

January 5, 2022

Admissions, NUS Enterprise  
NUS Overseas College (NOC) Programme  
21, Heng Mui Keng Terrace  
Level 5  
Singapore 119613

To whom it may concern,

It is my pleasure to recommend Ching Jia Rong for the NUS Overseas College Programme. I am Carol Hargreaves, Director of the Data Analytics Consulting Centre and an Associate Professor in the Department of Statistics & Data Science at the National University of Singapore. I came to know to Jia Rong in the module DSA3101 (Data Science in Practice) for which Jia Rong was my student in AY21/22 Semester 1. The module comprised of 2 major projects of which thorough ideation, analysis, proposal and finally pitch & presentation were expected for both. I witnessed how he and his team transformed an average project 1 to an eventual 2<sup>nd</sup> overall runner up for project 2 which culminated in a hackathon co-hosted by Kantar Group.

Kicking off project 2, he exhibited strong leadership and entrepreneurial spirit. In the weekly zoom meetings, I saw how he facilitated the discussion of their team's project direction, answering queries that I may have, bouncing off new ideas and recommendations among his peers and did not hesitate to assist them when they needed support. On top of what was mentioned above, he was proactive in seeking additional meetings with me to clarify pain points and gain better clarity in the more subtle aspects of the project that he identified. Through my interaction with him, one thing that also caught my attention was that he wasn't afraid of putting forward "crazy" ideas too. He was unflinching to the idea of rejection, takes advices in his stride and pivots accordingly.

From the work he and his team have submitted, I observed that they had utilized the data science tools and methodology that were taught in class and additionally went above and beyond what was required of them. They dabbled with many other open-source packages, machine learning tools and statistical learning models in their project and were able to apply them well in the context of the problem presented in the hackathon. He was one of the representative speakers sharing their analytical solutions and ideas to the class. Their ideas were well communicated and flowed in an easy to understand manner in the presentation.

Jia Rong strikes me as an outgoing person with a cheerful demeanor. With his inquisitive mindset, positive attitude of going above and beyond, I believe he is well suited to take part in the NUS Overseas College (NOC) Programme and highly recommend him.

Please do not hesitate to contact me for any further questions on Jia Rong.

Yours sincerely,



Associate Professor Carol Hargreaves  
Director of the Data Analytics Consulting Centre