



# Wharton Resume Book Prep Guide

MBA Career Management

August 2018

# Outline

## Your Resume at Wharton

### Creating a winning resume

- Role of your resume
- Understand your audience
- Components of a winning resume

### Wharton Resume Book Process

- Timeline for resume content reviews and final submission to the Class of 2020  
Resume Book
- Wharton Resume Book standards
- Resources for developing your resume
- Opportunities for resume feedback

# Your Resume at Wharton

## **Customize your resume for different industries, companies and roles**

You may have multiple versions depending on your target firms and roles

## **Highlight your relevant skills/experiences that align with the target role**

## **You will be submitting your resume via...**

Wharton Class Resume Books (Fall and Spring)

Networking Expo Resume Books

Club and Conference Resume Books

CareerPath for job applications

Company websites and external job boards

# Creating a winning resume

# What is a resume?

## Your resume is...

- the frontline document marketing your skills and story
- an expression of who you are beyond just the words
- the key document that can determine whether or not you get an interview
- a guide for what you will talk about in your interviews

## Your resume is **NOT**...

- a laundry list of *everything* you have ever done
- a novel of creative fiction
- a time for you to show-off all of your industry jargon
- an opportunity for you to be modest and humble in your accomplishments

# Understand your audience – What is an employer looking for?

**An employer typically spends seconds, not minutes, reviewing each resume**

**An employer looks for a resume to quickly demonstrate...**

- Critical competencies and skills
- Relevant experience
- Track record of accomplishment – especially important for career changers
  - Record can be professional, academic or personal
- How smart you are
- Ability to produce a flawless professional end product
- Focus

# Understand your audience

## Know what the employer is looking for

- Read and analyze the job description
- Know the company

## Highlight what is important to them

For instance:

### *Analytical Skills*

- Problem Solving
- Quantitative
- Strategic Thinking

### *Interpersonal Skills*

- Leadership
- Communication
- Teamwork

**Tip:** If you are targeting multiple industries/roles, for the First Year Resume Book, you can create a general/all-around resume.

# Components of a winning resume



## Your resume **MUST**...

- Be visually appealing
- Include relevant information
- State everything with power and impact



# Make your resume visually appealing

*Employers judge your resume before they even read it!*

## **DO...**

Make sure that there is white space on the page

Have neat margins and consistent formatting

Include a variety of opening words

Use bullets vs. paragraphs

## **DON'T...**

Have a resume that looks like a wall of words

Use fonts and font size that are hard to read

Be inconsistent in ANY way (formatting, margins, font size, etc.)

Have a resume that looks sloppy!

# Target resume to your FUTURE employer

**Use your real estate wisely: Prioritize and emphasize important and relevant experiences & skills**

- Order lists thoughtfully: The higher on the list, the more important the information
- Be mindful of how you use real estate: More real estate equals more emphasis
- Watch out for what words you use: Avoid words that make you look more junior or minimally experienced
- Tell a story with bullets that build upon each other

**Edit out information that is irrelevant to the industry, company, or role**

**Avoid wordiness**

# Impactful statements – Say it with POWER

- **Create results-oriented accomplishment statements**
  - A winning resume is accomplishments-based, not merely a job description
- **Use active language**
- **Use the strongest and most specific language**

# Creating an Accomplishment Statement



# Creating an Accomplishment Statement

Read through each bullet and ask yourself...

- Does it add relevant information?
- Does this bullet pass the “So what?” test?
- Does it help convey information that add to the overall impression you would like to leave with this employer?

# Accomplishment Statements

Conducted market data analysis and presented findings to senior management to determine the most appropriate course for the future

- Not specific
- What did they actually do?
- What type of result or outcome?

**WEAK**

Built model to quantify market size and attractiveness by segment. Presented findings to CFO and VP of Marketing, recommending new business targets and redeployment of resources, resulting in 11% market share gain.

**STRONG**

# Accomplishment Statements

Recognized as a top manager among peer group

- Not specific
- Passive
- Recognized for what?
- What did they actually do?
- What type of result or outcome?
- Who is recognizing them? Did they recognize themselves?

**WEAK**

Managed team of 12 engineers and programmers through development of new product initiatives. Promoted twice in three years. Rated in top 20% of managers each of last three years.

