



Wharton Essays 2014

Essay 1: What do you hope to gain both personally and professionally from the Wharton MBA? (500 words)

Essay 2: Please use the space below to highlight any additional information that you would like the Admissions Committee to know about your candidacy. (**Optional**) (400 words)

<http://www.wharton.upenn.edu/mba/admissions/application-requirements.cfm>

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Thomas

Essay 1: What do you hope to gain both personally and professionally from the Wharton MBA? (500 words)

In my MBA at Wharton, I intend to explore my curiosity and my freethinking spirit.

I have nurtured a career path that values professionals able to provide intellectually sophisticated services or products. I appreciate the analytical rigor that only Knowledge can provide in business. I have always looked forward to be part of a group of people who share a passion and curiosity for intellectual questionings. The probability of increasing the assets under management of XXX, my current firm, reminded of what my previous employer experienced. I had studied the trade-off between liquidity and pricing, so I could predict serious consequences from such unsettling move. Naturally, productivity should soar and demand that we have scalability. No one asked me for it, but for two months, I put aside two daily hours in order to analyze my employer through the eyes of an investor. Hours of extra work enabled me to create a new model to measure productivity. "We have always done that way. Let's stick to it, ok?" - My boss and co-workers' view confirmed that it is just easier to follow what is established. My argument was "what worked in the past may not work in the future - let's define the problem to fit a new reality". The *modus operandi* was to play a fire fighter - answer the demands of a problem that had been defined in the past. Finally my boss welcomed my studies and invited me to test them. He even insisted that I have a junior analyst to help me with what he called "Thomas's Experience." After successful empirical implementation of my model, I grew further aware of the leader's role in redefining the way team members must define problems.

I draw pleasure from trying to change the way people think. During college, I would find satisfaction whenever I managed to establish a connection between theory and practice: through this approach, I could take the most out of the Public Administration and the Economics programs. It also enabled me to look for or come up with innovative solutions to problems. Unfortunately, not everyone felt the same. Some even admitted to attend the program just to have a diploma. Later, as I joined the financial markets, I witnessed that many people were unable to link their practical actions with what they had studied. In that sense, the superficial research of Brazilian portfolio managers is the result of the poor connection, if any, between what they learn in college and what they do in their professional routine. Consequently, they do not always make their best bets in the markets. I resort to a lot of reading about finance before I can handle foreign exchange or interest rates markets and, in this way, offer sound products and services to my clients. My focus on the long term also proves advantageous in the positive results I have so far achieved for those clients. Unlike my competitors, I value deep research and unlike them, I seldom feel lost in my recommendations. Gradually, I began to enjoy this feeling of shock and my position of "outsider" compared to my peers. As an example, after I was hired by XXX, I sought to learn further through specific books. I also attended an event in Chicago related to finance and investments. Lastly, I have shared my new knowledge with my peers - I co-founded the "Graham Buddies" group with some colleagues.

I intend to replicate such situations, but with a broader repercussion. I intend to set up a financial institution whose step stone lies on the rigor of analysis that only Knowledge can provide. At Wharton, I want to go beyond the study of new tools - I want to learn to build new tools.



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Curiosity has changed the history of mankind. I would like to take this opportunity to explain how Curiosity has changed mine.

My dad helped me explore my natural curiosity as a child. In the backyard, he kept a small study where he did some carpentry. At age 12, I had already made a few stools and a bedside table. I was fascinated by the large collection of tools that my father treasured. I think one thing of the things that really separates us from the high primates is that we're tool builders. I bring a vivid memory: I was 14 when I read a study that measured the efficiency of locomotion for various species on the planet. The condor used the least energy to move a kilometer. And, humans came in with a rather unimpressive showing, about a third of the way down the list. It was not too proud a showing for the crown of creation. So, that didn't look so good. But, then somebody at Scientific American had the insight to test the efficiency of locomotion for a man on a bicycle. And, a man on a bicycle, a human on a bicycle, blew the condor away, completely off the top of the charts.

