

Client was invited to interview, but declined interview invitation to matriculate at Wharton.

**Give a candid description of yourself (who are you as a person), stressing the personal characteristics you feel to be your strengths and weaknesses and the main factors which have influenced your personal development, giving examples when necessary (approximately 500 words)**

My family lived in New Jersey for the first few years of my life. We returned to France, I did not speak French and found myself struggling to interact with kids of my age. For my first year in France, I would come to understand others by interpreting their body language. If they looked down, I would tell a story or ask my audience a question to grasp their attention. This cultivated in me the value of inclusiveness. Even today, this is a helpful skill when presenting at conferences or managing board meetings, however, because I am very receptive to the emotions I sense from others, my reaction is to please everyone. As the Vice-President of [REDACTED], it was agonizing for me to select only a handful of members to accompany me to international conferences, knowing that the majority of them would be disappointed.

In 2006, I accompanied my uncle, a physician, to a village to help improve the medical facility there. I was asked to sit in on a class and interact with the kids. The first thing I noticed was the lack of books and pens. At the break, I started clicking a disposable pen I bought at the airport gift shop when I noticed a girl of about eight years old staring at me. I gave her the pen and will never forget how she lit up, as if it was made of gold. This gave me a deep appreciation for the difficulties of living in poverty. It taught me to value everyone equally, for their intrinsic value, rather than measuring them against some artificial standard.

When I first arrived in Central Florida to complete a dual degree masters at [REDACTED], I struggled to engage with others and express myself in a group setting. By the time I had caught on to what they were saying, they had moved on to another topic. Eventually, I made the decision to participate and ask questions if needed, whether or not my English was not perfect. This experience really highlighted the importance of ensuring in a group is included in the conversation. However, this same quality makes it difficult for me to set boundaries at

times. As the Chair for [REDACTED], it is sometimes challenging for me to “say no” to the governing board and stick to what my team needs to accomplish.

My mother is an artist, and because of this, I grew up sculpting and painting. She even managed to sell a “masterpiece” I created at the age of 8. Growing up in this environment gave me not only a sensibility to art, but an interest in presenting my work in a creative way, rather than focusing exclusively on the content, as do most of my engineer colleagues. When I present program updates to customers, I make sure to include graphs, illustrations and pictures to help transmit the information. This helps when discussing technical challenges and solutions with non-technical customers.

**Describe the achievement of which you are most proud and explain why. In addition, describe a situation where you failed. How did these experiences impact your relationships with others? Comment on what you learned (400 words)**

In 2015, I joined [REDACTED], a non-profit organization that uses a digital platform so that disadvantaged kids can virtually follow a traveler who is exploring the world. However, I immediately was disheartened by the lack of attendance at board meetings, and the limited participation of the board members in our projects. For this reason, I suggested to our chair to establish committees so that we would have clear goals, giving members more motivation to participate, and for members to get to know each other better. Soon after this suggestion, I became co-chair and with this new responsibility, I started to ask myself, what did these board members hope for when they joined? I came to discover that they wanted to build a strong network and also expand their professional skills. I decided to organize several social gatherings we put on jointly with the Governing board, to help the board members to get to know each other on a more personal basis. Then, I established specific objectives, that I formed jointly with the governing board, and set up a committee devoted to carrying out each of those objectives. The members were allowed to choose the committee best aligned with their professional interests.

Shortly after this, board members started attending board meetings more frequently and becoming more involved in our projects. I’m particularly proud of having led 20 volunteers, who owe us nothing, to

develop a pricing schema that will increase our yearly revenue by \$40K. Twice as many schools are now enrolled to participate in a [REDACTED] virtual travel program. From this experience I learned that understanding what motivates your team, and obtaining their buy-in from the ground up is a powerful way to have a positive impact.

