

the

**RÉSUMÉ AND
COVER LETTER
GUIDE**

My Consulting Coach

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The résumé and cover letter handbook

This guide is a no-nonsense, practical manual to writing consultancy résumés.

All of our contents have been streamlined in order to provide you with the most concise and effective guidebook for writing the perfect résumé and cover letter. Our aim is to equip you with the key-enablers for writing a successful résumé and cover letter, not to fill you head with bullet points and dos and don'ts.

The first Chapter offers an introduction to résumés, the second chapter focuses on how to organise your résumé's contents while the third provides you with precise instructions on how to produce an impeccable résumé. Chapter 4 tells you all you need to know about cover letters and finally Chapter 5 concludes the book by considering the new frontiers of recruiting in the digital era.

What For

A résumé is a brief account of your professional life. Its main purpose is to determine whether you deserve an interview in a consulting firm. It is also used as a screening tool before your final interviews and it will determine around 40% of the interview questions.

The average success rate of a résumé in the UK is 10%. This is not about sheer luck, but about transforming your experiences into a compelling story that speaks directly to your next recruiter.

When writing, remember that the person reading your résumé will determine whether you get the interview or not based on a 30 seconds review.

There is a certain degree of subjectivity involved in this process, but at a deeper level all recruiters scan résumés looking to find *evidence* of the company's values, such as for instance personal impact, leadership or orientation towards achievement.

In order to make sure that your résumé lands you an interview, there are four essential points to consider.

The Essentials

ONE PAGE

Recruiters get easily frustrated by lack of synthesis and will only read one page per résumé. It is vital for you to summarise your story on a single printable page.

Standard format: four or five sections

The standard structure for a consultancy résumé is shown below. The information you provide and its relative weight changes slightly according to whether you are a professional with at least 2 years work experience or a student. The main interest points are illustrated here; Chapter 3 explains in detail the differences between résumés for graduates and professionals with at least two years' experience.

- **Education:** your degrees and relevant grades, brief description of subjects covered and scholarships/awards
- **Work experience:** a 3 to 5 bullet point achievement-based description of your jobs/internships to date
- **Leadership and Volunteering activities:** your volunteering/extracurricular activities, such as leadership in student associations or activism.
- **Additional information:** anything not included in previous paragraphs that could be of interest to employers, including prizes in sports competitions, standardized tests (GMAT, SAT)
- **Language and IT skills:** your languages with level of fluency and the IT skills relevant for the job you are applying to.

Achievements, not roles

Recruiters are not passionate about roles. Unless you were an astronaut or a secret agent, you have limited chances of impressing a recruiter with your past positions. Employers are looking for achievements. Each bullet point on your CV should show how you made a difference in your role, not the title you had on your business card. It takes multiple iterations and a lot of refining to nail the shift from roles to fact-based achievements, but the difference is striking, as shown by the following example

Role oriented

“Organized monthly review meetings with CEO, set agenda and sent updates to top management”

Fact-based achievements oriented

“Streamlined intra-company communication flows by organizing weekly review meetings with the CEO, identifying key issues to be discussed and aligning all top management”

Even if content is the same, the rephrased version shows the way in which you brought change to the company, and thus transforms an executive assistant role such as “agenda setting” into highly appreciated prioritization skills such as “identifying key issues”. Chapter 2 shows how to transform your roles into powerful achievements.

The right mix of competencies for the position

Competencies are the skills and the sets of behaviours required to be successful in the position you are applying for. Through publicly available information, such as websites, presentations, and networking, find out what specific competencies would make you shine in the position you are applying for.

You will showcase your competencies in the list of achievement-based bullet points.

Some résumés outline competencies directly

e.g. *“showed analytical skills by creating a model for the tyre market forecast”*

Recruiters, however, prefer you to list the achievements using the right buzzwords

e.g. *“analysed trends in the tyre market and created a model which forecast demand for the next 5 years”*

There is no point in outlining what skills you displayed, as the reader will guess them if you use the right buzzwords. Chapter 3 will help you tailor your achievements to the most sought after competencies.

We are generally looking for five attributes, which should be highlighted through the examples and supporting details you provide—these include a proven ability and achievement in these traits:

- personal impact
- problem solving
- entrepreneurship
- leadership
- an overall orientation toward achievement

McKinsey and Company

Review, Rework, Repeat

Writing a résumé is an iterative process. Make sure you are not blinded by your own biases towards your résumé. Try to get as much external feedback as possible and keep refining your piece until you are satisfied. You can have your résumé reviewed for free by a top consultant at myconsultingcoach.com.

Build your achievement

The first step to writing your résumé is gathering and organising information. You will need to:

- Research the company—so as to give a direction to your résumé.
- Scrutinise yourself—so as to gain a holistic view of your records and achievements.

The objective is creating a concise and powerful list of achievements matching your recruiter's identikit of the right candidate

Know the company

Your résumé has to be tailored around what the company you apply for is expecting from applicants. More specifically, you will need to research:

- Company values
- Competencies sought in applicants
- Which functional practices the company focuses on
- The functional practices you want to join.

