

# CREATING A POWERFUL COVER LETTER

## THE PURPOSE OF A COVER LETTER

Your cover letter is a key aspect of your marketing materials. At the MBA level, many companies will require a cover letter and will give it significant weight in their decision-making process. The goal of your cover letter is to help tell your story in a compelling way that makes the company want to select you for an interview.

## PREPARING TO WRITE YOUR COVER LETTER

Successful cover letters are targeted to the firm and position. To create a tailored cover letter, you will need to:

- Carefully read the job description – what skills and experiences is the company looking for?
- Research the company to understand recent trends and developments
- Speak to people affiliated with the company (such as second-years who interned there) to learn more about the industry/company/role

## CREATING YOUR SUCCESSFUL COVER LETTER

Most Sloanies find they need to focus on three areas to create a successful cover letter:

- 1) Tailor the cover letter to emphasize the skills and competencies highlighted in the job description
- 2) Demonstrate how **you can contribute to the company**, not what the company can do for you
- 3) Tell a compelling story (i.e. not just reiterate your resume)

Included here are examples of job descriptions and successful cover letters and resumes (meaning the students were asked to interview with the company) as well as a checklist to review with your completed cover letters. Note the range of styles – there is no one perfect cover letter template. Each of the following letters has pros and cons, and is meant to demonstrate a range of successful storytelling. The right cover letter for you is one that, combined with your resume, makes the best case for what you can contribute to the company.

**BASIC COVER LETTER FORMAT**  
(Ideal font: Times New Roman, 11 or 12pt.)

Date

Your Name

Your Street Address, Apartment #

Your City, State Zip Code

Contact's Name

Contact's Title

Contact's Department

Company Name

Company Street Address, Suite/Rm #

Company City, State Zip Code

Dear Ms./Mr. Lastname:

**The first paragraph tells the contact person what position you are applying for and why you are applying.** If you are applying to jobs where the companies will *not* be receiving large batches of MIT Sloan resumes, mention your graduation year and the MIT Sloan School of Management somewhere in this first paragraph. Also include where you learned about the position or any connections you have within the company, such as an alumnus or friend at the company who told you about the position. Tell the contact how excited you were to learn about the position and demonstrate some knowledge about the role and the company, as well as why you would be a good fit.

**The body paragraph(s) should focus on 3-4 skills, abilities, or experiences you have that you can apply to help the company meet their business goals.** You should especially emphasize those skills which match the job description; or the skills you anticipate the job will require, if the job description is not detailed enough. If you are changing careers, ensure that you have highlighted *transferable* skills and experiences, including activities that you have undertaken while at MIT Sloan to signal your interest in the desired career path. Be sure to provide *concrete evidence* of the skills you are trying to highlight. Keep the tone professional—share what you can do for them, but avoid language or details that may sound boastful. Emphasize only the most applicable and pertinent parts of your background with persuasive details. Avoid a detailed summary of your career history; you can write this section as one paragraph, two paragraphs, or bulleted information.

**The closing paragraph reiterates your interest in the position and the company.** If you are responding to a job posting, let the contact know the timeframe in which you will be following up with them to see if an interview can be arranged. If you are applying for an on-campus interview, indicate you are looking forward to seeing them on campus. Thank the reader for their consideration of your candidacy.

Sincerely,

Your Signature (if not an e-mailed letter)

Your Name

# CHECKLIST FOR CREATING IMPACTFUL MIT SLOAN MBA COVER LETTERS

There are many ways to write a great cover letter. Your cover letter is designed to be a complement to your resume, not a repetition of the content. You should select a style that best conveys your preparation for and interest in the position.

While there is no one “correct” style to use, there are a number of key factors to take into consideration as you are reviewing your cover letter. Ask yourself if you have done the following:

## **Strategy:**

- Is the letter appropriate for and targeted to the specific job and company described?
- Have you stressed what you can do for the company, rather than what the company can do for you?
- Have you identified key selling points that differentiate and position you as a strong candidate for the job?
- Does the letter demonstrate your understanding of and appreciation for the company’s culture and/or business?
- Have you mentioned any positive interactions you have had with current employees (e.g., speakers or other visitors at company presentations)?
- Does the letter display uniqueness and originality?

## **Structure:**

- Does the introduction provide an overview of the contents of the letter and pique the interest of the reader?
- Are the points arranged effectively?
- Have you provided concrete evidence to support your selling points?
- Does your last paragraph outline next steps as appropriate?

## **Document Design, Clarity, and Correctness:**

- Have you used correct business letter format that includes professional salutation (Dear Ms.Wilkins:) and closing (Sincerely,)?
- Are your selling points easily accessible and able to be quickly skimmed?
- Are the paragraphs coherent and the sentences concise?
- Is the letter free from spelling, punctuation, and grammar mistakes?
- Is the tone appropriate – confident, polite, businesslike?
- Have you thanked the reader for considering your application?

## Example #1 – Quantcast

### Senior Intern – Product

Quantcast is one of the largest processors of data in the world partnering with over 100 million online destinations, both web and app to analyze their data. Big data will transform every vertical of the global economy over the next 20 years just as the original internet revolution has over the last 20 years. We are a big-data company focused on the online media, analytics and advertising space.

We are looking for exceptional interns on our Product team to build out new and disruptive technologies and user centric applications. We have opportunities on our Product Management and Product Strategy teams and your application will be considered for both teams.

As a member of our Product Management team, you will guide development of our products, which are used by marketers and agencies to connect with their audiences. These individuals work cross functionally with Engineering, Operations, Sales and our CEO to design new features and products. Our small size and rapid growth provide you with opportunities to have a direct impact on the business and accelerate your career.

As a member of the Product Strategy team, you will help to facilitate the corporate strategic planning process, develop long term strategies for Quantcast products across the globe, and resolve key operational issues to help Quantcast maintain its leadership in the advertising technology industry.

#### Description:

- 12-week summer intern program (June ~ August)
- Successful interns will be considered for full-time employment
- Fast-paced environment with friendly, hard-working colleagues
- Paid internship with housing and travel assistance
- Solve real problems, build important tools, and leave an impact on the company
- Perks include free lunch and dinner, Friday happy hour, planned intern social events, and senior speaker series with executive leadership team

#### Requirements:

- Currently completing MBA (1<sup>st</sup> year)
- BA/BS in a technical field preferred
- Ability to work in a highly collaborative environment
- Demonstrated skills in prioritization and leading projects
- Strong analytical background and comfort with complex data
- Desire to work in a fast moving, startup environment
- Experience developing Internet products and technologies a plus

#### About Us

Quantcast helps create a more personalized digital world. We have built one of the world's most sophisticated data-intelligence platforms, utilizing big data and machine learning to solve the biggest challenges in marketing and create more rewarding experiences across the digital landscape. Publishers use our insights to better understand audiences and how content resonates with consumers they want to attract and retain. Marketers utilize our understanding of online behavior and our predictive advertising capabilities to reach the customers likeliest to engage with their messages. Consumers see the results of our work in relevant stories and advertisements that create a personalized experience across all of their devices.

Quantcast was honored as a Glassdoor Best Place to Work in 2016.

December 17, 2015

Laura Thaler  
4 Fayette Park, #2  
Cambridge, MA 02139

Mr. Joshua Rollins  
Recruitment Specialist  
Quantcast  
201 Third Street  
San Francisco, CA 94103

Dear Mr. Rollins:

I am writing to you today to express my interest in a summer internship with the Quantcast Product Group. The Product Strategy role in particular attracted my attention as a great opportunity to build on my strategy consulting experience while aligning with my passion for business technology infrastructure.

