

Get Into Top Business Schools

The definitive 2019 guide to MBA Admissions



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WHY MBA?

A Powerful Degree For Your Career

Your career goals are naturally crucial in your decision whether to pursue an MBA. If you are looking at either boosting or changing your career, an MBA is an extremely powerful degree. According to the Graduate Management Admission Council, 89% of surveyed graduates value their degree as professionally rewarding and 76% agree that their MBA prepared them for their chosen career. It is also important to note that 81% agree that their degree prepared them for a leadership position. The MBA is, as of today, the most powerful degree on earth. Equally important, 81% of surveyed employers plan to hire MBA graduates.

Climb Up The Career Ladder

MBA programs help students develop managerial skills; the best MBAs focus on instilling leadership and interpersonal skills. The key to any business is its management, and any MBA degree trains students to excel in that area. Thus, is, as of

today, the most powerful degree on earth. Graduates re-enter the job market equipped with a certain expertise that cannot be developed simply with a Bachelor's degree.

Students usually have some work experience prior to commencing their MBAs and seek professional growth. They apply for MBAs with an understanding that sometimes rising to the top can be challenging and time consuming. Hundreds of people struggle through this same issue, yet still shy away from MBA programs, assuming that they are a waste of time. Little do they know that many schools offer flexible programs to adapt to their own schedule.

MBA graduates gain worldwide recognition for their credentials. In 2017, 81% of corporations worldwide sought recent MBA graduates (source - GMAC) and 72% agreed that MBAs add value to their organizations. Current job recruiters want employees with a deep understanding of the global economy and know that this degree helps students gain a holistic and

Gain Worldwide Recognition

global perspective.

Moreover, an MBA can assist your rise to senior positions upon graduation. In fact, 67% of job employers believe that an MBA can fast track people to upper level positions. This is due to a rigorous management training that MBA graduates undergo.

Attract More Opportunities

An MBA will bring you long lasting value. According to the 2017 GMAC Alumni Perspective Survey, 93% of graduates believe their degree is personally rewarding and 89% find it professionally rewarding. Business schools provide exceptional career services to their MBA students, properly guiding them to achieve exactly what they want. Hence, after graduating, MBAs usually

switch career function, industry or location: 76% state that their MBA has helped them with their desired career.

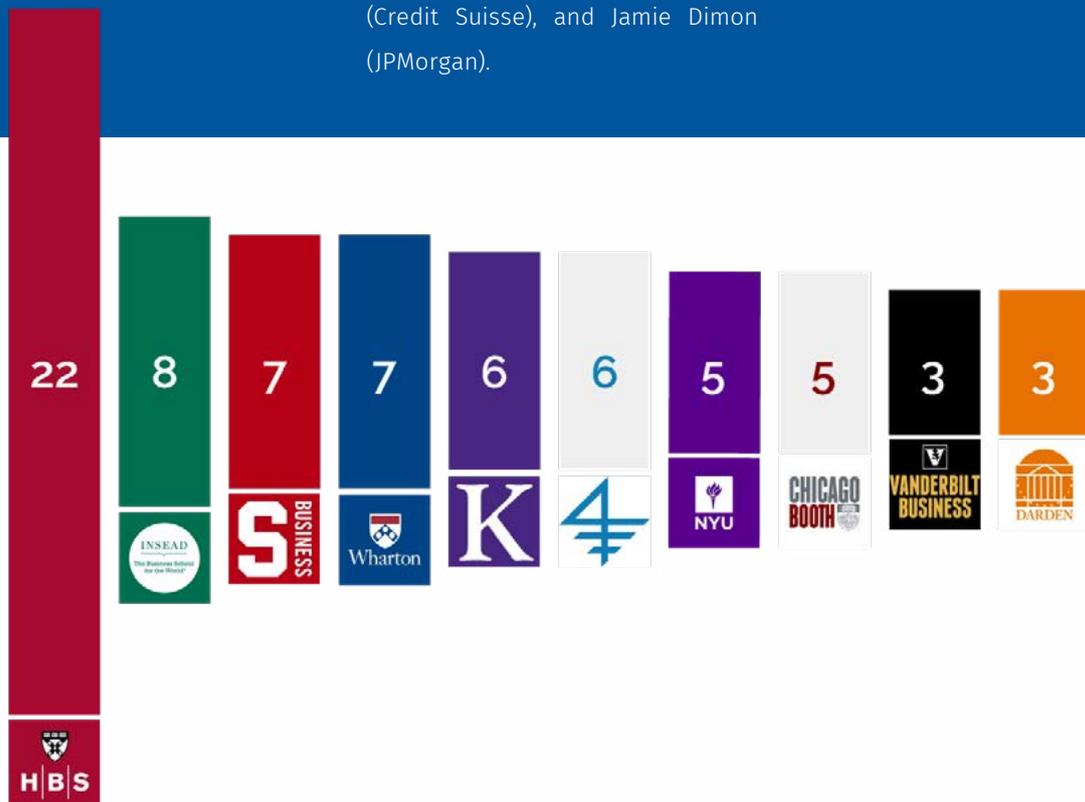
In addition, most graduates enjoy an increase in salary because MBA degrees are so attractive in the eyes of employers. About 75% regard their course as financially rewarding. MBA programs also

allow the expansion of professional networks. During your MBA, you will create long lasting connections with people from various cultures, job functions and industries. This also shows that the MBA program is generally valuable to any industry.

CEO's Degree

Did you know 31% of the FT500 companies have CEOs with an MBA degree? The list of CEOs with an MBA includes Tim Cook (Apple), Sundar Pichai (Google), Mary Barra (General Motors), Tidjane Thiam (Credit Suisse), and Jamie Dimon (JPMorgan).

Most of them earned their degree from one of the world's top programs. In 2015, 104 of the world's most powerful CEOs earned their MBA from a top 100 business school.



ESSEC BUSINESS SCHOOL, ASIA-PACIFIC

International Rankings for Business Education



FT Rankings 2018
#1 in Asia and #4 in the world
for Master in Management
#1 in Asia and #5 in the world
for Master in Finance

FT Global MBA Rankings 2018
#5 for International Experience
#7 for International Business



QS Global Joint EMBA Rankings 2018
#10 for ESSEC & Mannheim Executive MBA

QS World University Rankings 2019
#4 for Advanced Master in Strategy & Management
of International Business

#4 for Master in Data Sciences & Business Analytics
#2 in Asia and #26 in the world for Global MBA

Programs Offered

Master in Management | Master in Finance | Advanced Master in Strategy & Management of International Business |
MSc in Marketing Management & Digital | Master in Data Sciences & Business Analytics | Global MBA |
ESSEC & Mannheim Executive MBA Asia-Pacific | Executive Programs and Workshops

Founded in



campuses in **Cergy, Paris-
La Défense, Singapore & Rabat**



**Bi-campus
experience**
providing a **dual gateway** to
European and Asian markets



employment rate within **6 months**
of graduation



partner universities
in **43 countries**



partner companies in
education & recruitment

Triple Crown Accredited Business School



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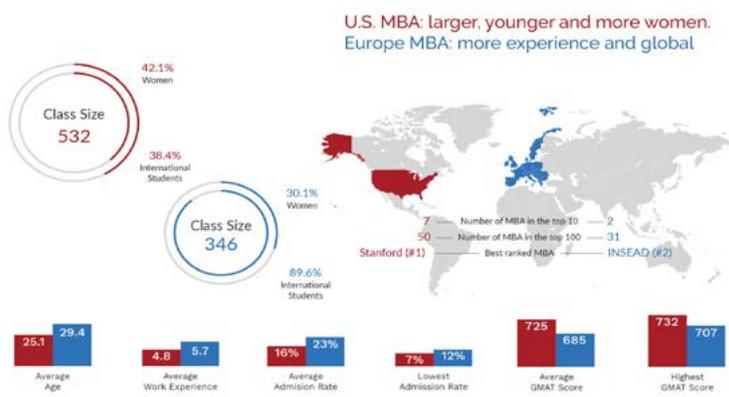


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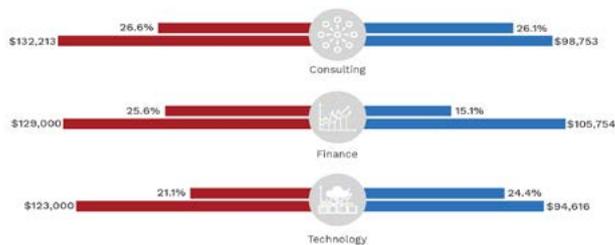
European MBA Vs. U.S. MBA: Battle of the MBAs



Europe offers a better short-term ROI



Consulting, Finance and Tech are the top post-MBA industries



Entrepreneurship: U.S. MBAs are leading the pack



Choosing where to pursue your MBA is one of the most important decisions that you might make. Thousands of programs are available around the world. Even if you search for the top 5%, you are still left with plenty of great programs to consider. We compared European MBAs against U.S. MBAs, basing our study on the Financial Times Global MBA Rankings 2017. We focused on top 10 MBA programs in both Europe and the U.S. These key findings are reflected similarly across other programs in the top 100.

