

General Comments

This is a really impressive essay which shows both your business savvy and your immersion in global cultures. It will certainly stand out amidst other duller essays that will not have the interest and appeal of your writing.

At times you took too many words to express certain ideas, so I've condensed some thoughts. Other things:

Introduction/Conclusion

I addressed introductions in your last essay, but the conclusion is equally important to the essay. You want the reader to walk away with a good feeling about your application, so tying everything together is important. Additionally, I thought that your opening here was not as exciting as the rest of the essay.

Relevant Details

You need to decide which details matter and which don't. Providing specifics is always a good thing, but sometimes unnecessary information can distract from the narrative. In the second draft you sent me there was a lot of information about food and how you think it will apply to your time at Wharton. This was not relevant to the prompt at all, and it actually detracted from the quality of your essay. It seemed like you were trying to jam too much in, so I've removed much of it. I think just answering the question made you seem like a more attractive candidate for admission.

INITIAL DRAFT with specific comments

Essay 2 (750-1,000 words)

Tell us about a time when you had to adapt by accepting/understanding the perspective of people different from yourself.

Not the Great walls but Peking duck. This isn't enough to describe my enthusiasm for gastronomy. I didn't stop as just a food lover, I also tried to share the happiness of gastronomy by learning to use kitchen knife swiftly. I have been sharing this pleasure since my college years from various club activities to entrepreneurial experience. I cofounded Jung, a sake bar in 2007, to create a space where I can share my enthusiasm at food. While Korea's hostility towards Japanese culture was turning into interests, I figured that utilizing my expertise in cooking with the trend. My partner Min and I started Japanese sake bar at Kang-Nam, the busiest place in Seoul.

The cold winter weather suited hot Oden soup, a house specialty at Jung well. Despite the early success, however, our revenue started to decline 3 months later. It was 1 A.M. and Jung was empty. My co-founder Min and I were left alone with the bottle of sake on the table. We had serious disagreement, the sake tasted like water, and my heart was bitter. Min had proposed to change our style of cuisine and to extend working hour in order to increase sales. I could not understand his rational because changing our style would risk damaging our uniqueness and end up with losing regular customers. Extending business hours might lead to sales increase, but it could be offset by increase in cost. More importantly, I was running the night shift and it was impossible for me to work late in the midnight. Since I have seen many restaurants failed to maintain their food quality when the chef had changed, I couldn't let other people deteriorate my kitchen.

The conflict between two partners deteriorated Jung crews' teamwork. Employee morale was suffering as the restaurant's existence was in danger due to declining revenue and management's conflict. This hurt employees' work discipline and resulted in complains by customers, thus, threatening very existence of Jung's sustainability.

In order to resolve the conflict, I took time to think what brought Min's argument. Based on my deduction, he focused an our goal to share delight of tasty food more clearly since Jung was not a Japanese information booth. I realized that Min could be aware of customers needs as he served customers while I was in kitchen. Furthermore, my pursuit of originality was not a strong argument since I was not a professional Japanese chef. I also recognized the importance of localization to meet local tastes since my favorite restaurants in the U.S., such as Wendy's, Pizza Inn, Hardee's, and Taco Bell, failed in Korea because they did not localize. Secondly, Jung was Min's full-time work place. I had to admit that I didn't realize it as a business cluster, rather my fun place, and didn't actively put hard to reach its potential growth while Min had every reason to do that. Consequently, I did not act to maximize Jung's profit. In order to resolve our problems, I had to understand and accept his viewpoint to revive Jung and to work professionally in responsibility for employees.

The first step we took was developing a fusion food to attract customer's appetite. We were already in the process of inventing a new specialty to overcome hot oden soup's seasonality in summer and decided to try a new dish that retained Jung's culture. I had visited six Asian

Comment [A1]: This is an awkward introduction - grammatically, it's not a complete sentence, and it's difficult to tell what you're talking about here (interest in Chinese culture).

