

Chapter 1

The All-Purpose Resume Is So Five Minutes Ago

In This Chapter

- ▶ Understanding the radical change overtaking recruitment and resumes
- ▶ Responding to the pull of market forces and the push of government regulations
- ▶ Writing targeted resumes, from a core document to spinoff communications
- ▶ Fighting back when technology isn't your friend and your resumes go missing

Hey there! Is your job search stalling out after you submit a resume but before you are offered an interview?

If your answer is yes, this book can open significant new insights for you with a quick update on how to thrive in a landscape where recruiting processes have turned digital but resume practices are stuck in analog.

In a New Era, the Targeted Resume Rules

Job seekers, brace yourselves. Trolling the job market is getting trickier and requires more effort than the last time you baited your resume hook. Even if you were job hunting fairly recently, resumes and related techniques that were revolutionary in the savvy job seeker's toolkit a mere dozen years ago are headed for history. *The all-purpose resume is at the top of the list of job search tools gliding to irrelevance or extinction.*



You probably have an all-purpose resume lying around in a desk drawer somewhere. What you and legions of job seekers everywhere like about the all-purpose resume is that it casts a wide net to snag the attention of many employers — and it saves time for those of us who are too busy getting through the day to keep writing different resumes for different jobs. I appreciate that. But, sorry to say, your one-size-fits-all work of art is obsolete, and it's going to get lost in more and more recruiting black holes.



Of friends and resumes

"The number one way to use your OnTarget resume is to find a friend to walk it into the hiring manager's or recruiter's office with the friend's stamp of approval," advises Mark Mehler, cofounder and principal of CareerXroads and a

long-time Internet job-hunting expert. He says his firm's annual survey of how people get hired at major corporations shows that one out of three openings is filled this way.

The all-purpose, or generic, resume is being replaced by the targeted resume (which I refer to in this book as OnTarget), a resume that is tailor-made for a specific employment goal.



An OnTarget resume is a marketing tool that convinces the reader your work will benefit a specific employer and that you should make the cut of candidates invited in for a closer look. An OnTarget resume

- ✓ Addresses a given opportunity, making it easy to see how your qualifications are a close match to a job's requirements.
- ✓ Uses powerful words to persuade and clean design to attract interest.
- ✓ Plays up strengths and downplays any factor that undermines your bid for an interview.



In previous editions of this book, I said that when you want to be picked out of a crowd and invited to a job interview, nothing beats a perfect or near-perfect match between a job order and your resume. What was solid advice in earlier years has become critical advice in this New Era. I repeat: *Targeting your resume for each job is becoming necessary, not just smart.*

Hurried along and killed off by technology advances, the demise of the generic resume is driven by two factors: the pull of market forces and the push of government mandate. I explain both factors in the next two segments.

Market Forces Zap Unqualified Resumes

The word got out, slowly at first. And then — whoosh! — millions of job seekers found out how easy it is to instantly put a resume in the hands of employers across the country as well as across town.

Post and pray became the job seekers' mantra as they learned how to manipulate online resumes and click them into the digital world as quickly as fast-shuffling dealers lay down cards at casino poker tables.

Are resumes outdated?

Every few years for as long as I can remember, an employment “thought leader” announces that resumes are old hat and unnecessary, advising that you, as a job seeker, forgo resumes and talk your way into an interview.

The problem with this advice is that it’s impractical — it doesn’t work for most people. Very few of us are extroverted and glib enough to carry the entire weight of an employment marketing presentation without supporting materials before or during face-to-face meetings.

Now a new resume attack has surfaced. This time it turns on technology. Industry consultants observe that companies are weary of sifting through too many resumes and instead will substitute structured e-profiles, screening questions via the Web, and assessment instruments (tests) in deciding who gets offered a job interview.

As my crystal ball is in the repair shop, I don’t know *whether, when, or how widely* technology will erase resumes. But this is what I believe:

At some point in a hunt for better employment, everyone needs market-driven job search communications. That is, everyone needs a resume or something very much like a resume that tells the buyer (employer) such critical facts as these:

- ✓ Why you are an excellent match for the job
- ✓ What skills you bring to the organization
- ✓ Why you are worth the money you hope to earn
- ✓ Your capacity for doing the work better than other candidates
- ✓ Your ability to solve company or industry problems

The resume rush began back in the first phase of the World Wide Web, which retroactively is termed *Web 1.0*, a time frame of about 1994 to 2005.