Cultural Diversity & Gender Parity

American MBA programs have younger students (average age: 25 years old) and are closer to gender parity (42% women) than their European counterparts. Yet,

European MBAs boast greater diversity, with 85% of students being international. European faculties are also more international (65.9% international faculty vs. 42.5% in U.S. MBA programs). Such diversity translates into broader cross-cultural perspectives and provides the students with a global business approach. As a result, European MBA graduates are more internationally mobile (U.S. MBA programs only scored 58 in international mobility) as they have more experience overcoming cultural and language barriers as they work with diverse teams.

A Greater ROI with European MBA

With shorter programs (most European MBAs are One-Year programs) and high average post-graduation salaries, European MBA programs make better investments. However, the ROI metric has to be carefully considered since it is mainly short-term.

European MBA and U.S. MBA pave the same career paths

The top 3 preferred industries are identical in both Europe and the U.S.: Consulting, Finance and Tech. In terms of average exit salary, U.S. business schools have a strong advantage over European business schools. This is partly explained by the higher number of international graduates in European MBA programs who return to their home countries after graduation.

U.S. MBA graduates set up 7 times more companies than European MBA graduates

Entrepreneurship is hot and more and more MBA graduates start their company – since 2006, graduates from top 25 MBA raised US\$130+B in venture capital (Pitchbook). Some of the most well-known Unicorns have been founded by MBA grads (think Grab, Flipkart, Gojek or Lazada).

U.S. alumni develop 7 times more companies than European alumni do. From this amount, 12.5% of U.S. startups were launched by women while only 8% of European startups were founded by women. Also, though U.S. companies raise \$70B more capital than European companies, the average capital

made is roughly the same per company from both regions, with American startups leading by just \$2M more.

Rankings at a Glance

	Financial Times'19	U.S. News'19	Economist' 17	Business Week'17	Poets & Quants'17	Class Size	Acceptance Rate	Average GMAT	Average Salary 3y*
Stanford Graduate School of Business	#1	4	5	5	2	418	6%	737	\$214K
INSEAD	2	N/A	21	#1	#1	1024	20%	710	\$177K
University of Pennsylvania: Wharton	3	3	4	2	#1	863	19%	730	\$190K
London Business School	4	N/A	31	2	3	431	25%	708	\$167K
Harvard Business School	5	#1	3	#1	3	928	10%	731	\$192K
University of Chicago: Booth	6	#1	2	4	4	582	24%	730	\$174K
Columbia Business School	7	9	9	9	8	549	14%	727	\$177K
CEIBS	8	N/A	Not Ranked	26	16	179	35%	682	\$162K
MIT: Sloan	9	5	19	3	6	404	12%	722	\$173K
UC Berkeley: Haas	10	7	7	11	9	282	13%	725	\$176K
IESE Business School	11	N/A	17	3	2	411	30%	690	\$148K
Northwestern University: Kellogg	12	6	#1	8	5	478	20%	732	\$168K
University of Cambridge: Judge	13	N/A	55	6	7	208	25%	696	\$162K
HKUST Business School	14	N/A	97	25	24	123	35%	670	\$158K
Yale School of Management	15	11	11	16	10	348	17%	727	\$166K
Dartmouth College: Tuck	16	10	8	7	7	293	23%	722	\$170K
Cornell University: Johnson	17	15	26	13	14	277	30%	700	\$161K
National University of Singapore	18	N/A	99	19	13	101	15%	662	\$143K
Duke University: Fuqua	19	11	13	6	12	433	22%	703	\$156K
ESADE Business School	20	N/A	48	9	9	187	38%	660	\$143K
HEC Paris	21	N/A	15	10	6	332	20%	688	\$135K
Nanyang Business School	22	N/A	78	Not Ranked	30	100	15%	660	\$132K
New York University: Stern	23	13	14	18	16	399	21%	714	\$153K
IMD	24	N/A	29	5	5	90	30%	680	\$156K
UCLA: Anderson	25	16	6	19	15	363	22%	715	\$160K
University of Michigan: Ross	26	7	12	12	11	422	25%	716	\$153K

Best MBA Programs for Consulting

Since the early 1960s, most MBA graduates flocked to the Consulting industry. Today, the MBA and Consulting are strongly intertwined. We updated our list of the top MBA programs that prepare students for Consulting. In addition to analyzing the whole industry, we examined the correlation between each program and the likelihood of its graduates to work in the MBB or other major consulting firms. The Top Consulting MBA 2017 list will help you assess which MBA program is best for you.

The U.S. has the most MBA programs linked to the Consulting industry compared to any other region. It is not a surprise since major consulting firms are based in the United States. Nevertheless, International MBA programs still succeed in placing graduates in the Consulting industry. Schools like INSEAD and LBS show stunning placement rates with the M/B/B (McKinsey, Bain, BCG). In fact, every year, the M/B/B hired mostly from INSEAD, compared to any other university (230+ hires per year).

Top Consulting MBA 2018: International

Around 35-40% of MBA students in top U.S. universities are international. In international MBA programs, the average reaches 85-90%. This large percentage partly explains the successful recruitment rate of these graduates in the Consulting industry. In an increasingly globalized world, consulting firms realize that localization is key. A firm like McKinsey has offices in more than 60 countries and 120 cities. Thus, top consulting firms recruit huge numbers from International MBA programs to cater to local needs. London Business School and INSEAD graduated 1,449 MBAs in 2017. The MBB hired 322 of those (22.2%). In comparison, Booth, Columbia, Kellogg and MIT graduated 2,262 MBAs the same year of which only 346 went to work with the MBB (15.2%).

Top Consulting MBA 2018 : USA

According to the latest estimates, North America's consultancy market represents around 40% of the global consulting industry (US\$100B). The U.S. is the single largest market and constitutes 36% of the global consulting industry (US\$92B). The U.S. benefits from its large economy, which is why top consulting firms, including McKinsey, BCG, Bain, Deloitte, EY and PwC, have headquarters there.

	CONSULTING	
	Placement	Average Salary
University of Chicago: Booth	27.5%	US\$145,000
University of Cambridge: Judge	25%	US\$125,164
Columbia Business School	33.1%	US\$147,000
Cornell University: Johnson	25%	US\$132,525
University of Virginia: Darden	34%	US\$142,241
Duke University: Fuqua	33%	US\$134,445
Emory University: Goizueta	34%	US\$140,000
UC Berkeley: Haas	26.2%	US\$137,044
Harvard Business School	23%	US\$150,000
HEC Paris	18%	US\$121,900
IESE Business School	24%	€78,691
IIM Ahmedabad	28%	US\$33,000
IIM Bangalore	30%	US\$31,500
Indian School of Business	19%	US\$31,950
INSEAD	49%	US\$109,000
Northwestern University: Kellogg	33%	US\$142,988
London Business School	41%	US\$101,656
MIT: Sloan	32%	US\$138,352
Rotman School of Management	20%	US\$107,158
New York University: Stern	28.5%	US\$134,267
University of Michigan: Ross	32.7%	US\$138,962
Dartmouth College: Tuck	33%	US\$141,303
University of Pennsylvania: Wharton	28.3%	US\$147,500
Yale School of Management	35.9%	US\$140,000

Best MBA Programs for Finance

Finance remains one of the most preferred post-MBA paths for graduates. Despite the rise of tech firms (Amazon, together with Google and Apple, are among the biggest recruiters from top-tier business schools), the banking sector is holding its own as an MBA employer. As for any other industry, the location of a program plays a huge role for candidates looking at a career in Finance.

For instance, while schools like Berkeley-Haas or INSEAD have lower placement rates in Finance, their prime locations in major Venture Capital (VC) markets make them attractive for people looking at a career in VC.

We also looked at the widely quoted Global Financial Centres Index to refine our list of Best MBA Programs for Finance.

With 2 Global Financial Centres in the top 10, China places 6 schools - the second most represented country after the United States. Both Hong Kong (#3) and Shanghai (#6) place 3 schools.