However in my job at [REDACTED], I developed a maintenance program that was a proven success with our US customers, and excited by this result, I replicate this program in Asia. I assumed that our Asian customers would be equally successful with this program, and created very high expectations when speaking to them about it. We implemented the new program, and quite distressingly, the reliability of the Asian fleet did not improve. Our Asian Service Managers were extremely disappointed and somewhat embarrassed. From this I realized that a program, no matter how successful it may be in a certain part of the globe, may not be effective in some other areas. I have since learned to work more closely with the Field Technical Representatives and Asian service centers to understand our Asian-specific challenges, to design programs that are effective in addressing them.

**Describe all types of extra-professional activities in which you have been or are still involved for a significant amount of time (clubs, sports, music, arts, politics, etc). How are you enriched by these activities? (300 words)**

While studying for my master's degree in [REDACTED], I did a road trip with my roommates all the way to San Francisco. However, we did not book any hotels - we used Couchsurfing.com and stayed with locals all along the way! It expanded me as a person to learn about people who are outside of my world, being exposed to different point of views on subjects such as gun control and health care. The experience was enriching both personally and professionally – one of my Couchsurfer hosts connected me with my current job at [REDACTED]. To this day, I continue to host Couchsurfers in my home in NYC and I hope to continue my Couchsurfing internationally. So far, I have traveled to over 25 countries and eager to see more.

I have recently become passionate about photography. Last year, I met [REDACTED], the photographer and author of The Humans of New York, a popular photoblog that features a photo of subjects walking the streets of NYC. This inspired me to take pictures of people engaged in their daily life. One day in NYC I took a

picture of Kenneth, an old kitchen porter putting trash in a dumpster. Through chatting with him, he taught me about the value and importance of self-compassion, especially when you make a bad decision.

I am also pursuing my passion for aviation as a private pilot student, and just recently completed my first solo flight above NYC. As a pilot, you need to manoeuvre the aircraft while talking to the Air Traffic Controller. The response to the ATC has to be quick and firm. Everything is very immediate, and this experience is teaching me how to act decisively. The more I act decisiveness, the more my confidence grows to continue doing so.

**Is there anything else that was not covered in your application that you would like to share with the Admissions Committee? (300 words)**

In order to develop my for-profit social enterprise, I will need to gain social impact experience. To this aim, I would like to join the Social Innovation Center, where I could help facilitate cross-functional projects with INSEAD students on topics such as sustainable consumption or sustainable operation and strategies. Over the past few years, I've become very practiced in leveraging the valuable skills and knowledge of my peers for the benefit of the group. In my position at [REDACTED] I have led projects in Asia and The Americas, brainstorming around the same problem, incorporating the perspectives of engineers, salesmen, field representatives and service centers located across the globe. As the Chair of the [REDACTED], I harness the talents of committees that are comprised of consultants, entrepreneurs, and lawyers.

I would like also to join the INDEVOR Club. As Professional Development Chair at [REDACTED], the first European association for aerospace students, I created partnerships with companies to develop 32 European internships and full-time positions, across 19 different countries. As a member of the INDEVOR Club, I hope to apply these same skills as a means of opening doors for INSEAD students seeking social impact careers.

I would also like to contribute to the convivial, diverse student life at INSEAD by organizing and attending the National Weeks. As the Vice-President of Euroavia, I collaborated with European students to organize symposium and conferences in countries such as Germany, Italy, and Portugal. I have also an extensive experience organizing internationally-themed events as part of my involvement with the study abroad office at

██████████. I would like to contribute my talents and experience to showcase the rich cultural traditions of my INSEAD colleagues.

**Briefly summarise your current (or most recent) job, including the nature of work, major responsibilities, and where relevant, employees under your supervision, size of budget, clients/products and results achieved.**

██████████ works with private jet owners who could be either corporate clients (Home Depot, Space X, AT & T) or individuals.

