

Johnson  
Cornell  
SC Johnson College of Business

# GETTING DOWN TO BUSINESS WORKBOOK



# TABLE OF CONTENTS

Welcome.....	2
Preface	
Introduction to the Career Management Center.....	3
Overview	
The MBA Job Search.....	4-5
The Process	
5 Steps to Success .....	6-9
Step 1: Self-Assessment .....	6
Exercise: Reflecting on Your Past and Considering Your Future.....	6
Exercise: Introspective Questions.....	7
Exercise: Job Envy vs. Job from Hell.....	7
Step 2: Explore Your Options.....	7
Step 3: Focus! .....	8
Step 4: Make Yourself a Strong Candidate.....	8
Step 5: Convince Employers that You're a Great Candidate.....	9
Individual Career Plan .....	9-11
LinkedIn: A Versatile Platform for your Career Search.....	12
Getting Noticed	
Strong Personal Presence and Professional Image .....	13
Introductions.....	14
MBA Resume.....	15
Keywords.....	15
What to Omit .....	15
Formatting Specifications.....	15
What to Include.....	15
Sample Resumes.....	16
Resume Review.....	16
Cover Letters.....	17
Cover Letter Framework.....	17
Sample Cover Letters.....	18
Be Prepared	
Problem-Action-Results (PAR) Stories .....	20-22
PAR Samples.....	20
PAR Worksheet.....	21-22
Interview Preparation.....	23
Exercise 1: Know the Job.....	23
Exercise 2: Know the Company.....	23
Know the Interviewer.....	24
Exercise 3: Research the Interviewer.....	24
Types of Interviews and Sample Questions.....	24-26
A Note About Phone and Other Virtual Interviews.....	27
Interview Follow-Up.....	27

# TABLE OF CONTENTS

Company Research Framework.....	28
Company Research For Career.....	28
Networking	
Mapping Your Network.....	30
Requesting the Informational Interview.....	31
Sample Outreach Emails.....	32
Informational Interview .....	33
MBA Career Fairs - Get Face Time with Recruiters.....	34-35
Should You Attend.....	34
Before the Conference.....	34
At the Conference.....	35
After the Conference.....	35
Follow-Up	
Thank-You Letters.....	36
Sample Thank-You Email Framework.....	36
Sample Thank-You Letter Framework.....	36
The Offer	
Evaluating and Negotiating Job Offers.....	37-39
Exercise: Evaluating Your Offers.....	39
Accepting or Declining an Offer.....	39
Appendix A	
List of Resources and Tools.....	41
Johnson Talent System (JTS).....	41
Management Library.....	41
Capital IQ.....	42
FirstHand Online Library.....	42
MBA-Exchange.....	42
Other Resources.....	42
Appendix B	
Sample Resumes.....	43-52
Appendix C	
Sample Cover Letters.....	54-60

# WELCOME



**David Capaldi**  
Director of the Career  
Management Center

The Johnson Career Management Center (CMC) is pleased to present the “Getting Down to Business” workbook. This guide is intended to be used as a reference tool and guide. It will help you prepare for your career search and includes material such as sample resumes, cover letters, thank-you notes, and examples of behavioral interview questions. We suggest that you keep the workbook handy and refer to it often as you plan your search, prepare for interviews, write cover letters, and evaluate job offers. This book is the companion to our CMC and Career Work Group curricula.

Each student has a different learning style. Therefore, the CMC has developed an integrated career management program in collaboration with clubs, faculty, alumni, library staff, and the students themselves. You will have opportunities to talk privately with experienced advisers, to discuss your job search in a small work group, and to hear from CMC staff and alumni in large lecture halls. At every point, we want what you learn in one setting to be reinforced by what you hear in other settings and by your own hard work and practice.

Being admitted to Johnson means that you have the skills and background to succeed in your career search and to make a strong contribution to the Johnson community. On behalf of the Career Management Center team, I welcome you, and I’m excited to partner with you in your quest for a rewarding career.

Regards,

**David Capaldi**  
Director of the Career Management Center





# PREFACE

## INTRODUCTION

### Introduction to the Career Management Center

Johnson's Career Management Center (CMC) provides outstanding, personalized customer service to alumni, students, and corporate recruiters to facilitate the best possible matches between our students and alumni and potential employers. Our mission is to help students and alumni develop careers that will provide long-term satisfaction and growth and to help companies identify candidates who can enhance and promote their success in the marketplace.

The CMC is committed to helping each student:

- identify a career path that is consistent with their interests, values, and abilities
- create a plan for finding the job where that career can be launched
- present himself/herself as a strong candidate in the marketplace.

We expect each student to be committed to:

- fully examining their capabilities, interests, values, and traits
- developing and managing a plan to find a job and launch a career.

In keeping with our mission and in recognition of the varying needs of our clients, the Career Management Center offers a range of services.

The CMC:

- offers confidential one-on-one meetings with professional advisers
- manages on-campus recruiting, bringing companies to campus (in person and virtually) for events and interviews
- provides online tools for self-assessment, skill-building, researching companies, identifying contacts, and preparing for interviews
- hosts workshops to teach job-search skills and provide opportunities for students to practice in a safe environment
- organizes support for students attending career fairs hosted by third parties
- cultivates relationships with alumni and corporate recruiters
- publishes reports that allow students to understand the success of prior classes and the history of our

relationships with leading employers

- provides salary data by function and industry, which may be used for salary negotiation
- collaborates with student clubs and Student Council so that everyone's efforts to aid students are maximized
- selects and trains second-year Career Work Group Leaders and organizes the groups
- understands and develops best practices in career management through participation in the MBA Career Services & Employer Alliance.

The CMC's main office is located at 202 Sage Hall, though some advisers have offices outside the suite. Students may drop in at the front desk whenever the office is open to schedule an appointment to speak with a staff member. Students may also make appointments with advisers by using the Appointments Module in Johnson Talent System (JTS). Additionally, we can be reached via telephone at 607.255.4888, email [cmc@johnson.cornell.edu](mailto:cmc@johnson.cornell.edu), or on the web at [www.johnson.cornell.edu/Career-Management](http://www.johnson.cornell.edu/Career-Management).

The CMC communicates regularly with students through the Career Network News (CNN) e-newsletter. This is our primary mechanism for announcing workshops and programs and reminding students of various application and registration deadlines. It's important to make a habit of reading the CNN. For career-related events, we expect students to register through JTS. There, you'll find on-campus recruiting opportunities, registration for corporate presentations and other career events, and a full digital library of career resources. You should become familiar with the organization of CMC content so that you can find material quickly when you need it.

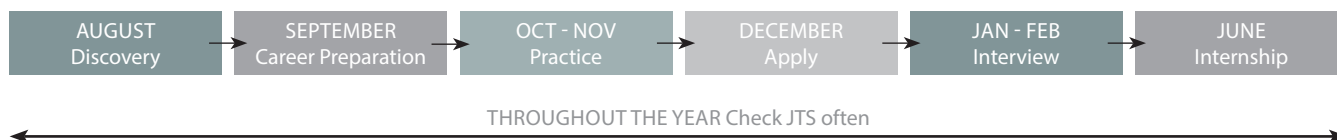
# OVERVIEW

## JOB SEARCH

### The MBA Job Search

#### FIRST-YEAR MBA CAREER CYCLE:

The first year of your MBA program will help you lay the foundation for your post-MBA career. From core classes, core teams, and Career Work Groups, everything happens in due time to prepare you to excel at your internship and get the job you seek in the fall. That being said, some internship interviews will occur in the fall before on-campus recruiting at summer MBA diversity conferences, virtual presentations, and other off-campus events that companies will host.



The job search starts as soon as you become a Johnson student. Very soon after arriving in Ithaca — and often before — you'll be meeting alumni and corporate recruiters and will be expected to make a good impression.

Below is an internship search timeline for students in the Two-Year MBA program:

**AUGUST** — Throughout orientation, you'll be meeting classmates and learning team-building skills that should serve you for life. You'll also meet alumni and be exposed to important information about career paths.

**EARLY SEPTEMBER** — You will sign up for a Career Work Group based on your functional and industry interest. Career Work Groups are groups of five or so first-year students led by second-year students who work on all matters of career preparation, including resumes, pitch, networking, and mock interviews.

**EARLY SEPTEMBER and continuing** — The CMC hosts company presentations during which you'll have opportunities to meet alumni and learn about a company's organization, products, career paths, and culture. Most companies offer post-presentation receptions so that you can speak personally with representatives.

Also in **SEPTEMBER** — Clubs will welcome you as new members and offer valuable assistance and support in your job search.

**SEPTEMBER AND OCTOBER** — The CMC will host short, intensive workshops so that you can practice key skills essential for a successful job search.

**OCTOBER AND NOVEMBER** — Second-year students will lead small functionally focused Career Work Groups so that you can further practice skills needed for securing and acing interviews in the field you're pursuing.

**DECEMBER** — Many internships filled through on-campus recruiting have application deadlines in December. Many investment banks may actually conduct first-round and final interviews in December.

**JANUARY AND FEBRUARY** — Interviews take place on campus for summer internships.

**THROUGHOUT THE YEAR** — Jobs that will be filled outside on-campus recruiting will be posted on Johnson Talent System (JTS).

**JUNE** — You begin your summer internship!



For students in the One-Year MBA program, a general timeline looks like this:

**ORIENTATION IN MAY** — During orientation and early coursework, you'll be meeting classmates and learning team-building skills that should serve you for life. You'll also hear from alumni and be exposed to important information about career paths.

**THROUGHOUT THE SUMMER** — The CMC will host a series of short, intensive workshops so that you can learn about and practice key skills essential for a successful job search. You'll also have the opportunity to participate in mock interviews, skill-building workshops, and alumni engagement events.

**EARLY SEPTEMBER and continuing** — The CMC hosts company presentations during which you'll have opportunities to meet alumni and learn about a company's

organization, products, career paths, and culture. Most companies offer post-presentation receptions so that you can speak personally with representatives.

**SEPTEMBER/OCTOBER** — Application deadlines for many full-time jobs filled through on-campus recruiting occur in September and early October.

**OCTOBER/NOVEMBER** — Interviews take place on campus for full-time jobs.

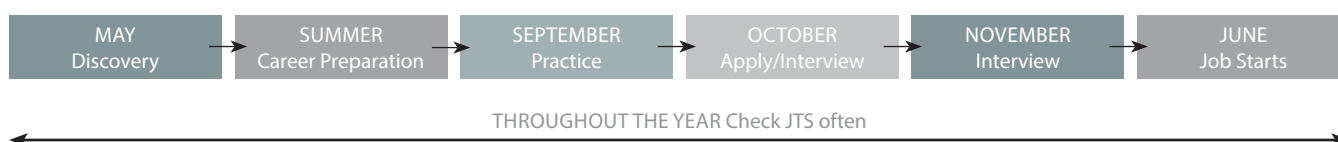
**THROUGHOUT THE YEAR** — Jobs that will be filled outside on-campus recruiting will be posted on Johnson Talent System (JTS).

**JUNE** — You launch your post-MBA career!

For second-year students in the Two-Year MBA program, the timeline aligns with One-Year MBA students from early September on.

#### ONE-YEAR MBA CAREER CYCLE:

The career cycle for a One-Year MBA is similar to the first-year cycle, just at a much faster pace.





# THE PROCESS

## 5 STEPS TO SUCCESS

Understand - Explore - Focus - Make - Convince

Shortly after arriving at Johnson, you should start developing a sound plan for conducting your job search. The process of finding a job is basic in theory but requires energy and persistence to implement successfully. In broad strokes, it is a five-step process:

1. Understand your goals, values, and skills
2. Explore your options
3. Focus on a job function that best suits your values, interests, and skills
4. Make yourself a strong candidate
5. Convince employers that you're a terrific candidate.

You will likely work on the fourth and fifth steps at the same time and continue to work on the fourth step even after accepting a job. If a summer internship does not turn out quite as well as you hoped, you may revisit steps one and two in the fall of your second year. The path is not always linear.

This manual will be your guide for most of these steps and is intended to be used by every student seeking employment. It will complement CMC training programs and your Career Work Group.

### UNDERSTAND

### EXPLORE FOCUS MAKE CONVINCE

## STEP 1

### SELF-ASSESSMENT

Self-assessment is the first and possibly the most important step in planning your career. You are more likely to be happy and fulfilled in your vocation if it is based on your interests, values, and skills. MBA graduates often choose their careers based on what they are "good" at, but the most important question is "What interests you?" You probably fall into one of the following three categories, all of which can benefit from self-assessment:

- You have a clear idea of your goals.
- You have an idea about a few industries or job functions you might consider.
- You are unsure where you fit best.

If you're in the first category and have a clear idea of your career plans, you'll use self-assessment to help link your interests, values, and skills to the job you're seeking. For the other two categories, self-assessment can help clarify one or even a few career directions that might appeal to you. If you are a career switcher, self-assessment will be particularly valuable in ensuring that you're headed in the right direction. The following exercises can help you in that process; see a CMC staff member if you'd like to discuss further self-assessment tools.

#### EXERCISE: REFLECTING ON YOUR PAST AND CONSIDERING YOUR FUTURE

The Individual Career Plan (ICP) (pages 10-11) guides students through a series of questions that can offer insights on your personal strengths and motivations.

The ICP begins with simple questions about your current areas of professional interest, potential target roles and companies, and your essential priorities. Then, the ICP guides you through a series of reflective questions crafted to help you reflect on your past experiences with different corporate cultures, leadership structures, types of work you have done, and your most marketable skillsets and areas of domain expertise.

Finally, the document will encourage you to consider your future, aiding you in identifying transferrable skills and knowledge, company culture and size preferences, and skillsets you would like to strengthen or build while you are in business school.

After you've completed the ICP on your own, we suggest you meet with a career adviser to explore the following questions in more depth:

- Reflect on the professional interests you indicated. What draws you to these functions, professions, or



companies? To what extent are you open to learning about other career paths?

- Review your ranked list of employment considerations. Discuss why you ranked each in this way. Are there other priorities not listed here? If so, discuss these as well.
- Think about your personal and family situation. What additional personal and/or familial factors will you be taking into consideration when planning your post-MBA career trajectory?
- Review your responses to the questions in the Reflecting On Your Career section. Through each of these sections, what stand out to you as considerations you should keep top of mind as you navigate your job search?
- All companies, roles, and teams have positive and negative attributes. Based on your previous professional experiences, what would you say are the positive attributes that are most important to you? And what are negative attributes that you seem to be able to tolerate the most easily?
- Review your responses to the questions in the “Considering Your Future Section.”
- Discuss your current skills and areas of domain expertise with your CMC adviser. Ask them to help you develop a broad understanding of how these may be transferrable to future functions and industries.
- When it comes to leveraging business school, which skills would you like to grow/develop? What motivates you to focus on these areas in particular?
- Are there any inconsistencies or tensions between your interests or abilities?
- Just because a skill or experience may be transferrable does not mean that you need to bring it with you into your future career. Similarly, just

because you are good at a particular task does not mean you want to continue doing this type of work. Discuss areas of skill or expertise that you may want to move away from in future roles.

#### EXERCISE: INTROSPECTIVE QUESTIONS

Spend some time thinking about the following:

- Describe one or two of the most important experiences in your career. Why were these experiences so important to you?
- In your work experiences to date, what accomplishments are you most proud of and why?
- With whom have you enjoyed working, or not? Why?
- Think about the individual tasks of past jobs. Which did you find engaging and inspiring? Which did you not?

#### EXERCISE: JOB ENVY VS. JOB FROM HELL

(Adapted from *Discovering Your Career in Business* by Timothy Butler and James Waldroop)

Imagine your ideal job. What features of this job make it attractive to you? Why? Describe your ideal job in detail. Where are you working? What is your day like? What are your interactions like throughout the day? What are your main activities?

Now recall or imagine a work situation that was or would be particularly distasteful to you. What tasks or circumstances did or would you dislike the most? Why? Be as specific as possible about what you dislike about this job.

If you are having difficulty getting clarity about your interests, values, and skills, discuss your ICP results with a CMC adviser, and consider attending a career self-assessment workshop.

UNDERSTAND

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## STEP 2

### EXPLORE YOUR OPTIONS

Ideally, you should understand most of your options when you apply to business school, and the exploration can continue after you are accepted and through the first weeks of school. The leading job functions that MBA students fill, typically, are consulting, one of the several areas of finance, marketing, general management, and product management. New graduates can also be drawn to leadership development programs offered by large companies across a variety of industries that allow

them to continue to practice in several functional areas before specializing.

We encourage you to be open-minded about job functions in the first few weeks at Johnson. You might be surprised by what you like and don't like in coursework or in interactions with professional clubs and recruiting events. To thoroughly explore all options, prospective and new students should:

- attend Career Path presentations by CMC staff during Orientation
- attend alumni career panels hosted by the CMC during Orientation
- attend a wide variety of club meetings during the initial weeks of the fall semester
- speak openly with second-year students, alumni, friends, family, and colleagues about their jobs to see what resonates with you personally
- read biographies of successful businesspeople, industry news, and various guides to job functions and industries
- attend events hosted by Corporate Partners
- make the most of opportunities to participate in case competitions and business simulations
- read [FirstHand's MBA Career Bible](#), available online through the Management Library.