The discussion at the November company presentation of the evolving digital landscape and Quantcast's position in that landscape convinced me that my interest in business technology and my analytical approach to problem solving would be well suited to an internship with the company. My follow-up conversation with Carrie Fei, Quantcast Product Manager, increased my certainty that I could deliver great results in a summer internship. I believe the following elements of my working style and skillset would prove especially useful:

- **Analytically oriented:** In my consulting work with Keystone Strategy, I frequently found myself pushing for an analytical approach where others did not believe it possible. Especially in projects where data was not immediately available or there were qualitative factors, I relished the opportunity to quantify and systematize our recommendations. In one example, we leveraged interviews with industry experts to map technology clusters both geographically and temporally. With my analysis, we were able to steer our clients to construct their proposed fabrication facility in a knowledge-rich region, rather than in a remote city in the Arabian Desert.
- **Collaborative problem solving:** One of my favorite aspects of my prior consulting work was the close collaborations I developed with my clients and team members. I developed this style of problem solving early on in my career when I led the development of a data-driven costing system for a global footwear brand. Over the course of the project, I spent hours white-boarding with our client and meeting with adjacent teams in supply chain operations to deeply understand how our tool might affect the overall system. My level of commitment and collaboration was so valued by the client that I was asked to lead the follow-on implementation work.
- **Passion for analytics technologies:** Early in my career, I observed how dramatically data tools can transform business. Ever since, I have had a strong interest in business analytics and its application. This fall, I had the opportunity to conduct an analytics study that helped me better understand the explosion of available data and the evolution of its implementations across industries. Because Quantcast's products are at the forefront of this movement, the company would be an outstanding match for my long-term career interests.

With my consulting experience and passion for data-driven business technology, I am confident that I could deliver strong results in a summer internship with Quantcast. I look forward to further exploring this opportunity during on-campus recruiting at MIT Sloan. Please do not hesitate to reach out to me for any additional information you might need.

Sincerely,

Laura Thaler

**LAURA THALER**

4 Fayette Park, #2 | Cambridge, MA 02139  
(860) 671-0953 | sarah.vick@sloan.mit.edu

**EDUCATION**

**MIT SLOAN SCHOOL OF MANAGEMENT**

Cambridge, MA

*Candidate for MBA, June 2017*

2015 – 2017

- Enterprise Management Track with a concentration in Innovation in the Enterprise; GMAT 740
- Co-Director of the Breaking the Mold Initiative and Sloan Women in Management Conference
- Elected Senator supporting MIT Sloan's broader Diversity & Inclusion efforts
- Co-President of the newly formed Micro-Brewing Association

**STANFORD UNIVERSITY**

Stanford, CA

*BS in Physics, minor in German*

2005 – 2010

- Additional coursework in economics and computer science; GPA 3.7
- Teaching Assistant and Tutor in Math and Physics; Course Organizer and Lecturer for The Art & Science of Beer
- Stanford University Varsity Women's Crew 2005 - 2007, 9th Place National Finish 2006

**EXPERIENCE**

**KEYSTONE STRATEGY**

Cambridge, MA

Entrepreneurial consulting firm focused on tackling complex issues in technology- and science-driven environments

*Senior Consultant (Promoted from Consultant in 2014)*

2013 – 2015

- Developed full business plan from opportunity sizing to Go-To-Market strategy for industrial client's first software product
- Conceptualized and quantitatively modeled pricing strategy with \$20M+ annual revenue potential for the above software solution, reinvigorating C-Suite interest in digital transformation
- Improved datacenter deployment processes at Fortune 50 software client through implementation of digital tools and innovative capacity planning strategies with \$200M+ in forecasted savings
- Launched and led "Lean-In" Circle to provide professional and personal support to women of Keystone Strategy
- Promoted to Senior Consultant, a role achieved by pre-MBA professionals only twice in firm history

*Senior Analyst (Promoted from Analyst in 2012)*

2011 – 2013

- Drove the cross-functional conceptualization of a unique, data-driven supplier management program with potential to produce more \$14B+ in savings when implemented in the supply chain of a top five global footwear brand
- Secured critical follow-on engagement to develop implementation roadmap for the above supplier management program
- Identified \$2B opportunity for emerging energy technology in "Innovation Accelerator" at Fortune 50 tech conglomerate
- Analyzed public pollutant data to identify ~450 industrial operations as high-potential sales leads for the above technology
- Surpassed peers in roles and responsibilities, taking on team management as well as broad aspects of project mechanics and client relationship management within one year of starting at the company

**FULBRIGHT RESEARCH GRANT (GERMANY)**

Heidelberg, Germany

*Fulbright Scholar at Kirchhoff Institute for Physics*

2010 – 2011

- Worked under Professor Christian Enss in one of the world's leading ultra-low temperature physics research groups
- Developed best practices for substrate production, reducing overall production losses during detector fabrication and reducing impurity levels in detectors fabricated in-house
- Reverse engineered one-of-a-kind device and wrote standardized operational guidelines to reduce risk to operator

**GERMAN ACADEMIC EXCHANGE AGENCY (DAAD) / BMW GROUP**

Munich, Germany

*Study & Internship Grantee*

2007 – 2008

- Awarded grant in May 2007 by German agency promoting international academic relations for one semester of study in Business Administration and Engineering (Wirtschaftsingenieurwesen) at Hochschule München (HM)
- Interned at BMW Group in traditional "Praktikum" role, leveraging HM studies and growing German language skills
- Automated repetitive data entry processes and expanded the automation tools to streamline regulatory analyses going forward within BMW's Warranty Management Department using Visual Basic for Applications (VBA)

**ADDITIONAL INFORMATION**

- Stanford Women Alumnae Network Volunteer & Board Member (2014 – Present)
- Trail Animals Running Club Racer & Volunteer (2014 – Present), 6<sup>th</sup> place amongst ½ marathon women in Spring 2016
- Languages: German (fluent), Spanish (beginner); prior experience with VBA, SQL, HTML, C++
- Most recent homebrew batch: Dunkelweizen, a traditional German dark wheat ale, for the winter

## Example #2 – L.E.K. CONSULTING

### Summer Consultant

L.E.K. Consulting is a global management consulting firm that uses deep industry expertise and rigorous analysis to help business leaders achieve practical results with real impact. We are uncompromising in our approach to helping clients consistently make better decisions, deliver improved business performance and create greater shareholder returns. The firm advises and supports global companies that are leaders in their industries — including the largest private and public sector organizations, private equity firms and emerging entrepreneurial businesses. Founded more than 30 years ago, L.E.K. employs more than 1,000 professionals across the Americas, Asia-Pacific and Europe. For more information, go to [www.lek.com](http://www.lek.com).

### Duties and Responsibilities

Summer Consultants at L.E.K. are typically the most experienced case team members dedicating 100% of their time to a single engagement; as a result, the role of the Summer Consultant has a high level of responsibility for guiding and managing the case team, including:

- Identifying the Critical Issues – Summer Consultants work with Partners and Managers to outline the key business issues needing resolution. L.E.K. Summer Consultants develop the business acumen necessary to quickly identify the key issues early in their career.
- Structuring Analyses – Once the key issues have been identified, the Summer Consultant typically forms a plan to find the answers to these critical questions. The Summer Consultant will layout the strategy to the team for finding information on market growth drivers, competitive profiling, or broad market trends.
- Managing the Team's Day-to-day Activities – L.E.K. hires two undergraduates for every one Summer Consultant, implying that management of less experienced colleagues is as much a part of the Summer Consultant role as solving business issues. A significant responsibility for L.E.K. Summer Consultants is guiding and mentoring more junior Associates on a day-to-day basis.
- Solving the Case – At the end of the day, our clients expect high quality, actionable answers to their business problems. A Summer Consultant is on point to ensure the team is on-track to accurately solve the problem and deliver an answer. Summer Consultants supervise analyses, develop the structure for the final output, provide quality control, and in most cases, participate in the delivery of the conclusion to senior management at the client.

### Why L.E.K. is Different

The role of an L.E.K. Summer Consultant is differentiated from the broader market because of five key reasons:

- Immediate Management Responsibility – L.E.K. hires two undergraduates for every one Consultant - new Consultants have the opportunity to manage Associates from day one.
- International Experience – Approximately one-third of L.E.K. projects involve an international component, which allows Consultants to work in international case teams or, if they choose, to relocate to international offices on either a temporary or a full-time basis.
- Upward Mobility – L.E.K. is a meritocracy with a young, entrepreneurial culture. Professionals are promoted commensurate with their capabilities and contribution.
- Fun, Stimulating Work Environment – The average age of our professional staff is 29, and a strong spirit of camaraderie and helpfulness exists among all levels.
- Limited Travel – Consultants spend an average of one night a week on the road.

### Qualifications and Experience Needed

L.E.K. seeks highly motivated, creative, and entrepreneurial candidates who possess strong finance skills, effective interpersonal and communication skills, leadership qualities, and uncompromising ethics.

International candidates will be sponsored.

