

ASPER MBA RESUME GUIDE



CAREER
DEVELOPMENT
CENTRE



MBA RESUME GUIDE

This MBA Resume Guide is designed to provide you with an overview to help you when writing your resume. Resumes vary in terms of style and formatting, but there are key elements that will help your resume get noticed. Refer to the sample resumes at the back for inspiration.

Your Resume, Your Future!

Your resume is a marketing document – marketing you to potential employers. It’s important because if done well, it will get you past the first screening and to an interview by demonstrating to recruiters what you know, what you have accomplished, what you can do for them and how well you will fit within the organization. Your resume reflects your personal brand and how you want to be identified in the market.

The first step toward completing a resume is identifying interests, skills, values and traits that will be important to potential employers. The second step is to identify and include your accomplishments - see page 17.

Remember, you can always contact the MBA Career Advisor at the Career Development Centre to review your resume!

Good to Know!

Typically, a recruiter doesn’t read your resume, they will scan it in under 13 seconds!

Top 10 Resume Tips

1. Customize your resume to the job for which you are applying.
2. Be strategic – list what enhances your competitiveness for the position.
3. Focus on successes, results and achievements instead of listing your job duties (see page 13-14).
4. Always write in the third person – no “I”, “me” or “my”.
5. White space is important. Your resume should have adequate margins (no narrower than .75”).
6. Design to impress. Use formatting strategies that highlight rather than clutter.
7. Be consistent. Use bold type, italics, and capitalization in a consistent manner.
8. Do not use unusual fonts or those too small to be easily read in 10-12 point. All text should be the same font size with the exception of your name and possibly headings, which can be larger.
9. Be consistent with your tense. Current jobs are written in the present tense, past jobs are written in the past tense.
10. Try to limit yourself to two pages, anything past page two likely won’t be read.



Resume at a Glance

This is your Profile, your personal branding statement! Check page 11 to learn more.

Include one phone number that has voice mail and a professional email address. Physical mailing address is optional.

Include your LinkedIn profile [short link](#). You can copy it from your profile, usually positioned to the left of "Contact Info".

Jane Smith, MBA
 123 Easy Street Winnipeg MB R3X 2X8
 (204) 123-0976 • jsmith@hotmail.com • [linkedin.com/in/jSmith](https://www.linkedin.com/in/jSmith)

Optional section usually combined with the profile statement. Highlights main skills and expertise that are required in the job posting. This section can also highlight achievements.

Enthusiastic and client-oriented marketing professional with a proven record of accomplishments in various marketing roles, supporting business goals and objectives. Expertise in directing the creation of marketing tools and steering the execution of marketing programs. Results-driven team player accustomed to managing multiple projects in fast-paced environments.

Recruiters spend a few seconds reading through a resume. Organization and good formatting is essential. Divide sections with headings, underlines or bold fonts.

PROFESSIONAL EXPERTISE

- Adept at communicating with senior executives, management, vendors, and internal departments to co-ordinate overall marketing efforts
- Proficient in organizing, implementing and managing events, seminars and conferences
- Highly creative with expertise in communications, branding and internal marketing materials
- Strong team player/leader who excels in maintaining productive relationships with staff, peers, clients and management
- Skilled strategist with a proven track record of transforming operating plans into successful results

Represent multiple positions within one company. Including a short company profile is recommended especially if it is an overseas experience or less-known company.

CAREER HISTORY

FINANCIAL ADVISORY SERVICES LTD. - WINNIPEG 2012 – present
Independent financial planning firm with investment strategies including mutual funds, money markets, stocks, portfolio funds and GICs – assets under management total \$230M Canadian.

Program Delivery Consultant (Sept. 2014 - present)

- Managing the delivery, development and promotion of various educational events and marketing programs for a financial company of approximately 1000 advisors and assistants.
- Developing and managing a wide range of marketing collateral, including promotional materials, direct-mail pieces and website content.
- Managing key internal and external relationships ensuring programs met company objectives and operated within budget parameters.

Key accomplishments:

- Successfully managed, delivered and promoted a National Sales Conference for approximately 600, various national road shows, educational meetings and events.
- Proposed and launched a reward and recognition program for sales team and support staff.
- Effectively negotiated contracts with vendors to save company over \$300,000.
- Managed events budget of over \$2 million per year.

Line-up all dates on the right-hand side, most recruiters like to read resumes in reverse chronological order.

Senior Marketing Coordinator (2012 - 2014)

- Received, tracked and evaluated advisor's marketing collateral to ensure that branding standards and regulatory guidelines were adhered to.
- Ensured advisors were educated to the standards and assisted in revisions of material if necessary.

Current job is written in a present or present-continuous tense. Past jobs are written in past tense.

Employers look for achievers who go above and beyond their job duties. Dig down and pinpoint what these are.

Don't list duties; write skill statements. Start with a strong action verb to engage the reader. See "Action Oriented Language" page 16.



Readers' attention is naturally drawn to numbers, currency signs, and percentages.

If past experience is not relevant to the job in question, then focus on transferable skills (especially soft skills) – see page 15

Be strategic – certificates and courses can be important if relevant to the job in question.

If you have a degree from overseas and not sure if relevant, include a small description of degree or focus of the program.

If you held leadership roles then you may want to expand this section further in a similar manner to your paid experience.

Key accomplishments:

- Created database for efficient tracking and reporting, and organized compliance operation increasing efficiencies and reducing labour costs.
- Initiated the creation of a departmental process and policy guide for training and development; decreased training time by two weeks and increased retention rates for key personnel by 8% annually.
- Participated in interviewing and selecting over 10 new hires within the department.
- Received Employee Recognition Award in 2013 for contributions in Brand Management and Advertising department.

AJAX PROPERTIES – CALGARY 2010 - 2012
The overall objective of the company is to provide its clients with excellent investment opportunities which are supported by comprehensive fee and asset management services.

Mortgage Client Representative

- Demonstrated a high standard of professionalism when dealing with phone and e-mail inquiries from clients, consultants and other individuals pertaining to mortgages.
- Served as a liaison with internal groups in a time sensitive atmosphere.
- Worked with a team on projects related to the startup of a new division.

Key accomplishments:

- Demonstrated immediate talents upon hire and excelled quickly to become recognized by management as key member of team.
- Hand-picked to be part of a team to assist in the integration of back office systems when division was transferred.
- Recipient of the Employee Incentive Plan for outstanding performance two years in a row - 2008 and 2009.

EDUCATION & PROFESSIONAL DEVELOPMENT

Master of Business Administration Degree – Marketing Asper School of Business, University of Manitoba	2013
Canadian Securities Course Canadian Securities Institute	2010
Investment Funds Operations Course Investment Funds Institute of Canada	2010
Bachelor of Arts Degree Business Administration, Marketing - University of Winnipeg	2007

VOLUNTEER AND COMMUNITY INVOLVEMENT

Winnipeg Humane Society – Volunteer	October 2015 - present
Toastmasters Club	September 2013 - present
Asper MBA Student Association	January 2012 - present
Canadian Cancer Society, Calgary – Volunteer	2011
Terry Fox Foundation – Volunteer and participant	2007/2008

Jane Smith - jsmith@hotmail.com / (204) 123-0976

Make sure there are no unexplainable gaps in your history.

Full dates showing duration can help explain work experience gaps.

Include volunteer experience with a high level of accountability or responsibility just like you would a paid job.

Certain volunteer or community involvement experiences may align with the values of the employer. This could favor you over equally qualified candidates.
Do your research!

Include footer on the second page for a more professional look and in case your pages get separated. You can also include your contact info.

Include page number and try to limit resume to 2 pages or less.



WHAT TYPE OF RESUME WORKS BEST FOR YOU?

That depends on your personal circumstances and what you are applying for – you will need to decide. There are several basic resume formats, used to apply for positions, including chronological, functional or combination resumes.

See a description of each below:

- A **Chronological Resume** starts by listing your work history in reverse chronological order; i.e., with the most recent position listed first. Employers typically prefer this type of resume because it's easy to see what jobs you have held, your titles with a link to accomplishments and when you have worked at them.

This type of resume works well for job seekers with a strong, solid work history. It is the most common type of resume.

- A **Functional Resume** focuses on your skills and experience, rather than on your chronological work history. It allows you to focus an employer's attention first on your skills, competencies or achievements as they relate to the position you are applying for, without clearly identifying the timeframe in which you employed these skills. Therefore you can put relevant experience at the beginning of your resume, even if you accomplished these tasks in an early work experience. It is a good way to highlight transferable skills from one industry or position to another.