UNDERSTAND EXPLORE

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## STEP 3

### FOCUS!

Your joint efforts in exploring interests and understanding the MBA job market will soon lead you to decide what kind of job you want to pursue. The more focus you demonstrate, the more likely you are to be successful in your job search — to a point. Some job functions pursued by MBA students are highly refined or are in areas with little turnover, which means there are few job openings in a given year.

Even traditional MBA roles, such as investment banking or consulting, are highly competitive. Inevitably even well-prepared students are excluded from these jobs.

For these reasons, we urge all students to approach their job searches with reasonable expectations about their odds and to have several backup plans. A good backup plan may be targeting a similar function but within a less competitive firm, targeting opportunities in a different geography, or targeting functions and/or industries that more closely align with your background. Also, it can be wise for MBAs to consider the long game: while you may not be able to land your dream job right out of the MBA program, you may be able to secure a position that will be an excellent stepping stone to meet your goals within a few short years. These are good topics for discussion with a CMC adviser.

UNDERSTAND EXPLORE FOCUS

MAKE

CONVINCE

## STEP 4

### MAKE YOURSELF A STRONG CANDIDATE

Much of the work in making yourself a desirable employee lies outside the direct purview of the Career Management Center.

To be a strong candidate, you must know the industry. This is particularly important if you are looking for a job in which you would be managing products or marketing campaigns. In these cases, you should be familiar with industry trends and leading products. Many technology companies, for example, expect candidates to be users of their services and products. The Management Library (see Appendix A) can teach you how to research industries you're targeting.

You should also understand the role(s) you want to fill. If you explored your options, you already have a good understanding of typical MBA roles. When applying for a

specific role, you may need to conduct additional research about what that job entails for that particular employer.

As a student, you will develop knowledge and acquire technical skills through coursework, leadership skills programs (LSPs), and hours of practice and review. For many jobs, this will entail becoming an expert user of PowerPoint and Excel, or mastering case frameworks, or developing strong stock pitches. Immersion faculty and Career Work Group Leaders can offer advice on skills you'll need.

Employers look for candidates with strong "soft" skills in communication, negotiation, time management, cross-cultural understanding, and teamwork. These skills will come through your coursework, LSPs, club activities, and some CMC programs.

# STEP 5

## CONVINCE EMPLOYERS THAT YOU'RE A GREAT CANDIDATE

When you're focused and confident that you are developing skills needed to succeed on the job, you should develop a plan for actually looking for a job. We urge all Johnson students to read *The 2-Hour Job Search* by Steve Dalton and to follow his recommendation for developing a list of companies to look at for opportunities. Ideally, students should read this book once before arriving at Johnson to become familiar with the framework. Once

you are focused, you can use Dalton's recommendations to create your own list of companies.

Other tools that you will need in your search will be described in this section. The order in which they are described may not be the order you will need to create them or use them, but you should understand all of them.

# THE ICP

## INDIVIDUAL CAREER PLAN

To be successful in your job search, you need a well-thought-out, systematic plan for targeting people, companies, and positions. In the job search, you could consider yourself a "product." Think about how you are refining, packaging, and selling your unique qualities and attributes, and consider these elements with your "consumer" in mind. Therefore, you need to be specific

about what you are looking for and targeted in what you can offer. This template for an Individual Career Plan (ICP) will help you organize the plan for your job search.

Your ICP is not a static document. It will change over time as you learn more about the job function you're targeting or as your personal interests and needs change.





## General Information

Preferred Name:

Graduation Year:

Country(ies) of Citizenship:

For non-US Citizens: What is your Visa status?

1.

☐ F-1 Student Visa

2.

☐ Other:

Languages and level of fluency:

Are you enrolled in a dual-degree MBA Program?

1.

☐ No

☐ MD/MBA

2.

☐ MEng/MBA

☐ JD/MBA

3.

☐ MHA/MBA

☐ Other:

## Career Trajectory

Would you describe yourself as a career changer or a career enhancer? (check all that apply)

☐

Career Changer

☐

Career Enhancer

☐

Open to either

☐

Unsure

Target Industries (select up to 3)

Professional Interests (select up to 3)

1. Select Target Industry



1. Select Professional Interests



2. Select Target Industry



2. Select Professional Interests



3. Select Target Industry



3. Select Professional Interests



Target Roles

Target Geographies

1.

1.

2.

2.

3.

3.

Target Companies (list names)

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Identify Your Priorities • Rank your employment considerations below by importance

• Geographic location



1 is high importance, 6 is low importance



• Compensation



1 is high importance, 6 is low importance



• Prestige of company



1 is high importance, 6 is low importance



• Target function (role)



1 is high importance, 6 is low importance



• Target industry



1 is high importance, 6 is low importance



• Target mission/values



1 is high importance, 6 is low importance







## Reflecting on Your Career

### REFLECTING ON CULTURE

Think about teams, offices, departments, or companies where you enjoyed working. What aspects of these organizations, teams, or management styles, were a good fit for you?

### REFLECTING ON WORK

Think about the job(s) you found to be fulfilling or energizing. What types of tasks did these positions require that you enjoyed? What did you like to spend your time doing at work?

### IDENTIFYING THE NEGATIVE

Think about the job(s) you found to be draining or stressful. What contributed to this negative experience?

### WHAT YOU BRING TO THE TABLE

With your previous positions in mind, list your previously most marketable skills, strengths, and/or domain expertise.

## Considering Your Future

### TRANSFERABLE SKILLS OR EXPERTISE

Reflect on the previous question about the skills, strengths, and domain expertise you have built throughout your career. Identify things that could be transferable to a new industry or function.

### COMPANY TYPE

In the future, what are your preferences when it comes to company size and culture? (Small, medium, large, flat, hierarchical; focus on sales, customer service, innovation, etc.)

### LEVERAGING BUSINESS SCHOOL

List new skills, knowledge areas, or strengths that you would like to develop while you are in business school.

# LINKEDIN: A VERSATILE PLATFORM FOR YOUR CAREER SEARCH

Since its launch in 2003, LinkedIn has grown to be the world's largest professional networking site. In recent years, recruiters have increased their deployment of LinkedIn as one of their tools for attracting and identifying new talent — according to the site, 94 percent of recruiters who recruit online use LinkedIn Recruiter. Consequently, LinkedIn has expanded its recruiting and connection tools to support hiring companies and job seekers alike.

LinkedIn now offers access to every part of the career ecosystem, from exploration and positioning to networking, job searching, and researching in preparation for interviews. Some of the latest features include:

- Job listings pulled from several job boards, which allows for cross-browsing posted roles with your network and also displays similar roles for further exploration
- Job alerts — subscribing can signal to recruiters that you are interested in their company
- Company-specific employee directories, searchable by title, school, and other keywords, to identify networking targets
- Scheduling tools for setting up networking meetings
- Prioritization of your news feed so that postings from companies or contacts of highest interest are displayed first



# GETTING NOTICED

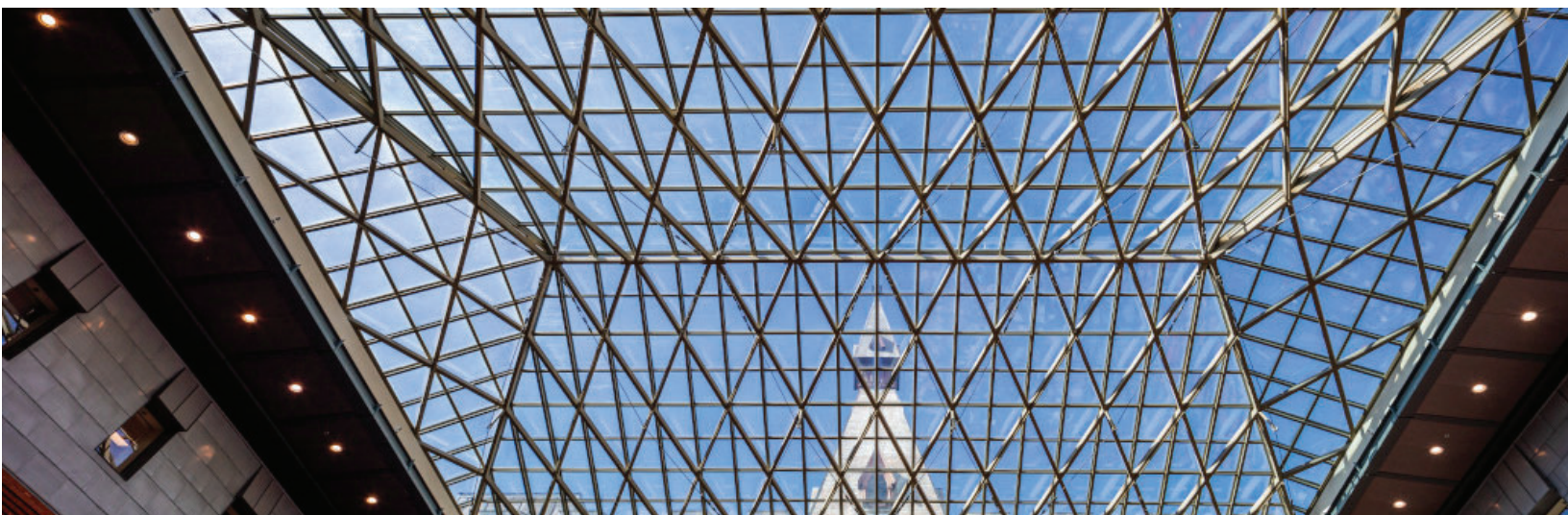
## IMAGE

Strong personal presence and professional image

We have all read about first impressions and the impact they can have on your professional success. Most professionals agree that within two minutes, you have already been evaluated. Some argue that it happens even faster than that — within seconds. People evaluate your appearance in its entirety. They observe your demeanor, mannerisms, and body language, and even assess your grooming. Within seconds, you have moved from being a neutral candidate, assessed only by a resume, to a probable or improbable candidate. You might argue that you have the best skills among all the potential candidates. But you will never get to prove that if the initial impressions you make are poor. Yes, a candidate can overcome a bad first impression, but it's an uphill battle. If you are impressive in the first two minutes, research has shown that interviewers will give you the benefit of the doubt on the more problematic parts of your resume. There are two reasons for this. First, people prefer to hire people they like — people who will get along with the team and not strain the social fabric. Second, regardless of your initial position, you are being assessed on your ability to make a good first impression on clients. That will help close sales and result in greater customer satisfaction. The bottom line is that if you fail the two-minute test, you will likely have a long and difficult job search.

Here are some tips to help you make a good first — and lingering — impression.

- Get in the habit of keeping a neat and mature personal appearance on any day when you are likely to meet a recruiter, alumnus/a, or company representative.
- Practice a firm handshake with both men and women. Ask friends and CMC staff if it is too firm or not firm enough.
- Remember to have eye contact during your conversations. If this does not come naturally to you for personal or cultural reasons, ask a CMC staff member or CWG Leader to prompt you until it becomes natural.
- Smile and be expressive when you are introduced to someone.
- Read *How to Win Friends and Influence People* by Dale Carnegie. Carnegie's book has been the classic guide for business behavior in the United States for more than 50 years (and, in 2019, ranked among the top 10 most checked-out books of all time from the New York Public Library). Even if your interviewers do not practice the ideas in this book, they know that good professionals do. Read this book and use its suggestions.
- Read *How to Talk to Anyone* by Leil Lowndes. This is a newer book that is particularly useful if you don't have a lot of experience with the well-heeled in finance, consulting, and C-level circles.
- Practice! Practice informally by putting these ideas to work with your friends on a day-to-day basis. Be sure to ask for their evaluations.





# GETTING NOTICED

## INTRODUCTIONS

The manner in which you introduce yourself is critical in leaving a strong first impression. Your self-introduction is often referred to as your “pitch.” Your pitch should be succinct, memorable, and relevant. You will use it at corporate presentations, at networking events, in conversations on planes, or wherever you want to quickly summarize your unique qualifications and career aspirations. It is an art to be able to use your pitch in a way that sounds genuine and fluid and not overly rehearsed.

Use the following template and examples to help refine your pitch. Consider creating a couple of versions, since you’ll need to adjust your pitch for different industries or functions.

You will see variations of this model, some of which are quite effective. Develop a pitch that feels natural and comfortable to you and that you think strongly conveys your energy, character, and interests.

Component	Purpose	Example 1	Example 2	Your Pitch
Introduction	Identify who you are	“Hello. I’m Jane Smith, a first-year MBA student at Johnson at Cornell.”	“Hello. My name is José Mendez. I am a first-year MBA student at Johnson at Cornell.”	
Background	Establish a foundation for credibility (Can include a key achievement. Often leads to further discussion.)	“I have a strong operational background in telecommunications.”	“Before business school, I worked for five years in operations management in the auto industry, where I led global cross-functional teams to improve quality and delivery.”	
Your Story	Connect the dots (No more than three points. Points should be relevant to the position.)	“This is where I gained exposure to strategic planning, by participating in merger and acquisition activities. It was in these activities that I became very interested in solving broader business problems and developing a sense of connection between strategy and operational capabilities. That’s why ...”	“In my company, I noticed how the brand team analyzed the consumer, market, and competition and used this analysis to improve marketing, communication, and product design. This resulted in significant sales and market-share growth.”	
Career Goal	Express your goal	“I’m pursuing a career in management consulting.”	“That’s why I am pursuing a career in brand management. I want to have a stake in setting marketing strategy at a consumer packaged goods company.”	
Fun Fact (optional)	Differentiate and make memorable (Often leads to more questions and a conversation.)	“I like to visit foreign countries.”	“I like to surf.”	



# GETTING NOTICED

## MBA RESUME

The purpose of your resume is to draw the attention of recruiters so that you will be invited for interviews. Your resume is an essential tool in your job search. Not only is it read by employers seeking candidates for open positions, it is also used as a “calling card” when you meet people in your field. A great resume describes your achievements and skills in such a way that readers can quickly understand your strengths and easily infer your interests.

The standard Johnson resume is a one-page document summarizing your education, professional experience, related skills and interests, and personal interests. Employers in business favor a straightforward, reverse chronological-order document. Therefore, we discourage using a “functional resume” format. For the JTS resume database (still sometimes called a resume “book”), you are required to use the template we have prepared. This same template may serve you well throughout your career.

The resume is not written in complete sentences, but in short phrases. These phrases should convey a lot in a few words. Insofar as possible, the phrases in the “professional experience” section of the resume should summarize your achievements. Begin these phrases with strong past-tense verbs, such as achieved, managed, coordinated, led, oversaw, and facilitated. Whenever possible, quantify the results of your work: e.g., did you reduce costs, increase sales, reduce lead time, reduce staff turnover, or improve client satisfaction ratings? Edit ruthlessly and annihilate all unnecessary words and sentences.

### KEYWORDS

Most employers use computerized scanning systems to search for keywords in the thousands of resumes they receive. To maximize your chances of scoring with these systems, incorporate keywords and describe your work experience in a manner that is meaningful to your target industry. Develop your keyword list through research conducted in informational interviews and by reading job descriptions, browsing trade organization materials, and reviewing company websites. This is an important step to follow. Often, a live person does not review resumes that do not pass through the computer screening process. It is important to get through this screen.

### What to Omit

The standard professional resume in the United States does NOT include any of the following:

- photo
- height, weight, or other physical features
- marital status
- objectives
- executive summary
- Johnson GPA when grade non-disclosure is in effect

### Formatting Specifications

- Use one sheet of 8½” × 11” paper.
- Use a clear, simple font, such as Calibri.
- Use a 10-, 11-, or 12-point font.
- Margins should be .5” or 1” or all around.
- Do not use oversized type for your name or change style within the document; stick to one font style for a clean, crisp appearance.
- Section headings should be centered on the page.
- Use bold or uppercase font to highlight schools, titles, or company names.
- Use a list format with bullets to set off short descriptive phrases.
- Write in a third-person voice.

### What to Include

- Name, email address, and preferred telephone number. For your email address, use your Cornell email unless there is a good reason to do otherwise; for example, if you are sending your resume to Google, use your Gmail address for your resume.
- Education. List institutions and degrees in reverse chronological order, including the month and year you graduated or expect to graduate. If space allows and these are notable, also include:
  - » majors, minors, concentrations, Johnson immersions
  - » honors and awards
  - » named scholarships
  - » GMAT score if 700 or above
  - » special programs and study abroad experiences.