The United States dominates the list with 16 programs. The school's location plays a predominant role. New York University Stern, which benefits from proximity to Wall Street, places about a third of the most recent graduating class of 345 MBA students in the finance sector, a proportion that has remained unchanged for years.

In Europe, the U.K. is still leading the pack with 3 programs represented - Oxford Said, Cambridge Judge and London Business School are all safe choices for people looking at a career in Finance. While we are still unsure about the ins and outs of the Brexit, major financial institutions have kept most of their operations in the U.K. and London is still one of the world's most prominent financial centres.

	FINANCE	
	Placement	Average Salary
University of Chicago: Booth	36%	US\$125,000
University of Cambridge: Judge	25%	US\$136,220
CEIBS	30%	CNY400,000
Chinese University of Hong Kong	38%	N/A
Columbia Business School	34%	US\$125,000
Cornell University: Johnson	33%	US\$124,290
University of Virginia: Darden	24%	US\$122,645
Duke University: Fuqua	20%	US\$122,970
UC Berkeley: Haas	12%	US\$125,227
Harvard Business School	31%	US\$125,000
HEC Paris	21%	US\$113,100
University of Hong Kong	32%	N/A
IIM Ahmedabad	18%	US\$29,000
INSEAD	10%	US\$110,000
Northwestern University: Kellogg	13%	US\$129,161
London Business School	26%	US\$105,349
MIT: Sloan	14%	US\$127,500
National University of Singapore	23%	SGD90,839
Oxford University: Saïd	25%	£71,256
Rotman School of Management	37%	US\$87,188
New York University: Stern	35%	US\$123,094
University of Michigan: Ross	14%	US\$117,435
Shanghai Jiao Tong University	21%	N/A
Shanghai Fudan University	28%	US\$164,258
Stanford Graduate School of Business	32%	US\$164,258
Dartmouth College: Tuck	20%	US\$132,356
UCLA	18%	US\$118,771
University of Pennsylvania: Wharton	33%	US\$130,000
Yale School of Management	22%	US\$125,000

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Best MBA Programs for Tech

The tech industry has become a magnet to MBA graduates. It is one of the most attractive post-MBA industries. The good news is that love is mutual. While consulting is still by far the top industry for MBA graduates, the tech industry is slowly becoming more attractive to MBAs than finance. We updated our list of the best MBA programs to work in the Tech industry. Compared to last year, there has been little changes. The U.S. placed more MBA programs than any other region in our Best Tech MBA 2017. That confirms once more the importance of picking the right study destination not only based on where you would like to be but where you should be to maximize your employability.

Best Tech MBA 2017: North America

North America is the obvious destination for people seeking to pivot into tech. The U.S. tech sector is worth US\$4.3 trillion. The most well-known tech companies are U.S. based: Facebook, Google, Amazon, Tesla, Uber, Snap, etc... The largest VC funds are in North America. There is no doubt that no region can challenge the leadership of the United States over the tech industry. But keep in mind that the market also attracts the highest concentration of talents. In

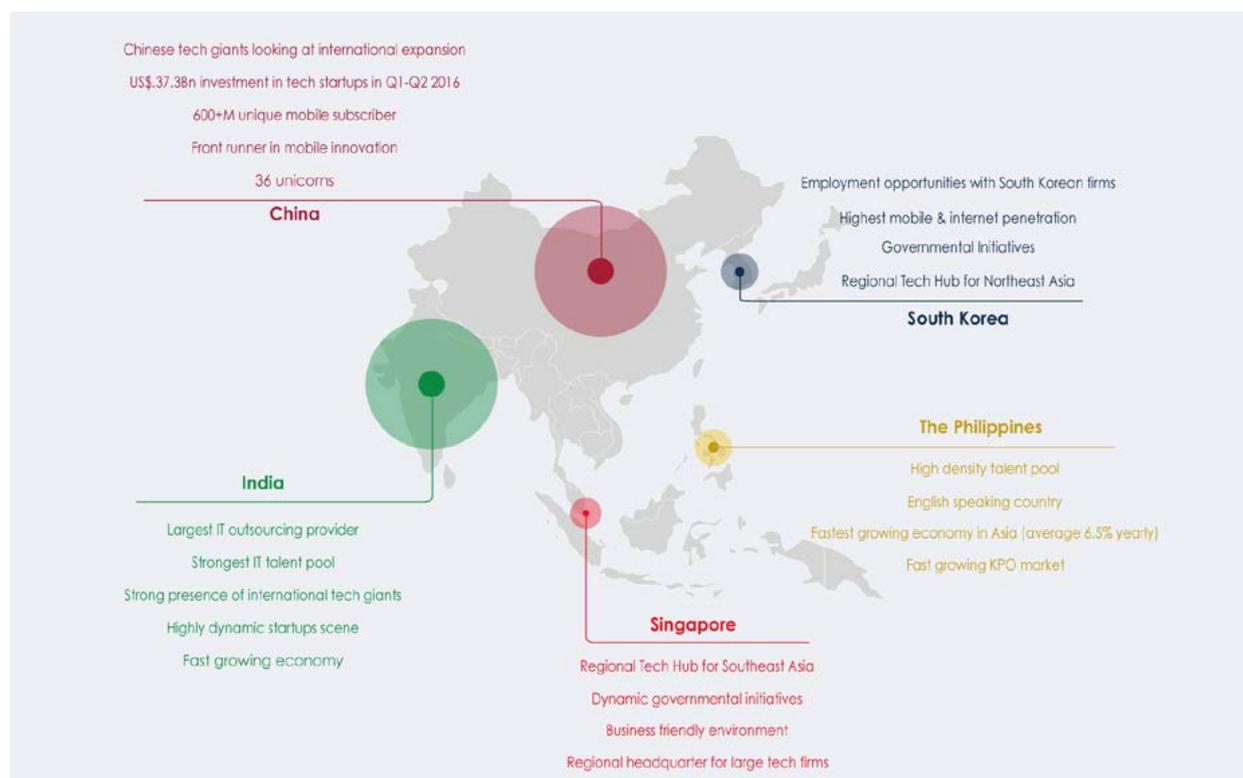
other words: a fierce competition to be hired.

Our choice of programs interestingly reflects the geography of the industry. Business schools in the West Coast, Texas and North Carolina, without much surprise, dominate.

Best Tech MBA 2017: Asia

Asia is impossible to ignore for MBA candidates looking for a career in Tech. There are barriers (mainly linguistic and cultural) but the dynamism of the region and its thriving tech industry is too appealing to be dismissed. Let's just consider for a moment the world's number of unique mobile subscribers. Asia as a whole (including Oceania) accounts for 50%. We narrowed our selection to 3 countries: China (including Hong Kong), India, and Singapore. The tech industry is extremely dynamic and booming with important governmental efforts to turn those countries into tech regional hubs. South Korea is an attractive post-MBA destination for individuals looking at a career in Tech. Firms like Samsung and LG are known to be hiring a significant number of top MBA graduates every year. However, we believe that their MBA programs are still

not matching those we listed. Over the last few years, Chinese companies are massively investing into U.S. startups. China's four largest internet companies have invested \$5.6 billion in 48 U.S. tech deals over the past two years, according to CBI Insights data. The internationalisation of Chinese tech giants creates tremendous opportunities for international MBA graduates in China. The language barrier is becoming less critical than a decade ago, but a good command of the Mandarin language would always be an advantage. Hong Kong, along with Singapore, is leading the FinTech revolution in Asia and both are also regional headquarters for large American tech companies, increasing the number of opportunities. Top tech employers in CUHK, HKUST, Nanyang or INSEAD are mostly American companies (including Amazon, Apple, Google, Microsoft).



Best Tech MBA 2017: Europe & Middle-East

Investors are quietly, yet increasingly, buying into the European tech industry. For many, there is little doubt that the future is also being invented in Europe. What makes Europe such an attractive destination to pursue a career in tech?

For one, the industry is thriving and diversifying. The deep tech sector is booming and nearly \$2.3bn has been invested in it in Europe since 2015. Secondly, following the launch of La French Tech initiatives in 2013, new tech hubs are emerging. London is being challenged by Paris as the leading VC market in Europe and has already surpassed Berlin. It is with surprise that the largest startups campus in the world opened in June 2017 in Paris. Meanwhile, cities like Munich, Lisbon, Madrid or Copenhagen are to be watched in the next few years. Finally, synergies are being built between traditional industries and the tech sector. More than two third of Europe's largest companies (market value) have made at least one direct investment in a tech company.

