

Resume Guidelines for Working Professionals

The Robert H. Smith School of Business

The Office of Career Services

OBJECTIVE

The Resume Guidelines for Working Professionals are designed to help experienced Executive MBAs, Part-time MBAs, and Online MBAs create a resume that can be used for online job searches and for networking purposes.



OFFICE of CAREER SERVICES

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The Purpose of a Resume

A well-crafted resume is an essential tool in the job search process. This document serves to position you with potential employers for a new career opportunity or to advance you within your current role. The resume is the document that markets you to potential employers—highlighting your most valuable and relevant professional attributes, key accomplishments and skills. A resume represents your personal brand, conveys your value proposition and differentiates you from other candidates.

When crafting your resume, be sure to avoid writing it as a job description. For example, rather than using the phrase “responsible for,” which explains what you do, specifically address the impact that you will make on the employer’s mission, customers, and bottom line. Your resume should describe this through bullet points that are written in an accomplishment-based, quantifiable, and clear manner.

A resume is projected towards the future. Use the language of the role you are seeking rather than focusing heavily on your current position or previous roles. Be sure to identify the transferrable skills you have acquired that may be applied to the new role and highlight those. This will be key in effectively demonstrating your value proposition to potential employers.

The Reading of a Resume

Employers read resumes to identify strong performers who will step in and exceed the position expectations.

On a first read, a hiring manager or HR professional will review the facts of your career: dates, employers, roles, locations, education, and other relevant information. It’s a quick scan to see if you are a viable candidate. They also evaluate your professionalism. A resume with mistakes, inconsistent format, or poor writing will likely take you out of consideration.

Because employers spend less than a minute in a first review of a resume, your resume needs to be easily read with minimal graphics. It should be an appropriate length, usually one to two pages for most professions depending on your experience. In short, you don’t want the reader to have to work to learn about you.

After the first pass, a reader is looking for active statements that highlight your impact and articulate your strengths. She is looking for the full range of capabilities – leadership, strategic view, teamwork, communication, analytic skills – with increasing scope and bottom-line responsibilities.

Technology and Your Resume

With the explosion of LinkedIn and other career-related sites and technologies, many ask if a resume is even necessary today. The answer is, of course. A resume is still the document that anchors the process. It is what an interviewer will use to drive the conversation.

Technology has changed the game in that it is much easier to apply to positions now. While that has advantages for you as a job seeker, it also results in more applicants and competition for each position. The pool of candidates has grown with technology; to make it through the screening process, your resume needs to stand out.

Because there are so many candidates, employers now use technology -- in particular keyword searches -- to identify high priority applicants. It is important that you tailor your resume(s) with this in mind.

The Anatomy of a Resume

The layout and order of your resume should be as follows:

1. **Your name and contact information:** Your name should be in a larger font; up to 14 point is acceptable. Your address, phone number and email address go just below your name. Do not use your current employer's e-mail address on your resume. Instead, create an email address specifically for your job search. Keep your hyperlink active to ensure that employers can click on it if they choose to do so. List only one phone number where you can be reached and where a caller can leave a voicemail message. It is bad form to use your work telephone number. You may also include a link to your LinkedIn profile.
2. **Summary of Qualifications or Professional Profile:** This section is designed to show employers the value you will bring to their organizations, what skills you have, and how well you have performed. It also enables you to position yourself for the job you are seeking. A strong statement will catch the readers' attention and will entice them to read on. It will also enable you to strategically highlight relevant accomplishments, experience, or skills that fall further back on your resume. Develop a concise statement that will highlight your relevant experience, professional skills, achievements, and awards. Do not include personal information such as your birth date, marital status, and the like. Your statement can be skills-based, achievement-based, or a headline format. See [Sample Profiles and Summaries](#) for examples of different styles and formats.

As you create your qualifications summary, consider including some of the following:

- Title / functional area targeted
- Subcategories of functional area
- Industry
- Number of years' experience
- Areas of expertise or specialization
- Highlights of accomplishments
- Advanced degree

Please know that the Professional Profile is **NOT** an Objective Statement. It does not focus on what you want. It focuses, instead, on what you can provide to an employer and it incorporates the skills and qualities required in that next position.

