



Advanced Resumes for Executives

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This is what you look like to executive recruiters
and decision makers



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Advanced resumes...



In today's job market...

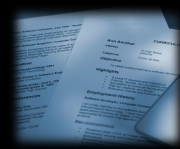
*a good resume is simply
not good enough*

You need a GREAT resume...

*a **focused** and **compelling** marketing tool that **clearly** and
succinctly markets **YOUR VALUE** to a specific role
– one that makes you stand out from your best competition*

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The secret...



Try not to think structurally when you
create your resume...

Think strategically!

*Who is my target market?
What's most important to them for this role?
What do I have/have done that matches it?
What's my competitive advantage?
...and what is the most compelling way I can
present that?*

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How many pages?...



1 page:

- Some specific sectors/markets prefer (Silicon Valley, some investment banking, etc.)

2 pages:

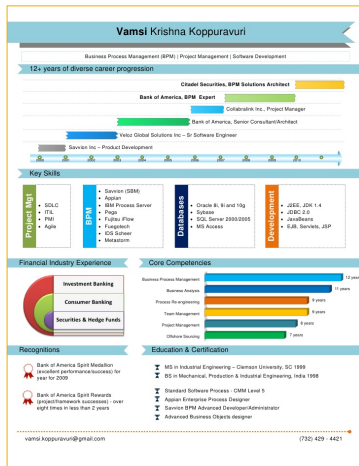
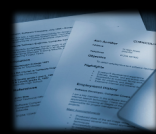
- The standard, regardless of industry
- FILL both pages

3 or more pages:

- Very sketchy territory
- Some exec recruiters are ok with 3 pages for the most positions

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Graphic resumes...



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Grab 'em on page 1...



- Take advantage of the “visual centre of the page”
- Build a great Profile with a strong Headline
- Try to avoid clichés and “resume-speak”
- Shorter “chunks” of information better
- Highlight...
 - your most marketable qualifications
 - what distinguishes you
 - what you're known for
 - the expertise and value your target market is buying

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VIKRAM KHANDARI

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vkhandari@email.com • <http://www.linkedin.com/in/vikramkhandari>

STRATEGIC EXECUTIVE – HEALTHCARE

Strategy Development • Business Development • Growth & Turnaround Strategies

- **Innovative strategist & growth architect** – Defined the strategies that reversed declining performance, stimulated YOY revenue gains, improved customer retention, and opened new sales channels. Decisive, forward-thinker who defines aggressive business plans that capitalize on market opportunities.
- **Fearless tactician** – Unwavering commitment to execution with a “get it done” approach to achieving and exceeding corporate objectives. Equally capable driving top-line and bottom-line improvements.
- **10 years Healthcare experience** – Fast-tracked through increasingly senior and executive roles. National healthcare market knowledge. Able to navigate complex regulatory environments.
- **“Lean” operations champion** – Built entire operating infrastructures from scratch and introduced lean initiatives that streamlined operating processes by 30% and reduced operating costs by as much as 50%.
- **Motivating leader** – Committed to building and leading team cultures based on excellence and results. Able to build coalitions across departments and provide the leadership that achieves results.

• Strategic Planning & Visioning	• Business Development	• Sales & Marketing Planning
• Customer Acquisition & Retention	• P&L Management	• Growth Strategies
• Product Development & Launch	• Negotiations	• Budgeting & Forecasting
• Infrastructure Development	• Operations Leadership	• Leadership & Mentoring

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Steven Matheson

Strategic Executive / Management Consultant

(444) 555-6666 • stevem@email.com • <http://www.linkedin.com/in/stevem>

Accomplished business strategist, leader and advisor with a 15-year track record leading turnaround, growth and marketing activity in the **Consumer Packaged Goods, Healthcare Services, Commercial Real Estate and Education** sectors.]

Combines a highly strategic and entrepreneurial mind with a tenacious hands-on approach to execution. Unique ability to spot opportunities, fix problems and influence without authority. **Rotman Executive MBA** (in progress).