L.E.K Consulting is an Equal Opportunity Employer

December 12, 2015

Robert Winnick  
218 Thorndike St., Apt 110  
Cambridge, MA 02141

Ms. Pam Bolotin  
MBA Recruiter  
L.E.K. Consulting  
75 State Street, 19<sup>th</sup> Floor  
Boston, MA 02109

Dear Ms. Bolotin:

I am writing to apply for L.E.K.'s Summer Consultant position. After attending L.E.K.'s on-campus presentation, I was impressed with the variety of high-impact work L.E.K. consultants take on, ranging from private equity due diligence to corporate strategy. These exciting challenges along with the firm's friendly and down-to-earth team members have convinced me that I would be a perfect fit for L.E.K.

My time at Citigroup has given me the leadership experience and analytical expertise to make me an excellent consultant at L.E.K. During my time in risk management, I had the opportunity to rotate through three different areas of Citi's business, which gave me a broad understanding of how a large organization works. In addition to the analytical financial skills I developed in these positions, I also learned how to integrate quickly into a new business area and become an effective member of the team in a short period of time.

As the top ranked analyst from my class, I moved into Corporate Strategy where I had the opportunity to work on a variety of the most challenging problems the bank was facing. These projects ranged from remediating regulatory stress tests to advising executives on potential business spinoffs. Working on these projects helped me build a broad business skillset to use in solving unstructured problems and gave me the opportunity to lead changes in a large organization. I also gained experience managing large projects that required interacting with multiple stakeholders including senior executives and employees around the globe, such as leading a firm-wide innovation challenge that engaged thousands of participants.

The variety and complexity of the projects I experienced during my time at Citigroup has given me a tremendous tool kit I can bring to L.E.K.'s consulting practice as a summer consultant. After meeting members of the L.E.K. team, I know the organization has a passion for innovative problem solving and delivering real impact, and I hope to become a part of this exciting and dynamic community.

I look forward to discussing my experiences further during the interview process, and thank you for your consideration.

Sincerely,

Robert Winnick



**ROBERT WINNICK**  
218 Thorndike St. Apt. 110  
Cambridge, MA 02141  
(978) 394 0845 | robert.winnick@sloan.mit.edu

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## EDUCATION

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### MIT SLOAN SCHOOL OF MANAGEMENT

Cambridge, MA

*Candidate for MBA, June 2017*

2015 – Present

- Dean's Fellowship, selected based on academic and professional achievement.
- VP of Finance & Membership, Management Consulting Club; Leadership Team, Fintech Club.
- GPA: 4.8 / 5.0; GMAT: 740

### BROWN UNIVERSITY

Providence, RI

*ScB in Applied Mathematics and Economics, magna cum laude*

2008 – 2012

- GPA: 3.87 / 4.00

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## EXPERIENCE

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### CITIGROUP

New York, NY

*Corporate Strategy Assistant Vice President (2014-2015)*

2011 – 2015

- Developed an analysis on Citi's valuation under different business spin-off scenarios used by the CEO and CFO to discuss value maximizing strategies with Citi's board of directors during their annual strategy session.
- Launched a Citi-wide innovation challenge to generate ideas on how to prepare Citi for the future. The challenge engaged over 5,000 participants and resulted in nearly 200 ideas.
- Created a new regulatory stress test scenario and built new economic forecasting methodology for modeling a global economic downturn; this work contributed to Citi successfully passing its regulatory stress test in 2015, allowing the company to increase dividends and share buybacks to shareholders.
- Identified \$60M expense reduction opportunities related to the divestiture of several Citigroup businesses.

*Global Risk Analyst (Top ranked analyst in class) (2012-2014)*

Three rotations: Commercial Real Estate, Risk Chief Administrative Office, and Hedge Funds Risk Management

*Projects & Stakeholder Management*

- Discussed trading strategies and portfolio risk metrics with 20+ hedge fund clients to assess counterparty risk.
- Oversaw firm's response to company-wide regulatory review conducted by Federal Reserve on Citi's management of reputational risk.
- Developed credit analysis for loan approvals in deals with Real Estate Investment Trusts and homebuilders.
- Organized the monthly Citibank Risk Committee chaired by the CEO of Citibank to discuss high profile risk topics.
- Prepared presentations for quarterly Citigroup Board meetings in coordination with senior management.

*Analytical and Modeling Skills*

- Analyzed market risk metrics to assess counterparty risk with Hedge Fund clients in order to set margin requirements and establish trading limits.
- Provided financial analysis and portfolio management for Citi's multibillion dollar loan portfolio comprised of over 90 Real Estate Investment Trust and homebuilder clients.
- Created financial models for non-recourse loans secured by individual properties for Citi's real estate portfolio.

*Global Risk Summer Analyst (Summer 2011)*

- Analyzed trading activity globally through monitoring of quantitative risk metrics including Value at Risk.
- Performed benchmark risk analysis to validate market risk models.

### FEDERAL TRADE COMMISSION

Washington, DC

*Research Assistant (Intern)*

Summer 2010

- Conducted economic research examining the effect of the housing cycles on redlining in U.S. metropolitan areas.

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## ADDITIONAL INFORMATION

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- Community Service: Led Citigroup's Global Community Day activities across New York three years in a row.
- Interests: jazz guitar, opera enthusiast, snowboarding.

## Example #3 – DELOITTE CONSULTING

### Strategy & Operations MBA Summer Associate

As a Summer Associate, you'll work side by side with innovative and strategic thought leaders and stay ahead of the rapidly evolving world of business. You'll get the training to be confident and prepared to help tackle some of our clients' most complex business issues.

#### Work you'll do

As a Summer Associate, you'll work with diverse global clients across a wide range of industries. You will have a variety of client-facing responsibilities including interviewing staff, gathering data, analyzing issues, formulating and making recommendations, and helping clients implement proposed solutions. During your time with us, you'll sharpen your consulting and networking skills by taking part in social outings, office-wide team meetings, and community service events.

#### How you'll grow

During this exciting and challenging learning experience, you'll gain first-hand insights into technical skills, critical professional behaviors, standards, and mindsets to help you expand on your previous experience, knowledge and skills. You'll work with a wide variety of talented strategic leaders and learn how to develop, implement, and measure innovative strategies, tackle real-world business issues head-on, and experience what it's like to be a part of our work culture.

#### Qualifications

- Enrollment in an MBA program with 3+ years' work experience, preferably in a large company setting
- Strong academic track record
- Exceptional communication and analytical skills; the ability to communicate findings to clients and team
- Ability to work independently and collaboratively with a team in a fast-paced environment
- *Willingness to travel*

#### Recruiter tips

We want job seekers exploring opportunities at Deloitte to feel prepared and confident. To help you with your interview, we suggest that you do your research: know some background about the organization and the business area you're applying to. We also suggest that you brush up on your behavioral and case interviewing skills and practice discussing your experience and job history with a family member, friend, or mentor.

As used in this document, "Deloitte" means Deloitte LLP and its subsidiaries. Please see [www.deloitte.com/us/about](http://www.deloitte.com/us/about) for a detailed description of the legal structure of Deloitte LLP and its subsidiaries. Deloitte LLP. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, national origin, disability or protected veteran status, or any other legally protected basis, in accordance with applicable law.

December 12, 2015

Marla Wagman  
177 River Street, Apt. 1  
Cambridge, MA 02139

Mr. Adam Merrill  
Senior MBA Recruiter  
Deloitte Consulting  
200 Berkeley Street  
Boston, MA 02116

Dear Mr. Merrill:

I am writing to apply for the Strategy & Operations Summer Associate position at Deloitte. Over the past few months I have met a number of consultants at Deloitte and learned about the company. What has impressed me most is the dedication to individual development and the focus on imbuing innovation into every project and recommendation. I believe the combination of my leadership abilities with my passion for innovation and my strategic and creative analytical thinking will allow me to make a valuable contribution to Deloitte this summer as a Strategy and Operations MBA Summer Associate.

Before business school, I developed digital advertising campaigns for my clients at Digitas. Each client, product and specific objective required a unique perspective, customized insights and deep analysis before, during, and after the campaign. I was working on driving ROI for a credit card one month, and the next month, I was tasked with delivering brand awareness for a new mobile phone. I was able to convince my clients at American Express to adopt a new hybrid campaign model of branding and acquisition, and at L'Oreal, I built a history of success that enabled our agency to recommend and achieve a 140% increase in the digital advertising budget YOY. This experience prepared me to be a nimble and strategic thinker who knows how to deliver results.

