



Tailoring your CV & Cover Letter



The CV and Cover Letter: Your marketing campaign...

“The CDS staff were always available to provide guidance and advice - the CV assistance was invaluable.”

Daniel Storer, ftMBA

This pack seeks to help you think strategically with regard to your CV and cover letter, so that you can create an outstanding CV according to the new ‘rules of the game’ that you are entering. The purpose of the cover letter is to get your CV read, and the purpose of your CV is to get you invited for an interview. Ideally both should build a positive impression in the mind of the reader. This positive impression can begin to associate you with the role in the minds of the selection team. You will find the following advice is based upon empirical research and integrates with the advice you will receive on your interview technique. This consistent framework of advice will equip you with a life long strategic ability to differentiate yourself and convert viable employment opportunities.

Why is creating an outstanding CV and cover letter now more complex than many people imagine?

- 1 ‘One size does NOT fit all’.** Perspectives on what should be represented in a CV and cover letter change according to a host of factors. These factors include the diverse range of potential readers, sector and cultural variations, the breadth and depth of the candidate’s experience. When faced with the limited space to capture this degree of complexity, applicants are often confused how to proceed. As a result of this complexity, for many, CV writing is seen more as an Art than a Science.
- 2 Published advice regarding the transitions of postgraduates into more senior roles is relatively poorly addressed in the marketplace.** Most advice is centred round the undergraduate market and those typically seeking more junior roles. This pack is designed to significantly redress the balance for Cranfield postgraduate students.
- 3 A misconception originating at undergraduate level is that you can have one generic CV.** As soon as you gain more experience than just your academic qualifications you need to shape, mould and adapt your range of experience to the needs of the audience. You need to learn the skills to project the very best you have to offer to meet the prioritised needs of the employer. We believe that you are your own best marketing consultant and will be well equipped for future career transitions as you employ the strategies employed within this pack.

As you progress through the pack, it may be helpful to bear these four truths in mind...

- 1 Explicit tailored focus is required.** In the UK, a one page tailored cover letter and two page tailored CV are expected as standard when applying for a job. Finance and Banking applications require a 1 page CV along with some other sectors if requested. You must demonstrate how your relevant strengths suit the key needs of the company and position. Roughly, less than a 70% match will often result in a decline. Write each cover letter specifically for each role you apply for.
- 2 The power of Human Resource (HR) personnel.** To improve hiring decisions and to ensure meritocracy, the HR process seeks clear evidence from cover letters, application forms and CVs before they progress you to the interview stage. Although personal connections may get your CV read by the decision maker, without writing a high quality submission you may not move any further through the HR process. The degree of seriousness and the rigidity of the HR process in the UK and USA is often very different from the experience found in top companies within other countries.
- 3 Limited feedback.** There is a very high ratio of applicants to HR staff; in addition a lot of the sifting process is done by automation/different people. It is very rare to receive feedback on why you were declined at the first round stage and often there is limited feedback thereafter. Currently, the average time for employers to get a candidate in a job in the UK, across all job levels, is three months and for more senior positions it can take longer. This contrasts with other high-growth economies such as India where closing a job within two weeks is commonplace. There is a need for both resilience and persistence in overcoming the anxiety and methodical nature of the process.
- 4 We regret to inform you...’** Companies in the UK and USA often struggle to find candidates that stand out from a background of well educated undergraduates, not to mention internal candidates. With thousands of well qualified candidates for each investment banking/management consultancy/graduate position, there will be a high volume of ‘No, thank you’ responses. Your ability to respond and overcome the negative emotions will almost certainly form an inevitable aspect of your personal development journey.

Match Your Skills to the Employers Requirements...

Aim To match your skills to the job description

Purpose To be shortlisted

Benefits Getting through to interview

When applying to a specific job description you will need to match your competencies/capabilities to the specific needs of the employer. Job Descriptions are as a rule very thorough and highlight the essential skill sets, responsibilities and desirables for the role. Take note of the order in which these appear, as they are never random; ensuring you show examples.

Key Words need to be used, if it is important to have experience of 'managing challenging projects', this needs to be demonstrated and stated clearly within the **Role, How and Outcome model** (see page 4). Many organisations use key word searches on their on-line application process as a means of shortlisting candidates, to ignore this means you run the risk of being overlooked.

Firstly, ask yourself these questions...

How closely do I **Match** the client's needs?

What do I have that makes me an **Outstanding** candidate for the job?

What is my percentage fit and where can I **Add value**?

What to do next...

- 1 **Print off the job description** and highlight the key areas, noting the order of priority.
- 2 **Analyse** where your strengths are for the role and if you meet the *minimum* requirements.
- 3 **Remember**, never draw attention to any skills you do not have, highlight the ones you do.
- 4 **Mirror the skills** required for the role.

Some headings you may wish to consider...

Previous Experience – lift out your transferable skills that relate to the requirements of the role (particularly relevant for those changing function/sector or both).

Personal Qualities or Non Technical Skills – influencing, diplomacy, personal dynamism, passion for the industry sector or function in question.

Cultural Fit – Think about the type and size of organisation you would integrate well into and flourish in. Many organisations highlight their values in corporate literature and their website; enabling you to match **your** values to the company.

Summarising Your Achievements: The Role, How and Outcome Model

The reason we use the **Role**, **How** and **Outcome** model is that it provides key information for different recruitment readers and builds evidence for the interview stage, hence improving your impact throughout the recruitment process.

When describing your achievements it is important to bear the following points in mind...

Highlight specific, tangible achievements, rather than listing responsibilities.

Use the past tense.

Use the **role**, **how** and **outcome** model to show case different competencies/capabilities as well as your key achievements...

Role

Describe the situation you were in or the task that you needed to accomplish.

