



OCD's Guide for Preparing Effective **Cover Letters** (MBA)

Office of Career Development – Career Center
701 Tappan, K2336
Ann Arbor, MI 48109-1234
(734) 764-1373

Prepare Effective Cover Letters

While the perfect cover letter does not guarantee you an interview, an imperfect cover letter can quite easily remove you from the interviewing process. Even if the letter is only briefly scanned by an interviewer, imperfections can cost you opportunities. Cover letters are an enhancement to your resume which allow you to state your objective, goals and personal fit for a position. In addition to reading the information presented below, it is a good idea to attend a cover letter writing workshop to learn more about how to perfect these letters. Also, counselors in OCD are available to review your letters to provide you with objective feedback on the quality of your letters.

TWO KEY PRINCIPLES FOR WRITING COVER LETTERS

1. **BE READER-CENTERED.** This means that you work to keep the focus of your paragraph on what you can do for the employer rather than on what the job will do for you. Certainly a good position will provide you with experience, exposure to solving real world problems, and valuable contacts. There is nothing wrong with mentioning what benefits you'll be receiving, but remember the point of your cover letter is to sell your skills and get them interested in you. You'll be much more successful if you write from your reader's point of view.

2. **SUPPORT YOUR CLAIMS.** The main weakness in most cover letters is unsupported claims. Writers frequently describe their strongest attributes in glowing terms, but fail to give examples or illustrations which lend credibility to the statement. One way to make certain you've supported your statements is to use the "claim, data, warrant" method devised by Stephen Toulmin which provides a way of identifying parts of a written argument. The claim is your statement--your conclusion about yourself. Data is what you use to support that statement, and the warrant is the bridge which connects the two or relates them to each other.

For example, in the sentence, "I am a very responsible person and would do an excellent job for you in this position," you have two claims. The first claim is "very responsible person" and the second is "would do an excellent job," but you have given no data or warrant. This is weak because anyone can say these things about themselves, so the writing is not very persuasive. Here is an example of how the same idea could be better expressed using data and the warrant:

"I am a very responsible person. For example, when I worked for Jones, Inc., I was put in charge of new customer accounts and, after three months, allowed to work independently of any supervision. Nine months later I was commended on my performance appraisal for being 'diligent, hard-working and responsible.' Because you've indicated responsibility is a key component of this job, I believe I would do an excellent job for you."

Supporting your claims with data and connecting your ideas with warrants makes your cover letter easier to read and more persuasive.

A suggested format to incorporate the previous points follows

Section 1 Introduction

- State who you are
- Indicate any common acquaintances, referrals, or prior contacts
- Indicate the purpose for your letter

Section 2 Evidence

- Indicate your understanding of the skills/requirements for the position
- Cite examples of where you have displayed the requisite skills

Section 3 Conclusion and Follow-up

- Express appreciation for consideration
- Indicate when you'll follow-up.

QUESTIONS AND ANSWERS ABOUT THE COVER LETTER

Q. What is the cover letter supposed to do for me?

A. Cover letters and resumes get you interviews and interviews get you jobs. The ideal scenario is for the cover letter to spark enough interest from an employer to get you an interview. In reality, the cover letter does as its name implies - it "covers" your resume. It tells the potential employer what job you are applying for (large corporations have numerous vacancies simultaneously).

This specialized letter should be written in a tone of confidence and focus upon the employer's needs for the job. It should convince the employer that your background, education, experience and personality are worth his/her follow-up in terms of an interview. For this reason, cover letters should be your own personal overview of your skills and qualifications for the position, and not a copy or duplication of a sample form letter. According to several books published on cover letters, employers seem to be able to pick out formulas a mile away, and this could cost you the chance to secure an interview.

Q. How long should a cover letter be?

A. Aim to write a cover letter that is one page long, with three to four paragraphs and ample top and bottom margins. Although there are exceptions (e.g., an experience needs to be described in more detail), in general, a one-page letter with an introduction, a one or two paragraph body, and a conclusion is usually sufficient. Do not expand to two pages.

Q. After sending a cover letter, should I leave it up to the employer to contact me, or vice versa?

A. A week to ten days after sending a cover letter, follow up with a phone call to the employer. In fact, you may wish to mention that you will make this follow up call in the conclusion of your cover letter (e.g., "I will call you in a week to discuss the possibility of interviewing for the job of..."). A follow up call is one important way to show your sincere interest in the job and to learn a little more about the organization.

Q. Is there a correct way to prepare a cover letter?

A. Do not cling to the notion that there is one correct way to write a cover letter and that one cover letter will suffice for any job opening. Research shows that written application materials, such as resumes and cover letters, must follow standard formatting conventions to be taken seriously; however, the content of these written materials should reveal the unique experiences and training of the job applicant that are directly related to the job opening. In a study of how writing influences job recruiters seeking to fill positions in mechanical engineering and marketing, David Charney, Jack Rayman, and Linda Ferreira-Buckley (1992) discovered that recruiters gave higher ratings to applicants who elaborated on relevant work experience and relevant coursework (especially when work experience was limited).

Q. To whom should I send my letter?

A. If it is unclear to whom you should send your letter, contact the company and ask the receptionist or someone in human resources.