It is used most often by people who are changing careers or who have gaps in their employment history.

- A **Combination Resume** – which we usually recommend – allows you to combine the best components of the two previous resume formats. It lists your skills and experience first- your “Highlights of Qualifications” or “Career Achievements”. Your employment history is listed next.

With this type of resume you can highlight the skills you have that are relevant to the job you are applying for, and also provide the chronological work history that employers prefer.



FOR SAMPLES OF ALL 3 FORMATS SEE THE NEXT FEW PAGES.



A. Sample Chronological Resume

Marion Lucas, P. Eng, MBA

Home: (604) 223-7654
 Cell: (604) 458-3245
 mlucas@telus.net

SUMMARY

Results oriented leader and senior manager with 15 years' experience in operations management, manufacturing engineering, product development, project management, strategic planning and team development. Background includes a variety of experiences from scientific research to plant construction management to business development acquisitions.

CAREER EXPERIENCE

Company Name, Location Date
 Position Title

Directed operations with +\$20 million profit and loss responsibility for two production facilities. Provided strategic leadership for implementation of lean manufacturing, development of self-directed work teams, marketing strategy, safety, quality and sales programs. Member of the Leadership team managing operations in North America and the Pacific Rim international market.

Responsibility Statement; outlines the nature of the role, scope of responsibility

- Drove \$2 million in increased cash flow by focusing managers on cost drivers and waste. Reduced manufacturing, G&A and transportation costs by 2 percent, 5 percent and 1 percent of sales, respectively.
- Initiated increased focus on safety at production facilities. Established safety steering team and reduced Lost Time Accidents from 7 in 2011 to near 0 from 2012 through 2016.
- Developed strategic plan and financial models for 5-year sales increase to 75 million dollars and outlined manufacturing strategy and capital investment requirements.

Company Name, Location Date
 Position Title

Directed the new products development program from initial financial feasibility analysis, through customer focus groups, detailed design, manufacturing releases and final executive reviews. As a member of the operations committee, involved in all major plant financial and strategic decisions and overall corporate product line strategy development.

- Achieved three new product releases on time and on budget with market shares in line with or exceeding preliminary expectations. Received three national industry awards for designs.
- Developed and administered risk management system for new product programs, schedules, manufacturing and operations. Outlined risk levels, contingency planning, mitigation and developed system for assigning financial costs to program risks.
- Developed new procedures for performance measurement for engineering teams. Used balanced scorecard approach and outlined measurement requirements and reward system.
- Provided leadership in problem solving using scientific methods, brainstorming and analytical analysis.



Company Name, Location
 Position Title

Date

Responsible for manufacturing engineering, current product engineering and design of 25 million dollar implement product line. Planned and directed program changing the plant emphasis on incremental improvement to major product line upgrade.

- Designed, developed, tested, outlined bill of materials and released engineering change notices for castings, injection model parts, stampings, sheet metal and vendor parts. Completed hazard reviews of design issues.
- Assisted in the development of failure analysis risk management database tracking system and implemented manufacturing product change database.
- Assisted in the implementation of Kanban manufacturing into a 650,000 square foot facility with 30,000 part numbers.

Company Name, Location
 Position Title

Date

Managed and directed research programs from initial funding acquisitions through final report writing. Solved research and design problems using data acquisition systems, innovative instrumentation development, computer systems and a variety of electronic transducers and instrumentation.

- Developed and implemented center marketing program for development and research activities. Created brochures, product-offering sheets, advertising information, organized trade show and information extension activities.

EDUCATION & PROFESSIONAL DEVELOPMENT

Master of Business Administration – Asper School of Business, University of Manitoba	Date
Certificate in Operations Strategy Management – Harvard Business School	Date
Graduate Diploma in Management - Athabasca University	Date
Bachelor of Science Agricultural Engineering - University of Alberta	Date

Courses Completed:

- | | |
|---|---------------------------------------|
| • Financial Accounting | Advanced MS Excel and Access |
| • Doing Business of the Information Highway | Standard First Aid St. John Ambulance |
| • Marketing your Professional Practice | Marketing in the Public Sector |
| • Training the Trainer | Plain Language Writing Overview |
| • Project Management | Statistical Inference |
| • Supervising Under Pressure | |

PROFESSIONAL AFFILIATIONS

- Member – Engineers Geoscientists of Manitoba (formerly APEGM)
- Association of Professional Engineers, Geologists and Geophysicists of Alberta
- Association of Manufacturing Excellence



B. Sample Functional Resume

LIM HE (JOHN) XU, MBA
PHONE EMAIL LINKEDIN

PROFILE

Proven management professional with a successful track record in sales, marketing and human resources. Significant creativity for concepts; able to implement unique and effective marketing strategies in fast-paced, change-oriented environments. Exceptional team focused management skills with solid project management experience. Multilingual, comfortable working internationally with teams from diverse cultural backgrounds; five years in Canada, Germany and China.

HIGHLIGHTS OF QUALIFICATIONS

- Successfully organized the Data and Graph Receiving System Division at ABC Technology Development Center, which marketed, developed and sold data and graph receiving systems enabling hundreds of customers to receive stock information at their offices or home. Lead the pre-sale as well as after-sale technical service.
- Fully responsible for the marketing budget ~\$250,000+ and marketing activities including advertising, seminars, exhibitions, presentations, data sheets, and news releases for clients. Corporate clients included Samsung, Moto, Nokia.
- Recruited more than fifty multinational employees (professionals and administrative staff) and organized orientation and professional training for one hundred staff in Europe and Asia.

MARKETING

- Investigated and developed new products according to the perceived market need.
- Designed sales and advertising strategies according to market research results for a variety of different products.
- Developed and managed a wide range of marketing collateral, including promotional materials, direct-mail pieces and website content.
- Evaluated sales representatives' performance with a focus on development of quality relationships to maintain or increase sales.
- Managed and developed marketing programs and strategies including printed marketing material, developing pricing software and internet upgrades.

HUMAN RESOURCE MANAGEMENT

- Established an effective system for obtaining, mobilizing, and managing the organization's human resources
- Developed performance management system, aligning organizational goals with yearly bonus structure
- Initiated an employee satisfaction survey to improve retention of top talent
- Conducted training and orientation sessions for new hires significantly improving retention and employee engagement



INTERNATIONAL EXPERIENCE

- Negotiated contracts with multinational organizations in China, Germany and Canada, successfully implementing projects in excess of \$10M
- Studied abroad in Luton, England and have lived in Canada, China, Germany with travel to Russia, Singapore, Malaysia, Thailand, South Korea and Hong Kong
- Participant on MBA study tours in Mexico and Canada
- International working co-operation and communication in Germany, France, Finland, Taiwan
- Proficient in oral and written English, Mandarin, Cantonese and German

EDUCATION & PROFESSIONAL DEVELOPMENT

Master of Business Administration (MBA) Degree Asper School of Business, University of Manitoba, Canada	2015
Doing Business in Mexico & Latin America , Tec de Monterrey, Mexico	2013
Global Management , European Business Administration Institute, Germany	2009
Bachelor of Business Administration Degree , Shanghai University, China	2004

WORK HISTORY

HR Manager, A-Power Computer Ltd. (Richmond, BC)	2012 - 2014
Sales Professional, Netlink Computer Inc. (Vancouver, BC)	2010 - 2012
Marketing Manager, BOSCH, Germany (Munich, Stuttgart, Hanover, Berlin)	2007 - 2010
Sales Manager, Shanghai Branch of AT&T, USA (China)	2004 - 2006

PROFESSIONAL ASSOCIATIONS

Member - Human Resource Management Association of Manitoba, HRMAM
 Member - Chinese Canadian Cultural Association
 Member - Young Associates

COMMUNITY INVOLVEMENT

Volunteer, Main Street Project, Winnipeg	2014 - present
Volunteer, Boys and Girls Club, Vancouver	2010 - 2012
New Immigrant Service, China Overseas Association, Vancouver	2010 - 2011



C. Sample Combination Resume

JIM JOHNSON, MBA

Phone • E-Mail • LinkedIn

FINANCIAL BUSINESS DEVELOPMENT PROFESSIONAL

Accomplished financial executive with more than 15 years of experience, including 10 years of investing equity in large, complex financial transactions for a multinational corporation. Diversified background including practical experience in accounting, finance, investment analysis, deal structuring and document negotiations.