How

Highlight the key competencies and capabilities that you used. Make reference to any issues that may have made the situation more complex or challenging, for example the seniority within the company of the people you had to negotiate with or influence, numbers of people in the team that you had to manage/work with and aspects relating to the scale of the operation/project. Describe the action that you took and be sure to keep the focus on you. Even if you are describing a group project or efforts make sure to showcase the part that you played and the impact that you had, rather than purely highlighting the efforts of the team.

Outcome

Quantify success in terms of figures or percentages if possible; this will give you the widest level of impact. Here are some examples: this could be a reduction in costs, a saving of time and resources on a key project, a substantial profit for the department or the company as a whole. It can also be useful to refer to timescales in which this success has been achieved, for example: Increased sales turnover by 42% against a target of 30% during the first 12 months, this was the highest individual increase in turnover for this period.

Whenever you draft a different version of your CV it is essential that you make the time to review it! The following is a checklist that you need to work through when you read each new version:

3RD Person Context

Have you written your CV in third person? Please check for the use of personal pronouns and remove them if you have used them, so no words such as I, my, he, she, we, our, they etc.

Font

Have you used a font that is clear to read? Remember please don't go smaller than font size 10, it needs to be large enough to read and please do not use Times New Roman, suggestions are Calibri and Arial.

Spell-Check

Have you spell checked your document? and have you set the spell checker on your computer to UK spelling. If you are making an application to a company in the UK or Europe, American spelling is not acceptable on your CV and a misspelled, inaccurate letter can say 'don't hire this person'.

Chronological Order

Is your Career History in reverse chronological order?

Grammar

Have you checked your CV for grammar ? Are there commas and full stops where they should be?

Skills Balance

Have you conveyed the right balance between your technical and soft skills appropriate for the role

Impact

Does it deliver the impact that is consistent and expected of the job level? If you were the recruiter would you shortlist your own CV for interview based on the job description? Within the context of each job role is your **Role**, **How** and **Outcome** format clear and have you used it to show your competencies, successes and results? Also consider and include any significant barriers you overcame to deliver these results.

Structure

Can the reader make sense of the whole CV and find their way to a particular piece of information? Is this format consistent throughout?

The Final Review...

Get a peer to review your CV and Cover Letter using the checklist...

Think of a trusted peer who will give you clear, accurate and balanced feedback on your CV. They will offer you an appropriate blend of support and challenge on what you have written.

We strongly recommend you ask them to review the CV against your checklist on the previous page by reading the CV aloud in your presence. This is a powerful way to overcome the tendency for long, rambling sentences; checking the fluency of the writing, and hearing if it makes sense when read by someone else.

What do they like about it? What questions does it leave them with? What suggestions do they have for improving it? Can they see you *'at your best'* in it?

Again, *"if the job description and requirements are 'the question', to what extent do they think your CV provides a 'comprehensive answer'?"*

An Introduction to Cover Letters...

This section of the pack will guide you through the essential steps that will enable you to produce an outstanding cover letter, also known as your letter of motivation, for the job/company.

Benefits of Producing a Tailored Cover Letter...

A tailored covering letter is a personalised communication addressed to a specific person – by name, not title – that makes them want to find out more about you in filling announced and unannounced positions in the company.

It offers you these unique and important benefits...

- 1 Personal Impact:** The best letters have something to say that hits the reader personally and a distinctive cover letter will enable you to make your mark as an individual. By tone, character and vocabulary, a letter conveys the feeling of a personal conversation with the sender. Write with personal style to enable you to stand out from the other candidates and to establish a relationship with the reader.
- 2 Your Marketing Strategy:** The one page cover letter provides an additional opportunity for you to market yourself, typically it constitutes one third of your marketing message, and so it is essential to make the most of this opportunity. The cover letter offers more flexibility than the CV and as such it enables you to tell your story and to demonstrate your match to the prioritised needs of the organisation. In addition you can explain why you, as a person, want this opportunity. A well-written letter will hook the attention of the reader so that they look at your track record in the attached CV.

In addition, it will enable you to tailor your message to the reader. Line managers, HR and recruitment consultants value and read cover letters differently. A potential line manager is likely to be interested in hearing how you might help them solve the problems and issues they are currently facing, whilst HR and recruitment consultants are more likely to be looking at your fit with key competency requirements.
- 3 First Impressions:** Your cover letter acts as a first impression. A misspelled, inaccurate letter can say, 'don't hire this person', whilst a well-written letter will convey to the employer that you are professional and thorough. Remember that the aim of the cover letter is to introduce, point to and create an eagerness to read your CV. Keep this in mind and your chances of receiving an invitation to an interview from a prospective employer will greatly increase.

Developing Your Cover Letter...



Starting to write your Cover Letter...

You need include the contact information at the top of the letter so it is clear who the letter is intended for and who it has come from. The address of the person you are writing to should be displayed on the top left of the page with the date listed below it, alongside your address which should be clearly displayed in the top right corner of the page.

Now include a subject line that clearly highlights the specific job title and job reference number that you're applying for.

It is also important to use the correct salutation. For example if you are addressing your letter to Dougal Smith you would either start your letter with 'Dear Mr Smith' or, if you have previously had personal contact you might start your letter with 'Dear Dougal'. You must never refer to someone as 'Dear Mr Dougal Smith' or 'Dear Dougal Smith'.

If writing to a woman, use the appropriate salutation i.e. 'Miss' (not married) 'Mrs' (married) or 'Ms' (some women prefer this title as it can be used for single or married women). If you don't know who the letter should be addressed to and you're unable to find out, please use 'Dear Sir or Madam'. This will also help you to determine the appropriate phrase to close your letter - using 'Yours sincerely' when the name of the addressee is mentioned at the beginning of the letter and 'Yours faithfully' when it's not ('Dear Sir or Madam').

First Paragraph - engagement with the company

The first paragraph should be written in such a way as to make a connection with the company that you are applying to. You need to put across in a compelling way why you are motivated to apply for that particular role within that organisation.

