

Letter of Recommendation

I am pleased to write this letter of recommendation for Ms. Rupal Kotangale, who has been working with me since July, 2017 as a Digitalization Professional in Customer Service Department of Siemens Ltd, Mobility. I had first interaction with her at a round table discussion where we were exploring ideas for expanding digitalization business and she had come up with most innovative ideas where business was never explored in the division earlier. Despite facing a challenging problem of introducing new business areas without prior experience, she took the ownership to find a way to introduce a product in the market. This incident convinced me that she possessed a knack for understanding the use of technology from a customer's perspective. Right from beginning, I have observed Rupal to be intelligent and dedicated employee who knew how to put forth her ideas and work towards fruition.

Being her manager for more than three years, I have had the opportunity to supervise Rupal on her managerial and technical support for one of our key pilot projects - Broken Rail Detection, for detecting rail cracks to prevent derailment. Despite of being new in the organization, she took the responsibility of project management and execution of this proof-of-concept technology under circumstances where a core member left the team. She was assigned a role of project manager for a project with a value of Euro 5.3 Million. She has done an excellent job at handling site activities, managing procurement and being single point-of-contact for customer as well as technology providers, and brought fruition to the project until its delivery to the customer. After analyzing her capability and commitment to work, she was given additional responsibility to handle sales and bidding of the flagship digital projects for the entire Indian Mobility Market from Siemens India. Rupal was a bid manager for this project where she worked on numerous tools used during sales and bidding process for project risk calculations, requirement management, project pricing, documentation, vendor and interface management etc. in order to get project decision from management. Her ability to learn, adaptability towards these platforms and acceptance of the challenging role led to success of the project.

I think her ability to adapt to difficult situations and maintain composure at challenging situation are one of her strongest characteristics. This has helped her grind through and overcome critical situations that have come her way. She has excellent interpersonal and networking skills with an eye to understand the nerve of the market for not only traditional businesses but also new avenues to expand the business. She willingly accepts new assignments and offers to help whenever she can. She was entrusted by the team with a task of developing a business case out of asset management portfolio based on digital platform called *Railigent* for smart analysis and predictive maintenance of the rail assets where she identified customer requirement and successfully drafted technical specification within a very short span of time by continuous engagement with customer. Her analytical thinking and passion towards work is clearly visible through her extensive research on Wagon Damage Detection Solution for which she was selected in "*Siemens Next47 accelerator program*" where Siemens intrapreneurs are trained for converting innovative business ideas into actual business case to empower start up culture. She has significantly improved her decision making, strategic thinking and leadership skills through this program.

Considering her presentation skills, she has consistently become the go-to sales representative for Siemens Mobility at biggest industrial exhibitions in India like ELECRAMA, IREE (International Railway Equipment Exhibition), INNORAIL'18 etc. She has championed the Siemens' motto of customer obsession during these events where her solid understanding of technology coupled with her articulate presentation skills in interactions with bureaucratic and ministerial railway officials have garnered interest in Siemens's business. She handles pressure well and is consciously proactive at getting full involvement of all the

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team members during internal brainstorming workshops as well as customer meetings. Beyond her passion on driving performance, she is an extremely positive and dependable employee and performs her duties in an extremely timely and conscientious manner. She was appreciated by management for resuming execution activities at pilot project site during covid-19 pandemic following all the required safety norms. The traits which I find particularly admirable about Rupal are her out of the box thinking, ability to prioritize and delivery on time. She is an instrumental resource for digitalization initiatives of mobility business and vital member of digitalization team.

Apart from her routine work, she actively participates in the events like *Siemens India Business Conference, Mobility Got Talent etc.* where she presents her dancing skills. She was also an active member of employee engagement committee due to her people orientation and excellent communication skills where she contributed to organizing events. It is challenging to think and work for the peer employees' motivation and engagement maintaining project timelines.

In summary, I believe that she is diligent and passionate individual with everlasting appetite for knowledge. She will bring her unique energy, enthusiasm, passion and tireless creativity to your class and classroom. Due to her proficient knowledge and substantial work experience in digital business development, she is a befitting candidate for a Masters' program at your Graduate School. She has my highest endorsement. If you have any question about this recommendation or my endorsement of Rupal, please contact me and I will gladly try to help.

Best Regards,
Esha Kaul

Kaul Esha

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