

# **RESUME AND COVER LETTER DEVELOPMENT GUIDELINES**

**GRADUATE CAREER CENTER**

**NORTHEASTERN UNIVERSITY**

**D'AMORE-McKIM GRADUATE SCHOOL OF BUSINESS**

## Resume Development Guidelines

### The Purpose of a Resume

A career search is a challenging process. You need to demonstrate your qualifications in many ways, including using one of your most important marketing tools – your resume. An essential part of your search, it highlights your accomplishments, distinguishes you from the competition, and introduces you as a potential candidate. If your resume makes a positive impression, it can earn you an interview. This is the main purpose of a resume: to win you the interview.

#### Resume Musts:

- A document that is concise, clear, and easy-to-read with no spelling or grammatical errors.
- Highlight your **accomplishments**.
- Focus on results, not a list of job responsibilities.
- Quantify **results** whenever possible to show scope and impact.
- Today, more than ever, resumes must be search-engine optimized (SEO), so use keywords to describe your skills and include them in a “Core Competencies” section as bullet points, as well as throughout the descriptions of your experience.

Many recruiters place great emphasis on the top third of your resume, using your summary and accomplishments from your most recent experience to determine whether they should continue considering you as a potential interviewee. Remember, if you are unable to grab the reader in the first few seconds, you may lose out to candidates with more focused, articulate resumes.

### Resume Format for Part-Time, Online Northeastern University D’Amore-McKim MBA Students and Alumni

When it comes to resume formats, there are many different types of approaches and preferences. We agreed on this specific format after learning the preferences of employers who often hire our students and alumni. Please use this format in preparing your resume. Except for the header, all sections should be left justified.

**Your Name** (centered, in bold typeface, using 11-12 point font)

**Local Street Address, City, State and Zip Code**

**Phone Number (with area code)**

**E-mail address** (use your Husky email account if you are a current student, otherwise, use your personal email address.)

Your contact information should be centered under your name. It should be not be in bold.

### SUMMARY

The summary is designed to **entice the reader into wanting to know more about what you have to offer**. Your summary should include between two and four sentences highlighting the key strengths and transferable skills that support your career goal. This is your opportunity to highlight your value to the prospective employer. By positively distinguishing yourself from others, your chances of landing an interview increase. Your summary may include:

- An introductory phrase describing your professional identity (*i.e.*, MBA candidate, marketing professional, Accounting and Finance Manager)
- Skills related to your career goals
- Specialized knowledge such as foreign language or technical expertise
- Certifications (e.g., CFA, Bloomberg, etc.) For CFA, include only the level of the certification that you have completed. For example, “Successfully completed Level II of the CFA program.”

The following examples are provided to give you some ideas on how to write a summary. Your summary should be unique to you, reflecting your strengths, skills, and experience. Please use these examples as a guide. **Do not copy them for the summary portion of your resume.**

- Inside sales professional with five years of experience in the pharmaceutical industry. Demonstrated relationship building, telemarketing, and customer service skills.
- MBA Candidate with a concentration in Supply Chain Management. Experienced electrical engineer with expertise in circuit design. Proven skills in product release from design to manufacturing. Successful track record of streamlining the product development process and project management.
- Investment Analyst with strong research, and analytical skills. Demonstrated ability to work effectively both individually, and in teams. Proven ability to prepare, and deliver presentations, and effectively influence investment decisions.

#### **CORE COMPETENCIES**

- Include no more than six (6), search engine optimized (SEO) keywords showing business skills, not personal traits or characteristics.
- Examples: *Analytics, Marketing Communications, Financial Analysis, Operations Management, Customer Relationship Management*

#### **EDUCATION**

- Start with your highest degree first
- List the university/college name in bolded capital letters, and location (city and state) if in the U.S., or city and country if outside of the U.S., and the year of graduation in parentheses. On the line below, if the Northeastern degree is the highest, indicate D'Amore-McKim School of Business
- Indicate your concentration or major on the next line, if applicable, in italics
- Use the same format for all of your education.
- Do not include your GPA or GMAT scores, but if you graduated with honors, indicate that, e.g., **Bachelor of Arts degree, *magna cum laude*** or **Bachelor of Science degree with High Honors.**

**Note: Graduate degrees do not carry "honors" designations. Only baccalaureate degrees carry these designations, usually in Latin, depending on the tradition of the college or university the conferred the degree.**

**If you are an alum, and have at least 2 years of experience, the Education section should follow the Professional Experience section.**

#### **PROFESSIONAL EXPERIENCE**

- List your most recent job first. On the first line, type the company name in bolded capital letters, followed by the location with the city and state, if it is in the United States, and the city and country if it is outside of the United States, and the years you worked at the company. (e.g., 2014 – 2016) Date range years should be typed with a space preceding, and following the hyphen. **If it is not a widely recognized company, please include a one-line description of the company, in italics, below the company name.**
- On the line immediately following the company name, or the one-line description, if needed, type your job title in italics. If you held more than one position in a company, type the years, in parentheses, you held the position next to each position title. If you had an internship or another type of job that lasted less than one year, identify the months and year you worked there. For example June – August 2017. Do not include a comma between the month and the year.

- Starting with action verbs, and using a bulleted format, describe your **qualitative and quantitative accomplishments**. Utilize metrics to support quantitative accomplishments. Remember, it is critical to show the reader your accomplishments and contributions; do not simply describe your responsibilities, since that is the purpose of a job description, **not** a resume.
- Leave a space between jobs at different companies.
- If you have limited professional experience but have worked as a volunteer, please include your volunteer work in this section.

### PROFESSIONAL AFFILIATIONS/CERTIFICATIONS

- List any professional groups of which you are a member. This can include clubs/associations related to your academic major or concentration, and/or external affiliation groups where you demonstrated skills related to your profession (e.g., leadership, organization, interpersonal, communication, etc.). If you hold or have held a leadership position, include your role and years in which you were involved.
- If you have professional certifications, (e.g., Certified Financial Analyst), please list them here. Note that the CFA Institute suggests the following convention:

State the exam level you are currently registered for, or the level of the exam you recently sat for (if you haven't yet received your result):

- 2017 Level II Candidate in the CFA Program
- 2018 Level III Candidate in the CFA Program

Or the level you have completed, e.g., "Passed Level II of the CFA Program." NOTE: Do not include your CFA registration number on your resume or Linked in profile. If you have registered for the Level I CFA exam but have not yet taken it, please do **not** indicate that you are a CFA Level I candidate.

- If you have Bloomberg certification, it must be listed as Bloomberg Market Concepts, (BMC) certification.

### LANGUAGES

- If you are fluent or have conversational ability in a language other than English and are confident that you can use it in a work environment, specify the language(s) in this section, using the following designation levels consistent with LinkedIn®.
  - Elementary proficiency
  - Limited working proficiency
  - Professional working proficiency
  - Full professional proficiency
  - Native or bilingual proficiency

### TECHNICAL SKILLS

- List technical or software skills, such as experience with widely-recognized software applications. Employers expect knowledge of Microsoft Word and PowerPoint, but do be sure to include experience with Access or Excel.

