

ASSOCIATE

123 Sesame Street NYC, NY 10025 ▪ 555-867-5309 ▪ first.last@gmail.com

WORK EXPERIENCE

The Boston Consulting Group (BCG)

Boston, MA

Associate, Summer Associate

June 2014 – Aug 2014, Sep 2015 – Present

- **Org Design:**

- Launched and visualized org-wide employee activity assessment for global apparel company; redefined 30+ role charters for enabling functions (HR, finance, legal, communications). Conducted industry research to determine best practices and identify savings opportunities. Redesigned bonus structure to incentivize collaboration across regions
- Restructured operating model of global insurance company to simplify international regions and consolidate specialty insurance offerings, resulting in \$90M savings. Constructed Alteryx savings model to track all position changes
- Proposed and designed operating structure of Agile digital center (75 full time engineers) for large international insurance company, as part of overall project to digitize platform offerings, projected added value of \$200M

- **Indirect Procurement:**

- Segmented spend data and created procurement governing framework at global apparel company to increase control of central procurement from \$200 to 700M of annual addressable spend across 18 spend categories; presented to category leads. Constructed negotiation framework for 3 vendors, with projected yearly savings of \$20-30M

- **Modeling:**

- Constructed model to project multiple scenarios of user and revenue growth of credit card for major Canadian bank as part of competitive bid process to purchase back-book from another bank
- Constructed model to track manufacturing costs for 25 different industries across top 30 manufacturing countries and conducted research looking at the impact of infrastructure on manufacturing. Findings utilized in BCG publication: *Honing US Manufacturing's Competitive Edge*
- Designed and launched survey for 4000+ physicians nationwide, conducted in-depth interviews with 40 physicians and healthcare professionals to understand use-cases of new cancer drug. Created revenue and growth projections for drug

JPMorgan Chase

New York, NY

Consultant Analyst

May 2013 – Aug 2013

- **US / China Joint Ventures:**

- Conducted culture assessments and held workshops for 4 US/China Joint Ventures, conducted 40+ personal interviews in Mandarin Chinese and delivered recommendations to the top China-based executive for 3 of the firms
- Conducted independent research project to track multinational corporations acquiring Chinese firms, conducted interviews at 8 key companies, designed and implemented survey for 10,000+ employees across 400+ companies

Semi-Professional Athlete

Vail, CO

Skier

July 2011 – July 2013

- 35 hours of weekly practice and conditioning – rigorous physical requirements, interviews, and sponsored events

EDUCATION

Dartmouth College

Cambridge, MA

B.A. in Applied Mathematics and Economics, Secondary in History

Sep 2010 – May 2014

GPA: 3.55/4.0; Hanover Scholar Relevant Coursework: Advanced Economics, Quantum Mechanics,

LEADERSHIP EXPERIENCE AND ACTIVITIES

Dartmouth College in Asia Program

Mumbai, India; Bangkok, Thailand

Vice President

Aug 2011 – May 2014

- Along with one other individual, planned and conducted 14-day leadership conference for college students
- Presented on leadership, technology, and education advances to government officials and experts in India and Thailand

Dartmouth College Consulting Group

Hanover, NH

Team Leader

Aug 2014 – Dec 2016

- Advised retail, IG, technology, and media companies; presented findings directly to clients; 200+ hrs individual work

SKILLS AND INTERESTS

Technical: Alteryx, Tableau, MATLAB, Stata, Python

Languages: English (native speaker), Mandarin Chinese (fluent spoken)

Interests: skiing; running, exploring restaurants, traveling abroad, singing in the shower

CONSULTANT

123 Sesame Street, New York, NY – 555.867.5309 –first.last@gmail.com

SUMMARY

Experienced professional across the healthcare and industrial goods industries, specifically strategy, R&D, and operations. Management experience of 1-2 individuals, and experience working collaboratively across the organization – Manager to VP-Level

- Skilled in analyzing competitive advantages and market dynamics to develop strategic recommendations
 - Ability to synthesize complex information and present solutions to senior executives
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PROFESSIONAL EXPERIENCE

THE BOSTON CONSULTING GROUP (BCG)

