



5 January 2026

Subject: Reference Letter for Isabel A. Ham



TO WHOM IT MAY CONCERN:

Isabel A. Ham participated in the 2025-2 round of the X-Culture international business consulting program (X-Culture International Business Consulting Certificate number 20252B02480).

X-Culture is a large-scale international experiential learning and business consulting project.

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Since its inception in 2010, more than 132,000 students have participated.

Each year, over 10,000 MBA and business students from more than 160 universities in 70 countries across six continents complete the program.

Participants work in global virtual teams, with each member located in a different country. Collaborating across cultures, time zones, and communication platforms, teams develop comprehensive international business consulting reports for real client companies.

The core task involves developing an international market expansion strategy. This includes analyzing the client company's competitive position, strengths and weaknesses, and external opportunities and threats. Students identify the most promising markets and conduct in-depth economic, cultural, and political analyses. They then formulate market entry strategies, pricing and promotion plans, HR and operations management solutions, and recommendations for product and logistics adaptations tailored to the selected markets.

Prior to the project, students complete rigorous training on online collaboration tools, international team dynamics, cross-cultural communication, and conflict resolution. During the semester, they attend live webinars with the CEOs and executives of the client companies. Select teams are also invited to present their findings and receive direct feedback from professors and company leaders.

We rigorously measure and compare the students' performance and rate them on over a dozen performance indicators, including peer evaluations, report quality, timeliness, creativity, and more. This is an excellent work sample, as performance in X-Culture is likely a good predictor of performance in jobs that require teamwork, cross-cultural interactions, and analytical and research skills.

Our records of **Isabel A. Ham**'s performance over the several months of X-Culture are provided below.

Global Virtual Team Aptitude Test: Successfully Passed.

Before the project started, each student had to complete a rigorous global virtual team aptitude test. We measured knowledge of online collaboration tools, the ability to work with information, understanding of teamwork principles, challenges, and best practices of international collaboration, and English language skills.

Isabel A. Ham has successfully completed the pre-project training and passed the Global Virtual Team Aptitude Test.

Notably, these test results were among the highest (Top 5%) in the cohort of 6,000+ students who took the test this semester.

Diligence and Ability to Meet Deadlines: Very high.

Peer-Evaluated Performance and Potential:

(1=very bad, 2=bad, 3=acceptable, 4=good, 5=excellent)

- Effort (cohort average: 3.9): 4.5
- Intellectual contribution (cohort average: 3.8): 4.5
- Leadership skills (cohort average: 3.4): 4.5
- Collegiality and positive attitude (cohort average: 4.3): 4.5
- Overall peer evaluations (cohort average: 3.9): 4.5
- Peer-evaluated English proficiency (cohort average: 4.3): 4.8
- Peer-evaluated technical skills (cohort average: 3.9): 4.0

Overall peer evaluations: 4.5

These are not only strong results and excellent peer evaluations, but they also place you among the top 20% of a highly skilled and competitive cohort of X-Culture students, likely even higher compared to the general population.

The students also rated each team member's role on the team. The results showed that Isabel A. Ham was the team's an informal leader who contributed significantly to coordination and had a notable influence within the team.

Expert-Evaluated Ability to Solve Complete Problems:

Each international team completed a consulting project for a real international company and developed an international market entry strategy. Several International Business professors and industry experts evaluated each consulting report. Below are the expert evaluations of the consulting project developed by Isabel A. Ham's team.

(1=very bad, 2=bad, 3=acceptable, 4=not bad, 5=good, 6=very good, 7=excellent)

- Executive Summary (average across all teams 5.2): 6.7
- Block 1: Market and Competition (average across all teams 5.1): 6.2

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- Block 2: Marketing Strategy (average across all teams 4.9): 6.2
 - Block 3: Operations Management (average across all teams 5.0): 5.5
 - Economic Viability of Proposal (average across all teams 4.9): 5.7
 - Supporting Arguments (average across all teams 5.0): 5.7
 - Formatting quality, visual appeal, clarity of explanation (average across all teams 5.2): 6.7
 - Creativity of ideas (average across all teams 5.0): 6.3

REPORT SCORE (average across all teams 5.1): **5.9**

These are not only excellent results overall, but also place the team in the Top 10% among more than 1,000 global virtual teams that participated in the X-Culture competition this semester.

Recommendation:

Based on my thorough review and comparison of Isabel A. Ham's performance with that of other teams and students who participated in X-Culture this semester, I can very confidently recommend this individual for positions that require effective teamwork, particularly in cross-cultural virtual environments.

I also can very confidently recommend Isabel A. Ham for roles that demand strong analytical, research, and writing skills, such as those required in business consulting.

Given the depth of learning and experience gained through the X-Culture Project, I anticipate even stronger performance from Isabel A. Ham in future similar projects.

If past performance is any indication, it is my assessment that Isabel A. Ham will will do very well on future team-based international business consulting projects.

Most sincerely,



Dr. Vas Taras
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INTERNATIONAL BUSINESS CONSULTING CERTIFICATE

20252B02480

awarded to

ISABEL A. HAM

who successfully completed the X-Culture Global Collaboration and International Business Consulting Program, which included theoretical training and practical experience as an international business consultant and active member of a Global Virtual Team that developed an international market expansion strategy for a client company, collaborating with over 6,165 students from 162 universities across more than 50 countries on six continents.



December 23, 2025

Vas Taras
Dr. Vas Taras, Founder