- Work experience. Jobs held are listed in reverse chronological order. Include name of company, job title, and years held.
  - » For companies that are not well-known, add a short description including industry, size, and target market.
  - » Convey achievements in concise descriptive statements using strong past-tense verbs; for a list of verbs to try, see Indeed.com's article "[195 Action Verbs to Make Your Resume Stand Out.](#)"
  - » Demonstrate results, not just tasks and responsibilities.
  - » Quantify results as much as possible.
  - » Write for the reader by identifying skills useful in the position for which you're applying and citing examples of achievements that demonstrate those skills.
  - » If you are a career switcher, make sure the reader understands the significance of your accomplishments and can imagine you transferring your skills; avoid excess jargon and overly technical terminology.
- Languages, including level of proficiency
- Professional affiliations
- Professional certifications and year acquired
- Community service
- Athletic and/or artistic interests
- Hobbies that you can discuss knowledgeably
- Interests that distinguish you and catch the eye of the reader

#### SAMPLE RESUMES

In Appendix B, you'll find strong examples of one-page Johnson resumes within the following functions:

##### Consulting Resumes

- Olivia Orange
- Bill Brown

##### Finance Resume

- Charles Chatreuse (veteran)

##### Investment Banking Resumes

- Jane Appleseed
- Indri Indigo

##### Management Resume

- Gabrielle Green

##### Marketing Resumes

- John Appleseed (International student)
- Victor Violet

##### Sustainability/Energy Resume

- Charles Chatreuse (Veteran)

##### Tech Resumes

- Stephanie Silver (International student)
- Brad Black

#### RESUME REVIEW

When you've developed a good draft of your resume by following these guidelines, ask your Career Work Group Leader to review it and ask three or four peers with experience or familiarity with your target job function to read it as well. Career Management Center advisers are happy to look over resumes but prefer to see them after some work has been put into them.

At some point, however, you will be receiving increasingly idiosyncratic feedback, and you will have to stop making changes and upload it.

Keep in mind that for purposes of the JTS resume "book," you will have one active resume in the system that will be visible to any employer who requests access to the Johnson database. You will receive an automated email message when your resume has been approved by a CMC staff member for the book. Later, for any particular job for which you apply through JTS, you can upload a unique resume tailored to that job.



# GETTING NOTICED

## COVER LETTERS

Most, though not all, employers require applicants to submit cover letters with their job applications. Your cover letter is an extension of your resume and reflects your knowledge of a specific employer's needs. It should demonstrate that you are able to communicate clearly and concisely, that you are sincerely interested in this particular job, and that you're well-suited for the job. Employers look for enthusiasm for the industry, company, and position. Because employers' needs are different, you should write a unique cover letter carefully tailored to each individual employer.

Read every job description carefully and make sure that you address in your cover letter the primary skills required for each role. As much as possible without writing in a stilted manner, incorporate the exact words used in the description so that your letter will pass automated scanning and keyword search systems.

### COVER LETTER FRAMEWORK

A cover letter typically comprises three parts:

1. **Introduction:** Capture the employer's interest! Identify the position for which you are applying, tell how you found information about the job, and describe your interest in the position. If appropriate, you may even identify second-year students or alumni that you know there.
2. **Specifics:** Explain how your qualifications relate to the opportunity. Include examples of measurable results from past jobs that make you a particularly strong candidate.

3. **Closing:** Ask the employer to agree to a date for the two of you to meet for an interview. In cover letters for on-campus interviews, say that you look forward to meeting when the employer comes to campus.

Before you start to write your letter, answer the following questions for yourself for each cover letter that you write:

- Why did you choose this industry?
- Why are you interested in this company?
- What about this position appeals to you?
- Why should the company hire you?

Before you send your cover letter, ensure that it is carefully tailored to each employer. Each letter should demonstrate your knowledge of the target company and the position. Also, make every effort to address your letter to a person by name instead of to "Dear Sir/Madam" or "To Whom It May Concern." Your letter should fit easily on one page, be well organized, and should include a specific next step in the final paragraph.

Read your letter carefully and correct any misspellings or errors. If you are applying for a job at company X, make sure that you refer to company X in the body of the letter and that the letter is addressed to a person at that company. It's a good idea, as well, to use a filename for the electronic version of the letter that names the company. In the rare case that the letter is going by postal mail, it should be printed with black ink on high-quality paper, and your signature should be in black ink.







Cover letters go wrong in several common ways, including the following:

- Having the wrong company name or contact person's name in the cover letter. This happens more frequently than you might expect. We are all guilty of this kind of oversight, but it is always embarrassing nevertheless.
- Over-the-top or cliché language. Don't say that you've always had a passion for the durable goods manufacturing industry if you don't truly love washing machines and dishwashers.
- "It's all about me." Make a case for how you can add value to the company; do not simply expand on the ways that the company can help you develop your career and enrich your life.
- Grammatical errors or typos. Spell-check software will catch most spelling mistakes but won't know if you mean "lead" or "led," so be sure to proofread your letter carefully.

For additional information, your Career Work Group Leader can review your letter and offer suggestions.

Also, books on cover letters are available in the Career Management section of the Management Library. In particular, we recommend *Cover Letters That Knock 'em Dead* by Martin Yate and the *FirstHand Guide to Resumes, Cover Letters, and Interviews*, which is available online through the Management Library. If English is not your first language, seek assistance from the International Student Writing Assistant.

#### SAMPLE COVER LETTERS

In Appendix C you'll find strong examples of cover letters within the following functions:

##### Consulting Cover Letters

- Gabrielle Green
- Anne Appleseed

##### Finance Cover Letter

- Brenda Black

##### Investment Banking Cover Letter

- Stephen Silver

##### Marketing Cover Letter

- Bill Brown

##### Sustainability/Energy Cover Letters

- Brenda Black
- John Appleseed

##### Tech Cover Letter

- Olivia Orange





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# BE PREPARED

## Problem - Action - Result (PAR) Stories

A typical 30-minute first-round interview will include several questions designed to assess how you behave in various kinds of situations — these are called behavioral interview questions. An example might be: “Tell me about a time when you disagreed with your boss.” It’s best to anticipate these questions and be prepared with clear anecdotes.

PAR stories will help you immensely in preparing for these interviews and in creating your resume. You should develop at least two stories for each skill that is critical for the job for which you are interviewing, as the interviewer will often say, “Give me another example.”

For each skill, develop the following:

- A description of the problem or situation (explained in 30 seconds). Be sure to state the impact of the problem on the organization, since it might not always be evident to an outsider.
- The action you took (told in 1 to 2 minutes).
- The result (summarized in 30 seconds). Explain why this result was significant to the organization.

Most of your PARs should be work related. Nevertheless, feel free to incorporate good stories from outside the work environment. Consider extracurricular activities, school, and volunteer work. In all cases, your stories should be concise, clear, and specific.

Review the following sample PAR stories — one on leadership and one on teamwork — then complete your PAR worksheet on the following pages.

## Problem-Action-Result Stories – Samples

Tell me:	Problem	Action	Result
Sample 1: Leadership	In my role as Center Manager for Score! Educational Centers, I had to lead my team toward a profitable business. We had been losing more customers than budgeted for, and we really needed to move in the right direction.	To turn our business around, I focused on three key action steps: 1. Built team motivation by creating short-term incentives, such as free dinner if we hit month-end targets. 2. Increased sales efforts by capitalizing on existing opportunities, such as meeting with parent coordinators to set up presentations at school fairs. 3. Held more frequent training sessions for assistant teachers to improve skills and quality of our service, which affected our long-term business and brand.	Revenue increased by 14 percent in one year; membership grew from 300 to 380 members in one year.
Sample 2: Teamwork	I was tasked with fielding, writing, packaging, and then promoting my company’s annual U.S. study of employee benefits trends. This study is viewed by my company’s institutional business as one of the cornerstones of its intellectual capital offering and is meant to raise awareness of my company as a thought leader.	I led a cross-functional team that included market research, advertising, direct marketing, email, public relations, sales, events, and external marketing agencies. Work was divided based on individuals’ strengths. We maintained constant communication through a weekly status meeting and smaller meetings among work groups. We celebrated success and recognized the contributions of members of the team on a regular basis. And even though I was technically leading the team, I didn’t hesitate to roll up my sleeves and make contributions of my own; since I had experience with this kind of study before, I managed the writing and creative layout of the study in addition to my oversight duties as project manager.	The study was well received by the public and our clients. The marketing campaign produced almost 30,000 visits to our website, which was double the traffic from the previous year. Web downloads, site registrations, and visits to other research studies posted online increased as well. We also received feedback from one or two sales associates who said the study and the supporting sales materials helped them make sales.

# Problem-Action-Result (PAR) Stories Worksheet

Tell me about a time that you demonstrated/dealt with/had:	Problem	Action	Result
Worked in a team, especially a cross-functional or global team			
Showed leadership			
Took initiative			
Developed a creative solution			
Quantitatively analyzed a situation			
Took a controversial stance			
Had to persuade a group			
Effectively used verbal and/or written communication skills			

Tell me about a time that you demonstrated/dealt with/had:	Problem	Action	Result
Overcame a difficult situation			
Failed			
Set and achieved goals			
Managed conflict			
Handled a disagreement with a co-worker			
Faced an ethical dilemma			
Worked with upper management			
Made a major presentation			



# BE PREPARED

## INTERVIEW PREPARATION

A job interview can be a life-changing event. Most first-round interviews for MBA candidates are only 30 minutes long, so it's critical that you are ready, confident, and able to make a strong positive impression quickly. You've worked hard to get to this point by focusing on your interests, researching job functions and industries, networking, and conducting informational interviews. You cannot go into a job interview with the plan of improvising or being spontaneous; you must be prepared.

Many recruiters tell us that the impression you make in the first two minutes can be the lasting impression of the remaining 28 minutes.

To provide a crisp and confident presentation, you need to know your direction and skills and be able to argue that you are focused on this role. You must understand the job, company, and industry. And insofar as possible, you should know something about the interviewer so that you can try to relate to the person and ask good questions. This is not always possible, since the CMC usually does not know in advance who is coming on campus to conduct interviews.

As you prepare, try to reach beyond the job description or title to reflect a true understanding of the job tasks and responsibilities. The most successful candidates speak to several people about the position to develop a good understanding of it. Your questions in the interview will reflect more than a superficial knowledge of the position.

The art of the interview lies in providing convincing proof that you are indeed a good fit for the firm. Every interview ideally becomes a two-way conversation. You should convey your excitement in the form of stories about past experiences; these are the PAR stories that you have been practicing. An interviewer also wants to see your excitement through your body language — your eyes light up, you're on the edge of your seat, your hands move. When two people being interviewed for the same position have roughly equal qualifications, the one who appears more passionate gets the job. Passion can even eclipse qualifications. And, the interviewer is more likely to converse with you than fire question after question when you show commitment to the job and company.

### Exercise 1: Know the Job

- Contact up to three alumni at the company and ask them to explain their perspectives on the position. (Reference the Company Research Guide on page 28)
- How does this job fit within the division?
- Where does the division fit within the company?
- Search [LinkedIn](#) to see which people in your class have worked in this company. Ask them for their perspectives on the position and make notes about their responses.
- List the key skills and attributes the company is seeking in candidates for this role. Refer to the job description and to the conversations with people who have worked there. Make notes about how you meet those requirements.

### Exercise 2: Know the Company

- Research the company in publications such as the [Wall Street Journal](#), [Bloomberg](#), [Factiva](#), [Bloomberg BusinessWeek](#), and [LexisNexis](#). Make notes about the latest news.
- If the company is public, read its public filings, including the most recent 10-K and the annual report, particularly the chair's letter to shareholders. This letter will reveal something about the company's recent successes and failures, as well as its strategy. This information should drive several of your questions. Make notes summarizing this information.
- Continue conducting research to answer the following questions about the company. Consider resources such as [MarketLine Reports](#), accessed through [Business Source Complete](#).
  - » Who are the company's competitors in this industry?
  - » What differentiates the company's products from its competitors' products?
  - » What are the industry trends?
  - » What are the greatest challenges the company faces?
  - » What are the greatest opportunities the company faces?
  - » What does the current sell-side analyst community believe about the company and its prospects?

The [Management Library](#) at Johnson is a tremendous resource for uncovering information on companies and industries. For more information about conducting research through the library, see the Appendix.

#### Know the Interviewer

Companies usually do not tell the Career Management Center in advance who will be representing them as interviewers. However, for second-round interviews and interviews taking place off campus, you often will be informed of the identity of the interviewers. Knowing the interviewer will help you connect with them during what can be a stressful situation for many candidates. The more information you have about the person interviewing you, the better you will be able to ask insightful questions relating to their work and the more prepared you'll seem.

#### EXERCISE 3: RESEARCH THE INTERVIEWER

Search for the interviewer's name on [LinkedIn](#) or [Google](#) to answer these questions:

- What jobs has this person held in the past? Take note of company, position, and functional expertise.
- Where did the interviewer attend college and graduate school?
- Are there any news stories about this person?

#### TYPES OF INTERVIEWS AND SAMPLE QUESTIONS

In a behavioral interview, the recruiter is looking for examples from your work experience that provide evidence that you have the necessary skills for the job. Your PAR worksheet is critical in helping you prepare for behavioral interviews.

In a case interview, you must demonstrate your ability to frame a complex problem and analytically come to a conclusion, usually with limited information and in a short period of time. Often, there isn't a right or wrong answer. The interview is more focused on how you approach solving the problem. You will have opportunities to learn several consulting frameworks in courses, CMC workshops, and [Consulting Club](#) programs. Practicing case interviews is essential for success in consulting and increasingly important for success in interviews for product management roles and some finance positions.

Here are a few typical interview questions and a few recommended responses. You can research actual questions asked by recruiters in JTS.

Walk me through your resume.

You must be prepared with a brief summary statement

(no more than two to three minutes) that is similar to your "elevator pitch" but with a little more detail. Don't simply explain what you did in each position you held; rather, share how these experiences affected you. Although your response will change from interview to interview, the essence of the response should remain the same and communicate who you are, where you hope to go, and why.

It is also important to identify the common themes of your journey and to communicate how the journey led you to your interest in this position, company, and industry.

Depending on your background and experience, you may want to highlight a few of these points:

- where you were brought up and went to school
- where you started your career
- why you moved to different types of positions or companies
- a major accomplishment
- your short- and long-term goals
- how business school, and specifically Johnson, will help you reach your goals.

What are your short-term, medium-term, and long-term career goals?

The main dilemma with this question is figuring out the answer — no small feat. Spend time developing a brief answer (no more than 30 seconds). As a guide, research successful people at the company who entered five or ten years ago and analyze their progression within the company.

What are your three greatest strengths?

Give your three greatest strengths, but be prepared in case you are asked for a fourth or fifth strength. Give some thought to the connection between your pitch and your strengths. Everything should fit together.

What are your three greatest weaknesses?

This is obviously a difficult question to answer. You want to be genuine without actually revealing any serious weakness you may have. An effective approach is to highlight three areas where you have successfully improved over time. The idea is to develop an answer in which you focus on areas of improvement, rather than truly currently weak areas. This lends a positive connotation to your response and shows that you are both self-aware and proactive. An example might be that you were having trouble with time management and took a class, received coaching, and are now managing your time much more effectively.

Give an example of when you were an effective leader.

You should have at least three of these stories developed and, ideally, offered in different contexts. For instance, in one example you may have demonstrated leadership by identifying an opportunity and convincing a group of people of its value. In another, you may have exercised leadership through a more formal managerial role. It is helpful to have several diverse, effective leader stories so that you are prepared for any situation.

Give an example of when you came up with a creative solution to a problem.

This is similar to providing examples of leadership; you should have at least three examples, and they should be different from each other. It's okay if they overlap with your leadership stories; however, be sure to prepare multiple stories, because an interviewer who hears an amazing story that encompasses both leadership and creativity will invariably ask for a second example. Note that being creative can also mean that you came up with a unique or novel approach to a situation. This request also provides an excellent opportunity for you to tell a memorable story that will allow your interviewer to easily recall you. Be brave and have some fun. The interview is, among other things, a competition for attention, and a particularly creative experience is apt to have staying power in an interviewer's mind.

Give an example of a time when you failed.

There is nothing wrong with failure. In fact, failure is widely thought to be the most effective form of learning. However, there is something wrong with not learning from your failures, and that is the point of this request. Have a few examples of failures, but be sure to concentrate on the analysis of what went wrong and what you learned from the experience.

What makes you unique?

Contrary to popular belief, this is not the same as "What are your strengths?" Good communication, analytical skills, and being a fast learner don't make you unique — they make you an MBA. Everyone interviewing for a job out of business school either has or will claim to have these skills. You need to find those two or three things that give you a perspective or skills different from the 30 other people with whom you are being compared. Perhaps this is time spent in an industry, or a perspective from another industry (good for career switchers), or an unusual skill or life experience. Whatever it is, figure it out, and make sure it is consistent with your elevator pitch.

Here is a list of other possible interview questions:

General topics:

- Tell me about a situation where you had to persuade a team to see things your way.
- Describe a situation where you had to use good judgment to solve a problem.
- Tell me about a time when you had to use creativity and initiative to reach your goal.
- Describe your thought process in bringing closure to a difficult decision that you made in your last job.
- What three words would your best friend/colleague use to describe you?
- What three words would you choose to best describe yourself?
- What did you learn from your last job?
- What do you do outside of school/work?
- How did you get your summer internship? Last job?
- Why should we select you?
- Tell me about a time you worked on a team?

Knowledge of the function, company, and industry:

- Why do you want this job? Why do you want to work at this company?
- Why do you want to work in (this job function)?
- Who is our competition, and what do you see as our competitive advantage? Disadvantage?
- What do you like about our product(s)? What suggestions would you make to improve it/them?
- Where do you see the greatest opportunities in our industry?

Leadership skills:

- To what activity outside of school or your jobs have you made the greatest contribution?
- How do you motivate people?
- Tell me about a time when you championed an idea, cause, or a project. Describe what you accomplished and how.
- Tell me about a time when you had to sell your idea.