Boston, MA

Title

2017-present

Designed innovative processes in biopharma R&D and manufacturing

- *R&D operating process* – Created a simplified decision-making system across all therapeutic areas and supporting functions, to reduce cost of failure and improve communication, by leveraging >50 client interviews from scientists to CSOs across entire R&D value chain; Resulting in more effective decision making and improved productivity
- *Talent management & engagement* – Redesigned talent management, development, and engagement pipeline by creating operational standards in collaboration with HR & manufacturing site leaders to enable excellence worldwide. Drove due diligence, portfolio strategy assessment, and new business development in biopharma
- *Acquisition due diligence for institutional investors* – Analyzed & projected 5-year revenue and growth outlook of top-5 CRO, leveraging dozens of in-depth customer interviews; Resulting in multi-billion acquisition based on recommendation
- *Portfolio expansion strategy* – Sized external technology and accessible space for the biologics & biosimilars markets; Identified areas for growth & defined expansion roadmap, including capabilities required to reach revenue & ROI targets
- *Business model development* – Identified areas of R&D value chain most prone to disruption by digital and AI solutions, through in-depth expert interviews; Developed business concepts around key opportunities, and identified potential targets/technology players active in the space for potential partnership or acquisition. Led category profitability improvement effort for North American retailer across multiple categories
- *Suppliers contract negotiation* – Drove negotiation of contracts with > 45 suppliers; supporting 7 clients over 6 months; Identified & obtained savings across \$140M in COGS, yielding 7.5% in margin improvement.
- *Shaped the BCG Boston office community* - Coached ~10 Associates, and Consultants on executing case team effectiveness, and best practices. Emerging leader in new BCG sales/ healthcare practice – frequently tapped by BCG teams to assist with proposals

HEALTHCARE START-UP

New York, NY

Director, Strategic Partnerships

2011-2012

- Defined segmentation for a new product with a lifetime value in excess of \$2.5B
- Analyzed business aviation segment profitability to identify launch customers, resulting in first-to-market advantage and higher initial cash flows

GENZYME**Cambridge, MA****Scientist, R&D Analyst****2008-2011**

- Spearheaded development and implementation of a new inter-company data transfer process, decreasing client delivery time by over 30%
- Teamed with the Log Analysts to eliminate a 1+ year backlog of client data
- Led a team of 4 engineers to develop new assemblies for the XXX reducing part count by more than 10% and decreasing installation time by more than 5%

EDUCATION**HARVARD UNIVERSITY****Cambridge, MA****PhD, Molecular Biology****2012-2017**

- Optional detail (GPA, honors & awards, leadership)

STANFORD UNIVERSITY**Palo Alto, CA****Bachelor of Science, Physics and Biology****2004-2008**

- Optional detail (GPA, honors & awards, leadership)

PROJECT LEADER

123 Sesame Street , New York, NY | (555) 867-5309 | first.last@gmail.com

SUMMARY

Seasoned project leader with experience managing teams of 2-5 people across the private, public, and social sector, focused in strategy development, organizational design, operations, Agile, and change management. Accomplished in collaboratively developing custom solutions for pressing challenges and driving large scale transformations through rigorous data analytics and 360 degree stakeholder engagement. Former consumer marketer, focused on customer acquisition and digital growth – experienced in SEO, SEM, paid, and social marketing channels, along with branding, product, and PR.

EXPERIENCE

THE BOSTON CONSULTING GROUP (BCG)