We narrowed down our list of Best Tech MBA 2017 in Europe and the Middle-East to 8 countries: England, France, Germany, Ireland, Israel, Italy, Spain and Switzerland. The fact that most of the American tech giants have their EMEA headquarters in Dublin makes Ireland an attractive destination for MBA candidates. Israel (8 million inhabitants) has produced 2 unicorns already, and several success stories such as Waze (acquired by Google in June 2013 for \$1.1B).

Opportunities in the tech sector in Europe are many and those are the MBAs to look into here.

	TECH	
	Placement	Average Salary
University of Chicago: Booth	17%	US\$125,000
University of Arizona: Carey	36%	US\$90,000
University of Cambridge: Judge	33.1%	US\$124,623
CEIBS	23%	CNY511,000
Cornell University: Johnson (Tech)	50%	US\$110,000
University of Virginia: Darden	14%	US\$115,358
Duke University: Fuqua	19%	US\$124,030
EDHEC Business School	31%	€ 80,000
Emory University: Goizueta	17%	US\$110,000
UC Berkeley: Haas	37%	US\$124,934
Harvard Business School	19%	US\$125,000
HEC Paris	21%	US\$110,500
HHL Business School	36%	€ 76,499
IESE Business School	20%	€ 78,699
IIM Ahmedabad	29%	US\$29,000
IMD	24%	US\$90,000
Indian School of Business	31%	US\$34,000
INSEAD	19%	US\$92,100
Northwestern University: Kellogg	33%	US\$142,988
London Business School	21%	US\$101,262
Mannheim Business School	20%	n/a
Mays Business School	36%	US\$103,000
UT Austin: McCombs	33%	US\$107,000
UCI: Merage	32%	US\$109,000
MIT: Sloan	32%	US\$138,352
National University of Singapore	29%	US\$80,306
Oxford University: Saïd	22%	£67,427
University of Michigan: Ross	32.7%	US\$138,962
UCD Smurfit	n/a	n/a
Stanford Graduate School of Business	25%	US\$132,392
Tel Aviv University: Soafer	n/a	n/a
Dartmouth College: Tuck	33%	US\$141,303
UCLA	28%	US\$115,000
University of Pennsylvania: Wharton	16%	US\$125,000
Yale School of Management	35.9%	US\$140,000

Boosting Graduate Career Prospects: **The ESSEC Way**



Founded in 1907 in France, ESSEC Business School is one of the world's top international business schools, which has the triple accreditation of AACSB, EQUIS and AMBA. Combining the best elements of top-ranked programs with significant international exposure, ESSEC's Master's programs equip students with strong management foundations and leadership skills.

ESSEC's flagship programs, Master in Management and Master in Finance are respectively ranked #4 and #5 worldwide by the Financial

Times (FT) in 2018. ESSEC's Global MBA is ranked #5 for international experience and #7 for international business in the FT Global MBA Ranking 2018. Both its Master in Data Sciences & Business Analytics and Advanced Master in Strategy & Management of International Business are ranked #4 in QS World University Rankings 2019.

Students get to study in its 4 global campuses in France (La Défense and Cergy), Asia-Pacific (Singapore) and Africa (Rabat), which serve as strategic gateways for building

their international careers and networks. ESSEC has since produced over 50,000 alumni, including Pierre Nanterme (CEO & Chairman, Accenture), Geoffroy Roux de Bezieux (President of French Employers' Organization) and Nicolas Bos (CEO, Van Cleef & Arpels).

Can you tell us briefly how the Career Office is organized at ESSEC? Do you have a Career Coaching team dealing with your students and an Employer Engagement team working to boost engagement with potential employers?



Larry Medina has experience in Career Services, Human Resources, Finance and Operations, with 28 years of professional experience in Asia (17 years), North America and Europe. He is passionate about helping others reach their career goals by understanding themselves, the market and how to execute a proper job search. He brings a unique mixture of professional experience that blends theory with practical guidance. Prior to ESSEC, Larry worked in Career Services at Singapore Management University and INSEAD.

The ESSEC Asia-Pacific Career Office is located in Singapore, and each team member within the Career Office is responsible for both career coaching of students and employer engagement with corporations. Each member of the team is also responsible for specific programmes and specific industries. With such synergy through the dual roles, this helps to translate industry knowledge and general market knowledge into real-time, practical advice for the students who have a seamless beneficial career support experience.

ESSEC offers a wide range of programs (from BBA to MBA and a range of Specialized Master's). How does your team manage such a range of graduates' needs?

The requirements of students for career support differ across programmes and years of work experience. Because the ESSEC Asia-Pacific Career team members are dedicated to specific programmes, each coach has an in-depth understanding of each student's needs. Such in-depth understanding means that we can tailor our career curriculum including workshops, events and coaching sessions to meet their individual needs.

With campuses in France, Singapore and Morocco, ESSEC has a true global presence – how do you leverage this unique situation to build synergies with employers?

A key strength of ESSEC is our global presence. With our campuses in France, Singapore, and Morocco, and alumni chapters around the world, the Career Office can engage with large MNCs in multiple geographies and help them with their global staffing needs. At the same time, with our local connections, we can engage with smaller, regional companies from each location. Many of these dynamic regional companies are the global companies of the future!

For an international applicant, would there be a better campus to complete his/her MBA if he/she was to maximize his/her employability?

There are many factors to this, making it a complex choice. Each student will have their own unique sets of skills, motivators and interests that will drive their target companies, industries or markets. Some industries tend to cluster (e.g., luxury, automobiles, start-ups) for a variety of reasons. Some industries are driven by geology and geography (e.g., commodities, shipping). I encourage all potential students to think about their target industries as early as possible, as well as reflect on gaining international mobility beyond specific campuses. The Asia growth story is still intact. And that makes our Asia-Pacific campus an exciting location!

Your Master in Finance (MiF) is one of the world's most recognized and we know that you organize Finance treks to Hong Kong for instance. Could you share a bit more about this kind of initiatives?

MiF does a trek to Hong Kong for one week during the programme. With Hong Kong being a bustling global financial centre, it provides a good opportunity for MiF students to meet financial service companies such as BNP Paribas, Morgan Stanley, Natixis and Bank of America. The ESSEC Asia-Pacific Career Office and Academic Programmes will continue to do treks to help students learn from industry experts and network with business leaders.

Finally, the job market is evolving faster than ever. With automation and new needs (for instance the demand for Data Scientists is booming and ESSEC recently joined a dual degree with Supélec), how does your Career team adapt to this fast-paced environment?

It is indeed a very fast-paced environment. In fact, the hiring process is being impacted by big data and AI for many companies. The screening of CVs/resumes, the initial interview process and the inclusion of gamification are all areas where technology is changing the hiring process. Also, the skills that companies seek are evolving and changing. Clearly, skills related to social media marketing, data analytics and programming are examples of in-demand skills. ESSEC Career Services are adapting quickly to these changes. It is a very exciting time to be in career services. We look forward to serving future students!

What Is INSEAD Looking For?

INSEAD

The Business School
for the World®

You have been working with INSEAD for the last 7 years at a time when INSEAD has increasingly become a super power in the business school world. How would you define the school in a few words?

INSEAD is a school where everyone not only accepts but embraces diversity as a source of learning. It is a place where people are used to "third culture" - meaning they may have grown up in a culture other than the culture of the country named on their passport or their parents' for a significant part of their early development years. Consequently, they are exposed to a greater variety of cross-cultural engagements. This makes INSEAD is a very inclusive and open-minded learning community. Without a single dominate culture, nationality or sector there is no group-think. So business model innovation thrives, creating a strong entrepreneurial spirit within the community.

Some of the best EMBA programs are in the region and applicants are spoiled with programs such as yours but also Chicago Booth or HKUST-Kellogg. What makes the INSEAD EMBA special in your mind? And which kind of profiles should consider INSEAD EMBA as their most suitable program?

I believe that every programme has value in its own way - it is not one-size-fits-all. To me, it is extremely difficult to differentiate programmes based on the brochures and websites because they all look the same. There are three things I advise prospects to do A) visit the school when the participants are in for the modules, B) speak to alumni and current participants, C) evaluate if what is offered really matters to you. For example, leadership development is a core part of the INSEAD EMBA programme - is that important to you?

Over the last few years, we witnessed a stiff increase of applicants for the INSEAD EMBA. We have met with some very strong applicants who got rejected. What are the profiles you are especially looking for this year?



INSEAD is committed to having the highest level of consistency in terms of quality in each cohort. The EMBA admissions team is separate from the recruitment side so there is no conflict of interest. Quality is defined by multiple factors - not just professional profile and career success. We are looking for global-minded executives that have the analytical skills, motivation and commitment to contribute in class, within the alumni network as well as the greater world community. We continue to thrive in diversity in its most inclusive meaning, covering gender, nationality, sector and function.