COVER LETTER PREPARATION EXERCISES

1. List what you know about the organization that you are contacting regarding a job: products, services, locations (headquarters), growth areas, earnings, values/mission, reputation, community involvement, history, and employees (including University of Michigan Business School graduates and personal contacts).
2. Write a paragraph that describes one of your functional skills (an ability--such as knowing how to write a business plan--that is applicable to a wide variety of tasks). Select a functional skill that is important for the job you are seeking. Include information on how you learned and have successfully used this functional skill in the past.
3. Write a paragraph that describes one of your transferable skills (an ability that could be transferred to the job you are seeking). Include information on how you learned and have successfully used this ability.
4. What is your greatest accomplishment that can be related directly to the needs of the position for which you are applying? Put the idea into a sentence you are sure would impress the employer.
5. Use the notes you have created as the basis for writing the one or two paragraphs that will comprise the body of your cover letter.

TIPS FOR WRITING COVER LETTERS

1. Personalize your cover letters by naming the organization and the specific job you are seeking, by mentioning how you found out about the job and by naming employees with whom you may have contact. This information can be included in your introductory paragraph.
2. Focus the one or two paragraphs in the body of your letter around the one or two abilities or claims about yourself that you think most equip you for the job opening. Fill these paragraphs with personal examples and experiences that prove you possess these abilities or that show your conclusions about yourself are true.
3. Use a traditional letter format. Include your address, phone number, fax number and email address on your resume and cover letter. Also, make sure that the message on your phone answering machine is professional, short and includes your name. If you share a phone, devise a system to insure that you receive your telephone messages.
4. Proofread and spell check all your written application materials. Research shows that recruiters for businesses notice mistakes in grammar and syntax.
5. Match the paper and font style of your resume to your cover letter. (the UMBS resume module uses Palatino font)
6. Keep a copy of every resume and cover letter you send so that you may refer to them later to prepare for interviews and as models you may revise to apply for other jobs.
7. **Follow up as promised!!!**

Sample Cover, Thank you and Decision Letters follow.

MBA 1 Cold Contact

Peter Langtoft
275 Burlington Woods Drive 187
Ann Arbor, MI 48104
(734) 332-1111
peter@umich.edu

January 17, 2001

Suzanne Cavanaugh
UBS Securities
299 Park Avenue, 39th Floor
New York, NY 10171
Fax: (212) 821-3905

Dear Ms. Cavanaugh:

I am a first-year MBA student at the Stephen M. Ross School of Business at the University of Michigan and am pursuing a career in Sales and Trading. I am impressed with and enthusiastic about UBS Securities and would like to be considered for a summer internship opportunity. I plan to be in New York on February 1st and 2nd and would like to schedule an interview on one of these dates. I can offer UBS Securities strong analytical ability, sincere client service orientation and entrepreneurial drive; skills directly applicable to a career in Sales and Trading.

As a Portfolio Manager with the Phoenix Group, I gained substantial experience in the financial management of an array of projects. I consistently analyzed alternative solutions to profitability issues and implemented significant revenue increases and cost saving initiatives. These experiences honed my analytical ability, and, as a result, I was recognized for managing the company's top performing portfolio.

As Audit Senior at Price Waterhouse, I effectively managed cross functional teams, building client relationships throughout all organizational levels. Our clients were sometimes antagonistic, and effective management of the auditor/client relationship was crucial to performing the audit and maintaining the client. Our audit teams gained the confidence and respect of our clients to perform an effective and efficient audit.

As developing Partner of West Farnum Associates, I demonstrated my entrepreneurial drive. I formed the partnership in 1992 and developed the property acquisition strategies. The partnership has enjoyed increasing projected cash flows as well as capital appreciation. Additionally, the partnership has taught me many "street level" lessons, and it continues to be in existence.

The specific experiences I discussed above are reflective of my accomplishments throughout my career. They outline transferable skills that are applicable to a career in Sales and Trading. I am extremely interested in an internship and a full-time career opportunity with UBS Securities. I will call on January 22, 2001 to set up a mutually convenient time to meet. I look forward to speaking with you, and I thank you for your time and consideration.

Sincerely,

Peter Langtoft

MBA 2 Cold Contact

522 Monroe Street, #2
Ann Arbor, MI 48104
mark@umich.edu

September 9, 2001

Ms. Roz Dawson
Walt Disney & Co.
500 South Buena Vista Street
Burbank, CA 91521-7235

Dear Ms. Dawson:

In May 2002 I will receive my MBA degree from the Stephen M. Ross School of Business at the University of Michigan, and I am interested in a career with Disney. With the growth of foreign markets and cable television, the future of the film industry appears phenomenal, and I hope to join a studio such as Disney that is positioned to take advantage of these opportunities.

Last summer, I worked for NBC in the Cable and New Business Development area and gained valuable experience in the entertainment industry. I was put in charge of developing a marketing plan for new businesses which resulted in a 30% increase in customers. Prior to Business School, I worked as an auditor for Ernst & Young on accounts such as Cannon Pictures and Warner Bros. This exposure to the financial aspects of arts management provided me with a good understanding of the risks involved with the entertainment industry.