Accomplishments:

- What is your greatest accomplishment? Tell me about another accomplishment.
- What is the most significant problem you've faced in your life so far, and how did you address it?
- Give me an example of a tough decision you faced. How did you tackle it?

#### Team and interpersonal skills:

- Describe a situation in which you didn't get along with a co-worker, boss, or someone who reported to you — and how you resolved the situation.
- Give me an example of how you work in a team.
- With what kinds of people do you work best?
- Did you ever have to fire someone? How did you manage the process?

#### Work environment and corporate culture:

- What did you like and dislike about your last job?
- Describe your ideal boss.
- In what type of work environment do you flourish?

#### Analytical and problem-solving skills:

- Tell me about a time you used data to make a decision.
- Give an example of your analytical skills/problem solving abilities.
- Why are manhole covers round?
- How would you determine the number of basketball courts in the United States?
- Describe as many uses for ping-pong balls as you can.
- What's your favorite commercial? Why?

#### Career goals:

- Why did you choose Johnson?
- Why did you pursue an MBA?
- If you had to make the decision again to get your MBA, accept your last job (etc.), would you make the same choice? Why or why not?
- Where do you want to be in five years?
- What other companies are you pursuing?
- Explain the transitions between the items on your resume.

#### Finance questions:

- Regarding your previous experience with statistical surveys, describe your use of statistical methods.
- What's the derivative of  $x$  to the  $x$ , where  $x$  is the variable?
- What's the present value of happiness?

#### Sales and trading questions:

- How would you describe Option Delta to a person on the street who knows nothing about it? Option Gamma? Option Theta?
- Pitch me a stock.

#### Marketing questions:

- What was the bottom line or specific improvement you achieved related to one specific project you worked on?

- You're a brand manager, and you have three doors you can open. Behind the first is a great established product, and you have a chance to push it. Behind the second is a product with great potential, but it's not working. Behind the third is a new idea, but no product. Which door would you choose? Why?
- Provide feedback on an advertisement presented to you.
- What would you do if you were a new brand manager and learned that a product had been losing market share for the last three years?

#### High-tech product management questions:

- Provide an example of how you used analytics to solve a problem.
- Give me an example of how you worked with engineers and/or customers.
- Walk me through how you would determine the feasibility of launching a new product or service.

#### Challenges:

- How does your previous experience prepare you for a managerial position?
- What do you know about our firm?
- I'm interested in brainpower and horsepower: convince me you have both.
- Analyze the five interviewers you had before me. Pick two and compare and contrast them.
- Which would you rather have — more creativity or more intelligence — and why?
- If you could ask one question of the CEO of this company, what would it be?
- What is your life purpose?

#### Case questions (from [AcetheCase.com](https://AcetheCase.com)):

- Your client is a company that makes specialist batteries for mobile homes in the United States. The batteries are powerful and long-lasting. New industry conditions are occurring, and motor-home dealers are starting to use a cheaper battery as the "factory standard" in an attempt to lower the overall price of homes. Your client's product is now offered only as an added feature, for which the customer must pay an extra \$500. How should your client maintain profits, given these new market conditions?
- Estimate the market for energy-efficient light bulbs in Kenya.
- How much white house paint is sold in the United States each year?
- You have a 3-liter bucket and a 5-liter bucket. How will you measure out exactly 4 liters of water? Assume you have an endless supply of water and no markings on the buckets.



At the end of the interview, you'll probably be asked if you have any questions. Be prepared with questions about which you are genuinely curious and that cannot be answered with simple internet searches. Your questions should demonstrate your knowledge of the industry and company and your curiosity. You may also be asked if there is anything that you'd like to add that wasn't covered in the interview. This is an opportunity to talk about one of your experiences or strengths that you weren't able to address earlier, as well as to restate and reinforce your interest.

#### A NOTE ABOUT PHONE AND OTHER VIRTUAL INTERVIEWS

Phone interviews are often used to screen a large number of candidates prior to face-to-face on-site meetings. There are some clear disadvantages to phone screenings, but there are other factors that you should use to your advantage. Have your resume, PAR worksheet, and other materials you might need in front of you, but be careful not to be noisy when shuffling papers. Have a pad and pen nearby for note taking. Find a quiet place with limited distractions. To convey your energy, try to stand up during the conversation and smile as you speak. Some people say that dressing as if for an in-person interview helps put them in interview mode. Listen carefully to the questions and, as in any interview, take your time to collect your thoughts before responding.

For [Teams](#), [Google Hangouts](#), [FaceTime](#), [Zoom](#), or videoconference interviews, make sure your audio works well. Consider using a headset for the interview to ensure clearer

communication. Minimize sound and visual distractions in the room. Make sure to log on a few minutes in advance of the meeting to ensure that any software installations or updates are done and don't delay the start of the interview. Be sure to check your camera and what your interviewers will see in the background. Ensure everything looks neutral and professional.

#### INTERVIEW FOLLOW-UP

Immediately following the interview, jot down notes about what was discussed and what questions took you by surprise. What did you answer well, and what should you continue to work on to improve your answer for future interviews? How does this company compare to others with which you have interviewed? As soon as you are able, record your interview questions in JTS. While it is fresh in your mind, record what you expect to happen next and what your understanding is of the company's timeline for further screening and hiring.

Write a thank-you note within 24 hours highlighting points of discussion and including anything you left out that the interviewer needs to know. Restate your interest in the position (assuming you are still sincerely interested). The thank-you note can be sent by email. If you have not heard from the company within the specified time frame, follow up with an email to the person who committed to getting back to you. Be courteous and professional. The interviewers could be making a decision that very day, and every interaction you have with them reinforces their impressions of you.



# COMPANY

## RESEARCH FRAMEWORK

Need-to-know basics for every company on your target list

Background information: Name, date established, mission and vision, public vs. private, location (global vs. regional), number of branches, number of employees, main officers' names (i.e., CEO, CFO, etc.)

Products, line and brand extensions, and key consumers. Industry, competitors, and product substitutes.

Regulations (if any), big suppliers, and distributors.

Recent financials and financial forecasts, strategy, and recent big moves. Review company annual report and investor relations.

# COMPANY

## RESEARCH FOR CAREER

Do you want to create a list of companies that match criteria you specify such as industry, geography, size, etc.?

Capital IQ: This powerful screening function has the capability to create company lists based on industry, company size, geography, etc. You can also find alumni working in top-level jobs.

Guidestar Premium: The world's premier directory of nonprofit organizations enables you to create a list of nonprofits by type of work (NTEE code), size, and location.

Mergent Intellect (formerly Hoover's): The "Build a List" function allows creation of a company list based on location, information, industry, size, financials, IPO data, and people.

Uniworld Online: This site covers information on multinational businesses in 190 countries. Ideal if you are looking to relocate from one country to another. Allows you to screen companies by industry, location, size, or keyword.

Orbis: Provides company profiles in Europe and Asia — domestic firms, as well as multinationals. This database also has some nice quick search features, such as searching through all companies, U.S. companies owned by or managed by women, and U.S. companies owned or managed by an ethnic minority.

Do you want to research a company for information such as SWOT, company profile, strategy, products, etc.?

Mergent Online: Find in-depth company and industry information. Includes Investext reports. A top choice for analyst reports on publicly traded companies and non-broker company profiles on public and large private companies (Marketline and Globaldata reports contain SWOT analysis).

Capital IQ: Learn everything about a company at a glance — from strategy (such as M&A) to competitors to business relations with respect to customers, suppliers, partners, and auditors. Can also access historic and current SEC filings.

Mergent Intellect: Find industry reports associated with your company in the "First Research" tab. The biggest strength of these reports is the section on "interview preparation questions" within your industry.

Business Source Complete and Factiva: These two article databases help you keep abreast of the latest news on your industry and company.

Please contact Johnson librarians ([mgtref@cornell.edu](mailto:mgtref@cornell.edu)) for help navigating databases.





# NETWORKING

## MAPPING YOUR NETWORK

As mentioned previously, we urge all Johnson students to read *The 2-Hour Job Search* by Steve Dalton. This book offers a clear and simple guideline for organizing and managing a job search and for using social media and search engines without being overwhelmed by them. As soon as possible, read it and begin to practice the techniques recommended by Dalton. The following section is a brief overview of networking and offers additional advice for your benefit.

A job search is not an individual task; rather, it requires you to ask for a lot of help and to reach out to a lot of people. Networking is a systematic approach to building relationships with other people. Some of you may have already developed an extensive network through your undergraduate college or university and work experience, friends, and family. Others of you may shun networking and look at a room of strangers with anxiety. Whether you're an old pro or a networking novice, growing your network will become a crucial part of your MBA experience, job search, and career progression.

Networking can help give you a competitive edge in interviews, enabling you to carry on a deeper conversation because you know more about a position or company. Furthermore, networking can lead to referrals for positions within an organization or in other organizations. To hire appropriate candidates, many types of organizations depend more on referrals from colleagues than they do on-campus recruiting.

You should remember two important things:

- Everyone likes to be considered an expert. By asking others for help, you are deferring to their expertise, which makes them feel good.
- Asking for help is reciprocal. People like to know that they helped other people so that they feel they have a safety net in place when the tables turn.

Map your network by listing people and companies that can be helpful to you in your job search. Be sure to consider the strength of your connections and the degree to which each connection is a good match in the industry or function of primary interest to you. When starting out, you should aim to have at least 40 people in your network map (although more exclusive industries, such as private equity, may require as many as 100 contacts).

Think broadly of three levels of connections:

- First-degree networking connections (those closest to you) are strong. These include your family and friends, former colleagues at work, and — an important networking resource — your classmates.
- Second-degree connections include people you have never met but with whom you have a mutual connection. These include acquaintances, referrals from friends or other acquaintances, guest lecturers in class, alumni of Johnson (or other educational institutions you attended), and people in virtual networks such as [LinkedIn](#).
- Third-degree connections are weakest. These include people with whom you have no personal connection but with whom you are affiliated, perhaps through a professional association or a common interest.

Making a list of contacts should not take you days and days; you should be able to come up with a good list in an hour. Spend ten minutes on each of the following:

- Dream companies. Make a list of the companies you would most like to work for.
- Alumni. Scroll through some quick searches on LinkedIn and the alumni directory in [CornellConnect](#) and write down all the companies in your field with Johnson alumni.
- Job boards. Search LinkedIn, [Indeed.com](#), or another job board for companies in your field that are hiring.

Google. Search “X Industry Trend” and find companies mentioned in articles or press releases. To find email addresses or phone numbers for people you hope to reach, use:

- Johnson Talent System (JTS)
- Alumni from your undergraduate institution
- Social networks such as LinkedIn, Twitter.com. Look for second-degree connections or better.
- Classmates and professors
- Past clients or vendors
- Affinity groups
- Family and friends

Develop a systematic way that works for you to maintain a list or database of the people you plan to contact. Most people find a spreadsheet helpful. Hunterlo (<https://hunter.io>) can help you figure out someone's corporate email address.



# NETWORKING

## INFORMATIONAL INTERVIEW

### Requesting the informational interview: The networking email

You've created a list of contacts who could be interesting to speak with or helpful — now you need to reach out and convince them to spend some time with you. Johnson and Cornell alumni are often more than happy to assist current students — but you have to make “the ask” appropriately. Every interaction you have with someone in your network should be viewed as a potential job connection, and as such you should handle them very professionally.

Many of your first connections will come through email, the easiest and most convenient way to establish contact — but people get hundreds of emails each day. How can you catch their attention in a positive way and avoid being relegated to their trash folder?

- Brevity is key. Emails should be short — many will be read on a smartphone, so make it easy for the recipient.
- Salutations are important. Most alumni will prefer to be called by their first names, but if you think the reader is significantly older or in a very senior role, use Ms. or Mr. after making certain of the gender. The [Alumni Directory](#) may also give guidance in this area.
- Start by introducing yourself. “I am a first-year MBA student at Johnson who ...” gives the reader a quick idea of why they are receiving this email and makes them (especially alumni) more likely to continue reading. A generic email might not grab a contact's attention — or, worse, could seem like something you sent to many contacts.
- Personalize your message. Note early in your message why you are contacting this person specifically, and why this company is of interest. You'll also want to share a bit about you as an individual and why you chose to contact them — particularly if you do not have a point of connection to the individual.
- Be positive. This is particularly important for second-year MBAs who are re-recruiting after their summer internships. You may want to mention where you interned, but do not speak negatively about the experience or denigrate the internship company in relation to the contact's company.
- Avoid jargon. When discussing past positions, you

will want to offer longer descriptions rather than company-specific shorthand — e.g., “before school, I was an analyst in the capital markets group focused on digital engagements” is more broadly understood than “I was a capital markets advisory digital analyst.”

- Closing. Request time on their calendar in an open-ended way (Note: tech contacts might appreciate a different approach; see Sample 3 below). Rather than ask a yes-no question (“Can you talk tomorrow at 2?”) find out the best way to get on their calendar.
- Show your appreciation. Simply reading the email is already giving time to you, even if they can't help further. Be sure to thank them for their time.
- Signature (yes) and attachments (no). Include your name, student status (e.g., “Johnson MBA 'XX”), phone, email, and LinkedIn details — make it easy for the contact to look you up before they respond. If there are other social media portfolios you want to emphasize (Twitter, Skype, etc.), you can also list them here. Don't attach graphics or logos.
- Make it easy to help you. The contact may want to forward your email to someone else; ensure that your message is self-contained and appropriate for a wider audience.
- Proof, proof, proof. One typo in a networking email could torpedo your chances of getting into that company — not to mention come back in the form of a complaint to the CMC or Alumni Affairs — so you will want to ensure that your grammar and text contain no errors. Enlist classmates as extra sets of eyes to ensure your language, punctuation, and overall presentation are perfect.
- Timing. Generally speaking, you should avoid sending networking emails at busy or non-business times (e.g., Mondays, late nights).
- Follow up. Even contacts with the best of intentions lose track of email requests. Give your contact at least 3 to 5 business days to respond, and then try again with a fresh request — without mentioning your previous email. If you still hear nothing, you can try again one more time after another 3 to 5 business days, but after that attempt you will need to move on to another contact.

# NETWORKING

## SAMPLE OUTREACH EMAILS

### SAMPLE 1:

Dear Priya,

I am a first-year MBA student at Johnson, looking to pivot into a career in brand management from a background in project management. I am particularly interested in Unilever; the company's dedication to sustainable living aligns strongly with my personal interests and my prior work.

As an aspiring marketer, I'd love to learn more about your career path at Unilever and what advice you might have for making the transition. Would you have time for a 20-minute call sometime in the next week or two?

Thank you in advance for your help.

Regards,  
John Doe  
Johnson MBA 'XX  
Phone: xxx.xxx.xxxx

### SAMPLE 2:

Dear Juan,

I am a first-year MBA student at the Samuel Curtis Johnson Graduate School of Management at Cornell University, studying sustainable global enterprise. I'm contacting you because, based on my research on LinkedIn, your career path at Patagonia has included some areas of the company that have grown tremendously in recent years. I'm very interested in the organization and its commitment to sustainability, and I am curious to understand the keys to success there.

Would you have time for a 15-minute telephone conversation about your work at Patagonia and in the sustainable retail industry in general? I would especially like to talk about your initial internship at Patagonia and how you translated that opportunity into your impressive career there.

Best,  
Sam Curtis  
Johnson MBA 'XX  
Phone: xxx.xxx.xxxx

### SAMPLE 3:

Dear Monica,

I am a current Cornell MBA student, focusing on developing my data analytics and marketing strategy skills for a career in product marketing in tech.

I am reaching out to you as a Cornell alum with a successful career in tech product marketing. We also happen to have common connections in Jane Doe and Dan Johnson. Microsoft has been incredibly successful in launching the Surface product line; I'd love to learn more about what your role really looks like when working on that product and how you are navigating your career there.

Would you be open to having coffee with me when I'm visiting Boston in two weeks, Monday 4/2 to Friday 4/6? If not, I'm also generally available for a call after 2 p.m. M-F once classes end for the day.

I really appreciate the advice I've received from other alumni in the industry and look forward to connecting with you. Thank you so much for your time.

Best,  
Sally Garcia  
Johnson MBA 'XX  
Phone: 607.xxx.xxxx

### SAMPLE 4

Dear Angel,

I am a Johnson 'XX student with four years of experience as a mechanical engineer, interested in making a career shift to consulting. I believe you made a similar change, and I'd really like to discuss your experience at Deloitte and get your perspective on the skills that I will need to develop at Johnson to grow into a great consultant.

Do you have 20 minutes for a chat in the next few weeks?

I appreciate your time and look forward to hearing from you.

Chad Jones  
Johnson MBA 'XX

# NETWORKING

## INFORMATIONAL INTERVIEW

Once the recipient agrees to a meeting, you'll need to prepare yourself for the informational interview.

You conduct an informational interview to learn more about a job function, industry, or company. During an informational interview, you don't ask for a job — but you do ask for advice, information, and additional contacts to continue doing your job research.

