



Tuck
at Dartmouth



Tuck Résumé Guide

2013 - 2014 ■ Career Development Office

TUCK RÉSUMÉ GUIDE



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JOB SEARCH NARRATIVE

A résumé is part of your job search narrative (other components of your narrative include the elevator pitch, cover letter, and interview). It is a written document that shows you understand what the employer is looking for and that you have the relevant skills and experience needed to succeed in the position. This Tuck Résumé Guide provides an introduction to key résumé writing principles to help you translate your past experience into future goals using the résumé as a vehicle.

Key concepts

Relevant highlights – A résumé is not a job description and it is not a summary of everything you have ever done. A good résumé is more about where you are going than where you have been. It is important to closely link your past experience to the requirements of the job you are seeking and place emphasis on the parts of your experience that are most applicable.

Transferable skills – Employers want to know that you are capable of doing what they need, especially if you did not hold a similar job in the past. So you want to sell your transferable skills – that is, core skills that can transfer across various jobs, fields, and careers. Examples include managing people, analyzing data, leading teams, creativity, communicating and presenting, and problem-solving.

Competencies – Companies with formal recruiting programs compile a list of behaviors, technical skills, and thinking and decision making styles that are common among their top performers and required for a given position. They use these criteria to evaluate candidates when sorting through résumés and conducting interviews.

PARS method – A technique for writing results-oriented bullet points where you highlight the **Problem** you addressed, the **Actions** you took, the **Results**, and the **Skills** you gained.

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GETTING STARTED

Writing a résumé is one of the first steps in a successful job search strategy. Your résumé is your one-page personal selling tool. Often it will be your calling card to a company, and may be the first impression you make. Crafting a résumé is also an opportunity for you to assess your professional and personal experiences and think about what you accomplished, why you made the decisions you did, what you liked (or didn't like) about your choices, and how this all plays into your career search going forward.

Throughout your two years at Tuck you will create multiple versions of your résumé – a standard Tuck version for an online résumé database as well as résumés tailored to specific jobs, companies or industries. The résumé you prepare for Tuck now will serve as the base for future modification and will be used in the online résumé database provided to recruiters in the fall.

What you will need

Inspiration – Collect your thoughts and revisit your accomplishments by looking at past documents, such as:

- Business school applications and essays
- Previous résumés
- Performance evaluations
- Project reports from work

Tuck résumé template – Use this to make formatting easy. [http://mba.tuck.dartmouth.edu/cdo-news/Tuck Résumé Template.doc](http://mba.tuck.dartmouth.edu/cdo-news/Tuck_Résumé_Template.doc)

Sample résumés – Search the Tuck résumé databases for 1st and 2nd year résumé:

For 1st year Résumés

<https://gtscandidate.mbafocus.com/Dartmouth/Candidates/Login.aspx?pid=1517>

You will need to *create a new account* and include your contact information at the minimum (under #1). **You do not need to upload your résumé at this time to view samples.** From the Candidate dashboard page, You will see **Candidate résumé Book Access**, click on “1st Year - Class of 2014” to view. Then click on the “Create Search” button if you would like to search by industry or function.

For 2nd year Résumés

<https://gtscandidate.mbafocus.com/Dartmouth/Candidates/Login.aspx?pid=1520>

You will not need to create a new account for this academic year if you were registered in last year's database. If you have forgotten your login information, click on “I forgot my password” and enter your email address. You can log in anytime to view samples. When you are ready, update the detailed profile section and your .pdf résumé. A “Help” link is available on the site if needed.

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SECTIONS OF A RÉSUMÉ

Recruiters prefer a standard structure with **Education** in the first section, **Experience** as the bulk of the résumé, and then **Personal** or **Other** as a small section at the end.

Education

- Education goes at the top of your résumé, starting with Tuck.
- The proper way to refer to Tuck is “Tuck School of Business at Dartmouth”, and under that, “Candidate for Master of Business Administration degree, June 20XX.”
- You can include the clubs you plan to join or other anticipated activities at Tuck.
- Include all relevant education in this section: undergraduate, master’s degrees, study abroad programs, professional designations (CFA, CPA, etc.). Specify your majors and minors, dates and degrees received, and academic distinctions (Dean’s List, cum laude, etc.).
- Include merit-based awards, positions, athletics, and significant activities, especially if you had leadership roles.
- In general, do not include test scores, GPAs or class rank.

Experience

- This is the heart of your résumé and your opportunity to really showcase results and accomplishments from your career to date.
- List employers’ names, positions held, including job title, dates of employment (years only) and major duties and accomplishments.
- Use reverse chronological order, i.e. your most recent position first. If you had several positions with the same employer, break out those positions and accomplishments in reverse chronological order as well.
- Be concise. Write about your achievements ([think PARS](#)), not your job description.
- Organize your bullets from most important/relevant to least. Think carefully about what makes an accomplishment significant. Don’t confuse time-consuming activities with outcomes that had impact.
- If your company or work experience is not likely to be familiar to your target audience, be sure to explain. A short sentence about the company or summary statement of overall responsibilities or position can be very helpful.
- Your experience will be better understood and valued if you describe the context in which the work was done (i.e. resource constraints, deadlines, declining market share, etc.).

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Personal / Other

- This section rounds you out as an individual, beyond your professional and educational accomplishments. Recruiters often ask interview questions about statements in your Personal section and the activities you include can help to form an interesting first impression.
- This is a good place to include language abilities, dual or international citizenship, community service, professional memberships or societies, extracurricular activities, and unique interests.
- Whenever possible, list specific interests. For example, instead of “music and hiking,” write “play classical guitar; avid High Sierras backpacker.”
- Consider the audience. More conservative employers may be turned off by general interests such as ‘enjoy cooking,’ that are not hard core accomplishments.
- Avoid repeating information that appeared elsewhere in your résumé.
- Do not include personal or family information (marital status, birth date, etc.)

