

## Yale 2005 - No. 1

*Please describe your short and long term goals and how your previous experience and an MBA will help you to achieve these goals. (500 words maximum.)*

The world around us is becoming more uniform, with a Starbucks and a McDonald's in every town. Over 90% of all computers run Microsoft Windows. And every bottled soft drink tastes basically the same.

Fortunately, the latter is not exactly true anymore. With the advent of Honest Tea, there is now a cold beverage that's not overly sweet, the first one in years I really enjoy drinking. And it was the success story of Seth Goldman, a company co-founder and a Yale MBA graduate, which inspired me to apply to his alma mater. I also admire other niche market players, such as JetBlue and Hotwire.com, which were able to offer superior new products, making a tangible difference in people's lives.

My overall professional goal is to become a part of this emerging movement, which is trying to counter the general corporate unwillingness to introduce unconventional products and services. This is particularly troublesome in established industries, where market leaders increasingly rely on creative advertising and litigation rather than innovation.

My first personal experience attempting to build a company to support a fight against an established monopoly, Microsoft, was in 1997, when a friend and I founded BeShop.com. Our aim was to support BeOS, an alternative operating system that was well ahead of its time. We were the first company to announce development of computer workstations specifically optimized to take advantage of the system's unique capabilities.

Among other things, I conducted extensive market research, wrote a comprehensive business plan, and designed an interactive Web site. Unfortunately, partially due to lack of sufficient experience, we were unable to secure enough financing and eventually had to go our separate ways. However, although BeOS never gained mainstream acceptance, the alternative operating system market has picked up lately with Linux leading the way.

I continue to explore new potential ventures. For instance, in my travels I have stumbled upon a few sizeable market niches that the online travel industry is failing to address. To date, nobody offers a centralized system to make reservations for inexpensive, non-chain motels along major highways, or B&B's in resort states like Vermont.

Still, as I contemplate my own business plans, I invariably realize that I am lacking both the background and the connections to be successful in such undertakings, which are the very things I am hoping to gain at Yale. I am very attracted by SOM's unique entrepreneurial spirit, distinguished faculty, rigorous yet flexible curriculum, and internship opportunities. On my recent visit, I was also impressed by campus diversity and students active involvement with the community.

Immediately upon graduation, I would like to work for a Management Consulting company where I could apply my strong analytical background to assist in making business decisions. This would allow me to get exposure to the kinds of opportunities that are available within different industries.

I believe that all of the above would prepare me best for what I see as my ultimate career goal, which is to create and sustain my own business.