I will be attending the MBA Forum in Los Angeles in November and would appreciate the opportunity to meet with you and discuss the possibility of joining the Disney team. I will call next week to try and schedule an appointment at a time convenient for you. I can be reached at (734) 665-7890.

Thank you for your consideration.

Sincerely,

Mark D. Silver

MBA 2 Cold Contact

11 Walnut Drive
Tenaflly, NE 07666
July 1, 2001

Mr. Alfred Jackson
The First Boston Corporation
Park Avenue Plaza, 7th Floor
New York, NY 10055

Dear Mr. Jackson:

"YOU SHOULD BE IN SALES."

This has been said to me many times by co-workers, friends and acquaintances. I, too, have always believed that I have a natural sales ability. My previous experience has primarily been in marketing and promotion, where my sales skills were utilized, but not to their full extent. I am now anxious to combine these skills with my financial background for an institutional sales position.

As my resume indicates, I just completed my first year of graduate study at the Stephen M. Ross School of Business at the University of Michigan where my emphases are finance and accounting. Previously, I was an Assistant Promotion Manager at Kraft General Foods where I was responsible for many promotion programs that were designed to increase customer sales -- all of which exceeded expectations. This summer, I am working at Johnson & Johnson with the sales department to successfully develop a new channel of distribution for the Reach Toothbrush business.

My interest in financial products is long standing. I have held my own portfolio for many years and enjoy following the markets. My desire to return to school was based on my aspiration to become more involved in financial services. I believe that my interest in finance combined with my natural sales ability will enable me to make a valuable contribution to First Boston's Institutional Sales Department.

I see a potential fit between my skills and your needs, and I would like the opportunity to discuss my qualifications with you in further detail. I will call you next week to see if we might arrange a meeting at your convenience. If you would prefer to contact me, I can be reached at (734) 761-2345. Thank you for your consideration.

Sincerely,

Patricia Gomez

MBA/JD Joint Degree Cold Contact

1945 Woodbury Drive, #123
Ann Arbor, MI 48104
December 7, 2000

Ms. Anook Wassermann
Recruiting Coordinator
UBS Warburg.
535 Madison Avenue
New York, NY 10022

Dear Ms. Wassermann:

I am currently a third-year student in the MBA/JD joint-degree program at the University of Michigan and am focusing on developing the skill set and relationships that will best serve me in an investment banking career. I am writing to express my interest in exploring the possibility of joining UBS Warburg as an investment banking summer associate for the summer of 2001, my final summer prior to graduation. My initial due diligence leads me to believe that my background would prove a good fit for UBS Warburg and I would like the opportunity to interview with your firm in New York.

My summer associate position with Salomon Smith Barney this past summer confirmed that my analytical abilities, high energy, relationship development skills, integrity and work ethic are well suited to the complex situations and intense pace that corporate finance professionals encounter. Moreover, the experience clarified for me that investment banking is an excellent fit for my background and personality, but that my orientation and career goals will be best served in a more entrepreneurial and focused mid-sized firm environment.

As a financial professional, my ultimate goal is to develop client relationships and to provide strategic advice based on an in-depth understanding of specific client objectives, the issues facing the industry, and an awareness of the financial products and structures available to assist them. During my first two summer internships in investment banking, I furthered this goal by servicing clients on "live" transactions and by producing presentations incorporating the financial models, and firm and industry research that my teams developed as a means of furnishing trustworthy counsel and cultivating client confidence. My legal education and marketing background have both proven valuable in enabling me to highlight potential issues and prepare effective pitches.

Ms. Wassermann, my desire to build productive relationships with clients and associates in a competitive and collegial environment makes me initially confident that UBS Warburg would provide an excellent match for my skills and ambitious professional vision. I am looking for an environment in which I will work with and learn from top professionals and have the opportunity to work with clients to solve their complex business problems. I have enclosed my resume and am available to provide you with references and discuss my qualifications with you in New York at your convenience. I can be reached at (734) 998-0820. Thank you for your consideration.

Sincerely,

Jeff Watters

MBA 1 Cold Contact and Request for Closed List

829 Brown Street, Apt #3
Ann Arbor, MI 48104
(734) 668-2525
November 29, 2000

Ms. Tracey E. Dumas
National Recruiting Director
Deloitte Consulting
180 N. Stetson Ave.
Chicago, IL 60601-6779

Dear Ms. Dumas:

I am a first-year MBA at the Stephen M. Ross School of Business at the University of Michigan and am interested in a management consulting internship at Deloitte Consulting. I am writing to you in order to be included on the closed list when Deloitte Consulting interviews at Michigan in February 2001. I am also enclosing a copy of my resume. I believe that my professional experience, supplemented by my Michigan MBA, has developed the skills that I will need to contribute to Deloitte Consulting:

Business Experience -- Interacted extensively with top management of client firms. Studied various functional areas (marketing, production and finance) of companies in different businesses (consumer products, pharmaceuticals and airlines) in four countries (United States, India, Singapore and Indonesia). A brief description of the projects I worked on is enclosed.