My curiosity made me a boy thirsty for Knowledge. In Astronomy I found an endless source of discoveries. I still remember seeing the first episode of Carl Sagan's series Cosmos. At age 10, I was fascinated with the sky and the world above. My heroes in childhood were always scientists who used their intellectual prestige to change the world. Ten years later, I would further explore the theme when I signed in to the astronomy club in the college I was attending as an exchange student in XXX, Europe. Through this community, members could share their knowledge with the general public. I was so excited that I sought a similar club to join as soon as I went back home. However, I found nothing similar in Brazil, so I searched the Internet and found like-minded people who welcomed my idea of setting up a club. Working as their catalyst, I founded the Cosmos Astronomy Club. I enticed my new friends to let strangers use our telescopes and be stunned by the wonders of the sky. We also delivered presentations in parks and public schools. But we could do more, I thought. The public deserved broader knowledge. I would have to convince others to welcome my idea of teaching lessons on my favorite subject. Despite my slim chance of success, I spoke to the management of XXX, my university. We would provide the community with free scientific education, I explained in order to earn support. They lent us a small classroom on Saturday mornings. As a teacher for the last four years, I have drawn valuable lessons from my classes and learned from my students. Today our more than 60 students per semester can enjoy astronomy and astrophysics courses. To ensure the sustainability of our project, I trained more teachers.

I want to lead a life in which I can satisfy my curiosity.



David

Essay 1: What do you hope to gain both personally and professionally from the Wharton MBA? (500 words)

During college, an experience gave my professional actions a direction. Since then, I have been pursuing a career that, I am sure, fully explores my potential as an individual and a businessman. Upon graduating, I intend to grow as an innovative leader inside XXX Education Practice, my MBA sponsor, and, in the long term, create my own organization focused on the intertwined frontiers, Education and Technology. At Wharton, I will explore my creativity and my questioning spirit (essay 2).

I am good at cross-pollinating ideas from a wide range of disciplines, to combine and recombine these ideas and build new ones. I am good at synthesizing new ideas and exploring new intellectual frontiers. Throughout diverse experiences in life, I have taken advantage that only a cross-functional approach can leverage expertise from people with completely diverse backgrounds. Business is getting more and more complex. The need to understand complexity encouraged me to follow a career in the Academia. Discussing my plans with my supervisor, I learned about his old wish: create an interface to identify emotions and act upon them with verbal reactions. The main hardship in this endeavor was to insert “emotions” in the platform. In plain English: “how could we make synthesized voices sound neutral, sad or happy?” I embraced that challenge wholeheartedly. Our goal was to build unit selection voice that could portray emotions. Among many challenges was the fact that no one had ever successfully synthesized emotional. Another challenge was the language - no attempt whatsoever had been made in Portuguese. My professor proposed giving up this aspect and just let the machine release robotized sounds. I convinced him to let me try and told him that we could not simply translate existing models. I ignored the already published methods and went after innovative yet plausible solutions. I had no idea where all that would head, but I did not care. Just as it happens with Science, if we knew all the answers beforehand, there would be no experimentations and reformulations of established hypotheses. So that is when we chose to reconstruct and modify each particular trait of the Portuguese language. Concretely, we embedded the emotions on the run, something incredibly innovative. Later, promoting our partial success, we obtained support from international researchers. A renowned professor from Universidade de Minho (Portugal) helped us understand more about the speech blocks. In the end, we presented a novel and daring approach. Deconstruction and reconstruction of the language shed light on various aspects of the speech synthesis, enabling colleagues to confidently continue that endeavor. Real innovation shows itself in the gray zones. I no longer have an interest in pursuing an academic career. But now, I am doing the same in the business setting.

During my MBA, I will continue to explore opportunities to leverage on multidisciplinary collaboration across the university’s schools, which encourages iterative thinking by bringing together diverse perspectives. At Wharton, I expect to synthesize new ideas. I like learning that helps me see new patterns and elegant connections, cross the artificial boundaries of thought, and activate the imagination. Business is getting more and more complex. I expect to become a leader well acquainted with several disciplines. Taking advantage of different academic resources, I will learn to combine, for instance, history, psychology, and neuroscience in order to take strategic moves.

I want to fully leverage this capability to attack what I consider the biggest challenge of Brazil: our precarious educational landscape. Before I can do so, I need a learning environment that feeds my desire to explore my creativity.



Essay 2: Please use the space below to highlight any additional information that you would like the Admissions Committee to know about your candidacy. (Optional) (400 words)

In order to follow the career described in my previous essay, I am sure that I need to lead a life in which I can express my creativity. Some personal events unveiled that I must be inquisitive and courageous if I want to express my creativity.

