-lasting impactful memorizing with an immediate practical interactivity to manage my given challenges was outstanding. Due to his personality and wide experience his Advisory is above any conventions and getting him breaking my limits to think beyond any standards. He has changed my game! Professionally as well as personally. “

On behalf of ASICS / ASICSTIGER / ONITSUKA TIGER we appreciate to recommend KH Senior Advisory with our best references at any time!



LISA RANKIN
DIRECTOR OF HR, REGION NORTH EMEA