Strategic Analysis Ability -- Developed a comprehensive five-year business plan for a proposed joint venture with a large American software company. The plan highlighted the competitive strengths of the venture and translated those strengths into a profitable business opportunity. I am currently supplementing this real world experience with courses in corporate strategy, advanced accounting and international finance.

Interpersonal Skills -- Demonstrated ability in selling services and winning client trust. Effectively communicated ideas through reports and presentations. Honed the ability to listen and identify the underlying problem through numerous client interviews.

In-depth Knowledge of Information Technology -- Worked in the field in a variety of roles over the last five years.

My business experience, strategic analysis ability, interpersonal skills and in-depth knowledge of information technology, combined with my desire, will enable me to contribute to Deloitte Consulting. I look forward to hearing from you and can be reached at (734) 668-2525. Thank you for your consideration.

Sincerely,

Ron Mahon

MBA 1 Cold Contact\Response to Internet Posting

929 South Division Street, #5
Ann Arbor, MI 48104
(734) 913-8508

Ms. Donna Berg
Recruiting Coordinator
The Boston Consulting Group
200 S. Wacker Drive, 27th Floor
Chicago, IL 60606

Dear Ms. Berg:

When I read the internet posting for the internship position with your company, I was certain that I would be a good fit for The Boston Consulting Group and this position. I am a first-year MBA student at the Stephen M. Ross School of Business at the University of Michigan studying finance and corporate strategy and am planning to pursue a career in consulting. I believe that my strong analytical skills, and my engineering and entrepreneurial background are well suited for a summer internship with The Boston Consulting Group.

Consulting and entrepreneurship have much in common. As a successful entrepreneur, I am:

- **Resourceful.** On November 6, 1997 I started my own company, Sands Worldwide Inc., with startup capital of \$10,000. Sands is an exporter of electrical utility equipment and is well-known and respected throughout the Middle East. It generates gross sales in excess of \$2,000,000 per year.
- **Forward Thinking.** As the owner of Sands, I have always concentrated on long-term gains over short-term profits. I have studied macroeconomic policies of the Middle East and have positioned Sands several steps ahead of the competition.
- **Creative and Insightful.** At Sands, I have always used creativity to negotiate tough contracts and brought new insight into creating win-win opportunities for both my vendors and my buyers.
- **Confident.** I have presented my company to Presidents and Directors of major electrical utility equipment manufacturers and have convinced them to hire Sands to exclusively represent their company's export interests. Today, Sands represents companies like ABB USA, Square D Co. and Newell Porcelain Co., all of which are well known in the electrical utility industry.
- **Easy to work with.** I have forged personal relationships with most of my clients and manufacturers. I always assess the balance between leadership and team spirit and mold myself to accommodate to situations individually.

I would like to apply these qualities in a new, dynamic and challenging environment like The Boston Consulting Group. I will call you next week to discuss arranging an interview. If you need any additional information, I can be reached at (734) 913-8508 or via email at frank@umich.edu. Thank you for your consideration.

Sincerely,

Frank Samuel

MBA1 Referral and Closed List Interview Request

Seth Mulder
smulders@umich.edu
713 Arch Street Apt #3
Ann Arbor, MI 48104
734-669-1568

December 19, 2000

Kelly Jacobs
Sprint Staff Associate Program
6400 Sprint Parkway
Overland Park, KS 66253

Dear Ms. Jacobs,

I am currently a first year MBA student at the Stephen M. Ross School of Business at the University of Michigan and am pursuing a career in the high tech industry. I really enjoyed speaking with the Sprint Staff Associates at the Ross School this past fall. During the presentation and the reception that followed, I received valuable insight into the program, both from professionals in the field and second year Sprint interns Claudio McGown and Angela Shapiro. I am impressed with and enthusiastic about the Sprint Staff Associate Program because of its focus on developing and nurturing the future leaders of Sprint.

I believe there are many parallels between the skills and experiences that Sprint requires from its summer interns and my own skills and experiences. I spent four years at Andersen Consulting leading teams and creating measurable business results for my clients. As a lead consultant for E*TRADE, I formalized the project planning process and developed a financial model to actively manage five Andersen managers and 70 analysts of a \$100 million project. During the planning process, my team redeployed resources that enabled the engagement to achieve its key milestone dates. From my interactions with Sprint Staff Associate Program representatives, they indicated leadership and a results orientation are two key attributes that would allow me to excel at Sprint this summer.

I would like to speak to representatives of Sprint further about my experiences, and the internship opportunities. Therefore, I would like the opportunity to be on your closed interview schedule when you come to interview in January. I will call you next week to verify that you received the proper information and to follow up and answer any additional questions you may have. Thank you for your time and considerations.

Sincerely,

Seth Mulder

MBA 1 Cold Contact After Referral

Jay Brightner

404 South University, #5 Ann Arbor, MI 48104

April 8, 2000

Mr. Henry Lamb
Executive Director
Strategic Marketing Group
US West
610 South Quebec, Suite 1
Denver, CO 80111

Dear Mr. Lamb:

Alexendria Echelman suggested that I write to you because I am interested in a summer internship at US West, preferably in Strategic Marketing. I am in my first year of the MBA program at the Stephen M. Ross School of Business at the University of Michigan, with a concentration in Marketing and Corporate Strategy. I plan to pursue a career in telecommunications upon graduation in May 2001.