It is best to begin this section with a functional title or headline, such as Finance Manager, Marketing Professional, or Supply Chain Executive for focus and clarity. A functional title or headline will enable the reader to know who you are and what you are targeting within seconds. Other headings include:

- Career Summary
- Career Achievements
- Career Highlights
- Executive Profile
- Highlights of Experience
- Management Profile
- Professional Profile
- Professional Qualifications
- Summary of Qualifications

Although it is located at the top of your resume, it is often easiest to write the summary section last. The process of examining and writing the experience and education sections first will help you obtain the focus you need to write a powerful and succinct summary statement.

For additional assistance, please see your career coach or watch the video, *How to Build a Great Resume "Profile"* by Ross MacPherson. <http://schools.beyondb-school.com/myblogs-item/how-to-build-a-great-resume-profile/>

3. **Experience:** This section is designed to demonstrate how you have put your skills to use in support of your organization's corporate strategy. It is not merely a reiteration of your daily duties. List your professional experience in reverse chronological order starting with your most recent job and working backwards. College internships and jobs while in high school should not be included, unless they add essential evidence of your business skills and experience. Your career coach can help provide guidance on this.
4. **Education:** To optimize the effectiveness of an experienced students' resume, the "Education" section is usually placed after the "Experience" section of the resume. This helps to ensure that the resume does not look or feel like that of a traditional student with a degree, but little experience. If you do have limited experience, the "Education" section will be the key selling point of the resume and can be placed higher up. For additional guidance on proper placement of the "Education" section, please visit your career coach.

List your degrees in reverse chronological order, current degree program first. Do not list high school or prep school. Do not list course work. Projects (for example, classroom-based or centers of excellence-based) may be listed under your degree if they are substantial in content and results, and provide evidence of experience that your target employer requires, but is not found elsewhere on the resume.

5. **Affiliations:** If you belong to any industry-specific affiliations, list them on your resume. It demonstrates an interest in remaining current in your field. Sample affiliations include:
 - The American Marketing Association (AMA)
 - The Institute of Management Consultants USA (IMC USA)
 - The Association for Financial Professionals (AFP)
 - The Association for Operations Management (APICS)

- The Society for Human Resources Management (SHRM)

If you belong to several professional associations, you may list them in paragraph form and separate them with semicolons. You may list any leadership positions you've had within those associations as well. Do not include religious or political affiliations.

6. **Additional Information:** This section may include community service, leadership activities, relevant technical skills, language skills, additional training, and publications. Only indicate computer skills if they relate to the job or are requested. Do not include Microsoft Office as all MBAs should be proficient in MS Office.

Do not include a list of references on your resume or the line "References available upon request."

Results-Based Format

Use a chronological, results-based resume format, which is distinctive in that it lists your capabilities in the form of the results you have accomplished, rather than simply listing your responsibilities.

- Each statement begins with a **past tense action verb** (see sample list on page 13) and indicates, wherever possible, the **result** or impact of your actions. (Use present tense only for current activities.)
 - Think of each bullet item as a headline to a story. Like a newspaper headline, it should, in a glance, give the reader enough to decide whether "your story" is of interest.
 - Use the SAR/PAR format as you develop your bullets. As you write, consider a **situation or problem** you encountered, your **action**, and the **result** that benefited the organization. Briefly list the action and the result in the resume bullet, but be prepared to tell the entire SAR story on the interview.
- **Lead with the result** for greater impact. Starting your statements with strong results-oriented verbs like: Increased, Decreased, Improved, Expanded, Optimized, Boosted, and Slashed will generate interest and encourage the reader to read on to learn how you achieved what you did. Burying your accomplishment at the end of the statement can often lead to it going unnoticed.
- Whenever possible **quantify the results** by using metrics such as time saved, revenue generated, costs reduced, and numbers of people trained or managed.
- State **facts** ("20% increase" / "over 5000 customers" / "Fortune 500 client") not **judgments** ("big increase" / "large customer base" / "important client").
- **Make every word count. More is not better.** Each bullet point should reveal something different about you. If you have done the same thing across several jobs you don't need to indicate that accomplishment multiple times. Just include the best example of that accomplishment under one of your positions.

Sample accomplishment statement:

Ineffective: "Built web-based project planning tool."

Effective: “Built web-based project planning tool that decreased planning time by 50% and was adopted company-wide.”

Best: “Decreased project planning time 50% by building a web-based project planning tool that was adopted company-wide.”