### INTERESTS

- These help employers see that you are a well-rounded individual with activities/interests outside of school, and your profession, and are often great "talking points." Include interests and activities such as athletics, community service and the arts. Do not include interests that are potentially controversial.

## Writing Accomplishment Statements (“STAR” Method)

The most effective way to make your resume stand out is through the use of accomplishment statements. These statements or “success stories” demonstrate successful results from your past work experience. They can also be drawn from volunteer activities, community involvement, military experience, and education. They are critical in demonstrating what is unique about you, and the value you can bring to a prospective employer.

To create an accomplishment statement, identify the **Situation, Task, Action and Result (STAR)** for each of your experiences. Then transform this information into a bullet that can be used on the experience section of your resume. Quantifiable results are especially important, but if you have a result that you just can’t quantify, then describe it in qualitative terms. Begin each statement with an action verb. **Situation/Task-Action-Result scenarios describe** how you:

- Made or saved money for the organization
- Improved productivity or operations
- Saved time for the organization
- Increased sales
- Increased the organization’s market share
- Designed a new process, program, or product
- Developed and implemented a new procedure, program or product
- Completed a project on time or before the deadline
- Identified new markets for the company
- Demonstrated outstanding leadership skills

To get started, follow the format below, and write a brief synopsis for each, using the Accomplishment Worksheet.

- State the **Situation** you encountered or **Task** for which you were responsible
- Explain the **Action** you took to meet the business need
- Describe the **Result** of that action

### Examples of Accomplishment Statements:

**Situation/Task:** Company was experiencing many customer complaints that the software provided was difficult to install and instructions were not helpful.

**Action:** Collaborated with research and development to develop a more user-friendly installation package. Established a “hot line” to handle these complaints. Purchased, and implemented software to track customer complaints, and resolution.

**Result:** Decrease in customer complaints from 100 to less than 25 complaints per quarter.

### Resulting Accomplishment Statements:

- Decreased customer complaints by 75% quarterly by initiating the design of a new user-friendly installation package.
- Recommended and implemented a new customer hotline and software application, resulting in increased customer satisfaction, and more timely resolution of customer complaints.

### ***Examples that transform task-based statements into accomplishment-based statements***

- Before: Facilitated numerous sales representative training workshops for region.
- After: Led over 50 regional sales training workshops for representatives to learn about new products, reducing follow-up calls to the marketing team by 15%.
  
- Before: Managed contracts and change orders on each construction project.
- After: Managed contracts and change orders on construction projects, ensuring they were completed on time, and within budget.
  
- Before: Headed various marketing projects delegated to intern staff.
- After: Managed market research project to assess customer service needs; made two recommendations for service improvements, which were implemented and increased customer satisfaction scores by 34%.
  
- Before: Created and dispersed “e-blasts” – marketing advertisements sent to the association members by e-mail.
- After: Created and sent “e-blasts” to association members resulting in a 30% “open” rate, exceeding the standard, average rate.
  
- Before: Actively managed all online advertisement billing.
- After: Managed \$7 million of receivables for online advertisements.
  
- Before: Helped to promote financial products through direct interaction with clients.
- After: Promoted financial products to clients, resulting in a 30% increase in assets under management.

## Accomplishment Worksheet

Complete a worksheet for each company where you worked, and for each job you held.

**Company Name:** \_\_\_\_\_

**Job Title:** \_\_\_\_\_

**Years of Employment** \_\_\_\_\_

[If employed less than one year, note months and year of employment, such as June – August, 2013]

**Situation/Task:**

---

---

---

---

---

---

---

---

---

---

**Action:**

---

---

---

---

---

---

---

---

---

---

**Result:**

---

---

---

---

---

---

---

---

---

---

## Action Verbs

Start each accomplishment statement on your resume with an action verb. Use the present tense for your current job, and the past tense for previous jobs. The following words can be used to describe your skills.

Communication		Financial	Research	Technical	Teaching or Training	
Addressed	Lectured	Administered	Clarified	Adjusted	Adapted	Evaluated
Answered	Listened	Allocated	Collected	Assembled	Advised	Explained
Arbitrated	Mediated	Analyzed	Compared	Built	Clarified	Expressed
Arranged	Moderated	Appraised	Critiqued	Calculated	Coached	Facilitated
Authored	Motivated	Audited	Diagnosed	Computed	Communicated	Guided
Clarified	Negotiated	Balanced	Evaluated	Constructed	Conducted	Informed
Consulted	Persuaded	Budgeted	Examined	Designed	Coordinated	Initiated
Contacted	Promoted	Calculated	Explored	Devised	Demonstrated	Instructed
Corresponded	Publicized	Computed	Extracted	Engineered	Developed	Lectured
Developed	Reconciled	Developed	Identified	Fabricated	Educated	Persuaded
Directed	Recruited	Estimated	Inspected	Maintained	Emphasized	Presented
Documented	Reported	Forecasted	Interpreted	Operated	Enabled	Set goals
Drafted	Responded	Managed	Interviewed	Overhauled	Encouraged	Stimulated
Edited	Spoke	Marketed	Investigated	Programmed		Tutored
Enlisted	Summarized	Planned	Organized	Remodeled		
Formulated	Translated	Projected	Reviewed	Repaired		
Influenced	Wrote	Reconciled	Summarized	Solved		
Interpreted		Researched	Surveyed	Trained		
			Systematized	Upgraded		
Management & Leadership		Creative	Teamwork	Organizational		
Accomplished	Enforced	Acted	Accelerated	Arranged	Generated	
Achieved	Enhanced	Conceptualized	Advocated	Catalogued	Incorporated	
Administered	Ensured	Created	Aided	Categorized	Inspected	
Advanced	Established	Designed	Assessed	Centralized	Logged	
Analyzed	Evaluated	Developed	Assisted	Chartered	Maintained	
Approved	Executed	Directed	Augmented	Classified	Monitored	
Assigned	Hired	Established	Clarified	Coded	Operated	
Attained	Improved	Fashioned	Coached	Collected	Ordered	
Authorized	Increased	Founded	Collaborated	Compiled	Organized	
Awarded	Motivated	Illustrated	Contributed	Corrected	Provided	
Briefed	Negotiated	Imagined	Coordinated	Corresponded	Purchased	
Chaired	Orchestrated	Improvised	Counseled	Distributed	Reviewed	
Coached	Organized	Innovated	Demonstrated	Executed	Sorted	
Contracted	Oversaw	Instituted	Diagnosed	Filed	Streamlined	
Consolidated	Planned	Integrated	Educated		Verified	
Convinced	Prioritized	Introduced	Expedited			
Coordinated	Produced	Invented	Facilitated			
Delegated	Recommended	Originated	Familiarized			
Determined	Reviewed	Performed	Guided			
Developed	Scheduled	Planned	Referred			
Directed	Selected	Revitalized	Rehabilitated			
Employed	Strengthened		Represented			
	Supervised		Supported			

## Additional Resume Tips

Your resume should be proofread and error-free.