As a Program Engineer, I supervise the operation of a fleet of 116 private jets owned by operators located in Asia and The Americas. While I don't manage an official budget, this past year I was responsible for allocating \$24M in parts throughout the aircraft located in the Americas and Asia. I educate our jet operators on operational issues and maintenance procedures through my programs I have implemented or presentations, on a 1-1 basis or in a group setting, at conferences I've held in over 10 cities, across the USA, Mexico and France. For those customer seminars I've held, I received an average of 98% on feedback surveys. The objective of my position is to improve and ensure the reliability of the fleet, by developing cross-functional programs implemented internationally.

In doing this, I gather feedback about aircraft reliability from our Field Technician Representatives, which helps me understand trends in operational issues. To address these issues, I develop and implement programs, in collaboration with the local regulatory bodies, service centers and customers. My programs aim to reduce the cost of operating and maintaining the fleet, and ensure that our fleet is covered by the regulatory bodies such as the FAA (USA), EASA (Europe), CAAC (China).

In terms of results, I developed and implemented a corrosion prevention program, impacting 1350 aircraft that saved our clients \$5 M in immediate repair costs and prevented client payout of \$380 M in corrosion repair costs over the life of the fleet. I analyzed the financial impact of high cost items and reduced the maintenance downtime by 33%, saving customers about \$200,000 per aircraft per year. I negotiated with FAA to prevent 271 aircraft from being grounded. Finally, all these efforts have participated to improve customer satisfaction and

based on customer survey in ProPilot and Aviation International News (AIN) magazines, [REDACTED] customer service went from 5<sup>th</sup> place to 2<sup>nd</sup> for the first magazine and from the 5<sup>th</sup> place to the 3<sup>rd</sup> place for the second one, all within 2 years.

**What would be your next step in terms of position if you were to remain in the same company? (short answer)**

If I were to remain in the same company, my next step in terms of position would be Head of the Program Engineering. I would lead 9 Program Engineers, defining department expectations and goals, and manage the training and meeting budgets. The main objective of this role is to improve the coordination of efforts between worldwide customer support and other departments.

**Discuss your short and long term career aspirations with an MBA from INSEAD. (300 words)**

My long-term goal is to develop the first for-profit social enterprise in Africa using drone technology to provide agricultural irrigation recommendations to African farmers. Using drones, I would take pictures of the crops to create a 3D map. After analyzing the map for things such as elevation and slope, I would develop recommendations about the most efficient ways to irrigate. Irrigating crops in a more targeted way, through microsprinklers, we can reduce the water needed by 40%. This would significantly increase the percentage of arable land. My intention is to approach impact investors such as Acumen and Echoing Green.

Given my interest in innovation and all things international, I succeeded to study and work abroad in one of the most technologically advanced industry: the aviation industry. Now that I have some aviation industry experience, I want to obtain an MBA from INSEAD, and then secure a Business Development position at a drone startup such as [REDACTED], a company that transports food and drug supplies to remote parts of Africa, to gain some startup work experience. Once obtaining this foundation, I will start my company.

To achieve my long-term goal, I would need to gain entrepreneurial expertise, social impact experience and knowledge on how to navigate establishing a consultancy in an emerging market.

The INSEAD Center for Entrepreneurship would be a great resource to me, to this end. In particular, the YFCD class will give me insight on the challenges faced by startups, and the INSEAD Venture Competition will teach me how to pitch my venture to investors. The INSEAD Entrepreneurship Forum will get me an insight view of impact investing and social entrepreneurship. The Social Innovation Center will also be a tremendous resource to me, and I need to gain social impact experience.

Finally, the Emerging Market Institute at INSEAD will provide me with best practices and experience in developing business in Africa. I would be able to study emerging markets on different topics such as social enterprise in Bangladesh or business practices in India. Then, I could leverage this experience to apply it directly to my idea of micro-irrigation consulting to African farmers, by leveraging drone technology. The Annual Emerging Markets conference will initiate me to innovation and service adaptation in emerging market. This will help me tremendously to develop my drone consultancy company in the African agribusiness market.