WRITING BULLET POINTS

Writing bullet points under the **Experience** section is where you will spend most of your time when writing your résumé. As you review past accomplishments, think of everything you’ve done in terms of “stories.” A good way to remember this is **PARS**:

- What was the **P**roblem you addressed?
- What were the **A**ctions you took?
- What were the **R**esults?
- What **S**kills did you use or develop?

Structuring your résumé in this way will help the document be more results-oriented and will also prepare you to speak succinctly about your specific experiences in interviews. Thinking in terms of stories and results will also help you avoid a résumé that reads like a generalized job description, e.g. “Responsible for purchasing, logistics and distribution”. You need specifics – numbers, percentages, details – that show results and communicate how well you performed, e.g. “Managed and led a team of six in cost reduction initiatives that reduced labor costs by 12%, overtime by 24% and material waste by 43%”.

See résumés at the end of this Guide for bullet point examples. You can also search the online résumé database by industry and function by following the instructions on [page 3](#).

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FORMAT & APPEARANCE

While there are endless ways to present and structure a résumé, the Tuck format is based on many years of feedback from recruiters. It is one page, clear and easy to read, and employers are quickly able to scan through your accomplishments and career progression.

A few tips

- Use reverse chronological order within each section, listing most recent positions/activities first
- Organize information into easily digestible pieces to make your résumé easy to read – bullet-point format is recommended
- Maintain consistency throughout the résumé
- Start each bullet point with an action verb ([see the list of action verbs for résumés](#) included at the end of this document)
- Use past tense and concise, focused sentences
- Avoid personal pronouns
- Avoid jargon unique to previous profession
- Avoid repetition of words
- Emphasize results (quantitative or qualitative) when possible; results can give your reader a better understanding of the scope of your work and how it contributed to an organization
- Use a readable font size (10 to 12)
- Include white space and margins for easy skimming
- Use years and not months for employment periods which should be to the left of the page; if a role was less than a year (e.g., internship) write season and year (e.g., Summer 2010, Fall 2009)
- Locations should be flush right
- Do not include a job objective or personal statement
- Do not include a photo or your age (common on some international CVs)
- Do not include ‘references available upon request’
- Proof to make sure you have absolutely no mistakes
- Make sure everything is true and accurate since anything included in your résumé may be asked about in an interview

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LANGUAGE & GRAMMAR

The following are some best practices for crafting your résumé—both commonly accepted grammar rules and guidelines and Tuck-specific suggestions. For more information, refer to [M–W.com](http://M-W.com) and the [Chicago Manual of Style](#). When in doubt, be consistent! (And take a look at samples in the Tuck résumé database to see the common practice).

Grammar rules and guidelines

- Cum laude, summa cum laude, magna cum laude: lowercase, not italicized unless the entire line is italicized
- If a complete sentence, use periods
- Single space after periods
- Book titles/magazines are italicized; dissertations/articles are in quotes
- Use of hyphens: if words have become common usage, they don't need hyphens (e.g., email, online, offline, nonprofit)
- Use comma before “and” in a series (Presented to CEO, CFO, and COO on numerous occasions)
- Use “en” dash between dates, without spaces (e.g. 2009–2010)
- Use an “em” dash when joining phrases (e.g. ...Résumé document—both Tuck specific and...), without spaces
- Use of numbers: 10 and above are numerical, spell out one through nine
- Monetary figures:
 - K for thousand (e.g. \$14K)
 - M for million (e.g. \$20M)
 - B for billion (e.g. \$50B)
- Job titles: use Title Case for headings; if title appears within text section of résumé, do not capitalize
- Ampersand (&): don't use unless in formal name of company (e.g. P&G)
- Email addresses: all in lowercase and not underlined
- Fonts: the fewer font sizes and type treatments the better; font size should not be different in the running text of your résumé
- Do not underline words in headings and subheadings
- Do not use periods with diploma degrees (e.g. BS, JD, PhD)

Tuck “isms”

- Proper name for Tuck is Tuck School of Business at Dartmouth (no “The” and no “College”)
- Tuck scholarships: no restrictions to listings
- Suggested format: dates on left margin/locations on right
- Don't justify the running text in your résumé (do flush right the locations)
- No personal pronouns; limited use of articles suggested
- Limit use of periods and be consistent in the usage within a section
- Limit your résumé to one page (**no exceptions**)