Comment [A2]: Though this word is correct here, it's a bit awkward. Cooking or cuisine is better and more direct.

Comment [A3]: It takes you a while to get to this, the main point. We can bring this to the forefront.

Comment [A4]: "I figured that" is a bit informal.

Comment [A5]: We need a date to provide some context - was this 5, 2 years ago?

Comment [A6]: Spell out the number three in formal essays.

Comment [A7]: You can perhaps offer a brief description of why you think this happened.

Comment [A8]: Good paragraph. This sets up a concrete, interesting problem very well. I'll work on making it more fluent.

Comment [A9]: We can condense this by combining it with the above paragraph and making it more concise.

Comment [A10]: Good detail. It shows you're aware of one of the biggest problems in globalization and seek ways to address it.

Comment [A11]: This is too informal of a term - "hobby" is more appropriate.

countries and tasted their unique cuisines before. Analyzing their ethnic food, I reached conclusion that people are used to local ethnic condiments not the style. After a long discussion, we decided to combine oden, a Japanese fish cake, and cold, sour kim-chi based soup from Korean dish mook-sa-bal to invent Den-Sal-Bal for house specialty, along with some other dishes. With the dishes that couldn't be found in other place at Seoul, we promoted a new summer event to increase revenue by 30%.

Comment [A12]: Great experience - in-field research.

Comment [A13]: Inventing a new dish shows a lot of creativity, so this is a great detail.

Secondly, we finally decided to extend our business hour to 6 AM. I had to pass Jung to go to work at KCC(they are just one block apart), and noticed many night workers staying at nearby restaurants at 7 AM. Change of mind made me to realize them as potential customers. So as a pilot program, we extended our business hour to 4 AM for one week. During this time, I only slept 2 hours a day and had to sleep at Jung. We found out that the demand from people working at night and young people was more than enough to cover costs. However, I had to come up with a plan to maintain food quality with minimum cost since I could not work after midnight. I decided to apply the vacuum packing method used by franchise restaurants I worked when I was in college. In order to maintain the quality of food, pre processed single servings were vacuum packed and were refrigerated. I also created a manual that detailed description of recipe so that anyone could prepare the food though it didn't really need the word cook rather heat or fry.

Comment [A14]: There is a logical break here, we can consider breaking this into two paragraphs.

Combined result was 100% increase in sales in summer. Due to successful implementation we had to give 10% raise for our employees as they had to work twice as hard. Not the upward revenue curve but the self assessing current status was more important learning. I would not have proactively developed strategy and admitted different perspective if it wasn't related to sustainability of my business. Furthermore, Jung's harmony would have broken if I just treated Min's opinion as difference in perspective. My efforts to maintain the harmony by understanding partner's perspective through analysis resulted in creation of synergy. I also learned that confidence based on in-depth analysis was a universal method for persuasion. My experience of analyzing other people's thought process while managing Jung will enable me to be a mediator who coordinates different opinions of team members at Wharton. Beside from joining culinary club to continue my aspiration, "to do more" I will join Travel & Hospitality club to share my experience for starting up restaurant business and discuss about the difficulties and recent trend of food business especially franchise restaurant business in Korea which I was interested in. I will organize unique international food festival to let students experience cross-cultural experience. From the experience of 10+ global food culture, I know commons and differences of various recipe of East/West and I will coordinate the festival with international students to show how the food recipe is related and affected each other. Through this experience, Wharton peers will be able to be a global citizen not only professionally but also personally and in culture.

Comment [A15]: An important way to cap off this essay is to describe what happened to the sake bar. It puts an end to the story, and if successful, shows you're capable of turning your business around.

Comment [A16]: No need for quotes.

Comment [A17]: In this essay, this is unnecessary. It'll seem as though you're trying too hard to relate to the school. This kind of reasoning is most appropriate in the first essay.