While I am able to produce valuable insights and results, I believe my greatest asset is my ability to lead from within. Through my work in client services and leading a cross-functional team, I have learned how to communicate effectively with different stakeholders and inspire them to work together to create meaningful change. I was able to overhaul the existing Digitas billing system by working with employees across multiple functions, meeting with clients to understand their needs and leveraging the expertise of others to build the final product, which reduced errors, increased efficiency, standardized the process and is still in use today.

A significant factor in my ability to lead is my dedication to change and innovation. I am always looking for ways to improve processes, push boundaries and challenge the status quo. I believe that this skill would be especially important as a Summer Associate because it would allow me to provide value from the start as I learn the fundamentals of consulting.

My previous experiences, along with the skills I am currently honing at Sloan, have prepared me to not only take on the challenge of delivering innovative and actionable recommendations, but to also bring new ideas and perspectives to the table. I look forward to exploring a potential internship opportunity at Deloitte this summer and thank you for your consideration.

Sincerely,

Marla Wagman

## MARLA WAGMAN

177 River Street, Apt. 1 | Cambridge, MA 02139  
(908) 627-1567 | marla.wagman@sloan.mit.edu

### EDUCATION

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#### MIT SLOAN SCHOOL OF MANAGEMENT

Cambridge, MA

*Candidate for MBA, June 2017*

2015 – Present

- Marketing Director for \$100K Challenge, Workshops Co-Chair for Water Innovation Prize, active participant in Management Consulting Club
- Entrepreneurship and Innovation Track
- GMAT: 720

#### BROWN UNIVERSITY

Providence, RI

*AB in History*

2006 – 2010

- Alumni Relations Chair, Five-Year Reunion Class Gift Committee, Captain of Club Lacrosse team

### EXPERIENCE

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#### DIGITAS

New York, NY

Global Advertising Agency

2010 – 2015

*Associate Director (promoted four times starting from Assistant Planner)*

*Project and Client Relationship Management*

- Managed \$300+M in digital media budgets for American Express, Motorola and L’Oreal
- Oversaw cross-functional team of seven that developed media recommendations, measurement frameworks and implementation processes for L’Oreal Paris and became one of the youngest Associate Directors in the company
- Strengthened L’Oreal Luxury client relationship through results driven campaign performance and digital thought leadership; retained digital media business in the face of agency competition and previous client dissatisfaction
- Convinced American Express clients of the need to pair direct response marketing with brand awareness tactics, leading to the formation of a new team and campaign structure that combined branding with acquisition tactics

*Research and Results*

- Awarded Ad Week’s “Media Plan of the Year” for Motorola Moto X \$35M digital campaign
- Performed market research and developed audience profiles for over 30 products across Beauty, Mobile and Financial Services; utilized syndicated tools, surveys and data analysis to acquire smart insights to drive strategy
- Improved awareness threefold for L’Oreal by encouraging clients to develop rich media ads and additional video content; leveraged those successes to increase 2015 digital budget by 140%
- Increased campaign ROI by 300% for Amex Bluebird Prepaid Card; developed strategies that maximized efficiencies and utilized advanced targeting capabilities

*Innovation and Problem Solving*

- Spearheaded the introduction of paid social advertising for American Express on Facebook and Twitter, drove best practices across the business and managed compliance and legal hurdles with senior leadership team
- Evaluated emerging media technologies and digital advertising opportunities to deliver innovative campaigns across display, mobile, social, video and content verticals
- Developed new media billing system to standardize and improve the invoicing process; adopted across the agency

#### JUNIOR ACHIEVEMENT OF NEW YORK

New York, NY

*Agency Lead and Volunteer*

2010 – 2015

- Coordinated volunteer recruitment, scheduling and program execution between Digitas and Junior Achievement and led Digitas to be the top corporate volunteer contributor for weekly classes and mentoring in New York
- Created a career day program for high school students from an underserved school in Brooklyn and exposed students to the marketing and advertising industries
- Mentored high school students competing in a city-wide business plan competition for the first time, led a team to the semi-finals during the second year of participation

### ADDITIONAL INFORMATION

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- Founding Board Member and participant in After Work Theater; non-profit dedicated to providing theater opportunities for working professionals
- Language: Intermediate Spanish
- Interests: Working towards one big trip a year, one great meal a month, and one new fact every day

## **Example #4 – GOLDMAN SACHS**

### **Investment Banking Summer Associate**

The Goldman Sachs Group, Inc. is a leading global investment banking, securities and investment management firm that provides a wide range of financial services to a substantial and diversified client base that includes corporations, financial institutions, governments and high-net-worth individuals. Founded in 1869, the firm is headquartered in New York and maintains offices in London, Frankfurt, Tokyo, Hong Kong and other major financial centers around the world.

### **DIVISIONAL OVERVIEW**

The Investment Banking Division (IBD) provides broad-based, global service with expertise in mergers and acquisitions, privatizations, and equity, debt and high-yield financings.

### **PROGRAM**

The Investment Banking Division's Summer Associate Program is a ten-week program designed to provide participants with a comprehensive overview of what a career in investment banking entails. The Summer Associate Program is a unique opportunity for individuals to gain insight into the Investment Banking Division in a highly interactive setting.

Individuals are placed in one of the following industry or product groups: Financial Institutions, Healthcare, Technology, Media & Telecom, Industrials, Consumer Retail, Natural Resources, Real Estate, Latin America, Public Sector & Infrastructure, Leveraged Finance, Equity and Debt Capital Markets. We aim to provide a broad exposure for our summer associates through cross-staffing where possible. Our program includes initiatives to help summer associates assimilate into the Division and learn the skills required to be successful in investment banking. Examples include a mentor and big buddy program, comprehensive orientation and training programs, mid-term and final performance evaluations and various forums designed to provide summer associates with access to the most senior professionals in the division.

### **RESPONSIBILITIES**

IBD Summer Associates will be involved in many of the following activities:

- Planning, structuring and executing financing transactions in the public and private markets
- Advising corporations on mergers, acquisitions, anti-raid assignments, sellside transactions and restructurings
- Advising private equity firms on M&A and financing transactions
- Providing specialized services to various industries, including technology, media and telecom, energy and power, industrials, financial services, healthcare and retail
- Assisting municipal and 501c3 clients with capital structure management, bond underwriting and derivative products execution
- Devising and executing strategies that enable companies and institutions to capitalize on the value of real estate assets

### **QUALIFICATIONS**

IBD Summer Associates should have:

- A keen, long-term interest in investment banking
- Drive, enthusiasm, creativity and excellent interpersonal skills
- Strong quantitative and technical abilities
- An outstanding academic record. While not required, completion of course work in finance, economics and accounting can provide a valuable foundation for the Associate position.
- Personal integrity, initiative and leadership qualities
- Strong oral and written communications skills
- Ability to work as part of a team in an environment that demands excellence, time and energy

*Goldman Sachs, an equal opportunity employer, does not discriminate in employment on any basis that is prohibited by federal, state or local laws.*

December 9, 2015

Eric McGillicuddy  
33 Sleeper Street, Apt. 504  
Boston, MA 02210

Ms. Noelle Clarke  
Campus Recruiting Specialist  
Goldman Sachs  
200 West Street  
New York, NY 10282

Dear Ms. Clarke:

I would like to express my strong desire to join Goldman Sachs as an Investment Banking Summer Associate. Through my prior work experience, I developed the ability to model complex cash flows, lead cross-functional teams, use data to communicate effectively, and increase operational efficiencies. My career objective has always been to obtain a role at the intersection of finance and the natural resources industry. My prior work experience, strong academic background, and diverse skill set would make me an asset to your firm. After attending the MIT Sloan Banking Day and through informational interviews with members of the Sloan recruiting team, I know I would fit into the Goldman Sachs culture.

Prior to attending MIT Sloan, I spent five years at the Demand Response (“DR”) company EnerNOC. As Program Manager in charge of four DR portfolios in California, Idaho, and Arizona, my responsibilities included forecasting annual DR gross profit, customer nominations for Sales, Project Management, and Account Management, calculating curtailment performance for 1,500 assets, and advising Regulatory Affairs on the future of DR in my region. I built dynamic Excel-based kilowatt usage and gross profit projection models and simplified my more complex distribution analyses for Sales and Operations.