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ACTION VERBS FOR RÉSUMÉS

<p>A</p> <ul style="list-style-type: none"> Accelerated Accomplished Achieved Acted Activated Adapted Addressed Adjusted Administered Advanced Advertised Advised Advocated Aided Allocated Analyzed Answered Applied Appraised Approved Arbitrated Arranged Ascertained Assembled Assessed Assigned Assisted Attained Augmented Authorized Awarded <p>B</p> <ul style="list-style-type: none"> Balanced Began Boosted Briefed Budgeted Built 	<p>C</p> <ul style="list-style-type: none"> Calculated Captured Cataloged Centralized Chaired Charted Checked Clarified Classified Coached Collaborated Collected Combined Communicated Compared Compiled Completed Composed Computed Conceived Conceptualized Condensed Conducted Conferred Conserved Consolidated Constructed Consulted Contacted Continued Contributed Controlled Converted Conveyed Convinced Coordinated Corresponded Counseled 	<ul style="list-style-type: none"> Created Critiqued Cultivated Customized <p>D</p> <ul style="list-style-type: none"> Debugged Decided Defined Delegated Delivered Demonstrated Designated Designed Detected Determined Developed Devised Diagnosed Directed Discovered Dispensed Displayed Dissected Distributed Diverted Documented Drafted <p>E</p> <ul style="list-style-type: none"> Earned Edited Educated Effected Eliminated Emphasized Employed Encouraged Enforced Engineered Enhanced 	<ul style="list-style-type: none"> Enlarged Enlisted Ensured Entertained Established Estimated Evaluated Examined Executed Expanded Expedited Experimented Explained Explored Expressed Extended Extracted <p>F</p> <ul style="list-style-type: none"> Fabricated Facilitated Fashioned Finalized Fixed Forecasted Formed Formulated Fostered Found Fulfilled Furnished <p>G</p> <ul style="list-style-type: none"> Gained Gathered Generated Governed Grossed Guided 	<p>H</p> <ul style="list-style-type: none"> Handled Headed Heightened Helped Hired Honed Hosted Hypothesized <p>I</p> <ul style="list-style-type: none"> Identified Illustrated Imagined Implemented Improved Improvised Incorporated Increased Indexed Influenced Informed Initiated Innovated Inspected Inspired Installed Instituted Integrated Interacted Interpreted Interviewed Introduced Invented Inventoried Investigated Involved Issued
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<p>J</p> <p>Joined Judged</p> <p>K</p> <p>Kept</p> <p>L</p> <p>Launched Learned Lectured Led Lifted Listened Located Logged</p> <p>M</p> <p>Managed Manipulated Marketed Maximized Measured Mediated Merged Mobilized Modified Monitored Motivated</p> <p>N</p> <p>Navigated Negotiated Netted</p> <p>O</p> <p>Observed Obtained Opened Operated Ordered</p>	<p>Orchestrated Organized Originated Outlined Overcame Overhauled Oversaw</p> <p>P</p> <p>Participated Performed Persuaded Photographed Pinpointed Piloted Pioneered Placed Planned Played Predicted Prepared Prescribed Presented Presided Prevented Printed Prioritized Processed Produced Programmed Projected Promoted Proofread Proposed Protected Proved Provided Publicized Purchased</p>	<p>Q</p> <p>Qualified Questioned</p> <p>R</p> <p>Raised Ran Rated Reached Realized Reasoned Received Recommended Reconciled Recorded Recruited Reduced Referred Regulated Rehabilitated Related Remodeled Rendered Reorganized Repaired Replaced Reported Represented Researched Reshaped Resolved Responded Restored Retrieved Reviewed Revised Revitalized Routed</p>	<p>S</p> <p>Saved Scheduled Screened Searched Secured Selected Separated Served Shaped Shared Simplified Simulated Sketched Sold Solved Sorted Spearheaded Specialized Specified Spoke Sponsored Staffed Standardized Started Streamlined Strengthened Structured Studied Suggested Summarized Supervised Supplied Supported Surpassed Surveyed Sustained Synthesized Systematized</p>	<p>T</p> <p>Targeted Taught Terminated Tested Tightened Totaled Tracked Traded Trained Transcribed Transformed Transmitted Translated Traveled Tutored</p> <p>U</p> <p>Uncovered Undertook Unified United Updated Upgraded Used Utilized</p> <p>V</p> <p>Validated Verbalized Verified Vitalized Volunteered</p> <p>W</p> <p>Weighed Widened Won Worked Wrote</p>
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Sample 1st Year Résumés

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Sample 2nd Year Résumés

Career Progression/Career Changer

JANE DOE

Tuck School of Business · 1000 Byrne Hall · Hanover, NH · 03755 · 603.646.1000 · jane.doe@dartmouth.edu

EDUCATION

- 20xx-Present **TUCK SCHOOL OF BUSINESS AT DARTMOUTH COLLEGE** Hanover, NH
Candidate for Master of Business Administration, June 20xx
• Co-Chair – Healthcare Club, Marketing Club, Women in Business, Women’s Ice Hockey, Tuck Volunteers – MBA Food Fight Committee, Co-Chair – Admitted Students Weekend 2004, Tuck Admissions Associate
- 19xx-19xx **TUFTS UNIVERSITY** Medford, MA
B.S. in Chemical Engineering with a minor in Engineering Management, May 19xx
• Graduated *Magna Cum Laude*
• Captain – Women’s Varsity Volleyball, Society of Women Engineers, Resident Assistant