- Review for grammar, spelling, and punctuation.
- Capitalize appropriate words – i.e., names of foreign countries, nationalities, and languages. Do not capitalize industries, or disciplines such as marketing, finance or supply chain management.
- For percentages, use the percentage sign (%).
- Do not abbreviate. For example, do not use “co.” and “corp.” Spell out “company” and “corporation.” Spell out months, for example, December 2016 - January 2017.
- Write out years (e.g., 2005 - 2009 not 2005-09 or '05 – '09).
- Numbers lower than 11 should be written out, (e.g., three not 3), unless you are referring to a percentage (%).
- If you are starting a sentence with a number, write the number out.
- Use numbers for large monetary amounts (\$18.3 million). Use U.S. currency only.
- Be careful not to use acronyms, abbreviations, or industry jargon that are not familiar outside the company in which you worked.
- ALWAYS have someone else proofread your resume!

Your resume should be visually appealing to the reader and easy to read.

- It should look professional, allowing the reader to scan it quickly for dates of employment, company name, job title, etc.
- MBA resumes should only be **one page** in length **unless you have over seven years of experience, and have held several jobs.**
- Your jobs should be listed in chronological order, with the most recent job first.
- Be sure the format is consistent throughout your resume, and that the titles, dates, etc., line up consistently throughout the resume. **Right-justify your dates of employment.**
- Please check it after you print it to make sure the formatting is similar to the sample.
- Use only one type of font throughout your resume, (Calibri or Arial), and you should not use a font lower than 11 point.
- Do not include website links for your employers.
- Keep your left-hand margin even on your resume, and use a balance of white space.
- Be aware of verb tense, using present tense for the job you currently hold, and past tense for prior jobs.
- Do not use borders or lines across or within sections of your resume.
- Start each bullet point under experience with an action verb, avoiding the passive voice (e.g., Developed marketing products...versus Responsible for developing marketing products...).

Words and phrases to use sparingly: (When these words are overused, they lose their meaning.)

Extensive Experience  
Proven Track Record  
Innovative  
Team Player  
Motivated

Fast-Paced  
Results-Oriented  
Problem Solver  
Dynamic  
Entrepreneurial

Energetic  
Enthusiastic  
Hard-working  
Driven

- Review job descriptions for positions in which you are interested, and use keywords from the descriptions in your resume.
- Remember: The top third of your resume is critical to making an impact! Recruiters spend only a few seconds scanning your resume. Meaningful accomplishment statements will encourage them to read on, or put you in the ‘yes’ pile!
- Use the sample resumes as guidelines, but make your resume your own. Resumes should always be factual – do not put anything on your resume that you cannot substantiate.
- Modify, and align your resume to the job for which you are applying by highlighting core competencies that directly relate to the employers’ needs.
- Focus on **accomplishments, NOT job responsibilities**. Quantify with metrics to show scope, impact, and value-added.
- Be concise. Use strong actions verbs, precise nouns, and positive modifiers (*i.e.*, “resourceful,” “consistent”).
- Use phrases and clauses rather than complete sentences. Make every word count.
- The length of your resume depends on your years of experience. Opinions differ, but if you have less than seven (7) years of experience, keep it to one page. Most recruiters and hiring managers do not have time for lengthy resumes.
- Proofread at least three times for grammar, punctuation, and spelling. **Do not rely on SpellCheck** – it’s not foolproof! Ask others to review it, as well.
- Read your resume out loud to be sure you are not using run-on or incomplete phrases or sentences.
- Make your resume visually appealing. Leave enough white space in the margins for employers to take notes.
- Use good quality white, off-white or ivory paper with black ink. Use a clear professional font such as Calibri or Arial.
- Resumes and LinkedIn profiles evolve during your search process. Do not delay your search by pursuing the “perfect” resume.
- Remember, your resume is a door-opener to get you an interview. Getting the interview is your goal!
- Send your resume with a customized cover letter that matches your skills and experience to the specific requirements of the job. This will increase your chances of getting an interview.
- Save your resume with a document title that includes your name to make it easy for an employer to find it later (e.g., JaneDoeResumeforEMCJune2017.doc).
- Submit your resume in .pdf format. Be sure to open the .pdf and verify that it looks exactly the way you want it to look.

## Electronic Resumes

Employers receive a large number of resumes that are often managed by a system that tracks, stores and retrieves these documents. To find candidates among the resumes, and on LinkedIn®, employers often use keyword searches. Therefore, it is important that you include keywords in your resume that match terms and qualifications outlined in the job posting. These include:

- Nouns or phrases that highlight technical knowledge
- Industry-related phrases/jargon
- Education, training and certifications
- Project-related vocabulary
- Management skills
- Acronyms that are spelled out

Think about specific keywords that the companies, industries, and types of positions in which you are interested would include. You can research keywords by using these techniques:

- Look at job descriptions to find keywords.
- Review industry or professional association websites for specialized vocabulary.
- Read company websites for words describing the company's mission and values.

Other keyword strategies include using your keywords as nouns, and including them at the beginning of the resume. Your resume SUMMARY and CORE COMPETENCIES sections are ideal spots for keywords. The scanning process also affects the way you format your resume, as well as the use of fonts and graphics. Keep the format of your resume simple; "fancy" fonts and graphics skew the formatting of your resume. Here are some electronic resume tips:

- Use a simple font – Calibri or Arial and a standard font size (11, or 12) are best.
- Avoid using charts or tables; you can use the "Columns" format command for Core Competencies keyword section.
- Avoid underlines and italics in an electronic resume, since many scanners will reject them.

## Resume Template

### Full Name In Bold

Local Street Address, City, State & Zip Code      Phone Number (including area code)      e-mail address  
(Use your Northeastern e-mail address if you are a current student)

### SUMMARY

Your summary should include an introductory phrase describing your professional identity, (i.e., MBA candidate, marketing professional), and between two and four sentences highlighting the key strengths and transferable skills that support your career goal. This is your opportunity to highlight your value to the prospective employer. By positively distinguishing yourself from others, your chances of landing an interview increase.

### CORE COMPETENCIES

Include no more than six search engine optimized (SEO) keywords for your profession, showing business skills, not personal traits or characteristics in a two column bulleted list. (Examples: *Data Analytics, Marketing Communications, Financial Analysis, Operations Management, Customer Relationship Management*)

### EDUCATION (list your highest degree first)

**NORTHEASTERN UNIVERSITY**, Boston, MA (2017)

D'Amore-McKim School of Business

*Candidate for Master of Business Administration degree*

*Concentration:*

Include clubs related to your academic major or concentration, if applicable, (e.g., Graduate Finance and Investment Club)

Include memberships in honor societies, if applicable

### UNDERGRADUATE UNIVERSITY/COLLEGE, City, State (Country, if applicable) (degree date)

*Degree in Italics*

*Major: (Minor if applicable)*

Do not include GPA or GMATs; if you graduated with honors you can mention that

Include memberships in honor societies, if applicable

### PROFESSIONAL EXPERIENCE (list most recent job first)

**COMPANY NAME** City, State      (also country if outside of the US)

Years in Company

*If company is not widely known, include a one-sentence description of the company*

*Job Title (years position was held – if more than one position)*

- Describe your qualitative and quantitative accomplishments
- Begin each accomplishment with an action verb

*Job Title (years held – if less than one year use months and years)*

- Focus on accomplishments, not just responsibilities

If you have limited professional experience, include internships and volunteer experience

### PROFESSIONAL AFFILIATIONS/CERTIFICATIONS (if applicable)

- List professional or academic associations of which you are a member. If you hold, or have held, a leadership position, include your role and years in which you were involved
- If you have professional certifications, (e.g., Certified Financial Analyst), please list them here

**LANGUAGES** (if applicable)

- If you are fluent or have conversational ability in a language other than English and are confident that you can use it in a work environment, specify the language(s) in this section, using the following designation levels consistent with LinkedIn®.
  - Elementary proficiency
  - Limited working proficiency
  - Professional working proficiency
  - Full professional proficiency
  - Native or bilingual proficiency

**TECHNICAL SKILLS**

- List technical or software skills, such as experience with widely-recognized software applications. Employers expect knowledge of Microsoft Word and PowerPoint, but do be sure to include experience with Access or Excel.