It is also a good idea to mention the names of any employees or alumni working for the company that you have met or spoken to. In addition show that you have researched the company, including anything in the press that is current news. **This could include something topical; quotes from senior directors or partners of the company or even draw reference to the core company values/mission statement and how they align to you.**

Second Paragraph - where you can add value

In the second paragraph you need to show where you can add value to the company in terms of your skillset and experience and more specifically to the department or area of the business that you would be working in, if you were to be offered the role. So, you can highlight any transferrable skills that directly relate to the requirements of the role and give examples of projects that showcase the use of those specific skills.

Third Paragraph - closing summary

The third paragraph is the closer and an opportunity to summarise your interest in the company and why you believe you're good fit for that specific role. This is also good place to thank the reader for their time and consideration and how you look forward to the opportunity of discussing your application and suitability in more detail for the specific role.

Tip...

First impressions count, so accuracy is critical to a successful cover letter, this is the first impression a potential employer will have of you, so any misspelling or grammatical errors will ring alarm bells. So check your spelling - English (UK), grammar and that you have your three distinct paragraphs in your letter.

Symplicity

Your online career development and talent management portal is there to enhance your career journey at Cranfield. Amongst many other great features, it helps you to apply for jobs and build multiple CVs tailored to different opportunities, following the same principles that you have learnt from this pack. Log in with your Cranfield username and password and start building a CV today. Features include:

- Manage your own recruiter-facing profile
- Stream directly from your LinkedIn
- Access 1000+ job opportunities
- Connect and engage with recruiters
- Sign up for alumni mentoring
- Book career consultations
- Practise your interview skills
- Tailor multiple CVs

A Symplicity tutorial is available for you to watch from your student eGuide and also the Careers Intranet, taking you through the CV builder step by step. If you have any issues, please email michelle.mabbett@cranfield.ac.uk.

Conor Owens – MSc SATM

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PERSONAL STATEMENT

An innovative and forward thinking candidate with combined interests in aviation and the commercial world. Exhibits strong communication, analytical and organisational abilities reinforced by academic and international work experience within the travel industry. Enthused by worldwide airline activity with particular focus in sales and marketing, network planning and revenue management. A native English and fluent Spanish speaker who is very career-minded and results driven as confirmed by life achievements thus far. Persistent in delivering highest standards with passion to succeed within the global airline business arena.

KEY ACHIEVEMENTS

- Awarded £10,000 scholarship to Cranfield University in 2015/16 by Royal Aeronautical Society for dedication to aviation industry.
- Negotiated the purchase of several distressed trade claims circa £150k at ICDM Global through successful pitches to high-profile businesses across the world.
- Actively participated in the successful launch of the *Amadeus Taxi & Transfer Solution* and improved the design of the Amadeus online car rental booking tool for multiple airline customers.
- Recognised for fluency of Spanish language with *Certificate of Distinction* from Queens University.

EDUCATION

MSc Air Transport Management: Cranfield University, Cranfield, UK (October 2015 - September 2016)

- **Modules:** Introduction to the Air Transport Industry, Theory/Applications of Air Transport Economics and Finance, Regulatory Policy & Air Law, Research Methods & Statistics, Air Transport Market Analysis and Demand Forecasting, Air Transport Operations, Air Transport Strategic Management, Airline Fleet Planning and Air Transport Marketing.
- **Group Project:** The undertaking of a detailed Business Plan for a start-up airline. Establishing the location and type of airline.
- **Individual Thesis:** '*The Role of Emotion in Airline Brand Marketing.*' The thesis aims to identify why there is a current lack of emotional connection to set out why and how airlines can create meaningful customer relationships.

BSc (Hons) International Business with Spanish (2:1): The Queen's University, Belfast, Northern Ireland (October 2011 - July 2015)

- **Modules:** Accounting, Economics, Marketing, Information & Organisations, Global Business Environment, Operations Management, Business Research Methods, International Professional Development, Contemporary Business Issues, International Business Strategy, Applied International Business, Managing Innovation, Spanish and Spanish for Business.
- **Memberships:** Queens University Trading and Investment Club, Spanish Society.

Example CV 1 (cont'd)

CAREER HISTORY

ICDM Global: Belfast, Northern Ireland – Investment Analyst (June 2015 - September 2015)

Established in 2014, ICDM, a group company of the London-based TFC Investment Management, specialises in managing insolvency risk and purchases delinquent and non-performing claims arising against insolvent companies.

- Focussed on developing a strategy for sourcing corporate distressed trade claims. Responsible for targeting the US, Canadian, UK and Spanish markets and widening the focus of the group to other areas of mainland Europe.
- Through the execution of an agreed strategy, initiated and negotiated the purchase of several distressed trade claims circa £150k and enhanced the profile of ICDM Global in the countries aforementioned.

Amadeus IT Group SA: Madrid, Spain – Sales & Marketing Trainee Internship (June 2013 – June 2014)

Amadeus is the global leader in IT for the world's travel industry and is a company most widely recognised for being the market leader within airline distribution. Its GDS business offers 437 bookable airlines with 174 markets deployed, offering travel agents both online and offline, the largest community of carriers and markets with electronic ticketing around the world.

- Supported the Amadeus Cars and Amadeus Travel Insurance business units with their sales and marketing activities and initiatives, internal and external communications, website administration and social channel management.
- Participated in the launch of the *Amadeus Taxi & Transfer Solution* by defining a booking flow and design that was presented to two major EU carriers for implementation on their global webpages.
- Partnered with airline customers to identify opportunities to increase car bookings / conversion rate on the airline.com. Improved the design of the Amadeus online car rental booking tool for various airline customers.
- Responsible for generating, collating and delivering monthly car rental and travel insurance booking reports as well as forecasted bookings to management. Assigned Key Account Management duties to include invoicing and payment collection from car rental and travel insurance providers.
- Assisted with the organisation of two global Customer Events, one in Nice, France and the other in São Paulo, Brazil, with a budget of €25k.