EXPERIENCE

- 20xx **GENENTECH, INC.** South San Francisco, CA
Product Marketing, Rituxan® Immunology Summer Intern
• Developed a 3-year strategy for targeting a new customer segment for Rituxan® in Rheumatoid Arthritis:
– Conducted primary market research, analyzed competitors’ efforts, performed internal benchmarking, and built consensus within commercial team and with partner Biogen Idec.
– Presented recommendations for specific tactics, cost, ROI, and success metrics to Commercial Review Panel and facilitated the incorporation of the strategy into Commercial Best Practices.
• Finalized Standard Operating Procedures (SOP) for maintenance and quality assurance of Rituxan® Immunology password-protected websites for tracking thought leader activity and current product information.
- 20xx-20xx **BIOGEN IDEC, INC.** Cambridge, MA
Business Planning Associate (20xx-20xx)
• Collaborated with Market Development to determine potential revenue benefit associated with investments in second indications, post-marketing studies, and product enhancements for AVONEX®, as part of lifecycle plan.
• Assisted VP of Business Planning with analysis of international sales trends of AVONEX®, based on price increases and historical distributor behavior. Analysis was used to revise sales forecasts.
• Managed \$160 million budget for co-development of ANTEGREN® with Elan Pharmaceuticals for the treatment of Crohn’s disease and multiple sclerosis.
• Led quantification of second indication strategies and product lifecycle improvements for ANTEGREN®; participated in brainstorming sessions involving the technical and financial feasibility of multiple options.
• Improved and maintained communications with counterparts at Elan Pharmaceuticals by creating and implementing a series of shared reports for use in the quarterly reconciliation of operating expenses.
Business Planning Analyst (2001-2002)
• Coordinated budgeting, forecasting, and long-range planning processes for AVONEX®, AMEVIVE® and several early stage products, as a member of cross-functional project teams.
• Designed and managed an integrated portfolio model that captured Biogen’s \$400 million investment in R&D and enabled scenario analysis for long-range planning. Output served as benchmark for annual budgeting process.
- 19xx-20xx **NAVIGANT CONSULTING, INC (formerly Peterson Consulting LLC)** Boston, MA
Consultant (19xx-20xx, earned early promotion)
• Developed analyses of cost overruns on government contracts, consolidated findings, and presented recommendations to client that resulted in recovery of financial damages.
• Managed staff consultants, conducted performance reviews, coordinated on-campus recruiting efforts.
Staff Consultant (19xx-19xx)
• Developed lost profits analyses for multiple clients. Drafted expert reports, prepared trial exhibits, and attended arbitrations/trials that yielded successful financial outcome.

PERSONAL

- Completed Boston Marathon, raising \$2800 for the Leukemia and Lymphoma Society, April 20xx
- Co-Chair, Silent Auction Committee for the NewFund – marketed organization to potential sponsors/donors
- Alumni Interviewer – Tufts University Alumni Admissions Program
- Enjoy competing in sprint triathlons, half-marathons, and road races; hiking, biking, and skiing

Comment [TN1]: Specific analysis

Comment [TN2]: Frames scope of project

Comment [TN3]: Career progression

Comment [TN4]: Diverse and interesting personal section

Consulting/Entrepreneur

John Doe

The Tuck School • 100 Byrne Hall • Hanover, NH 03755 • (603) 646-1000 • john.doe@dartmouth.edu

EDUCATION

20xx - present **TUCK SCHOOL OF BUSINESS AT DARTMOUTH** Hanover, NH

Candidate for Master of Business Administration degree, June 20xx.

- 20xx-20xx Capital Markets and Macroeconomics Teaching Assistant.
- 20xx-20xx Consulting Club Co-Chair and Run for the Kids Race Coordinator.
- Student Consulting Services, Entrepreneurship Club, Soccer Club and Tripod Hockey.

Comment [TN1]: Leadership at Tuck

19xx- 19xx **HARVARD UNIVERSITY** Cambridge, MA

Bachelor of Arts, *cum laude*, Economics, June 19xx.

- Honors include 19xx Phi Beta Kappa election, 19xx Detur Book Prize for top 5% of first-year class and John Harvard Scholar for academic distinction in 19xx, 19xx, 19xx.
- Co-produced 150th annual Hasty Pudding Theatricals show. Managed budget of \$250,000 and supervised 60-person company.

Comment [TN2]: Academic Achievement

EXPERIENCE

Summer 20xx **BAIN & COMPANY, INC.** Boston, MA

Summer Associate

Member of team advising \$20+ billion business services division of large telecommunications company on future structure of business, focusing on strategic and competitive analysis.

- Performed employee, vendor and analyst interviews regarding network potential.
- Applied game theoretical and scenario analysis to potential competitor actions and responses.
- Recommended tactical and operational plans to transform business structure and services offered.

Comment [TN3]: Framed size of Organization

Comment [TN4]: Overview of responsibilities

20xx **SIRIUS SATELLITE RADIO INC.** New York, NY

Publicly traded satellite radio company (SIRI) that broadcasts 100 channels of digital quality radio for a monthly subscription fee. \$2 billion in funding raised. Retail launch in February, 20xx.

Financial Analyst, Corporate Finance Department

Member of team responsible for financial and strategic planning. Directed and supported Programming, IT and Special Markets Distribution departments. Reported to VP of Finance.

- Co-designed and built economic model used to manage all lines of business and raise funds.
- Structured and monitored business development programs, restructurings and partnerships. Renegotiated more than \$20 million in agreements, saving approximately \$5 million.

Comment [TN5]: Company description

20xx **FREELANCE CONSULTANT** New York, NY

- Researched, modeled, and co-wrote restructuring proposal in attempted \$55 million LBO of drugstore chain with more than 100 locations.
- Built securitization model and researched wireless industry for proposed \$250 million prepackaged bankruptcy of second largest paging provider in U.S.

20xx – 20xx **VEREX ENTERTAINMENT** Englewood, NJ

Startup company that develops, manages and produces music-based entertainment.

Vice President of Business Development

Developed strategy, performed financial modeling and facilitated client and partner relationships.

- Designed and executed band promotion with Teen.com, Planet Hollywood and New York radio station (WLIR). Supervised team of fifteen and reached more than 50,000 prospective customers.
- Negotiated Borders Books & Music tour and Macy's Thanksgiving Parade appearance for proprietary children's educational character, each valued in excess of \$100,000.

19xx – 20xx **MORGAN STANLEY & CO. INCORPORATED** New York, NY

Analyst, Investment Banking Division – Securitized Products Group

Pitched and executed balance sheet/restructuring strategies and asset-backed securitization transactions for banks, finance companies and utility companies.

- Executed more than 30 transactions, including record setting \$2.5 billion stranded cost deal.
- Managed and educated clients, modeled structural alternatives and cashflows, prepared marketing materials, negotiated with rating agencies and sureties, and drafted documents.