What can make an applicant stand out?

An outstanding applicant is one that is well-rounded and has strong analytical skill, strong career progression, entrepreneurial mindset, international and cross-cultural exposure, emotional maturity, commitment, motivation and values aligned with INSEAD's mission.

Talking about the application process itself, INSEAD allows applicants to take the GMAT, EA or the in-house test that Prep Zone helped developed. Which test would you advise for applicants to take? For instance, if someone is younger, would the GMAT be a safer choice?

There is no preference. If the GMAT/EA score isn't as expected, but the candidate's profile is good, then the pre-selected applicant will be invited to take the in-house test. For GMAT, we need approximately 60% in quant and 60% in verbal. For EA, we need 12 in quant, 11 in verbal and 10 in IR or thereabout. For the in-house test, it is pass/fail.

The case-study is one of INSEAD EMBA's application process most iconic part. How crucial is this aspect of the INSEAD Assessment Day? What would be the most important piece of advice that you would like to share with prospective applicants?

The case-study is part of the total evaluation. You have 30 minutes to understand the case

Antony Widjaja, Associate Director of Marketing & Recruitment talks about the strengths of the INSEAD EMBA programs.



and prepare a short PPT (4 slides) – after that you do a quick 5-10mins presentation then the interviewers (normally alumni) will spend 20-25mins asking questions about your assumptions, suggestions, etc. The session ends with a 20-mins panel interview about your motivation, career plan, etc. The multiple-choice written test (60 questions in 2 hours) good time management skill. The questions are not rule-based type so there is no grammar, no sentence correction, no geometry, no formula or anything that you will need to commit to memory. The case study is about 3-4 pages long, easy reading about a real business that is having a challenge so you need to develop a brief plan and present your suggestions. The best way to approach it is to treat it like a real business and be practical and clarify your position/assumptions. In the panel interview, you need to really know why EMBA and why the programme and why now?

One of the most important questions here: can the GEMBA be a career switch enabler? A lot of applicants are looking at career

changes later in their career and believe the EMBA could be a great platform to achieve so. Would you say that the INSEAD GEMBA has allowed some of your graduates to change career?

In my 7+ years of experience in INSEAD, I have seen many that changed function, industry or geography – perhaps two dimensions at the same time. Changing all three dimensions at once can happen but is less common. This is because EMBA participants at INSEAD are typically middle-senior executives so most would choose to leverage on what they have achieved to continue in the seniority path. I have also seen many that choose the entrepreneurial route. Unlike the full-time MBA, EMBA participants tend to have families and higher opportunity cost so starting in a completely different function, industry and geography at the same can be costly but there are a few that still do it. My advice is to change one dimension or maximum two at a time. It is important to work for an organization with values aligned with yours.

Does INSEAD issue the same degree to both its full-time MBA graduates and EMBA graduates? If not what is the difference?

The EMBA participants will get an Executive MBA degree. Employers understand that the full-time MBA programme is designed for emerging professionals where the average participant has 5.5 years of experience. The Executive MBA is designed for seasoned executives and the average work experience is 13 years. Also, these participants have different needs. They are moving into the general management direction, acquiring working knowledge across all functional areas. Leadership development is a core part of their focus because they are at a more advanced juncture of their career path. The faculty members who are facilitating discussions in EMBA class also understand the difference.

Curriculum wise – are the full-time and GEMBA following the same curriculum mostly? How different are those?

There is some similarity because you need to build the foundation of business administration, but there are differences. For example, the electives are different and EMBA participants must do several “Key Management Challenge” courses. In addition, EMBA participants have leadership development as a core part of the programme. These participants have different needs because they are at a different juncture of their career. When you’re in your 20s, you have different career needs and the way you process information is different – even the way you network and engage with others is different compared to today when you’re 37 years old. Their priorities and responsibilities are different, and the EMBA curriculum is a reflection of that.

Setup Your Success

At Prep Zone, we believe that the real KPIs of our work have to be measured after you graduate. We want to make sure that we pick the best MBA programs for your career aspirations. Since inception in 2006, we have helped hundreds of individuals both to get into top MBA programs such as Stanford, Harvard, INSEAD and to achieve their career aspirations with companies such as McKinsey or Boston Consulting Group, Google and Facebook as well as top Investment Banks. Some became successful entrepreneurs.

All of them went on a successful journey!

1



We help you to get to know yourself.

Personally: we will work with you to define your main strengths but also weaknesses. We will focus on finding relevant anecdotes and stories that will help craft a compelling application.

Professionally: we help you re-think your work experience focusing on key words that Admissions Committees love. We will also create an impactful CV.

2



We help you define your post-MBA career desires

We work with you to define a successful short-term career plan. We first listen to you and your desires and then leverage data to predict your chances of employability in your chosen path. We also work **on defining a contingency plan** to maximise your post-MBA career outcomes.

Success is 20% skills and 80% strategy

From preparing for the GMAT to working on essays, CV and reference letters, it is easy to lose track. From the moment you start working with us, you will be given a proper timeline. Worry not, one of our values is “flexibility” - nothing is set in stone.

Our job is not to get you into an MBA program. That’s easy. **Our job is to get you into the best MBA program for you and at the best value. We improve your scholarship outcomes (average of US\$30,000 in 2017).** On average our applicants receive US\$30,000 in scholarships. For U.S. MBAs our average scholarships cover more than 40% of the total tuition fee.

3



We help you create a list of best-suited MBAs for your profile

We don’t believe in absolute value when it comes to programs. **Based on your professional and academic background, as well as your program and career desires, we craft a list of programs that are best-suited for you.** Our expertise and experience guarantee the highest level of match, ensuring a successful application.

4



We work on every aspect of your application - with you.

From sculpting your profile to support your work in creating compelling essays and CV and picking the right referees, we ensure that every aspect of your application is top-notch. We will also work with you closely to prepare you for the interview(s), building confidence for you to ace it.

Elevate Your Application

We advise. You succeed.



LITE

CV Editing (max. 3 revisions)
Essay(s) Editing (max. 3 revisions)



ESSENTIAL

CV Editing (unlimited)
Essay(s) Editing (unlimited)
Candidacy Evaluation
Profile Sculpting
Referee Selection
LORs Editing (unlimited)
Interview Prep
Waitlist Breakout
100% Money Back Guarantee



ELITE

CV Editing (unlimited)
Essay(s) Editing (unlimited)
Candidacy Evaluation
Career Planning
Program Matching
GMAT/GRE Planning
Strategy & Timeline Management
Profile Sculpting
Referee Selection
LORs Editing (unlimited)
Interview Prep
Waitlist Breakout
Scholarship Applications
100% Money Back Guarantee
24/7 Assistance

\$900 / Per school +
\$1,100 base

\$1,250 / Per school +
\$1,750 base

\$1,750 / Per school +
\$2,500 base

An experienced and complementary team

It is no accident that the Prep Zone MBA name is synonymous in Asia with admissions success. Our consultants know business school admissions inside and out. They have MBA or postgraduate degrees of their own, and some have even worked in admissions offices of top business schools. In fact, we are so confident of the combined experience and expertise of our consultants, that we offer the world's first and only 100% money back guarantee*.



Tiffany earned degrees in East Asian Studies and Law from Harvard and UC Berkeley. She studied abroad at Tokyo University, published articles in several law journals, and interned at Warner Brothers Studios and the Writers Guild of America. After gaining experience counselling non-profits in Berkeley, she worked for California law firms specialising in restaurant law and video game law. For the past several years she has enjoyed teaching and advising applicants on their applications to diverse business school programs, and her track record includes INSEAD, NUS, IESE, Cornell, Chicago, Kellogg, NYU, UCLA, Michigan, University of Toronto, Oxford, Cambridge, and LBS.



Christy earned her BA in East Asian Studies from Harvard, and was a member of the second graduating class from UC Irvine School of Law, the newest law school to rank in the top 25. Having counselled startups on both legal and business matters, she now enjoys helping people strategize the best ways to reach their goals. Her diverse experiences include a law clinical with the UN offices in Geneva, interning at a trade organisation in Tokyo, and managing rock bands touring the US. Prior to coming to Prep Zone, Christy practiced securities litigation at a Manhattan-based corporate law firm. She has helped applicants secure admission to Harvard, Stanford, INSEAD, and many other competitive programs.