But the Net’s resume sludge got yuckier and more frustrating as commercial resume-blasting services appeared on the scene. Almost overnight, it seemed, anyone willing to pay the price could splatter resume confetti everywhere an online address could be found.

The consequences of resume spamming for employers were staggering: Despite their use of the Web 1.0 era’s best recruiting selection software, employers were overrun with unsolicited, disorganized generic resumes containing everything but the kitchen sink.

And what about the job seekers who sent all those all-purpose, unstructured resumes? They were left to wonder in disappointment why they never got a callback.

It’s all in the numbers. A job advertised by a major company in the era before Web 1.0 might have attracted hundreds or even thousands of responses, but the same ad posted online creates a feeding frenzy of many thousands of resumes. A few super-sized companies report that they receive millions of

unsolicited resumes each year. No wonder the Web is falling-down-drunk with billions of resumes that overwhelm both technology and eyeballs. No wonder employment databases are hammered with such mismatches as sales clerks and sports trainers applying for jobs as scientists and senior managers, and vice versa.

Fast-forward to 2005 when digital curtains went up on a second Internet phase. It's called *Web 2.0*, a term suggesting a host of new ideas and amazing software that has leapt onto the world recruiting stage. Web 2.0 is fueled by the desire of companies to eliminate resume fatigue and, at the same time, to ace out the competition in acquiring top talent. And, of course, employers universally want to do it better-faster-cheaper.

Briefly, the Web-based services of Web 2.0 are characterized by their movement away from static, rigid Web sites merely listing jobs and links to apply for them and toward richer, more interactive and socially inclusive methods. (To read more about Web 2.0 services, check out Chapters 2 and 3.)



As employers hope to use Web 2.0 solutions to dry out the resume deluge created by Web 1.0 innovation, job seekers have updated aspirations as well.

In Web 1.0, job seekers wanted to know how to *get on* the Internet. In Web 2.0, job seekers want to know how to *get noticed* on the Internet.



Market forces, the term describing the interaction of supply and demand that shapes a market economy, are pulling companies toward targeted resumes by rewarding them with less unnecessary work to wade through. And market forces are pulling job seekers toward targeted resumes by showing them how to get noticed on the Internet.

Game-Changing Government Rules Impact Resumes

As market forces pull toward targeted resumes, the federal government pushes.

The government didn't set out to establish resume targeting as a newly essential job-market skill. But that's what happened as a result of the government's official guidelines mandated in 2006 by the Office of Federal Contract Compliance Programs (OFCCP), the agency established to track the diversity hiring record of those applying for positions with federal contractors.

The rationale for the government's interest in employment practices is that federal tax dollars should not support discrimination in the workplace. The agency's new guidelines are intended to encourage hiring fairness toward those who work for federal contractors. Accurate record keeping is required for gender, race, and ethnicity. (Strangely, age isn't included in the OFCCP

protected classes.) While the diversity issue was already in place before 2006, it effectively was on the back burner and probably would have stayed there except that the Internet came along and made it so easy for everyone to apply for every job under the sun.

How likely are you to be covered by the new OFCCP rules? Perhaps more likely than you think. It's surprising how many businesses are subject to "federal contractors or subcontractors" mandates. Estimates range from a conservative 20,000 companies in the United States to nearly 200,000 facilities and companies worldwide, of which half are reported to be construction firms. One in five American workers is thought to be employed by federal contractors. (Official government figures aren't available at this writing but may be in the future following the establishment of a federal contractor database required by 2006 legislation.)



Even if you postal mail, fax, or hand deliver your resume to someone at a friend's backyard barbeque and never, ever send it online, you still may be classified as an Internet applicant if the contractor accepts some applications for a specific position via the Internet; all applicants for that position must now be considered Internet applicants, according to the rules.

The OFCCP action to deal with Internet record keeping started with a question: Who is an "Internet applicant" and who is a looky-lou?

Why does anyone care? Think about it this way: If 50,000 individuals send a contractor unsolicited and unqualified resumes, should those people, for diversity counts, be considered applicants? The OFCCP says *no*. The agency believes that their inclusion would muddy the database used for official audits and lawsuits based on bias claims.