Comment [TN6]: Framed Scope of project

PERSONAL

- Avid snowboarder and runner (Boston, Burlington and Detroit marathons, Personal Best 3:10).
- Enjoy adventure travel, abstract painting and football (Harvard varsity kicker, 1994 - 1995).

Financial Services to Marketing

John Doe

1000 Byrne Hall • Hanover, NH 03755 • (603) 646-xxxx • john.doe@dartmouth.edu

EDUCATION

20xx-present TUCK SCHOOL OF BUSINESS AT DARTMOUTH Hanover, NH

Candidate for Master of Business Administration, June 20xx

- Robert Toigo Foundation Fellow, Tuck Merit Scholar, Goldman Sachs Camp Attendee
- Finance Club, Cricket Club, Tuck African-American Business Association

Comment [TN1]: Scholarships

19xx-20xx YALE UNIVERSITY New Haven, CT

Bachelor of Arts in Economics, May 20xx

- Varsity Football Defensive Back: Three-year letter winner, 1999 Ivy League Championship
- Legacy African-American and Jewish Student Alliance Co-founder and Vice President
- Calvin Hill Day Care Center Teaching Assistant
- Yale Club of New York City Scholar

EXPERIENCE

19xx-20xx BANXCORP New York, NY

Company assisting banks, thrifts, and finance companies in the sale of high-yield certificates of deposit and medium-term notes.

Vice President (20xx-20xx)

- Oversaw proprietary marketplace and served as chief liaison with corporate, institutional, and retail clients, generating \$2 million in placement fees.
- Discussed changes in proprietary bank rate indices with deposit portfolio managers to support the re-pricing of CDs and money market accounts.
- Supervised bank rate survey published weekly in The Wall Street Journal.
- Interviewed by CNBC for a segment on retiree income, CDs, and fixed-income alternatives.

Comment [TN2]: Company Description

Marketing & Sales Manager (20xx-20xx)

- Supervised sales team offering banks and thrifts participation in proprietary deposit marketplace with annual transaction volume of \$140 million.
- Led initiative to offer customized funding solutions to finance companies.
- Developed and implemented marketing program for Ford Motor Credit debt that resulted in medium-term note sales of \$32 million in first year.
- Provided strategic marketing direction for the redevelopment of flagship *banx.com* website.

Intern (19xx)

- Communicated with secondary marketing departments of money-center banks to gather information on jumbo CD yields.
- Co-developed data feed used to price deposit and loan products.

Comment [TN3]: Career Progression

1996-1998 REFCO GROUP New York, NY

Firm offering exchange-traded derivatives, managed futures, and foreign exchange to commodity trading advisers and hedge funds.

Summer Trading Clerk

- Performed trade reconciliation and portfolio profit-loss analysis.
- Executed buy-sell orders with floor dealers at futures exchanges worldwide.
- Conducted economic research on G7 countries and analysis comparing price-yield changes of sovereign debt.
- Earned certifiable Series 3 Examination score at age 18.

PERSONAL

- Visionary Pursuits Fellowship of the Bronx: Trustee and Treasurer (20xx-20xx).
- Interests include meditating, listening to jazz, weight training, and reading FDIC Call Reports.

Financial Services

John Doe

Elm Street • Hanover, NH 03755 • 603.643.1000 • john.doe@dartmouth.edu

EDUCATION

- 20xx-present **TUCK SCHOOL OF BUSINESS AT DARTMOUTH** **Hanover, NH**
Candidate for Master of Business Administration degree, June 20xx.
- Finance Club, Investment Management Club, Outdoors Club, Private Equity Club, Ski Club
- 19xx3-19xx **UNIVERSITY OF NOTRE DAME** **Notre Dame, IN**
Bachelor of Business Administration, Double Major: Finance and Computer Applications (CAPP).
- Coopers & Lybrand Diversity Dialogue; CAPP Honor Society; Frosh. Orientation Committee

EXPERIENCE

- Summer 20xx **PEPSICO, INC.** **Purchase, NY**
Summer Associate – Corporate Strategy & Development, Mergers & Acquisitions
- Evaluated strategic rationale and financial attractiveness for acquisition that would significantly increase PepsiCo's international beverage presence.
 - Supervised analyses, collaborating with local Pepsi International and Pepsi Bottling Group teams in multinational project team effort, from which formal recommendation was made to senior management.
 - Presented results of project to 15-member Corporate Strategy & Development Team.
- 20xx-20xx **MORGAN STANLEY VENTURE PARTNERS** **Menlo Park, CA**
Associate – Venture Capital/Private Equity Division
- Evaluated, executed, and monitored expansion-stage investments for \$1.2Bn venture capital / private equity fund focused on healthcare and technology companies.
 - Prospected for new investment opportunities, conducted market, competitive, regulatory, intellectual property and technological due diligence, prepared investment memoranda and built consensus for partnership investment committee approval.
 - Worked closely with senior management of five portfolio companies. Experience included quarterly evaluation of strategic alternatives and internal partnership reporting.
 - Defined strategies for future portfolio investments and for maximizing value in the existing portfolio.
 - Worked directly with General Partner in a two-tiered group structure.
 - Completed five new and follow-on financings totaling ~\$20M in invested capital.
- 19xx-20xx **MORGAN STANLEY & CO.** **Menlo Park, CA**
Senior Analyst – Investment Banking Division
- Analyzed client financial statements and projections; created financial models for mergers, restructurings, buyouts, divestitures and financing alternatives; developed industry comparable analyses; and drafted fairness opinions and board presentations.
 - Completed six M&A advisory deals totaling ~\$18Bn, and managed six financings raising \$1Bn in capital.
 - Shepherded over five management teams on financing and investor relations road shows as single team representative from lead-managing firm.
 - Received formal sponsorship for Advanced Career Program (“ACP”) – to enter Associate rotation program.
 - Responsible for Notre Dame, Stanford, and UC Berkeley analyst recruiting teams.
 - Achieved first tier rank (*Top 10%*) in performance reviews for each annual evaluation period.
- 19xx-19xx **ARTHUR ANDERSEN LLP** **San Francisco, CA**
Senior Consultant - Technology Audit & Business Consulting Group
- Facilitated strategic merger integration discussions and performed detailed business/system analysis for newly formed, multi-billion dollar Network Hardware/Software Manufacturer Alliance.
 - Designed and rolled-out IT system and process improvements in Accounting and Finance departments for billion dollar Broadband Internet Communications Provider.
 - Led company-wide Accounting/Finance dept. training at billion dollar Media Storage Device Manufacturer.
 - Received promotion to Senior Consultant in two years (standard three).