Jonathan has 8 years of work experience in Education Management. After working for a top-ranked business school in both the MBA Admissions team and Corporate Relations, he helped Prep Zone establish its franchise in China. In 2016, he launched *scoutedby* in an attempt to disrupt the application process and secured partnerships with leading schools such as INSEAD, HEC Paris, NUS, NTU or HKUST. Since 2013, Jonathan has helped more than 70 applicants get into top 15 MBA programs and has an immaculate track record with INSEAD (both full-time MBA and EMBA).



Poojha graduated with an MBA from Yale in 2003. While at Yale, she worked on the Admissions Team as an Admissions Interviewer and learned first hand about what it takes to get into ivy-league schools. She has been advising students on their applications over the last 12 years and has successfully helped them get accepted into top-ranked universities including HBS, Wharton, MIT, Oxford, INSEAD & NUS. She has presented in several education conferences, and has also shared her expertise in newspapers and magazines.



Nagitha spent the early years of his career as a London-based consultant for various multi-nationals, including KPMG, IBM and PricewaterhouseCoopers. As an independent consultant for clients in Europe and Asia, he helped companies on issues of business development, strategy, and operations.

Testimonials

The Admissions.SG service was helpful because of the personalisation that it provides. I did not fit the normal profiles. Admissions.SG was able to help me tailor my profile and emphasize my strengths. I personally appreciate the international reach that the company has. During my stay in Shanghai, I was able to practice prior to my interview in Shanghai itself! The quality of the advisor is very consistent and no doubt it helped me ace my interviews. My consultant Viv is simply the best and he knows how to prepare you for the schools you are interested in, the way that suits you best. With his help I was admitted to Cambridge, Oxford and CIEBS. I would recommend the service to my friends.

Donald

Cambridge Judge



I can't stop smiling and crying... Thanks so much, Admissions.SG, for your support. Don't have enough words to express that...

Ilanit

Chicago Booth



My consultant was insightful, extremely reactive and supportive. He really helped me to build a strong applicant profile. His insights on essays brainstorming were key in helping me have the right approach and his editing skills really strengthen the overall work. I applied to Oxford, HEC Paris, IE and IESE and got accepted by all with scholarships. My consultant was incremental in helping me secure an amazing financial offer from IE Business School where I will start my MBA in September 2018.

A.W.

IE Business School MBA - 2018



My consultant was an invaluable source of help during my MBA application, she explained the whole process clearly and helped me brainstorm and structure my thoughts and ideas according to what the application needed. She was always quick to send edits and suggest points I could change or expand on, to really tie my application and my story together. I wouldn't be here today without her input, a big thank you from me!

Alana B.

INSEAD MBA - 2018



This would not happen without the tremendous help and guidance from my consultants. Their help and guidance was outstanding and allowed me to focus on presenting myself in the best light. My consultants have a vast amount of knowledge and experience on those most important components of the process.

Jane

Chicago Booth



Admissions.SG helped me to identify my "fit" to the shortlisted b-schools.

Thereafter, it was a whirlwind couple of months consisting of one-on-one sessions and email exchanges for selecting my most pertinent experiences/reflections, essay critiques, and interview preparations. I shudder when I think how close I came to not applying, fearing initially that it was too tough for me to be admitted!

Henry

IMD



Special thanks to the team who did an absolutely outstanding and exceptional job of helping me during this period. I could not have gotten decent applications through if not for them, and I'm extremely grateful. Absolute rock star team who know their stuff and can make any essay sound bloody interesting.

Marcus

Wharton



I was a challenging applicant: low GMAT score (less than 600) and slightly older than the typical MBA applicant. My consultant never told me it was going to be easy. As a matter of fact, first thing he told me during our first meeting is that it would be hard to get an offer. We've only applied to the Cambridge MBA and the experience was fantastic. His reactivity is unmatched. I didn't really believe him when he said he was 24/7. But he really is. And result wise, I secured an admission offer and will be starting my MBA in 2018! Thanks to my consultant and continuous support.

K. H. Tan

Cambridge MBA - 2018



I am very glad to update you all that I have been accepted by INSEAD for the Global EMBA! Many thanks indeed for all the input, coaching and advice you provided that made my application a success; I truly appreciate it.

Hemant

INSEAD



I cannot think of money better spent: I would never have been successfully admitted to Wharton/ Lauder without you guys. Your help was indispensable at every step of my application journey.

Jason

Wharton



I thank the admissions team for their expert advice and meticulous approach. Entry to top MBA programs is hyper-competitive and I strongly recommend Admissions.SG for its proven track record of helping many of us enter our dream schools.

Jian

Columbia



My consultant was instrumental in helping me get into my dream MBA program, and was a pleasure to work with. She guided me a long every step of the way from content planning to my essays and then finally to the numerous interviews themselves. She not only provided the consulting that I needed around subject matters I wasn't entirely familiar with i.e. essay content and direction, but was also super helpful in constantly reassuring me during what I would consider an immensely nerve-racking and stressful application process.

Johnny Yang
INSEAD MBA - 2018



Throughout my entire application process, the team guided me through every step of the way and was extremely meticulous and constructive in their advice and feedback. I had applied and gotten rejected my first time round the previous year and it was through the team's thorough research and mentoring that I was able to drastically improve my application and receive an unconditional offer this time around. I highly recommend the team's services to anyone looking to boost their chances of getting into their program of choice!

Nicola
NYU Stern



My consultant helped me to get my thinking straight, find matching schools, and write more compelling essays by focusing on my achievements. Although we had super little time, he supported me wherever he could to submit the application in time. Definitely, I would not have been able to submit such a high quality application in the same time without the consultant. Ultimately, I got into my top schools - Kellogg and Michigan Ross.

Sharif

Northwestern Kellogg



I really like the team's approach to essay writing - very structured, clear, and gets the message across efficiently. In the end, I got accepted to Asia's top school (CE IBS, HKUST, and CKGSB), all with scholarships covering as much as 100% of tuition!

Kevin
CEIBS



I signed up with PrepZone as I didn't have enough experience before on how to submit an application for the top schools and I wanted to do everything I can on my side to increase my chances of getting in. The team has been great in helping me understand how to structure my essay according to each university requirements while showing a 360 overview of who I am. They were great getting to know me in depth and helping me work on my essays and references based on what will make my profile stand out. I would definitely recommend Prep Zone to any student considering applying!

A.L.

Harvard MBA - 2018



I would really like to take this opportunity to thank the team for all the guidance, without which I would not have been able to achieve these admissions. I am very much impressed by their professionalism and expertise throughout this whole process.

Yao Yang
Chicago Booth



My consultant has been a tremendous help during my admissions process. He is very familiar with the ins and outs of the whole process, which allowed me to better allocate my time and effort. He was optimistic yet realistic in his expectations and goals. He kept my expectations in check and helped me to focus on the important matters. Most importantly, my consultant acted as a true mentor. He guided me throughout the whole period and provided me technical and moral support in times of need.

Nicholas

Harvard Business School



I would not have been admitted to the world class programme without the excellent services and support from my consultant. She is friendly, warm and detail oriented. Her excellent understanding of the admission requirements enabled me to focus better and strategically put things into right perspectives. Her patience, encouragement and professionalism enabled me to present my best for each and every stage of the application.

Olivia

Columbia Business School
London Business School



My consultant is an expert and played a key role in my admission to my first choice MBA program in HKUST. Despite having a GMAT lower than the school's 80% range and being a young applicant (3 years lower than average age) he was very clear on how I could leverage on my strengths to make up for these weaknesses. I experienced struggles along the journey such as low confidence due to low GMAT, but my consultant's leadership always kept me motivated. His wide network and respected reputation with the schools also increased my application's credibility and leverage to negotiate on timeline when urgently needed. The team also prepared me very well for the interview. They gave detailed and great insights on which questions and answers should be prepared. All in all, choosing Prep Zone for the MBA journey has been one of the best decisions I have made in my life so far.

J. P.

HKUST MBA - 2018



I enthusiastically recommend Admissions. SG for it was a supporting partner during my application journey. I have particularly benefited from the one-to-one mentoring for my essay preparation, which ranged from highlighting the strengths of my professional career to identifying unique accomplishments in my personal life.

Nour

Harvard Business School



100% money back guarantee

We peg our success to yours. We are successful only if we can help you succeed. We are so confident of our expertise and experience, that we offer an industry-first 100% money back guarantee*. Yes, the guarantee is what it sounds like - if after following all our advice, you don't even get an invitation to interview from any of your target schools, we refund your money in full. No questions asked.

* For details of our no nonsense, 100% money back guarantee, please get in touch.

When to Apply

Most schools have multiple rounds of admissions, and recommend applying early.