Attending a company presentation and networking with current employees are usually the best ways of getting a proper understanding of what the company stands for. Once you complete your due diligence you should be able to answer to few basic questions:

- What the company does
- Who the key competitors are
- What is the company's positioning in the market
- What makes the company stand out among competitors
- What the culture inside the company is like

Know yourself

Factual information include your personal details, your academic history, employment history, extracurricular activities and details about the company you are applying to. Collecting and organising all the information in a precise and structured way helps both to highlight the necessary skills for the company you are applying to, and to build up your achievements.

Understand your skills

Consulting firms look for candidates with very specific skills; you need to mention each of these in your résumé together through supporting factual evidence from your experience.

The table below summarises the key consulting skills and offers suggestions for supporting evidence.

Skill	Example of supporting evidence
Analytical	<ul style="list-style-type: none"> Creating models from data Solving particularly challenging problems in any scientific area Analysing data to extrapolate conclusions Programming skills
Problem solving	<ul style="list-style-type: none"> Experimental work in any scientific area Solving a problem by identifying root causes and proactively addressing them Finding an alternative and more efficient solution to a problem you previously encountered.
Leadership	<ul style="list-style-type: none"> Leading teams Having a position of responsibility in university clubs or societies A position of responsibility in previous employment Any evidence of managing people Organising events
Teamwork	<ul style="list-style-type: none"> Playing any team sport Team projects at university or at previous employment Taking part in volunteering groups

Ability to deliver results	<p>Evidence of completing a task with a quantifiable outcome</p> <p>Designing and completing a demanding project with a tangible outcome, such as a website</p> <p>Improving the efficiency of a process at previous employment or at university</p> <p>Raising funds for a charity</p> <p>Learning a language</p>
Functional expertise	<p>Collaborating with industry at university</p> <p>Internship in a particular sector</p> <p>Work experience in a sector</p> <p>Evidence of skills in a specific sector</p> <p>Working extensively in a specific area</p> <p>Following the development of a particular industry</p>
Entrepreneurial spirit	<p>Starting your own business</p> <p>Writing a successful blog</p> <p>Proposing volunteering activities</p> <p>Evidence of putting an idea into action</p> <p>Finding a solution to a problem in a short time</p>

Build your achievements

Skills are useless if not put into practice. Like power without control. Achievements show how you managed to leverage your skills to achieve impact, which is what consulting is about. Recruiters are not passionate about your past roles. They are looking for an achiever with the best fitting skillset. Our guide turns your responsibilities into eye-catching, relevant achievements in 5 steps.

1. What did you do?

Create a list of all the things you were responsible for in the roles you held in your professional and academic career together with some key duties you had. For example:

- *SUMMER INTERN: Schedule meetings with investors*
- *BUSINESS ANALYST: Created excel model forecasting demand*
- *COMMUNICATION INTERN: Helped directors in preparing presentations*
- *CUSTOMER SERVICE ASSISTANT: Responded to customer calls*
- *TREASURER OF UNIVERSITY SOCIETY: Managed funds and introduced new sponsors*

2. What did you really do?

Create a detailed list covering all of the most important aspects of the key actions you performed, both on your own or as part of a team. The key here is not to overwhelm the reader with minor details, but to give a concise fact-based overview of the steps you took in order to achieve the desired outcome. Avoid general statements, such as increased customer satisfaction, and add figures, percentages, and other quantifiable information to the story. Use numbers: they are the most straightforward action-based expressions and stick to recruiters' minds

- *Scheduled **and coordinated monthly** meetings with **3 major investors***
- *Created analytical model forecasting demand **with a 90% accuracy rate***
- *Helped **2** directors with **market analysis** in preparing client proposals*
- *Responded to **over 50 customer complaint** calls **a day***
- *Managed **£ 5k** funds and introduced **2** new sponsors*

3. So what?

Reflect on the implications of each of your actions. What results did your actions bring? Always focus on the difference you made vs. the *status quo*. Think about all the impact you had on the organization you worked for in these key areas:

AREA	IMPLICATIONS
Revenues	Did you increase the company's revenues by contributing to the acquisition of new clients or by boosting revenues from existing ones? By how much?
Costs	Did you reduce costs? By how much?
Processes	Did you increase productivity or reduce downtime? By how much? How did the savings affect the bottom line?
Customers	Did you improve interactions with customers? In what capacity? What were the main results?
Clients	Did you participate in client meetings? What contributions did you make to the team? What results did you bring?
Awards	Did you receive any awards, bonuses, or promotions?

Examples, connected to the previous list could be:

- Forging a stronger relationship with 3 major investor funds
- Achieving a 30% reduction in working capital thanks to better accuracy in demand prediction, currently implemented
- 3 new projects sold worth 2 m
- Over 85% of customer concerns solved within 3 hours
- Increased sponsor funding by 30% by introducing 2 new sponsorship contracts

4. Signal skills through achievements

Your résumé is not a one size-fits-all document. Once you created a list of your most significant achievements you should clearly identify the **expected** set of skills for the job you are applying to. You can link your achievements to the most sought after competences by using the right buzzwords: verbs and nouns popular among top recruiters that signal certain skills. You can find a list of all **key buzzwords at the end of this chapter, clustered according to signalled skill**.

5. Synthesis

Finding the right words to describe your achievements is essential. Make sure you don't exceed 2-3 lines for every achievement and insert only the best 3-5 for each role you covered. The following examples show how to build your achievements and link them to your skills.