Career highlights include:

- Underwritten over \$400M in various leveraged and non-leveraged investment and non-investment grade transactions across multiple industry sectors. (Deal Sheet Available)
- Led a uniquely structured financing operation, combining the tax advantaged leverage leasing product and the Asset Backed Securitization market which was featured in a trade publication.
- Consistently achieved new business volume targets within prescribed pricing and credit quality parameters.
- Presented in-depth analysis on the Japanese leasing market to the Board of Directors of ABC Capital Corporation.

Demonstrated skill set in sourcing, structuring, negotiating and closing complex financial transactions with established relationships in the investment banking and legal communities.

PROFESSIONAL EXPERIENCE

ABC Bank, Toronto, ON

2012 - present

ABC is one of the largest Credit Unions in Ontario delivering a full range of financial services to individuals and businesses. With over \$10 billion in assets and a quarter of a million members, more than 2,000 employees, ABC's customer service is rated among the top banks and credit unions across North America.

Director, Structured Finance/Compliance

Lead the underwriting and financial due diligence process including accounting, tax, treasury, valuation and financial control disciplines culminating in the negotiation and execution of closing transactions.

- Prepared and presented proposed deals to credit committee for approval.
- Demonstrated credit analysis skills including understanding of financial concepts such as NOI, ROI, NPV, cash flow modeling and capital markets.
- Provided active coaching and mentoring to associates on credit analysis, documentation, negotiation techniques and relationship management skills.
- Established commercial relationships with bankers, lawyers, investors and advisors.
- Planned, documented, implemented and tested the effectiveness of internal controls as required under the C-Sox Act.

Company Profile outlining scope of business, industry, size, products or services, numbers of employees etc...

Pro Tip!

Insert company profile if company is not widely recognized or is from a different market.



Company Name, Location 2009 - 2012
Company Profile

Portfolio Review Administrator

- Evaluated and rated the credit worthiness of a \$500M portfolio of commercial finance and asset-based lending transactions.
- Responsible for the early detection of non-performing assets.

Company Name, Location 2007 - 2009
Company Profile

Senior Internal Auditor

- Supervised limited scope and operational audits on various domestic and international subsidiaries.
- Conducted due diligence on prospective corporate acquisitions, including performing business and product line analyses.
- Managed an international audit team on a three-month assignment in Germany to perform operational audits of a corporate subsidiary.

Company Name, Location 2005 - 2007
Company Profile

Senior Accountant

- Planned, coordinated, and supervised the execution of audit engagements for a variety of public and private clients.
- Directed and performed the review of issuers and custodians of Government National Mortgage Association Securities for the Northeastern United States.

EDUCATION

Master of Business Administration Degree - Finance 2015
 Asper School of Business, University of Manitoba
 Dean's Honour List

Bachelor of Business Administration Degree - Accounting 2004
 University of Winnipeg

COMMUNITY INVOLVEMENT

Chair – United Way Campaign, ABC Capital Corporation 2016 – present
 Board Member – Winnipeg Harvest 2009 - 2015
 Treasurer – ABC Daycare 2007



COMPONENTS OF A RESUME

Although resumes are composed using standard sections, there is no prescribed format that works equally well for everyone. Sections that do not relate to your objective or career field of interest may be de-emphasized or even omitted. Titles of sections can also be modified to describe the information presented more accurately such as “Work Experience” or “Relevant Experience”.

Below are the various sections that are common for a resume. Each one will be explored to provide you with a guideline on what is important in that section and what to include.

- A. Personal Letterhead**
- B. Profile Statement**
- C. Summary of Qualifications**
- D. Education and Professional Development**
- E. Work Experience**
- F. Volunteer Experience and/or Community Involvement**
- G. Extracurricular Activities and/or Interests**

Personal Letterhead

A creative and eye-catching header is an excellent way to help your resume stand out from the rest and is part of your brand. Flip through the samples at the back. What appeals to you?

What to include:

1. Name, one phone number with voice mail (with a professional greeting) and a professional email address.
2. Mailing address – this is optional and is becoming less common. Employers are not going to mail you a letter to schedule an interview so save the space for more important information.
3. LinkedIn address - this is becoming increasingly important. You can make a custom URL link by clicking “Edit Your Public Profile” in the “Privacy & Settings” section.
4. Do not include personal information such as age, date of birth, SIN, or marital status on your resume.

Profile Statement

This is a high-level overview describing your skills at a professional level. It includes your key characteristics and competencies and your career target.

A profile describes who and what you are. It defines your area of expertise - your field of study or interest, and your level and depth of experience. It also describes your unique competitive advantages for the position. A profile should be no more than 3-5 sentences long. This is your “personal branding section”. A well written profile will differentiate you from your competitors and ensure the reader understands your value proposition in relation to the role for which you are applying.

Consider this; if the reader only reads your profile section, what do you want them to know about you? Make sure you customize this section for each job.

Pro Tip!

Right-Left Justify (MS Word = Ctrl + j) your profile for a clean professional look!



Summary of Qualifications/Career Highlights

Another section you can include in addition to a “Profile” is a “Summary of Qualifications” that details your key accomplishments in bullet points. You can title this how you want, but be creative. i.e. “Career Highlights” or “Key Achievements”. Focusing an employer’s attention on your key deliverables related to the job is strategic and will position you competitively for the job.

If you are applying for positions where you have little or no related experience, including a “Summary of Qualifications” section to a resume allows you to highlight your transferable skills which will add strength to your resume. It gives you the opportunity to demonstrate to the employer that although you may not have directly related experience or titles, you do have the education and transferable skills necessary to be successful and that it would be worth their time to meet you for an interview.

Ask yourself what skills have been developed through your employment, community and volunteer activities or school/interests/hobbies. If you are applying for a particular position, review the posting and identify the four to five key strengths that the position requires.

Some of the skills that you have developed through your MBA may include:

1. Researching, analyzing and compiling information
2. Writing and presentation skills
3. Critical thinking/ solving problems
4. Project management
5. Managing people and teams – group work
6. Presenting ideas and persuading others

You should customize this section each time you send out your resume. Take note of all specific skills, abilities, qualifications that are listed in the posting. These are the key attributes required for the job. Ensure you make the link between what the organization needs and what you can offer.

Education & Professional Development

Where you position your education on your resume is a strategic decision. Is the fact that you are enrolled in an MBA program your key competitive advantage? If so, put it at the beginning of the resume after your profile. If your work experience is strong and well aligned to your target job, then work experience should go before education.

1. Title of degree sought or highest level of education completed:
 - Master of Business Administration (MBA) **Program** (while in school)
 - Master of Business Administration (MBA) **Degree** (after graduation)
2. Name of institution: Asper School of Business, University of Manitoba.
3. Specialization.
4. GPA – optional. Ensure you include the scale (example 4.2/4.5).
5. Scholarships, awards, Dean’s Honour list.
6. Case competitions - and results, if to your advantage.
7. Work-study abroad, industry projects. These show adaptability and consulting skills.
8. Professional Development – courses, certificates, association memberships.
9. Relevant Courses – be strategic! If you are light on related experience you will want to include specific projects and any other information related to your specialization that may be of interest.



Work Experience

Focus on these four things:

1. Content of your bullets
2. Transferable skills
3. Action Oriented Language
4. Accomplishments

Content of Your Bullets

The most common mistake people make on a resume is simply listing their job duties. For the reader this is very boring and doesn't demonstrate the skills you used, your success and results, or the impact you had on your organization, colleagues and clients/customers.

The bullets tell your story. What do you want the reader to know about you? Remember a resume is a marketing tool that will get you to the interview – **market yourself!**

*Consider this formula when writing your bullets **Accomplished [X] as measured by [Y] by doing [Z]****

If you were the recruiter, which bullet would make you want to interview the applicant?

MBA student who is the Director of Finance for aMBAsa student group:

- Managed student group budget
- Managed \$10,000 budget and invested idle funds
- Managed \$10,000 budget and invested \$5,000 of idle funds into appropriate high-yielding investment returning 5% over the year

Financial Service Representative at a bank:

- Helped clients with transactions
- Helped clients meet financial goals by analyzing net worth and building long-term relationships
- Built a book of 100+ clients with net worth ranging from \$50,000 to \$1,000,000 by offering customized options to meet clients' long-term financial goals; received the highest recognition at the retail level twice for exceeding annual sales targets

Likely, you'll choose the third bullet!



\$ % #

Quantify whenever possible to grab the reader's attention and add context to your achievements and results!