An informational interview is valuable because it provides you with two important things: (1) information about the person and company and (2) an opportunity to showcase your knowledge and interest in the company so that you may be considered for a position in the future. It is essential that you ask informed, thoughtful questions that demonstrate your knowledge of and commitment to the industry or company. In every interaction, it's important that you know your audience. If the person you are meeting wants to steer the conversation one way or another, follow along. Don't feel the need to stick to any script or set agenda. Don't ever ask for a job or internship during an informational interview; it is understood that if you weren't interested in opportunities, you wouldn't be there. Still, it is important to remember to treat informational interviews the same way as you would a formal job interview and to present yourself as well-informed, curious, well-groomed, and respectful.

Before conducting an informational interview, ensure you've done appropriate research on the industry, the company, and the person you'll be talking to. Generate several insightful questions that show you took time to research the company. Don't ask questions that you can easily find answers to on the corporate website.

The following are a few sample questions to start your conversations:

- I read in your bio that you spent five years on the sell side before moving to the buy side. I've heard that the jobs are similar, even though the mandates are a bit different. Was this your experience?
- Given [name of new federal regulation], are you changing the way you underwrite deals?
- I read that your company recently expanded into North Africa for the first time. Are you shifting your strategy to focus more on developing nations?
- How did you get your start in this career?
- What have you found to be the greatest challenges and rewards working in this field?
- What do you like least about this job?
- How do you spend your time in a typical day?
- How much travel is required each month?
- How did you get hired for your first position after you finished school?
- What are the critical skills most needed to be successful?
- How would you describe the company culture?
- What are the greatest challenges facing this company right now?
- What are the opportunities for MBAs entering this field?
- I've read that generic brands have grown since the economic downturn. What are some things that your company is doing to combat this? What other industry trends have most affected the company?

Always end with something like this: "Thanks so much for meeting with me. Is there anyone else you recommend I speak with to learn more about your industry/function, etc.?"

### THANK-YOU EMAIL

After meeting with someone, you should send a thank-you note within 24 hours. Again, the email should be very short and should thank the person for their time and advice. There is never a downside to being gracious. People love helping and like to feel that their time was well spent and appreciated. As soon as possible, also follow up on whatever suggestions you received. Let the person know how you followed up on their recommendations and what you learned. People like to hear that their advice was used and was beneficial.

### SAMPLE

Dear Malia,

It was a pleasure connecting with you on Wednesday to learn more about life at Danone. In particular, I enjoyed hearing you describe how growth and momentum are energizing every layer of the organization. Thank you for suggesting I connect with Terrance in marketing. He was just as warm and insightful as you said he would be!

All my best,

Katherine Deshpande

# NETWORKING

## MBA CAREER FAIRS

### Get Face Time with Recruiters

There are a number of MBA career fairs that take place during the fall semester. Career fairs can be great ways for you to network with companies that don't come to Johnson to recruit. Often, interviews are conducted at these fairs, and various networking events are held.

Career fairs are usually part of a larger conference held by the sponsoring organization. The conference itself can run over several days. However, if you go, we recommend that you attend only the career fair portion because of your demanding academic schedule.

The following are some of the larger career fairs. While these career fairs are open to all, regardless of ethnicity or sexual orientation, it's important for students to recognize that some companies at these fairs will be seeking diverse talent from the target audience of the conference, while other companies will be leveraging the conferences to seek MBA talent broadly. We suggest attending CMC prep sessions focused on diversity conferences to help you understand how to navigate these career fairs successfully.

- Asian MBA Conference
- MBA Veterans (veterans of the armed services)
- National Association of Women MBAs
- National Black MBA Conference
- Net Impact (sustainability)
- Prospanica (Hispanic professionals)
- Reaching Out MBA Conference (LGBTQ+)

(In some cases, conferences may be combined.)

### SHOULD YOU ATTEND?

Students often wonder how to evaluate the potential value of attending these conferences. Review the items on this list to gauge at a surface level if attendance may be of value to you. If you find yourself checking several boxes, we encourage you to discuss this option more with a CMC adviser.

- ☐ Are any of your target companies exhibiting at the conference but not coming to Johnson?
- ☐ Are you targeting corporate finance, marketing, operations, or general management?

- ☐ Can you miss class time and still maintain grades?
- ☐ Can you afford it?
- ☐ Will you be ready to network and interview?
- ☐ Are you a part of the target population of the conference?

The guidelines below are also applicable to any industry conference or Cornell-sponsored career fair.

### BEFORE THE CONFERENCE

- Update your LinkedIn profile and clean up your Facebook and Instagram accounts.
- Review the list of companies participating in the career fair. Determine your target companies.
- Send email messages to representatives at the companies you are targeting. Briefly introduce yourself. Let them know that you are looking forward to stopping by their booth at the conference. This may lead to their scheduling an on-site interview with you before you arrive at the conference.
- Determine the order in which you plan to visit company booths. Consider visiting a couple of your "B" companies first for practice. Then tackle your "A" companies when you feel confident.
- Research your target companies. Use the Management Library databases, especially Mergent Online (the Investext tab allows you to find SWOTs and analyst reports), the Vault Guides, Mergent Intellect (the Call Prep Sheet and Executive Conversation Starters can be found in the link to the First Research industry reports), and Factiva (for the latest news stories). Remember to read the corporate websites, especially 10-Ks and press releases.
- Consider using Twitter, Facebook, and Instagram to follow the various conferences and companies.
- Perfect your 30- to 60-second pitch:
  - » state where you are going to school
  - » describe your target function and why it interests you
  - » briefly highlight your work experience
  - » include a memorable point about yourself
  - » explain why you're enthusiastic about the company
  - » mention that you'd like to hear about



career opportunities within your target function at the company

» see page 14 for more detailed guidance in developing your pitch.

- Apply for jobs on the career fair website a couple weeks before the career fair. This is another way that you may be able to get on the closed interview list before you get to the conference.
- Complete your PAR (Problem-Action-Result) worksheet on pages 20-22. Do mock interviews. Practice case questions.
- Participate in preconference training sessions that may be offered by the sponsoring organizations, the CMC, or clubs. It would be great to be able to tell the recruiter what you learned by participating in their webinar.
- Prepare as you would for on-campus interviews in January. The interviews will be as rigorous, and the recruiters expect candidates to be prepared, regardless of the fact that you are just starting your core classes. Be prepared for functional-specific questions.

#### AT THE CONFERENCE

Conduct yourself professionally at all times during the conference. You should even be careful about what you say in restrooms, hotel lobbies, and nearby restaurants because you are projecting an impression of yourself and Johnson at all times, and you never know when you may run into recruiters. Be prepared to make small talk.

Familiarize yourself with the career fair layout by studying the diagram in your conference handbook. Locate and highlight your target companies on the map. Get to the fair early. Be there when the doors open. Often, on-site interview slots fill up quickly. Getting there early will help increase your chances of landing an interview slot.

Plan to meet with your “A” companies when you have the most energy and feel the most prepared. If a booth is extremely crowded, visit the next company on your list.

At the booth, remember these tips:

- Expect to talk to company representatives for about five minutes. Prepare two or three insightful, well-thought-out questions to ask. Questions should show that you thoroughly researched the company.
- Maintain good eye contact and enthusiasm.
- Ask for a business card and offer your resume, but don’t be alarmed if the recruiter doesn’t have a card to give you. Recruiters frequently limit the number of cards they distribute so that they won’t have hundreds of messages when they return to their offices. With a little detective

work, you can often figure out their email addresses after the fair (see page 30 for some sites that might help).

- Ask about next steps in the process.
- Take notes after each visit; you will use your notes in your follow-up.
- Try to speak to two or three people at each company.
- Thank them for their time.
- Visit some of the other companies at the fair after you have met with your target companies. You never know — one of these companies may turn out to be a great fit for you.
- If you had a phone interview with a company before the conference and didn’t make it to the second round or your initial booth conversation did not go as well as you hoped, consider stopping by the booth and/or attending their reception to reiterate your interest. Students sometimes land interviews and offers after a second try.
- Save the “shopping” (picking up freebies) for after your networking. You don’t want to lug around a lot of bags.

Staff members from Johnson often attend these conferences as well to support your success. Visit the Johnson booth for moral support, to rest your bag, and for advice or a quick mock interview.

If your target companies offer corporate receptions, plan to attend. If the company invites you to an invitation-only event, plan to attend. Bring business cards to the receptions. Similarly, plan to attend the Johnson alumni receptions, if applicable.

You may have less than 24 hours between the interview invitation and the actual interview. Nevertheless, if you are invited to interview, make sure you prepare thoroughly.

Thoroughly research the company. Find out the company’s typical interview questions and format from JTS, other students, alumni, or the CMC.

#### AFTER THE CONFERENCE

The day after the career fair, or within a few days, send short email messages to the company representatives that you met. As you do this, review your notes, refer to your conversation, and emphasize the strengths that you would bring to the company in a given role. Tell each person what you want; e.g., “I’m interested in the marketing internship position.” Ask when you are likely to hear about next steps. You may also send any additional documentation or evidence of your interest or ability to perform the job. Periodically, within reason, write to the recruiter as a reminder of your interest and to ask about your status.

# FOLLOW-UP

## THANK-YOU LETTERS

Thank-you letters are required after every interview, including phone interviews. It is now common to send an email thank-you note, but a handwritten note on tasteful stationery can be sent in special cases. If you meet with a panel interview, you should send an individual thank-you note to each panel member, tailoring your note to the panel member's specific interests or functional role within the team.

Thank-you letters should accomplish the following:

- convey your appreciation for the time the employer spent in the interview
- restate your interest and qualifications
- strengthen your candidacy with additional relevant information or provide information of interest to the interviewer, such as an article you just read
- indicate eagerness for a positive response.

As you prepare to write your thank-you note, recall your interview and think about the one thing that you want to make sure the interviewer remembers about you and your skills or qualifications. Also, now that you've learned more about the position during the interview, what additional information should the interviewer know about you? Can you propose any original ideas that you would bring to the position? Compose your note carefully and send it within 24 hours of the interview. CMC advisers are happy to review your notes before you send them. If English is not your first language, ask the CMC's International Student Writing Assistant to review your letter as well.

### SAMPLE THANK-YOU EMAIL FRAMEWORK

Dear Greg,

It was nice meeting you at the Kraft corporate presentation on Wednesday night. Thank you for answering my questions about the various brand management positions you've held within the company and sharing your experiences so far.

I'm very interested in pursuing a career in food marketing, and I have a few questions about the more specific day-to-day functions of a brand manager within the Foodservice division. At your convenience, would you have some time to talk via phone? Please let me know what works best with your schedule.

Thanks,  
(name)

---

Full Name, MBA 'XX

Samuel Curtis Johnson Graduate School of Management  
Cornell University

607-xxx-xxx

xxx123@cornell.edu

### THANK-YOU LETTER FRAMEWORK

[Your Street Address]

[City, State Abbreviation, Zip]

[Date] month day, year

[Mr./Ms./Mrs.] Joseph/Jane Sewall

Director of Marketing Kraft Foods Inc. International

1500 West Road

White Plains, NY 10705

Dear [Ms.] Sewall:

I enjoyed meeting you last week. Thank you for taking the time to speak with me about the assistant brand manager position at Kraft Foods Inc. I was thrilled to have the opportunity to share some of my thoughts on marketing and brand development. [This section thanks the employer for their time and reaffirms the interest in the position].

After talking with your staff and learning more about Kraft Foods' expansion into the freeze-dried business, I am even more excited about the position. I believe it offers a great opportunity to combine my skills and experience in sales and marketing to build a dynamic brand platform that can make a real and lasting impact on Kraft Foods' business. I would very much like to join the team. [This section summarizes qualifications and answers why you are the best person for the job].

I look forward to hearing from you soon regarding your decision.

Sincerely,

[Sign your name]

[Type your name]

# THE OFFER:

## EVALUATING AND NEGOTIATING JOB OFFERS

All your hard work has paid off, and you received a job offer! Now you need to decide if you will accept it, and if so, on what terms. Whether you are evaluating one offer or comparing several, it is important to think carefully and clearly. Negotiation is not an adversarial part of business. In fact, when done politely, it can be critical to a successful career. We encourage you to make an appointment with a CMC adviser to discuss your situation if there is something about your offer that concerns you. Shortly after you receive any formal offer, you should enter it in JTS. Every student is responsible for maintaining an accurate record of their employment status in JTS.

When you receive an offer, thank the employer and express your interest in the position. This will lay the groundwork for a positive discussion if you pursue the position and decide to negotiate. It will also help maintain the company's relationship with the school if you decline the job. It's best not to accept the position on the spot. Even if you know that you will accept the position, ask for time to consider the offer to make an informed decision. This request is customary; it gives you bargaining room, and it allows you time to think clearly. If your offer resulted from on-campus recruiting, refer to the CMC policy for deadlines for acceptance. Keep your options open. Continue to interview other firms until you have all the information needed to make a final decision. However, once you have accepted an offer, all other scheduled interviews must be canceled.

Always strive to get a full-time offer in writing before you formally accept. Tell the employer that you will consider the offer and ask to have the written offer and benefits package mailed to you before you make a decision. When you are weighing an offer, keep in mind all aspects other than base salary and bonuses. Accept the position that excites you most, where the work itself is compelling, where long-term opportunity is greatest, and where the environment is the best "fit" for you. This type of job will reap financial benefits down the road.

If you do decide to negotiate the compensation, you must be prepared. Research salaries at similar firms, in the same job function, and in the same industry. Much

of this research can be done on JTS and by consulting the past year's employment report. Reference staff in the Management Library can also direct you to websites with salary data or with cost-of-living data. Prior to your conversation, think about the alternative you want the employer to consider. Effective negotiation is not an "either/or" discussion. Weigh several areas on which you are willing to negotiate. For example, it may be easier to ask for an additional week of vacation than an extra \$5,000. Or it may be easier to obtain a higher signing bonus than a higher base salary.

Keep in mind what the employer wants. Show the employer how meeting your request is in their interest, as you will feel well-rewarded and loyal. Reinforce your interest in the company's goals, the skills and experience you offer, and your desire to be part of their team. At all times in the conversations, maintain your professional demeanor. If you accept the job, you want to start with a reputation of being assertive but agreeable, and not greedy. Above all, do not present alternatives, such as the threat that you will go elsewhere, unless you are ready to follow through with them.

Understand the constraints of your hiring manager and the HR person who represents the manager. Employers are usually reasonable and sometimes willing to negotiate full-time offers, but rarely for summer offers. However, if you are entering a rotational program or a "class of MBAs of the same level," salaries are set at the same level, and there is very little room for negotiation.

For every job offer you receive, know the following aspects of the offer so that you can evaluate each offer and distinguish between offers. Take notes during your conversations and from the documents that you'll receive.

- What is your job title?
- Ask what your major job responsibilities will be, what projects you'll have, and who your manager will be. Up to this point, the company might have been considering you for one of several assignments. What you do for your first assignment can be part of your bargaining package.



- Make sure it's clear what your base salary will be, whether bonuses are paid on performance, how often performance reviews are held, and what typical salary increases are. Are there stock options?
- Does the position carry a signing bonus (and how much is it)?
- Are relocation expenses covered? If yes, what specifically is covered? Is moving household goods covered? Are house-hunting trips covered? Are brokers' fees or closing costs covered?
- Most benefits packages are described in the documents you'll receive. Read them carefully before asking questions. You should understand how much vacation time you'll have and how it is accrued. You also need to know details of employee/employer contributions to the medical insurance plan and the level to which the company will match your contributions to a 401(k).
- Ask or read your documents to determine your start date and whether there is any flexibility. For a summer internship, the term of your appointment should be clear.
- Note when the company needs a response. Students often want more flexibility on this than other aspects of a job. CMC advisers can help you frame a request for an extension.

There are many factors that you should take into account when choosing among offers. This can be a very difficult time for many students, and we encourage you to discuss your opportunities with family members, faculty, staff, and colleagues to get as much feedback as possible. But remember, in the end, the decision is yours to make.

Ask yourself these questions as you think about your offers:

#### The Company

- Is the company strong and stable?
- Where does this company fall in size range (huge multinationals to tiny startups)?
- Do I have a strong preference for a particular point in that range?

#### The Job

- Will I find this job appropriately challenging?
- Are the mission of the company and the job function in keeping with my values?
- Is this job a logical stepping-stone to my overall goal?

#### The People at the Job

- Based on what I know, do I like my hiring manager?
- Do my prospective colleagues seem interesting and knowledgeable? If teamwork is required, do they seem to demonstrate a strong team spirit?
- Do I feel comfortable there? Is it a good fit for me?

#### Location

- Is it likely that my partner or spouse can find employment in this community?
- What is the cost of living in the area? Does the community offer opportunities for recreation, cultural enrichment, education, and other social outlets?
- Would I be too close to or too far away from my extended family?

#### Salary and Benefits Package

- Are the salary and benefits acceptable?





EXERCISE: EVALUATING YOUR OFFERS

- Revisit your values and goals from the ICP exercise as well as your answers to questions on the preceding page.

Customize the following chart to include only the factors that are the most relevant to you in selecting a job (one or several of your ICP values, location, salary, benefits, job responsibilities, family factors, company mission).

