

STATEMENT OF PURPOSE

A microscopic virus emerged in a silent corner of the world in December 2019. As the events unfolded and the catastrophe hit humanity globally, world was brought to a standstill and from corporations to families, everyone was forced to a standstill. Yet here we are in 2021, getting hold of ourselves and back to semi-routine of sorts even though virtual. How did we, humans manage to get back to this semi-functioning state? Management is the key. We extensively did ground research on covid-19 vaccine, planned for its manufacturing, coordinated internationally, collaborated to help human function and what not. And what motivates me is the way we have managed to start picking up back and taking charge again with our best efforts to get through this VUCA (volatile, uncertain, complex, and ambiguous) times. That is what management is to me in the post COVID world.

In my professional career at Siemens Ltd, where I started as a customer service professional in Digitalization unit of mobility business, I had the opportunity to work on a project with requirement of managerial role and explored the concepts of management. Digitalization was a newly founded business unit in Siemens Mobility, India in 2017, where me and my team were responsible for bringing in new solutions/technologies for Indian Railways and metro customers. I initially started with a pilot project for detecting rail fractures to prevent train accidents due to derailment. I, along with my team, explored and proposed two technologies (first based magnetic leakage flux and second based on distributed acoustic sensing system using Optical fiber cable) to the Railway Board of India for Broken Rail Detection and received approval for proof-of-concept. As these was the first project incorporating these two technologies in India, the project received funding of EUR 5.3 Million from Siemens Headquarters following our efforts. When my manager went on her maternity leave during this proof of concept, I stepped up to take the ownership of the project execution and management. I became a single point of contact for the customer and technology partners in Europe and Australia while managing project timeline, costs, project execution, procurement, and site activities. I was well versed with these two technologies and I soon started to advance my analytical skills and decision-making abilities. The experience of this project has been substantially instrumental in my growth from engineer to professional and left me with a yearning for intrapreneurship and start up culture.

Considering my progress, I got an additional responsibility for sales and bidding for our flagship *Smart Yard* project to convert traditional railway yards into fully automated smart yards. I was assigned a role bid manager for a project with high risk as well as high volume. Here, I worked on the project risk calculations, requirement management, project pricing, documentation, vendor and interface management using internal Project Management tools at Siemens in order to get decisions from management on complex projects. These projects increased my horizon of knowledge of sales process and marketing. I found myself unfolding my own boundaries and was constantly appreciated by management. With accolades of being one of the top performers of digitalization business, I was assigned a task for developing a business case out of our digital asset management portfolio for smart analysis and predictive maintenance of the rail assets. I was successful in getting the technical draft specification for the same within a very short span of time with continuous engagement with customer through decided strategies and plotted groundwork with the team. Due to my extensive research work on Wagon Damage Detection Solution and gist for expanding digitalization business, I was selected in '*Siemens Next47 Accelerator Program*' where Siemens intrapreneurs are trained for converting start up ideas into actual business case through development of new technologies. I, along with my team, are in the process of filing a patent for this solution through Next47 program. This solution helps in saving revenue loss of approx. INR 1000 Million of Indian Railways through freight operations by timely detection of damaged wagons. During this training I realized that to be an intrapreneur I needed much more than just my technical skills. As a founder, I need to incorporate the strategic thinking process, planning of a manager, and leadership skills into my analytical mind.

Currently, I am handling multiple projects simultaneously which has enhanced my ability to multitask and have gotten hands on experience in the field of innovation and digitalization at one of the top multinational companies in the world. These experiences have made me wiser of the opportunities and necessities. However, I have realized that my experience in digitization projects limits me from having a comprehensive understanding of overall business due to its unique challenges. Therefore, I realized that to be able to successfully operate on a high scale project as a leader and to be in a position to make a critical decision that will create an impact on the company's business, it is important to have a structured learning for steering the organization in a goal-oriented manner, enhance leadership skills and develop strategic thinking.

Out of my own life experiences and being raised in a modest family, I had long learned that success can only be achieved through commitment, hard work and resilience. Excelling in academics has been my only goal since childhood. I secured first rank in the secondary school examination with 92.73%. Maintaining the momentum, I excelled in my diploma Course of Electrical Engineering where I secured 5th rank from Maharashtra State which led me to get direct admission in the second year of Veer Mata Jijabai Technological Institute for Bachelor of Technology in Electrical Engineering in Mumbai. These events reinforced in me, the need to be resilient and deterministic to achieve my goals. This pursuit of education is how I built myself, succeeded in getting my job and it further motivates me to pursue higher education towards my goal of Master's in Management.

Technical University of Munich (TUM) is one of the Europe's top technical university. The Masters course offered at TUM School of management in technology and management focuses on technical and management skills together which not only dwell on subject specific technical course but also dig deeper into practical and application-based management course. I strongly believe that this course will enhance my knowledge to pursue my goal in managerial domain. It speaks of its quality education being one of the top universities in Germany - a country of more than 500 innovation and research institutes backed by expert faculties. I am aware of Dr. Thomas Hutzschenre's strong background in corporate internationalization strategies and Dr. Vernon Smith's research in the field of business economics, I would be honored to learn from them on these topics during the course. This program will enable me to learn about implementation of digital technologies and industrial transformation along with development of new business models and strategies where I would be able to use my existing experience in the digitalization field and leverage on the knowledge that TUM will provide. I believe that I can excel in the master's program offered by your esteemed university and I am looking forward to joining your university for opted master's course. Thank you in advance for your consideration.

Best Regards,
Rupal Kotangale