Prior to enrolling in the Ross School of Business, I was part of Oracle Corporation's consulting group. I first worked out of the New York office for two years and then organized a transfer to Spain. During this time, I was the lead consultant for Telefonica, designing the billing system for the GSM mobile network and analyzing issues involving customer care, tariffs, smart card technology, competitor strategies and the international operator accounting system.

I was awarded the merit-based "Consortium for Graduate Studies in Management" scholarship due to my strong academic record, leadership abilities, and potential for success in the business world. I would like the opportunity to put my experience, skills and leadership abilities to work as an intern in US West's Strategic Marketing Group.

Attached is my resume for your review. I would like the opportunity to talk with you further about my experience and qualifications. I will contact you in January to determine how I should proceed in pursuing my interest in US West. Thank you for your consideration.

Sincerely,

Jay Brightner
jay@umich.edu

MBA 1 Previous Contact

257 Oakland
Ann Arbor, MI 48104
(313) 665-2424
(313) 665-2423 fax

October 2, 2000

Mr. Brian Zemach
Vice President
First National Bank of Chicago
One First National Plaza, 7th Floor
Chicago, IL 60670-0016

Dear Mr. Zemach:

I really enjoyed speaking with you at the Alumni Career Panel in September. You were able to provide me with insight into the sales and trading internship recruiting process, both as a professional in the field and as a University of Michigan alumnus. I realize that it is still relatively early in the summer recruiting process, but I am very interested in pursuing a trading internship with First Chicago.

As mentioned in our conversation, prior to attending the University of Michigan, I managed the fixed-income portfolio for Enron Capital and Trade Resources, a wholly owned subsidiary of Enron Corporation, the largest integrated natural gas company in North America. In this role, I not only hedged the mark-to-market value of our energy portfolio, but also wrote interest-rate swaps for external and internal counterparts. Additionally, I actively traded the Canadian dollar and to a lesser extent the British pound, your area of expertise, for our international subsidiaries. I often would advise our project managers on emerging market currency risks, from the Argentine peso to the Indian rupee.

I will be contacting you after trading hours on Tuesday, October 17, 2000 to further discuss the opportunities available at First Chicago. If you have any questions in the meantime, please contact me at (734) 665-2424.

Once again, I appreciate your comments at the panel discussion as well as your review of my resume.

Sincerely,

Elaine Louis

Enclosure

MBA1 Previous Contact and Request for Closed List

Steve Mulhoney

2074 Pointe Harbor • Ann Arbor, Michigan 48109 • (734) 777-8120 • smuley@umich.edu

December 22, 2000

Mr. Bruce Hugen
Intel Corporation

Dear Mr. Hugen:

I am a first year MBA candidate at the Stephen M. Ross School of Business at the University of Michigan pursuing a marketing career in the high-tech industry. I spoke with you during the Alumni Career Panels in Ann Arbor in September, and I really enjoyed learning about opportunities in technical marketing and product management at Intel. I am very interested in a summer internship at Intel and I would like to be placed on the closed list for marketing interviews to be held on January 30.

My strong technical background and prior experience in sales and marketing management will enable me to be a productive team member at Intel. Combining my prior experiences with an MBA will round out a diverse skill set of leadership, strategic planning and analytical skills.

- **Leadership:** Managing three account managers, and assuming lead positions in many project teams, I have proven my ability to lead. My teams have been efficient in customer relationship management, supply chain collaboration, managing change, and achieving timely results, such as launching a \$26M line of products from initial design to full production on schedule.
- **Strategic planning:** Developing strategies for post-merger integration, corporate reorganization, and marketing plans at a \$1B automotive supplier, I executed my ability to make holistic strategic decisions while maintaining sufficient attention to detail. In 2000, I deployed a new marketing strategy, which extended a \$140M product line into innovative products and new markets.
- **Analytical skills:** Systematically solving difficult engineering problems such as product performance, quality, and durability, I established a framework for my technical expertise. I also extended this analytical aptitude to encompass multifaceted business analyses such as pricing, long-term contracts, financial analysis, business planning, and competitive intelligence.

I am very interested in applying these skills and experiences in the fast-paced marketing environment at Intel. If you need any additional information, please contact me at the phone number or e-mail address above. Thank you for your time and consideration.

Sincerely,

Steve Mulhoney

MBA 2 Previous Contact and Request for Closed List

Steve Coen
8827 State Street
Ann Arbor, MI 48109

September 10, 2000

Ms. Mary Flynn
Manager of Recruiting
McKinsey & Company, Inc.
1301 East 9th Street, Suite 2400
Cleveland, OH 44114

Dear Ms. Flynn:

I am currently a second-year MBA student at the Stephen M. Ross School of Business at the University of Michigan and am interested in opportunities at McKinsey & Company, Inc. Based upon my research regarding your firm and my past conversations with representatives of the Cleveland Office, I believe there are many parallels between McKinsey & Company's business objectives and my skills and experience.