After three years as Demand Response Program Manager, I was promoted to Senior Financial Analyst in Financial Planning & Analysis. Responsibilities included forecasting company-wide revenues, expenses, and profitability, and senior management level visibility into strategic planning. I worked with 15 department managers on monthly and annual budgeting processes and FTE reviews, suggesting ways to limit headcount and non-personnel OpEx to stay within CFO established EBITDA goals. The cross-organizational nature of the role improved my analytical and interpersonal skillset.

My responsibilities required a combination of critical thinking, communication skills and accuracy in a fast paced, highly quantitative environment. My position required guiding Sales to fill capacity commitments and register assets with utilities in a way that maximized revenue while minimizing underperformance risk. I tracked progress against gross profit expectations and handled regulatory change management for each DR season. Finally, I disseminated decisions and strategies to multiple customer-facing teams. These varied skill sets developed at EnerNOC have a strong correlation to success in banking and finance.

Thank you for your interest in my application. I am glad to provide references or any other additional information you require.

Sincerely,

Eric McGillicuddy

**ERIC MCGILLICUDDY**  
33 Sleeper Street #504  
Boston, MA 02210  
(917) 679-3901 | eric.mcgillicuddy@sloan.mit.edu

## EDUCATION

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### MIT SLOAN SCHOOL OF MANAGEMENT

Cambridge, MA  
2015 – Present

*Candidate for MBA, June 2017*

- Pursuing Finance Track & Sustainability Certificate
- Sloan Ambassador; Finance Club, Energy Club, Net Impact Club (MI3 - Impact Investing Environment Team)
- GMAT: 710

### CORNELL UNIVERSITY

Ithaca, NY  
2006 – 2010

*BS in Applied Economics and Management: Environmental and Resource Economics*

- Major GPA: 3.72/4.00; University Dean's List 2008, 2009
- Shoals Marine Lab: Researched tern and gull nesting grounds on Isles of Shoals, Maine (2007)
- Delta Chi Fraternity: Served as Recruitment Chair and won national award for Outstanding Recruitment

## EXPERIENCE

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### ENERNOC, INC.

Boston, MA  
2010 – 2015

Global leader in Demand Response and C&I energy intelligence software and services

***FP&A Senior Financial Analyst (2015), promoted from Financial Analyst (2014)***

- Forecasted \$331M in annual revenue (71% of company total) across 45 Demand Response programs and projected \$85M in annual OpEx (44% of company total) across 15 departments and six countries
- Guided department managers in annual budgeting processes and monthly budget and FTE reviews; identified measures to limit headcount and non-personnel OpEx to stay within CFO established EBITDA goals
- Increased guidance precision for CFO and Director of Finance by maintaining and enhancing company's existing financial model in Adaptive Planning, improved data quality for platform transfers between Accounting and FP&A
- Leveraged extensive product knowledge to provide Regulatory Affairs analysis and recommendations on design of new Demand Response programs in greenfield markets to avoid unprofitable or high-risk ventures
- Developed and implemented renegotiated TEP program contract allowing for company financial risk mitigation and improved portfolio revenue optimization through dynamic customer nomination process

***Energy Markets Specialist (2012 - 2014)***

- Managed \$17.5M revenue/year in Demand Response portfolios for SCE, SDG&E, TEP, Idaho Power
- Forecasted annual nominations for sales leadership, project managers, and account managers on team status leading to most profitable year for SCE and SDG&E in company history (98% of maximum possible capacity revenue)
- Reduced booking completion time from five to two business days by building portfolio level revenue and COGS calculation templates for monthly and quarter-end financial closes
- Improved attrition rates, nomination yields, and overall quality of Demand Response customers in company portfolios by designing California utility interval data analysis tool for sales and operational teams

***Energy Markets Associate (2010 - 2012)***

- Supported company's PJM market, the industry's largest Demand Response program, with \$215M revenue/year
- Conducted 6-month portfolio registration process for 5,000 customers
- Developed client alert system for expected curtailment and capacity payments increasing customer involvement in registration process and limiting non-standard exception payments to under \$1M for first time in program history
- Saved EnerNOC \$1.5M/year in commissions expenses through negotiations with in-house sales team

### CORNELL UNIVERSITY TOUR GUIDES AND VISITOR RELATIONS

Ithaca, NY  
2006 – 2010

***Student Manager***

- Managed 83 student employees, set work schedules, worked 15-20 hours per week throughout college
- Hired and trained new tour guides through four-stage interview process

## ADDITIONAL INFORMATION

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- New England Aquarium: Visitor Education Volunteer; interact with guests and school groups; lead discussions on multiple topics including aquatic species, sustainable seafood and climate change
- Passed CFA Level I, proficient in Salesforce, Adaptive Planning, Epicor
- Enjoy the Yankees, stand-up comedy, tennis, personal statistical tracking, US politics, poker

## Example #5 – GENZYME

### 2016 Genzyme Commercial MBA Summer Associate Program

#### Location: Cambridge, MA

Genzyme's 2016 Commercial MBA Summer Associate program offers exposure to a fast-paced and collaborative environment. Our MBA Associates work side-by-side with biopharmaceutical leaders, providing an opportunity to make an impact in the lives of patients around the globe. One of the goals of this program is to feed a leadership pipeline of top talent for our Commercial MBA Leadership Development Program (C-LDP). The Program provides in-depth training over two years through commercially-focused rotations across the Genzyme business units, with the opportunity to work with both US and Global teams. The C-LDP launches your career to the next level through a targeted approach.

Join us in one of the following commercially-focused business units, with the opportunity to work in either a US or Global team: Immunology, Multiple Sclerosis, Oncology and Rare Diseases. Responsibilities may include:

#### Marketing:

- Conduct market research & competitive intelligence projects; analyze & recommend segmentation
- Develop or optimize brand messaging, develop a creative campaign
- Execute marketing tactics (marketing communications, digital initiatives, stakeholder meetings and PR)
- Conduct ROI assessment to help regions assess the cost-effectiveness of promotional activities
- Lead commercial evaluation and planning of product development initiatives
- Lead or support development of brand strategy; support product launch preparations
- Lead a task force charged with addressing an emerging strategic challenge

#### Commercial Strategy:

- Execute leadership and managerial development initiatives across the commercial functions
- Assist with process improvement to speed aspects of a particular program, including conducting financial analysis across multiple projects, analyzing external funding, preparing key stakeholder presentations, and conducting business and portfolio reviews.
- Support analytical projects, new products for future launches, and business development projects.
- Evaluate disease areas for value and technical feasibility
- Develop long-term strategic view of a disease area portfolio
- Develop forecasts and conduct pricing assessment

#### Business Development:

- Screen, evaluate and prioritize external opportunities for collaborations and partnerships
- Coordinate and lead cross-functional analysis of external technology and products
- Drive business case development, financial modeling, and valuation analyses taking into account the probability of success, time, costs, and returns
- Participate in deal structuring, term sheet development, and negotiations
- Present opportunities and make recommendations to executive management
- Lead primary and secondary market research by partnering with internal and external thought leaders

#### Basic Qualifications:

- Current enrollment at an accredited MBA program and have completed the first year of study prior to joining our 2016 MBA Summer Associate program
- Two years of prior work experience in pharmaceutical or biotechnology industry, finance, marketing, sales, healthcare consulting, investment banking, etc.
- Advanced knowledge of MS Office
- Must have permanent US work authorization

#### Preferred Qualifications:

- Excellent communication and interpersonal skills; ability to function in a collaborative, team environment
- Ability to be flexible, work successfully and quickly amid changing priorities and ambiguity
- Ability to navigate through complex situations to make interpersonal connections with executives and senior leaders and other program participants to investigate potential paths for personal career growth
- Strong leadership qualities, with the ability and drive to take ownership of projects
- Demonstrated ability to synthesize information, successfully manage a multi-project workload, make decisions and influence movement of assigned projects and professional growth
- Strong analytical and quantitative skills; demonstrated ability to present work effectively
- Experience in the pharmaceutical or biotechnology industries



November 21, 2015

Carolyn Williams  
303 Summer St., Apt. #1  
Somerville, MA 02144

Ms. Katie DiGregorio  
Staffing Associate  
Genzyme  
500 Kendall Square  
Cambridge, MA 02142

Dear Ms. DiGregorio:

It is with great enthusiasm and interest that I am submitting an application for the 2016 Genzyme Commercial MBA Summer Associate Program. My experience working as a healthcare strategy consultant at Putnam Associates has ignited a strong passion to work in the healthcare industry. After my graduation from MIT Sloan, my goal is to join a company where I can directly implement initiatives that will positively affect patients' lives.