However, a few schools do offer rolling admissions, meaning that candidates are admitted as applications come in till the class is full.

The bulk of acceptances are sent out in the earlier rounds. Schools tend to use the last round to fill the remaining few spots in the class. Competition for the last round is extremely fierce. Since the number of available spots is very low, the number of applicants per spot is high. In addition, schools might have waitlisted or reserved judgement on many candidates in the previous rounds. All of them are included in the assessment in the final round.

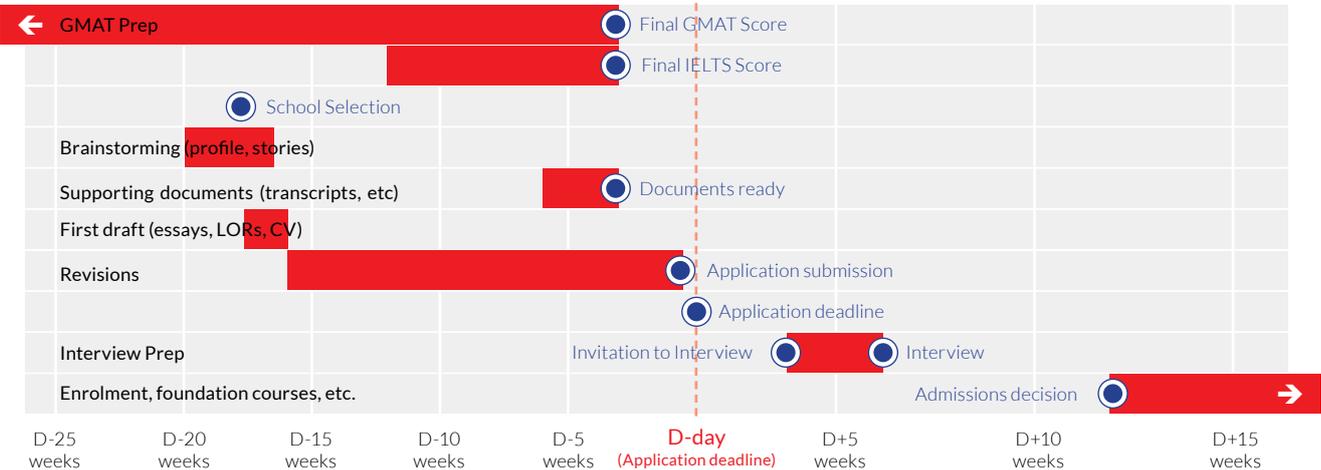
Hence, we strongly recommend that you apply in the early rounds. Further, many schools encourage international students to apply in earlier rounds to allow for sufficient visa-processing time.

The ideal time to start gathering information about schools and developing your story is about 5 months before the first round deadline of your target school. This would give you time to research the schools and tailor an interesting application package. For the average candidate, a sample timeline for the application process could look

something along these lines (we have used Harvard as an example):

- May 11 – Finish brainstorming
- May 18 – Complete first draft
- August 16 – Take GMAT and TOEFL
- September 3 – Submit application
- September 5– Submit letters of recommendation
- September 7 – First deadline
- October 14– Invitation to interview
- October 29 – Interview
- December 7 – Decision
- January 15 – Pay enrolment fee to the B-school
- March 1 – Join an MBA pre-requisite course
- August 1 – Matriculate (MBA program begins)

The typical MBA candidate’s ideal application timeline



The IESE MBA



The IESE MBA is your deep-dive into global business. The program exposes you to breadth of knowledge and hands-on experience across five continents. You customize your learning with a choice of electives, internships, overseas modules and exchange programs. Prepare for a transformative, life-changing experience.

5 reasons to join the IESE MBA

- 1 Global to the core
- 2 General Management Perspective
- 3 Leadership Development
- 4 Entrepreneurship in our DNA
- 5 Bilingual for business



+350 Students	84% International students	28.5 Average age
32% Women	<p>There is no such thing as a typical MBA student.</p> <p>Your class will be as diverse as it is rich. Students come to us from all over the globe and from every walk of life. Each individual is unique, yet you will all have one thing in common: reaching your fullest potential, and making your mark on our world.</p> <p>The best journeys are not measured in miles. They are measured in lasting bonds, ties and friendships.</p>	
5.2 Average years experience		
690 Average GMAT		

#1
Europe

MBA in Europe by *The Economist*, 2016

Top 10
World

MBA in the World by *Financial Times*, 2017

91%

Graduates accept an offer within 3 months of graduation

Your journey is about to begin.
Are you ready to take the first step?

www.mba.iese.edu
mbainfo@iese.edu

How Does **IESE** Push You to Be the **Best Version of Yourself?**



A 2010 graduate of the IESE MBA program, Pascal headed from business school to Citigroup in London, where he worked in different financial management roles. He was ultimately enticed back to IESE to serve as a career services associate director for financial services in 2013. After almost four years, he has embarked on a new role of heading the MBA Admissions team in 2017.

"I am incredibly proud of IESE and the work we do in the MBA. During my time as a candidate, I found the application process to be instructive and enjoyable and I am convinced you too will find this to be the case. It is a two-way process of getting to know each other and ultimately a journey of self-discovery for the applicants. I hope that you will find the below information useful in your application journey."

What differentiates IESE from other programs?

IESE is well known for our strength in the case-study method style of teaching. The amazing thing about the case method is that it is simply the most powerful way to leverage the incredible diversity that we have in the classroom. Students learn from the unique experiences and views of their peers during classroom discussions, which helps them to broaden their scope and

deepen their understanding of business as well as people management. Going through hundreds of cases during the MBA can transform our candidates' mindsets.

Beyond our focus on the case method, IESE is very active in the field of experiential learning. Our curriculum is specifically about experimenting and exploring. In the first year, students undertake the Capstone consulting project where they have to solve a business problem for a real company. In the second year, this concept is reflected in some of the available electives such as Executive Simulation (one of our most popular courses, where you take on a C-Suite role on a board and work with a team to "run a company") and also in the work that we do during overseas modules that allow students to work on short term consulting projects in different geographies.

Why the 19 months program vs the 12 or 24 months?

Our MBA was created with the help of Harvard Business School and emulated HBS' five-term, case-study based approach. Academically, our full-time MBA is extremely rigorous, especially during the first year. This is done on purpose as we believe that people get the best out of the learning experience when they are

stretched to their limits.

The first year is about acquiring the essential know-how of how a business or any organization is run. The second year then offers a balanced experience, with its choice from more than 100 electives, the possibility of going on exchange with top business schools around the world, the overseas modules available in New York, Sao Paulo, Shanghai and Nairobi, an extremely vibrant student club ecosystem and many other elements of customization. The summer, whether in the shape of an internship or through entrepreneurship, is all about gaining relevant new experiences and honing newly developed skills. This is an incredibly valuable opportunity particularly for career changers.

How does IESE help students develop leadership skills?

At IESE we teach Leadership as a subject in the first term, but I think it is very telling about how we view leadership by the fact that this class is followed in the second term by follow up courses titled "Managing Oneself" and "Business Ethics."

The positive impact we expect our graduates to have in their communities over their careers will be built on a strong

Pascal Michels, Director of MBA Admissions talks about IESE Business School's learning experience in this interview

basis of self-awareness and the reflex to see the human angle in the decisions they take. But becoming a leader takes time, and this is also where our two-year structure is a powerful enabler.

Let's not forget that one key characteristic of being a principled leader is good decision making. We've spoken about the case study method. At IESE, it's not simply about having over 60 nationalities around you, but as you take these cases, you'll learn that one strategy can work in one context and cannot work in another. With this, you learn to make decisions considering various points of view. Students undergo an intense transformation during the first year through interaction with high caliber individuals very different from themselves.

Additionally, the pace at which students increase their self-awareness is breathtaking. The second year then offers a risk-free lab environment to experiment with leadership. Often this takes place through leadership roles in student clubs or school activities such as Spring Games and TedX and even entrepreneurial ventures that students develop. It can also be in the form of deepening their academic knowledge of the subject through electives.

What does IESE look for in an ideal candidate?

Everyone in an MBA Admissions Director position will say that "the ideal candidate does not exist". And that is also true for IESE. Our class is made up of a wide variety of backgrounds and every person's unique experiences enriches the classroom discussions.

That said, there is a number of common characteristics that all our successful applicants share: First of all, they are humble. Humility is a prerequisite for classroom discussions to be successful. We look for students who not only are able to bring experience into the classroom but also who are open to learning from others. This includes but is not limited to having an open mind, being able to listen deeply to others and a willingness to question one's own beliefs. With this value in mind, at IESE, to learn, you must first be willing to unlearn. Ultimately these are the personality traits that will allow a meaningful personal transformation to take place during the MBA.