Using a transportation metaphor, the OFCCP guidelines identify people who should be counted as Internet applicants because they have a specific destination in mind and drive straight for that destination. By contrast, people who should not be counted aimlessly cruise traffic-jammed streets hoping to get lucky and find an acceptable destination. Policy makers insist that the government must know who is and who isn't an Internet applicant to measure hiring fairness when dealing with the otherwise unmanageable hoards of online resumes.



Gain competitive advantage as you distribute your resumes by bearing in mind the official criteria for your being validated as an Internet applicant:

- ✓ You express your interest for a particular position.
- ✓ The employer considers you for employment in a particular position.
- ✓ You have the basic qualifications for the particular position.
- ✓ Prior to receiving a job offer for the particular position, you don't drop out of consideration for the job — by taking other employment, for example, or saying you're no longer interested in the particular position.



To clone or not to clone: Mirroring ad language

Must you use the exact words in the job ad? Two schools of thought exist on this question. Some authorities advise that you should state your qualifications in the identical language used in the ad to which you respond. The ditto contingent points out that computer selection software awards rating points to a resume based on how closely your words mirror those in the job ad: Get closer to the ad, get more points.

Others disagree, saying that modern recruiting software is sophisticated enough to grasp your qualifications even though you use synonyms

and related terms and not the exact same words.

Career advisers won't have a definitive answer on the same words-or-synonym question until enough time has passed to give us more experience with the new OFCCP mandate.

I agree with the latter view — that synonyms and related terms are acceptable — and largely have taken that approach in this book. But if you're worried that a company is using older, limited software, go with the ditto school. The important thing is to play matchmaker with each resume you submit.

Navigating the regulations

Because the OFCCP rules are new to most of us, the following recommendations for resume success with federal contractors are crucial. Most of the tips come from CareerXroads (www.careerxroads.com) co-founder and principal Gerry Crispin, who is way out in front on Internet applicant expertise. Crispin advises that you

- ✓ **Follow the company's instructions.** Do exactly as the company instructs you on how to apply. One way to make it easy for employers to consider you for a specific job is to clone a portion of the job description to your resume for each job you target.
- ✓ **Clearly spell out your matching qualifications.** Make a list of basic requirements and check item by item to be sure you have included your qualification for each one. If you're missing a requirement-qualification match, your resume will gather dust unless no one else qualifies and the company is desperate. (I talk more about matching qualifications to requirements in the section "Three Steps to Writing a Targeted Resume," and illustrate targeting throughout sample resumes in Chapters 11 to 14.)
- ✓ **Send multiple resumes to the same company.** Monitor your preferred company's Web sites and submit a new targeted resume for each position that interests you.
- ✓ **Keep your resume current.** Do you remember the classic tip to stay at the top of a list of candidates by changing a word or two in your resume

and reposting to job boards frequently? Well, that tip is alive and well. “OFCCP rules allow companies to pick a random pool of applicants by searching the job boards for ‘most recent’ qualified applicants,” Crispin observes. “In those cases, no one will even look at a resume that is more than two or three weeks old.”

Sign of the times

Although there are enough federal contractor jobs to justify your paying attention to the OFCCP guidelines, the new rules appear to be spreading into job search quarters across America, starting at the largest companies, says Gerry Crispin, whose CareerXroads consulting firm arranges scholarly conferences where staffing professionals at major corporations share their best practices.

Additionally, the buzz among recruiting-industry insiders is that the Equal Employment Opportunity Commission will soon extend similar, if not identical, guidelines to all U.S. companies with more than 50 employees. Whether the EEOC drops the other diversity-protection shoe in the near future or not, Crispin believes the targeted resume is gaining mainstream status in the United States.

“More and more companies are accepting the OFCCP definition of Internet applicants — individuals who continue to express interest, who are being considered for a specific position, and who meet the position’s basic qualifications,” Crispin says. “The move toward targeted resumes ensures that job seekers who willy-nilly apply for every job that is even close will be wasting their time.”

Three Steps to Writing a Targeted Resume

When you begin to think seriously about greener grass, the race is on! You already need 36-hour days to accomplish all the responsibilities you carry on your shoulders. And then you see a job that you hope has your name on it but can’t carve out the time to write from scratch a targeted resume that will show an employer why you’re the one to interview.

Your answer is to begin building a core resume before the pressure hits, using it as a base to spin off targeted editions when you must move quickly. Constructing a targeted resume is easier when you follow this game plan.