Where can you find these accomplishments? Consider looking at:

- Past performance appraisals
- Memos documenting your contribution to a team effort
- Examples of work you have produced
- Notes of appreciation from clients or supervisors
- Meeting notes

Keywords

Keyword-based electronic scanning via Applicant Tracking Systems (ATS) has replaced the traditional methods of resume collection and review. The technology enables companies to handle hundreds of applicants in a fraction of the time. To increase the likelihood that your resume is reviewed by an employer, it is critical that it contains appropriate keywords.

What are Keywords?

Keywords are words and phrases specific to a particular industry or profession. Every resume should contain keywords to let employers know that you have skills and experiences that are in alignment with their position requirements.

How to Locate Appropriate Keywords

To optimize your resume for keyword searches, find at least three job postings that provide full descriptions of your target position(s). Use a highlighter to highlight common keywords. Keywords can include:

- Position titles
- Industry names
- Degrees, certifications, training
- Hard skills: Technical skills, methodologies
- Soft skills: Communication, interpersonal skills
- Affiliations

The keywords that appear most often should be integrated throughout the resume for the best results if you have skills and experience in those areas. If you do not, visit your career coach to brainstorm ways in which you can develop some of those skills.

You can also learn appropriate keywords by conducting informational interviews with those familiar with the position(s) you seek, or by reviewing job descriptions.

Tip: Pasting job descriptions into www.wordle.net, will provide you with a word cloud and a visual representation of some of the key items being sought. If you paste your resume into Wordle, would it look similar?

Where to Place Keywords

Applicant tracking software searches various areas of your resume to locate keywords, so it is in your best interest to insert them throughout the resume. Consider inserting keywords in your “Summary,” but be sure to support those words in the “Experience” section of your resume as well. Although applicant tracking systems operate differently, generally, the more often keywords appear in your resume, the higher your resume will be scored by the system. Once your resume passes the ATS, it will be read by human eyes, so refrain from randomly inserting keywords that your experience cannot support.

Formatting Guidelines

Length:

- Students with less than eight years of experience should have a one-page resume. Students with eight or more years of experience may have a two-page document.
- If in doubt, please consult your career coach.

Font:

- Use Times New Roman font. Avoid use of italics. Limit use of bold.
- Font size should be 12 point maximum, 10 point minimum and consistent across your resume, except for your name at the top of the resume, and section headers.
- Your name and section headings (Summary of Qualifications, Experience, Education, Affiliations) can be larger.

Margins:

- Margins should be no less than 0.5 inches, ideally between 0.75 inches and 1 inch.
- Whenever possible, make margins consistent on all sides.

Format:

- Dates right justified across from company name. List year only, not months, e.g., 2005 – 2008. The length and spacing of all dashes must be consistent throughout the resume.
- List location (city, state) immediately after employer or school name.
- Bold your name, the section headings, names of educational institutions, degrees, employer names, and job titles.
- Whenever possible, leave space between the header and content in each section. Also leave space after the content in each section.
- If you have a two page resume, create a header on page 2 with your name and “Page 2.”

Grammar and Punctuation:

- Avoid possessives (my, I, our) and contractions (it’s, didn’t, wouldn’t, don’t, etc.).
- Limit use of articles such as “the/an/a.”
- Spell out the word “and” and do not use the ampersand (&) symbol.
- Be consistent in the use periods at the end of all statements.

Acronyms and Abbreviations:

- Avoid abbreviations. One exception: states should be abbreviated, e.g. College Park, MD.
- Spell out degrees, e.g. “Master of Business Administration” instead of “MBA.”
- Spell out acronyms the first time they are used, e.g. Department of Defense (DoD), Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis, research and development (R&D).

Numbers:

- Spell out numbers one through nine, e.g. “Led team of three.”

- Use figures for numbers 10 and above, e.g. “Led team of 12.”
- Exception to spelling out numbers: money and percentages, e.g. \$2B in revenue, 5% growth, \$5MM or \$250K. Your formatting must be consistent throughout the entire resume.
- Convert international monetary reference to US Dollars, i.e. instead of 40 RMB list X US dollars.

General:

- **Use square bullet points, as in the examples, for approval on the HireSmith system.**
- Tailor the resume so that it is customized to individual job descriptions.
- Proofread diligently to ensure your document is free of spelling and grammatical errors.

Helpful Hints

Dates for Multiple Jobs Within a Single Company: Place in parentheses after the job title.

