

2211 S. Huron Parkway

Ann Arbor, MI 48104

%tDate%

%tCompany%t Recruiting Team

%tCompanyName%

Dear %tCompany%t Recruiting Team,

Having spent three summers in the Human Capital space, %tCompany%t's commitment to "%tStatement%" stood out to me as a uniquely broad, people-centered strategy in the field of %tCompanyArea%. As a Junior concentrating in Management and Organizations at the University of Michigan's Stephen M. Ross School of Business, I am eager to start my career at a firm that values the people behind our clients' businesses. I am writing to express my interest in the %tCompanyInternship%t program. I would like to use my skills in leadership, strategy, and people management to support the firm as it delivers results to its %tclients%t that make it such a leader in the industry.

I developed my leadership and teamwork skills over the last two years at Michigan Ross, where I served as Co-President of the Asian Consortium for Economic Development (ACED). As Co-President, I worked with a small group of three students to restart the organization from near collapse; in our first semester, we recruited an incoming class of over 20 new members. With new students filling a then-vacant executive board, I established partnerships with our Office of DEI, Multi-Ethnic Student Affairs office, and Ross student government to fund two major event programs totaling over \$10,000, generate a budget surplus of over \$1,500, and launch an our international consulting ventures in that now service two Asia-based firms. In this experience, I leveraged my leadership and strategy skills to build and establish strong, strategic partnerships to support the organization for the years to come.

Human Capital and HR analysis were major elements of my experiences last summer at EDSI, where I supported the Talent team and Consulting practice in a dual appointment role. As an intern in EDSI Consulting, I directly supported a non-profit client in reviewing their compensation and benefits packages by utilizing the Payfactors industry database and local competitors to aggregate 75+ data points specific to the organization's roles, size, location, and job-based requirements to analyze pay for over \$250,000 of payroll. This analysis required aggregating and summarizing data in Excel and routinely interfacing with the client directly to ensure we were sourcing the most accurate information possible. By the end of the project, I both analyzed client and industry data and grew my client communication skills to develop actionable recommendations.

Given my interest in %tCompanyName%, together with my leadership, strategic, analytics, and consulting experiences, I hope to join the %tCompanyTeam%t in the %tCompanyInternship%t Internship. If you would like to discuss the position further, please feel free to contact me at chufnag@umich.edu or +1 734/262-1734. Thank you for your time and consideration.

Sincerely,

/s/ Carlos Hufnagel