Creativity takes courage. In elementary school, drawing, painting, and everything related to colors on paper were my favorite activities. A bit older, I longed for my weekly Arts class. Later, as I attended one semester of high school as an exchange student in England, I could devote more to arts as an elective course. I felt motivated to find out that I could submit one piece of work to an arts competition. I chose to mix pastel and watercolor techniques in my work, but unfortunately, in the middle of the job I made a mistake. I accidentally spilled paint and part of my ocean was really blotted. I would not be able to fix the mistake in time for submission, so I decided to finish it freely and without worrying about the competition. In the end, it was awarded second prize among almost 200 works. This was not the most significant competition I enrolled and that was not my best painting, either, but I saw that award as a symbol of my self-discovery. At age 14 and all alone on foreign grounds, I kept faith in my own opinion of aesthetics. I believe in the value of unique experiences that a person can have in life.

Creativity is an act of defiance. "Why not?" - the power of those two words defined the way I see the world. I learned those words from two people who think quite differently from most people. My parents were not fond of tradition. Searching for answers, they were open to trying different beliefs. Ignoring their families' objection, my parents moved in together when they were very young. Soon after graduating from college, my father, an only child, chose not to join his father's successful company and instead, took my mother to the countryside. I grew up surrounded by nature. My parents encouraged me to question the status quo to better understand how things worked. I was never satisfied with the way things were and would thus always suggest a change for better. Every "why not" I ask will help me consider possibilities before I take action or make decisions. George Bernard Shaw has my favorite quote: "Some men and women see things as they are and say why; I dream things that never were and say why not?" I identify myself with people who leave their signature on everything they do in life.

Creativity and Curiosity are twin brothers. Living far from big cities, we were not, nevertheless, away from Knowledge. I was eight when I finally went to a rural school, the only one in the area. Before that, my father was my tutor. Until today he is fond of homeschooling. I studied quantitative subjects with dad, an agricultural engineer aficionado for physics. I discovered art and music with mom. They stimulated my curiosity so that I could often learn further about any subject.

I want to lead a life full of expressive actions.



Victor

Essay 1: What do you hope to gain both personally and professionally from the Wharton MBA? (500 words)

Growing up as a citizen of the world nurtured my passion for global affairs and made me realize that Brazil has an enormous untapped potential - better project itself in the world. My ambition is to fulfill this potential by leading the wave of Brazilian companies going global. Looking ahead, I shall create an Internationalization Practice Area within XXX and, later, join a Brazilian multinational company as a Chief International Officer. Brazil has to face its challenges; I have been facing mine; Wharton will prepare me to face ever-growing ones.

A global leader must have open-mindedness - the openness to finding out how a new culture can enrich his personal life. During childhood, I lived in the USA, where I realized my country was hardly known then. Observing my country through a foreigner's perspective, I was able, upon my return, to pay more attention to our values. I grew emotionally mature, with my eyes open to our problems as well as to the countless opportunities we have.

A global leader must have cultural sensitivity - the capacity to understand his biases. On the first day of college, I was looking for opportunities abroad. I wanted to replicate my eye opening experience in the USA. IAESTE is an organization that promotes international internships for college students. While most would choose US or Germany for these programs, I opted to work in Carinthia (Slovenia), a city I had never heard about. At age 21, I would take the "road less traveled", with limited access to the Internet and zero knowledge of the local language. I landed a job at a family-owned company that imported and sold electronic components. On foreign grounds, I exercised my understanding of cultural values. It takes me some effort to leave my comfort zone, mainly amidst cultural diversity. But believing that I could surpass this obstacle, I developed the necessary sensibility towards that particular culture and I succeeded.

A global leader must have the ability to identify and prove the "different view" throughout his work environment. Nowadays, I participate in internationalization projects. Recently, as a consultant, I witnessed an attempt to acquire a major listed US competitor. Even today, such deal is unparalleled - most deals, especially in the industry, work in the opposite direction. The obstacles were numerous - from persuading investors to finance the deal to handling the "poison pill" adopted by the US competitor's management.

I have nurtured a career path that values professionals who can apply their analytical rationale while rolling up their sleeves to make things happen. I am a "do it" kind of person. My professional accomplishments have shown that I need to get into the nitty-gritty of things. I look forward a hands-on learning environment instigated by world-class professors. I want to be immersed in an environment where you don't just talk about doing things, you don't just think about things; you actually do them. I look forward to studying real-life case cases with diverse people from all around the world.