AIR PRODUCTS AND CHEMICALS, Allentown, PA, Mexico and China

2004 – 2008

Project Engineer, Allentown, PA and Tianjin, China (2007– 2008)

- Designed and sold a \$10M bulk gas system using integrated valve matrix to allow customer maximum flexibility during tool hook-up while maintaining quality and minimizing cost.
- Negotiated \$2M in cost savings through negotiations and detailed contract definition.

Process/Operations Engineer, Allentown, PA and Cosoleacaque, Mexico (2004 – 2007)

- Conducted process improvements in multiple plants working with all levels of plant management while garnering headquarter support for project approval.
- Identified source of high cost process errors and designed an automated argon purification process resulting in 30% savings in operating costs at three Air Products’ facilities.
- Trained over 20 US and international plant operators and engineers on plant optimization and efficiency.

Company Descriptions: If the company is generally unknown you may put a one line description of the company below the company name.

ABC Company, Baltimore, MD

2006 – 2009

A \$750M IT consulting services firm in the construction and engineering industries

Relevant Business School Projects: Consider listing relevant projects under your MBA degree to highlight valuable project experience obtained during business school if you lack that experience in other areas of your resume - especially helpful for career changers.

Robert H. Smith School of Business, University of Maryland, College Park, MD

2016

Master of Business Administration, Focus Area: Marketing

- Finalist, WeddingWire.com Marketing Competition
- Strategy Consultant, Center for Social Value Creation: Consulted nonprofit client and assisted with revamping firm positioning

and donor retention strategy.

- Team Lead, Data, Models and Decisions Class Project: Conducted hypothesis testing, confidence intervals, regression analyses, dummy variables, and interaction terms for five companies.

PROFESSIONAL EXPERIENCE

Center for International Business Education and Research – Westinghouse Electric
Global Business Project Consultant

Spring 2011

- Developed growth strategy to increase long-term market share to 15% in the Chinese nuclear energy market.
- Conducted comparative case study analysis to identify other companies that have conducted similar business in China.
- Provided recommendations on product positioning and strategic actions Westinghouse should take to maintain relevance in the Chinese nuclear energy market.

Students with a Consulting Background: Individuals who have completed multiple projects working with different companies as a consultant may want to list engagements separately. Discretion should be used in stating company names where you feel there is a potential breach of confidentiality.

IBM, Bangalore/Kolkata, India

2005 – 2008

Consultant

Fortune 500 Banking Client

- Led team of six in providing business solutions for complicated issues by collaborating with cross-functional teams.
- Decreased response time to demands of customers, employees, partners and suppliers by 50% by automatically archiving infrequently accessed data and securely protecting the information to comply with regulatory and company policies.

Nestle

- Managed multiple global deliverables for the world's largest SAP implementation project worth \$500 million.
- Saved \$5 million by analyzing and redesigning the client's business processes by integrating the functional areas of Financial Accounting and Sales, and Distribution.

International Students:

- Where an American name is used, list that first name first, original name second in parentheses and then last name, e.g. Tina (Tian) Yong.
- Do NOT put visa requirements, social security numbers or pictures on the resume.
- If you have U.S. citizenship or permanent residency you may indicate that under additional information.

Career Transitioners: A career "transitioner" is someone looking to change industries, e.g. from consulting to investment banking or from the military to a private sector civilian career.

- Career transitioners are strongly encouraged to spend time working with the OCS coaching team to identify transferable skills.
- Career transitioners in particular should plan to get involved in Smith student clubs, Centers of Excellence, and/or other project work during business school to gain relevant experience for your resume that supports your future career goals.

How long should my resume be?

In most instances, 1-2 pages work best. If you have fewer than eight years of experience, limit your resume to one page.

Why do we have Smith resume guidelines?

The Smith resume guidelines are used for on campus and job board opportunities. These guidelines require the use of a consistent format and set a standard to ensure the professionalism for our students' resumes, strengthening the Smith brand and enhancing the value of your degree. Please follow the formats in the standard *Smith MBA Resume Guidelines* or the *Resume Guidelines for Working Professionals* in order for your resume to be approved for use on HireSmith. You will find both guides in the document library on HireSmith.

Which guidelines should I follow?

If you have more than ten years of experience, feel free to use the Guidelines for Working Professionals. We encourage you to meet with your career coach to discuss any questions you might have about the guidelines and your resume.

How much of my experience should I include?

Generally, employers focus on candidates' most recent and relevant experience (10-15 years or less). For those with more than 10-15 years of work experience, please see your career coach to discuss appropriate strategies on how to best highlight your career history.