PERSONAL

- *Activities:* Ford Sayre Youth Ski Program, BUILD Youth Business Incubator, Rebuilding Together
- *Interests:* Int'l Travel, Marathon Running, Reading, Skiing, Fly-fishing, and the Seattle Mariners

Comment [TN1]: Scope of Company

Comment [TN2]: Quantify where possible

Comment [TN3]: Achievement

Comment [TN4]: Achievement

General Management/Strategy

John Doe

100 Byrne Hall • Hanover, NH 03755 • (603) 646-1000 • john.doe@dartmouth.edu

EDUCATION

- 20xx - present **TUCK SCHOOL OF BUSINESS AT DARTMOUTH** Hanover, NH
Candidate for Master of Business Administration degree, June 20xx
Tuck Student Consulting Services, Investment Club, Men's Hockey
- 19xx – 19xx **DARTMOUTH COLLEGE** Hanover, NH
Bachelor of Arts degree in Government, *summa cum laude*, June 19xx
German Club, Intramural Hockey, Student Workshop

EXPERIENCE

- Summer 20xx **SELECT COMFORT** Minneapolis, MN
Intern
Structured and led the “Accelerated Delivery” project, an effort to reduce order lead times.
- Identified and prioritized opportunities to reduce order lead time averages and variation through the quantitative assessment of 250,000 orders and qualitative discussions with a broad range of employees.
 - Analyzed and recommended structural changes to generate improvements, including 7 day order fulfillment (implemented in August '0x) and a restructured order entry department (in progress).
 - Refocused the company on lead time predictability and consistency over absolute speed.
- 19xx – 20xx **PRICEWATERHOUSECOOPERS** Boston, MA
Consultant
Designed process and technology solutions to shape and support business strategy, inform decision making and improve productivity.
- Leadership*
- Pitched a process improvement opportunity to the CFO of a Fortune 500 publishing company generating 2,500 hours of additional work. Led a team of 4 consultants and 20 client staff to design and implement the solution.
 - Spearheaded the rollout of PeopleSoft e-Procurement to an investment bank's Asia-Pacific entities.
- Process Improvement*
- Guided a regional bank through key e-procurement decisions including approvals and workflow.
 - Advised a large energy distribution and trading company on best practice e-procurement processes.
- 19xx – 19xx **THE LUCAS GROUP** Waltham, MA
Associate Consultant
Developed strategic business solutions for a core group of private equity and Fortune 100 clients. Assisted with business development and internal operations.
- Strategy*
- Redirected the go-to-market strategy for a Milan, Italy based confectionery company. Recommended the restructuring of agent relationships based on a profitability and effectiveness analysis. Planned the geographic deployment of the new salesforce based on a gap analysis of sales potential.
 - Assessed the market opportunity for a group of entrepreneurs. Profiled service demand including seasonality, product mix and the role of discounts. Integrated third-party demographic data to segment customers and model site revenues. The entrepreneurs proceeded and the company now has 30 stores.
- Financial Analysis*
- Evaluated the viability of a trucking company's business model. Created an activity-based costing model to give visibility to true operating costs. Analyzed the round-trip profitability of key customers and built an interactive pricing model to show real-time profit implications of rate and route decisions.
 - Prepared a product and channel profitability analysis of the German pet products market to support pricing and distribution strategy recommendations for a German manufacturer.

PERSONAL

- Habitat for Humanity Global Build in Dibbyanagar, Nepal, Spanish classes in Oaxaca, Mexico and German studies in Mainz, Germany.
- Enjoy traveling, photography, road biking, classic literature and current events.

Comment [TN1]: Positions group by function/attribute

Marketing

John Doe

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EDUCATION

- 20xx - Present **TUCK SCHOOL OF BUSINESS AT DARTMOUTH** Hanover, NH
Candidate for Master of Business Administration degree, June 20xx.
Biotech Club, Consulting Club, Armed Forces Club, Men's Tripod Hockey, Tuck Board Fellow.
- 19xx - 19xx **UNITED STATES MILITARY ACADEMY** West Point, NY
Bachelor of Science, Computer Science.
Upsilon Pi Epsilon (Computer Science Honor Society); Student Conference on US Affairs (Chairman, European Round Table); Sandhurst Competition (Top 4 team); Platoon Leader; Company Information Systems Officer.