**STRONG**

# Additional Examples: Pre-Wharton Experience

- **Economics Consultant:** Performed qualitative market research and econometric modeling using pricing and competitive landscape factors for grocery chain merger with combined annual sales of \$2B
- **Finance / Project Manager:** Developed and instituted enterprise-wide due diligence program to enhance efficiency and consistency in deal evaluation and execution, cutting response time required for finance due diligence projects by 60%
- **Investment Management:** Built firm's accretion/dilution model for leading U.S. conglomerate which led to \$40M investment in the company, representing a 4% position in the firm's flagship fund
- **Management Consultant:** Generated adjacent market strategy for \$45B global aerospace company; synthesized competitive, customer and cost analysis to recommend six attractive market segments with high-growth potential to business development team
- **Marketing Manager:** Created and launched company's first co-branded, multi-regional marketing campaign with [regional partner], resulting in 20%+ sales lift in target markets and inspiring similar campaigns globally
- **Military Vet:** Planned and executed high-priority asset optimization program; reduced 35% of excess material assets in six-month period
- **Private Equity:** Worked closely with senior management of chemical manufacturer to identify operational issues in industrial coatings manufacturing plant, implement improvements, and track KPIs; division's EBITDA contribution improved from -\$2M to \$5M in 12 months
- **Social Impact:** Launched agribusiness credit scheme for smallholder cotton farmers in developing nations; drafted business plan and secured \$30,000 in grant funding for the initiative; pilot program is helping 150+ cotton farmers improve their food security



# Quantify your results

Whenever possible, provide measurable outcomes to show the impact of your work



## Increase:

- Revenue
- Profits
- Customer satisfaction
- Quality
- Ratings



## Decrease:

- Costs
- Turnaround time
- Error rate
- Resources required
- Complaints

*Quantify specific results with amount or percentage change.*

**Tip:** If results not available or unknown, can state projected impact (“projected to deliver X% sales growth”).

# Use strong, active language

## Don't Use...

## Instead try...

Was responsible for → Led, managed, oversaw, created

Assisted, helped → Partnered with, collaborated with

Multiple, numerous, various → Over 100, 37, (do you mean diverse?)

Extremely, very, key → Delete it

## Tips:

- Avoid fluffy descriptors to make it concise and to the point. Reviewers are scanning quickly, so you'll want to make every word count.
- Delete articles ("a, an, the"). It's standard resume-writing form. Eliminating them will make your writing sound more succinct and add a sense of urgency.
- Delete all personal and possessive pronouns (I, you, my, they, their, etc.)

# Common mistakes and how to avoid them

***ALWAYS have someone proofread your resume!***

## **Inconsistency**

- degrees, units, and dates
- periods, capitalization, bullets, spacing, fonts, alignment

## **Grammar**

- DO capitalize countries, nationalities, languages
- DON'T capitalize disciplines and industries
- Spell out numbers 1-10 and at the beginning of a sentence
- Use consistent formats for amounts – \$1 million, \$1 billion, vs. \$1M, \$1B etc.
- Ensure that you use proper punctuation

**Avoid typos... Spell Check is not always your friend**

# Tips for Wharton School section

- **Use this section to highlight academic aptitude, leadership roles and involvement in relevant Wharton activities**
  - Especially helpful for career switchers to signal their career interest and focus
- **Students often include:**
  - GMAT >720; Undergrad GPA >3.7
  - Scholarships, fellowships or other academic distinctions; consider including details of what it is, how you were selected, how selective it is
  - Leadership positions: Clubs, Conferences, Wharton Fellows, TAs
  - Professional clubs that are most relevant to the target job
  - Affinity or special interest clubs
  - Competitions and results/awards (ex. 1<sup>st</sup> place)
  - Student consulting projects relevant to the target job
  - Relevant coursework if career changer that needs to establish credibility
- **When applying to specific positions, omit items that may be inconsistent with the target industry/function (majors, club involvement)**

**John Doe**

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## EDUCATION

### THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

#### Master of Business Administration Candidate; Major in Finance

2015-2017

- GMAT 770 (99<sup>th</sup> percentile)
- Director's List Fall 2015 (Top 10% of the Wharton 2017 MBA class)
- Member of Finance Club, Cluster Council, Rugby Club, Basketball Club, Boxing Club and Asia Conference Finance Board

