**Motivational Letter for Business and Management at Stockholm School of Economics**

Dear admission office, I am thrilled to express my interest in pursuing a Master's degree in Business and Management programme at Stockholm School of Economics. When I first saw this programme, I was immediately attracted by the commercialization and professionalism of the course. Most importantly, I believe the emphasis on business change of this programme is precisely what I need most urgently at the moment.

It's been nearly three years since I graduated from college in the United States, and I've been working at China Gas Holdings for almost two years. I must admit that the last few years have certainly been very thought-provoking. China Gas Holdings is one of the largest inter-regional integrated energy service providers in China, engaged in the investment, operation, and management of city gas pipeline infrastructure and the transmission of natural gas to residential and industrial customers. As part of its commitment to being an environmentally responsible, carbon-reducing company, China Gas Holdings signed a Memorandum of Understanding with the United Nations Environment Programme ("UNEP") to join the UNEP-led Oil and Gas Methane Partnership (OGMP) in 2021. I joined China Gas Holdings in 2022 and contributed my share of the work, which includes but not limited to planning for carbon trading of biomass natural gas and interfacing with UNEP to provide information on the company's plans to further reduce methane emissions.

Behind these positive scenes, however, the development of China Gas Holdings has encountered unforeseen conflicts. After two decades of rapid development, the original market is on the verge of disappearing, and companies have to start expanding new businesses through transformation in order to maintain cash flow. However, as past investment was overly dependent on government subsidies, the entire transition would face enormous difficulties once the subsidies were removed. These difficulties have now started to be passed on to individual customers, with situations such as the limited availability of gas in winter. Therefore, I couldn't help but think about what a truly healthy business transition should look like, and whether the company's customers should bear the cost.

In my previous work with UNEP, I learned about the strong Nordic focus on sustainability and ESG, and that Sweden in particular is at the forefront of the world in these areas. I think the best and fastest way to learn about a country is to get to know the local companies, and the management model of Swedish companies is also of interest to me. Fortunately, the Stockholm School of Economics offered me the opportunity to learn about all of this, and the close ties between the school and business were unlike anything I had ever seen before. The course "Digital Transformation" was the most interesting for me, and the topics of data governance and restructuring would be worth exploring.

Therefore, I am very much looking forward to bringing my experience and enthusiasm to Sweden, and to Stockholm School of Economics. Thanks.