What is a career summary or profile?

The career summary is an overview and introduction that summarizes and highlights your professional knowledge and experience.

Should I use a summary or profile at the top of my resume?

In many instances, a summary or profile is appropriate for mid-career professionals. Additionally, a summary or profile can be helpful when transitioning to a new career field.

What style should the resume be written in?

Resumes should be written in the first person, dropping the "I" from the front of each bullet point. This style, starting with an action verb, gives your resume a more assertive and professional tone.

Will I have more than one version of my resume?

You might. Depending on your career objectives (to be discussed with your career coach), you may have different versions of your resume, especially if you are seeking different types of positions. Additionally, based

on the position(s) you are applying to, you will want to revise it as necessary so that your relevant work experiences are highlighted throughout.

Should I include my hobbies and/or volunteer work?

Volunteer work, community service, and hobbies in which you demonstrate transferrable skills that can be used in your targeted positions should be included.

Should I include the phrase, “Reference Provided Upon Request?”

No. Employers assume that you will provide references when asked if you have applied for the position.

Should I include GMAT Scores on my resume?

No. The exception to this rule is if you are applying to top consulting firms that require this information.

Should I include my graduation date for degrees earned in the past?

If you earned your undergraduate or other type of degree more than 20 years ago, we recommend not including the date.

Sample Past Tense Action Verbs

Action verbs convey clear images. When used to describe accomplishments or achievements they suggest success, a key element in the job search.

achieved	composed	engineered	integrated	produced	standardized
adapted	computed	enhanced	interpreted	programmed	streamlined
addressed	conceptualized	entertained	intervened	projected	strengthened
adjusted	conducted	established	interviewed	promoted	studied
administered	consolidated	estimated	introduced	proposed	submitted
advertised	constructed	evaluated	invented	provided	succeeded
advocated	consulted	examined	investigated	publicized	suggested
aided	contacted	exceeded	joined	purchased	summarized
allocated	contracted	executed	judged	recommended	supervised
analyzed	contributed	expanded	lectured	reconciled	supplied
applied	controlled	expedited	located	recorded	surpassed
appraised	converted	experimented	maintained	recruited	surveyed
approved	convinced	explained	managed	rectified	synthesized
arbitrated	cooperated	explored	marketed	reduced	systematized
arranged	coordinated	expressed	measured	referred	terminated
articulated	corrected	extracted	mediated	registered	tested
assembled	corresponded	fabricated	merged	regulated	transformed
assessed	counseled	facilitated	modeled	rehabilitated	translated
assigned	created	familiarized	moderated	reinforced	updated
assisted	critiqued	fashioned	modified	remodeled	upgraded
audited	customized	forecasted	monitored	reorganized	validated
authored	debated	formulated	motivated	repaired	verified
authorized	debugged	founded	negotiated	replaced	volunteered
balanced	defined	furnished	observed	reported	won
budgeted	delegated	gathered	operated	represented	wrote
calculated	demonstrated	generated	organized	researched	
cared for	described	guided	originated	resolved	
catalogued	designed	helped	overhauled	responded	
categorized	detected	hired	participated	restored	
chaired	developed	hosted	performed	reviewed	
clarified	diagnosed	identified	persuaded	revitalized	
classified	directed	illustrated	photographed	routed	
coached	discussed	implemented	pioneered	scheduled	
coded	displayed	improved	planned	screened	
collaborated	distributed	incorporated	prepared	searched	
collected	drafted	increased	presented	selected	
communicated	drew	influenced	presided	set up	
compared	edited	initiated	prevented	simplified	
compiled	educated	inspected	printed	solicited	
completed	elicited	installed	prioritized	solved	
	encouraged	instituted	processed	spearheaded	

Sample Profiles and Summaries

- All of these samples incorporate keywords that are sought in the candidates' areas of interest.
- Note that the various formats can be combined. For instance, you can lead with a headline, followed by an achievement or skills-based format.
- For a detailed description of the purpose and structure of profiles and summaries, please see [The Anatomy of the Resume](#).

Headline Format

Marketing Manager
with expertise in
New Business Development / Market Positioning / Brand Strategy

Supply Chain / Logistics Management
Materials, Purchasing, Inventory, Production, Distribution

Achievement-Based Format

EXECUTIVE SUMMARY

Seasoned manager with 20 years of experience leading organizations through start-up, turnaround, and growth campaigns. Skilled at identifying financial issues, developing effective plans, and leading companies through challenges to profitability.