**INTERESTS**

- These help employers see that you are a well-rounded individual with activities/interests outside of school, and your profession, and are often great “talking points”. Include interests and activities such as athletics, community service and the arts. Do not include interests that are potentially controversial.

## Samantha Adams

785 Mockingbird Lane, Salem, MA 01970 (978) 842-4934 adams.s@husky.neu.edu

### SUMMARY

MBA candidate with a concentration in marketing and demonstrated success in identifying and accessing new markets and customer bases. Highly developed interpersonal and communication skills, with a track record of delivering business results leveraged by state-of-the-art technologies and business computing applications.

### CORE COMPETENCIES

- Customer Relationship Management
- Value-Added Business Technologies
- Highly Developed Analytical Skills
- Marketing Strategy and Message Development

### EDUCATION

**NORTHEASTERN UNIVERSITY**, Boston, MA (2018)

D'Amore-McKim School of Business

*Candidate for Master of Business Administration degree*

*Concentration: Marketing*

**BRYANT UNIVERSITY**, Smithfield, RI (2006)

*Bachelor of Science degree, Business Management*

*Major: Finance*

### PROFESSIONAL EXPERIENCE

**THINKING PHONE NETWORKS**, Cambridge, MA

2016 – Present

*An innovative communications platform targeting small to midsize businesses*

*Inside Sales Developer*

- Develop inside sales program, meeting all deadlines
- Coordinate with sales manager to improve outside sales process based upon inside sales volume, targeting a \$200K in increased sales
- Collaborate with CEO and sales manager to author a clear, concise product description used in both marketing and sales activities, leading to an increase in customer satisfaction

**RITORNA NATURAL INC.**, Boston, MA

2009 – 2016

*A start-up organization that markets all-natural sports beverages to health and gourmet market segments*

*Regional Marketing and Sales Representative*

- Created market from a zero base to over 25 accounts within the initial six-month period
- Developed relationship with Hannaford Brother's Supermarket chain, resulting in enhanced revenues of \$2 million
- Gained entry into Whole Foods Market at a regional level; leveraged success to other markets, which translated into a net revenue gain of 12%

**MERRILL LYNCH AND COMPANY** Detroit, MI

2006 – 2009

*Financial Analyst*

- Established a client contact system through the use of the internal Merrill Lynch network and Microsoft Excel
- Managed marketing activities for financial consultants; managed performance tracking spreadsheet for more than 1,000 stocks

**TECHNICAL SKILLS**

- Microsoft Excel and all other Office applications
- Adobe Creative Design Suite
- Microsoft Windows and Apple OS X

**INTERESTS**

- Golf and mountain climbing

## Pat Jones

75 Pheasant Lane, Nashua, NH 03060

(603) 428-3224

jones.p@husky.neu.edu

### SUMMARY

Supply Chain Management professional with a track record of managing logistics operations and leading multi-functional work teams. Experience managing projects and solving problems through analyzing data and utilizing Lean and Six Sigma tools to improve processes.

### CORE COMPETENCIES

- Leadership and Management
- Six Sigma and Lean Analysis
- Highly Developed Communication Skills
- Project Management

### PROFESSIONAL EXPERIENCE

#### COMPANY A, Boston, MA

2008 - Present

*Company A is an industry leader in . . . .*

*Operations Supervisor (2011 - Present)*

- Manage a workforce of 30 employees while coordinating the packaging and shipping of over \$300 million in spares hardware to meet customer demand
- Achieve optimal work in progress inventory by analyzing data and monitoring shop operations
- Process Improvement Leader (2008 - 2011)*
- Improved the cycle time of upgrade kit process by 10% through applying Lean and Six Sigma principles and change management techniques
- Reduced order fulfillment time by 17% by utilizing Lean and Six Sigma principles

#### COMPANY B, Boston, MA

2004 - 2007

*Company B is the premier . . . .*

*Project Manager (2006 - 2007)*

- Met project deadlines through successful scheduling of manpower and materials purchasing
- Lowered job costs by up to 50% through value engineering

*Estimator (2005 - 2006)*

- Increased revenue by \$3 million by collaborating with team, customers, and suppliers when composing job cost estimates and bidding on projects

*Warehouse Management Intern (Summer 2004)*

- Managed increased inventory levels through developing an inventory tracking system, helping to reduce pick times and excess inventory

### EDUCATION

#### NORTHEASTERN UNIVERSITY, Boston, MA (2015)

D'Amore-McKim School of Business

*Master of Business Administration degree*

*Concentration: Supply Chain Management*

*Beta Gamma Sigma – The International Business Honor Society*

#### UNIVERSITY OF MASSACHUSETTS, Amherst, MA (2006)

*Bachelor of Arts degree, Business Management*

*Major: Operations Management*

### PROFESSIONAL AFFILIATIONS

- Council of Supply Chain Management Professionals

### TECHNICAL SKILLS

- Microsoft Project
- QuickBooks

## Thomas Baker

38 Sycamore Avenue, Dedham, MA 02026

(781) 642-7816

baker.t@husky.neu.edu

### SUMMARY

Business management professional with experience in finance, accounting, and operations. Recent experience includes management positions in the construction and hospitality industries. Recognized for increasing profit, decreasing receivables turnover to improve cash flow, and increasing accountability and efficiency of business processes.