ACHIEVEMENT	SKILLS
Strengthened relationship with 3 major investment funds by organizing and coordinating monthly analyst meetings	Communication skills (interacting with external stakeholders), organization skills (organizing meetings).
Developed analytical model forecasting demand with a 90% accuracy rate, leading to a 30% reduction in working capital. Pitched ideas to top management and launched multi-phase implementation plan.	Analytical skills (build analytical model), orientation to results (reduction in working capital).
Supported 2 directors with market analysis to prepare persuasive client proposals, leading to acquisition of 3 new projects worth £2 m	Analytical skills (market analysis), Communication skills (interacting with internal clients).

Enhanced customer satisfaction by solving over 90% of 50 daily customer complaints within 3 hours interacting with over 12 departments in the organization	Communication skills (interacting with clients and internal departments), Entrepreneurial approach (solution in 3 hours).
Increased society's budget by 30% (from £ 3.5k to £ 4.6k) by negotiating and signing 2 new sponsorship agreements	Communication skills (convincing external stakeholders), Entrepreneurial approach (negotiation and signing).

Buzzwords

Communication skills

Buzzword in context: *Presented to the CFO on a weekly basis concerning implementation of newly introduced budgeting policies*

Addressed	Instructed	Proposed
Advised	Interviewed	Provided
Briefed	Lectured	Recruited
Communicated	Liaised	Reported
Convinced	Marketed	Represented
Co-ordinated	Mediated	Resolved
Demonstrated	Moderated	Settled
Educated	Motivated	Sold
Encouraged	Negotiated	Suggested
Explained	Persuaded	Summarized
Highlighted	Pitched	Supported
Illustrated	Presented	Taught
Influenced	Promoted	Trained

Leadership skills

Buzzword in context: *Led a team of 20 in the roll out of a new IT system over a 3-year period*

Appointed	Enforced	Performed
Challenged	Executed	Planned
Conducted	Guided	Presided
Controlled	Handled	Regulated
Coordinated	Hired	Represented
Coped	Initiated	Resolved
Dealt with	Led	Stimulated
Delegated	Managed	Supervised
Directed	Monitored	Trained
Employed	Motivated	

Analytical skills

Buzzword in context: *Built analytical model forecasting inventory needs with an 80% accuracy rate*

Accounted for	Built	Evaluated
Analysed	Calculated	Figured
Appraised	Classified	Forecasted
Assessed	Collated	Formulated
Audited	Computed	Identified
Balanced	Developed	Interpreted
Budgeted	Estimated	Investigated

Maximized	Performed	Rated
Measured	Projected	Reconciled
Modelled	Quantified	

Problem Solving

Buzzword in context: *Devised a new procurement strategy leading to a 10% saving on commodities purchased*

Analysed	Evaluated	Produced
Arranged	Generated	Prompted
Assessed	Identified	Proved
Checked	Improved	Ran
Completed	Increased	Redesigned
Composed	Initiated	Refined
Conceived	Introduced	Reorganised
Conducted	Invented	Reviewed
Created	Investigated	Revised
Decreased	Minimized	Scheduled
Defined	Opened	Simplified
Designed	Organised	Solved
Developed	Originated	Streamlined
Devised	Overcame	Translated
Diagnosed	Pinpointed	Uncovered
Enabled	Processed	Verified

Results orientation

Buzzword in context: *Co-founded student support groups with 200 volunteers to provide help during flood*

Accelerated	Enriched	Pioneered
Accomplished	Ensured	Realized
Achieved	Established	Recommended
Achieved	Expanded	Redesigned
Advanced	Finalized	Reduced
Appraised	Founded	Refined
Attained	Gained	Reorganised
Augmented	Generated	Resolved
Awarded	Implemented	Restructured
Boosted	Improved	Simplified
Broadened	Innovated	Started
Built	Introduced	Strengthened
Consolidated	Launched	Targeted
Delivered	Minimised	Transformed
Developed	Modernised	Trimmed
Eliminated	Monitored	Undertook
Enabled	Obtained	Volunteered
Endorsed	Organised	
Enhanced	Overcame	

Teamwork

Buzzword in context: *Teamed up with 10 fellow students to raise funds for war widows*

Advised	Facilitated	Rescued
Aided	Facilitated	Returned
Alleviated	Familiarized	Saved
Assisted	Guided	Served
Bolstered	Helped	Sustained
Coached	Illustrated	Taught
Cooperated	Instructed	Trained
Collaborated	Networked	Tutored
Eased	Organised	
Elevated	Participated	

Research

Buzzword in context: *Investigated correlation between foreign investment and level of corruption*

Analysed	Documented	Extracted
Assessed	Drafted	Found
Authored	Engineered	Identified
Calculated	Estimated	Interpreted
Computed	Evaluated	Investigated
Designed	Examined	Pinpointed

Presented	Related	Tested
Produced	Reported	Traced
Proved	Solved	
Recommended	Studied	

Delivery

Having collected all the information needed to build up your skills and achievements, you are now ready to start writing your résumé.

This Chapter begins by showing what your résumé layout should be and then details the contents for each section. Step-by-step instructions for building your résumé follow. Three sample résumés are provided at the end of the Chapter

A place for everything and everything in its place

The layout and the sections of your résumé are standard. They only change slightly between recent graduates and young professionals: if you have less than 2 years' experience you will need to put your education first, and vice versa.