If you get stuck on what your achievements are, try asking yourself the following questions:

- Did you achieve a sales target?
- What impact did you have on your clients, coworkers and/or organization?
- Did you improve processes or make suggestions for improvement?
- Did you increase efficiency? Sales? Productivity? Expand the client base? Reduce waste? Improve working conditions?
- Did you do anything that demonstrated your leadership ability? Teamwork skills? Improve morale?
- What projects did you work on and what were the results?
- Did you receive any formal commendations or awards? (national sales award)
- Did you do anything that “made a difference”?
- Did you train or mentor someone?
- Did you volunteer for something no else did?
- Have you ever saved the company time or money?
- Were you commended on your work or specific skills? Were you promoted?

Meanwhile, back in the interview...



I appreciate your achievements are probably considerable, but writing “Google me” is not an alternative to a CV.

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Transferable Skills

Transferable skills are sometimes referred to as generic, soft or key skills. They are skills that are helpful and relevant across different industries and positions. It is imperative to highlight them in your resume especially when applying for a new job or undergoing a career change.

Position	Job Duties	Relevant Transferable Skill
Human resources assistant	<ul style="list-style-type: none"> • Answering employee questions • Processing incoming mail • Creating and distributing documents • Serving as a point of contact with benefit vendors/administrators • Maintaining computer system by updating and entering data • Setting appointments and arranging meetings • Maintaining calendars of HR management team • Compiling reports and spreadsheets 	<ul style="list-style-type: none"> • Able to multitask in a fast-paced environment • Problem solving • Accuracy and attention to detail • Familiar with HR policies • Communication and interpersonal skills • Content/formal letter writing • Data analysis and management • Employee relations
Software Developer	<ul style="list-style-type: none"> • Reviewing existing system • Present ideas for system improvements, including cost proposals • Work closely with analysts, designers and staff • Produce detailed specifications and write the program codes • Test the product • Prepare training manuals for users • Maintenance and technical support 	<ul style="list-style-type: none"> • Familiarity with current state of the art software and hardware solutions • Strong analytical and logic skills • Communication skills • Project management skills • Ability to work in a team efficiently • Eye for detail and identifying problems • Understanding business structures and data flow • Understanding product handling and commercial experience
Sales Representative	<ul style="list-style-type: none"> • Sell retail products to customers • Create solutions and ensure a smooth sales process • Find new sales leads, through business directories, client referrals, etc... • Cold calling new clients • Visiting clients 	<ul style="list-style-type: none"> • Account management • Business development • Communication skills • Self-motivated – driven – goal oriented • Persistence • Flexibility • Client relations / customer care
Classroom Teacher / Tutor	<ul style="list-style-type: none"> • Teaching • Writing lesson plans • Invigilating tests • Managing discipline 	<ul style="list-style-type: none"> • Able to communicate complex topics in easy to understand language • Patience, understanding, and compassion • Able to motivate others • Problem solving – develop different approaches to ensure understanding • Emotional intelligence, able to read people
Captain of a sports team	<ul style="list-style-type: none"> • Liaison between coaching staff and players • Motivate team members and provide leadership 	<ul style="list-style-type: none"> • Strong verbal communication skills • Able to handle stressful situation in a professional manner • Able to motivate others • Goal oriented and able to work well with others



Action Oriented Language

Start all bullets with a strong action verb to engage the reader. Avoid starting your statements with “responsible for” or “duties included”. The reader doesn’t care about your duties, they care about the skills you used, the success and results you delivered, and the impact you had!

Here’s a list to inspire you:

Accelerated	Determined	Introduced	Reduced	Systematized
Accomplished	Developed	Invented	Referred	Taught
Achieved	Devised	Investigated	Regulated	Terminated
Acquired	Directed	Launched	Rejected	Tested
Addressed	Distributed	Lectured	Renegotiated	Tightened
Administered	Documented	Led	Reorganized	Traced
Advised	Doubled	Liquidated	Represented	Tracked
Analyzed	Earned	Located	Researched	Traded
Appraised	Edited	Maintained	Researched	Trained
Approved	Eliminated	Managed	Reshaped	Transacted
Arranged	Engineered	Marketed	Resolved	Transferred
Assessed	Enlarged	Minimized	Restored	Transformed
Audited	Established	Moderated	Reviewed	Translated
Awarded	Estimated	Modernized	Revised	Trimmed
Bought	Evaluated	Monitored	Revitalized	Tripled
Built	Examined	Negotiated	Saved	Turned around
Calculated	Executed	Observed	Scheduled	Uncovered
Catalogued	Expanded	Obtained	Selected	Unified
Classified	Extracted	Operated	Serviced	Unraveled
Coordinated	Forecast	Orchestrated	Set up	Utilized
Collaborated	Formed	Organized	Settled	Vacated
Combined	Formulated	Originated	Shaped	Verified
Completed	Founded	Oversaw	Simplified	Widened
Composed	Generated	Performed	Sold	Won
Compounded	Governed	Pioneered	Solved	Worked
Computed	Grouped	Planned	Sorted	Wrote
Conceived	Guided	Prepared	Sparked	
Concluded	Handled	Presented	Specified	
Condensed	Headed	Prevented	Stabilized	
Conducted	Hired	Processed	Staffed	
Consolidated	Identified	Procured	Standardized	
Constricted	Implemented	Produced	Started	
Contracted	Improved	Programmed	Stimulated	
Controlled	Improvised	Promoted	Strategized	
Converted	Increased	Proposed	Streamlined	
Corrected	Indexed	Proved	Strengthened	
Counselled	Initiated	Provided	Stretched	
Created	Innovated	Published	Structured	
Cultivated	Inspected	Purchased	Studied	
Cut	Installed	Qualified	Succeeded	
Decentralized	Instigated	Quantified	Summarized	
Decreased	Instituted	Recommended	Supervised	
Defined	Instructed	Recruited	Supported	
Delivered	Interpreted	Rectified	Surpassed	
Demonstrated	Interviewed	Redesigned	Surveyed	
Designed				



Accomplishments

Accomplishments show how you have applied your interests, skills, values, experience and knowledge, to the benefit of previous employers. Accomplishments can impress potential employers by:

- Demonstrating technical, interpersonal and managerial skills.
- Expressing your motivation level and priorities.
- Showing that you get things done.

A well formulated accomplishment statement is composed of two parts:

- What you actually did, and
- Tangible measurement or benefits to the organization.

Reflect on what you have accomplished, either as a result of your own initiative or your participation as a team member.

Begin each accomplishment with an “action verb”. Make a brief statement, specifying results or impact on the organization. Use quantitative measurement when possible including such things as money saved, profit earned, percentage increases, increased speed of delivery or retrieval, or improved customer service.

Most people find it difficult to remember or identify past accomplishments because in those instances they may have applied the strengths that they take for granted.

To remember and identify past accomplishments:

1. Refer to:
 - a. Performance appraisals
 - b. Letters of reference
 - c. Letters of commendation
 - d. Comments from superiors, coworkers, customers, committee members
2. Ask yourself:
 - a. What am I proud of?
 - b. What problems have I solved?

For each position show where you used your strengths to take action that had a positive result for the company, team, subordinates, peers, superiors, customers, work environment, bottom line, etc.

Three steps to develop accomplishments statements:

1. **Focus** on your skills and abilities by starting with a strong action verb. This catches the reader’s attention.
2. **Define** your skills and abilities by providing examples.
3. **Add** credibility and value by identifying the results.



Examples

Quantifiable accomplishment statements:

- Developed marketing and operational strategies for all business units. Received approval for \$12M for capital investments and \$6M for all acquisitions.
- Produced annual savings of approximately \$200,000 by reducing the turnover of personnel from 17% to 9% per year.
- Co-developed a safety program that resulted in a 20% reduction in lost-time accidents over a 12-month period.
- Saved 200 man-hours per week by integrating the production of 2 satellite plants.
- Improved training procedures leading to a reduction in errors and reduced staff by 30%.

Accomplishments not easily quantified should still show results:

- Converted manual filing system to computerized database, increasing staff accessibility.
- Created an expansion strategy for 30 locations across Canada with approval granted for implementation.
- Researched, recommended and implemented a PC software package for human resource planning and then developed an SOP manual for training purposes.
- Revised procedures that substantially reduced shipping costs and times.

Volunteer and/or Community Involvement

Did you have a high level of responsibility or accountability such as being the Chair for a charity or community focused Board? If yes, use the same format as your work experience.

If it involved significant leadership responsibility or completion of expert tasks i.e. treasurer – budget and financial analysis/forecasting - then develop a separate section to highlight the transferable skills used. If it was a short-term or a “one off” with little responsibility, such as a participant, Run for the Cure or a dog walker at The Humane Society, then list it as a single bullet.