### CORE COMPETENCIES

- Corporate Accounting
- Budgeting/Forecasting
- Fiscal Management
- Financial Analysis and Reporting
- Financial Planning and Modeling
- Union Contracts Administration

### PROFESSIONAL EXPERIENCE

#### ABC CONSTRUCTION, Waltham, MA

2010 - Present

##### *Controller*

- Increase profit margin by 10% across renovation divisions by educating members in budget development and management and conducting outcome analysis for all jobs
- Reduce receivables from 63 to 31 days through education of key stakeholders
- Increase efficiencies in the accounting department, leading to a 60% reduction in staff
- Lead successful mediation of four customer disputes, generating a \$533,000 increase in net profits

#### DEF INN AND SPA – North Woodstock, NH

2001 – 2009

##### *General Manager (2007-2009)*

- Yielded a 15% increase in profit margins and enabled the business to invest in new technologies, expand inventories and re-construct and design facilities
- Maintained labor costs accounting for 65% of variable costs, below budgeted values for five consecutive years
- Lowered waste removal costs over 50% through market analysis and contract negotiation over a four-year period
- Reduced costs on insurance and worker's compensation by 5-10% annually for two years
- Decreased energy costs by 15% over the past six years through market analysis

##### *Controller (2005-2007)*

- Integrated new accounting and payroll software systems that reduced employee errors by 12% and increased efficiency, resulting in a 50% decrease in staffing costs
- Instituted departmental standard operating procedures and annual schedules of objectives, fostering increased communication among managers and an increase to net profits of 5% for next eight quarters
- Lowered or maintained health and dental contributions within 3% of prior year's contract for two years

##### *Operations Manager (2000-2005)*

- Trained managers on inventory and labor cost analysis, which resulted in lowering inventory levels by 10% and decreasing labor costs by 5% across all divisions
- Devised marketing and sales strategies to reach untapped customer pools that resulted in year over year growth in excess of 10% for three consecutive years

**EDUCATION**

**NORTHEASTERN UNIVERSITY**, Boston, MA (2016)

D'Amore-McKim School of Business

*Master of Business Administration degree*

*Concentration: Finance*

**FORDHAM UNIVERSITY**, New York, NY (2000)

*Bachelor of Science degree, Business Administration*

*Double Major: Accounting and Finance*

**PROFESSIONAL AFFILIATIONS**

- Financial Executives International

**TECHNICAL SKILLS**

- Bloomberg
- Microsoft Excel and Microsoft Access

**INTERESTS**

- Running, volunteering at local soup kitchens

## George Smith

575 Dedham Street, Newton, MA 0245

(617) 244-7895

gsmith@yahoo.com

### SUMMARY

Experienced marketing and business development professional with MBA and entrepreneurial orientation in traditional marketing, public relations, and advertising. Recognized for business acumen, strategy design and revenue-generation leadership.

### CORE COMPETENCIES

- Strategic Business Planning
- Market/Trend Research & Analysis
- Business Development
- Marketing Communications
- Advertising Strategy
- Account Management

### PROFESSIONAL EXPERIENCE

**G. SMITH WINDOW TREATMENTS, INC.**, Newton, MA

2003 – Present

*Co-Founder and President*

- Co-founded retail window treatment business with two store locations in the Greater Boston area plus an eCommerce division
- Design all marketing and branding communications, including target market research, competitive analysis, focus groups, media planning and store promotions
- Create outside sales account initiative targeting service industry, interior designers and contractors, enhancing in-store revenues by 15% annually
- Launch e-commerce website. Heighten website exposure using social media, e-mail marketing, Google ad-words and PPC by tracking web server statistics

**ABC INTERNATIONAL, INC.**, Waltham, MA

2002 – 2003

*Regional distributor of household goods and memorabilia*

*National Sales/Marketing Account Manager*

- Managed national sales team of 20 reps in 15 states, while building successful relationships with over 100 household and gift stores, which accounted for \$2.5 million in revenue
- Developed effective marketing strategy and image overhaul of brand and enhanced direct marketing, label and package design, promotions, catalog production and tradeshow preparation
- Led account team initiative to win Bed Bath & Beyond account, capturing more than \$250,000 in sales

**SMITH COMMUNICATIONS**, Canton, MA

2000 – 2002

*Copywriter*

- Created high-impact advertising, direct mail and promotional campaigns for brand name clients
- Pitched programs and new marketing concepts to various clients, and developed cross-promotional ties with several well-known organizations

## **EDUCATION**

**NORTHEASTERN UNIVERSITY**, Boston, MA (2010)

D'Amore-McKim School of Business

*Master of Business Administration degree*

*Concentration: Marketing*

**EMERSON COLLEGE**, Boston, MA (2000)

*Bachelor of Science degree, Business Administration*

*Double Major: Marketing and Advertising*

## **PROFESSIONAL AFFILIATIONS**

- American Marketing Association

## **TECHNICAL SKILLS**

- Photoshop
- Adobe Connect
- Marketing Pro

## Jane Donovan

100 Century Avenue, Cambridge, MA 0213 (617) 555-5555 jdonovan@gmail.com

### SUMMARY

Business leader with demonstrated success identifying and accessing new markets and customer bases, while developing and sustaining existing revenue streams. Proven strengths in project management, cost analysis, problem solving, change management, communication, operations and relationship building.

### CORE COMPETENCIES

- Business Development
- Consensus Building
- Customer Relationship Management
- Critical Thinking
- Project Management
- Written Communications

### PROFESSIONAL EXPERIENCE

**CYBERSOFT OPERATING CORPORATION**, Conshohocken, PA 2005 – Present  
*Vice President, Sales and Marketing*

- Increase sales volume by 34%, generated \$1.22 million in new sales in 2009, plus 16 active quotes for 498 server licenses worth an additional \$1.1 million
- Maintain 96% of customer base created over last four years, representing annual maintenance, and support revenue increase of approximately \$395,000
- Attend trade shows, and visited and contacted customers throughout the United States, resulting in over 100 new customer inquiries per day
- Reorganize virus definition language programs and procedures providing customers' virus alerts by 8:00 am EST, saving customers' time, and providing intrusion safeguards
- Implement quarterly employee review system, which provide accurate, timely records of employee functions, and enable process and performance improvements

**INTERNATIONAL PROFIT ASSOCIATES**, Buffalo Grove, IL 2003 – 2005  
*Senior Business Development Manager*

- Provided sales, marketing, break-even utilization, plant operations, cost, cash flow, tax liability and profit analysis for client companies, which increased short and long-term profitability by an average of \$667,000 within one to three weeks
- Created new business evaluation tools for computer, chemical, environmental, pharmaceutical, health care, oil and manufacturing companies, which saved money, and streamlined operations
- Reduced redundant operations by half, saving time and money, and increasing profits

**NATIONAL TRIBOLOGY SERVICES**, Peabody, MA 2001 – 2003  
*Laboratory and Operations Manager*

- Managed the laboratory, customer service and operations departments to provide oil, lubricant, grease, coolant, biofuel tests and root cause analysis for the petrochemical, pharmaceutical, utilities, pulp and paper industry customers
- Generated \$2.7 million in revenue from power and pharmaceutical companies within 22 months
- Improved turnaround time to test, analyze, and release results by 59% from 5.9 to 2.4 days within 20 months

**CYN ENVIRONMENTAL SERVICES**, Stoughton, MA 1999 – 2001

*Facility and Laboratory Manager*

- Reorganized a lab team that tested samples for an environmental waste disposal and oil storage company by realigning shifts, which improved processes by enabling two shifts of employees to work in tandem
- Established single reporting style for both shifts, improved analysis by 65% and enabled same-day reporting of results

**ENVIRONMENTAL PROJECTS INCORPORATED**, Woonsocket, RI 1996 – 1999

*Operations Manager*

- Managed operations, finance, and technical support for entrepreneurial business manufacturing chemical feed water sampling and monitoring systems for several large organizations and a state environmental protection agency

**BARCOLENE INCORPORATED**, Holbrook, MA 1988 – 1996

*Quality Control Chemist*

- Tested private label health care products using HPLC, UV, specific gravity, water content, % solids and additional quality control procedures