Font: the font should be Times New Roman or Arial or any other standard font

The layout should have the following characteristics:

- One page
- Your name in bold centre at the top, in a bigger font.
- Email and telephone number below your name
- Headings for each section in upper case, bold and underlined

The template in the next pages shows what your résumé should look like.

Contents

Personal Information:

This section should only contain the three essential pieces of information needed to get in touch with you.

- Your name with increased font size as recruiters are more likely to remember it.
- An institutional or standard email address (name.surname / surname.name).
- Your mobile phone number

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Education

Even though education has probably been your main commitment in your life so far, do not be tempted to include everything about it. Focus on what shows you have the right skills, for the position you are applying to (e.g. analytical, communication, problem solving). Include qualifications prior to university if they are either very good or requested by the employer. The information you must include in this Section is the following.

- **Institution, City (only if not included in the university name) and Country**
- **Degree name and qualification.** Include your qualification only if very good or outstanding (equivalent to 2:1 and higher)
- **Coursework** (e.g. Managerial economics, Game Theory, Corporate Finance)
- **Class rank/GPA.** Include class rank or GPA only if very good. If you think the recruiter will not understand your degree class include an approximate percentile
- **International exchange programmes**
- **Scholarships.** Include awarded scholarships, without exceeding one line

An example of education section in the right format is shown below

2012-2015 **ESCP EUROPE, Paris, France**
 Msc International Management, First Class Honours
 Coursework: Managerial Economics, Strategy, Incentives in organizations
 Ranked among top 10% students, GPA of X.X/X
 Awarded full merit scholarship for academic excellence

Work experience

Your goal is to show that you have developed an appreciation of the business world along with a set of valuable competences through previous employment or internships. The core of this section will be two to five achievement based bullet points in which you outline your key achievements. Employers understand that if you have less than five years' experience you will rarely have had the chance to manage life-changing company turnarounds; the achievements they expect will most likely focus on exposure to top management or independence.

The sections to be included are the following

- **Job Title, Company name**, City and country
- **Dates:** If your experience is relatively long (2+ years), only use years, while if your experience is shorter or you have some relevant short internships use abbreviated month and year (eg. Feb. 2005). Whichever choice you make, be consistent throughout your CV.
- **Company description**, only if you think recruiters will not recognise the name of the company you worked for.
- **Achievement-based bullet points.** Through your achievements, your bullet points should highlight the best mix of competencies required for the job you are applying to. Structure them in the most eye-catching way as shown in Chapter 2. Do not exceed five bullet points for every position you covered and 2-3 lines for each bullet point. In general, you should include more points for more recent jobs, unless previous jobs or internships are more relevant to the position you are applying to.

2012-2015 **McKinsey & Company, Berlin, Germany: Business Analyst Intern**

- Revised end-to-end value chain of the back office of a European Insurer identifying 12 initiatives leading to **€150 m savings in 5 years. Pitched initiatives to top management** and created multi-phase implementation plan
- Redesigned processes to **improve by 30% productivity of 2k claims handlers** in a European Insurer. Co-led a 15 people client team in successful implementation on 200 employees

Leadership and volunteering experiences

Employers like well-rounded individuals who stand out of the crowd: it makes a lot of difference if you were elected as a student leader or volunteered on a regular basis. Structure your bullet points so as to highlight what you have achieved. Only create a section for leadership and volunteering experiences if you have a considerable number of **significant** experiences, or if you would like to offset a weak work experience. Otherwise you can include your leadership experiences in the Additional Information section

2012-2015 **ESCP Europe Entrepreneurship Society, Treasurer**

- Doubled budget for Conferences from £ 5k to £ 10k by securing 2 new sponsorships with emerging start-ups

Additional information

Do not forget that this section is your chance to impress your recruiter. You can expect at least 30% of the content of interviews to be based on this part. You thus need to consider carefully all your extra-work achievements, and select the most relevant and interesting ones. One of our customers included the following bullet point

“EBay: raised more than 5k € in 9 months by selling recipe books and UK-imported goods in Spain”

During his interview, all the recruiters asked him questions about that experience. Questions about our achievements are almost 100% safe since we know what we are talking about very well. Such questions are also extremely effective for convincing the interviewer that we have well-rounded personalities.

Before starting to fill this section, think carefully about the set of competences required for the job you are applying to and try to find out which competences you did not sufficiently showcase in your Work and Education sections. Your additional information section should be made up of four to six bullet points, each one or two lines long. Typical areas you could cover in the “Additional Information” section include:

- Standardized test scores, possibly with percentiles (e.g. GMAT score: 730, 96th percentile)
- Volunteering activities
- Sports Achievements (e.g. Won Dutch rowing championship)
- Awards that you did not include in the Education section
- Positions in students societies/clubs/student councils (e.g. Elected student representative) if leadership and volunteering section is not present.