Earlier this fall, I had the pleasure of organizing the MIT Sloan Healthcare Club's visit to Genzyme. In hearing the presentations during the visit and in talking with my former coworker Alaina Pleatman, I was impressed by the emphasis Genzyme places on creative thinking and the company's patient-centric approach. This summer I hope to add my problem-solving and analytical skills to a Genzyme team focused on addressing important unmet needs in the healthcare space.

My analytical, leadership, and teamwork skills combined with my experience consulting for the pharmaceutical industry make me an ideal fit for the Summer Associate Program. At Putnam Associates, I worked on revenue forecasting, indication prioritization, and market access/pricing projects across multiple therapeutic areas. My projects included extensive work in both oncology and autoimmune disease, and at Genzyme I could leverage my subject matter expertise to contribute to one of the company's Oncology, Immunology, Multiple Sclerosis and Rare Diseases business units.

As a consultant I had to quickly adapt to new problems and deliver quality insights and recommendations to our clients while managing a multi-case workload. This past spring I was responsible for building a global revenue forecasting model for a rheumatology product for one client, and for the identification of opportunities for share growth for an oncology product for another client. At Putnam, I had the opportunity to work collaboratively and take on leadership roles in professional case teams. My most significant leadership experience at the firm was leading a team of four in a treatment paradigm positioning project for a novel CAR T-cell oncology immunotherapy.

As my resume indicates, I have strong analytical abilities, leadership skills, and the ability to work well in a team. I believe these attributes make me a strong candidate for the position of Summer Associate at Genzyme. Thank you in advance for your time and consideration.

Sincerely,

Carolyn Williams

## CAROLYN WILLIAMS

303 Summer Street #1

Somerville, MA 02144

(978) 808-5542 | carolyn.williams@sloan.mit.edu

### EDUCATION

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#### MIT SLOAN SCHOOL OF MANAGEMENT

Cambridge, MA

*Candidate for MBA, June 2017*

2015 – Present

- Healthcare Club Vice President of Sponsorship; BioInnovations Conference Panel Lead
- Women in Management Club Admissions Vice President
- GMAT: 750 (98<sup>th</sup> percentile)

#### MIDDLEBURY COLLEGE

Middlebury, VT

*BA in Molecular Biology and Biochemistry*

2007 – 2011

- GPA: 3.92 out of 4.0; Phi Beta Kappa and *summa cum laude* graduate
- Selected as a UPenn Gene Therapy Summer Research Program Fellow (Summer 2010 – Philadelphia, PA); German Academic Exchange Research Internships in Science and Engineering Fellow (Summer 2009 – Jena, Germany)
- Women's Varsity Soccer; Ultimate Frisbee Club

### EXPERIENCE

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#### PUTNAM ASSOCIATES LLC

Boston, MA

*Associate Consultant (2014 – 2015), Analyst (2013 – 2014)*

2013 – 2015

*Project and Client Management*

- Led a team of four in a qualitative treatment paradigm positioning project for an early stage cellular therapy for pediatric and adult acute lymphocytic leukemia; project recommendations informed the product's clinical trial design
- Independently analyzed, developed strategic recommendations, and presented an analysis of the commercial and clinical viability of two disease spaces for a novel rheumatology agent to a client program team
- Managed client relationship as the point of contact for updates to the U.S. forecasting model for a projected \$500M per year Phase III chronic obstructive pulmonary disease drug

*Strategic Quantitative and Qualitative Analysis*

- Built a flexible and dynamic global forecasting model for a projected \$600M per year systemic lupus erythematosus product that is being utilized by the client throughout the molecule's clinical development
- Identified key barriers to the use of a cutaneous T-cell lymphoma product through the analysis of survey data from 120 U.S. dermatologists; developed strategic initiatives to capitalize on identified opportunities for growth; quantified projected incremental revenue opportunity to be \$70M per year
- Led a big data analysis of all the physician and plan level chronic obstructive pulmonary disease prescriptions in the United States over the last two years in order to identify segments of physicians who may be more likely to adopt a client's new respiratory product in an effort to optimize our client's promotional strategy

#### DANA-FARBER CANCER INSTITUTE

Boston, MA

*Howard Hughes Medical Institute Laboratory Technician*

2011 – 2013

- Conducted laboratory research on a project aimed at identifying novel tumor suppressors involved in the p53 mediated arrest of chromosomally unstable tetraploid cells using a genome-wide screen approach
- Initiated a new research concept to evolve cell lines that can cluster or lose experimentally induced extra centrosomes, which was supported and pursued by the lab
- Trained new laboratory technicians on laboratory procedures and safety regulations

### ADDITIONAL INFORMATION

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- Slow White Ultimate Frisbee Club (*Competitive team that placed 3<sup>rd</sup> nationally in 2015*) – Team Captain
- Conversational speaking and writing ability in German
- Interests: ultimate frisbee, soccer, hiking, camping, and independent film

## Example #6 – APPLE, INC.

### PRODUCT MARKETING INTERN

Experience Apple. There's the typical job. Punch in, make widgets, punch out, repeat. Then there's a career at Apple. Where you're encouraged to defy routine. To explore the far reaches of the possible. To travel uncharted paths. And to be a part of something far bigger than yourself. Because around here, changing the world just comes with the job description. Apple is looking for dynamic, highly motivated Worldwide Product Marketing Interns to join our team.

As a Product Marketing Manager Intern, you will contribute to the creation of complex and high impact products that will shape the future of computing and touch the lives of millions of people around the world. You will:

- Research, refine, and pitch a product idea that could be approved for future development and launch.
- Work cross-functionally with marketing, design, and engineering teams to identify problems, design solutions, and explore opportunities.
- Coordinate with other product teams to learn about their operations and explore integration opportunities.
- Contribute to ongoing marketing management including product positioning, public relations, message development, and customer communications.
- Provide targeted competitive research and analysis.

#### General Qualifications

Undergraduate degree in BS/BA in engineering or business is preferred. Must be working towards a MS/MBA. Experience (3-5 years) in a related field or equivalent is also a plus. Must possess excellent oral and written communication skills.

December 5, 2015

Stacey Ruskin  
68 Central Ave, # 302  
Medford, MA 02155

Ms. Megan Gallagher  
University Relations, Apple  
1 Infinite Loop  
Cupertino, CA 95014

Dear Ms. Gallagher:

I am a first-year MBA student at the MIT Sloan School of Management, and I am writing to express my interest in the Product Marketing Manager summer internship role at Apple. I had the pleasure of discussing the internship with Della Huff, who left me with a great impression of the energy and passion that exists across the organization. I am confident that through my past experiences using data to drive customer-centric innovation, communicating engaging messages, and building connections with diverse stakeholders, I can be a valuable addition to the Apple team.

In particular, I believe I am a great fit for the Product Marketing internship because I will bring creative fortitude and solid analytical thinking to the position. In my prior role as a consumer insights consultant at C Space, I worked on multiple projects that required me to examine large amounts of qualitative and quantitative data, from which I identified valuable insights that could impact my clients' business strategy. I used these insights to help envision enhancements for their products, services, communications and marketing campaigns. In a project for a major entertainment company, I identified the barriers preventing wider engagement and adoption of a movie watching desktop and mobile app among different consumer segments after thoroughly analyzing and understanding the mindset of each segment. Using my communication skills to create engaging reports and present compelling stories that brought the insights and consumers to life, I consistently gained traction for my analysis and ideas. In this case, I was able to influence the improvement of the product messaging and positioning. I will be able to draw upon these skills to generate and inform creative and data-driven products and go-to market strategies at Apple.

At C Space I also led cross-functional teams in launching online communities in new global markets, eventually enabling the company to offer services in eight new languages. Even though I did not know some of these languages, I enjoyed the challenge of working in novel and ambiguous situations, and was relentless in ensuring the quality of the work my team and I produced. Through continuous testing and refinement of the international launch process, and constant engagement with key stakeholders in multiple departments of the organization over the two years I owned this globalization effort, I established best practices that allowed C Space to scale its global operations. I am comfortable dealing with uncertainty and I will bring to Apple this love for collaboration and commitment to excellence in all my endeavors.