Career Highlights

- Led ABC company out of bankruptcy to solvency and sale, nearly doubling investor returns.
- Reduced XYZ's annual costs 70% by bringing operating expenses in line with national average.
- Delivered a six-figure profit, the highest in LMN's 15-year history.

SUMMARY OF QUALIFICATIONS

High-energy marketing professional with a five year record of generating and implementing new and creative strategies for market penetration.

Key Accomplishments:

- Built customer base from zero to 352 within one year of employment.
- Earned Rookie of the Year and Product Launch Leader Awards within the first two years of employment
- Drove trade show strategy, which generated 25% of new business annually.
- Cultivated long-term relationships that generated 85% repeat and referral business.

Skill-Based Format

SUMMARY OF QUALIFICATIONS

Finance professional with skills, training, and experience in:

- Financial Analysis and Reporting
- Financial Systems Software
- Account Reconciliation
- Data Collection and Compilation

PROFESSIONAL PROFILE

Marketing professional with over eight years of experience developing successful marketing strategies and building strong cross-functional relationships in support of business objectives. Areas of expertise include:

- | | | |
|----------------------|---------------------------|-----------------------------|
| ■ Strategic Planning | ■ Product Presentations | ■ International Development |
| ■ Project Management | ■ Web Content Development | ■ Budget Planning |

Basic Resume Template

FirstName LastName

Street Address ▪ City, State (XX) Zip ▪ Phone Number (XXX.XXX.XXXX) ▪ Email Address
[social media address#1](#) (optional) ▪ social media address #2 (optional)

PROFESSIONAL PROFILE *(optional)*

See [Sample Profiles and Summaries](#) for examples.

PROFESSIONAL EXPERIENCE

Employer 1 Name, City, State

XXXX – XXXX

Title

- Create accomplishment bullets that start with a past tense action verb (unless it is a current activity). Focus on results.
-
-
-

Employer 2 Name, City, State

XXXX – XXXX

Title

- Create accomplishment bullets that start with past tense action verb and focus on results.
-
-
-

Employer 3 Name, City, State

XXXX – XXXX

Title

- Create accomplishment bullets that start with past tense action verb and focus on results.
-
-
-

EDUCATION

Robert H. Smith School of Business, University of Maryland, College Park, MD

2016

Master of Business Administration, Focus Area:

- (List school leadership positions, memberships, and relevant projects here)
-

Undergraduate Institution, City, State

(graduation year)

[Bachelor of Science or Arts], [Major]

ADDITIONAL INFORMATION

- Language Skills / Publications / Professional Affiliations, if applicable.
- Specialized software or technical skills (if relevant to job) (Do not include MS Office, as all MBAs are expected to be proficient in this)

OLIVIA K. MARKETER

4566 Brand Management Court ■ Market Strategy, MD 20742 ■ 301.405.0000 ■ omarketer@rhsmith.umd.edu
[linkedin.com/in/oliviakmarketer](https://www.linkedin.com/in/oliviakmarketer) ■ twitter.com/oliviakmarketer

MARKETING MANAGER

Marketing strategist offering 15 years of experience creating and executing value-based sales and marketing propositions that propel revenue / growth. Skilled in establishing and communicating vision, developing strategy, executing tactical plans, and empowering individuals to achieve sustainable results. Strengths include:

- Brand Repositioning
- Profit and Performance Improvement
- Navigating Global Markets
- Sales and Marketing Strategy and Execution

PROFESSIONAL EXPERIENCE

Johnson & Johnson, Edison, NJ

2012 - Present

Territory Manager

- Enhanced value capture, growth, and customer retention by formulating a consumer-focused strategy for the western region.
- Developed and implemented actionable strategic marketing plan to reposition brand and increase volume growth by 50%.
- Increased market share for western markets by 15% within three months of employment.
- Led industry analysis and territory qualitative research to understand consumer preferences, which gave direction to segmentation strategy in the global market.

Colgate Palmolive, Piscataway, NJ

2010 - 2012

Regional Account Manager

- Generated \$200,000 in business savings by leading a Green Belt Six Sigma Project that improved efficiency and reduced costs for training programs used with all US-based customers.
- Provided consultancy services in business development, market entry opportunities, quality assurance, and risk analysis.
- Awarded Sales Achievement Award for conducting business with integrity.