During my Wharton MBA, testing the skills and knowledge I will gain in a practical setting will stretch and prepare me for diverse business settings. I am looking for experiences that place everything I've learned into focus - theory, practice, expertise, and talent all come to one point. I look forward to "Learning through Experience."



Essay 2: Please use the space below to highlight any additional information that you would like the Admissions Committee to know about your candidacy. (Optional) (400 words)

Dedication, resilience, and capacity to plan in order to face the challenges presented by life are my main virtues as a young businessman. I would like to share a story to prove my point.

At age seven, I felt my life would change. My mother dragged me to my room, closed the door, and found her own way to announce that I had diabetes: "Victor, I want you to show you a little game that only you and I will play." It was an "educational" game, Diabetic Alert Dog, through which the player must teach a diabetic cat how to face the challenges imposed by the disease. Playing the game, a child develops an understanding of diabetes and health by taking care of a diabetic dog, and figuring out how much insulin to feed him. Quickly, I understood that the challenge was about the discipline I should develop in order to fight my condition. That game changed my life.

As soon as I joined XXX Strategic & Business Intelligence area, I felt shocked the way people treated forecasting of mature products and the initiatives of strategic projects. Those very alarming issues were certainly hindering XXX's value chain. As someone who plans ahead and who enjoys having everything under control, I felt deeply concerned about that situation and caught myself thinking about measures to minimize serious consequences. Although I had barely arrived at XXX, I knew I had to find a way to execute a plan to solve that problem. Relying on previous Project Management Office (PMO) projects (PMO sets and keeps standards for project management within a company), I was positive that we could promote the transformation necessary in the Brazilian division of XXX. Nevertheless, I also understood that was not a one-man task. I would have to engage people - local and abroad. First, I met with a few brand leaders. In their responsibility for launching and monitoring a given product line, they could explain the rationale behind their figures. Immediate resistance to my approach was imminent: I was new at the company, I would point out the flaws in their way of working, and I would suggest drastic changes. I made them trust me when I made myself available to help them overcome specific difficulties with other smaller issues. Noticing that I cared and that I took the time to support them, those managers lowered the guard and cooperated with what I needed. After scrutinizing forecasting models and researching all possible sources to know the industry in depth, I finally discovered what had to be modified and improved. My job did not end there, as I had to translate my findings into clear orientation guides that directors would follow. Those were easier, as I had done the same several times in my previous consulting projects. I resorted to templates and to the Business Model Innovation methodology. Upon my arrival at XXX, I identified a problem. Then, I sought reliable support to define it thoroughly. Finally, using all my findings and people's expertise, I built a sophisticated yet user-friendly model. The high management had it compiled and sent to the headquarters in the US: not bad for my first action at XXX. A few months later, I was invited to be the PMO of my recommendation - mission accomplished. I understood from this episode that I would always have to deal with the pressure from high management, the resistance of those unwilling to change, and the challenge of properly studying the task problem until I can find a satisfying solution to it.



Essay 2: Please use the space below to highlight any additional information that you would like the Admissions Committee to know about your candidacy. (Optional) (400 words)

I would like to share two personal stories that offer insights into what is important to me. With my dad, I learned that I must be the agent of change in my life; with my mother, I understood that my actions upon the world are only meaningful if they cause impact on the people around me.

I am proud to have a father who changed his family's social conditions. As the older son of a big family, he took upon himself the responsibility as the agent of change in the social conditions that the world had apparently reserved for them. Unlike his family and friends, he chose to leave his small village and turn his life around by attending high school in a neighbor, bigger city. Later, going back and forth, he spent four years traveling every day to the capital to continue to study. Through this sacrifice, he became the first in the entire family and the only among seven children to have a college degree. Instantly, he became the positive reference in the family. My father's history taught me that courage and resilience lead you to change the status quo, apparently unchangeable, of what you go through in life. Since I was a little girl, I have heard constantly "all you need is a very clear plan showing where you are and where you want to be." By then I promised myself I would never accommodate: "I will never be mediocre."