- Entrepreneurial activities not included in Business Experience
- Interests and passions

Typical points not to be included in this section are:

- Language certificates
- High School Grades
- School competitions you won when very young (unless at national level)

Structure your bullet points to highlight what you achieved. As always, do not focus on the role you covered but on the results you achieved, as shown in the example below:

- GMAT score 730 (96th percentile)
- Board member and fundraising chair for Kelston Area Big Brothers Big Sisters in Newark, New Jersey (2012-2013)
- Planned and implemented the first annual city-wide Salt Lake City Marathon (2005-2010)
- Interest in **Chinese studies**: organized a seminar on the impact of China on the imbalances leading to the 2008 financial crisis

Language and IT skills

Include your languages and IT skills in 2 lines:

Languages: list your languages starting from English, followed by the language(s) spoken in the country in which you are applying, and then by any other languages you have some level of proficiency in. Choose a level between Native, Fluent, Business and Basic. Do never overemphasize your certificates: employers on average do not care about whether you have 5 English certificates hung up on the walls of your room, but about whether you are able to talk with a client or negotiate a contract in another language. If you still want to include your certificates do not substitute them with your level of fluency, but keep both (e.g. Fluent English (First Certificate), Business French (Delf B1 Certificate)).

IT skills: Essential IT skills include the Office Pack (Word, Excel, PowerPoint). If you have knowledge in advanced IT programs mention what they are without going into too much detail. Make sure not to delve too deep into your knowledge of sophisticated Engineering programmes: the HR Manager who will select you will most probably have a background in Psychology.

Checklist

- Conquer hearts and minds:** Make sure every single line on your résumé matches the required competence set necessary for the job you are applying for
- One page:** Strictly keep your résumé within a single printable page
- Bullet-point-based:** All the achievements listed in the work experience, volunteering experience and additional information sections should be structured in bullet points
- Concise:** do not exceed 2-3 lines for every achievement based bullet point
- Consistent in style:** use one font style and one single font size (with the only exception of your name at the top)
- Nice looking:** margins should not be narrower than 13 mm and font size should not be lower than 10 pt.
- Consistency above all:** make sure all the bullet points start coherently with a verb in the past tense
- Proofread:** is the spelling 100% correct?

The step by step guide to efficiently writing the perfect résumé

These step by step instructions offer a practical summary of all the previous chapters.

- Research the company to find the following:
 - Which functional practices the company focuses on
 - Which specific skills they are looking for
 - Company culture and required profile
- Write down all the factual information about yourself in an organised way
- Make a list of all your skills with relative supporting evidence. You can use Table 1 as a template.
- Make a list of your achievements.
- Complete each Section of the résumé. Start from our template or create your own.
- Proofread
- Go through our checklist.
- Put your résumé aside for a week, and then revise it. Are you satisfied with it?
- If yes, try to get as much external feedback as possible from friends and colleagues.
- Iterate until the result is satisfactory.

The Good, the Bad and the Ugly

Below you can find three sample résumés on the same profile.

A badly written one

An improved version but not up to consultancy standard

A very good one





Ugly

Curriculum Vitae

Tom Zhank

PERSONAL
INFORMATION

Tom Zhank

-  St Mary's Mansions, London
-  +44 123 456 789  +44 123 456 789
-  tzhank@uniabc.com

Sex Male | Date of birth 12/08/1990 | Nationality Turkish

JOB APPLIED
FOR POSITION

Business Analyst at McKinsey and Company

WORK
EXPERIENCE

Sept. 2015- current

Business Development Analyst

STRAPFEET, Moscow, Russia

- Responsible for weekly updates to the management on business performance leveraging data and analytics
- In charge of managing contracts with advertising agencies
- In charge of extending the network of artists through PR initiatives and development of online community platform
Business or sector: Online retail marketing

Jul.-Sept 2013

Summer Analyst

Morgan Stanley, Milan, Italy

- Responsible for creating pitch decks and modelling post-merger financial and operational synergies of ongoing M&A deals
- In charge of screening potential targets, creating reports based on strategic fit and analysis of financials and presenting reports to senior management
- Tasked with formulating analysis on industry trends and positioning of the company in the Italian M&A market and providing advice to the management
Business or sector: Investment Banking

EDUCATION AND
TRAINING

2014-2015

MSc Strategy

The French School of Economics, Lille, France

- *Managerial Economics*
- *Strategy*
- *Incentives in Organizations*

2014-2015

BSc Economics

University of Torino

- *Microeconomics*
- *Macroeconomics*
- *Mathematics*
- *Statistics*

PERSONAL SKILLS

Mother tongue(s)
Other language(s)

Turkish

	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	High	High	High	High	High
IELTS level 9 (C1 level)					
French	High	Intermediate	Intermediate	Intermediate	Basic
Delf C1					

Communication skills

- good communication skills with senior leadership gained through my experience in investment banking
- good persuasion skills with peers gained through roles in student-led entrepreneurship societies
- good interaction with external stakeholders gained through my experience in a startup environment

Organisational / managerial skills

- leadership, gained from managing a team of 3 as Vice President of entrepreneurship society
- problem solving skills, gained from identifying potential positioning of investment banks in the Italian market

Organisational / managerial skills

- leadership, gained from managing a team of 3 as Vice President of entrepreneurship society
- problem solving skills, gained from identifying potential positioning of investment banks in the Italian market

Computer skills

- good command of Microsoft Office™ tools acquired in investment banking experience
- good command of statistical software (Stata, Eviews) acquired during Economics studies

Driving licence

- B

ADDITIONAL INFORMATION

Projects

pro bono consultant for EdUKation project, aiming at facilitating the access of Southern European students to the UK education system

