

9 June 2025

To Whom It May Concern:

It is with deep gratitude and honor that I recommend Nathan Humphries for your position. I have worked with Nathan for three years as his colleague and manager at Evans Data Corporation. He has impressed me with his maturity, flexibility, and ingenuity. He has a strong initiative and desire to deeply understand processes and outcomes.

I was responsible for hiring and managing Nathan out of college and he has worked with me throughout his early professional career. When he started, we had several big personalities in the office – squeaky wheels who always got the grease. Nathan quietly did his work, performing assigned tasks with high quality and care. He accepted tasks given to him without any pushback and performed admirably, frequently without receiving due praise. He was always reliable and was not prone to false assumptions and logical leaps that plagued many of his peers. This latter trait is imperative for anyone in a research analyst role.

Together, Nathan and I have collaborated on bespoke research projects for clients ranging from technology firms to developer advocacy groups across an array of technology topics, such as AI, cloud computing, database management systems, IT security, niche developer marketing and relations, and information architecture. Nathan's cluster analysis efforts have helped us deliver insights on naturally occurring personas, which have provided depth and nuance to our findings. In all, Nathan and I have collaborated on at least 29 off-the-shelf products and 20 custom research projects. I have been impressed with his technical knowledge and precision as it has translated across these various topic areas.

Nathan's role as a research analyst in a small team means that he puts on many hats. Nathan is often a go-between when our marketing and business development teams needed an authoritative and cogent voice for presenting our data. His voice is *the* voice behind many of our webinars. He is also our go-to analyst for custom projects, which has led to many presentations where Nathan and I deliver the content together. Nathan is always clear and succinct in his delivery, which greatly increases the likelihood of us keeping to our allotted time and alleviates the need for clarifying questions.

Nathan's experience with VBScript and Python has made our lives far easier because he is better able to create macros to simplify complex Microsoft Excel procedures. We have leaned on his expertise when modifying algorithms to address variability when forecasting inconsistent datasets. His skills circumvent the need for ad hoc software acquisitions, which ultimately allow us to keep more of our development and analysis needs in house.

For the past several years, I have been proud to introduce Nathan Humphries as my right-hand man. He has been a pillar through all our company's successes through his three years with Evans Data Corp. and many of our projects would not have been possible without his efforts. Based on these and other observations I've gathered as Nathan's direct manager, I am confident that Nathan will flourish in your company.

Respectfully,

James Owen

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