EXPERIENCE

- Summer 20xx **CENTOCOR, INC. (A JOHNSON & JOHNSON COMPANY)** Wayne, PA
Summer Intern, Global Biologics Strategic Marketing
 - Managed market research to define optimal delivery system for Phase III clinical trials and quantify commercial impact of novel delivery system on revenue forecasts.
 - Assessed differentiation strategies for \$1 billion biologic drug launch.
- 20xx - 20xx **GENERAL MILLS, INC.** Minneapolis, MN
Associate Marketing Manager (Post-MBA Position)
Baking Products Division, New Products: Led cross-functional team in new product planning including next generation concept development, total product offering refinement, and launch preparation.
 - Managed initiation, development, and launch of *Betty Crocker Complete Desserts* in 19 weeks (vs. standard 8-12 month timeline) with estimated annual sales of \$24 million.
 - Negotiated \$800,000 cost savings with external supplier that enabled successful product launch.
 - Selected to develop curriculum for and train new MBA marketing hires.*GCom Division, Hispanic Marketing:* Developed strategic plans, positioning strategy, and marketing execution for brands in the Meals Division, Pillsbury Foodservice Division, and Big G Cereal Division.
 - Developed Hispanic marketing plans for four of the largest cereal brands in the company.
 - Assessed joint venture and acquisition viability of Hispanic food manufacturers.
 - Led upgrade of corporate ethnic-focused education materials including consumer insights, strategies, and account level consumer promotions.*Snacks Unlimited Division, Kids' Snacks Unit:* Created strategic plans, advertising, and marketing execution for Fruit Roll-Ups (\$55 million in annual sales.)
 - Launched two new products with estimated annual sales of \$11 million.
 - Developed advertising strategy and supervised creative execution of breakthrough television campaign.
- 19xx - 20xx **UNITED STATES ARMY** Fort Bragg, NC
Headquarters Company Executive Officer/Mortar Platoon Leader/Tank Platoon Leader
Held positions of increasing responsibility in organizations of up to 350 personnel in peacetime and hostile environments. Promoted twice with final rank of captain.
 - Completed Ranger School, Infantry Officer's Advanced Course (Commandant's List), Combined Arms and Services Staff School.
 - Ranked as "one of the top three lieutenants (of 27) in the battalion."
 - Awarded Army Commendation Medal for meritorious service in maintenance operations, training deployments, and as acting company commander.
 - Led platoon to win "Best Mortar Platoon" in live-fire and simulated combat exercise.
 - Led 16-man tank platoon on peacekeeping missions in Bosnia, including reaction force and weapons inspections.
 - Planned and executed a live-fire training program that resulting in a "Distinguished" unit rating (highest rating possible) during two evaluated exercises.

Comment [TN1]: Scope of client

Comment [TN2]: Position summary

Comment [TN3]: Quantifiable achievements

Comment [TN4]: Leadership/Achievement

PERSONAL

- Marathon running (Paris, 19xx; Twin Cities 20xx); Fly-fishing; Personal Investing
- German (intermediate); French (beginner)

Comment [TN5]: Language Abilities

Military to Financial Services

John Doe

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EDUCATION

20xx-present	TUCK SCHOOL OF BUSINESS AT DARTMOUTH Candidate for Master of Business Administration degree, June 20xx Armed Forces Alumni Club, Hockey Team, Finance Club, Tuck Volunteers	Hanover, NH
20xx-20xx	PRINCETON UNIVERSITY Master of Engineering in Operations Research and Financial Engineering Full-tuition Coast Guard fellowship for superior performance and leadership potential	Princeton, NJ
19xx-19xx	UNITED STATES COAST GUARD ACADEMY Bachelor of Science with Honors in Operations Research Two-year Captain of hockey team. Class Alumni Development Officer. Baseball player	New London, CT

Comment [TN1]: Other Advanced Degree & Award

EXPERIENCE

20xx & 20xx	US COAST GUARD HEADQUARTERS (WORKFORCE FORECASTING) <i>Personnel Officer:</i> Developed management policies for the Coast Guard's 7500 officer workforce; wrote policy proposals for the Commandant (CEO) and routinely briefed the Human Resource Director <ul style="list-style-type: none">Designed plan to meet the steepest non-draft expansion demands in CG history by building advanced computer models to identify critical accession and retention points. 11% growth in three yearsLed a cross-functional team to develop and implement US law changes that decreased attrition by 15%, enhanced performance incentives, and increased promotion board flexibilitySelected to serve as one of the Coast Guard's five White House Military Social Aides; part of a joint military team that assists the First Family during official functions at the White House	Washington, DC
20xx	US COAST GUARD PATROL FORCES SOUTHWEST ASIA <i>Patrol boat squadron serving in Operation IRAQI FREEDOM as part of the international naval coalition</i> <i>Executive Officer:</i> 2 nd in Command; led daily administration; managed \$11.1M budget and six crews totaling 165 people, including officers with significant linear seniority; volunteered for position <ul style="list-style-type: none">Defended supertankers and Iraqi oil terminals from terrorists, which allowed uninterrupted flow from Iraq's largest revenue source and enabled the repair of a second major terminal, doubling off-shore export capacityInterdicted 14 smuggling attempts; helped establish first post-Saddam maritime judicial proceedingsDesigned and implemented ground-breaking staffing and maintenance systems, which increased patrol boat output by 150% and cut overhaul costs by 40%One of 41 Lieutenants (out of over 2000) selected eligible for command of a sea-going patrol boat	Persian Gulf
19xx-20xx	US COAST GUARD CUTTER KODIAK ISLAND <i>110' patrol boat conducting Coast Guard missions in the Gulf of Mexico and Caribbean Sea</i> <i>Executive Officer:</i> 2 nd in Command; directed daily administration; managed 18-man crew and \$110K budget <ul style="list-style-type: none">Conducted 22 search and rescue missions; rescued 81 people in distress and saved over \$2M in propertyProsecuted 44 law enforcement cases; arrested three drug smugglers and repatriated 55 illegal aliensImplemented web-based procedures that decreased administrative workload by 50%Chosen from over 3500 junior officers to address the CG Academy's student body on career development	St. Petersburg, FL
19xx-19xx	US COAST GUARD CUTTER FORWARD <i>270' ship conducting Coast Guard operations in the North Atlantic Ocean and Caribbean Sea</i> <i>Department Head and Deck Watch Officer:</i> Led 21-member department operating/maintaining ship's boats, aviation equipment, hull, and decks; managed \$52K budget; directed 100-person crew during at-sea missions <ul style="list-style-type: none">Led over 75 vessel boardings, which resulted in multiple alien repatriations and drug/vessel seizuresGuided department to the first error-free readiness inspection in over 260 reviews in ship's class historyOrchestrated an innovative hangar renovation that reduced project costs by 80% and saved 20% of budgetOne of 16 Lieutenants Junior Grade (from over 1000) selected eligible for command of a coastal patrol boat	Portsmouth, VA