Extracurricular Activities and/or Interests

There is debate in the recruiting world about whether or not to include this section. Ask yourself, does this section add value to your resume and the job you are applying for? Is it interesting/relevant?

If you were the recruiter, which applicant would you be more interested in interviewing?

- Reading, gardening, yoga, hockey, photography, stock market and traveling or....
- Founded and organized a weekly Stock Market Club to analyze and discuss investments. Mock investments have yielded a 25% return in the past six months.



FORMATTING TIPS

A. Job Title

Your job title appears on the line above the organization because what you did is more important than where you did it. Does your job title reflect what you do/did? “Admin 2” won’t mean much to the reader, but “MBA Career Advisor” will.

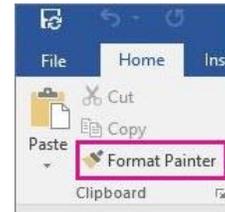
B. Can I use a template?

We don’t recommend using a template. Templates are frustrating to edit and limit the design control you have. Recruiters are typically unimpressed with templates.

C. Format Painter

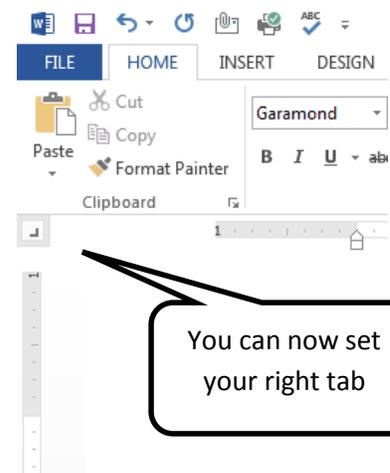
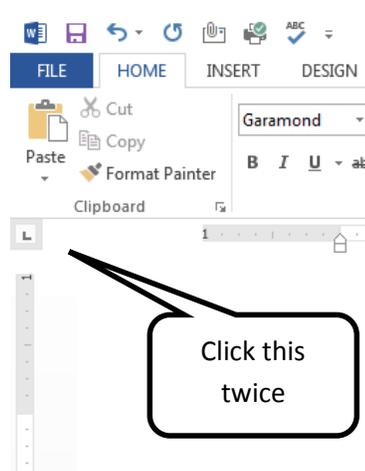
Use the **Format Painter** on the **Home** tab to quickly copy formatting from one thing in a document to another. Select the thing you like the look of, click Format Painter, and then click the thing you want to change to look the same.

1. Select the text or graphic that has the formatting that you want to copy.
2. On the **Home** tab, click **Format Painter**.
3. Select the text or graphic that you want to format.
4. To stop formatting, press ESC.



D. Dates on the right

Line up all of your dates on the right hand side. There’s a tool you can use - it’s the **RIGHT TAB** button in the upper right hand side of your ruler in MS Word. Add it to your ruler when you want the date to line up and hit **TAB**. It will make your document look tidy!





REFERENCES

A statement such as “References Available upon Request” at the end of your resume is not necessary as it is assumed that you will provide references if asked. This usually happens at the end of an interview. Employers will ask for references if they want them, so no need to provide them until they do.

Work references are normally requested by potential employers because they want to know how you have performed on the job. The best predictor of future performance is past performance! If you do not have sufficient employment references, consider using academic or personal references. Your professors or your peers in the MBA Program may serve as references.

List references on a separate sheet of paper using the same personal letterhead as on your resume. Be prepared to provide at least three references and give their name, title, company and contact information – email and preferred phone number. It is not uncommon when applying for management positions to be asked to provide six references, two from subordinates, two from your managers and two from people within an organization at the same level, your peers. This is called a **360° reference**.

When asked to provide references, tell the recruiter you will do so within one business day. This will allow you to talk to your references about the job you have applied for, what the employer is looking for, and to ensure the reference is available to take a call or respond to email. Remember to follow up with your reference afterwards to let them know the outcome of your search and to thank them. They will be impressed with your professionalism!

Three types of references

Work Reference – most preferred and common type of reference. This is usually a person who has been your supervisor, colleague or direct report in the workplace. This can be paid work or a volunteer position.

Academic Reference – should be a professor or instructor who has known you for some time. They should be able to provide information regarding your competencies and performance.

Personal Reference - this should be someone who can speak about your character and your personality. This is **not commonly used** by recruiters.

Pro Tip!

To ensure the best reference possible you should:

- 1 Obtain permission from your reference each time
- 2 Ask them to describe your strengths and areas which need development – ensure they are positive
- 3 Provide them with an updated copy of your resume and if possible a copy of the job posting
- 4 Thank them and advise them of the outcome



SUBMITTING YOUR RESUME

The best way to deliver your resume is to **follow the instructions in the job posting** and do what the employer asks you to do. Here is a review of each process along with recommendations and tips.

E-mail

1. Be sure to send your resume in a common word processing format that can be easily opened – follow their instructions – MS Word or a PDF.
2. Save your cover letter and resume in one document. Name the document “firstlastname_position.doc”.
3. Include a description in the subject line with the job title - for example, Resume of Jane Doe – Marketing Coordinator. Did they ask you to reference a specific job number? If so, include this in the subject line as well.
4. In the body of the email include a brief message stating that your resume and cover letter are attached. Include your full contact information in case they need to contact you if they cannot open your resume or it does not come through clearly.
5. Don't write your cover letter in the body of the email message.
6. You should never email your resume from your email address at work. It is unprofessional and will demonstrate to a potential employer that you use company time and resources for your own personal interests.

Asper Career Portal

1. Save cover letter and resume documents separately to MS Word or PDF format.
2. Save your documents with appropriate and distinguishing labels to ensure you upload the correct files (example “full name – cover letter – organization name”). Submitting the wrong application will land your resume in the “no” pile!

Online Application

Many companies now receive applications through their websites. Follow their instructions when setting up your account. Depending on their system, you may upload and attach your resume document or you may have to fill in the required fields with text. This can often be done by copying and pasting sections of your resume.

Try to use keywords identified in the posting in case the employer is using Optimal Character Recognition (OCR) software to screen applicants. The more keywords in your resume that align with the posting, the better your chance of being selected for an interview.

In Person

When dropping off a resume in person, remember that you will be leaving a first impression so your appearance is important. Dress as you would for an interview and act professionally to everyone you come in contact with. Be prepared to speak to the hiring manager and answer a few questions on the spot, but don't expect this. And don't be frustrated if they don't have time to speak with you...everyone is busy.



UPDATING YOUR RESUME

As you gain experience, you should update your resume. This may mean deleting some experience that is older and is no longer as relevant to your future career goals.

- After you have officially graduated change “Program” to “Degree”. You can now also add “MBA” after your name in your personal letterhead.
- You may now choose to move your education after your work experience if your work experience is relevant to your career target.
- Keep a record of your success, results and achievements to make resume updating easier.
- Remember, as an Asper MBA Alumni, you continue to have access to the services of the Career Development Centre. So when it comes time to apply for a promotion and start a new challenge, get in touch, we are here to help!
- Remember to update your LinkedIn profile as well – prospective employers are sure to check you out and you want your resume and your profile to match.

RESUME CHECKLIST

- ✓ Did you analyze the job posting to determine what the employer needs?
- ✓ Did you use keywords that align with the posting?
- ✓ Did you do research so you know about the company?
- ✓ Did you tailor your resume to the position?
- ✓ Is it concise and clear?
- ✓ Did you include accomplishments and results?
- ✓ Did you use strong action verbs?
- ✓ Does the overall presentation and layout look professional?
- ✓ Do your heading and sub-headings clearly stand out?
- ✓ Are your contact details and LinkedIn profile up-to-date?
- ✓ Did you proofread carefully for typos and grammatical errors?
- ✓ Have you had it reviewed by someone in the Career Development Centre?

RESUMES TO INSPIRE YOU

On the pages that follow you will find a variety of resumes to inspire you. There are samples from a variety of industries, ranging from entry level management to senior levels.

You will notice the resumes showcase a wide range of styles. Keep in mind your target industry and audience when choosing a style. For marketing, be more creative in your approach. Regardless of industry, make your resume eye appealing and achievements based. Remember, your goal is to secure an interview by making it hard for the reader not to choose you!

For more inspiration or guidance on writing your resume check out the Internet or book an appointment with the MBA Career Advisor. The Career Development Centre is here to help you with your career success!



GEETA KULKARNI MBA

123-456-7899

email@email.ca

ca.linkedin.com/in/gk

Professional Summary

Self-motivated Sales Professional with ten years' experience selling technical and non-technical products in the Kitchen and Bath industry. Successful at building and leading a strong sales team of six employees. Practical competencies enriched by theory gained from attaining an MBA at the University of Manitoba. Looking for a leadership role to drive continuous sales growth resulting in short and long term success for the company.