Step 1: Prepare your core resume

Probe your memory to jot down every factor in your background that you could use to customize a resume, from experience, competencies, and skills to education. This is your working model, a resume you will never submit to an employer but a rich well you will draw from time and time again. Use as many pages as you need. (To get pointers on content, go to Chapter 6.)

Step 2: Research requirements of job

If you're responding to a specific advertised job, jot down the requirements that the ad lists. Don't confuse the job duties and the stated requirements. Deal first with the requirements and then see how you can show experience or education that matches the most important job duties.

When you're not responding to a specific advertised job but are posting your resume in an online database, attempt to attract interest in your candidacy by researching the most commonly requested qualifications for a given occupation or career field. You can do this by studying many job ads.

Step 3: Customize each spinoff resume

After compiling the requirements you must satisfy in a tailor-made resume, scour your core resume to see whether you can add secondary items mentioned in the ad that further improve your chances and start writing.



Resume professional Kathryn Troutman suggests a way to cut down on your time and effort customizing each resume. Constructing a two-page resume, customize the first page and, whenever possible, keep the second page the same each time. Freezing the second page isn't always possible, Troutman says, but the concept is a good starting point.

Sample Core Resume and Spinoffs

Look over the following examples for Lauren L. Simpson created by Resume-Place.com CEO Kathryn Troutman. (For privacy reasons, names and other identifying data have been changed.) You'll see how attention to details can make all the difference in getting your resume noticed, first by computers and then by humans.

The back story on Lauren L. Simpson

Lauren grew up on the Mid-Atlantic seaboard (Baltimore, Washington, D.C., and Northern Virginia). After graduating from high school, Lauren worked for a year as an administrative assistant at a health insurance company in Northern Virginia. Deciding she didn't want to continue in administrative work, Lauren landed a job as a sales associate at a nationwide women's wear chain.

Lauren was good at retailing, and after six months the clothing chain offered her a managerial traineeship at one of the chain's stores in Texas. Once there, Lauren enrolled in the retailing program of a well-regarded school of business at the state university. While working and studying, Lauren was promoted to assistant manager.

After graduation from college, another retailer recruited Lauren, who spent several years at the new company. Although successful there, Lauren had a change of mind and began to feel that she'd gotten off on the wrong foot. Retailing isn't really what she wants to do for the rest of her life and she's looking around for another way to learn a livelihood.

Although going back to school and retooling for another career field is an option Lauren is considering, she isn't anxious to incur student debt. Before doing that, she's checking out how she can adapt her hard-earned education to related but different types of work.

Lauren's core resume

Using a reverse chronological time frame (see Chapter 5), Lauren writes a comprehensive document, highlighting her competencies, skills, and accomplishments. (See Figure 1-1) Your core document can run as many pages as you need to include *all* your qualifications. No one but you will see it.

She creates distinct units that she can add and subtract as needed when she targets a specific position.

Lauren's spinoff resume A

Spotting a job ad in a trade publication for a sales position with a cosmetics company that markets products through beauty salons, Lauren takes note of the employer's requirements (which are listed in a mission statement in the box atop spinoff resume A; see Figure 1-2.)

Lauren makes sure she addresses each of the cosmetics company requirements in her targeted resume.

Lauren L. Simpson

19 First Avenue, Austin, Texas, 76746
lauren@email.com, (512) 555-1212

PROFESSIONAL EXPERIENCE

Brilliant Buyers Inc.

Austin, Texas

[dates]

Company is a specialty airport retailer selling 10 brands in 67 stores in major airports throughout U.S.

Merchandising Coordinator

- Buyer's right hand in selecting merchandise for 67 stores. Set up new vendors, create SKUs, place and expedite orders.
- Responsible for product launches in four separate concepts: Silver, Gold, Playful Kids and DogTown. Use strong communications skills to make product presentations to store personnel.
- Supervise implementation of products into stores. Give work direction and supervise employee set-ups of new product lines.
- Problem solving 24/7: Communicate with vendors, manufacturers, and receivers to resolve shipment problems; for example, product out of stock, wrong product, or shipment to wrong location.
- Created model for quarterly human resources newsletter distributed to all employees, explaining merchandising policies and highlighting new products.
- Organize and conduct quarterly schedule of Webcasts for all store managers, in which managers have opportunity to ask questions of buyer and receive answers. Conduct conference calls intermittently as needed. The agenda for both Webcasts and conference calls include new product assortment, floor sets, markdowns, and sales and promotions.
- Competent with paperwork: Review and approve all tickets and receivers for hundreds of purchase orders going to 67 stores weekly.
- Assist in merging data from old point-of-sale system to new Celarent System; changed thousands of SKUs from old system to convert correctly into new system.
- Meet weekly with buyers and merchandising assistants to discuss sales, budgets, and airport news—terminal closures and construction or strikes—impacting company sales.