### UNIVERSITY OF MISSOURI

Columbia, MO

#### Bachelor of Science in Engineering

2003-2007

- Chancellor's Fellowship (Full Scholarship), President of Chancellors Leadership Ambassadors, National VP of Relations of National Association of Engineering Student Councils, National Merit Scholar Semi-Finalist, Robert C Byrd Scholarship

## EXPERIENCE

### NATIONAL INSTRUMENTS

San Diego, CA

#### Key Accounts Manager, Consumer Electronics and Semiconductors

2013-2015

- Advised Directors and Managers at Qualcomm, Skyworks, Murata, Intel, Nokia, and Technology startups on production and validation test strategy, hardware, and services
- Created and delivered pitch books for semiconductor and hardware production solutions based on modeled test times, per chip costs, correlation, footprint, test reliability, uptime, data variability and qualitative differentiated value
- Partnered with offshore assembly and test facilities to generate 4-8% additional IRR (labor and facilities savings) for clients shifting production to Asia
- Mentored and led a five member account team of Inside Sales, Operations, Services, and R&D to grow Southern California Semiconductor business 23% YOY in 2014
- Defined three new R&D projects for devices targeting the semiconductor power, heat, and production test market through client feedback and industry ROI forecast models
- Negotiated and closed National Instrument's 2013 largest order (\$8.7 Million Semiconductor Test Solution and Service)
- Attained Million Dollar Club as youngest member to close \$1M purchase order

### NATIONAL INSTRUMENTS

San Diego, CA

#### Field Sales Engineer

2010-2013

- Built relationships with engineers and managers in 120+ San Diego companies across ten industry segments
- Organized and presented at seminars, symposiums, and hands-on technical events to generate 40+ sales leads per month
- Awarded California Rookie of The Year, Americas Rookie of The Year Candidate for highest CAGR (21%) in first two years
- Achieved 73% territory growth from \$9.1M in 2010 to \$15.8M in 2013
- Led campus recruitment in Southern California and interviewed 120+ engineer candidates resulting in five full time hires

### NATIONAL INSTRUMENTS

Austin, TX

#### Engineering Leadership Program / Applications Engineer Team Lead

2008-2010

- Won annual Client Service award out of 110 peers for most consistent exemplary client feedback in 2008
- Managed eight junior Application Engineers responsible for integrating customized engineering solutions for 50+ clients
- Analyzed over 150 technical implementation and support cases to provide system integration guidance and service
- Initiated and implemented Inside Sales Engineering position as a rotational program training over ten application engineers annually in client management and consultative sales
- Recommended and directed strategic online Applications Engineering demonstrations to generate \$800k+ in additional quotes
- Interviewed 20 junior engineers to evaluate and restructure mentorship program, initiated formal coaching activities, rewards, recognition, and mentor training resulting in 20% decreased department turnover in 2010
- Taught a record number (15) of Customer Education courses in 2009

## ADDITIONAL INFORMATION

- **Interests:** Robotics mentoring, Texas Holdem, basketball, history, scuba diving, field-programmable gate arrays
- **Languages:** Native speaker of English and Mandarin
- **Internships:** Verican Inc, Laburnerie Financial

# Sample Resume #1

- Clean and crisp, good use of white space
- Shows achievement through strong GMAT, academic honors and other awards & recognition, track record of advancement in career
- Includes quantifiable results
- Specific, yet common language that a reviewer can understand (avoids industry jargon)
- Additional Interests section highlights other unique/relevant skills and experience, as well personal passions beyond work

Jane Doe

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## EDUCATION

### THE WHARTON SCHOOL, UNIVERSITY OF PENNSYLVANIA

Philadelphia, PA

*Master of Business Administration Candidate, Major in Marketing and Operations*

2014-2016

- Selected as Member of Wharton Welcome Committee: plan and implement admitted student welcome program
- Appointed Mentor for Wharton Women in Business Undergraduate Mentorship Program: liaison with undergraduates
- Member of Wharton Marketing Club and Retail Club