Work History

indoors

Sales and Marketing Representative

2012 – present

- Manage all sales of Indoors cabinetry hardware in Manitoba and Northwestern Ontario.
- Largest sales budget in Western Canada totaling more than \$3.59 Million per year.
- Conduct product presentations, quoting, overcoming objections and closing business on a daily basis.
- Exceeded 2011 sales by 19.4% in 2012, while maintaining gross profit margin requirements.
- Successfully managed and grew 2013 territory which doubled in size due to company re-structure.
- Delicately balance dual business strategy of direct sales, and distribution in Manitoba.
- Guide, lead and train distribution in Saskatchewan.
- Maintain existing customer base, while expanding their current selection of products.
- Constant business development resulting in increased sales from new accounts.
- Maintain accurate CRM database of over 300 customers on a daily basis, including call reports, potentials, opportunities and overall analysis of products purchased by customers and prospects.
- Perform product knowledge training seminars for Direct Customers (Cabinet Makers and Millworkers), Distributors, Architects, Home Builders and General Contractors.



Sales Manager

2010 – 2011

- Developed and supervised all sales activities including Retail, Designer, Contractor and Dealer Accounts.
- Lead a sales team of 12 employees and provided leadership towards the achievement of maximum profitability and growth in line with the company's vision and values.
- Ensured brand protection and promotion on all product lines.
- Assisted in the development and implementation of marketing plans alongside the Director of Marketing.
- Recruited and trained inside sales employees.
- Trained outside sales representatives to develop efficient and profitable territory management.
- Acted as first contact for all customer issues; resolved each matter quickly and responsibly, ensuring a fair outcome for both the customer and company.



Lead Sales Representative

2004 – 2010

- In charge of retail sales in addition to Contractor Accounts and House Accounts of laminate, granite, solid surface and quartz countertops.
- Achieved yearly increase of 76% for 2008 – 2009 & 33% for 2006 – 2007.
- Conducted site measures, in home consultations and guided product selection.
- Liaised with external partners to maintain currency with product knowledge and emerging technology to help facilitate their promotions.
- Assisted and acted on behalf of National Sales Manager in his absence.
- Handled communication with other departments such as customer service and production to ensure quality, time sensitive scheduling and deadlines.
- Resident countertop specialist, trained new hires, performed ongoing trouble shooting and support.



Professional Sales Partner

2001 – 2004

- Trained new sales associates including analyzing and coaching deficiencies for improved performance.
- Consistently initiated action to resolve customer dissatisfaction.
- Tracked daily sales, margins, volume and inventory.
- Voted by peers to lead morale boosting team.
- Average rank in top 10% of sales performance out of 475 associates in the region.

Education

Master of Business Administration Degree (MBA) I.H. Asper School of Business, University of Manitoba Major: Marketing and Entrepreneurship	2015
Bachelor of Commerce Degree (Honours) I.H. Asper School of Business, University of Manitoba Major: Marketing	2004

Volunteer and Causes

- | | |
|--|----------------|
| ▪ Kids Fishing for A Cure – Volunteer | 2007 – present |
| ▪ FIFA Women's World Cup – Transportation Volunteer | 2015 – 2016 |
| ▪ Winnipeg Animal Shelter - Pet Care Volunteer <ul style="list-style-type: none"> – Assisted with all tasks related to animal care: walking, grooming, feeding/watering, socializing, and general care – Transported cats and dogs for grooming, training, and veterinary care – Took animal photographs for website and other marketing materials to improve adoption outcomes | 2006 – present |
| ▪ University of Manitoba Students' Union <ul style="list-style-type: none"> – Chair of the board of directors – Responsible for board governance and development of board policy | 2002 – 2004 |



Jessica Smith, MBA

LINKEDIN	WEBSITE	E-MAIL	TELEPHONE
ca.linkedin.com/in/js	www.jessicasmith.com	jsmith@email.com	123-456-7899

Profile

Entrepreneurial, service-oriented professional with 7+ years of experience in product development, manufacturing engineering, and engineering consulting. High integrity, creative MBA graduate, skilled in analysis, strategic thinking, technical writing, team leadership, and relationship building. Passionate about the management consulting and finance sectors with additional interests in investment fund management, development, and residential real estate acquisition.

Experience

Dealing Representative - Pillars, MB, Canada 2011 – Present

Pillars is an exempt market dealer and the marketing arm of the Bee Group of Companies, a syndicated land development company operating primarily in Western Canada, with 17 years of operations and \$500 million of projects developed.

- » Promoting and marketing products.
- » Preparing, supporting and executing presentations to local investors.
- » Determining client suitability for exempt market investment products.
- » Increased sales by 33% in the first 2 years.

Mechanical Engineer - Sanshiro Mecha Inc., MB, Canada 2007 – 2011

Sanshiro Mecha is Japanese-origin, global engineering firm with 25,000 employees in 365 offices in 41 countries. It provides consulting, design, and project management services to the commercial, industrial, and municipal sectors.

- » Developed mechanical system designs for commercial buildings and performed site reviews.
- » Acted as mechanical engineering service provider for internal clients, conducting root cause analysis of issues, and planning and coordination of projects including time and cost estimates.
- » Assigned and supervised the work of a team of technical professionals (up to 7).
- » Responsible for testing reports, product design specifications, and producing other technical reports.
- » Project lead for various projects including upgrades to domestic water treatment plants:
 - Four water treatment plants in Manitoba valued from \$1M to \$10M.
 - Five commercial buildings, projects valued between \$1.5M and \$4M.



Product Designer – Arrowhead Industries, MB, Canada

2005 – 2007

Arrowhead is a leading manufacturer of air distribution and noise control products. The company has manufacturing facilities in Winnipeg, MB (Head Office), Cleveland, OH, and Albuquerque, NM.

- » Developed and improved air distribution products through 3D modeling and drafting, prototyping, cost and profit analysis, and coordination with other departments.
- » Performed internal ISO quality compliance audits.
- » Taught Solid Edge 3D modeling skills to engineering staff.

Education

Master of Business Administration Degree (Finance)
Asper School of Business, University of Manitoba

2012

Bachelor of Science Degree in Mechanical Engineering (Dean's List)
University of Manitoba

2005

Technical Skills

- » Proficient in UniGraphics, Solid Works, AutoCAD, ProEngineer, Solid Edge (Solid Modeling and Drafting).
- » Familiar with programming using V.Basic, Pascal, Java, C and C++.
- » Extensive use of customized management software and engineering data management systems.
- » Proficient in Microsoft Word, Excel, Access and MS Project.

Awards & Merits

- » Dean's MBA Honour List, 3.92/4.5 GPA 2012.
- » John Molson Int'l Case Competition, Concordia Univ.; placed 7th overall out of 36 schools 2012.
- » Haskayne 24 Hour Case Competition., University of Calgary; placed 2nd of four in division 2011.
- » Stu Clark Investment Competition., University of Manitoba; placed 3rd overall out of 16 schools 2011.
- » 1st place finish, Western Engineering Conference and Competition 2004.
- » 3rd place finish, Canadian Engineering Conference and Competition 2004.
- » University of Manitoba Entrance Scholarship 2001.

Interests

- » Travelling –throughout France, Italy, United Kingdom, as well as other Western European Nations
- » Individual and team sports, including hockey, running, and golf
- » House renovations



Salbatore Armando

(123) 456-7899 – email@email.com

PROFILE

Entrepreneur. Proven capacity to create and develop business ideas from start-up to full-scale using marketing, branding, advertising, finance, operations and hospitality. Marketing and communications expertise specifically related to restaurant operations and franchise management. Strong understanding of Latin America; able to communicate at all levels. Proactive team player, strategic leader, planner and conceptual thinker with financial skills added to commitment and passion.

Resourceful, eager to excel in an operational, retail oriented business executive role guiding all stages of creation, strategy, execution, high impact launch and growth of new businesses or operations in new markets.

EDUCATION

KELLOGG SCHOOL OF MANAGEMENT, NORTHWESTERN UNIVERSITY, FL, USA 2014
→ Executive MBA

UNIVERSIDAD DE LOS ANDES, BOGOTÁ, COLUMBIA
→ Postgraduate Diploma in Financial Management 2010
→ Bachelor in Industrial Engineering 2004

INSTITUTE OF CULINARY EDUCATION, NY, USA
→ Diploma in Culinary Arts 2008
→ Diploma in Culinary Management 2008

EXPERIENCE

GRUPO ARTAK S.A.S., BOGOTÁ, COLUMBIA 2012 – Present
PARTNER & GENERAL MANAGER

Created two restaurant concepts: La Fama Barbecue, a southern barbecue restaurant and bar; and La Imperial, a high-end 120-seat American Nouveau restaurant.