I am most satisfied when my work leads towards meaningful impact. What attracts me to Apple is the potential to contribute to the creation of products that are re-envisioning the role of technology in society. My professional experiences, coupled with the rigorous quantitative foundation of the MIT Sloan MBA have equipped me to be a great fit as a Product Marketing Manager at Apple. I look forward to exploring this opportunity during the on-campus interview process. Thank you for your consideration.

Sincerely,

Stacey Ruskin

## STACEY RUSKIN

68 Central Avenue, #302 | Medford, MA 02155  
(954) 235-4370 | Stacey.Ruskin@sloan.mit.edu

### EDUCATION

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#### MIT SLOAN SCHOOL OF MANAGEMENT

Cambridge, MA

*Candidate for MBA, June 2017*

2015 – Present

- Awarded Dean's Fellowship in recognition of academic record, personal achievements, professional promise
- Technology Club: VP of Content for 2016 MIT Technology Conference
- Product Management Club: Creating a 1-3 year mobile product roadmap for a growing tech start-up
- Active Member of Design, Entrepreneurship & Innovation, and Media/Entertainment/Sports Clubs
- Sloan Entrepreneurs for Intl. Development: Developed ecotourism online platform in Ecuador financial models

#### STANFORD UNIVERSITY

Stanford, CA

*BA in International Relations; Minor in Modern Languages*

2006 – 2010

- Concentration: Comparative International Political Economy, GPA: 3.71/4.00
- Awards: Chicano/Latino Community Highest Academic Honor (2009) and Sr. Academic Excellence (2010)
- Study Abroad at Stanford's Bing Overseas Studies Program in Florence (Fall and Winter 2008-2009); Program Student-Advisor and On-Site Student Ambassador
- Social Media Marketing Intern, [www.intoscana.it](http://www.intoscana.it) (2009): managed initiatives to increase English user base

### EXPERIENCE

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#### C SPACE

Boston, MA

Consumer insights agency helping companies design consumer-centric products and experiences

2011 – 2015

***Consultant, Analysis and Storytelling (Promoted from Associate Consultant in 2012)***

*Consumer Research, Analysis, and Reporting*

- Collaborated with team members to gather and translate clients' business objectives into effective consumer research plans, including usability studies, A/B testing, personas, ethnographies, heat mapping, card sorting, diaries, and surveys
- Conducted multilingual and multicultural analyses of qualitative and quantitative consumer research
- Crafted compelling reports by synthesizing findings into actionable and viable recommendations using a variety of data visualization techniques to highlight key insights; reports were shared among C-suite executives at client organizations
- Presented findings to clients that inspired research, increased scope, influenced product/experience innovation

*Product Design & Innovation*

- Informed re-design of a rewards program to increase user engagement and identified an opportunity to create a product designed to grow digital movie watching and purchasing behavior for a major entertainment company
- Defined features and positioning of various health and nutrition consumer goods currently being developed, and influenced strategies for evolving brands of a global nutrition and weight management company
- Guided user experience and content improvements to increase user engagement with the websites and apps of a global nutrition and weight management company and of a leading pharmaceutical company's products
- Advised Mexico's second largest bank on enhancements to its products to better solve for consumers' needs

*Office Leadership and Cross-Collaboration*

- Led closely, with the product team, the localization of C Space's software for eight new markets and supported the localization of the software, iPhone, and Android apps in Italian
- Ideated and planned, as part of a team of four, the first company Hackathon, now a yearly tradition
- Established international project operations for in-language communities and trained three project managers in London and Shanghai offices after leading cross functional teams in managing launch of online communities for over 65 clients
- Collaborated with colleagues in the London office to shape a multi-country marketing campaign for a multinational alcoholic beverages company

### ADDITIONAL INFORMATION

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- Languages: Spanish (native), Italian (fluent), French (conversational) and Portuguese (conversational)
- Computer Skills: Basic HTML, CSS, and Dreamweaver; Adobe Photoshop, AtTask, Exact Target
- Interests: Health, fitness, and nutrition enthusiast (self-taught weightlifter, member of MIT Water Polo Club, formerly one of Columbia's fastest competitive swimmers), creating the perfect playlist, traveling

December 9, 2015

Erica Ruggiero  
60 Wadsworth Street, Apt 10G  
Cambridge, MA 02142

Ms. Megan Gallagher  
University Relations  
Apple  
1 Infinite Loop  
Cupertino, CA 95014

Dear Ms. Gallagher:

I am excited to be applying for a Product Marketing Internship position with Apple. I had the pleasure of attending the Apple information session at Sloan and was struck by the passion and drive exhibited by all of the presenters. Product Marketing in particular stood out to me because it blends core business principles with a passion for technology and the product. I believe my technical, communication, and teamwork skills would make me a valuable addition to Apple.

As a design engineer at Intel, I worked on products for our server and data center businesses. I was constantly engaged on projects with extensive deliverables and short deadlines. One such project was leading the development of a test chip commissioned by Intel researchers. The test chip had a set of broad specifications that I had to translate first into specific design goals and then into physical circuitry. Once I had a design in place, I coordinated with internal stakeholders to iterate on the design as the experiment for the chip evolved. I set up a series of milestones to ensure that my schedule would be met, and assembled a team of engineers to assist me in the project. I concurrently owned several technical aspects of the project, while also managing the overall project and keeping close communications with the internal customers who would ultimately be using the chip. Despite some significant setbacks late in the project, we managed to deliver the chip ahead of schedule.

Towards the end of my time at Intel, I assumed ownership over a large code database which was used by engineers from three different functional roles and across three different Intel projects, all of whom were invested in different aspects of the database. Part of this role was convincing each project team to use the central database, rather than branching off and creating their own version. I achieved this by first modifying the code generation process to be more modular and adaptable to different project specifications. I then demonstrated to each team the benefits in terms of engineering hours and scalability that the central database afforded them. Once I had teams on board, I engaged in significant cross-team communication, prioritizing code change requests from different internal customers and presenting to wide audiences, including project leadership, about the use-model and content of the database.

With my strong technical and analytical background, as well as the teamwork, communication and business skills I am developing at Sloan, I know that I can bring a strong, unique perspective to the Apple Product Marketing team. Thank you for your consideration for this position and I look forward to discussing my experience further in a personal interview.

Sincerely,  
Erica Ruggiero

## ERICA RUGGIERO

60 Wadsworth Street, Apt 10G | Cambridge, MA 01242  
(413) 464-4238 | Erica.Ruggiero@sloan.mit.edu

### EDUCATION

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#### MIT SLOAN SCHOOL OF MANAGEMENT

Cambridge, MA

*Candidate for MBA, June 2017*

2015 – Present

- Enterprise Management Track: Consulting for national Internet service provider on Smart City technology strategy
- Volunteer Lead and Organizing Committee Member for Breaking the Mold Conference, Sloan Women in Management
- Active member of the Management Consulting and Technology Clubs

#### CORNELL UNIVERSITY

Ithaca, NY

*BS in Electrical and Computer Engineering, magna cum laude*

2008 – 2012

- GPA: 3.92/4.3, Dean's List seven semesters
- Chair of the Society of Women Engineers Outreach Committee

### EXPERIENCE

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#### INTEL CORPORATION

Hudson, MA

*Digital Design Engineer (Promoted from Grade 3 to Grade 5 in 18 months, 6 months early) (2012-2015)*

2010 – 2015

##### *Project Management & Leadership*

- Designed and led development for a test chip to be used in corporation-wide process technology research; design was the most complex to be implemented on a test chip in team's history
- Influenced management to supply a multi-discipline team of three engineers to assist in test chip project execution in order to meet tight 6-month deadline and ensure highest quality standards
- Built consensus between team and internal stakeholders who commissioned the test chip through weekly discussions about feasibility of chip features; led a rigorous final design review with customers and senior technical leadership
- Managed coordination of key design tasks and milestones for the test chip, delegated work to team members and initiated bi-weekly team syncs so that the team was able to deliver the chip to our partners ahead of manufacturing deadline
- Persuaded multiple managers to expand personal responsibilities to a dual logical and physical design role; reduced time to converge design by 30%, increased cross-functional knowledge sharing, and piloted dual role for future projects