Comment [TN2]: Recognition

PERSONAL

- Over 4 years experience mentoring youths. Surfside Middle School's (FL) 20xx Mentor of the Year
- Top Secret Clearance with special designation for Presidential Proximity
- Sailed 295' square-rigged ship in a European Tall Ship Festival and during a trans-Atlantic voyage
- Helped develop a new pumpkin breed ("Tom Fox") on my family's farm

Comment [TN3]: Interesting Personal Item

Non-traditional to Consulting
Jane Doe

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EDUCATION

20xx - Present **TUCK SCHOOL OF BUSINESS AT DARTMOUTH** Hanover, NH
Candidate for Master of Business Administration degree, June 20xx
• Awarded full merit-based scholarship for second year

19xx - 19xx **BROWN UNIVERSITY** Providence, RI
Bachelor of Arts, International Relations, May 19xx
• Study abroad in France at Université de Grenoble and Université de Paris III and IV (Fall 199xx)

Comment [TN1]: Study Abroad

EXPERIENCE

Summer 20xx **THE TIMBERLAND COMPANY – CONTINUOUS IMPROVEMENT** Boston, MA
Consults internally on a range of strategic projects, including business planning and operational improvement
Project Manager, Marketing Plan for New Product Offering
• Developed long-term marketing and product strategy for new line of eco-friendly footwear & apparel
- Liaised in product development process to achieve expected initial launch date of Spring 20xx
• Researched and segmented market, identified target consumers, and proposed marketing mix
• Drafted consumer survey and conjoint analysis to determine how consumers make trade-offs for organic products
• Analyzed co-branding partnership opportunities, and aided in preparing CEO for meeting with one potential partner

Comment [TN2]: Description of group

20xx - 20xx **SHACKLETON SCHOOLS, INC. – MARKETING & DEVELOPMENT** Boston, MA
Offers innovative, experiential, high school curriculum to struggling teens and provides substantial scholarship support
Director of Foundation and Corporate Relations
• Spearheaded grant funding process, identifying key projects and communicating strategy, timelines and budgets
- Raised \$348,033 (20% of funds raised) in fiscal year 20xx, an 8% increase over 20xx despite market decline
• Led planning and marketing for CIBC Miracle Day, Shackleton's second largest fundraising vehicle
- Directed recruitment of 82 fund managers to trade on our behalf, a 300% improvement over 20xx
• Directed strategy for donor database marketing, leading implementation of new data management software
• Upgraded analysis of fundraising efficacy, guiding CEO to most profitable opportunities
- Cut direct mail costs by 50%, saving over \$10,000 per year, and improved return on new donors by 25%
• Promoted twice over 18 months

Comment [TN3]: Quantifiable results

19xx - 20xx **MORGAN STANLEY – INVESTMENT BANKING DIVISION, DEBT CAPITAL MARKETS** New York, NY
Proposes and executes fixed income capital raising and liability management strategies for corporate clients
Financial Analyst
• Analyzed client funding needs, recommended fixed income products, and devised customized new issue strategies
• Led creation of marketing materials used by entire Investment Banking Division in sales pitches
• Executed numerous transactions with internal, cross-functional teams and diverse clients, including:
- \$500mm 5-year initial bond offering for Interpublic Group, first advertising firm to issue public debt
- £175mm 16-year sterling bond for La Poste, the French postal service, during assignment in London
• Assumed leadership role in recruiting and training of first-year analysts
• Offered promotion to Senior Analyst and earned highest possible marks on performance reviews

Comment [TN4]: Achievement

LEADERSHIP & SERVICE

- *Board Member*, Tuck Women in Business Club, lead alumni relations effort, elected by peers (20xx-20xx)
- *Race Crew Volunteer*, U.S. Ski Team National Championships at Alyeska Resort, Alaska (20xx)
- *Community Service Award*, 50+ hours of community service at Tuck, including at Everybody Wins! (20xx-20xx)
- *Friends Committee Member*, fundraising committee for the Boston Center of Adult Education (20xx-20xx)
- *Core Committee Representative*, Morgan Stanley Analyst Council, elected by peers (20xx-20xx)
- *Captain*, Brown University Alpine Ski Team, team ranked 11th of 170 teams in U.S.C.S.A. (19xx-19xx)
- *Academic Advisor*, Brown University first-year students (19xx-19xx)

Comment [TN5]: Additional section

PERSONAL

- Ran New York Marathon in 2002 and improved time at London Marathon in 20xx
- Traveled Southern Africa, Egypt, China, Peru and Ecuador – mountain biked down 20,000-foot Cotopaxi volcano