### NORTHWESTERN UNIVERSITY

Evanston, IL

*Bachelor of Arts in Sociology, Minor in Business Institutions – GPA 3.65*

2004-2008

- Awards & Recognition: Dean's List, Distinction Award for Senior Thesis ("Gender and Microfinancing in Bangladesh"), Rho Lambda Honor Society, Kappa Alpha Theta Merit Scholarship Award
- Leadership: Student Director, New Student Orientation; Appointed Advisor, Undergraduate Student Advisory Board; Vice President of Development, Kappa Alpha Theta Sorority; Recruitment Counselor, Panhellenic Community

## EXPERIENCE

### MARAKON, A CHARLES RIVER ASSOCIATES COMPANY

Chicago, IL

Senior Associate

2013-2014

Consulting Associate

2011-2013

#### *Consumer Insights*

- Conducted consumer segmentation research, resulting in identification of \$30M in incremental profit and target channels to pursue for a \$30B paper and packaging company
- Moderated consumer focus group to identify product and packaging changes to drive consumer trade-up
- Launched and analyzed survey of 7,000+ consumers and conducted store visits to brainstorm potential display changes, resulting in tactical in-store awareness trials and a conjoint analysis on preference share and attribute sensitivity

#### *Strategy*

- Analyzed adjacent markets to identify \$35M in accessible, incremental profit for a \$3B global ATM manufacturing company
- Evaluated impact of disruptive technologies on the banking industry, resulting in estimated 2% decline on client sales
- Assessed market and competitive dynamics to identify growth trends, competitive positioning, and strategic opportunities for oil sands division of Fortune 100 energy company. Presented findings to members of the Executive Team

#### *Leadership and Teamwork*

- Led cross-functional workshops on organizational change to build consensus amongst 20+ client employees
- Managed North American Recruiting team of four consultants, overseeing a budget of \$60,000 and crafting marketing materials such as company brochures and fact sheets. Increased yield for target school by 50% compared to the previous year
- Spearheaded content development for two-day conference for 50 consultants focused on analytics and presentation skills

### ARCHSTONE CONSULTING, A HACKETT GROUP COMPANY

Chicago, IL

Senior Consultant

2010-2011

Senior Analyst

2009-2010

Analyst

2008-2009

#### *Data Analytics*

- Developed analytic Excel-based workbench for \$2B disposable consumer products company which enabled users to create pro-forma P&Ls to model contractual impacts of price, volume, and cost
- Assessed finance division of \$15B Fortune 200 global consumer products company to identify opportunities to reduce overall cost structure at an estimated cash benefit of \$20M

#### *Communication Skills and Client Management*

- Managed change management, training, and tool adoption process for Director of FP&A and Pricing Group of 15+ clients
- Led workshops for VPs, SVPs, and Presidents of two divisions to assess current state planning and forecasting processes
- Interviewed manufacturing personnel and operations management to reconfigure workflow according to LEAN principles

#### *Leadership and Mentoring*

- Undergraduate Recruiting Champion, Training Team Member, and New Hire On-Boarding Program Lead

## ADDITIONAL INFORMATION

- **Interests:** Baking; international travel (15 countries); boxing; learning about wine; discovering Philadelphia restaurants
- **Internship:** Target Corporation, Merchandise Planning Business Analyst Intern, Minneapolis, MN. Summer 2007.

# Sample Resume #2

- Example of skills-based format for career switchers  
(Note: This format is not advised across all industries, e.g. finance.)
- Lists all roles with same firm together to allow more flexibility for sub-bullets
- Groups bullets into “buckets” to highlight transferable skills that are most desirable for the job
- Headings use key buzz words and phrases reviewer is looking for; easy to scan quickly
- Clear consistency and focus in Wharton section for target role in marketing (e.g. marketing major, Marketing Club; don't see Consulting Club also listed)