Honeywell Inc., Hillsboro, NJ

2007 - 2010

Marketing Associate

- Analyzed business opportunities for Healthcare Division to enter into the pharmaceutical drug dispensing industry. Prepared and delivered presentations with recommendations to CEO and top-level managers.
- Conducted industry focus groups; gathered information and built contacts with key personnel in regulatory bodies. Findings were included in annual brand plan.
- Evaluated market conditions, and economic and competitive data to assess the impact on the plan. Recommendations were implemented in Q1 and Q2.

Citigroup, Citi Cards Division, New York, NY

2002 - 2007

Marketing Associate

- Enhanced value capture, growth, service and customer retention by formulating a consumer-focused strategy for email distribution channel. Increased customer retention by 11% after two cycles.
- Developed and implemented actionable strategic plan to increase revenue by \$21.8MM and volume growth by 12%.
- Increased click-through and conversion rates by 15% by defining positioning for products offered within web page.
- Reduced email marketing campaign cycle time by 75% through process redesign, technical improvements, and organizational re-alignments that support a customer-centric strategy.
- Led industry analysis and qualitative research to understand consumer preferences which gave direction to segmentation strategy.

OLIVIA K. MARKETER – PAGE TWO

4566 Brand Management Court ■ Market Strategy, MD 20742 ■ 301.405.0000 ■ omarketer@rhsmith.umd.edu
[linkedin.com/in/oliviakmarketer](https://www.linkedin.com/in/oliviakmarketer) ■ twitter.com/oliviakmarketer

Cameron Consultancy Services, Philadelphia, PA

2000 - 2002

Senior Consultant (2001 – 2002)

- Provided consulting services in business development, market entry opportunities, quality assurance, and risk analysis. Managed all aspects of proposal development, definition, research, problem solving, and identification of emerging factors that impacted the telecom sector.
- Evaluated entry strategy for a leading Korean company. Presented alternate business models, acquisition targets, and options, which led to client accepting counsel against investment.
- Led multiple teams of 10 specialists to build the Internet Service Provider (ISP) strategy of a cellular company. Evaluated market opportunities, identified attractive market entry options and built a launch plan. New service captured 15% market share in a year.
- Promoted within 12 months to Senior Consultant. Awarded “Consultant of the Month” twice.

Consultant (2000 – 2001)

- Provided services as a key member of core group formed to service clients in telecom and communications sector to understand client’s business drivers and create strategy to achieve desired business values.
- Collaborated on marketing and selling initiatives, organized seminars and wrote concept papers.

EDUCATION

Robert H. Smith School of Business, University of Maryland, College Park, MD

2014

Master of Business Administration, Focus Areas: Marketing and Strategy

- Consulting: Developed and implemented a marketing strategy for the Washington Area Community Investment Fund; Social Ventures Consulting Project Mentor; Member, Consulting Club

Smeal School of Business, Pennsylvania State University, University Park, PA

2007

Bachelor of Science, Management

- Top 5% of graduating class, GPA 3.89

PROFESSIONAL AFFILIATIONS

- Member, eMarketing Association (world’s largest internet marketing association)
- Member, American Marketing Association – Baltimore chapter

ADDITIONAL INFORMATION

- Proficiency in SQL, SAS, SPSS, Adobe Creative Suite
- Languages: Spanish (conversational)
- Regional Event Coordinator, Race for the Cure; Volunteer, Philabundance Food Bank

JOHN D. CONSULTANT

21504 Waterhouse Way ▪ Bain, MD 20742 ▪ 301.405.0000 ▪ john.consultant@rhsmith.umd.edu
[linkedin.com/in/johndconsultant](https://www.linkedin.com/in/johndconsultant) ▪ twitter.com/johnconsultant

STRATEGIC BUSINESS CONSULTANT

Performance Improvement ▪ Organizational Effectiveness ▪ Training and Development ▪ Change Management

Award-winning consultant with a 12-year record of delivering strategic solutions for sustainable performance improvement by leveraging expertise in educational design and adult learning, and experience in traditional, blended, and online learning.