Enclosed is an updated resume for your review. As indicated on my resume, I was an intern at Ameritech this past summer in a strategic planning position. In that position, I worked with upper management to formulate a comprehensive strategy for the corporation's largest business unit and evaluated some of the internal processes of the business unit itself. At the same time, I was able to handle many day-to-day tasks of a Business Unit Planning Manager. I feel that this experience, coupled with my management consulting skills and experience gained at Deloitte & Touche Management Consulting, could be applied directly to the consulting engagements of McKinsey & Company and would enable me to contribute to the firm as a valuable team member.

I would like to speak to representatives of your firm further about my experience, and the opportunities at McKinsey & Company. Therefore, I would like to be placed on your closed interview schedule when you come to interview in November. If you have any questions or concerns, please contact me at (734) 930-2648. Thank you for your time and consideration.

Sincerely,

Steve Coen

Enclosure

MBA 1 Career Change and Request for Closed List

1202 Wells Street
Ann Arbor, MI 48104
(734) 888-9929
December 14, 2000

Rachel Walker
McKinsey & Company, Inc.
200 Talon Centre
Detroit, MI 48206

Dear Ms. Walker:

With seven years of system integration and business process consulting experience, I am eager to transition my career into management consulting. I am a first-year MBA at the Stephen M. Ross School of Business at the University of Michigan and am very interested in McKinsey & Company, Inc. I am writing to you in order to be included on McKinsey's closed list for interviews in January. I have had several conversations with McKinsey consultants, including Brian Wilson and Patrick Lu. From these discussions, I believe my professional experience combined with a Michigan MBA will enable me to play a valuable role in McKinsey.

Leadership and Entrepreneurial Skills – Founding a consulting company with first year revenues of \$200,000 has helped me develop the necessary leadership and entrepreneurial skills required by McKinsey. In addition to winning consulting contracts with my clients, I have led numerous teams through successful implementations of new information systems and global best business practices.

Business Experience and Client Impact - I have served small to mid-size organizations in their efforts to integrate business functions, increase productivity, and improve customer service. As a specialist in financial business processes, I counseled client management on how best to exceed company goals. My impact with clients has been substantial, resulting in each of my clients requesting my services for additional roles and projects.

Teamwork – Over the past seven years, leading multi-functional teams has provided me numerous teambuilding skills that are required to successfully work with diverse groups of clients, consultants, and management members.

I believe my past professional experiences, combined with a Michigan MBA, give me an excellent foundation to contribute greatly to McKinsey & Company. I look forward to hearing from you and can be reached at (734) 888-9929 or rdjones@umich.edu. Thank you for your consideration.

Sincerely,

Randi Jones

MBA 1 Career Change and Request for Closed List

Jessica A. Emerson-White

635 South Forest Avenue, Apartment 29, Ann Arbor, Michigan 48104

December 11, 2000

Ms. Jacqueline Black
Manager, University Relations
Quaker Oats Company
P.O. Box 049201, Suite 22-4
Chicago, Illinois 60604

Dear Ms. Black:

I am a first year MBA at the Stephen M. Ross School of Business at the University of Michigan pursuing a career in brand management. Dan Peirce and I have met on several occasions, and I have learned a great deal about Quaker from our meetings. I also had the opportunity to meet with David Koch, during a mock interview, and Sara Wong, at a recent visit to Quaker's Chicago office. I am impressed with the caliber of people I have met from Quaker and the passion they hold for their careers. I am incredibly interested in Quaker's Summer Internship program and would like to be placed on your interview closed list.

Quaker's products have played a significant role in my life for years, and I believe this will enhance my ability as a marketer. Additionally, I am interested in Quaker due to their dedication to innovation and product development. I am anxious to work in a fast-paced, high-energy environment focused on constant growth. Quaker offers this work environment. To Quaker, I bring:

Effective team leadership skills: At Cerner Corporation, I led multidisciplinary teams while serving as manager for a team of 65 associates. I maintained a 90% retention rate and was promoted to Consulting Practice Leader.

An understanding that the customer comes first: As Account Manager, I received multiple awards for client satisfaction, including the Top Gun Award. Dedication to clients and their needs enabled me to have the highest sales average in the company in 1997.

Strategic analysis ability: As Consulting Practice Leader, I led the analysis of competitive software systems, while concurrently surveying the needs of potential customers. The analysis led to a product modification that increased sales by over 25%.

These attributes reflect transferable skills that will enable me to significantly contribute to Quaker during an internship. I have included my resume and will gladly provide any additional information. Please feel free to contact me at jwemer@umich.edu or (734) 276-8036. Thank you for your consideration.

Sincerely,

Jessica A. Emerson-White

MBA 1 Career Change and Request for Closed List

1424 Golden, Apt. #5
Ann Arbor, MI 48104
December 9, 2000

Ms. Janet Anderson
VP/Account Director
Leo Burnett USA
35 West Wacker, 23rd Floor
Chicago, IL 60601

Dear Ms. Anderson:

I am a first-year MBA student and a Consortium for Graduate Study in Management Fellow at the Stephen M. Ross School of Business at the University of Michigan majoring in marketing and corporate strategy. In speaking with your representatives at your September presentation, I was struck by how the communication, problem-solving and analytical skills necessary to succeed as an account executive paralleled those that I have developed over the past five years serving my clients as an auditor and consultant with Arthur Andersen & Co. Therefore, I would like to be included on your closed interview schedule for summer internships.