Executive skill set:

Business Strategy	Corporate Development	Growth Strategies
Mergers & Acquisitions	Turnarounds	Relationship Building
Marketing Strategy	Branding / Rebranding	Product Launches
Pricing & Distribution	Marketing Analytics	Business Planning

T1 NAFTA Category Work Visa – eligible for US employment without employer sponsorship

PERFORMANCE MILESTONES: STRATEGY, MARKETING & GROWTH

- **With ABC Educational Services**...rebuilt a \$2M company from the brink of bankruptcy – personally sold \$930K in new revenue, boosted net profit margin to 18%, and delivered a 40% IRR to shareholders in < 3 years
- **With LMNOP Properties**...engineered the in-house marketing engine that transformed the way transaction teams marketed a \$34B real estate portfolio in the US, Canada and Europe
- **With Alpha Inc./Alpha Petcare**...led significant domestic and global marketing efforts that grew a new brand from \$10M to \$120M in domestic revenue with dedicated products for veterinary and consumer channels
- **As a Strategy & Marketing Advisor with Matheson Ventures**...advised emerging companies on market research, go-to-market strategy, market positioning, pricing, and new customer acquisition

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Peter Edgecombe MBA

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SENIOR EXECUTIVE – CUSTOMER SUCCESS / CUSTOMER EXPERIENCE

Professional Services • Global Service Delivery • B2B & B2C

99% cSAT • Net Retention above 120% • \$325M P&L • Up to 750 staff
Built the global Customer Success organization for TechSight (\$325M in revenue)
Optimized service and delivery performance for Microsoft, HP and Walmart

Experienced executive known for building, transforming and leading world-class customer success organizations. Combines a deep understanding of customer buying behavior with the ability to install the strategies, mechanisms, processes, and staff to enhance brand perception, build loyalty and enhance the customer experience with a higher touch. Known for bold vision and tenacious execution that delivers results. MSU Broad Executive MBA.

- **Customer Experience** – expert at maximizing results across the entire customer experience, from pre-sales and go-to-market strategy through delivery, post-sales support, loyalty, retention, etc.
- **Innovation & Transformation** – known for applying innovative thinking to transform business operations, refine processes, create market distinction, exceed customer expectations and accelerate growth
- **Staff Leadership** – passionate and decisive leader skilled at hiring, developing and building engagement with high-performance global teams. Uniquely skilled championing and leading staff through change.

Executive Leadership:

Customer Experience (CX)	Customer Success	Go-to-Market Strategies
Professional Services	Business Transformation	Value Engineering
Story Mapping / Journey Mapping	Performance Metrics	Voice of the Customer (VoC)
Service & Delivery Excellence	Loyalty & Retention	Leadership & Development
Margin Improvements	Change Management	Global Service & Support

Experience

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Creating a headline...



CHIEF FINANCIAL OFFICER
15+ years Fortune 500 Experience

GLOBAL MARKETING DIRECTOR
Specialist in international business development
Americas / Europe / Asia

HEALTHCARE SALES EXECUTIVE
14 President's Club awards • Executive MBA Candidate

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Career switchers...



- You have to qualify yourself in to the new target role
- Put *EVERYTHING* relevant in the Profile
- Highlight what you **can** do for them over what've you've done
- Reduce less relevant details throughout the rest of the resume / highlight more relevant if possible
- Even consider a 1-page resume...relevance and impact over volume
- "Ideally suited to...", "Able to..."

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CESAR CHAVEZ B.S., MBA

Ph: (608) 333-4444 • cchavez@email.com
<http://www.linkedin.com/in/cchavez>

CHEMISTRY MANAGEMENT

B.S., Chemistry • 10+ yrs Senior Lab Experience • MBA, General Management

Senior chemistry professional combining 10+ years technical experience with an MBA in General Management. Ideally suited to management roles requiring balanced strengths in technical and business leadership skills.

Able to:

- Serve as the "Rosetta Stone" communicating between technical and senior business leadership teams
- Combine technical proficiency with business acumen to align operations to strategic objectives
- Leverage operations expertise to manage and optimize efficiencies
- Improve collaboration and flow of data between departments
- Serve as a conduit between the development and commercialization of new products

Management/Business Expertise: Strategic Management ... Operations Management ... Finance & Accounting
Risk Management ... Continuous Improvement ... Organizational Behavior Management ... Negotiations

Laboratory/Technical Expertise: Chromatographic Analyses (IC, HPLC, UPLC, GC, TLC) ... Wet Chemistry
Analysis ... UV/Visible Spectrometry ... Mass Spectrometry ... Nuclear Magnetic Resonance (NMR)

PROFESSIONAL EXPERIENCE

Proteus, Inc. (US Chemical Division) – Madison, WI

- Leading institutional and industrial cleaning product manufacturer

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JASON CHEUNG BA, MBA

jasoncheung@email.com • (213) 444-5555 • <http://www.linkedin.com/in/jasoncheungMBA>

GOAL: MARKETING STRATEGIST / CONSULTANT

Solution Development & Execution • Research • Client Relations • Communications

Dynamic, high-energy, high-achieving professional with a mind for innovation. Combines recent MBA with solid consulting experience working with top marketing minds and defining solutions for top-tier corporate clients. Keen eye for where business/marketing strategy meets aesthetics to tap market opportunities and enhance customer experience. Outstanding communications needs analysis and clients relations skills.