- As General Manager, responsible for the operation of new concepts with Takami Restaurant Group (www.grupoartak.com), from start up to the daily operation.
- Negotiated and successfully closed the deal of leasing the spaces, completed the financial models in order to present the investors with the financial projections of both units, researched for the concept and the hiring of the staff, conducted the budgeting and funding of each of the restaurants.
- Grew staff in both units from 50 in 2012 to 120 in 2016.
- Raised total revenue from \$2.5M in 2012 to \$8M in 2016.



DAR PAPAYA S.A.S. BOGOTÁ, COLOMBIA
PARTNER & GENERAL MANAGER

2006 – 2012

- Managed the back office; responsible for the financial operations of the group, with a budget of \$2M.
- Managed human resources, procurement, relationships and negotiations with banks and financial institutions.
- Established administrative and human resource policies.
- Administered daily operations ensuring efficient cash flow management, cost control and inventory supervision.
- Supervised the operation of 5 locations and 2 franchises with over 90 personnel in total.

JWT (J. WALTER THOMPSON), BOGOTÁ, COLOMBIA
SENIOR ACCOUNT EXECUTIVE

2004 – 2006

- Developed brand strategies for Ford Motor Colombia, Samsung and Buendia Coffee.
- Promoted to become manager for the Andean region of Sedal brand (Unilever).
- Coordinated and developed the launches of all campaigns in Venezuela, Bolivia, Ecuador, Peru and Colombia.
- Directed a new commercial strategy with client sales and operations achieving revenue growth of 50% in 2006.
- Developed brand strategies for Sedal brand (Unilever), adding 60% increase in profits.
- Received an Effie (effectiveness of campaign) Award for Ford Motor Colombia, with a campaign for Ford Explorer brand.

LEO BURNETT, BOGOTÁ, COLOMBIA
SENIOR ACCOUNT EXECUTIVE

2003-2004

- Conducted local restaurant marketing for McDonald's.
- Appointed account executive for Club Colombia (SAB Miller local brand), SOHO, Jet Set y Dinero (magazines) and Seguros Bolívar (insurance company).
- Supported strategy formulation for annual strategic planning process of Club Colombia Brand (SAB Miller).
- Led the team for Seguros Bolívar Brand with two campaigns that contributed to making the brand first in top of mind in Colombia, and the leader in sales.

ACCENTURE, BOGOTÁ, COLOMBIA
INTERNSHIP, ANALYST

2002-2003

- Conducted analysis of the profitability of Polar's (Venezuelan Food Company) portfolio in Colombia.
- Assisted with sales training for the new team after the merger between Quaker and Polar.

INTERESTS

Travelling, personal investing, social media, foodie, motor bike tourism.



JOHN FOX, MBA, CHRP

24 Street Winnipeg MB R2X 3T3 | (204) 123-4567 | JohnnyFox@email.com

PROFILE

Strategic HR Business Partner with 17 years progressive experience. Proven able to develop and implement successful human resources management strategies to support corporate mandate. Creative and innovative thinker with effective human resources management and goal setting abilities combined with superior leadership, team building, communication, interpersonal, and presentation skills.

CAREER EXPERTISE

- Payroll Administration
- Benefits/Compensation
- Administration
- Talent/Performance Management
- Change Management
- Occupational Health & Safety
- HR Policy
- Organizational Design
- Contract Negotiation
- Strategic Planning
- Labor Relations
- Pay Equity

EXPERIENCE

Human Resources Manager, Emerald Transport

2010 to present

Reporting directly to the HR Director, responsible for the development, administration and implementation of all HR functions, including recruitment, performance management, training and professional development, benefits, payroll, and associate relations activities.

- Analyze staffing requirements and manage the recruitment process – Instruct management regarding effective interviewing techniques.
- Conduct interviews for all management positions and issue hiring recommendations.
- Manage and improve retention. Retention rate improved by 13% between 2011 and 2015 in an industry where high turnover is the norm.
- Organize orientation and on-boarding programs for newly recruited staff, to motivate and inform regarding organizational goals.
- Plan and manage 450+ employees' salary compensation, promotion, and occasional job evaluation.

Human Resources Generalist, Southbound Travels

2004 to 2010

Implemented company's HR policies in areas of staffing, compensation & payroll, health and welfare benefits, training and development, safety and health, employee relations and retention.

- Managed and processed bi-weekly payroll for 200 salaried/hourly employees across 17 branches, using Ceridian Insync.
- Handled employee terminations, grievance and other difficult situations in a sensitive, fair and respectful manner, working closely with legal council, supervisors and management.



- Developed job profiles and sourced candidates from major job boards; selected, interviewed and hired 76 employees in collaboration with department managers, as part of major growth plan.

Human Resources Representative, Black Rose Media 2000 to 2004
Structured and implemented programs and policies in the areas of compensation structures, benefits packages, incentives and new-employee orientation.

- Fostered a team/open-door environment conducive to positive dialogue across the organization. Personal efforts were cited as the driving force behind branch's employee-retention rate of 89%.
- Assisted managers with the process of evaluating employees, setting goals, conducting objective performance reviews.
- Negotiated approximately 50 salary offers and dozens of sign-on bonuses/relocation packages annually.
- Brought workers' compensation program into full compliance.
- Reduced benefits costs by 15% annually through meticulous recordkeeping and ensuring that the company did not pay for benefits for which employees were ineligible.

EDUCATION

Master of Business Administration Degree – Leadership and Organizations 2015
 Asper School of Business, University of Manitoba – Winnipeg, MB

Bachelor of Business Studies Degree – Industrial Relations/Human Resource 1998
 University College Dublin - Dublin, Ireland

MEMBERSHIPS & COMMUNITY INVOLVEMENT

Chair, Awards Committee, HRMAM 2015
Active Member, CHRP 2010 to present
Active Member, HRMAM 2008 to present
Volunteer HR Rep., River Avenue Co-op daycare 2006 to present
Volunteer Referee, Winnipeg Adults Indoors Soccer League 2002 - present
Volunteer, Assiniboine Park Conservancy 2000 – 2009



MICHELLE SIM

123 Park Avenue
Winnipeg R3C 2E6
(204) 456-7899
email@email.com
ca.linkedin/en/mSim

HEALTHCARE MANAGER

Innovative, forward-thinking healthcare manager and MBA candidate with a passion for excellent client service. Strong communication and interpersonal skills with a collaborative, engaging leadership style. Demonstrated ability to prioritize and manage complex situations. Creative, action-oriented problem-solver and team player with strong analytical, strategic planning and presentation skills.

- *Highly motivated management professional with over 10 years of experience in hospital and clinic settings, across the spectrum of care from chronic care to advanced life support*
- *Strong personnel management skills; adept at communicating and developing effective working relationships within the multi-disciplinary team at all levels of the organization*
- *Demonstrated aptitude in short and long-range planning and creative program development*
- *Dynamic presenter with experience engaging a variety of audiences.*

WORK EXPERIENCE

Designed patient consult tracking system to help solve process issues in a clinic setting.

Developed financial management plan currently in early implementation phase.

Planned, developed and implemented an innovative new Respiratory Therapy Consult Service.

Researched and developed a Lean Process Improvement project on Long-Term Ventilation.

Manager of Patient Care Winnipeg Regional Health Authority (WRHA)

2010 – present

- Manage operations of a 24-bed inpatient medical/surgical unit and ambulatory care clinic with ~50 staff and budgets totaling ~ \$3.87M.
- Ensure high quality patient care and safety by optimizing staffing, performance, policy/procedure.
- Compliance, professional development, resource allocation and teamwork.

Clinical Service Leader Health Sciences Centre (HSC)

2007 – 2010

- Problem-solved clinical safety/risk and patient management concerns on ICU and inpatient units.
- Supervised daily departmental operations and provided clinical expertise/education to respiratory therapists, nurses and other allied health professionals.
- Developed key relationships among the health disciplines and represented the profession on a variety of multi-disciplinary committees.

..... continued on page 2



MICHELLE SIM

HEALTHCARE MANAGER

Initiated and developed new staff orientation materials and mentored new staff.

Achieved Advanced Cardiac Life Support Instructor status; PALS, NRP and ITLS certification.