Honours and awards

- Selected in **Dean's List (top 3%)** for outstanding academic achievement
- Awarded **Merit scholarship** for top 30 postgraduate applicants worth 40.000 €

ANNEXES

- copies of degrees and qualifications;
- testimonial of employment or work placement

Bad

TOM ZHANK

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St Mary's Mansions, London

EDUCATION AND AWARDS

- 2014-2015 **MSc Strategy, The French School of Economics**
Managerial Economics, Strategy, Incentives in Organizations
- Selected in Dean's List (top 3%) for top 25 highest average grade in my cohort (9.3/10)
 - Full Merit Award scholarship covering total tuition fees and accommodation expenses, worth approximately 40.000 Euros
 - Admitted to MSc. in Management at: HEC (Grande Ecole, partial merit scholarship), ESCP (full merit scholarship), London Business School, London School of Economics
 - Dissertation: "Abnormal returns in Family Offices' investments".
- 2014-2015 **BSc Economics, 110/110 cum laude, University of Torino**
Microeconomics, Macroeconomics, Mathematics, Statistics
- Amongst top 10% students in university, GPA 9.5/10
 - Thesis: Social unrests and SWF investment. Currently doing research on the correlation between political risk of the country where SWF is headquartered and performance of the invested company. Supervisors: Prof. Evans (University of Torino) and Prof. Stotak (University of Colorado).

WORK EXPERIENCE

- Sept. 2015-
current **STRAPFEET, Moscow, Russia**
Business Development Analyst
- In charge of identifying new markets opportunities and create visibility on main metrics of costs and customers acquisition
- Created a weekly Management Dashboard for the leadership team outlining all the key cost and customer engagement drivers (share of wallet, personnel costs, utilities, overheads)
 - Contribution to improving cash availability by negotiating better contracts with advertising agencies
 - Created innovative PR campaigns named "Why not joining?" and a new online platform to increase number of artists in the network
- Jul.-
Sept. 2013 **Morgan Stanley, Milan, Italy Summer Analyst**
- In charge of supporting management in identification of potential targets and modelling post-merger financial and operational synergies for ongoing deals
- Screening of potential targets, compilation of reports based on strategic fit and analysis of financials and creation of weekly update presentation to senior management
 - M&A: purchase price ratio analysis (EV and Multiples Analysis), screening potential targets
 - Built analysis on industry trends and market position for the main competitors in the Italian markets and reported findings to the management

LEADERSHIP AND VOLUNTEERING EXPERIENCE

- 2013-2014 **EdUKation project: pro bono consultant**
- Completed market research and drafted the business plan for project aimed at facilitating the access of Southern European students to the UK education system
- 2011-2012 **The Paris School of Economics Entrepreneurship Society: Vice-President**
- In charge of organizing Entrepreneurs Tuesdays weekly event, where both established and your entrepreneurs were sharing their experiences with students

INTERESTS AND OTHER ACTIVITIES

- Swing Dance: self-learnt by watching dancers and by practicing. Had opportunity to contribute to teaching a class once a week in 2012
- EBay: funded studies through selling used Vespa motorcycles
- Traveller: Travelled to the whole Europe, plus, among others China (5 times), Vietnam, Thailand, Australia, Russia (twice), Egypt, Israel, US (twice), Canada, Mexico, Peru, Bolivia, Chile. Wholly self-organized trips, from the booking of the flight to the (public) transportation inside the country of destination. Great interest in Asian cultures, arts and civilizations
- Chinese studies: Interest in the Reform Era, the Chinese non conventional transition to a more market oriented economy and in the influence of Confucianism on economy and social development

LANGUAGES AND IT SKILLS

- Languages: Turkish (mother tongue), English (proficient, C2 level, Certificate of Advanced English and IELTS score 9); French (fluent, Delf B1 Certificate)
- IT: European Computer Driving Licence (ECDL full): Word, Excel, PowerPoint, Access; Stata, EViews

Good

TOM ZHANK

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EDUCATION AND AWARDS

- 2014-2015 **MSc Strategy, The French School of Economics**
Managerial Economics, Strategy, Incentives in Organizations
- Selected in **Dean's List (top 3%)** for outstanding academic achievement
 - Awarded **Merit scholarship** for top 30 postgraduate applicants worth 40k €
- 2011-2014 **BSc Economics, 110/110 cum laude (Honours and Distinction), University of Torino**
Microeconomics, Macroeconomics, Mathematics, Statistics
- Amongst **top 10%** students in university, GPA 9.5/10
 - Published paper** about on the correlation between political instability in the Arab Spring and the performance of companies invested by Middle Eastern Sovereign Wealth Funds

WORK EXPERIENCE

- Sept. 2015-
current **STRAPFEET, Moscow, Russia**
Retail startup that collaborates with artists to design prints for footwear
Business Development Analyst
- Injected analytical rigor into decision-making process by **developing a weekly Management Dashboard** for the leadership team
 - Extended startup's cash runway** by 3 months via optimizing advertising and pricing
 - Expanded artist network** from 30 to 120 through PR initiatives and development of online community platform
- Jul-
Sept. 2013 **Morgan Stanley, Milan, Italy**
Summer Analyst
- Supported the **execution of a \$30M M&A deal** by creating pitch deck and modelling post-merger financial and operational synergies
 - Screened 300+ potential targets, created reports** based on strategic fit and analysis of financials and **pitched opportunities to senior management**
 - Formulated analysis** on industry trends and positioning of the company in the Italian M&A market reporting findings and providing advice to the management

