

**To whom it may concern**

As project lead for the Single Market Barriers Tracker, I worked closely with Nicola Marinelli.

The Single Market Barriers Tracker is an innovative tool developed in-house under the Single Digital Gateway to collect case data on obstacles faced by citizens and businesses within the EU's Single Market and integrate information obtained from various data sources. The objective is to provide a complete picture on the state-of-play of the Single Market as perceived by the public. The tool caters to the needs of multiple stakeholders and provides a basis for further analysis and action by competent EU and national services aiming to improve market functionality and address identified barriers.

Mr Marinelli served as the Business Analyst for the SDG back-office tools from 1 May 2025 to 28 February 2026 and was responsible for translating the business requirements of all aspects of the data collection and management in the dedicated Single Digital Gateway portal into clear technical specifications, including linking the portal with the Power BI powered overview dashboard. In this capacity, he translated the requirements for user access and registration of external users and organisations, developed intake forms and modules, designed data view screens and filters tailored to different stakeholders, contributed to the development of the underlying data models and implemented AI-based solutions for systematic checking of case relevance, classification and translation.

In this short period of time, Mr. Marinelli was instrumental in the timely delivery of the tool as a viable product starting from a basic demo. He did so under extreme time pressure and demonstrated strong analytical skills as well as a solid grasp of both business processes and system functionalities. He was able to quickly map out complex processes and showed an excellent ability to understand the nature of the problems at hand, to point out potential issues and propose alternative solutions. His work ensured that our data collection, reporting, and translation workflows were aligned with business needs and regulatory standards.

I have come to know Mr Marinelli as a reliable, proactive co-worker who was able to consistently deliver high-quality outputs on schedule. In addition, Mr Marinelli is an excellent communicator, both verbal and in writing, and flexible in adapting views and methods when faced with new and unexpected challenges. He has strong work ethics and is a reliable and dependable colleague who flawlessly integrates in a new team. He is a likeable person and easy to work with.

I am happy to recommend Nicola Marinelli for roles in business analysis, systems analysis, or project coordination, and I am confident he will be a valuable asset to any team.



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