SKILLS, INTERESTS & EXTRACURRICULAR ACTIVITIES

- **Languages:** Native English speaker with fluency in Spanish.
- **IT Skills:** Confident IT user experienced with Amadeus Selling Platform, Amadeus Air, Lotus Notes, Microsoft Word, Excel, PowerPoint and Outlook, SPSS, Google Analytics, Omniture, Silverpop and sound knowledge of Adobe Photoshop and InDesign.
- **Individual Interests:** Aviation, international travel (+30 countries visited), photography and social media, running, fitness and cooking.
- **Memberships:** Member of Royal Aeronautical Society & Ulster Flying Club.

Saviour Okeke – MSc SWEE

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PERSONAL STATEMENT

A postgraduate with research experience in carbon capture technologies for power generation with work experience in two of the biggest multinational organisations in the world. Professional experience is focused in the areas of design engineering services, supply chain management and production engineering. Passionate about creating sustainable solutions to practical engineering challenges. Team-driven, ingenious, progressive and eager to take on challenging projects requiring superior performance. Possesses the ability to manage people, resources and build solid rapport and lasting relationship between clients and internal stakeholders. Professional competency in English developed through work and educational experience.

KEY ACHIEVEMENTS

- Awarded the following scholarships: President's Research Fellowship Scholarship, Institute of Technology Carlow, Masters by Research 2016-2018.
- Nigerian LNG Postgraduate Scholarship award for MSc Cranfield University 2015-2016.
- Nigerian Agip Post-Graduate Scholarship Award (NAE) 2012-2013.
- National Merit Scholarship Award Mobil Producing Nigeria Unlimited 2007-2010.
- National Merit Scholarship Award Shell Petroleum Development Company 2005-2010.
- Recognised for voluntary service to Future Trust Initiative for Capacity Building of secondary school students.

EDUCATION

MSc Advanced Mechanical Engineering: Cranfield University, Cranfield, UK (October 2015-September 2016)

- **Modules:** Fluid mechanics and loading, Risk and reliability engineering, Power generation systems, Computational fluid dynamics for renewable energy, Engineering stress analysis – theory and simulations, Advanced control systems, Structural integrity, Management for technology.
- **Group Design Project:** All Subsea 2015: involves an assessment of existing and emerging subsea technologies that can be adapted for ultra-deepwater oil and gas explorations. My current focus lies in sustainable technologies for future green energy.
- **Individual Thesis:** An insight into membrane technology for natural gas-fired oxy-combustion carbon capture: The project aims to contribute to development of carbon capture and storage process by investigating studies on membrane-based oxyfuel-combustion power plants.

BEng (Hons) Mechanical Engineering (2:1): University of Nigeria, Nigeria (December 2005 - Feb 2011)

- **Modules:** Applied thermodynamics, Heat and mass transfer, Engineering material economics and selection, Refrigeration and air conditioning, Applied fluid mechanics, Computational methods, Metallurgy, Workshop practice, Vibration and control, Theory of elasticity, Power plant engineering, Advanced Mathematics, Mechanical engineering design, Mechanics of machines.

Example CV 2 (cont'd)

CAREER HISTORY

Nigerian Breweries Plc: Nigeria - Shift Manager Packaging (January 2013 – October 2015)

Established in 1946, Nigerian Breweries Plc is a Heineken-owned company and the largest and pioneer brewing company in Nigeria. It serves the Nigerian market and exports to other parts of West Africa.

- Managed packaging processes to achieve target production plan, while engaging people optimally and interfacing with other production processes.
- Coordinated the development of Autonomous Maintenance activities, supported the delivery of maintenance plan and controlled delivered maintenance services to production assets

Mobil Producing Nigeria Unlimited - Mechanical/Piping Engineer (September 2011 - December 2012)

Established in 1955, Mobil Producing Nigeria (MPN) is one of three Nigerian subsidiaries of the petroleum company ExxonMobil. All of its operations are offshore, where it owns 90 platforms on 3,200 square kilometres of territory. MPN is the second largest producer of crude oil in Nigeria after Shell.

- Was accountable for deliverables whilst working under the guidance of designated Mechanical/Piping Engineers and Discipline Advisors on DES executed projects.
- Involved in review of Nigerian Content Plan Submissions of Engineering Services Agreement (ESA III-MPN) of prospective bidders and monitored man-hours via CTR Tracking tool on assigned DES Projects.
- Participated in on-site inspection/visit to Bonny River Terminal Process Areas and provided technical support to Mechanical/Piping discipline.

National Centre for Energy Research & Development, University of Nigeria, Nigeria - Internship (July 2009 - November 2019)

Fully operational in 1982, the National Centre for Energy Research and Development, University of Nigeria, Nsukka was established by an Act of the National Assembly in 1980 along with three other research centres. Its mandate is to carry out research, development, dissemination and manpower training in the various areas of renewable and non-renewable energy resources such as Solar, Biomass, Wind, Hydro, Geothermal, Coal, Petroleum, Energy Management and Environment

- Supported a team project to evaluate the production of biodiesel from locally sourced jatropha seed oil using a locally designed and fabricated biodiesel reactor.
- Conducted project work on the production, testing and analysis of biogas produced from locally sourced samples which include bambara nut seeds, tiger nut seeds, pig excreta, cow dung and iroko leaves. Analysed data on the results of this.
- Responsible for the design and fabrication of biodigester cylinders from mild carbon steel sheet metals.