EDITOR'S FIRST REVISION

In 2007 I co-founded Jung, a sake bar, to share my passion for food with others, which I have done since my college years. Because Korea's hostility towards Japan was transforming into a nascent fascination with all things Japanese, I decided that my expertise in cooking could capitalize on this cultural shift. My partner Min and I founded our restaurant at Kang-Nam, the busiest place in Seoul.

In the beginning, everything went well. The cold winter weather brought swarms of customers to Jung for its house specialty of hot Oden soup. Despite this early success, our revenues started to decline after the winter. One night I found myself sitting with Min alone at our empty restaurant at one in the morning; this had become typical in the preceding weeks. The sake tasted like water, and my exhausted heart was filled with bitterness.

Earlier Min had proposed that we change our style of cuisine and extend working hours to increase sales. I could not understand his rationale because changing our style would risk damaging our uniqueness and would isolate us from our regular customers. Extending business hours might lead to a sales increase, but it would also increase our costs. More importantly, I was running the night shift and it was impossible for me to work late into the night since I had a fulltime job already. I had seen many restaurants fail to maintain their food quality when the chef had changed, so I could not let anybody else cook in my kitchen.

The conflict between Min and me dampened the other workers' spirits. Employee morale and customers' satisfaction sagged as the restaurant's very existence came into question due to declining revenue and the management's conflict.

In order to resolve the disagreement, I took time to consider seriously Min's argument. I realized that he was more dedicated to serving delicious food than he was to serving Japanese food since our restaurant was not simply a cultural embassy. I considered that Min could be more aware of customers' needs since he served them while I was in kitchen. I also recognized the importance of localizing to meet local tastes since my favorite restaurants in America, such as Wendy's, Pizza Hut, Hardee's, and Taco Bell, failed in Korea because they did not adapt to local demands. Secondly, Jung was Min's fulltime work place. He viewed it as his career and I viewed it as a hobby. Consequently, I did not always act to maximize Jung's profit. In order to resolve our problems, I had to understand and accept his viewpoint. I had to comprehend both how and why my perspectives differed from his.

After I had done this, the first step we took was developing a fusion menu to attract new customers while maintaining our current base. I had visited six Asian countries and tasted their unique cuisines, and after analyzing the varied ethnic food, I reached the conclusion that customers are more used to local ethnic condiments than they are to style. After a long discussion, Min and I decided to combine oden, a Japanese fish cake, and cold, sour kim-chi based soup based on the Korean dish mook-sa-bal; we invented Den-Sal-Bal as our house

specialty along with some other dishes. With these meals that could not be found at any other place in Seoul, Jung advertised its new products and increased revenue by thirty percent.

Min and I also decided to extend our business hours to six in the morning. When I had to pass Jung to go to work at KCC in the morning (the buildings are only one block apart), I noticed that many night workers were at nearby restaurants very early each day. I began to see these workers as potential customers. So in a pilot program, we extended our business hour to 4 AM for one week. During this trial period I only slept two hours a day, and I did so at the restaurant. Min and I found out that the demand from people working at night and young people out late was more than enough to cover costs.

Consequently, I had to come up with a plan to maintain food quality with minimum costs since I could not continue working late into the night. I decided to apply the vacuum packing method used by franchise restaurants where I worked when I was in college. In order to maintain the quality of food, pre-processed single servings were vacuum packed and refrigerated. I also created a manual with a detailed description of recipes so that anyone could prepare the food if need be.

The combined result of our restructuring was a one hundred percent increase in sales in the summer. We gave employees a ten percent raise so that they would work twice as hard. Internal self-assessment and a willingness to listen to others saved my restaurant. I would not have developed proactively adaptive strategies and worked to understand a new perspective if it was not for the serious threats to Jung's success. Furthermore, Jung's harmony would have broken if I had refused to consider Min's views. My experience of analyzing other people's thought processes while managing Jung will enable me to be a mediator who coordinates different opinions of team members at Wharton, and my time in the restaurant business has given me a dedication to global cuisine that I will bring to Philadelphia.