In addition to gaining a profound understanding of the significance of apples, I have gained far more invaluable insights as to "what it takes" to succeed in advertising at Leo Burnett. You want assertive, creative leaders, not bureaucratic administrators! As the supervising senior auditor appointed to Arthur Andersen & Co.'s largest retail client, a \$150 million plastics manufacturer, I was not content with the status quo. In a field where the truly "creative" CPAs are frequently incarcerated rather than praised, I nevertheless developed and championed new audit approaches that, in addition to eliminating redundancies and thereby reducing audit costs, also increased the number of profit-enhancing recommendations to client senior management by as much as 25%.

As demonstrated above, I believe the skills that I have developed in my five years of experience as an auditor and consultant at Arthur Andersen & Co. have prepared me well to succeed as an account executive and to contribute substantially to the future growth and success of Leo Burnett and its clients. I hope to have an opportunity to further discuss and demonstrate some of the above skills when you come to campus. If you need further information to supplement this package, please contact me at the above number/address. Thank you for your time and consideration.

Cordially,

Robert L. Hershey

Letter for an International Position

215 Newport Rd.
Ann Arbor, MI 48103
January 18, 2000

Herr George G.M. Rublee
Union Bank of Switzerland
Corporate and Institutional Banking
GCIB/GCPL
Bahnhofstrasse 45
8021 Zurich/Switzerland

Dear Herr Rublee:

I am a first-year MBA student at the Stephen M. Ross School of Business at the University of Michigan with a concentration in finance and international business and am interested in an internship for this summer. I have spent the past four years in commercial banking in the United States and last summer worked for a French bank in Paris. I speak French proficiently and have experience in Europe, as a businessman, student, and traveler.

In my role as a commercial lending officer, I called on small companies and municipalities to attract new deposit and loan relationships, and to sell commercial services such as international services, cash management, payroll processing and trust services. I was one of two managers responsible for building the fastest growing banking center in the history of The Fifth Third Bancorp, attracting \$33 million in new deposits in only two years. I succeeded in securing the banking relationships of two municipalities, with deposit accounts exceeding \$5 million. The Fifth Third Bancorp is an \$8 billion bank which is consistently ranked as one of the healthiest, safest, but also most profitable banks in the United States. While other American banks have struggled, The Fifth Third Bancorp has continued to enjoy double digit growth in net income.

Last summer I gained both great experience in international finance and invaluable knowledge about the current economic and political conditions in Europe through assisting in the creation of a European equity SICAV for La Banque Harwanne in Paris, France. I wrote a report identifying the major economic and political issues and trends in each country in Europe. I also conducted a competitive analysis on European SICAVs available in Paris.

In a three-month internship, you need an individual who can contribute immediately and who is not intimidated doing business in another country, sometimes in another language. What would I bring to Corporate Banking at UBS? A successful record in a corporate banking environment, strong international experience and a solid understanding of the political and economic climates in which UBS's corporate clients operate. I have enclosed a copy of part of my report on European economies and an article on The Fifth Third Bancorp. I have also sent a copy of this letter to Rolf Ruegg. I appreciate your consideration and will call you on January 27 to further inquire about this position. If it is more convenient, you can call me at (734) 747-9973.

Sincerely,

Robert Solomon

Enclosures

Thank You Letter to a Contact

825 Tappan
Ann Arbor, MI 48104
November 4, 2000

Ms. Joyce L. Foster
Senior Recruiting Assistant
Eli Lilly & Company
Lilly Corporate Center
Indianapolis, IN 46285

Dear Joyce:

Thank you for your help in providing me an opportunity to talk with the Lilly recruiters during their visit to Michigan. As you are probably aware, I had a successful on-campus interview with Janet Stanley, and have been invited to Indianapolis for a day-long plant visit.

I was very impressed with Lilly's campus presentation and enjoyed learning more about financial careers during my discussion with Janet. I am looking forward to my visit and the opportunity to further discuss career options.

I am sure that I will have an occasion to speak with you further during my visit to Lilly. However, I just wanted to take a moment to thank you again for your help. Feel free to contact me at (734) 996-2345 if you have any questions.

Sincerely,

Cindy Stapleton

Thank You Letter After an Interview

**Amy Jones
1940 Woodbury, Apt. C4932
Ann Arbor, MI 48104
(734) 332-0199**

October 24, 1999
Via Facsimile

Ms. Pam Jensen
Manager, College Relations
North Atlantic Group
The Gillette Company
One Gillette Park
Boston, MA 02127-1096

Dear Ms. Jensen:

Thank you for your time in meeting with me at the Stephen M. Ross School of Business at the University of Michigan yesterday. I enjoyed our discussion and remain very interested in a marketing career at Gillette.