Accomplishments

- In a commendation to my personnel file, HR Director complimented me on creating the model for a quarterly human resources newsletter, complimenting me on my “professionalism, creativity, and presentation of company values.” Additionally, the director praised my “marketing presentation approach to the newsletter, which ‘made all the difference in readability.’”
- After six months of assisting buyer in making product presentations to store personnel, buy has since sent me solo to 35 stores, expressing confidence in my “gifted marketing and sales abilities.”
- Product returns from airport stores are down 12 percent since my involvement in selecting merchandise.

Figure 1-1: A core resume is a comprehensive document.

Lauren L. Simpson

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LouAnn's

Based in Denver, LouAnn's is a division of Outwear, FAS, with apparel marketed to professional middle-to-upper income women in 220 stores across the U.S.

Assistant Manager, Barton Creek Square, Austin, Texas

[dates]

Sales Associate & Manager-In-Training, Barton Creek Square, Austin, Texas

[dates]

Sales Associate, Tysons Corner Center, McLean, Va.

[dates]

Sales & Business Analysis

- Maximized merchandise visibility by analyzing customer traffic patterns before floor sets.
- Set effective work schedules by analyzing each employee's sales as well as store sales.

Customer Relationship Management

- Developed 16 high-spending regular customers by building and cultivating supportive relationships with new customers.
- Sold by appointment whenever possible.

Management

- Communicated via phone and email with corporate management multiple times daily.
- Met national goals and competed with stores across the U.S. for daily sales results, as well as comparable percentages over the previous year.
- Supervised two to three part-time sales reps per shift.
- Trained employees how best to utilize the preferred corporate selling system and industry standards for up-selling.
- Worked with floor plans to display merchandise for maximum attraction and sales.
- Met daily management responsibilities: maintaining sales floor, inventory, shipping, ordering and record-keeping. Keyboard 40 WPM, competent use of Microsoft Suite, including Word, Excel, Outlook and PowerPoint.

Accomplishments

- Personally delivered one-third of overall store revenues by closing \$30,000 to \$40,000 sales per month in store with 7 staff (3 full time, 4 part time).
- Consistently maximized income through commissions earned.
- In three months [dates], averaged \$15,000 per month sales from regular customers.

OTHER EXPERIENCE**Blue Circle/Blue Badge of Virginia**

[dates]

McLean, Va.

State office of health insurance company.

Administrative Assistant

- After high school, worked one year in administration for government marketing department.
- Compiled marketing analysis, and supported cross-company project teams.

EDUCATION**Bachelor of Science, McCombs School of Business**

[date]

Retail Merchandising

University of Texas, Austin

Cosmetic Sales To Salons. Sales Specialist. Reverse Chronological. Retailer seeks to become manufacturer's sales agent to retail outlets. Requirements: Strong sales ability¹, Strong communication and presentation skills², Computer skills: Word, Excel, Outlook and comfort with new program³, college degree⁴, min. 3 yrs in relationship based sales⁵.

Lauren L. Simpson

19 First Avenue, Austin, Texas, 76746
lauren@email.com, (512) 555-1212

Objective

Seeking field sales position with Beauty Beckons Inc. Wish to be responsible for developing sales and relationships with assigned salons, as well as to develop new business relationships with salons in my territory.

Offering closely related experience/skills for this position

- 3.5 Years in relationship based sales¹
- Reliable and proven sales ability
- Tested communications ability with groups and individuals
- Support of salon management: sales, business plans, product selection, & inventory management
- Leadership of new product launches, special event management, high quality product presentations
- Deliverance of training for salon employees; review sales production
- Support of new business development—marketing, brand promotion
- Monitoring of business development budgets, merchandise & special promotions
- Appropriate appearance and grooming for quality cosmetic products

Professional Experience

Brilliant Buyers Inc.