- Assign a weight to each factor. (Percentages are your choice, but weights must total 100 percent).
- Rate each job offer based on these factors, using a rating scale of 1 (low) to 5 (high). For example, if a company is in the exact city in which you'd like to live, assign it a 5. If it's in a place that's not your favorite but would still be acceptable, assign it a 3.
- To compute the company's score for each factor, multiply the company's rating on each factor by the assigned weight.
- Add the total scores for each company (maximum score = 5.0) to assess your offers.

Use the chart below to evaluate your offers.

ACCEPTING OR DECLINING AN OFFER

After careful reflection, if you decide to accept an offer, closely follow the employer's instructions for signing and returning paperwork. Be absolutely sure that you intend to take this job. After you accept a job, you cannot continue to interview and should decline all further interview invitations.

If you decide to decline an offer, the guiding principle in your interactions is to not burn bridges. You never

know when you may want an offer in the future, and displaying a positive and professional approach in your correspondence will help you develop your professional network. Express appreciation for the opportunity to interview with the company. Explain briefly that you have accepted another offer. Be prepared to say why you made that decision, although you don't have to offer this information if you prefer not to. If you're declining an internship, close the conversation by expressing an interest in future full-time opportunities — but only if this is true.

As soon as possible after accepting one offer and declining others, update all your offers in JTS to record the final terms of the job you accepted and to note that you declined the others. All offer information is kept confidential, and salary statistics are reported in aggregate only. Data collected in JTS enable Johnson's CMC to identify students who need additional support and help us complete our annual Employment Report as well as surveys conducted by external organizations (such as [BusinessWeek](#)).

After careful thought, if you are unhappy with an offer that you have accepted, you are urged to discuss the situation with a CMC adviser before taking any action. Reneging on an offer that you've accepted is a violation of CMC policy and Johnson Honor Code. If you intend to renege, you must meet with the executive director of the Career Management Center and write a formal letter of apology to the company. Each case will be evaluated individually. In many cases, however, reneging on an accepted job offer will result in suspension of on-campus recruiting and alumni privileges.

Factor	Weight (%)	Job 1		Job 2		Job 3	
Example		Rating (0-5)	Score (rating x weight)	Rating (0-5)	Score (rating x weight)	Rating (0-5)	Score (rating x weight)
Location	30	5	1.5	3	.9	1	.3
Total	100						



A photograph of the exterior of Sage Hall, a brick building with a large arched entrance. The entrance is supported by two columns and features a decorative archway with a cross design. A black lantern-style light fixture is mounted on the arch. The building is surrounded by green grass and trees.

SAGE HALL



# APPENDIX A

## LIST OF RESOURCES AND TOOLS

This manual has offered practical advice about your job search and shown you how to develop the unique set of tools you need to succeed. At Johnson, you have a number of general resources at your disposal to assist in your job search.

### JOHNSON TALENT SYSTEM (JTS)

Johnson Talent System is an integrated online system essential for the entirety of your job preparation and search. CMC staff manages advising appointments, recruiting, and employment data collection and reporting through JTS. You will use JTS to sign up for corporate events, apply for jobs that will be filled through on-campus recruiting, and find company contacts. You'll also find many postings for jobs for which companies are hiring directly, as well as you'll submit your resume for the Johnson resume book here. Additionally, students have access to aggregated anonymous data helpful for researching compensation and can enter interview questions and search the store of questions entered by others. JTS is a Johnson-branded product of 12Twenty. The CMC will send instructions for accessing this system.

### MANAGEMENT LIBRARY

The Management Library at Johnson is a great resource for finding information on companies, industries, and markets. The website (<https://johnson.library.cornell.edu>) provides access to more than 70 databases offering cutting-edge business information. Their research team can help with time-saving research strategies on finding information important to achieving interview success. Contact the research team at [mgtref@cornell.edu](mailto:mgtref@cornell.edu) to get help developing a research strategy or to make an appointment for a career research consultation to prepare you for your interview.

The library also offers several workshops annually (within the first few weeks of the start of the semester), including Interview Prep workshops. It's designed to teach MBA students how to use proprietary databases and free resources online to find the information you need to support your career search and prepare you for interviews. Students can register for workshops via CampusGroups.

[Career Guide: Research Tips for MBAs](#) is a one-stop destination to find all resources for conducting company and industry research. The guide also offers research resource information by function, e.g., consulting, finance, and high tech. Databases on the library website are organized by topic as well as by

(alphabetical order) title. The following databases may be helpful when preparing for an interview.

### Industry Research:

- [Mergent Intellect](#): This database offers First Research industry reports that can be downloaded in PDF format. The strength of these reports are the call preparation questions and the executive conversation starters that highlight topics of interest by industry.
- [IBISWorld](#): This is a premium industry research database and offers reports on a wide range of industries.
- [Passport](#): This is a great database for doing market research in the international space. You can find information on countries as well as industries and companies.
- [CQ Interactive](#): Specific to the consulting industry, this database offers case questions, interview and resume advice, and other analytic drills.
- [Pitchbook](#): This database provides helpful information on startups and thousands of private equity and venture capital deals, investors, funds, and more.

### Company Research:

- [Capital IQ](#): You can use this database to find company information (public or private) at a glance — from strategy (such as M&A) to competitors to transactions, suppliers, partners, and auditors. You can also access historic and current SEC filings. You will need an individual account to access this database. Information for registering for an account can be found through the database link.
- [Mergent Online](#): Use this database to find analyst reports, non-broker company profiles, and SWOT analyses. You can find all of these reports through the Investext tab.

### Company News:

It can be very helpful to read a company's annual report on its investor relations section of the company's website. The following resources are also valuable in finding latest on a company.

- [Business Source Complete](#): This versatile database offers access to industry, market, and company research, including trade journal articles (what insiders read to stay up to date on their industry).
- [Factiva](#): If your company has been in the news, you're sure to find it here. Factiva provides powerful tools for searching and monitoring daily newspapers, magazines, journals, newswires, and trade publications.

## CAPITAL IQ

[S&P's Capital IQ](#) provides easy-to-use tools for financial statement analysis, comparables analysis, financial modeling, sector analysis, and charting, plus high-level overviews of industries, financial markets, and regional economies. Capital IQ is a premier financial database deployed by more than 1,500 leading financial institutions, advisory firms, and corporations. Register for Capital IQ via the Johnson Management Library website.

## FIRSTHAND ONLINE LIBRARY

[FirstHand](#) provides company and industry information to help job seekers determine what it's really like inside specific companies. FirstHand publishes career guides and offers information on interviewing, pay, benefits, and corporate culture at various companies. On the library's home page enter "FirstHand" in the "Search" box. You'll need to create a personal account, but once you have your own login, you can use all of the career information embedded in FirstHand.

## MBA-EXCHANGE

[MBA-EXCHANGE](#) lists thousands of filtered MBA-level jobs in the United States and around the world, as well as a directory of MBA leadership development programs. It also offers the MBA employers directory of proprietary insights on over 1,100 employers, essentially serving as consolidated informational interviews. This is a particularly helpful resource for International students. Students can log in to this tool through their CNN Newsletter or through the Johnson Launchpad.

## OTHER RESOURCES

In addition to the services above to which Johnson subscribes, we also recommend that you become familiar with these sites for job postings and career-related information.

[indeed.com](#)

[simplyhired.com](#)

[linkedin.com](#)

[theladders.com](#)

[prospanica.org](#)

[nbmbaa.org](#)

[relishconnect.com](#)

### Sustainability/Nonprofit Jobs

[netimpact.org](#)

[idealist.org](#)

[bwork.com](#)

[jobs.thegiin.org/](#) Global Impact Investing Network jobs board

[bsr.org/en/careers](#) Jobs board hosted by Business for Social Responsibility

[jobs.greenbiz.com](#) Greenbiz.com's listings of environmental jobs

### Finance Jobs

[efinancialcareers.com](#)

[glocap.com](#)

### Marketing Jobs

[ama.org](#)

### High Tech and Startup Jobs

<https://www.breakinto.tech/>

<https://angel.co/jobs>

[ventureloop.com](#)

<http://eship.cornell.edu/>

<https://uncubed.com/jobs>





# APPENDIX B

## SAMPLE RESUMES

### JANE APPLESEED

She/Her/Hers (Optional)

123 Street St., Apt. #4 | Ithaca, NY 14850 (optional)

Tel: (xxx) xxx-xxxx | Email: netid@cornell.edu

### EDUCATION

#### CORNELL SC JOHNSON COLLEGE OF BUSINESS

Master of Business Administration

Ithaca, NY

20XX

- Investment Banking Immersion: Albert Fried Fellowship
- VP of Investment Banking, Old Ezra Finance Club; President, Frozen Assets Women's Ice Hockey Club; Interviewer, Johnson Admissions Group; Women's Management Council

#### FAIRFIELD UNIVERSITY

Bachelor of Arts, International Business and Finance

Fairfield, CT

2014

- *Magna Cum Laude*, Beta Gamma Sigma Finance Honors Society, Captain, NCAA Women's Division I Rowing

### PROFESSIONAL EXPERIENCE

#### MORGAN STANLEY

Investment Banking Summer Associate

New York, NY

2019

- Managed Confidential Information Memorandum for \$600mm global sell-side transaction; created credit model, coordinating with Leveraged Finance team to determine leverage ratio
- Assisted in creating dynamic, multi-scenario financial model for client's strategic review
- Synthesized over 2,000 documents in activist defense engagement for natural resources client; presentation used in investor and shareholder meetings prior to potential proxy battle
- Created pitch book and target profiles for strategic alternatives pitch in healthcare

#### MILLENNIUM MANAGEMENT

Talent Analytics Lead

New York, NY

2017 – 2018

- Project manager for performance and compensation analytics identifying potential implications of business decisions through operational scenarios, financial models, and holistic evaluations
- Created trader life-cycle analysis to inform business strategies; explored factors determining profit and loss including AUM, portfolio manager work experience, and team structure
- Developed and maintained executive dashboards for trading team hiring trends, performance and attrition, including correlation analysis across demographics
- Led year-end trading payout process for over 180 trading teams globally; analyzed and presented final payouts to executive team; managed relationships across four businesses and 200 portfolio managers; quarterbacked combined HR/Finance team throughout process
- Implemented firm's second global employee engagement survey to over 1,100 employees

#### Human Resources Reporting Analyst

2015 – 2017

- Modeled growth compensation plan for executives, incorporating market analysis, historical, and predicted firm performance in dynamic presentation to senior management
- Designed and executed firm's first global employee engagement survey for over 600 employees; crafted summary analyses and exhibits for department and firm wide presentations

#### JOHNSON ASSOCIATES, INC.

Financial Analyst

New York, NY

2014 – 2015

- Developed option pricing compensation plan for asset manager overlaying market analysis versus firm performance in payout scenarios for various employee levels
- Created client presentations for small to mid-sized financial institutions; performed analysis, modeling and implementation for proposed compensation program designs

### ADDITIONAL INFORMATION

- Volunteer financial literacy teacher with High Water Women Foundation in Queens, NY
- Proud Kansas City native and barbecue enthusiast – crafts own coffee barbecue seasoning

## OLIVIA ORANGE

netid@cornell.edu

### EDUCATION

#### CORNELL SC JOHNSON COLLEGE OF BUSINESS

Ithaca, NY

Master of Business Administration

20XX

- Roy H. Park Leadership Fellow: Merit based, full-tuition scholarship
- President, Consulting Club; BR Consulting; BR Microenterprise; Women's Management Council, Admissions Ambassador; Teaching Assistant: Financial Accounting, Managerial Finance

#### JOHNS HOPKINS UNIVERSITY

Baltimore, MD

Bachelor of Arts

2010

- Honors in International Studies and French; Clinger Research Fellow

### PROFESSIONAL EXPERIENCE

#### EARTHENABLE

Nyamata, Rwanda

Global Director of Operations

2017 – 2018

Social Enterprise selling low-cost flooring to rural poor

- Led team of 200+ to achieve gross profitability in 80% of districts, a first for EarthEnable, through identification of data anomalies; established standard measurements and processes
- Conducted dozens of field visits and interviews to create a 'customer handover kit' to improve product maintenance education, reduce damage, and increase satisfaction
- Created inventory management function and procedures, leading to 30% in monthly savings through improved equipment tracking, fulfillment processes, and material measurements

#### GET IT

Kigali, Rwanda

Chief Operating Officer

2015 – 2017

B2B produce distribution startup connecting farmers to large scale buyers

- Developed systems and scaled staffing from 7 to 50 to support a quadrupling of monthly sales over a two-month period
- Oversaw over \$1 million in equity investments and financial reporting for all stakeholders
- Increased access to new markets through documentation and process implementation to achieve ISO-22000 certification – Rwanda's first certified produce distribution company
- Built supply chain to source 5,000 kg of produce per week from 20 farms

#### MALARIA NO MORE

New York, NY

Africa Programs and Research Manager

2013 – 2015

- Supported interventions in supply-chain management, and enacted behavior change communications, media empowerment, and advocacy for resource mobilization in 5 countries
- Oversaw qualitative and quantitative field research to inform investments by ExxonMobil, Kimberly Clark, and the Dangote Foundation
- Secured three years of funding of over \$2 million from The Global Fund as Cameroon's Sub-Recipient for Advocacy, Communications, and Social Mobilization

#### PEACE CORPS

Ruhuha, Rwanda

Education Volunteer, Volunteer Leader

2010 – 2013

- Led second-largest UN youth development market research initiative in Africa, analyzing 13,000 surveys and conducting 5 qualitative focus groups with 125 girls
- Findings used by UN Secretary General, Ban Ki-Moon, and presented at Rwandan Institute of Policy Analysis and Research's 3rd Annual Conference

### ADDITIONAL INFORMATION

- Languages: French (Fluent), Kinyarwanda (Proficient)
- Software: SPSS, Salesforce, TradeGecko Inventory Management
- Interests: landscape photography, amateur IPA home-brewing, ocean kayaking

## JOHN APPLESEED

[NetID@cornell.edu](mailto:NetID@cornell.edu)

Green Card Pending – USA Work Authorized

### EDUCATION

#### CORNELL SC JOHNSON COLLEGE OF BUSINESS

Master of Business Administration

- VP of Education, Executive Management Association; Marketing Association; Johnson Sports Analytics

Ithaca, NY

20XX

#### UNIVERSITY OF ILLINOIS AT CHICAGO

Master of Science in Management Information Systems

Chicago, IL

2010

#### UNIVERSITY OF MUMBAI

Bachelor of Computer Engineering

Mumbai, India

2006

### PROFESSIONAL EXPERIENCE

#### VERIZON COMMUNICATIONS

##### Management Practicum Consultant

- Evaluated the competitive smart city landscape and customer value proposition for the firm's Process Excellence and Innovation group
- Used design thinking to assess customers' needs and derive insights to deliver a creative go-to-market strategy

Ithaca, NY

2019

#### SAGENCE INC. - Boutique Management Consulting Firm

##### Senior Manager

- Supervised development team of 5 people for a rehab hospital to implement a quality control tool measuring patient progress; tool projected to reduce readmission cost by 8.5%
- Designed a claims management dashboard for client's finance group to help manage denials from government and commercial payors, optimizing resource utilization by 50%
- Sourced new opportunities with existing clients and delivered new business worth ~\$1M
- Assessed Sagence's existing business model and recommended strategic partnerships to leadership; led to two new partnerships and incremental sales

Chicago, IL

2017 – 2019

##### Manager

- Researched corporate venture capital landscape for a Fortune 50 retailer; successfully persuaded business development team to create a \$30M investment fund
- Collaborated with 10+ functional managers and legal & compliance resources at a full-service bank to ideate audit solutions; authored policy & procedure documentation
- Planned and prioritized platform migration of patient communication campaigns for a Fortune 50 retail pharmacy, reducing annual cost by 15%

2014 – 2017

##### Sr. Associate

- Developed global data governance framework (using Follow-the-Sun model) for an asset management firm, reducing annual operational cost by approximately 9%
- Assessed the feasibility of a \$5M store-wide marketing campaign for a Fortune 50 retail pharmacy and successfully recommended the launch of the program
- Developed SQL training program that benefited 50+ current and new employees to-date

2010 – 2014

#### HEXAWARE TECHNOLOGIES

##### Software Engineer

- Implemented data insight solutions for a US-based reinsurance company

Mumbai, India

2006 – 2008

### ADDITIONAL INFORMATION

- Data Analytics (Power BI, Tableau, SQL, R); MS Visio, MS Project, Rally, Think-cell
- McAllister Speech Award (2nd place) at Cornell Johnson
- Avid hiker; ping-ponger; traveling enthusiast (favorite city: Prague)

**BILL BROWN**  
netid@cornell.edu

## **EDUCATION**

### **CORNELL SC JOHNSON COLLEGE OF BUSINESS**

Master of Business Administration

**Ithaca, NY  
2021**

- Semester in Strategic Operations; Consulting Club; Women's Management Council; SC Johnson Case
- Competition Finalist; McAllister Speech Award Winner; Teaching Assistant: Marketing Management

### **QUEEN'S UNIVERSITY, SMITH SCHOOL OF BUSINESS**

Bachelor of Commerce

**Kingston, Canada  
2015**

- Certificate in Corporate Social Responsibility, May 2015; Alfie Pierce Entrance Scholarship
- Exchange Program at Université Catholique de Louvain, Belgium