My mother taught me in the most possible realistic way to leave our selfish nature aside so that we could see what others needed. One day, all of a sudden, by my mother's influence, my parents shared their idea of adopting a child. I was barely 11 when I was told that I could have a new "sister." Not fully aware of what would happen, I shared their enthusiasm. Without any doubt, that seven-year-old orphan moved in and changed my life forever. Soon I would be sharing all I had, everything, with a stranger. But I was also able to show Maria a world of possibilities. At the time I was not aware of my action, but looking back I know I helped her question her future. Her mother did not care about sending any of the nine children to school. All of them, Maria included, should "work" to bring money some change. Maria sold candy at the traffic light or simply begged for money and food outside restaurants. My parents and I could show Maria the meaning of family. In our house, she benefited from a caring family and enjoyed the opportunity to learn. Sometimes my parents took us to Maria's former house and I could observe the harsh reality of her biological family. Maria grew up into a different person from all her siblings. A social assistant, she is fully aware of her role of transforming the lives of many children. My mother also allowed me to rethink my little world. She helped me place more value on my relationship with them. It is not easy to change when you feel comfortable - I had everything I wanted as a happy child, but I was somewhat alienated in a safe environment. It is difficult to see your position within a group.

Since I remember I have dreamed of doing something transformational. More recently I learned that I can only feel fulfilled when I can influence positively people around me.



William

Essay 1: What do you hope to gain both personally and professionally from the Wharton MBA? (500 words)

I've nurtured a career path that values professionals who can couple strategic/analytical rationale and at same time promote implementation/change actions. I am sure that Wharton MBA will help me enhance my potential in this capacity both in professional or personal settings.

At Wharton I expect to have learning experiences designed to challenge students to incorporate concepts to real business problems. I was lucky to have a father who left his career at Academia to become an entrepreneur. As a professor, he explained, he might easily become alienated from reality. Observing his entrepreneurial adventures, I noticed a gap between theory and practice in the business world. It is a leader's role to fill out this empty space and to rely on people to do so (details essay 2). At XXX PE Fund, I read those endless reports and intuition would tell me that something was wrong. Despite my busy life in the office, I insisted on investigating the battlefield. I had to test my hypothesis. On my first day in a sell-side procedure I confirmed what no report had ever shown. The CEO chosen by my employer had brought his own team along and turned old experienced employees into reports. I found war: young directors against seasoned managers. I recalled the old days of basketball to solve our issue. Aware of our differences, I imbued in our team a sense of belonging. By communicating goals clearly and recognizing talents, I built rapport. With a different attitude, people focused on delivery. While fostering a collaborative atmosphere I understood how hard it is to think strategically and take risks that most business actions require. Through tough turnaround engagements, I realized that at Wharton I can enhance my ability to do the tough analytical work, but then step back and pull the trigger and execute. I enjoy seeing my ideas gain shape. I want to study real-life case cases with people from all around the world. I look forward to "Learning through Experience" through such courses as XXX and XXX I can further understand XXX, much beyond classroom while witnessing theory applied into practice.

Wharton offers extracurricular activities through which I reach out to others, take action, and find ways to accumulate new experiences. I like to live with people who get me out in the world to have fun. I enjoy expressing my feelings in different scenarios and expand my identity through challenging experiences. People think too much about what's there for them to lose when they start something new. I focus on what I can gain. Taking risks is part of living fully. I grew up witnessing people profit from taking measured risks. My grandfather, running away from the Russian Revolution, arrived in Brazil with nothing but his clothes. After failing twice, he succeeded as a daring entrepreneur. Likewise, my father has taken his risks as an entrepreneur. Both inspire me to seek challenge at work and even in hobbies. Dad introduced me to scuba diving. Later I tasted hang-gliding and kite-surfing. I fell in love with parachuting, which I practice regularly. Adventures fascinate me. A friend, Wharton MBA '02, emphasized that the major gain from her XXX experience was emotional maturity, "think and feel with the entire community that is committed to changing the world still renders me fruit 10 years later. You mind changes, but your heart changes a lot more." Visiting the campus, I felt inspired by the high level of energy at XXX. Chatting with students I found out that many driven yet humble people are proud of doing XXX. Carrying my goal of pursuing self-development, I want to be among those students, testing my limits in XXX and XXX.

Before promoting change, I need to change myself. I need the Wharton learning environment.



Essay 2: Please use the space below to highlight any additional information that you would like the Admissions Committee to know about your candidacy. (Optional) (400 words)

I will share with the Admissions Committee my personal story. I believe it will help you understand the actions I have described in essay 1.