Secondly, our students are ambitious. And this is by no means a contradiction with being humble. We look for people who want to have an impact! Literally, people who want to change the world. Leaving a mark, no matter what that mark is and how

profound a change it implies, so long as it is positive, is a wonderful ambition to have.

Lastly, and this is probably a given for most top European programs, we expect our candidates to have an international mindset which can be demonstrated in many ways. Nevertheless, it is true that most of our students have lived in more than one country or worked in often very international settings. The MBA class is truly global and our collaborative culture very strong.

What mistakes should applicants avoid in the application process?

Having read a fair share of essays as an interviewer, I will say that candidates need to be aware that it is fairly obvious when something gets copy pasted and tweaked from one school to another. To the trained eyes this is quite easy to spot! The worst mistake is when someone rolls out a standard speech. We like to see that people have understood our culture, our values and are able to formulate a personalized response.

What's the best way to get to know the school better?

IESE has a culture of engaging extensively and early on with our candidates. The easiest way to get to know each other is to start a conversation with one of our associate directors. IESE distinguishes itself from other business schools by having an ultra-international admissions team who are all graduates of the school. This means we strive to know each applicant's background at a very personal level to see his / her fit to the class and collaborative spirit of IESE.

From a practical standpoint I would recommend potential applicants to request feedback on their profile: <https://mba.iese.edu/page-section/feedback-on-your-profile/>. Once the form is completed and submitted, we will be in touch with them for a personalized consultation.

Of course, there are many other ways and I always encourage prospective applicants to visit our Barcelona campus. If that is not possible, try to attend one of our events in your region or tune into our online webinars.



Nanyang Business School - Suntory IT Manager Brews up New Career in International Business



A graduate of the full-time Nanyang MBA programme in 2012 and an executive at Suntory Beverage and Food, which produces beer and consumer goods, Ichinoki is relocating to Australia to work as the company's senior corporate planning manager. In his new role, he will formulate and carry out corporate strategy for Suntory's business operations Down Under. He will also analyse business performance in Australia and report his findings to headquarters in Japan.

Having worked for about seven years as a domestic IT project manager in the early part of his career at Suntory, Ichinoki wanted to change his business role.

"My ambition was to work for global business, to be a global business leader. So now I think I'm on the way to achieve my ambition," he says.

His desire dovetailed with Suntory's aim of becoming a global business. As such, the company would need to gather a

global team of executives, gain overseas exposure, establish foreign subsidiaries, and produce a new governance structure. In Europe, Suntory acquired several companies with the goal of integrating them and setting up new systems and processes.

In 2011, Ichinoki applied for and was awarded a Suntory sponsorship to pursue MBA studies. He was the only Suntory executive awarded that year. The application process involved writing an

Harutaka Ichinoki is making progress in realising his ambition to be a global business leader.

essay on what the applicant wanted to achieve with an MBA, and several rounds of interviews.

When asked why he chose the Nanyang MBA programme instead of business schools in Europe and America that were popular with Japanese students, Ichinoki says he believed that Asia would be an attractive market for Suntory given the region's economic growth and large populations. Personally, he liked Asia's culture, its people and the food, having visited Thailand, Malaysia and Singapore.

In addition, Ichinoki got to know several MBA students from Nanyang Business School who were visiting Suntory on a business study mission. After talking with them, he thought the Nanyang MBA programme was attractive. He was also impressed by its connections to Waseda University in Japan, which Suntory has affiliations with.

"I thought that the connection with Waseda University was important," Ichinoki says.

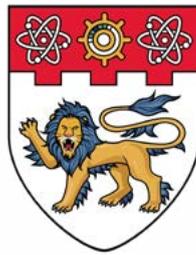
Furthermore, Suntory had hired a Frenchman with a Nanyang-Waseda double MBA. Talking to him persuaded Ichinoki of NBS's merits.

He says his MBA studies developed his strategic thinking and analytical skills. He also learned to communicate with foreigners and better understand other cultures. Before accepting his posting to Australia, Ichinoki had worked on major projects in Britain and Indonesia, which involved business process transformation, post-merger integration and building a value chain.

Of his time at NBS, Ichinoki says he found his MBA classes "interesting and insightful". He became good friends with his classmates and learned about the importance of diversity and cultural differences. He adds that his business study mission to China "gave me a lot of insights".

Undoubtedly, his MBA gave him a "huge opportunity" to advance his career, having moved from the IT field into finance and business development and strategy.

"Now I have the opportunity to be located in other countries outside of Japan and work purely for local [foreign] business. So it's a significant change from domestic IT to global business," Ichinoki says.



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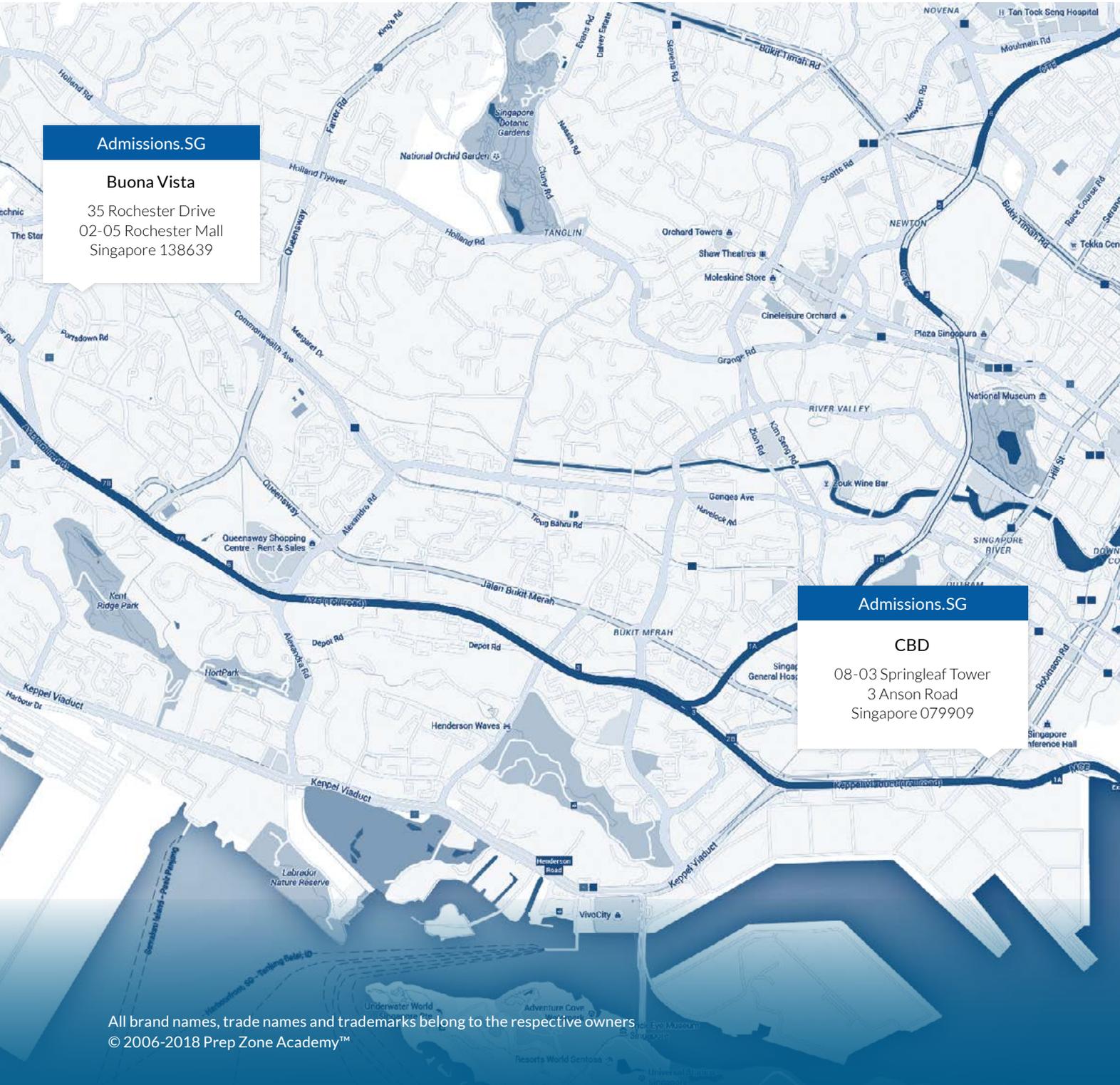
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