

## MBA ESSAY : AFTER

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**What do you see as the biggest challenge you would face as a student in XXXX's IMC program, and what strategies you would use to overcome it? (400 words)**

Having equipped with numerous analysis tools and a command of a broad range of media available in XXXX's IMC program, it is easy to get caught up in the “brilliantness” of our own analysis. Consider the efforts we put into the analysis, how could the clients not take our advice and implement it? But what we might lose sight of is the fact that every analysis subject/client has its own limit—the client might not have the skills, systems, structures, and staff to do what is required. During my study in the Graduate Institute of Intellectual Property, I’ve worked on the “Due Diligence Project,” evaluating the patentability and potential commercial application of reported inventions from Science Council in Taiwan. On each reported invention, we need to give our clients commercialization strategy advice based on the patent, regulation, market analysis and financial projections. In one case, the invention reported is related to a bidirectional optical scanner imaging module, which can be used to assist mammography with improved accuracy of breast cancer diagnosis. When we did the market analysis, we were all excited—it would be extremely lucrative for the lab, which invented the technology, to sell to hospitals and other medical organizations the mammography equipment that has accurate cancer diagnosis. But we did not realize until later that the plan was not actionable to the lab because it is next to impossible for a school lab to manufacture its own mammography equipment. Even if the lab were committed to develop its own equipment, the payoff would not be large enough to justify the required commitment of time, energy, and resources. Considering the lab’s resources, it would be best for it to sell the technology to big medical equipment companies instead of manufacturing on its own. In that sense, our analysis added no value to the lab because the plan we’d offered did not fit the clients.

The experience in evaluating the commercial application of reported inventions serves as a constant reminder that I should never have the clients’ needs to suit my analysis. From the beginning of the analyzing process, I make sure that I plan my analysis with a picture of the client’s agenda in mind. I will factor in the capability limits of my analysis subject to make sure that the analysis is actionable for the analysis subject. On top of that, I will also consider the influence of outside forces—

would the actions of competitors, suppliers, customers, regulators nullify the effects of my strategy? After the analysis, I will do a sanity check to see if the recommendation based on my analysis is feasible and will have a significant impact on the organization.

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