## **EDUCATION**

**NORTHEASTERN UNIVERSITY**, Boston, MA (2011)

D'Amore-McKim School of Business

*Master of Business Administration degree*

*Concentration: Supply Chain Management*

**NORTHEASTERN UNIVERSITY**, Boston, MA (1988)

*Bachelor of Science degree*

*Major: Chemistry*

## **PROFESSIONAL AFFILIATIONS /CERTIFICATIONS**

- Financial Management Association (FMA)
- Association for Operations Management (APICS)
- Good Manufacturing Practices (GMP) certification

## **TECHNICAL SKILLS**

- **Operating Systems** – UNIX, Linux, Mac OS X and Windows
- **Software** – Excel, Access, LIMS, ACT!, Quicken, Sage, Peachtree, QuickBooks
- **Platforms** – AS/400, SAP, JD Edwards, Red Hat (4, 8, 9, AS4, AS2.1), Fedora (Kernel 2.4.22, 2.6.9), SUSE (9, 10), x86, SPARC, Debian, Free BSD and AIX

## Jane Smith

600 Mystic Valley Parkway, Arlington, MA 02474 540-303-2484

smith.ja@husky.neu.edu

### SUMMARY

Finance professional with proven leadership experience. Demonstrated ability to solve problems and flourish in demanding work environment. Experienced in financial analysis and efforts to improve operational processes. Excellent writing skills and research ability.

### CORE COMPETENCIES

- Financial Modeling
- Six Sigma
- Software Development
- Project Management

### PROFESSIONAL EXPERIENCE

#### **RAY COMPANY**, Andover, MA

*Financial Analyst - Business Process Management*

2015 – Present

- Organize, coordinate, and lead finance project management tools training sessions
- Implement and support company-wide changes to project management system and website
- Generate and manage complex Excel-based financial models
- Develop and test software applications that aid superior financial analysis and compliance standards
- Analyze financial statistics of contracts to determine appropriate steps to meet compliance standard
- Earned Six Sigma Specialist qualification

#### **CSN STORES**, Boston, MA

2013 – 2014

*Customer Service Representative*

- Resolved problems by listening to customer's needs; executed solutions to deliver high level service
- Implemented ideas to improve sales, business practices, and quality of service

#### **HALOWELL LLP**, Washington DC

2010 – 2012

*Paralegal*

- Conducted factual and legal research and assisted in drafting complaints, answers, and motions; assisted with preparation of correspondence and witness depositions
- Maintained accurate and up-to-date case management system and master schedule; acted as direct liaison between attorneys and medical providers, resulting in more efficient medical record acquisition
- Coordinated paralegal team assignments and managed multiple aspects of the case including document productions, tracking of research, subpoenas, and discovery between the parties

### EDUCATION

#### **NORTHEASTERN UNIVERSITY**, Boston, MA (2016)

D'Amore-McKim School of Business

*Master of Business Administration degree*

*Concentration: Finance*

#### **UNIVERSITY OF NORTH CAROLINA**, Chapel Hill, NC (2009)

*Bachelor of Arts degree*

*Major: History*

Member of Phi Alpha Theta History Honor Society

### PROFESSIONAL AFFILIATIONS/CERTIFICATIONS

- Big Brother Big Sister (2013)

## Mary Thompson

800 5th Street Boston, MA 02127

617-970-1111

thompson.m@husky.neu.edu

### SUMMARY

Energetic, goal-oriented marketing professional with demonstrated experience and success in consumer promotions, social media, agency and budget management. Proven ability to thrive in fast-paced, rapidly changing environments. Effective manager of people, processes, projects, resources and partnerships.

### CORE COMPETENCIES

- Market Analysis
- Brand Positioning
- Web Design
- Customer Relationship Management

### EDUCATION

**NORTHEASTERN UNIVERSITY**, Boston, MA (2019)

D'Amore-McKim School of Business

*Candidate for Master of Business Administration degree*

*Concentration: Marketing*

Vice President, Graduate Marketing Club

**UNIVERSITY OF MASSACHUSETTS DARTMOUTH**, North Dartmouth, MA (2007)

*Bachelor of Science degree, Business Administration*

*Major: Marketing*

### PROFESSIONAL EXPERIENCE

**KLM FOODS, INCORPORATED**, Boston, MA

2007 – Present

*Marketing Coordinator (2009 - Present)*

- Conducted customer focus groups to generate ideas for new products
- Analyzed competitive data of industry categories on a monthly basis and presented status updates to senior management
- Developed and executed multichannel marketing support programs based on market analysis
- Assisted brand team with marketing plans, including brand reviews/analysis, budget plans, promotional plans, competitive analyses, and accurate forecasting for brands and skus
- Monitored outside agencies to ensure activities were consistent with brand positioning

*Event Marketing Coordinator (2007 - 2009)*

- Launched and maintained social networking site to establish “brand voice” and engage consumers
- Supervised event team to successfully execute over 150 tradeshows and consumer events per year
- Published quarterly newsletter and distributed to company executives, sales team, and employees
- Conducted annual review of event marketing department promotions, presented analysis to management with success measures and improvement recommendations

### TECHNICAL SKILLS

- Microsoft Excel
- ABC Event Management Software

### INTERESTS

- Sailing, hiking, flying, cake decorating

## Preparing Your Cover Letter

Recruiters and hiring managers often rely on candidates to clearly demonstrate in a **customized** cover letter how their skills and experience align with the position's responsibilities and qualifications.

Your cover letter is a valuable marketing tool for promoting your accomplishments and demonstrating your professionalism, communications style, and skills. Cover letters provide an opportunity to:

- Convince the reader to review your resume. If your cover letter does not catch their attention, they may never even look at your resume.
- Personalize your qualifications and demonstrate how you meet the company's needs. You may read the job description, and feel it was written for you but don't assume the reader of your resume will be able to "connect the dots" between your experience and their needs. You need to do it for them in your cover letter by conveying how you meet their needs.
- Create a positive impression that helps you differentiate yourself from the many other interested applicants.

## Cover Letter Guidelines

It is important to use the job description to assist in preparing your cover letter. It is helpful to use language from the job description to describe your experience, where applicable. The focus of the letter needs to be what you can do for the employer. A strong cover letter won't necessarily land you the job, but it can get you an interview so you have the opportunity to sell yourself for the position.

### *Compare your qualifications with the job requirements*

When you are considering applying for a position, there are two important steps that you need to take in order to prepare a cover letter that will positively differentiate you from other candidates. First, you must clearly identify how your knowledge, skills, and experience compare with that required by the job.

1. Underline or highlight key information in the description - especially the responsibilities and qualifications. Pay attention to any information describing the company, team, and/or culture, as it will help you assess your "fit."
2. Review your resume, and identify where your experience and skills align with the responsibilities and qualifications in the description.

### *Important Questions to consider when reading job descriptions*

**Question:** What parts of the description and qualifications appear to be the most important for the position?

**Question:** Which of the responsibilities and tasks have you performed before?

**Question:** Which of the job requirements do you meet, (experience, education, concentration, undergraduate degree, etc.)?