SKILLS, INTERESTS & EXTRACURRICULAR ACTIVITIES

- **Languages:** Fluent English
- **IT Skills:** Confident IT user. Experienced with Microsoft Word, Excel, PowerPoint, Visio, and Project. Knowledge of Abaqus, ANSYS-Fluent, ICEM-CFD, CATIA, XFLR5 (XFOIL), FMECA, Total Productive Management and MATLAB/Simulink
- **Individual Interests:** Mentoring, leadership, site-seeing
- **Volunteering:** Committee chairman United Nations Economic Commission for Africa (UNECA), Future Trust Initiative for Capacity Building, Nigeria
- **Memberships:** Associate member of Institution of Mechanical Engineers (AMIMEchE), Graduate member of Energy Institute (Grad-EI), Member of Society for Underwater Technology (SUT), Member of Institute of Marine Engineering, Science & Technology (IMarEST)
- **Professional/Technical training:** Tropical Basic Offshore Safety Emergency Training (TBosiet)

Serena Fernandez Garcia – MSc School of Management

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PERSONAL STATEMENT

A practical, matter-of-fact professional with three years' experience in the logistics industry, effectively driving process improvements whilst managing operating costs. Possesses a flexible approach due to extensive exposure to studying and working in a dynamic, cross-cultural environment. Effective communicator, fluent in English and Portuguese at Business/Native Level. Proven strengths include strong work ethic, problem solving skills and the ability to work with stakeholders to deliver results.

KEY ACHIEVEMENTS

- Led an in-depth network modelling project to investigate the logistics network of the Brazilian Aeronautical Commission in Europe (BACE), which has improved performance by 16% and reduced costs by 33%.
- Developed and delivered a time-based process mapping exercise that successfully streamlined BACE's purchasing processes and reduced the cycle time by 40%.
- Awarded the "best undergraduate end-of-year project" for a dissertation on Social Responsibility, Vale to Itajai University. Invited to address a conference on Social Responsibility to students, field experts and businesses.

EDUCATION

MSc in Logistics and Supply Chain Management: Cranfield University, Cranfield, UK (October 2015 - September 2016)

- **Modules:** Warehousing and Freight, Logistics and Supply Chain Management Concepts, Techniques and Practices (Six Sigma, Kaizen), Supply Chain Optimisation, Inventory Management, Procurement and Performance Measurement.
- **Individual Thesis:** Developed improvement options for a defence supply chain warehouse through network design: a critical evaluation.

BSc International Trade: Vale do Itajai University, Brazil - 1st class. (August 2008 – September 2013)

- **Modules:** International Trade Operations and Strategy, Policy and Compliance, Professional Management Practice, Research and Evaluation and Practical Global Trading.
- **Individual Thesis:** Social Responsibility: a path to be followed by companies

CAREER HISTORY

Brazilian Aeronautical Commission in Europe: London, UK - Logistics Coordinator (July 2014 - September 2015)

BACE is a diplomatic organisation representing the Brazilian Ministry of Defence, responsible for the procurement of aerospace components and services on behalf of the Brazilian Air Force. BACE's annual budget and payments are around the figure of US \$467m.

- Building key relationships with suppliers, cargo agents, insurance brokers, consignees and the end-users to coordinate shipments whilst reviewing all deliveries that were overdue for receipt into depots. This effectively turned around an underperforming metric by reducing the number of late deliveries by 20%.
- Collaborating with other departments to integrate logistics with other business systems. Providing strategic advice to ensure that the most cost-effective mode of transport and or Incoterm is used to meet delivery deadlines.

Example CV 3 (cont'd)

- Ensuring that all export/import documentation is correctly issued and tackling matters such as damage and non-conformance to goods specifications, so as to prevent any delays in aircraft maintenance activities.
- Devised and monitored an export licence application scheme to ensure compliance with specific EU regulations concerning controlled goods. Introduced an appropriate record keeping system, providing details of all trade that had taken place under open licences as well as training staff on export control requirements. This practice enabled BACE to attain a good auditing record with the Export Control Organisation.
- Liaised with HMRC to effectively manage goods under IPR regime. Maintaining close relationships with suppliers to ensure that parts were repaired and exported within the throughput period specified in the authorisation; non-compliance resulted in parts being liable to VAT and import duties, incurring further penalties and delays. This effective control system has enabled compliance to all terms and conditions of the present authorisation.
- Proactively assisting the Head of Logistics with 3PL contract negotiations through analysis of data to identify areas for improvement and develop conclusions. Worked with colleagues in order to draft a comprehensive tender specifying the general conditions for the provision of logistics services. The outcome secured a 16% cost reduction against the previous contract.

International Trade Consulting: Itajai, Brazil - Consultant (October 2013 – June 2014)

An international business development company that provides support to small growing businesses, helping them to expand or create new export and import opportunities.

- Co-developed business projects within the client's target export countries by sourcing potential customers in the various regions of the world, and acted as a negotiator, forming reputable relationships between suppliers and customers.

Engepasa Ambiental Ltd: Balneario Camboriu, Brazil - Project Manager (August 2012 – September 2013)

Engepasa is a company specialising in waste management systems, collecting 430,000 tonnes of residual household waste each year and employing around 1,800 staff.

- Worked in partnership with the local council to develop and implement waste recycling projects. Promoted environmental education and awareness activities in the community. Disseminated information on waste disposable ways, storage systems, collection schedule and routes. This programme has helped to save landfill space and reduce disposable costs by 20%.

SKILLS, INTERESTS & EXTRACURRICULAR ACTIVITIES

- **Languages:** Fluent English and Portuguese, Intermediate Italian.
- **IT Skills:** Confident IT user. MS Office, Air Force IT system (i.e. similar to SAP).
- **Individual Interests:** Enjoy all forms of sport and physical activity, in particular; dancing tango, which requires both physical and mental disciplines. Completed the beginners' course and is currently progressing onto an intermediate level.
- **Volunteering:** Andre Luiz Spiritist Society – London (February 2010 – Present)
Assisting with the organisation of workshops and fundraising events, including allocating material resources, creating an agenda with topics and activities, contacting participants, setting-up room layouts and delegating tasks to volunteers. Efficient planning ensures that events progress according to the allocated time, costs and effort. Also responsible for receiving donations from members, issuing and signing receipts for the donated amount and keeping financial records. This initiative emphasises accountability and transparency in revenue management.
- **Memberships:** British International Freight Association, London – Business and Technology Education Council Distinction Award in Multimodal International Freight and Customs Export and Import Procedures
- **Professional/Technical training:** London Institute of Shipping and Transport, London – International Trade Training. Department for Business Innovation & Skills, London – Control List Classification Training Course for Military Goods.