LEADERSHIP AND VOLUNTEERING EXPERIENCE

- 2013-2014 **EdUKation project: pro bono consultant**
- Conducted market research and drafted the business plan for a startup project aimed at facilitating the access of Southern European students to the UK education system
- 2011-2012 **The Paris School of Economics Entrepreneurship Society: Vice-President**
- Organized and chaired** the Entrepreneurs Tuesdays weekly event, **raising the profile of speakers** (i.e. leaders from Trump, Revco, Tazta), and introducing new formats as start up "speed dating" and panels on social enterprise
- 2011-2012 **Sisters of Charity, Torino, Italy: Volunteer**
- Teamed up with 10 students to provide** assistance to **homeless** population during winter
 - Raised \$10k** through campaigns in social media and **crowd funding** platforms

INTERESTS AND OTHER ACTIVITIES

- Swing Dance:** self-learnt by watching dancers and by practicing. Then taught swing dance to a class of 50 students once a week for one year
- EBay:** raised \$10k in 9 months selling used Vespa motorcycles
- Multicultural experiences:** lived in **4 countries**, 12 weeks backpacking in central Asia

LANGUAGES AND IT SKILLS

- Languages:** Turkish (mother tongue), English (proficient), French (intermediate, Delf B1)
- IT:** Office Package (Word, Excel, PowerPoint, Access), Stata, EViews

Cover Letters

The aim of the cover letter is to convey information about your personality and your way of approaching problems. While the résumé is a fact-based review of your professional life, a cover letter should somehow introduce you as a person. It is therefore important to use a different tone and focus on areas of your résumé that you have not developed in depth.

The approach to writing your cover letter is similar to that used for the résumé: you will have to research the company, the role, and carefully scrutinise yourself.

1. Research the company

Before beginning to write, go through the information you have gathered about the company for your résumé.

2. Research the role

Find out what are the skills the company requires.

3. Analyse your résumé and background

Compare your résumé to that of the ideal candidate the company is looking for. The cover letter should:

- Reinforce skills that are not adequately explained on your résumé
- Explain how the skills you acquired in your past experiences relate to the job you are applying for (especially if you are changing sector)
- Show how the culture of the company matches your own personal attitude

The objective of the cover letter is not restating your résumé, but rather creating a persuasive link between your personal story and the job you are applying for.

Structure

Your cover letter should have a standard structure and include an opening, a closing and four paragraphs. This section elaborates on each of these and provides examples to help you craft an outstanding cover letter.

Opening the letter

Start with the name of the recruiting manager (e.g. “Dear Mr Brown”) or, if not available, with “Dear Sir or Madam”.

First paragraph: The company

1. Go over who you are and the job you are applying for
 - *I am a graduate of ABC University and I am writing to apply for the Business Development Manager role at XYZ Company.*
 - *As a first year student at ABC University, I would like to be considered for your Summer Associate internship program.*
 - *I am a second year student at ABC University interested in pursuing a career in your Marketing Department.*
2. Illustrate your research on the company, including presentations and networking events you attended
 - *I attended X’s reception on Date at X’s offices and I was really impressed by its emphasis on impact creation and personal development. I was particularly excited by the exposure to senior management that associates were able to get from day one and by the impressive amounts of cross-industry expertise they were able to accumulate in less than 2 years.*
 - *In my research on ABC I have been impressed by its capability to constantly rethink itself, without however compromising its excellent reputation. More specifically, ABC, creating a strategy that no other company in the sector has been able to replicate, has leveraged its brand to generate new streams of revenue from existing customers.*
 - *The lunch seminar of the new ABC XYZ program at School ABC last January sparked my interest in attaining a position with your organization. After conversing with current employees, including John Smith and Louise Brown, I am convinced that Company ABC provides the best platform for an enriching career.*

3. Introduce the second paragraph, a synthesis of who you are and why you are going to be a good fit for the company
 - *I am a highly curious and passionate individual and I am convinced that working in the Operational practice would allow me to combine those traits with the analytical and problem-solving skills I developed in my academic experience.*
 - *Throughout my Marketing studies I have been always excited to understand what drives people's buying decisions. I am confident that this passion, combined with my experience in the luxury industry, would make me a good fit for the ABC position at XYZ.*
 - *Furthermore, the analytical skills I acquired during my studies, matched with my genuine interest for company XYZ, make me excited to contribute effectively to the group.*

Second paragraph: Your skills

1. Provide a summary of the key skills you want to focus on
 - *During my studies I honed my analytical, communication and persuasion skills in my internship at company XYZ.*
 - *Whilst maintaining a top performance at University I was elected as student representative for two consecutive years. The experience not only taught me how to manage multiple activities whilst maintaining optimal results throughout, but also enabled me to hone my motivation and persuasion skills.*
 - *During four years' work in the retail industry, I focused on the optimization of the procurement department. That experience gave me the opportunity to interact with senior management from key suppliers from 4 continents and gain a global understanding of marketing best practices.*
2. Provide examples of your skills
 - *As an Intern I learnt how to leverage incredible amounts of data, using them to develop clear recommendations that were relevant for top management. For example, I was often entrusted with the preparation of final project reports for clients, delivering key results in a persuasive manner in order to receive the buy-in from C-level executives. I usually started by figuring out what my end product should have looked like, understanding what aspects were most relevant and critical. Then, I launched my quantitative and qualitative analyses and used them to create my presentation giving relevant, clear and practical recommendations.*