Advanced Practice Respiratory Therapist Winnipeg Regional Health Authority (WRHA)

2002 – 2007

- Managed and coordinated transfer of critically-ill adult patients during inter-hospital transport including ICU/ER to ICU, pre- & post-Percutaneous Coronary Intervention, ICD, pacemaker insertion and diagnostic procedures.
- Managed mechanical ventilation, vasopressor infusions; ECG, central line and arterial line monitoring.
- Consistently demonstrated strong critical thinking and prioritization skills.

EDUCATION

Master of Business Administration Program (MBA) Asper School of Business, University of Manitoba (Expected graduation date)	2014-Present
Diploma in Respiratory Therapy Health Sciences Centre School of Respiratory Therapy, Winnipeg	2003
Bachelor of Business Management Degree (B.B.M) Oxford College of Business Management, Orlando University	1999

HONOURS AND AWARDS

▪ Asper School of Business MBA entrance scholarship	2014
▪ Dorothy Wylie Health Leaders Institute participant (selected by HSC executive team)	2011
▪ Trudell Medical Marketing Limited Award for Academic Excellence	2003
▪ Brathwaites-Olivier Medical Award for Academic Excellence	2003
▪ Valedictorian – HSC School of Respiratory Therapy Graduation Ceremony	2003

VOLUNTEER WORK, COMMITTEES AND APPOINTMENTS

▪ Asper MBA Business Planning Competition Team	2015-2016
▪ Asper School of Business MBA Program Committee and Faculty Council MBA Rep.	2014-2016
▪ Chair, WRHA Regional Tuberculosis Disease Management Committee	2013-2015
▪ Chair, Asper MBA Students' Association	2014-2015
▪ Young Associates Membership Committee	2012-2013
▪ Winnipeg Regional Respiratory Therapy Clinical Advisory Council Member	2010-2012





Jesse Adams

(123) 456 7899 – email_address@email.com – ca.linkedin/en/ja

PROFILE

Diligent and productive Information Technology Professional, backed by solid credentials, technical acumen and an exemplary-rated work history in software development with demonstrated success in working with business units, delivering high quality, cost effective business intelligence & software solutions supporting critical business areas. Skilled in all phases of the software development lifecycle; expert in translating business requirements into technical solutions; and fanatical about quality, usability, security and scalability.

EXPERIENCE

2014 – present

SENIOR PROJECT MANAGER

Software Solutions Inc. – Winnipeg, MB

- ✓ Senior Project Manager for Web Services integration & DBMS efforts with international banking institutions located in London, China and New York City.
- ✓ Working directly with executive level staff to manage information technology projects budgeted from \$100k - \$1M.
- ✓ Hands on management of Project budgeting and expenditure forecast for application development projects.

2010 – 2014

SENIOR INFORMATION ARCHITECT

Entitle Direct Insurance – Toronto, ON

- ✓ Led the business requirements gathering, technical design, development, data modeling and rollout effort for mission critical Technology Platform: Entitle Direct Growth Engine (EDGE), which incorporated pricing, vendor management, workflow, invoicing and web service integration. The EDGE platform replaced an existing outdated system and it currently manages \$10 Million in revenue.
- ✓ Led Business Process re-engineering efforts to align business units to the emerging Enterprise Technology Initiatives. Reduced paper based procedures and overall production time, resulting in productivity increase of 300% in number of processed orders daily.

2005 - 2010

Software Developer / Senior Software Developer

Blue Bee Financial Services – Waterloo, ON

Advanced through promotion, culminating in senior developer-level role, reporting directly to the Director of Software Development, overseeing the firm's 12-member software development team.

- ✓ Provided cradle-to-grave oversight of software project development; lead the research, design, coding, documentation, testing and rollout of enterprise applications.
- ✓ Designed dozens of software solutions driving continuous improvement to processes, systems, work flow and customer responsiveness.
- ✓ Mentored development teams in Agile SDLC and RAD best practices. Ensured the release of premium-quality applications that provided intuitive and secure experiences for users.
- ✓ Drove all phases of enterprise integration and process improvement projects to successful completion, including application availability initiatives (e.g., Oracle RAC, WebLogic clustering, data replication) and the implementation of single site fail-over and recovery options.
- ✓ Helped reduce R&D budget from \$6M to \$4.5M.



EDUCATION

2014 – 2015

Master of Business Administration Degree
Asper School of Business – University of Manitoba

2001 – 2005

Bachelor of Science, Computer Science
Western University – London, ON

VOLUNTEER EXPERIENCE

2005 -2008

Peer Counseling Volunteer
Deer Park High School – ON, CAN

- ✓ Worked with students in junior and senior high school with various personal issues.
- ✓ Maintained strict confidentiality for all students who came for peer counseling services
- ✓ Discussed coping strategies and tips for overcoming hard times with students

2002 – 2004

Part-Time Volunteer
St. Mary’s Hospital – ON, CAN

- ✓ Greeted patients and visitors upon arrival to facility
- ✓ Directed all visitors to various locations within the hospital.
- ✓ Stocked nursery and children's ward with supplies

PERSONAL SKILLS

Leadership.....	□□□□□□□□□□
Communication.....	□□□□□□□□□□
Organization.....	□□□□□□□□□□
Team player.....	□□□□□□□□□□
Creativity.....	□□□□□□□□□□
Social.....	□□□□□□□□□□
Dedication.....	□□□□□□□□□□
Flexibility.....	□□□□□□□□□□
Adaptability.....	□□□□□□□□□□
Confidence.....	□□□□□□□□□□
Versatility.....	□□□□□□□□□□

SOFTWARE KNOWLEDGE

Visual Studio.....	□□□□□□□□□□
.Net.....	□□□□□□□□□□
ASP.....	□□□□□□□□□□
SQL Server.....	□□□□□□□□□□
C/C+/C#.....	□□□□□□□□□□
MS Access.....	□□□□□□□□□□
VBA.....	□□□□□□□□□□
Java.....	□□□□□□□□□□
JavaScript.....	□□□□□□□□□□
PHP.....	□□□□□□□□□□
XML.....	□□□□□□□□□□

INTERESTS

Playing Chess, investing in share market, digital media, travelling.



Michaela Samuel

(123) 456-7899 / email_address@email.com / ca.linkedin.com/in/mSamuel

Healthcare specialist with a unique blend of academia and professional experience. Possesses tangible practical capabilities, applied theoretical knowledge and a holistic approach to the healthcare industry. Brings the distinctive ability to merge the worlds of healthcare and business through finely-tuned knowledge, communication skills and strategy. Characterized by drive, high standards, work-ethic, resilience and a keen interest in empowering others.

SALES DEVELOPMENT ANALYST

MEDGATE, WINNIPEG, MB • 2013 – 2016

Managing a strong and consistent pipeline of leads through effective prospecting into strategic accounts, generating over \$1.5m in sales pipeline, consistently exceeded monthly target by 100% of qualified sales opportunities. Operating in close partnership with the VP of Global Sales to gather key information on buyer personas, value statements and market trends, thereby streamlining the prospecting process to reflect best practices.

SPECIALTY SALES REPRESENTATIVE

P & P DATA SYSTEMS, WINNIPEG, MB • 2012 – 2013

Exceeded the lead generation quota in the first 6 weeks by 100% through effective prospecting and collaboration with the marketing team. Managed a portfolio of over 100 accounts, realizing over 200K in revenue through regular, complete and effective sales visits to physicians across Ontario.

MARKETING AND COMMUNICATIONS OFFICER

ASTRIDBIO TECH, WINNIPEG, MB • 2010 – 2012

Increased incoming sales leads by 200% through digital and email marketing, prospecting, and maintaining an educational website blog. Executed over 30 product demonstrations of a SaaS-based data management system to academic researchers, data managers and clinical research personnel.

OPERATIONS ASSISTANT

BAYLIS MEDICAL INC, WINNIPEG, MB • 2008 – 2010

Functioned as a key point of contact for incoming customer requests by maintaining a professional demeanor and providing timely responses. Monitored and improved sales inventory management by effectively ensuring demo material was fully operational and available.

SKILLS

Marketing Communications
Research
Project Management
Strategy
Public Speaking
Leadership
Data Analysis
Biotechnology
Pharmaceutical Industry
Sales

EDUCATION

Asper MBA Program, Healthcare Administration, Asper School of Business, University of Manitoba (2015 - present)
Bachelor of Science Degree, Biomedical Science, The University of Toronto (2007).

AWARDS

Entrance Scholarship;
Asper School of Business
September 2015
2nd Place - Stu Clark Investment
Competition 2016.