James Johnson – MBA School of Management

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PERSONAL STATEMENT

A driven professional with seven years' experience in Financial Services, with expertise in financial analysis, operational risk project planning, implementation and stakeholder relationship management to design and implement commercially feasible process improvement solutions. Possesses strong leadership and communication skills; capable of delivering results under pressure and thrives on working with clients and internal stakeholders to achieve business strategies.

KEY ACHIEVEMENTS

- Awarded 2012 Cranfield University Scholarship towards MBA tuition. Scholarship granted in recognition of professional and academic achievements.
- Designed and established a tailored operational risk framework within the Operations and Services division at Macquarie Bank, covering an A\$25bn portfolio, which is currently operational.
- Sole candidate from the Sydney F.S division seconded to the Ernst & Young London office. Project managed and delivered a large assurance project (£50k) within budget and timeframes.
- Top 5% ranking in Management Accounting module for Chartered Accounting qualification; passed all courses within the minimum required time.

EDUCATION

MBA: Cranfield School of Management, Cranfield University, UK (October 2012 - September 2016)

- **Modules:** Project Management, Strategic Operations Management, Accounting/Financial Management International Strategy, Business Law, Leadership in Action, Decision Making and Data Analytics.
- **International Business Assignment (IBA) - Sri Lanka**
The IBA project was to work with a small school for children with intellectual impairment and behaviour challenges, to develop a strategy to secure on-going funding. The current strategies were overlaid with best practice funding models, to determine gaps and short and long term opportunities. The strategy consultancy project led to the school winning recurrent funding for three years from a large non-government organisation.
- **Identifying Hidden Customer Needs (IHN) Consultancy Project**
The IHN consultancy project involved working with a company supplying humidity control screens to commercial food and flower growers, for their glasshouses. Using design thinking strategies along with customer, competitor, site and company data, the recommendations led the client, to better understand the customer needs and to differentiate its high quality product, from cheaper imported products (commodities).

Bachelor of Commerce: University of New South Wales, Sydney, Australia (September 2003 – August 2005)

- **Modules:** Finance Management, Business Economic Statistics, Managing organisations and people, Macroeconomics, Creating social change - innovation to impact. Merit; majors: Accounting/Business Law.

CAREER HISTORY

Macquarie Bank Limited: Australia - Operational Risk Manager (September 2010 - August 2012)

Macquarie Bank is an innovative Australian investment bank which has over A\$25bn in retail deposits and has a leading presence in the advised retail financial services market in Australia; it is part of Macquarie Group Limited which has over 15,000 staff globally.

- Transformed an underperforming risk review programme across six retail product channels; worked with key operations stakeholders to redesign 10 ineffective processes and implement process changes with minimal impact to business as usual.

Example CV 4 (cont'd)

- Achieved all key stakeholder management relationship metrics; main risk manager for back office division (300+ staff); executive director level support obtained for promotion.
- Compiled a monthly risk summary report based on analysis of key risk metrics to the head of business for discussion at monthly Compliance Committee meetings.
- Analysed two years of historical risk and incident data to derive insights on risk 'hot spot' processes and designed four operational risk programmes; worked with colleagues in the wider Operational Risk team to implement risk programmes.
- Collaborated with the Head of Macquarie Group Foundation (philanthropic arm of the Group) with analysis of staff charitable activities across Macquarie offices worldwide. Analysed 100+ entries to derive insight on staff involvement, level of participation and the most philanthropically engaged offices.

Ernst & Young: UK and Australia - Senior Consultant (February 2006 - August 2010)

Ernst & Young is a leading Professional Services firm with over 190,000 staff globally, specialising in the areas of Assurance services, Advisory, Transaction services and Tax.

- Managed 10 project teams of up to five assurance professionals; supported team members via on-the-job and formal performance development. Ensured consistent delivery of high quality projects and received positive recognition from managers/clients (including recognition award for Q3, '07).
- Developed and monitored detailed budgets of up to A\$1m; directly accountable to partners and senior managers, reported work-in-progress on a weekly basis and allocated and maintained adequate staffing on the project throughout its lifecycle.
- Planned, managed and presented financial statement assurance projects of multinational, ASX100-listed financial services companies. Analysed key financial data to identify trends. Investigated significant deviations by interviewing key clients; identified and raised areas of finance and operational process improvements to company management.
- Delivered multiple six week in-house 'audit simulation' training programmes for graduate group of fifteen participants. Training allowed participants to successfully contribute to upcoming assurance projects as well as complete Chartered Accountancy training; all participants are now qualified Chartered Accountants.

Ernst & Young: Australia - Intern (December 2004 - June 2005)

Completed both summer (10 weeks) and winter (four weeks) Internship programmes after obtaining a placement on the programme through a competitive assessment process. For continually receiving strong performance feedback at the end of the internship, was successful in securing a graduate role offer.

SKILLS, INTERESTS & EXTRACURRICULAR ACTIVITIES

- **Languages:** Fluent English, Spanish and Basic French
- **IT Skills:** Confident IT user. MS Office and a variety of bespoke systems/software
- **Individual Interests:** Enjoy exploring new cultures; travelled to more than twenty countries across Europe, Africa and America. Elected Social Representative for MBA cohort, which involves planning social events for seventy three MBA candidates. Active participant in Rhino (public speaking), Women in Leadership Club, Management Consulting clubs.
- **Volunteering:** Supported charitable causes (organised fundraising for Juvenile Diabetes, raising A\$15k; regular 'big buddy' reader at disadvantaged primary school in Sydney).
- **Memberships:** Graduate Diploma of Chartered Accounting – Top 5% in Management Accounting & Analysis Institute of Chartered Accountants, Australia. Currently a member of ICAA.
- **Professional/Technical training:** London Institute of Shipping and Transport, London – International Trade Training. Department for Business Innovation & Skills, London – Control List Classification Training Course for Military Goods.