My summer experience at Kraft Foods confirmed my desire to work as a marketing manager for a consumer goods company. The packaging, analytical, and strategic projects I completed enabled me to further refine my skills in leading cross-functional teams, analyzing complex data, and formulating recommendations to present to management. In addition, my 10 years of experience in marketing and project management as an architect provide me with many transferable skills in these same areas that will enable me to make an immediate positive contribution to Gillette.

My experience in marketing, leading and working on cross-functional teams at Kraft Foods and as an architect, have provided me with the ability to lead and motivate diverse teams to accomplish goals on time and on budget. The teams I led and worked on many times included a variety of engineers and technical consultants, requiring me to ensure that different technologies and specifications were incorporated into buildings. This demanded that I learn and be conversant in many technical subjects. My summer internship at Kraft Foods provided me with experience in consumer- and customer-based marketing, which we discussed as being increasingly important to Gillette as the company faces greater competition.

I am excited about the prospect of a marketing career at Gillette. Again, thank you for your time in meeting with me. I look forward to hearing from you and can be reached at the telephone number listed above if you require any additional information.

Sincerely,

Amy Jones

Thank You Letter After an Interview

820 Hill Street
Ann Arbor, MI 48104
(734) 332-0899

February 14, 2001

Ms. Tracy Bartl
Recruiting Coordinator
Target
33 South Sixth Street
P.O. Box 1392
Minneapolis, Minnesota 55440

Dear Tracy:

It was a pleasure speaking with you and Shirley Hinson during the on-campus interviews at the Stephen M. Ross School of Business at the University of Michigan. I appreciated the opportunity to speak with you about Target. As we discussed, I enjoyed several opportunities at the Public Service Company of Colorado to work on projects that involved financial analysis:

- I wrote operating budget guidelines and provided training and assistance to managers for the development of their information systems budget and long-range plans.
- I coordinated the cost-benefit analysis for the selection and purchase of a \$30 million computer upgrade. I led a team of systems programmers and financial analysts to analyze, select and present the best technological and financial choice to the vice president of finance.
- I redesigned internal transfer pricing for computer services. The information services department had been outsourced and I quantified the new costs and identified the new cost drivers to develop internal transfer pricing for PC support, centralizing computing and telecommunication services.

I am confident that my problem solving and communication skills combined with the broad business education from Michigan will enable me to contribute as a financial analyst at Target. I enjoyed talking to you on campus and thank you for your consideration.

Sincerely,

Kim Sears

Accepting an Offer

915 Division Street
Ann Arbor, MI 48104
March 25, 2001

Ms. Frances St. Fleur
Sr. Human Resource Specialist
Best Foods Baking Group
100 Passaic Ave.
Fairfield, NJ 07004

Dear Frances:

This confirms my acceptance of your Marketing Summer Internship offer. I am very excited about the opportunity to work in the Beverages Division this summer as an intern and I am confident that I will be able to make a significant contribution to Best Foods in this capacity.

I understand the details of the Summer Intern offer package as outlined in your letter. I have also discussed the possibility of your sponsorship of my attendance at the Consortium for Graduate Study in Management Orientation Program which will be held in St. Louis, Missouri on June 7-9, 2001. I sincerely hope that this request will be considered.

I am planning to drive from Ann Arbor, Michigan to Chicago during the week of May 6 and I would like to start work on Monday, May 14, 2001. This is certainly negotiable, so please contact me if these dates are not convenient. I can be reached at (734) 662-0967.

Again, I appreciate the offer and I am looking forward to working with Best this summer.

Sincerely,

Beth Henning

Accepting an Offer

1220 Packard #6
Ann Arbor, MI 48104
March 31, 1999

Ms. Mary Flynn
Manager of Recruiting
McKinsey & Company, Inc.
1310 East 9th Street, Suite 2400
Cleveland, OH 44114

Dear Mary:

Thank you very much for the time you and your colleagues took to consider me for a position with McKinsey & Company, and for extending me an offer.

This is to confirm that I accept your offer to join the Cleveland office as an associate. I look forward to a challenging assignment in Cleveland and the opportunity to make a valuable contribution to McKinsey & Company.

I understand that I am to begin work Monday, May 20, provided you concur with this date. Again, thank you very much for your offer. I am confident it will be a rewarding experience for me as well as for the firm. Feel free to call me at (734) 998-3214 if you have any questions.

Sincerely,

Tom Douglas

Declining an Offer

Mr. Bob S. Smith
Executive Director
XYZ Company
P.O. Box 1000
Chicago, IL 60601

Dear Mr. Smith:

Thank you for your generous offer to join XYZ company, Inc. as a Marketing Management Associate. I appreciate your discussing the details with me and giving me time to consider the offer. However, as we discussed earlier, I regret that I have to decline your offer.

XYZ is a great company and turning away such a wonderful opportunity was difficult for me, but I feel like it is an appropriate one for my career at this time. I would like to reemphasize that every XYZ representative I met throughout the recruiting process impressed me with their professionalism, sincerity, and enthusiasm for their work.

Thank you again for the firm interest you have expressed in me and your support of my candidacy. This has been a very rewarding experience for me. As promised, I will be sure to maintain contact as I progress in my marketing career.

Respectfully,

William B. Johnson