Austin, Texas

[dates]

Company is a specialty airport retailer selling 10 brands in 67 stores in major airports throughout U.S.

Merchandising Coordinator

- Buyer's right hand in selecting merchandise for 67 stores. Set up new vendors, create SKUs, place and expedite orders.
- Responsible for product launches in four separate concepts: Silver, Gold, Playful Kids and DogTown. Use strong communications skills to make product presentations to store personnel.²
- Supervise implementation of products into stores. Give work direction and supervise employee set-ups of new product lines.
- Problem solving 24/7: Communicate with vendors, manufacturers, and receivers to resolve shipment problems; for example, product out of stock, wrong product, or shipment to wrong location.
- Created model for quarterly human resources newsletter distributed to all employees, explaining merchandising policies and highlighting new products.
- Organize and conduct quarterly schedule of Webcasts for all store managers, in which managers have opportunity to ask questions of buyer and receive answers. Conduct conference calls intermittently as needed. The agenda for both Webcasts and conference calls include new product assortment, floor sets, markdowns, and sales and promotions.
- Competent with paperwork: Review and approve all tickets and receivers for hundreds of purchase orders going to 67 stores weekly.
- Meet weekly with buyers and merchandising assistants to discuss sales, budgets, and airport news—terminal closures and construction or strikes—impacting company sales.

Figure 1-2: Spinoff A addresses each of the ad's requirements.

Lauren L. Simpson

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Accomplishments

- In a commendation to my personnel file, HR Director complimented me on creating the model for a quarterly human resurfaces newsletter, complimenting me on my “professionalism, creativity, and presentation of company values.” Additionally, the director praised my “marketing presentation approach to the newsletter, which ‘made all the difference in readability.’”
- After six months of assisting buyer in making product presentations to store personnel, buy has since sent me solo to 35 stores, expressing confidence in my “gifted marketing and sales abilities.”
- Product returns from airport stores are down 12 percent since my involvement in selecting merchandise.

LouAnn’s

Based in Denver, LouAnn’s is a division of Outwear, FAS, with apparel marketed to professional middle-to-upper income women in 220 stores across the U.S.

Assistant Manager, Barton Creek Square, Austin, Texas

[dates]

Sales Associate & Manager-In-Training, Barton Creek Square, Austin, Texas

[dates]

Sales Associate, Tysons Corner Center, McLean, Va.

[dates]

Sales & Business Analysis

- Maximized merchandise visibility by analyzing customer traffic patterns before floor sets.
- Set effective work schedules by analyzing each employee’s sales as well as store sales.

Customer Relationship Management⁵

- Developed 16 high-spending regular customers by building and cultivating supportive relationships with new customers.
- Sold by appointment whenever possible.

Management

- Communicated via phone and email with corporate management multiple times daily.
- Met national goals and competed with stores across the U.S. for daily sales results, as well as comparable percentages over the previous year.
- Supervised two to three part-time sales reps per shift.
- Trained employees how best to utilize the preferred corporate selling system and industry standards for up-selling.¹
- Worked with floor plans to display merchandise for maximum attraction and sales.
- Met daily management responsibilities: maintaining sales floor, inventory, shipping, ordering and record-keeping. Keyboard 40 WPM, competent use of Microsoft Suite, including Word, Excel, Outlook and PowerPoint.³

Accomplishments

- Personally delivered one-third of overall store revenues by closing \$30,000 to \$40,000 sales per month in store with 7 staff (3 full time, 4 part time).
- Consistently maximized income through commissions earned.
- In three months [dates], averaged \$15,000 per month sales from regular customers.⁵

Education

Bachelor of Science, McCombs School of Business⁴

[date]

Retail Merchandising

University of Texas, Austin



To illustrate the concept of targeting, I have added numbers and cross-matched them between the cosmetic company's requirements and Lauren's qualifications. The numbers on this sample resume are for illustration purposes only. Do not put numbers on your own actual resumes.

Here's how Lauren addresses each of the cosmetics company's requirements:

- ✓ Requirement 1 shows up in the skills summary and under management duties at LouAnn's.
- ✓ Requirement 2 is addressed by her merchandising coordinator duty at Brilliant Buyers Inc.
- ✓ Requirement 3 appears as a management skill at LouAnn's.
- ✓ Requirement 4 is met under the education segment. Note that Lauren spells out her retail merchandising studies because the salon job requires a familiarity with what retail customers will buy.
- ✓ Requirement 5 is noted in two places. The first is a subhead titled "Customer Relationship Management" at LouAnn's. The second is also at LouAnn's, within the accomplishments segment.



