



**Mu Sigma**

**Date: September 09, 2025**

With utmost delight, I am writing to recommend Goutam Ravi Dubashi for your esteemed Master's program. While Goutam was working with us at Mu Sigma as a Trainee Decision Scientist, I had the opportunity to closely observe his training and subsequent project deployment. I was consistently impressed with how quickly he transitioned from classroom learning to delivering measurable business impact.

During his training, Goutam excelled in modules on machine learning, SQL, visualization, and structured problem-solving. What stood out was his ability to immediately connect technical outputs with the client's business needs—a skill that typically takes fresh associates considerable time to develop. I particularly recall a case exercise where he transformed a raw clustering model into a profitability segmentation framework, showing not just the math but how cruise lines could adjust their pricing tiers. That ability to translate "code into business action" set him apart.

Later, he was deployed on a profitability optimization project for Norwegian Cruise Line Holdings (NCLH), the world's largest cruise company. Here, Goutam worked on building data models and dashboards that analyzed revenue leakages across regions and cost inefficiencies in fuel consumption. His models revealed that certain itinerary patterns had disproportionately high operational costs. This insight was later used by the client team to revise scheduling, leading to measurable cost savings in subsequent quarters. It was a clear instance where Goutam's work moved beyond analysis to tangible business value.

Impressed by his performance, Goutam was soon added to the casino revenue project, one of NCLH's key profit drivers. Despite being a fresher, he contributed to model-building and proposed a behavioral clustering approach that integrated factors like group size, cross-spending in other on-board services, and the "entry-to-first-bet" lag time. This uncovered a counterintuitive trend: retired passengers, not younger ones, were the highest-value casino users. The client redesigned promotions around this segment, leading to a 21% boost in casino revenue—an outcome that highlighted Goutam's analytical creativity and business impact.

Goutam also demonstrated strong collaboration skills, working effectively with the visualization team and client business analyst team, and contributing ideas that improved the overall efficiency of the project. His communication skills, combined with his analytical mindset, made him a dependable and impactful contributor, even at the trainee stage.

Overall, I am confident that Goutam has the technical expertise, problem-solving mindset, and business understanding to succeed in his higher studies. Considering this, I wholeheartedly endorse Mr. Goutam Ravi Dubashi application for admission to your esteemed university.

Yours truly,

  
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