- **As Senior Marketing Analyst**...worked with one of the Top 5 marketing scholars in the U.S. on major engagements with The Getty Institute, Edward Jones, Monitor, and other leading corporate clients
- **As freelance Marketing Consultant**...advised emerging and established corporate clients on market positioning, advertising and strategy to address competitive activity and boost revenue opportunities
- **As President of the Marketing Association**...revived the association, renewed excitement and "buzz", increased membership and led pro bono marketing engagements for local organizations

• Marketing Strategy	• Client Engagement	• Social Media Marketing
• Direct Marketing	• Research & Analysis	• Customer Experience
• Market Positioning	• Market Segmentation	• Client Presentations
• Competitive Analysis	• Team Building & Leadership	• Events

"If you are able to work with Jason, I urge you to do so. Like me, you will count yourself fortunate to have had that opportunity." – B. Nicholson, ABC Industries

EDUCATION

MBA, STRATEGY & MARKETING Drucker School of Management, Claremont Graduate University, 2015

- President, Marketing Association
- 2014 Campus Team Winner, Aspen Institute MBA Case Competition
- Member, Consulting Association & Net Impact

BA, ECONOMICS & GLOBALIZATION STUDIES (dual Major)

Michigan State University, 2010

- Study abroad program in Oaxaca, Mexico

Additional training:

Negotiations and Conflict Resolution

Claremont Graduate University, 2013

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Writing accomplishments...



1. Result or Benefit

Increased revenues 47% over previous year by rationalizing the customer base and focusing efforts on tier-1 accounts

Championed a culture shift across the division, improving collaboration and creating work environments that encourage ownership and reward achievement

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Writing accomplishments...



2. Scope or Complexity

Led operations for a national division with over 30,000 employees across 800 chapter sites, both domestic and international

Project managed up to 20 concurrent development projects with full accountability for all project planning, technical specifications, budgeting, forecasting, timelines and delivery

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Writing accomplishments...



3. Before and After

Transformed an underperforming back-office operation into the #1 service leader with 24-hour turnaround and award-winning service reviews

Successfully salvaged a \$15M project plagued with delays and cost overruns – rebuilt the project roadmap, refocused the team and met all subsequent milestones on time and within budget

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BENEDICT CUMBERBATCH
MEAs, CRMA, CIA, B.Com. • Ph: 444.555.7777

UNITED TIRE CORPORATION, Toronto

SENIOR MANAGER, CEO/CFO FINANCIAL REPORTING CONTROLS CERTIFICATION 2007 – 2009

Designed, implemented and maintained United Tire's NI 52-109 compliance methodology, standards and master plan for all business areas including retail, real estate, financial services, petroleum and corporate/administrative services. Built and managed a 10-person team and held concurrent oversight over 7 additional satellite staff.

- Created the company's NI 52-109 sustainability program including charter, certification team structure, protocol, top-down risk-based methodology, standards and documentation
- Secured the company's first ICFR Operating Effectiveness Certification, with zero material weaknesses or deficiencies in internal controls
- Collaborated with both internal and external audit partners to introduce a more refined compliance methodology, resulting in a full 50% reduction in financial reporting controls

ALLIANCE ATLANTIS COMMUNICATION INC., Toronto

DIRECTOR, INTERNAL AUDIT 2004 – 2007

Brought in to create Alliance Atlantis' Internal Audit division from scratch and develop/maintain their SOX compliance master plan. Recognized for establishing a more clearly defined SOX compliance methodology and overcoming an entrenched culture to implement a new set methodology across the organization. Reported to the CFO and Audit Committee. Appointed and served as Secretary of the SOX Steering Committee.