Lauren purposely did not include certain information, such as her job right after high school as an administrative assistant at a health insurance company because it isn't relevant to the position she seeks.

Lauren's spinoff resume B

Lauren took note of an online job posting for a marketing position advertised by a health insurance company. She printed out the job posting, which included the basic qualifications, and echoed the posting in her objective, almost word for word. (The basic qualifications are described in a mission statement in the box atop spinoff resume B; see Figure 1-3.) Lauren takes care to address each of the health insurance company's requirements in her targeted resume.



To illustrate the concept of targeting, I have added numbers and cross-matched them between the health insurance company's requirements and Lauren's qualifications. The numbers on this sample resume are for illustration purposes only. Don't put numbers on your own actual resumes.

Here's how Lauren address the requirements from the ad placed by the health insurance company:

- ✓ Lauren meets requirement 1 in the education segment. Because the health insurance marketing job is not on the retail level, Lauren selects a few different facts from her core resume than those she chose for Spinoff Resume A. Lauren truthfully writes that she has a business degree and doesn't mention retail merchandising, a study that is within the school of business she attended.

Retail To Health Insurance Marketing. Retailer seeks healthcare marketing position. Reverse Chronological. Requirements: Bachelor's degree in business or marketing¹, min. 5 years' experience in marketing, or in education/marketing mix², knowledge of healthcare industry³, Leadership in collaborative work environment⁴.

Lauren L. Simpson

19 First Avenue, Austin, Texas, 76746
lauren@email.com, (512) 555-1212

Objective: Marketing Planning Specialist – for health care insurance company to coordinate marketing of government program segments, including Medicare, Public Programs, and Federal Employee Programs; to work with corporate communications and outside vendors in development of marketing collateral, direct mail and advertising; and to assist Market Segment Manager.

Summary Of Qualifications:

- Five years' marketing/education experience²
- Liaison with corporate communications and vendors
- Develop effective marketing materials, direct mail projects
- Coordinate marketing campaigns for new and existing products
- Assist Market Segment Manager with market analysis, strategy, planning and reporting
- Assist with marketing plans to grow enrollment programs
- Coordinate new product introductions
- Lead teams for collaborative marketing projects⁴
- Expert in Excel, Word, PowerPoint skills
- Skilled oral communicator, competent writer and editor

Professional Experience:

Brilliant Buyers Inc.²

Austin, Texas

Company is a specialty airport retailer selling 10 brands in 67 stores in major airports throughout U.S.

[dates]

Merchandising Coordinator

- Buyer's right hand in selecting and marketing merchandise for 67 stores. Set up new vendors, create SKUs, place and expedite orders.
- Responsible for product launches in four separate concepts: Silver, Gold, Playful Kids and DogTown. Use strong communications skills to make product presentations to store personnel.
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- Competent with paperwork: Review and approve all tickets and receivers for hundreds of purchase orders going to 67 stores weekly.
- Meet weekly with buyers and merchandising assistants to discuss sales, budgets, and airport news—terminal closures and construction or strikes—impacting company sales.

Figure 1-3: Spinoff B was adapted to apply for a marketing position.

Lauren L. Simpson

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Accomplishments

- In a commendation to my personnel file, HR Director complimented me on creating the model for a quarterly human resurfaces newsletter, complimenting me on my “professionalism, creativity, and presentation of company values.” Additionally, the director praised my “marketing presentation approach to the newsletter, which ‘made all the difference in readability.’ ”
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Sales Associate & Manager-In-Training, Barton Creek Square, Austin, Texas

[dates]

Sales Associate, Tysons Corner Center, McLean, Va.

[dates]

Marketing Management

- Met national goals and competed with stores across the U.S. for daily sales results, as well as comparable percentages over the previous year.
- Supervised two to three part-time sales reps per shift.
- Trained employees how best to utilize the preferred corporate selling system and industry standards for up-selling.
- Met daily management responsibilities: maintaining sales floor, inventory, shipping, ordering and record-keeping. Keyboard 40 WPM, competent use of Microsoft Suite, including Word, Excel, Outlook and PowerPoint.