# Utilize MBACM Resume Resources Online

The screenshot shows the 'Resumes' section of the MBACM website. At the top, a dark blue banner contains the word 'Resumes' in white. Below this, a white background features a paragraph: 'Our resume workshops and templates reflect direct feedback received from recruiters and alumni and are based on analyzing job descriptions across industries and functions. We strongly recommend viewing our resume workshops before creating your Wharton Resume.' To the right of this text is a blue icon of a document with a checkmark, labeled 'RESUME WORKSHOPS' and 'View Workshops'. Below the paragraph is a section titled 'Create Your Resume' with three columns: 'GUIDES BY INDUSTRY' (Documents designed to help customize your resume (download Word docs).), 'WRITING TIPS AND TEMPLATES' (General writing resources (pdfs) and Wharton templates for crafting your MBA resume.), and 'STUDENT SAMPLES' (Search Class Resume Books in CareerPath (2017-present) or download archived Resume Books (pre-2017) to see examples of other students' resumes.). Each column has a 'VIEW' button with a plus sign. Below these columns is a section titled 'Assess Your Resume' with three options: 'USING VMOCK' (Evaluate your resume line-by-line.), 'WITH A CAREER FELLOW' (Schedule an in-depth resume review with a Career Fellow.), and 'WITH AN ADVISOR'. To the right of this section is a grey box titled 'Add Your Resume to the Resume Book' with the text: 'Follow the steps below to add your resume to the Resume Book on CareerPath.' Below this text are two buttons: 'CAREERPATH' and 'RESUME BOOK ARCHIVES'.

## Resources include:

- MBACM [resume creation resources](#)
- Industry-specific resume guides
- Reference list of action verbs
- Links to view sample student resumes
- [Wharton Resume Templates](#)
- [Wharton Resume Book Standards](#)
- [VMock](#) – resume assessment tool that analyzes your document line-by-line

# Industry-Specific Resume Guides (Excerpts)

- **Consulting:** Match your skill set and attributes to the core responsibilities of a consultant. At a basic level, consultants: analyze data, create insights/make recommendations and present them in a compelling manner to the client.
- **CPG:** A common mistake among career switchers with a finance or consulting background is to over-emphasize their analytical and strategic thinking skills. These skills are important, but look for ways to emphasize “soft” skills such as leadership, communication, persuasion, and teamwork.
- **Healthcare:** The healthcare industry is highly specialized and a demonstrated passion is expected. It helps to have a healthcare major and be a leader/member of the healthcare club. In addition, some students participate in healthcare field application projects or do relevant volunteer work.
- **Investment Banking:** Include membership in the Finance Club, and any leadership positions (officer, trek leader, conference organizer, etc.). Leave off other club memberships such as PE or IM, which make you look unfocused and not committed to banking.
- **Investment Management:** Include any modeling expertise or valuations experience you have had, as well as any due diligence or analysis you have done around researching companies, problems, etc.
- **Media & Entertainment:** Show demonstrated passion for M&E (if not in your work experience, it can be appropriate to list targeted external professional org memberships, conferences, personal M&E interests)



# Industry-Specific Resume Guides (Excerpts)

- **Private Equity / Venture Capital:** PE/VC firms typically look for relevant transaction experience accumulated during prior buy-side or advisory (i-banking) experience. Sr. Associate roles require a mix of superior analytical ability, deal experience (whether closed or not) and leadership/soft skills. Ideally your resume should include direct examples addressing each of these three major requirements.
- **Retail:** Demonstrate a genuine passion for retail: e.g. retail major at Wharton, retail field application projects, Retail Club involvement/leadership. Prior industry experience (esp. store-level experience) or experience with consumer products, eCommerce, or customer analytics are also helpful.
- **Startups:** Show flexibility and ability to deal with ambiguity, communicate experiences with changing strategies and plans, and give examples of situations that demonstrate your comfort filling more than one role within a company and your ability to pitch in when needed.
- **Social Impact:** Provide evidence of being a good team member. Showcase your volunteer work (consider a “Volunteer Experience” section). Show evidence of your commitment to solving social issues.
- **Technology:** Almost all work in tech comes back to the data, so you want to highlight your data skills. Begin at least one of your bullets with the word “Analyzed” and highlight the most complicated data set you have analyzed. Add technical terms used in statistics such as “hierarchical regression model” or specific methods such as “conjoint analysis” if they apply.

# Wharton Resume Book Process

# What is the Wharton Class of 2020 Resume Book?

**Online searchable database of resumes in CareerPath**

**Over 300 employers in a variety of industries use the Resume Book**

**Available to employers – October 19, 2018**

**Employers use the Resume Book to:**

- Get a snapshot of the incoming class
- Identify candidates for recruiting events
- Source candidates for off-campus hiring needs
- Employers can search the Resume Book using filters for target industry or function, prior industry or function, language skills and more (make sure your CareerPath profile is up-to-date!)