Example Cover Letter 1

Madeline Estrada
22 St Johns Road
Bedford,
MK41 4SS
m.estrada@cranfield.ac.uk
07979 698698
25th July 2015

Dear Sir/Madam,

Re: GMD GN+C Responsible Interface Engineer - Reference 1500025856

I am very interested in the position of GMD GN+C Responsible Interface Engineer as advertised on the Boeing careers website. With its unique market expertise and the sector leader in commercial aircraft production, I feel that Boeing is unsurpassed for its innovation, leadership and commitment to world class engineering. I admire the work of Boeing Defence, Space & Security which is driven by its ability to provide customers with the right solutions, at the right time, and at the right cost. In addition to this, the fact that Boeing strives to leverage information technology whilst continuing to invest in research and development is an attractive quality in a potential employer.

I have a BSc in Aerospace Engineering and will graduate in September 2015 from Cranfield University (UK) with an MSc in Air Transport Management. I believe that my work experience, extensive international exposure, as well as my Spanish and English language skills, would add value to your team.

In addition to this, I have been fascinated by aviation all my life, whether piloting a plane on location, designing aircraft at university or evaluating aviation market forecasts as part of my Thesis. I function particularly well in a high pressure, fast paced work environment and am able to adapt extremely well to new environments as proven by living and studying abroad. Being part of a diverse and dynamic team within Boeing would be a valued opportunity to utilise my exceptional social aptitude, global mind-set and enhanced engineering skills.

I enclose my CV for your attention. I am happy to provide any further information in support of my application and am available for an interview at any time. I look forward to hearing from you soon.

Yours faithfully,

Madeline Estrada

Example Cover Letter 2

James Streetly
22 St Johns Road
Bedford,
MK41 4SS
j.streetly@cranfield.ac.uk
07979 698745

25th September 2015

Dear Sir/Madam,

Re: Full Time Generalist Business Analyst - Reference 187699

I am very interested in the position of Generalist Business Analyst within McKinsey. I find the structured approach McKinsey takes towards its projects highly impressive. Exceptional team discipline together with a systematic approach of setting hypothesis to each problem clearly differentiates the company from its competitors. The strategic and tactical management of the company has led to minimal effect of the recent decline in corporate profitability. I am also greatly attracted by the constant challenge to perform well in the capacity of Business Analyst and the vast industrial sectors that McKinsey operates in. Additionally, the culture of diversity and innovation is an added asset for the company and one that I find greatly appealing.

I am currently completing an MSc in Aerospace Dynamics at Cranfield University and have recently achieved a first class BEng Hon's degree in Aerospace Engineering. My knowledge would be an asset to the consultative work that McKinsey carries out with its Defence and Aerospace clients globally. My uncompromising determination to achieve excellence and find solutions to every problem, led to great success at GKN as a Continuous Improvement Leader. I achieved a 10% reduction in production time through introduction of innovative assembly techniques and issued Standard Work Procedures and hence drastically improved productivity. A role directly related to McKinsey's culture of pioneering solutions, consistently using creativity, prioritising client's requirements, and working as a team towards a set deliverable; maximising profits.

My previous experience and academic background in Business and Engineering has greatly cultivated my interest in consultancy. The government's recent decrease in spending has resulted in a greater number of McKinsey's projects within the aerospace sector to enable cost-reduction and efficiency. I believe I can add great value to the company by contributing expert engineering knowledge and help maintain and grow the company's relationship with such an extended client base.

Thank you for your consideration. My CV is attached for your review and please don't hesitate to contact me should further information be required. I look forward to hearing from you in due course.

Yours faithfully,

James Streetly

Example Cover Letter 3

Walt Chandler
387 Stringfellow Hall
Cranfield University ,
Bedfordshire,
MK43 0FS
07989 000 000
w.chandler@cranfield.ac.uk

23rd September 2015

Dear Mrs,

Reference: Supply Demand Planner – SDM Department – Apple – No: 015251

I was very pleased to learn that Apple has a position in supply chain management that has recently become available. Apple has a history of creating new markets and disrupting existing ones. This ability to take innovative technology and integrate it into a product that is intuitive, simple to use and beautiful is a difficult task, yet Apple does it time and time again. This dedication to elegant disruption is why I want to work at Apple. The role of Supply Demand Planner is attractive to me as Apple's Retail Business is expanding at an amazing speed and is constantly changing.

My previous work experience has been in the US Army as a Commissioned Officer (Transport and Logistics Corps) and I have worked with Kiva.org in Latin America. I believe that my previous experience as a distribution planner for the US Army translates readily to this supply chain role. In the US Army I leveraged my Excel skills to analyse and model the US Military's distribution system and build forecasts that were integrated with operational plans. At all times I worked to ensure that logistics enabled operations to achieve their goals and were never a hindrance. My actions there enabled the 30,000+ person organisation I supported to meet its draw down goals while keeping as many assets operationally engaged for as long as possible. When I left the US Army, I served as a fellow with Kiva.org. This experience taught me how technology and design, both on the customer facing end and on the systems end (IT and people systems), when properly applied can enable a small cadre of driven people to change the world. This lesson is just as powerful as my classical training as a military strategist and logistician.

I believe the greatest value that I would bring to Apple is *not* my ability to take a complex operational environment, accurately predict the demand and marry it up to the capacities of the supply chain - most logisticians can do this. My greatest value is taking the next step and communicating this complex output to my team and superiors in a manner that is clear, concise and understandable. This enables the entire team to ensure that no customer "buys spoiled milk" and that value is created in a holistic manner. I believe that this is where I will bring value to the organisation from day one.

I have attached my CV and look forward to speaking with you in the future about this great opportunity.