Accomplishments

- Personally delivered one-third of overall store revenues by closing \$30,000 to \$40,000 sales per month in store with 7 staff (3 full time, 4 part time).
- Consistently maximized income through commissions earned.
- In three months [dates], averaged \$15,000 per month sales from regular customers.

Other Experience:

Blue Circle/Blue Badge of Virginia³

[dates]

McLean, Va.

State office of health insurance company.

Administrative Assistant

- After high school, worked one year in administration for government marketing department.
- Compiled marketing analysis, and supported cross-company project teams.

Education:

Bachelor of Science, McCombs School of Business¹

[date]

University of Texas, Austin

If during an interview Lauren is asked about her studies in retail merchandising, Lauren will finesse the issue, briefly pointing out the plus factors in learning retail merchandising, and then moving onto her marketing and business coursework and her experience-based accomplishments.

- ✓ Lauren responds to requirement 2 with her marketing experience at Brilliant Buyers.
- ✓ Requirement 3, knowledge of the health care industry, was more difficult to match than the other requirements but Lauren puts on her game face and reaches back to the health insurance company she worked for right after high school.
- ✓ Lauren addresses requirement 4 in her opening summary of qualifications. A reading of her resume backs up her claims regarding leadership in a collaborative environment.

In a New Era, the OnTarget Resume Brings You So Up to Date

The pace of globalization today is faster and more sweeping than at any time in world history, says Federal Reserve Chairman Ben Bernanke.

In a recent speech before Federal Reserve leaders, the central banking chief went on to explain that few lands are left out of the globalization of the planet: “The emergence of China, India, and the former communist-bloc countries implies that the greater part of the Earth’s population is now engaged, at least potentially, in the global economy.”

Few argue Bernanke’s conclusion — even if they don’t like it. But another aspect of globalization not often mentioned is that in economic terms, capital (money) is chasing cheap labor all over the globe: Jobs are shipped to low-wage countries and educated and skilled workers migrate to developed nations with good jobs on offer.



The pursuit of cheap labor creates growing worldwide competition and directly impacts your resume — now and in the years ahead.

Never forget the resume–job interview connection. To nab one of the better jobs and to move up the rewards chain, your targeted resume has to attract a decision maker who will invite you to an interview to further explain how you will give that employer precisely what his or her organization says it wants and needs to succeed.

When technology fails: The human antidote

The job market is made up of A-list candidates and B-list candidates (and many candidates who are perceived to be further down the alphabetic scale).

If you're a seasoned worker, have you ever noticed that A-list candidates are typically younger than you and have recently done the very job the employer is trying to fill?

On the other hand, when you're a rookie, does it seem as though those on the A-list are typically older than you and have recently done the very job the employer is trying to fill?

The definition of frustration is when you are treated like an ant at a picnic because you're not perceived as an A- or B-list candidate.

Unfortunately, your exclusion rate from interview offers may be high when the employer uses online recruiting tools.

An answer to your dilemma: When technology kicks you to the curb, consider back-to-the-future strategies that are most advantageous to you. Play on your turf. Get personal:

- ✓ Develop your own job leads by doing substantial research and targeting your resume for a direct application.
- ✓ Network to a referral-chain, asking each of 20 or more people whom you call daily: "Who else should I be talking to?"
- ✓ Follow up on job ads, but to diffuse the crushing competition attempt to figure out who the hiring manager is and contact that decision maker directly (see Chapter 2). You can even write a resume letter (see Chapter 5) to that person, but do not mention the job ad. Your approach is that you've been researching companies where your excellent qualifications might be a good fit. Even if this "happy coincidence" causes the hiring manager to send your resume to the HR department, now it arrives from an important executive and will likely be examined.
- ✓ Remember that the vast majority of jobs are found in small businesses. Many aren't yet using modern job-search tools and will value your person-to-person approach.



When you write your targeted resume, remember the magic formula:

Employer wants You offer

A	A
B	B
C	C
D	D

To accomplish this custom-fit hiring, make your self-marketing document an OnTarget resume that convinces a single employer that your *value proposition* (a buzzword meaning reason for hire) is a perfect fit for the job, not a *maybe* fit for the job.

That is, meet as many of the employer's requirements as you truthfully can. Admittedly, doing so isn't a walk on the beach. Expect to do some head scratching and creative thinking from time to time in a world growing not only more global but more complex as the clock ticks.