The three generations in my family sit around the huge dinner table in my grandfather's house and, with enthusiasm, discuss the most diverse subjects, from Nano Medicine and Genetic Therapy to the new policies by the World Trade Organization and the advance in the local production of new biofuels. In our family there are at least a dozen people whose jobs are directly related to education, research, and teaching. Later, I saw as exhilarating the intellectual setting at USP, Universidade de Sao Paulo. Every new classmate of mine had been top of his or her class back home in a different state of Brazil. My entire family would quote Eleanor Roosevelt, "great minds discuss ideas; average minds discuss events; small minds discuss people." Although I felt "at home" during the lunches listening to my uncles and grandfather discuss, it was on a given Sunday that in less than 5 minutes of one such discussion I perceived the value of being objective and pragmatic. I was lucky to have been raised by a surgeon and college professor who had a pragmatic view of life. My father and I tried a lot of DIY (Do it yourself) stuff together. He would often go after the ideal devices or resources to complete a task, and I believe this is technology: discovering or creating a better, faster, and more inexpensive resource to help you overcome issues in real life.

Since I was a boy, I learned the hard way about the power of change and the value of adapting. Later, unlike other children, I learned to see that situation as something quite natural. Because of my father's academic career, we kept moving around. When I was adapting to the neighborhood, to the new region and school, my father would get home with the news: "we're moving next month." In the beginning, it was very difficult to leave my friends behind. My father, however, was always there for me. He observed as I felt rejected as a stranger in every new group: "In the beginning, you have to play their game; then, you invite them to play yours." This need to conciliate other people's interests with my need for self-expression often had me try something new while involving everyone around me. Through the years I learned to take advantage of the power that change brings to people's lives. I go after opportunities.

I was lucky to have had a father who left his job as a professor at University XXX to become a biotech entrepreneur. Although he really enjoyed the Academia, he believed that as a professor in his lab, he could easily become alienated from reality. Always observing his adventures as an entrepreneur, I learned that in the business world there is a gap between theory and practice. It is the role of a leader to fill out this empty space and he has to rely on people surrounding him to do so. According to my father, there are many leadership opportunities in the business world and in the gap that exists between "having a good idea" and "having the attitude to take that idea off the paper". "There are many excellent professionals in both ends, but few trying to link them."



Igor

Essay 1: What do you hope to gain both personally and professionally from the Wharton MBA? (500 words)

No Wharton application

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No Wharton application



Essay 2: Please use the space below to highlight any additional information that you would like the Admissions Committee to know about your candidacy. (Optional) (400 words)

I like to understand the real motivations behind people's actions upon the world. I believe it is important that Wharton Admission Committee understand my own motivations. I was barely 10 when I found out what inspires me in life.

As I watched the news - Israeli and Palestinians negotiating the Camp David agreement, I made my mother smile when I announced my career as a diplomat. Experimenting with new cultures and dealing with interdisciplinary themes while living abroad: that's what I would like to do in life. Applying to college, I envisioned the means to follow my dream: International Relations at USP, Latin America's top university. I started publishing articles and working on research for the Brazilian government. My main legacy to USP was the creation of an exchange program. I had to establish a partnership from scratch and eventually I earned a scholarship to live in Hungary. After an amazing period in Budapest studying different subjects such as Law, Business, Journalism, Public Health, and Urban Planning, I sought some ambassadors. Evaluating the diplomatic career, I realized that with the international expansion of Brazilian companies, there would be a demand for a new kind of professional, with fluency in politics and business settings, a frontier still to be defined. That's how my desire to explore the business world began. During my Master's degree, a classmate mentioned strategic management consultants: "I'm not sure, but apparently those guys solve intricate issues in big corporations". I had never heard of BCG, Bain or McKinsey, but why not? At the same time, I had to take advantage of my intellectual courage. Until I turned 23, I had never touched an Excel spreadsheet. My world consisted of man and his complex relationship through political institutions. Consulting would allow me to mix numbers and humanities and to have an international career perspective. Two years after I became a management consultant, I had my 'magical moment' where you feel you are living for what you are meant for.

Through a specific consulting assignment, my expectations were reassured: I have learned how to bring the private sector managerial expertise to the government spending capital (essay 1).

Essay 1: What do you hope to gain both personally and professionally from the Wharton MBA?
(500 words)

I believe that the most important quality in a businessperson is her ability to gather people around an ambitious project, acknowledge their contribution, and reward their efforts. I believe in my potential for doing so, but I still have a lot to learn at Wharton.