- Developed learning and development solutions for firms within the information technology and pharmaceutical industries.
 - Managed enterprise-wide initiatives and millions of training dollars to drive business growth and achieve corporate goals.
 - Recognized as a consummate relationship-builder skilled in partnering with business leaders to evaluate needs and develop and execute solutions while managing the human side of change.
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PROFESSIONAL EXPERIENCE

GTC Consultants, Washington, DC

2010 - Present

Consultant

Fortune 100 Manufacturing Client

- Partnered with senior management across business units to improve business performance through human capital initiatives.
- Spearheaded upgrade of organizations' training model to a best-practices model that increased customer satisfaction to 90%.
- Conceptualized and designed a systematic process that identified and resolved workplace issues prior to escalation. Gained executive support to pilot the initiative within the United States and overseas.
- Earned Chairman's Award for exceptional contributions on this high-profile client engagement.

Start-up IT Firm

- Designed new technology training model for sales force.
- Analyzed agents' use of technology and generated a savings of \$50K in retraining expenses by identifying and rectifying significant flaws in processes.
- Progressed from a zero to 85% on-target delivery record on all projects by instituting a steering committee and standardizing processes and procedures.

Integra IT Solutions, Richmond, VA

2006 - 2010

Human Resources Manager

- Provided strategically-focused leadership to develop staffing and learning and development program for this fast-emerging start-up organization.
- Redesigned staffing and recruitment function, reducing hiring time by 10%.
- Slashed recruitment costs 60% by re-negotiating agency fees and eliminating extraneous expenses.
- Reduced turnover 75% and maximized employee productivity by spearheading a program that identified and addressed performance-based problems and by encouraging a work environment of open communication and continuous improvement.
- Demonstrated resourcefulness in use of limited resources to accomplish training and development goals.

Computer Sciences Corporation (CSC), Fall Church, VA

2004 - 2006

Staff Consultant, Federal Consulting Practice (FCP)

- Conducted a pilot to test decision-making model used to allocate \$5 million in discretionary funding. Composed company-wide communications, led software training, and facilitated leadership focus groups.
- Presented pilot results to the organization's president. Acceptance of results and recommendations resulted in re-evaluation of current allocation processes and step-review materials.
- Wrote a business case analysis comparing the costs and benefits of a multi-million dollar project reusing components of expired army munitions.
- Re-engineered business processes in support of developing a Microsoft Access database used for tracking project staffing.

JOHN D. CONSULTANT – PAGE 2

21504 Waterhouse Way ▪ Bain, MD 20742 ▪ 301.405.0000 ▪ john.consultant@rhsmith.umd.edu
[linkedin.com/in/johndconsultant](https://www.linkedin.com/in/johndconsultant) ▪ twitter.com/johnconsultant

MEDecision, Inc., Philadelphia, PA

2002 - 2004

Senior Strategy and Business Analyst

- Developed pricing strategy for a new provider product offering through triangulation of expected user value, market intelligence, and internal cost analysis. Price structure resulted in a 66% increase in customer contracts.
- Improved customer payment responsiveness and reduced billing errors as head of accounts receivable for over 50 customers by engaging external customer contacts to better understand their needs and processes.
- Established a company vendor governance policy and toolkit. Tools provided a standardized, strategy-based approach to vendor sourcing and reduced time spent in meetings for the executive leadership team by ten hours on average per month.

Fannie Mae, Herndon, VA

2000 - 2002

System Analyst

- Ushered program for Sarbanes-Oxley compliance from inception to maturity. Helped define operating and support procedures, security standards, and auditing practices.
- Incorporated problem tracking and resolution system for program, which resulted in the shortening of setup time by an average of 50%.
- Created and maintained new documentation including the operations manual and the customer on-boarding kit.

Corporate Network Services, Poolesville, MD

1998 - 2000

Application Developer

- Designed custom data solutions for over 50 multi-sector clients, the most in the firm and among which included the firm's most longstanding client as well as the largest project in the firm's history.
- Performed all aspects of the IT project lifecycle: sales, requirements meetings with stakeholders, layout design, programming, iterative reviews, testing, documentation, training, and post-rollout support.

EDUCATION

Robert H. Smith School of Business, University of Maryland, College Park, MD

2015

Master of Business Administration, Focus Areas: Strategy and Management Consulting

- Winner of the 2014 Deloitte/Smith Case Competition
- Consultant, CIBER Global Business Project, Monsanto, Brazil

University of Maryland, Baltimore County, Baltimore, MD

1998

Bachelor of Science, Computer Science

ADDITIONAL INFORMATION

- CompTia Certified Technical Trainer (CTT+)
 - Languages: Spanish (conversational)
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