- *As a student representative I introduced “Students’ Week”, a time when classes were suspended and students organised conferences and workshops. I faced two main challenges in this project: creating a committed team and getting the teachers’ support. First, I invited all students to have a stake in shaping the event, creating teams in charge of all aspects of the organization and entrusting responsibilities to leaders. This experience taught me how to motivate people, leveraging on the impact they can have and the rewards for their results. The teams were able to invite an outstanding line-up of speakers, which enabled us to gain the approval of the teachers, as we presented the event as a chance to promote the school on the media. Understanding the perspectives of multiple stakeholders and identifying what they really cared about enabled me to transform an ambitious plan into reality.*

Third paragraph: Your passion and conclusion

1. Describe what excites you about the job

- *I am convinced that this job matches my inclinations and, at the same time, offers me many chances to learn from new and diverse challenges – thus providing a constant stimulus to think in an analytical and practical way.*
- *My main motivation for applying to this job is the wide variety of opportunities and challenges that would make me passionate about it.*
- *Working for you would match what I desire the most from a job: the opportunity to think outside the box, to identify opportunities and create real impact, always working in a supportive team environment.*

2. Conclusion

- *I hope that you find my background and experience a good fit for your company, and I would like to reiterate my interest in discussing this opportunity and my qualifications with you further. Thank you for your time and consideration.*
- *I very much look forward to the opportunity to speak with you in person about my interest in this position. Should you have any questions regarding my background or interest in XYZ, please feel free to contact me at your convenience. Thank you for your time and consideration.*
- *I would appreciate your consideration for an interview with your firm. Should you require any additional information feel free to contact me on +39 333 556 7788. Thank you for your time and I look forward to speaking with you.*

Closing the letter

If you start with a name (e.g. “Dear Mr Brown”) you should end with “Yours sincerely”. If you start with “Dear Sir or Madam” you should end with “Yours faithfully”.

Cover Letter checklist

Your cover letter:

- Does not simply restate your CV
- Reinforces skills that are not adequately explained on your CV
- Explains how your skillset relates to the job you are applying for
- Does not exceed one page
- Makes the person who reads it feel special: it is addressed to them personally
- It is tailored to the company’s values and culture
- The skills are backed up by relevant examples
- The skills you mention are relevant to the company
- There are no spelling mistakes (double check names of the Company, Position , HR manager)

The former Graduate Recruitment Manager at City law firm Mayer Brown found that 20% of applicants got the firm’s name wrong.

Résumé 2.0- The digital era

Your online presence consists of all the information about you that can be found on the internet, which usually comes from your social network profiles.

Employers are increasingly considering online presence as a mean of assessing candidates. Your social profiles and how you engage with the online community are likely to be considered when you apply for a position. It is therefore important not only to prevent potentially reputation damaging situations but also to showcase your networking and social skills. Not having an online presence could potentially prevent you from having an interview.

Dos and don'ts

Remember to set your privacy settings correctly in your social media accounts. Employers will find anything public (including Facebook) and scrutinise it. The major mistakes to avoid are:

- Posting inappropriate pictures showing drug or alcohol abuse at parties.
- Posting contents with poor grammar or spelling
- Racist, sexist, homophobic, ageist, xenophobic or any other offensive comments.
- Posting comments about your current employer or the company you are applying for.
- Using unprofessional screen names
- Having an argument online

In order to achieve a positive image, your online profiles should show that you have a wide range of interests, ideas, achievements and qualifications.

It is also important to make your voice heard in the right networks. For instance, try to be active on posts concerning your industry. Constructive comments show your interest and spark feedback.

Even though it may not be pertinent to consultancy roles, an interesting article with figures on how employers are using social media can be found here. <http://www.forbes.com/sites/kashmirhill/2011/10/03/what-prospective-employers-hope-to-see-in-your-facebook-account-creativity-well-roundedness-chastity/>

The 6 tips to an all-star LinkedIn profile

Most social media are meant for personal use so, while it is very important not to post anything that could compromise your career, they will not be the prime driver for online networking.

The core of your professional online network is obviously LinkedIn. Having a professional-looking profile is extremely important as potential business partners and head-hunters will look for it.

The following are six simple steps for obtaining a professional-looking LinkedIn profile.

1. Use a professional profile picture, possibly taken by a photographer.
2. Craft a killer headline. Those 140 words are the most important of your profile; attention spans in the digital era are very short so you should be able to catch attention immediately
3. Make sure to include all your awards and achievements. You can also include some projects you are particularly proud of
4. Join as many groups as you can to widen your network
5. Share a relevant work update during working hours to keep your contacts engaged
6. Make meaningful comments on high visibility posts to acquire credibility

If you need more help on managing your online reputation, feel free to contact myconsultingcoach.com via email at info@myconsultingcoach.com.