- Instituted and systemized the SOX compliance sustainability program and prepared management's assertion report for certification
- Led in-depth control remediation and created more clearly defined policies, processes, systems and controls
- Established required compliance and controls across all Canadian business areas, along with international subsidiaries in England, Ireland and Spain

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EXECUTIVE EXPERIENCE

ABC EDUCATIONAL SERVICES – Toronto, Canada

Consulting and continuing education provider to the healthcare services industry.

Managing Director / CEO

2011 – Jul 2015

Turned around this \$2M revenue business – reversed two consecutive years of losses, personally sold \$930K in new business, generated 18% net profit margin and a 40% IRR for shareholders in <3 years.

- Made the strategic decisions required to overhaul the business as swiftly as possible – spun-out and sold an underperforming business unit, rationalized the team and moved to a variable-cost delivery model
- Refocused the service design and delivery model to meet evolving needs of hospitals and health agencies
- Improved cash cycle by increasing pre-payments from customers and extending days payable
- Rationalized the client base, doubling the average contract value from \$25,000 to \$50,000
- Successfully litigated on behalf of shareholders to recover damages related to material financial misrepresentations made by vendor of firm to purchasers

LMNOP PROPERTIES – Toronto, Canada

International real estate investor and developer with over \$34B AUM in the U.S., Canada and Europe.

Asset Marketing Manager

2009 – 2011

Re-built the in-house marketing engine for the organization, strengthening Oxford's capability to market major real estate developments, large leasing opportunities and joint ventures.

- Changed the team, processes and systems to provide more effective and timely support to deal teams
- Deployed innovative marketing strategies that leveraged new digital channels for major U.S. and Canadian assets including Fairmont Hotels, Hudson Yards (Manhattan), The Leadenhall (London, UK) and others
- Improved the quality and value of marketing support materials while lowering total marketing expense by 40% by reducing reliance on external vendors

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PERFORMANCE

WELLNESS PERVANE. – Pinehurst, GA

Nation's leading health benefits company with 33 million medical members. Blue Cross and Blue Shield licensee in 14 states.

Senior Markets Executive / Segment Lead

2008 – 2010

Turned around a declining \$1B+ Medicare Secondary business and brought to net growth position and highest sales since 2007. Refreshed the strategy and quarterbacked execution across all U.S. markets. Full P&L accountability.

Within 2 years, reversed 3-yr 8% compound net decline to 2% growth for national Medicare Secondary business – exceeded growth target by 17%/\$37M and reached \$1.8B top-line revenue

- Designed a more "nimble" growth-oriented strategy to drive aggressive top-line growth and expand footprint across distribution channels in each market
- Provided the leadership and new value proposition that quickly re-invigorated sales engagement and brand loyalty across distribution channels
- Established new product management orientation and introduced more tactical advertising to address market-specific maturity levels
- Orchestrated launch of "Modernized" Medicare Secondary plans to address new legislative requirements
- Reduced portfolio cost structure by \$13M through detailed cost analysis

Staff Vice President – Marketing & Strategic Planning

2007 – 2008

Following 2007 Wellness-Pervane merger, promoted to integrate 3 regional marketing teams/strategies into one consolidated national marketing function for all Medicare Prime, Medicare Secondary, and Medicare Part E/Prescription Drug business. \$39M budget.

Assembled WP's first integrated national marketing team, devised the new national advertising strategy, and introduced "lean" improvements that reduced costs and improved sales support

- Re-built the marketing operating infrastructure and positioned for growth – integrated the strategy, reorganized staffing model, and put new cost controls in place

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Other sections...



Education / Certification (obviously)
Speaking Engagements or Publications (*"thought leadership"*)
Board and/or Committee positions
Media Appearances
Industry Leadership (eg. FEI)
Volunteer / Community Contributions
(Personal) – most often omitted at exec levels, achievements best

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Getting past ATS systems

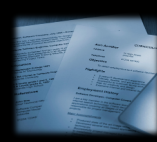


ATS – Applicant Tracking Software
Assume ALL companies & recruiters are using them
Tips:

- Integrate the keywords they're after (within Experience best)
- Page 1 most important!
- Synonyms work (all systems understand them)
- Newer intuitive AI-based systems understand *concepts*
- CAN'T read content in headers, footers or text boxes (columns get messed up)

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Final resume tips...



- Be consistent with formatting, use ample white space
- Highlight to emphasize key text (**bold**, underline)
- Keep it tight, to-the-point, relevant
- Stick to standard fonts
- Never use templates!