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Sartrouville, the 12th of December 2019

TO WHOM IT MAY CONCERN

Dear Sir, Madam,

Letter of recommendation for Mr Niklas MUENNIGHOFF

Over the last twenty years as a lecturer, no student has impressed me as much as Niklas. I've known him in my Market Research classes, at ESSEC Paris for a semester in 2019 as part of his double degree with Peking university.

His natural charisma strikes like lightning. When he makes presentations to a large audience, answers questions with sharpness and sustains a discussion, for a full hour he sets professional standards to many.

The work of Niklas is of high standard, as he is capable of mathematical rigor and emotional intelligence in problem solving. He has demonstrated the capacity to master theories in strategy, and to manage large-scale projects like a consultant who uses systems thinking and a multidisciplinary approach.

Specifically, he worked hard and harmoniously with a team on two major projects. The first was the launching of new ventures in the hospitality and entertainment sectors of Las Vegas, Orlando, Macao, Tokyo and Dubai. The second aimed at setting afloat some top tech firms like Google in the People's Republic of China and India.

Niklas seems to be a born leader and unifier, no question about it. He initiates and innovates in such a compelling manner that his team embraces challenges and meets objectives within a precise time frame. The secret could be his beautifully contagious passion for Things well done, and Things especially relevant and useful.

Last but not least, this gentleman is courageous, diligent, benevolent. He has an active role in all social and professional discussions, with curiosity and empathy. The cherry on the cake is his humility and sense of respect.

Once every twenty years, it gives me immense pleasure to support and recommend someone with eyes shut and a smile on my lips. That's Niklas. I wish him to be a fulfilled human being, and to succeed in bringing to your organization the best of his generation.

Yours faithfully,

Jean Jacques ANDRE
Marketing Lecturer ESSEC Paris
Harvard Business School Alumnus 2010