## **PROFESSIONAL EXPERIENCE**

### **EY, ADVISORY SERVICES, PERFORMANCE IMPROVEMENT**

**Toronto, Canada  
2015 – 2019**

#### **Senior Consultant**

- Conducted research, analyzed client issues, provided insights and helped design effective solutions using EY methods
- Worked with a team of EY US and Canada partners to design future-state technology-supported business processes for a rapidly growing client in a greenfield industry as part of a bid process
- Participated in a Bid and Proposal team for a current state assessment and recommendation for integrating the systems of two global entities purchased by a NYC private equity firm – won the bid
- Led development, implementation, and execution of a training module as part of a two-year digitization and IT transformation project for a luxury global retailer; training module was consumed by all employees in the largest business unit in the organization
- Managed the testing stream for one module on a large-scale ERP implementation, led a team of eight client testers
- Played key role in project management offices by supporting EY partners and client executives in managing large-scale multi-million-dollar transformation projects in financial, retail, and hi-tech industries
- Assisted in managing the economics and delivery of a major global ERP implementation by coordinating the work of 50 EY staff and 40 client personnel across six work streams; project led to two additional phases of work for the firm
- Executed practice-building activities including staff coaching and business development, leading to increased promotions of junior staff and growth of client base
- Developed a framework for improving on-boarding of consultants into Technology Advisory
- Active member of the EY campus recruitment team, represented the firm at universities
- Co-developed and established a Mentorship Program at EY Toronto that paired African Canadian university students with EY professionals for career coaching and guidance

### **THE BANK OF NOVA SCOTIA (SCOTIABANK)**

**Toronto, Canada  
2013-2014**

#### **Global HR Summer Student**

- Supported the Leadership Development Unit, which handled global executive appointment process and succession management
- Collected and analyzed data, provided research and developed presentations for VP & SVP leadership

## **ADDITIONAL INFORMATION**

- Languages: French (fluent)
- Presented at community events focused on career pathing for youth
- Taught French and math to elementary and middle school students with learning difficulties
- Served as VP of Finance and Director of Incoming Exchange at AIESEC Queen's
- Led sponsorship efforts for the Queen's Conference on Philanthropy — met \$20,000 goal
- Served as a board member at a Canadian French summer camp, implemented a new effective marketing strategy



## **GABRIELLE GREEN**

netid@cornell.edu

### **EDUCATION**

#### **CORNELL SC JOHNSON COLLEGE OF BUSINESS**

**Ithaca, NY**

Master of Business Administration

**2020**

- Forté Fellow; Strategic Operations Immersion; GMAT 720
- President, Executive Management Association; Consulting Club, Johnson Book Club

#### **CORNELL UNIVERSITY**

**Ithaca, NY**

Bachelor of Arts in Government

**2014**

- Tanner Dean's Scholar; Co-founder and President of Rise Dance Group

### **PROFESSIONAL EXPERIENCE**

#### **PEPSICO**

**Purchase, NY**

**Global Procurement MBA Intern, Graphics Commercialization**

**2019**

- Analyzed costs, benefits, and risks of transferring printability to a third-party supplier, reducing material waste by 90% and unlocking cost savings of 20%
- Developed timeline and benchmarks for process change resulting in increased speed to market of up to two weeks for North America Beverages

#### **GEORGETOWN LEARNING CENTERS**

**McLean, VA**

**Associate Director**

**2017 – 2018**

- Tutored high school students and taught standardized test preparation courses; specialized in Advanced Placement (AP) Calculus and Statistics
- Developed individualized study plans for standardized test preparation that resulted in student score increases of more than 40%
- Managed quality assurance for more than 50 remotely staffed advanced math tutors in India
- Conducted data analysis for the company's online tutoring branch that resulted in increased client satisfaction ratings and additional curriculum training
- Created ESL curriculum and led staff training on working with ESL students

#### **JINJIANG COLLEGE SICHUAN UNIVERSITY**

**Pengshan, China**

**English Instructor**

**2014 – 2016**

- Taught English courses to English majors and non-major college students in classes ranging from 20 to 70 students
- Managed and instructed five classes of 30 freshmen English majors, resulting in over 95% of students passing standardized English major eligibility exams
- Co-taught a British-American Culture course and created a permanent and standardized course syllabus and curriculum
- Developed an eight-week career preparation course addressing students' concerns about obtaining careers with English-speaking firms
- Served as a liaison between foreign language instructors from three countries and Chinese administration for cultural events, performances, and curriculum development

### **ADDITIONAL INFORMATION**

- Dance enthusiast; 15 years of training in classical ballet, modern, and contemporary dance
- Intermediate Mandarin; studied Mandarin full-time at Sichuan University in Chengdu, China
- Avid traveler; traveled to more than 25 cities in China and 10 countries
- Scuba diving certified in Koh Tao, Thailand

## VICTOR VIOLET

netid@cornell.edu

### EDUCATION

#### CORNELL SC JOHNSON COLLEGE OF BUSINESS

Ithaca, NY

Master of Business Administration

2020

- Strategic Marketing Immersion
- President, Association of Veterans; Marketing Association

#### AMERICAN UNIVERSITY

Washington, D.C.

Bachelor of Arts, Justice and Law

2013

- Chapter President of Pi Kappa Phi Fraternity; Graduate of Georgetown Army ROTC

### PROFESSIONAL EXPERIENCE

#### SC JOHNSON & SON

Racine, WI

Global Brand Management Intern, Glade

2019

- Developed a comprehensive global go-to-market strategy for next generation plug-in scented oils
- Analyzed and synthesized detailed consumer data to provide actionable recommendations regarding future portfolio strategy and innovation

#### UNITED STATES ARMY, Field Artillery Officer

Fort Stewart, GA

Assistant Battalion Operation Officer

2018

- Planned, resourced, and synchronized operations within a 600 soldier Field Artillery Battalion in order to accomplish all objectives and increase unit effectiveness
- Led cross-functional teams in procurement, delivery, and use of over 900 high explosive projectiles and over 100,000 small arms munitions
- Focused on process improvement measures that resulted in ammunition forecasting a quarter further in advance allowing for more efficient ammunition consumption during the fiscal year

#### Firing Battery Executive Officer

2016 – 2018

- Responsible for training, development, and all day-to-day operations of the unit to ensure its ability to provide timely and accurate strikes in support of dismounted infantry operations
- Transferred \$15m worth of property around the country ahead of schedule by maximizing process efficiencies and labor efforts as part of unit realignment process
- Maintained a 90% operational readiness rate for a fleet of 35 vehicles valued over \$23m
- Served as second in command to over 80 soldiers and ran all daily operations and programs, resulting in a 95% pass rate on all unit inspections

#### Fire Support Officer

Fort Stewart, GA/Germany/Poland

2014 – 2016

- Directed a team of 5 soldiers and led the effort in coordination and application of Fire Support from Artillery, Mortars, Rotary Wing Aircraft, and Fixed Wing Aircraft into combined arms operations
- Safely calculated impact and ballistic trajectory of 830 artillery and mortar rounds while deployed to Germany and Poland as part of Operation Atlantic Resolve increasing training realism and intensity
- Trained Polish and Georgian troops on how to conduct fire support at the company level (150 soldiers), further enabling interoperability among NATO countries and allies

### ADDITIONAL INFORMATION

- Skills: Lean Six Sigma - Green Belt
- Awards: Pi Kappa Phi Thirty Under Thirty – 2019
- Certified open water scuba diver; favorite dive location - Blue Corner, Palau
- Hobbies include fishing, kayaking, and amateur photography

## STEPHANIE SILVER

netid@cornell.edu

### EDUCATION

#### CORNELL SC JOHNSON COLLEGE OF BUSINESS

Ithaca, NY

Master of Business Administration

2021

- Open H-1B work visa - 4.5 years remaining
- Digital Technology Immersion
- Merit-based Forté Scholarship; NYC Tech Trek Leader; High Tech Club - VP of Operations; Latin American Business Association - VP of Admissions; Teaching Assistant - Business Strategy

#### TUFTS UNIVERSITY

Medford, MA

Bachelor of Arts, Economics

2016

- *Magna Cum Laude*, Highest Honors in Honors Thesis; Dean's List 7 times; Semester abroad in Spain; Club Tennis Nationals

### PROFESSIONAL EXPERIENCE

#### BDIPLUS

New York, NY

##### Senior Product Manager

2018 – 2019

*Grew an early-stage technology consulting startup to 50+ employees globally and \$6M in yearly revenue through business development, operations management, and execution of software development projects*

- Headed a global 20-person team of UX designers, developers, and testers to deliver a \$900,000 direct-to-consumer life insurance web application for a Fortune 100 client, resulting in a 44% ROI
- Launched real-time data enrichment process and a customer matching algorithm for American Express Commercial Banking, optimizing acquisition process and improving data quality by 30%
- Influenced decision makers at a Fortune 500 firm to migrate to AWS cloud; directed and executed a cloud adoption plan, taking their first cloud-based application to market within 6 months
- Single-handedly renegotiated AWS platform maintenance contracts with 2 of BDIPlus's 3 major clients, resulting in a 100% increase in revenue from those clients year-over-year

##### Project Manager

2016 – 2018

- Implemented agile methodologies to build and market a \$300,000 online quoting tool, requiring coordination with a life insurance carrier, multiple data providers, and a marketing agency
- Delivered talk on strategic partnership opportunities to 80 leaders from the UK's largest provider of individual life insurance, resulting in a new \$400K initiative for BDIPlus
- Spearheaded user journey modification initiative and leveraged digital behavior data as well as consumer insights from surveys to setup and execute A/B tests, improving conversion rates by 15%
- Created and co-presented decks with CEO in meetings yielding three new projects in one year

##### Data Analyst

2016

- Prepared large datasets using SQL to implement Big Data algorithms for a Fortune 100 client; used Tableau to convert data science insights into strong visualizations for client presentations
- Conducted research to identify functionality gaps in proprietary Big Data analytics software

#### UNITED NATIONS' IFAD (International Fund for Agricultural Development)

Rome, Italy

##### Data Analyst Intern

2015

- Conducted statistical analysis on impact of economic development projects on rural communities; synthesized research results for IFAD's Annual Report on Results and Impact published in January 2016

### ADDITIONAL INFORMATION

- *BitBootCamp*: Completed a 10-week Data Science and Machine Learning Immersive program (June-Aug 2016); learned Python basics and industry-standard algorithms such as GBM and Naïve Bayes
- Computer Skills: SQL; Tableau; Jira Software; Microsoft Projects; Google Analytics; Final Cut Pro
- Languages: Spanish (native), English (fluent), French (proficient-DELF Certification), Italian (basic)
- Member of Bolivia's national tennis team for three years, competing in over 20 international tournaments

**BRAD BLACK**  
netid@cornell.edu

## EDUCATION

### CORNELL SC JOHNSON COLLEGE OF BUSINESS

Ithaca, NY  
2020

Master of Business Administration

- Strategic Product and Marketing Immersion
- VP of Education for High Tech Club, VP of Events for Asian Business Club, Big Red Technology Strategy Fellow, Johnson Leadership Fellow

### BOSTON UNIVERSITY

Boston, MA  
2014

Bachelor of Science, Biomedical Engineering

- *Cum Laude*, UROP funded research (5 semesters), BU Consulting Group (Co-founder and President)

## PROFESSIONAL EXPERIENCE

### IBM

Austin, TX  
2019

#### Product Management MBA Intern, Extreme Blue

- Defined vision and scope for an ML error prediction product by interviewing 20+ user/ stakeholders, gained VP's approval to build a proof-of-concept (PoC) with a reference customer
- Led a team of 3 engineers to develop the error prediction PoC by leveraging recurrent neural net and microservice architecture, completed PoC and applied the product to a mesh of 11 microservices
- Identified 3 go-to-market opportunities for the error prediction product by examining market opportunities and IBM's strategic objectives, gained buy-in from the appropriate directors to validate 2/3 opportunities

### ACCENTURE

Washington, DC  
2016 – 2018

#### Technology Consultant

- Served as scrum master and agile coach on a cross-functional team for a software development project which processes data from 300M+ people, ensuring 250+ development tasks were completed on time
- Synthesized 8 best practices to guide the selection of a \$200M case management solution from more than 1500 pages of GAO and IG reports, resulting in senior government officials adopting best practices
- Co-led the event planning committee for the Asian Pacific American Employees Resource Group, leading and overseeing 25+ cultural and professional development events, attracting 30+ attendees per event

#### Technology Consulting Senior Analyst

2015 – 2016

- Directed business and IT stakeholders through 20+ requirement gathering sessions, developing and capturing 200+ user stories, leading to the development of 2 new applications
- Managed the sales pipeline of an account with annual sales of more than \$150M and guided 20+ senior executives through the sales and review process, saving 20+ executive hours per week

#### Technology Consulting Analyst

2014 – 2015

- Owned a quality control plan with more than 7000 deliverables, ensuring a 100% on-time submission of more than 150+ monthly deliverables to a large federal client by coordinating with more than 30+ teams
- Automated report building for a quality control plan using Excel macro, saving the team 10 hours per week and removing all human errors related to generating the report

## PROJECTS

- Stanford TreeHacks (2019): Defined features and obtained backend data for a travel advisory web app (soteriamaps.com); won 2 awards including Facebook's Best Hack to Make the World More Informed
- Cornell Big Red Hacks (2018): Created data logic for city cost of living app; won Best Financial Hack and Best Business Proposal

## ADDITIONAL INFORMATION

- Skills: Balsamiq (Mockup tool), MATLAB, Agile Scrum, IBM SPSS, Tableau, RapidMiner
- Traveled and performed in Austria as a cellist in I Giovanni Solisti (chamber orchestra)
- Created a fully self-sustaining micro aquarium for Opae Ulas (Hawaiian shrimps with a 20-year lifespan)



## CHARLES CHARTREUSE

netid@cornell.edu

### EDUCATION

#### CORNELL SC JOHNSON COLLEGE OF BUSINESS

Ithaca, NY

Master of Business Administration; GMAT 710

2020

- Roy H. Park Leadership Fellow (merit based, full-tuition scholarship and leadership program)
- Energy Club President; Johnson Leadership Fellow; Finance Club; Sustainability Immersion

#### THE UNITED STATES MILITARY ACADEMY AT WEST POINT

West Point, NY

Bachelor of Science, Management

2012

- Company Commander of 120 Cadet Organization; Dean's List (7/8 Semesters)

### PROFESSIONAL EXPERIENCE

#### MARATHON CAPITAL

Chicago, IL

##### Summer Associate

2019

- Managed Confidential Information Memorandum for \$120mm global sell-side transaction; gaining broad modeling experience for wind, solar, and EV infrastructure assets
- Led research team regarding market opportunities for the firm in the cleantech space
- Created pitch books and target profiles for strategic alternatives in the renewables industry

#### UNITED STATES ARMY

Arlington, VA

##### Infantry Battalion Operations Planner

2017 – 2018

- Planned and resourced over 30 named operations; revamped the Battalion's readiness model, enabling excellence during sustained periods of disaggregated operations
- Optimized all facets of support for the 2017 Army "Ten Miler" race course; managed military and civilian stakeholders from across the National Capital region

##### Specialized Platoon Leader

Fort Stewart, GA

2015 – 2016

- Selected above 21 peers to lead a battalion's reconnaissance platoon during a domestic training cycle and deployment to Spain and Germany
- Directed a large scale, multinational logistics project, resulting in the movement of 150 personnel and \$50mm of assets from the United States to Europe

##### Assistant Operations Officer

2014 – 2015

- Created planning processes and tools utilized for the simultaneous deployment of 300 combat vehicles, 70 shipping containers, and 800 soldiers from Eastern Europe to Germany; received commendation from US Army Europe Command leadership
- Rated #1 of 11 peer staff officers based on performance; overcame ambiguous operating environments by providing the organization's senior leaders with actionable operational planning, logistics implementation, and resource allocation decision points

##### Mechanized Infantry Platoon Leader

2013 – 2014

- Executed air-assault, mechanized, and non-standard mission sets under the command of five different commanders in a wide array of operational environments; motivated and mentored subordinates to overcome unique challenge sets in austere conditions
- Rated #1 of 17 peer officers based on performance, leadership abilities, and potential

### ADDITIONAL INFORMATION

- Skills/Awards: Graduate of Ranger School (US Army's premiere leadership school); Graduate of the Marine Corps' Expeditionary School (Highly selective cross-functional course)
- Consultant for the Ithaca 2030 District energy efficiency initiative (2019-2020)
- Interests: Avid Oklahoma Sooners and OKC Thunder fan; running; Indie country music

**INDRI INDIGO**  
netid@cornell.edu

## EDUCATION

### CORNELL SC JOHNSON COLLEGE OF BUSINESS

Ithaca, NY  
2021

Master of Business Administration

- Investment Banking Immersion; GMAT 710; Merit Scholarship Recipient
- Old Ezra Finance Club; High-Yield & Restructuring Club; Johnson Healthcare Club

