



**ASSURANT**  
Solutions

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To whom it may concern

20. February 2009

**Reference: Ulla Bøge Mikkelsen**

I have had the pleasure to work close with Ulla Bøge Mikkelsen in two different insurance companies since 2000 where Ulla Bøge Mikkelsen primary work and projects for me had been focused on strategic consulting, strategic business development and streamlining business operations.

When I took over the position as CEO for Assurant Solution Nordic A/S in 2006 my focus had been on streamlining the organization, the business set-up and developing the business within warranty insurance and PPI in the Nordic market. Knowing Ulla Bøge Mikkelsen's capabilities, strategic expertise and management style I contacted her several times over a 2 years period before I first managed to talk her into a strategic consultant position and later to take over the position as COO for Assurant Solution Nordic A/S.

Short time after Ulla Bøge Mikkelsen joined our company we saw major transformation of the Operation Department daily work processes and procedures which made the claim and policy handling more efficient and cost effective. Her change of management style and reporting provided me with an invaluable insight into the progress and efficiency of the Operations as well as that the new structure of the organization matched our customers' requirements to customer services.

I have been very impressed with her management style and how she has managed to transform the Operations department from a business point of view but also how she has created a more committed and performing team through teambuilding with each of the members of the Operations team.

Ulla Bøge Mikkelsen has done an outstanding consultancy job for Assurant Solutions Nordic A/S and has performed to excellent. Unfortunately the parent company in the USA has decided to close down Assurant Solutions Nordic and therefore it is with great sadness that I have to let Ulla Bøge Mikkelsen to leave, but I give her my best recommendations.

We will not hesitate to use the expertise of Ulla Bøge Mikkelsen and her consultancy company Vision Consultancy ApS again.

If you need any further information, you are welcome to contact me.

Best Regards

  
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Managing Director  
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