**Question:** Which of the desired qualifications do you have?

## Research the Company

The second step you will need to take is to research the company to learn valuable information that can help you describe why you are interested in the company, and in the position. In addition to reviewing the company's website, you should review the Hoovers™, and Vault® - Career Insider databases, (available on GTS), that you can use to gather information on the company's profile including the:

- Industry
- Company Location and Size
- Products/Services
- Revenue
- Key Competitors
- Recent Press

Once you have taken these steps, write your cover letter, describing your interest in the company and position and connecting your experience and skills to that required for the job.

Your cover letter should be written with the reader's interest in mind. Remember, they are reading it to learn about how your job-related skills and experience will benefit their company based on the needs described in the job posting.

**Cover Letter Structure** (Note: Ensure that you have a consistent heading on both your cover letter and your resume.)

### 1) Logistics

- Your Name, Address, and Contact Information
- Date you are writing the letter
- Contact's full Name and Title, Company and Address, including the street number and name, city, state, and zip code.
- Salutation, "Dear Mr./Ms. Last Name,"
  - Whenever possible address the cover letter to a specific individual
    - Do: "Dear Mr. Smith," (for a woman, Ms.)
    - Don't: "Dear Bob Smith" or "Dear Bob"
    - When you cannot address the cover letter to a specific individual, use "Dear Hiring Manager"

### 2) Paragraph One – The Purpose

*[max 4 sentences]*

- Clearly state why you are writing, name the position you are exploring, and how you learned about it
- Indicate why you are interested in this particular company and position, showing basic knowledge about the company (use your research)
- Lay groundwork of what makes you a strong candidate, focus on meeting their needs not yours. It is better not to start a paragraph with "I".
- If you recently met someone from the company, make reference here to the name of the person you met and how you met them, but only if that person would remember meeting you

### 3) Paragraph Two – The Sale

*[max 6 sentences]*

- What's in it for them? Making it all about you is one of the biggest mistakes you can make
- Include work experience related to the job for which you are applying, if necessary, support with academic experience
- Demonstrate your worth to the organization
- Highlight transferrable skills and experience
- Incorporate examples of accomplishments as your proof statements, without repeating exactly what is on your resume

#### 4) Paragraph Three – The Close

[max 4 sentences]

- Thank the reader for their time
- Restate your interest in the position
- Suggest next steps
- Provide your contact information

#### 5) Closing

- Sincerely,
- Your signature (Insert a scanned image of your signature if you have one)
- Your name and NEU email signature block

#### Cover Letter Tips

Do's	Don'ts
<ul style="list-style-type: none"><li>• Send a customized letter to each employer</li><li>• Address your letter to a specific individual</li><li>• Make the most of your opening paragraph – get their attention with specific information on what makes you a great candidate for the job.</li><li>• Project confidence</li><li>• Use simple language and uncomplicated sentence structure</li><li>• Eliminate all unnecessary words</li><li>• Keep it to one page with standard margins</li><li>• Avoid starting each sentence with “I”</li><li>• Avoid the use of too many “I/me/my”; focus on the employer – “you, your company, your needs”</li><li>• Keep your letter to no more than four paragraphs. Focus on how the organization can benefit from your skills and experiences</li><li>• Link the needs and requirements to your knowledge, skills and experience</li><li>• Use key terms from the job description</li><li>• Proofread it yourself, and have someone else look at it</li></ul>	<ul style="list-style-type: none"><li>• Send your letter to “To Whom it May Concern”</li><li>• Send a generic or template letter</li><li>• Be too humble</li><li>• Be negative</li><li>• Include examples of experiences that are not related to the position</li><li>• Send your resume without a customized cover letter</li><li>• Send a cover letter that contains typos, misspellings, incorrect grammar or punctuation</li><li>• Simply repeat what your resume says</li><li>• Use instant messaging terms or emoticons</li><li>• Exceed one page</li><li>• Overuse “I/me/my”</li><li>• Focus on how <b>you</b> will benefit</li></ul>

## Alternative Openings for Your Cover Letters

- Offering analytical, quantitative and project management skills, your posting for a fixed income product specialist captured my attention.
- With a proven record of success in marketing, I am eager to apply for your brand marketing manager posted on the Global Talent System (GTS).
- While attending a recent lunch with Pat Angel, I learned about XYZ Company's commitment to sustainability. With experience and academic training in sustainable supply chain management, it is with great enthusiasm that I apply for the supply chain analyst position.

## Resources for Writing Business Letters and Cover Letters

- **Elements of Style** by William Strunk
- **How to Write Successful Cover Letters** by Eric R. Martin and Karyn E. Langhorne
- **Cover Letters that Knock 'Em Dead** by Martin Yate
- **The Perfect Cover Letter** by Richard Beatty
- **The Wall Street Journal's National Business Employment Weekly: Cover Letters** by Taunee Besson
- **The Writing Center at Northeastern University 412 Holmes Hall (617) 373-4549 and 136 Snell Library (617) 373-2086 <http://www.northeastern.edu/writingcenter/>**
- **Global Student Success Resources/International Tutoring Center - <https://neu.mywconline.net/>**

**Rachel L. Smith**

4 Melrose Avenue Boston, MA 22334

(617)-555-8899

smith.r@husky.neu.edu

January 9, 2018

Ms. Susan Jones  
Vice President of Human Resources  
ABC Company  
62 White Avenue  
Cambridge, MA 02140

Dear Ms. Jones,

As an MBA marketing student with extensive international experience, I enjoyed meeting April Young at the networking event at Northeastern University, and learning about ABC's expansion into the Latin American market. The opportunity to apply my strong data collection and analysis skills to identify new market opportunities as a marketing corporate resident would be exciting!

With a strong foundation working in business development and product management in multi-cultural organizations, including Worldwide Electronics and Saturn Electronics, I can add immediate value to the organization. As a very organized and self-motivated individual, I bring a high level of interpersonal and communication skills, an interest in enhancing business partner and distributor relations, and a technical degree in electrical engineering.

While managing one of Saturn's innovation projects -- a marketing and technology assessment of 100,000 customers' data -- my recommendation to target select geographic market segments contributed to a 15% increase in sales of Saturn's mobile phones.

I would welcome the opportunity to discuss my background in more detail, as well as the way in which I could add value to ABC Company. Please feel free to contact me as listed above.

Thank you for your consideration.

Sincerely,

Rachel Smith

**Mark Brown**

100 Tremont Street Brighton, MA 02135 (508)-333-4444 brown.ma@husky.neu.edu

November 12, 2018

Ms. Amy Smith  
ABC Corporation  
500 First Street  
Cambridge, MA 02142

Dear Ms. Smith,

As a supply chain management professional with Six Sigma training, I am eager to add value to your company and to business development in the role of Global Lean Transformation Leader at ABC Corporation. Your commitment to institutionalizing lean enterprise techniques to continually enhance operations and deliver exceptional service to patients around the world is a very compelling mission – one I am eager to contribute to.