# How do I get my resume into the Wharton Resume Book?

## Students must complete and submit

- One general resume using the [Wharton Template](#) and adhering to [Wharton Resume Book standards](#).
- CareerPath Profile expressing industry, function and geographic interest/focus (employers find you based on this profile)

## Resume Deadlines

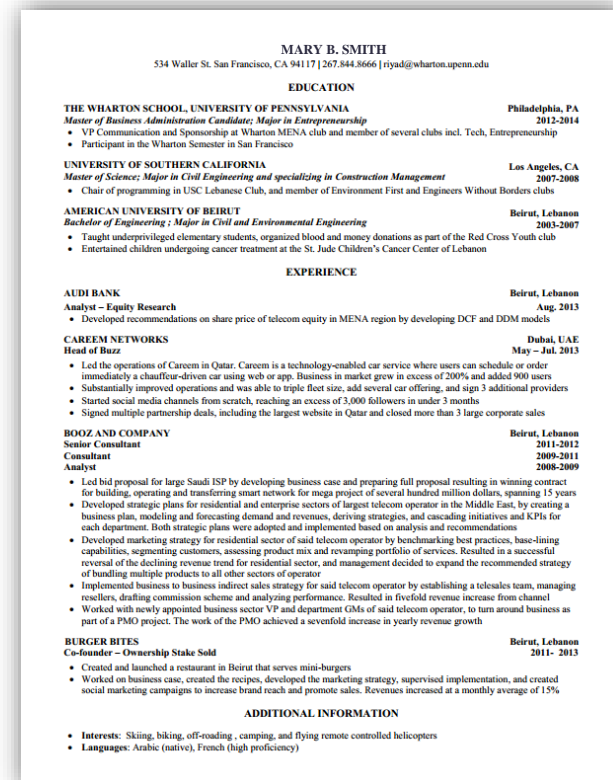
<b>Now → September 10</b>	Update Profile in CareerPath & work on resume
<b>September 10</b>	Submit resume to CareerPath to have a review by MBACM
<b>Sept 13 → Oct 11</b>	Resume feedback will be provided via email
<b>October 14 (11:59 pm ET)</b>	Deadline to submit final resume to CareerPath for the First Year Resume Book

# Wharton Resume Book Standards

Your Wharton Resume Book resume must be built using the one page Wharton Resume Template

Your resume must adhere to all Wharton resume document, format, font and style standards

All templates and requirements can be found on the [MBACM website](#)



# How do I add my resume to a Resume Book for a resume review?

1. Log in to [CareerPath](#)
2. Click on 'Background' to fill out your profile which Employers will use as search criteria to find you in the Resume Book
3. Click "Resume Books" and select the Class Book, then "Apply" to upload a resume.
4. For your initial upload, please upload a Word doc so you are able to obtain feedback directly on your resume.
5. You will be assigned a resume reviewer who will contact you with feedback between September 13 – October 11.
6. Your final upload needs to be a PDF document.

# Timeline for Wharton Resume Content Reviews

<b>Now → September 10</b>	Update Profile in CareerPath & work on resume
<b>September 10</b> (11:59 pm ET)	Submit resume to CareerPath to have a review by MBACM
<b>Sept 13 → Oct 11</b>	Resume feedback will be provided via email
<b>October 14</b> (11:59 pm ET)	Deadline to submit final resume to CareerPath for the First Year Resume Book

*\*Each student may submit their resume for one resume review by a MBACM resume reviewer.*

# Additional Opportunities for Resume Feedback

<b>Career Advisor Office Hours</b>	Check schedule on MBACM website: <a href="https://students.mbacareers.wharton.upenn.edu/career-advising/">https://students.mbacareers.wharton.upenn.edu/career-advising/</a>
<b>2<sup>nd</sup> Year Career Fellow In-Person Resume Reviews</b>	October 8-11 <i>*Sign-ups begin Sept 26</i>
<b>Club Resume Reviews</b>	Contact your clubs for more info



# Questions?

Contact MBA Career Management at  
[MBACareers@wharton.upenn.edu](mailto:MBACareers@wharton.upenn.edu)