You don't need to be the most intelligent, devoted, or strategic person, but you can put together the brightest guy, the most determined girl, the best Napoleon around, and the high-achieved jack-of-all-trades. Early on, I understood that my actions would reverberate, affecting others around me. Later, as I left home for college, my choices were clearly oriented by my need to grow within a group that shares values. The need to belong to a group filled my 4-year college experience. In my ambition to make my family proud, I would attend a top university far from home. I soon formed a new family at Unicamp, top-tier Brazilian university, as I saw professors as parents and classmates as siblings. Besides excelling academically, I committed to the community: choir, volunteer activities in asylums, student representative, and goalkeeper in handball. I became an example to others. Unlike most classmates, who could easily afford tuition, I attended Unicamp on a scholarship from Fundacao Estudat, cofounded by Jorge Paulo Lemann. I nurtured a feeling of gratitude towards that community. I also joined AIESEC to make foreign students feel a sense of belonging. As student representative, I helped elect a new Dean and created a campaign to criticize the school's positioning on the market. I made lifelong friends while contributing to my community.

I could witness the power to create an environment where people feel comfortable enough to take measured risks and learn while propelling the team and the ideas forward. It is truly rewarding to know that you belong to a group in which people exchange inspiring experiences. Holding accountability motivated me to launch my own web company still during college. The university incubator's approval of my rough business plan pushed me to begin a successful entrepreneurial journey. In the past three years, my focus has been on structuring and running our company through its different growth stages. An initial do-it-all-yourself approach for launching the company, defining products and services and targeting first customers has given place to a well-thought career development: I have been able to tackle each challenge timely, forge colleagues for specific business duties, hire specialists for non-core positions, and concentrate on strategic business matters. Later, a first round of investment allowed me to build a team of project managers and sales reps while concentrating on strategic issues, mostly related to marketing, products and services conception, and major account sales. I raised US\$0.5MM from VC's to launch XXX, aimed at revolutionizing XXX in Brazil. I had the most rewarding experience: I could bring to the team three close friends from my college. We now proudly say we together created over 30 jobs. We want to be serial entrepreneurs. Luckily, I had the chance that brings me greatest joy: the possibility of gathering a team, preferably with friends who share my core values. We dream of creating a product that helps people throughout the world, a product that makes us proud.

[illegible]



Essay 2: Please use the space below to highlight any additional information that you would like the Admissions Committee to know about your candidacy. (Optional) (400 words)

I would like to share with the Admissions Committee what I felt the day I walked out of Megamega, the company that I created with Lucas, Otavio and Paulo during college. I abandoned a dream and doubted my entrepreneurial capacity. I failed to keep us united as our venture grew. By sharing this failure, I can show I understood the significance of team building while paving my way to become a serial entrepreneur.

Graduation was near: “how could I replicate my cherished values in my professional life?” In that year, I had excelled as an intern at XXX (management consulting firm). But I felt I should put my career plan - entrepreneurship - into practice. It was time to move on. Instead, I moved back. Lucas, my former partner, wanted me to return to Megamega, which we had founded with Otavio and Paulo through the college incubator. For divergences in negotiations on investments, Otavio, Paulo, and I had left the company. Lucas believed in investments to take our project to unthinkable dimensions. We wanted to wait until we could improve our product. But I avoided any group conflict. I value harmony highly. Trying to please many people at once, I cannot always stand up for an unpopular decision. When I don’t express my opinions, I mislead others into thinking I agree with them. Otavio and Paulo relied on me to argue with Lucas, but I did nothing. The group blew up. I doubted my entrepreneurial profile.

My choice of Management Consulting was clear: the only career that allowed me to work in inspiring groups. I learned much from bright peers. From a privileged position, I observed how corporations operate and make decisions. Now I know: nowadays the coolest business opportunities lay in start-ups. My dream had remained dormant for two years when - surprise - Lucas invited me back. But returning would only make sense if I could turn the organization upside down. I had to prove that Lucas’s one-man-show mentality would take Megamega nowhere: “Lucas, nowadays, the ‘money factor’ has lost importance; a team will make ideas take off.” Negotiations on hiring me back ceased when I convinced him that I would build the dream team. Recruiting talents for a tiny company with unproven track record would be tough. I rescued our two bright competent former partners. It felt like returning to our old rock band. But to convince them to leave a top consulting firm and IB, I shared my dream. We joined Megamega as managing partners (essay 1).

I believe entrepreneurs show high tolerance to frustration. Truth is we only know someone’s value when he makes a mistake. If one has never erred, one has never tried anything different.