

## To whom it may concern,

Shahab Kazemi was employed as research assistant at Dept. of Management, BSS, Aarhus University from 1st. Nov. 2017 to 31st. Dec. 2017 and again from 15th. March 2018 to 31st. Aug. 2019

Shahab has carried out research work, such as, complex database creation, data extraction, advanced statistical analysis and programming in R, SAS, etc., social network analytics and academic writing. Shahab has a useful background in business intelligence, engineering paired with an MBA.

Shahab has worked with confidence and rigor in his various tasks. He has managed and completed his task with quality and discipline. He is a good team-player who provides useful ideas and approaches for advanced and complex problem-solving. He works well independently, and has been a pleasure to work with.

I give him my best recommendations.

Kind regards

Lars Frederiksen

Professor

Department of Management

Lars Frederiksen Professor

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