### THE UNITED STATES MILITARY ACADEMY AT WEST POINT

Tokyo, Japan  
2015

Masters of Engineering, Bioengineering

Bachelor of Engineering, Materials Engineering Major

2013

- Research presented at Pacifichem 2015

## PROFESSIONAL EXPERIENCE

### GCA CORPORATION

Osaka, Japan  
2019

#### Investment Banking Associate

- Advised over 25 companies with an aggregated deal value of \$1.5bn; deals primarily focused on U.S.-Japan cross border transactions in healthcare and industrials sectors
- Led six-member U.S.-Japan cross-border team to advise Japanese major materials manufacturer on its \$100.0mm acquisition of a U.S. medical device company
- Developed a financial model, completed valuation analysis and coordinated due diligence for a Japanese food company on its \$750.0mm acquisition of a U.S. chocolate manufacturer
- Provided strategic advice for a transportation company on its reorganization; assessed financial impacts of its divestiture plan of a U.S. subsidiary with \$250.0mm in revenue
- Offered M&A process design advice and performed financial analysis for a Japanese private equity fund on its sale of an investment portfolio company in the healthcare sector
- Organized and led a financial training program in corporate finance, financial modeling, DCF, comparable company analysis and precedent transaction analysis for 10 analysts

#### Investment Banking Analyst

2015 – 2018

- Coordinated due diligence and developed a financial model to advise a Japanese materials multinational on its \$240.0mm acquisition of a U.S. tool manufacturer
- Completed a strategic review for a Japanese pharmaceutical company; assessed potential strategic partnership options with global companies leading to 30% revenue growth
- Conducted valuation analysis, collaborating with Torrey Partners for a pharmaceutical company on its potential \$200.0mm acquisition of U.S. pharmaceutical business assets
- Advised the management board of an industrial manufacturer on its potential \$400.0mm management buyout; developed financial projections and coordinated due diligence
- Selected as youngest team member to establish key base in Osaka; expanded its cross-border M&A advisory business; contributed to a 10% revenue increase in Japan region in year two
- Organized Kobe University's MBA three-day course series on M&A; designed lecture schedules and prepared lecture materials for speakers from GCA Corporation

## ADDITIONAL INFORMATION

- **Skills:** Recently passed all four sections of the CPA Exam
- **Awards:** Selected to represent GCA to attend a training program sponsored by Torrey Partners
- Won national big band jazz contest; dedicated drummer who has jammed with professional musicians in live performances; studied with Brazilian drummer for five years
- Japanese chess player; 10-time award winner in regional tournaments in Japan
- Sushi lover who has sampled Sushi in over 50 restaurants, Saito being my personal favorite

THE  
ROTC

HOME OF THE

JACOBS  
INSTITUTE

# APPENDIX C

## SAMPLE COVER LETTERS

John Appleseed, MBA 'XX

Samuel Curtis Johnson  
Graduate School of Management  
Cornell SC Johnson College of Business



Johnson  
Cornell  
SC Johnson College of Business

Address 1  
Address 2  
City, State Zip

T. (xxx) xxx-xxxx

February 8, 20XX  
(Recruiter Name)  
(Recruiter Address)

Dear Mr./Ms. \_\_\_\_\_,

With extensive consulting and project management experience, a track record of reducing costs and improving environmental standards, and a passion for sustainability, I am a first-year MBA student at Cornell's Johnson Graduate School of Management, delighted to apply for the Corporate Sustainability internship at Keurig Dr Pepper (KDP). After speaking with Keurig Product Manager and Johnson alum Joe Shmoe, I welcome the opportunity to apply my strong strategic management and analytical skills to help KDP drive long-term sustainability enhancements and benefits.

My previous experience demonstrates my abilities and commitment to creating value for businesses. As a Senior Account Manager at Merkle, I identified an opportunity to build a new media service offering that enabled our company and its clients to utilize technology innovation and more effectively meet consumer needs. The breakthrough new service, leveraging Artificial Intelligence to provide highly customized digital media targeting, increased the average value of ongoing client contracts by 20%, while winning new business revenue not previously obtainable by our department. In the absence of a clear path or model, I employed my analytical and leadership skills to map the opportunity for our clients to capitalize on dynamic technology advancements and changing consumer behavior trends. Through diligent market opportunity analysis, financial profitability modeling, and a highly focused market-entry strategy, the service was immediately successful upon release. Development of structured processes and ongoing stakeholder involvement ensured the service created substantial value for my clients and their customers, and delivered long-term prosperity for us at Merkle.

While pursuing my MBA at Cornell, I continue to enhance my business acumen and leadership skills. As President of the Sustainable Global Enterprise (SGE) Club, I leverage my passion for sustainability to lead many initiatives that combine profit and purpose. I would welcome the opportunity to apply my strong environmental science background and deep business expertise to make a substantial contribution to the continued success of KDP's sustainability strategy, helping identify and implement strategic solutions and achieve sustainability goals. Thank you for your consideration.

Sincerely,

John Appleseed



Samuel Curtis Johnson  
Graduate School of Management  
Cornell SC Johnson College of Business



Johnson  
Cornell  
SC Johnson College of Business

Address 1  
Address 2  
City, State Zip

T. (xxx) xxx-xxxx  
E. xxx@cornell.edu

January 3, 20XX

(Recruiter Name)  
(Recruiter Address)

Dear Mr/Ms. \_\_\_\_\_,

I am a first-year MBA student with the Cornell SC Johnson College of Business, writing to apply for the Summer Strategy Consultant position. I had the privilege to engage with members of the Accenture team on multiple occasions, and after speaking with several employees, I am certain that the firm is a community of innovative and driven people. I believe my strategic thinking, problem-oriented mindset, as well as my ability to learn quickly in new environments will allow me to make an immediate impact at Accenture.

I came to the MBA program at Cornell's Johnson School of Business with seven years of experience in the Army, mainly working in an operations section. I was responsible for planning, overseeing execution, and evaluating all mission requirements. During a deployment, I led a seven-person team, to integrate operations and defense measures across six locations. My ability to synthesize large amounts of data into actionable directives, precise communication, and leadership in complex environments allowed me to be successful in my initiatives. Leading an all-female decontamination team, which integrated women into a multi-national emergency response exercise for the first time in the exercise's history, challenged and improved these skills. I was required to feed information both up and down the exercise's organizational structure, and it had the added complexity of requiring me to understand multiple cultural contexts in which the information was communicated. The success of this exercise, along with the skills I sharpened in the Army, provide me with the confidence to deliver positive results at Accenture.

My passion for strategy and problem solving are what I enjoyed most about working in the Army and what makes me feel confident that Accenture is the right fit for me. Thank you for your consideration, and I look forward to the opportunity to discuss this with you further.

Sincerely,

Anne Appleseed

Olivia Orange, MBA 'XX



Johnson  
Cornell  
SC Johnson College of Business

Samuel Curtis Johnson  
Graduate School of Management  
Cornell SC Johnson College of Business

Address 1  
Address 2  
City, State Zip

T. (xxx) xxx-xxxx  
E. xxx@cornell.edu

October 9, 20XX

(Recruiter Name)  
(Recruiter Address)

Dear Mr./Ms. \_\_\_\_\_,

As a native of the Pacific Northwest with a passion for technology innovation, Microsoft has long been on my radar as a dream company to work for. It is with enthusiasm that I am writing to apply for Microsoft's summer 20XX internship, which my experience in business consulting as well as formal training at Cornell University's Johnson Graduate School of Management MBA program has prepared me well for.

I recently spoke with Ogbemi Ekwejunor-Etchie, a second-year Johnson student, about his summer experience in Redmond. He gave me a strong sense of Microsoft culture, where building on the foundations of those that came before and acting as a catalyst for brilliant peers to do their best work are paramount. Ogbemi's description of Microsoft's environment resonated strongly with my own goals for role and culture fit. I believe I am well positioned to contribute to a Microsoft team because of the synergy between my own core values and the ones Ogbemi described. The skill set I will bring to the role includes:

**Project Management:** From working with state legislators to design and implement one of the first state-based health exchange applications under the Affordable Care Act to managing a global sneaker company's expansion to the UK and Austria and its third-party integration development for a ground-up e-commerce rebuild, I have thrived helping clients solve incredibly complex cross-functional challenges.

**Human-Centered Approach:** A Dartmouth degree in Psychology along with an intrinsic people-first, empathic mindset has enabled me to step into the shoes of a wide range of stakeholders and bring people together to build robust technology solutions.

**Consulting Experience:** Six years in the consulting industry specializing in business strategy and technology transformation has provided me with a strong training ground for an internship with Microsoft.

Microsoft's commitment to developing its people and its community make it an ideal firm in which to grow these skills and to give back, and I hope to do both as an MBA intern this coming summer. Thank you in advance for your consideration.

Sincerely,

Olivia Orange



Johnson  
Cornell  
SC Johnson College of Business

Address 1  
Address 2  
City, State Zip

T. (xxx) xxx-xxxx  
E. xxx@cornell.edu

December 31, 20XX

(Recruiter Name)  
(Recruiter Address)

Dear Mr./Ms. \_\_\_\_\_,

I am a second-year student at Cornell University's Johnson Graduate School of Management writing to apply for Hologic's Associate Product Director position. I believe my acumen for investments, versatility in team settings, and innovative thinking makes me a strong candidate for this role.

During my years at CVS Health and Red Oak Sourcing, and more recently my summer internship in Pfizer's Marketing Rotational Program, I developed a great passion for the healthcare industry. Recently, I shared inspiring conversations with Christian Dunne, Michael Toto, and Austin Liu (Johnson '20) about the complexity and potential within medical device marketing, given the various legal, financial, and strategic dynamics in the industry. I would like to join Hologic particularly because its marketers play such a crucial role in bringing lifesaving technologies to patients, doctors, and health systems.

My diverse background, ranging from administering billion-dollar investments at Goldman Sachs, to co-founding a healthcare JV between CVS Health and Cardinal Health, to owning and operating two Subway® Restaurants, allows me to employ the kind of strategic, big-picture thinking reinforced by a highly-refined analytical skillset that the marketing function at Hologic demands. At CVS Health, one of my primary responsibilities was to analyze every facet of generic drug commercialization. In doing so, I became increasingly fascinated by companies – like Hologic – that are creating innovative, life-changing therapies.

At the center of Hologic's incredibly important mission is marketing, and I am eager to use my formal marketing training and deep understanding of the healthcare industry to contribute to this critical endeavor. Indeed, I am at an exciting moment in my unique professional arc – my diverse skillset forged at the forefront of the healthcare industry positions me to help Hologic's high-powered marketing team shepherd innovative technologies from the planning stage to post-commercialization strategy, all in an effort to bring lifesaving technologies to fruition. Thank you for considering my candidacy.

Sincerely,

Bill Brown, MBA 'XX

Samuel Curtis Johnson  
Graduate School of Management  
Cornell SC Johnson College of Business

Address 1  
Address 2  
City, State Zip

T. (xxx) xxx-xxxx  
E. xxx@cornell.edu



Johnson  
Cornell  
SC Johnson College of Business

December 31, 20XX

(Recruiter Name)  
(Recruiter Address)

Dear Mr./Ms. \_\_\_\_\_,

I am an MBA student at the Cornell SC Johnson College of Business, writing to apply for the Associate position at EY. Through my conversations with practitioners at the firm, I identified a strong alignment to EY's collaborative culture and multiple avenues to create an impact. I loved hearing about Jim Doucette's interesting journey from a brand manager in a CPG company to consulting, which resonated with my keen interest in pursuing a similar transition at your firm.

My experience in advising retail accounts ranging from online startups to established Fortune 10 organizations and mentoring incoming management executives at PepsiCo, helps me develop a well-rounded mindset of shaping client relationships and "growing by growing others". I believe this skillset along with my desire to work on high-impact client projects across industries will make me a strong addition to the "One EY team".

At PepsiCo, I gained experience leading large teams in challenging situations - a food business unit in declining sales, a stagnated market in e-commerce, and a challenger brand in Pepsi Cola. I enjoyed structuring and solving such business problems with my analytical mindset and provided data-driven solutions to deliver strong double-digit growth for the business. Additionally, positioned within the pivotal function of marketing as Senior Brand Manager, I worked on projects with cross-functional teams: R&D, Supply Chain, Packaging, Sales, and Insights. Through this cross-functional team experience, I was able to influence the Chief Marketing Officer at PepsiCo to launch Pepsi Black via new go-to-market channels, which led to 14% market share gain within first year of the launch.

With plenty of experience in business operations and data-driven marketing, I believe I would make a great addition to the team. Thank you for your time and consideration. I look forward to discussing my application with you.

Sincerely,

Gabrielle Green



Samuel Curtis Johnson  
Graduate School of Management  
Cornell SC Johnson College of Business



Johnson  
Cornell  
SC Johnson College of Business

Address 1  
Address 2  
City, State Zip

T. (xxx) xxx-xxxx  
E. xxx@cornell.edu

December 16, 20XX

(Recruiter Name)  
(Recruiter Address)

Dear Mr./Ms. \_\_\_\_\_,

I am a first-year MBA student at Cornell University, writing to express my interest in the Graduate Summer Internship position at Vanguard. My interaction with Mary Smith has led me to believe that my strong company analysis and communication skills as well as ability to glean value from qualitative research will allow me to thrive at Vanguard.

I am keen to be part of Vanguard's team as I believe your focus on fostering a team spirit and maintaining a long-term investment horizon resonates with my style of working and investing. Before business school, I worked as a financial journalist at Reuters, tracking over 60 securities and covered the real estate, discretionary services, engineering, and automotive sectors. I regularly interviewed executives, analyzed industry and company data, and built a network of industry contacts that included bankers and investors. This allowed me to develop a unique perspective on my stocks as well as publish over 2,500 articles. I believe my ability to build leverageable relations, unearth unique company insights, and produce compelling writeups will help me add value to Vanguard's team.

Additionally, I take pride in being able to find investment ideas for buy-side investors. I produced several well-received thematic articles by analyzing data from unconventional sources and identifying trends early. My research on housebuilders' move to modular housing to tackle a post-Brexit labor shortage led an institutional Canadian pension investor to put money in modular build, and the article was used by Reuters' global editor to headline an industry conference. I believe my ability to analyze themes will allow me to identify and act on key goals in the Graduate Summer Internship role.

At Cornell, my focus is on building ties with the investment community and deepening my ability to analyze the market. I was selected as a first-year analyst for the student-run Cayuga Endowment Fund, as well as selected to be on the board of the Investment Management Council. I have also utilized professional growth opportunities such as the Stock Pitch Mentorship Weekend to form valuable connections. I've immersed myself in mastering new subjects, and have been invited to be a teaching assistant for Financial Accounting, Core Finance, and Business Strategy. My preparations for the CFA level 1 examination and participation in Cornell's Investment Research and Asset Management immersion should further strengthen my valuation skills and prepare me well for the internship.

I am keen to bring my enthusiasm for stocks and my analytical skills to Vanguard and learn from the experts at the company. Thank you for your time and consideration.

Sincerely,

Stephen Silver

Brenda Black, MBA 'XX

Samuel Curtis Johnson  
Graduate School of Management  
Cornell SC Johnson College of Business



Johnson  
Cornell  
SC Johnson College of Business

Address 1  
Address 2  
City, State Zip

T. (xxx) xxx-xxxx  
E. xxx@cornell.edu

December 16, 20XX  
(Recruiter Name)  
(Recruiter Address)

Dear Mr./Ms. \_\_\_\_\_,

I am a first-year MBA student at Cornell University writing to apply for the Summer Associate position with Marathon Capital. I believe my analytical, critical thinking, and leadership skills – in combination with my energy sector background – make me an ideal candidate for this role. My conversations with yourself, Sarah Nash, and Timothy Lee have reinforced my excitement about this opportunity because I am eager to gain energy-related transaction experience and a deep understanding of the financing structures used to advance the deployment of new power infrastructure.

At Cornell, as President of the Energy Club and an Environmental Finance Fellow, I am honing my business acumen and analytical skills. During the fall, to challenge myself and practice what I learn, I competed in Michigan Ross' renewable energy case competition. After extensive financial modeling and analysis, my teammates and I drafted an action plan for a manufacturing firm attempting to achieve 100% renewable resources by 2030. Our proposal was selected for presentation to industry experts in Ann Arbor. This experience allowed me to apply my accounting, finance, and modeling skills to an energy-related project. In the spring, I plan to further these skills: I am enrolled in an energy-focused strategy intensive and several relevant electives including Evaluating Capital Investments and Valuations.

Before enrolling at Cornell, I worked as an energy researcher and reporter. At ICORP, a project finance research service that I co- founded in 2014, I led a team of reporters covering energy infrastructure finance in emerging economies. We interviewed hundreds of executives (from companies such as Marathon Capital client Falvez Energy) and delivered weekly market-moving research to a sophisticated audience of investors. At energy commodity analysis firm Argus Media, I relayed original research about shifts in energy policy to an audience of over 800 energy industry executives. These experiences helped me develop a rich understanding of the energy sector, critical thinking skills and communications expertise.

I believe that my ability to learn quickly, communicate with other team members and draft innovative solutions will enable me to serve as a valuable member of the Marathon Capital team. Thank you in advance for your time and consideration.

Sincerely,

Brenda Black

## CONTACT US

Career Management Center  
202 Sage Hall  
607.255.4888  
[cmc@johnson.cornell.edu](mailto:cmc@johnson.cornell.edu)  
[www.johnson.cornell.edu/career-management](http://www.johnson.cornell.edu/career-management)