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To whom it may concern

## Letter of Recommendation

1. April 2021

I recommend Tobias Lassmann as a candidate for employment.

Through years of interaction, I have gotten to know Tobias Lassmann from different perspectives as professional support as well as a person. As Dean of the Master's program Digital Management at the Fresenius University of Applied Sciences in Cologne, I accompanied his outstanding Master's thesis on the topic of chatbots and their economically significant potentials and challenges from November 2020 to January 2021. In addition, Mr. Lassmann was regularly professionally active for the E-Commerce Institute Cologne (<https://ecommerceinstitut.de/>), which I chair, over the period 2019 to 2021.

In both cases, Mr. Lassmann has always demonstrated his capability to collaborate and adapt in agile teamwork environments. He also complements his cooperative nature with reliability and an organized way of working. Particularly striking is his ability to grasp innovative technologies and to identify their economic potential as well as challenges and structure them. In doing so, Mr. Lassmann has always incorporated his creativity, which enables him to think

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outside the box. He was always quick to offer his assistance and was able to independently identify solutions to existing challenges.

I am convinced that Mr. Lassmann shows the potential to be a valuable asset for your company. If you have any further questions with regard to his background or qualifications, please do not hesitate to contact me.

Best regards,

A handwritten signature in black ink, appearing to read 'R Geibel'. The signature is fluid and cursive, with the first letter 'R' being particularly large and stylized.

Prof. Dr. Richard C. Geibel  
Program Director Digital Management  
at Hochschule Fresenius in Cologne