As an operations process improvement leader at Aviation Corporation, I enhanced my strengths in lean methodologies, team leadership, and ability to manage organizational change. While serving as a Kaizen event team leader, I led a diverse work team that designed and implemented an improved operational process. This resulted in a significant reduction to cycle time associated with upgrade kits.

While working at Logistics Inc., I led a project team tasked with designing the operational processes and IT model needed to support entrance into a new vertical market. This work enabled the company to develop a vibrant new revenue stream, and reputation for agile customer service.

ABC Corporation's reputation for quality customer service, and the ability to identify and deliver on new customer needs is exemplary. I would appreciate the opportunity to speak with you to discuss the position, and your needs in greater detail.

Thank you for your consideration and time.

Sincerely,

Mark Brown

**Jane Smith**

600 Mystic Valley Parkway Arlington, MA 12345 (540)-303-2484 smith.ja@husky.neu.edu

October 7, 2017

Ms. Regina Kelly  
The ABC Companies, Inc.  
500 Webster Road  
Framingham, MA 01701

Dear Ms. Kelly,

Discussions with Jim Smith and Mary Johnson during Northeastern University networking events ignited my strong interest in your company's commitment to developing the most efficient supply chain through comprehensive financial analysis. Eager to apply financial and project management skills, coupled with advanced Excel knowledge to contribute to your company's continued success, I am applying for the Financial Analyst – Global Sourcing and Procurement position.

Currently, I perform financial analyses in a fast-paced, dynamic environment, interacting daily with several different business functions. The following highlights of my qualifications align very well with the needs outlined in your job description:

- Analyzed financial statistics to determine if programs are compliant with government standards to forecast future work.
- Solved problems throughout all levels of a supply chain between a manufacturer, a retailer, a shipper, and an end customer.
- Evaluated customer purchasing history and developed personalized campaigns to encourage increased consumer activity.
- Facilitated, and coordinated assignments in a team environment, and coordinated aspects of a legal case.

The Financial Analyst position requires excellent analytical and communication skills, the ability to make difficult strategic decisions with precision and confidence, and collaborative work in a deadline-driven environment - the same skills and abilities developed throughout my career. It would be an honor to meet with you to further explore your needs, and present my qualifications.

Thank you for your time and consideration.

Sincerely,

Jane Smith

**Regina Carter**

18 Washington Street Boston, MA 0211 (321)-456-6789 (cell) carter.reg@husky.neu.edu

November 15, 2017

Mr. Arnold T. Ames  
Director, Human Resources  
Palin-Jones & Company  
1 Palin Drive  
Trenton, NJ 08601

Dear Mr. Ames,

Offering a background in the biological sciences, keen analytical skills, and a passion for business innovation, I am excited to apply for the Manager, Innovation and Entrepreneurship position posted on Northeastern University's Global Talent System. The opportunity to apply my project management skills in a renowned, global biopharmaceutical company, and to drive measurable, positive change across the organization, makes this position extremely attractive.

With a strong foundation in analytics, operations, project management, and quantitative problem solving, as well as knowledge of the clinical trials process gained through my experience in the fields of bio pharmacology, and chemical research and development, I can provide immediate value to the company in many ways, including:

- Analytical and quantitative problem solving skills acquired through research initiatives, scientific processes and an educational background founded in scientific analysis.
- Project management skills displayed as the lead chemist in team research and development ventures at Emerald Chemicals.
- Strong written and oral communication skills and experience working with teams to build relationships and drive on-time completion of projects, research initiatives and presentations.

The prospect of working at Palin-Jones & Company in this dynamic role to continuously optimize business processes, build a culture that embraces change and closely monitor results is highly compelling. I would appreciate the opportunity to discuss this position and answer any questions regarding my qualifications in person. Thank you for your time and consideration.

Sincerely,

Regina Carter

**Joseph A. Johnson**

3 Warren Ave., Apt. 2 Boston, MA 0211 (604)-444-4444 johnson.joseph@husky.neu.edu

October 9, 2017

Ms. Nancy Watson  
Senior Recruiting Specialist  
Cambridge Wales Healthcare  
1600 Crown Colony Drive  
Quincy, MA 02169

Dear Ms. Watson,

During a comprehensive on-campus briefing by Donald Driver, I learned about your firm's dedication to exceeding customer expectations and use of innovative project management tools and technologies. Offering experience in project management and in application of technology in the health care industry, I am excited to apply for the Project Manager position on your Corporate Informational Management team.

With a foundation in technology gained as a former electrical engineer, I am ready to make immediate contributions to the team and to its customers on many fronts to ensure effective project/program management and a positive customer experience. Examples of qualifications I am ready to put into action for your organization include:

- Analytical skills acquired while examining circuit performance data to search for red-flags or patterns, while designing electronic circuits
- Project management skills exhibited while managing a successful research and development microchip project
- Oral and written communication skills demonstrated while working on a new product rollout as a member of a global engineering team.
- Critical thinking and problem solving skills acquired while,
  - Designing complex electronic circuits, balancing the specifications against design restrictions
  - Resolving customer issues with the products
  - Troubleshooting existing products

Cambridge Wales' standing as a leading health care organization and its reputation for continually investing in employee training and development are compelling. It would be highly rewarding to launch my post-MBA career at your organization, and to assist your team in achieving its goals. I would appreciate the opportunity to speak with you soon to discuss your needs, and present my qualifications. Thank you for your time and consideration.

Sincerely,

Joseph A. Johnson

**Mary Thompson**

800 5th Street Boston, MA 02127 617-970-1111 thompson.m@husky.neu.edu

November 12, 2017

Mr. Luke Davis  
Cool Toys Company  
1600 Massachusetts Avenue  
Boston, MA 02115

Dear Mr. Davis,

You are seeking a unique combination of skills for the brand marketing associate position – a creative, passionate professional with leadership qualities who thrives on quickly bringing new toys to market -- while ensuring the highest safety and quality standards. With consumer product marketing experience, an MBA, and excellent written and verbal communication ability, I have demonstrated important skills required for this role.

As outlined below, my professional experience aligns with your needs in many ways, including:

<b>Your Needs</b>	<b>My Qualifications</b>
<ul style="list-style-type: none"><li>• “Involvement in primary research projects”</li></ul>	<ul style="list-style-type: none"><li>• Conducted focus groups to generate new product ideas.</li></ul>
<ul style="list-style-type: none"><li>• “Provide monthly industry analysis of key categories”</li></ul>	<ul style="list-style-type: none"><li>• Analyzed competitive data on industry categories on a monthly basis, and reported findings to senior management, enabling them to make effective business decisions.</li></ul>
<ul style="list-style-type: none"><li>• “Track weekly sales of brand SKUs, project full year sales”</li></ul>	<ul style="list-style-type: none"><li>• Worked on brand team to develop accurate forecasting for brands, and SKUs.</li></ul>
<ul style="list-style-type: none"><li>• “Assist with execution of promotions”</li></ul>	<ul style="list-style-type: none"><li>• Conducted annual review of event promotions and recommended effective ways to leverage budget and resources.</li></ul>

I am eager to talk with you and explore your unique needs for this position and would like to present my qualifications in more detail. Please feel free to contact me as indicated above.

Thank you for your time and consideration.

Sincerely,

Mary Thompson