##### *Project Execution & Problem-Solving*

- Created a design-automation environment from scratch that enabled test chip engineers to iterate on designs in hours instead of days, saving a cumulative 3 weeks of engineering time across the project lifetime
- Streamlined code-generation process that resulted in 50% reduction in engineering hours per week; maintained the code database which was used by over 60 engineers across three Intel projects
- Extracted meaningful data and trends from thousands of lines of design data per day using existing software and personal scripts, and analyzed data to inform and prioritize design decisions
- Converged functional unit blocks to design milestones across four Intel Xeon microprocessors and Omni-Path products; ramped up quickly on each new project to meet tight turnaround time of one to two months between milestones

##### *Organizational Impact*

- Co-led the Women at Intel Network Hudson chapter: organized volunteer opportunities, professional development workshops and networking events, negotiated with corporate and site groups for over \$6K in funding
- Organized annual on-site Women at Intel Network conference attended by over 100 employees, 20% of the Hudson site
- Formalized organization's intern program: set expectations for all summer interns, including team-building activities, review procedures, cross-team training and end-of-term presentations
- Mentored two interns, actively involved in university recruiting and interviewing

##### *Physical Design Intern (2010 – 2011)*

- Modeled timing and power consumption for chip critical paths and proposed optimal routing schemes for those paths
- Developed chip power plan after pooling input from cross-site team members; plan implemented across all chip SKUs

### ADDITIONAL INFORMATION

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- Patent holder, US Patent 9,138,339: a tool gripper device that adapts items like eating utensils to a larger handle circumference, allowing people with handicaps to easily maneuver those items; developed tool gripper in High School
- Budget Buddies Coach: taught financial literacy to low-income women from the community (2013-2015)
- Interests: Amateur painter and hiker, seasoned traveler (Asia, Europe and Americas regions)

## Example #7: SEPHORA

### **MBA INTERN**

Interns will be selected to work in one of the sponsoring departments within Sephora including Beauty Insider, Product development, Marketing Merchandising and Analytics. Interns will be partnered with a Supervisor to guide them through various projects throughout the course of their internship. Although their internship focus will be in one department, they will have the opportunity to be exposed to a diverse number of departments and part of their work may include a group project. They will have the opportunity to meet with different leaders in the Sephora organization and take part in various employee meetings.

#### Summary of Job Duties and Responsibilities:

The specific job duties will be dependent on the department the intern is working within. Our commitment to interns is to provide a meaningful internship experience that provides hands-on exposure to retail initiatives in a fast-paced, exciting environment.

#### KEY QUALIFICATIONS/SKILLS NEEDED

- Strong analytical and problem solving skills
- Ability to work through ambiguity and to work independently
- Thrives in a fast-paced working environment
- Related experience, industry knowledge
- Entrepreneurial and self starter
- Excellent communication skills



February 17, 2015

Alissa Speight  
10 Emerson Place, Apartment #8A  
Boston, MA 02114

Ms. Nicole Lonca, MBA Recruiting  
Sephora USA, Inc.  
525 Market Street, 32nd Floor  
San Francisco, CA 94105-2708

Dear Ms. Lonca:

As both a VIB Rouge Member and an MBA, I am thrilled to be applying to the Summer Internship Program at Sephora. Beyond my love of the Sephora store experience, my research on Sephora has left me with a great impression of the company's work, culture, and people. I am confident that my background in consumer products entrepreneurship and my skills in cross-functional project management, problem-solving, and communication will allow me to create value this summer as a MBA Intern at Sephora.

As a founder of a specialty baking company, Zen Cookery, I have firsthand experience in analyzing market trends, building brands, and evaluating opportunities for innovation and growth. I leveraged my personal experience and my knowledge of the local market to strategically focus on customers seeking gluten-free, vegan desserts in cafes and restaurants. I moved from conception and testing to product launch within four months. Utilizing data and customer feedback from retail channels, I made appropriate pricing adjustments and changes to the product line. I also developed and managed strong relationships with local government stakeholders to ensure the appropriate licensing and certification for my products.

I came to earn my MBA to transition from a small-scale entrepreneurial food venture to work at a leading consumer products company with global impact. At MIT Sloan, I have taken advantage of opportunities to develop my expertise in strategy while working to create value for consumers. In MIT Sloan's Design Works program, I was selected to participate in a user-centered business design project with a local food retailer. Through customer interviews and observations, I envisioned and implemented strategic initiatives in menu and packaging redesign to improve the customer experience. I look forward to tackling new challenges and driving creative, innovative, consumer-focused results while engaging my longtime passion for the beauty industry at Sephora this summer.

Sephora's mission and innovative approach to education and professionalism within the beauty industry resonates with my long-term career ambitions to provide people with high-quality products and resources that empower them to take the very best care of themselves and feel beautiful. I am excited to embrace the environment and resources of Sephora as a MBA Intern this summer and to contribute to the top beauty retailer in the world. Thank you for your consideration and I look forward to hearing from you soon.

Sincerely,

Alissa Speight

## ALISSA SPEIGHT

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201-321-7789 | Alissa.Speight@sloan.mit.edu

### EDUCATION

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#### MIT SLOAN SCHOOL OF MANAGEMENT

Cambridge, MA  
2014 – Present

*Candidate for MBA, June 2016*

- Elected Director of Marketing for 2015 MIT Sloan Sustainability Conference
- VP of Careers for Marketing Club; active member of Operations and Retail, Luxury and CPG Clubs
- Participant in MIT Sloan DesignWorks: worked with leading design innovation consulting firm, analyzed local restaurant's branding and service design, proposed changes to improve customer experience
- Consultant for student startup Love Grain: identified ten new product placement opportunities and developed five new recipes for core product offering of teff grain-based food products

#### PRINCETON UNIVERSITY

Princeton, NJ  
2008 – 2012

*BA in Comparative Literature, summa cum laude*

- GPA 3.7/4.0
- Certificates in Chinese language & culture, Latin American studies, translation & intercultural communication
- Leigh Buchanan Bienen and Henry Bienen thesis prize for most outstanding thesis on an East Asian topic, "Bread, Circuses, and Steel: Mega-sporting events, National Image, and Modernization in China and Brazil"

### EXPERIENCE

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#### ZEN COOKERY

Cambridge, MA  
2013 – Present

*Founder of allergy-friendly food company*

- Identified local market need and established Boston's first wholesale gluten-free/vegan baking company
- Managed four core product lines and provided 16 combined standard and seasonal offerings; sold products in seven retail channels, including four weekly farmers markets in Winter 2014
- Successfully raised \$6K on Indiegogo in financing for commercial kitchen space and licensing (exceeded funding goal); donated 25% of proceeds in excess of goal to Food Allergy Research and Education Foundation
- Developed sales partnership contacts in over 50 local markets, cafes, and food businesses in Boston metro area

#### HARVARD BUSINESS SCHOOL

Boston, MA  
2012 – 2014

*Research Associate*

- Developed seven HBS cases and eleven teaching notes on entrepreneurship in China, domestic and overseas expansion strategy of state-owned and private Chinese companies, and international ventures in China market
- Selected full-time as a Teaching Fellow and student liaison for HBS 2nd-year MBA Elective Curriculum Courses, "Doing Business in China in the Early-21st Century" and "Planning Your Business in China"
- Established and managed relationships with senior executives in Chinese companies ranging from startup ventures to companies with annual revenues of \$16B in industries including CPG, technology, manufacturing
- Conducted research with three Harvard Business School faculty members and assisted development and publication of book on China's leadership potential in global business ("*Can China Lead?: Reaching the Limits of Power and Growth*")
- Generated comprehensive report for and served as a key facilitator for the Harvard Advanced Leadership Initiative's Global Conference in Shanghai in June 2013

#### AMR INTERNATIONAL CONSULTING

New York, NY  
2011

*Intern*

- Worked from New York in four multinational teams based in Taiwan, London, and Germany
- Collected and analyzed data to generate forecasts on electronics and textile sector growth for FTSE 250 client, ultimately advised client against acquisition of \$200M NASDAQ-listed products sourcing company in China
- Created models to track performance and competitive positioning of leading Latin American design exhibitions for a \$160M international events organizer, ultimately advised client acquisition of Brazilian trade show with 8,000+ attendees

### ADDITIONAL INFORMATION

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- Languages: conversational in Mandarin, Portuguese, and Spanish
- Writing: gluten-free cookbook targeting individuals with GI conditions, personal blog, MIT Sloan blog
- Performance: a cappella singing (eight years), coordinator of MIT Sloan's student storytelling event, *The Yarn*
- Fitness: November Project (free community workout group with rotating locations based in Boston, MA)
- Scores: GMAT: 710, SAT: 2250