Yours sincerely,
Walt Chandler

Action Word List

The following verbs may help you describe the contribution you made in your previous jobs. They are an example only.

Achievement

- Accelerated
- Accomplished
- Achieved
- Attained
- Carried out
- Completed
- Conducted
- Delivered
- Demonstrated
- Doubled
- Effectuated
- Enhanced
- Enlarged
- Exceeded
- Expanded
- Expedited
- Finished
- Implemented
- Improved
- Increased
- Negotiated
- Obtained
- Perfected
- Performed
- Produced
- Secured
- Succeeded
- Surpassed
- Tripled
- Won

Initiative

- Created
- Designed
- Devised
- Established
- Extended
- Formulated
- Generated
- Improvised
- Initiated
- Instituted
- Introduced
- Launched
- Originated
- Pioneered
- Redesigned
- Set up
- started

Leadership

- Controlled
- Developed
- Directed
- Drove
- Guided
- Headed
- Inspired
- Led
- Managed
- Organised
- Revitalised
- Undertook

Problem solving

- Analysed
- Corrected
- Cut
- Eliminated
- Ended
- Evaluated
- Examined
- Identified
- Investigated
- Refined
- Reduced
- Reorganised
- Repositioned
- Reshaped
- Resolved
- Restructured
- Revamped
- Reviewed
- Revised
- Simplified
- Solved
- Streamlined
- Strengthened
- Tackled
- Traced
- Trimmed
- Turned round
- Uncovered
- Unified
- Utilised

Synonyms

A list of alternative words for your CV

Arranged

Administered
Assembled
Centralised
Compiled
Composed
Co-ordinated
Deployed
Designed
Developed
Dismantled
Engineered
Mounted
Organised
Planned
Positioned
Prepared
Programmed
Proposed
Scheduled
Structured

Improved

Corrected
Enhanced
Optimised
Rectified
Refined
Remedied
Repaired
Rescued
Resolved
Restored
Revised
Revived
Re-vitalised
Revolutionised
Saved
Solved
Transformed
Unravelling

Began

Built
Conceived
Constructed
Created
Devised
Established
Founded
Generated
Initiated
Inspired
Installed
Instigate
Instituted
Introduced
Invented
Launched
Originated
Piloted
Pioneered
Rejuvenated
Renewed
Set up
Started

Increased

Accelerated
Augmented
Broadened
Doubled
Enlarged
Exceeded
Expanded
Expedited
Extended
Heightened
Increased
Lengthened
Maximised
Strengthened
Surpassed
Tripled
Widened

Changed

Altered
Combined
Converted
Diversified
Modernised
Modified
Re-arranged
Re-deployed
Re-designed
Re-directed
Re-organised
Replaced
Re-structured
Shaped
Simplified
Streamlined
Tightened
Transferred
Transformed
Unified
United
Vitalised

Lessened

Decreased
Halved
Lightened
Lowered
Minimised
Mitigated
Reduced
Shortened
Trimmed

Implemented

Conducted
Demonstrated
Effectuated
Enacted
Enforced
Executed
Formed
Formulated
Implemented
Negotiated
Operated
Performed
Presented
Processed
Produced
Provided
Represented
Serviced
Undertook
Utilised

Maintained

Consolidated
Regulated
Reinforced
Retained
Settled
Stabilised
Standardised
Supported

RESEARCH THE ORGANISATION AND SECTOR

It is essential to research the organisation and industry sector to which you are applying. This will enable you to demonstrate your knowledge of the business area and to highlight your fit with the company and the role.

Areas to research could include...

What drives the firm's profits? What are its needs?

What are its pressing concerns and primary opportunities?

What is the working environment like?

What are the most important values held by the organisation?

As you collate notes on what the firm needs and what you can do for the firm, be sure to use your own words – not brochure jargon. When you craft your letter, argue your fit with the company in your own language and style. When referring to your fit with the competencies required be explicit in developing your argument.

For example, you could catch the reader's attention early on in the letter by making reference to a key opportunity that the business is pursuing and linking this to your own skills and experience, hence demonstrating how you will be able to add value to the business. Another example would be to refer to one or two key values of the organisation (e.g. the Co-operative Bank takes an ethical approach to investment) and to give evidence of how you share these values (e.g. you are a member of the corporate responsibility job club and hold an ethical savings account).

Taking the time to conduct such research will enable you to tailor your letter and stand out from the other candidates.

Key steps that you should take to enable you to elicit important information include...

Look very carefully at the advert and supporting documentation - such as the job description, person specification, key competencies, and skills required.

Visit the company website to research key facts. Look for press articles on the website for the latest company information.

'Google' the company and again look for recent articles.

Use the resources in the MIRC and Kings Norton Library such as MINTEL to do searches on your target company. Do ask the MIRC and Library staff for assistance if need be.

Speak to people working for the target company. Ask them about current hot issues for the company as well as the key competencies required for your target job role. Make use of company presentations, careers fairs and the Alumni Relations Team to put you in touch with people who can give you this valuable information.

Keep up to date by reading the Financial Times (FT) and the business sections of good quality newspapers, such as The Times, The Telegraph, The Independent, The Observer, The Guardian, The Harvard Business Review, as well as Fortune Magazine.

Ask yourself 'Does my research give an adequate platform upon which I can construct my application, including the appropriate cover letter?'

MATCH YOUR SKILLS TO ROLE REQUIREMENTS

This is the bulk of your one page cover letter. It is essential to closely identify the match between your own experience, skills and competencies; and the requirements of the recruiter. This will help you to select what you should say in the cover letter.

Do use some of the same key words as those used in the job description. Human Resources (HR), hiring managers and 'recruitment software' will be looking for these words, e.g. if 'Excel modelling' is essential, ensure that you mention your expertise in this area.

Ensure that you demonstrate your ability in key competency areas.

Do mention relevant theses, electives and independent projects that have a bearing on the role for which you are applying.