Project Leader

Consultant

New York, NY

2017-Present

2015-2017

- **Core Member of Public and Social Sector Practice:**

- Strategy, governance, and financial management review for arm of World Bank group
 - Led team to conduct comprehensive review of governance, financial, and operational practices and made recommendations to improve strategic fit and fiscal sustainability
- Role and operating model review and top-level organizational redesign for UN agency
 - Developed fact base, framework, and options for role, operating model, and organizational structure based on analysis of mission needs, resource constraints, and field visit to D.R.C.
- Broadband / mobile access program strategy and implementation for US govt. agency
 - Developed strategy for new eligibility system for a national subsidy program for broadband / mobile services; designed supporting data, technology, and operational systems and processes
 - Drove stakeholder engagement with affected consumer and industry groups and federal and state government agencies; prepared client for congressional review
 - Developed business case; designed organizational structure and new capabilities needed; created detailed roadmap and risk mitigation plan for program implementation
- Labor market strategy and integrated IT platform launch for govt. ministry
 - Developed methodology and analyzed opportunities for increasing female employment
 - For employment services – led customer journey review, baselined and prioritized services, and built roadmap for next generation online platform with 'one-stop-shop' for all services
- Public sector business development to grow practice area
 - Drove end-to-end process from building relationships, to understanding and shaping client needs, to developing project proposals for client presentations and RFPs (including govt. RFPs)
 - Led strategic planning offsite for US federal govt. agency

- **Technology & Telecom Practice:**

- Large scale organizational restructuring for technology company
 - Redesigned organizational structure to fit new business growth strategy; closely collaborated with clients to use our design process and tools to cascade structure throughout all levels
 - Maintained large dynamic database and data integrity; coached clients to monitor data and maintain organizational shape
- Major product go-to-market strategy and launch planning for telecom company

- Outlined key deliverables, interdependencies, and issues delaying product launch and associated risks; facilitated series of senior client workshops to align on product features, testing and launch roadmap
- **Consumer Goods Practice:**
 - Lean manufacturing and operations transformation for a food manufacturer
 - Designed and piloted interventions to increase productivity and decrease cost; instituted loss-focused, data-driven monitoring and management to support rollout of interventions across lines; coached clients to sustain lean manufacturing and continuous improvement practices
- **People, Teaming, and Open Communication (PTO) facilitator**
 - Coached and counseled case teams to balance value delivery with sustainability and learning

COACH

Growth Marketing Manager

New York, NY

2009-2012

- Led customer acquisition for northwest USA
 - **Design:** Conducted qualitative analysis of customer patterns, using surveys to test hypotheses related to purchasing power and trends
 - **Management:** Managed team of 2 professionals – Coordinator and Lead to implement surveys, pull data, monitor marketing channels
 - **Analysis & Dissemination:** Constructed representative samples, and conducted in-depth quantitative analysis of survey/channel data to find key insights. Owned paid, social, SEO and SEM channels, while working alongside VP of Marketing for PR related requests and branding materials.

EDUCATION

YALE UNIVERSITY, SCHOOL OF MANAGEMENT

New Haven, CT

Master in Business Administration (MBA)

May 2015

- Course work: macroeconomics, econometrics, statistics; policy and program design and evaluation; development theory and practice
- Led Consulting Conference

UNIVERSITY OF NOTRE DAME

South Bend, IN

B.A. in Math, B.A. in Economics, Magna Cum Laude

May 2009

- Concentration in Global Health & Economic Development; Research with Bixby Center for Population, Health, and Sustainability; Projects with Blum Center for Developing Economies; Led Model UN club
- Awards: Dean's Honor List, Four-time California Alumni Leadership Scholar

OTHER

Skills: STATA, Alteryx, Tableau

Interests: Enjoys running, baking sweets, spending time with family, and cheering on the Boston Red Sox

PRINCIPAL/PARTNER

123 East 1st Street, Apt. 12, New York, NY 10065 • (555) 123-4567 • first.last@gmail.com

WORK EXPERIENCE

The Boston Consulting Group (BCG)

New York, NY

Principal (2014-Current); Project Leader (2012-2014); Consultant (2010-2012)

2012 – Current

OVERVIEW:

- **Expert in strategy, organization, and large-scale change**, within consumer products, retail, auto/industrial, and biopharma. Led numerous high-profile and complex post-merger integration, turnaround strategy, org transformation, and operating model redesign efforts.
- **Highly experienced in engaging senior leadership to drive value and manage change.** Lead BCG's relationship with C-suite executives as part of major transformation efforts—driving insight and overall strategy; working collaboratively to solve problems
- **Strong people developer who takes particular pride in leading with integrity and values.** Leader of teams from 2 to 50 across diverse BCG-client working models. Creates high-performance teams with positive working environments, morale, and learning.
- **Selected specific topics of expertise**
Growth / M&A strategy | Digital strategy | Retail strategy | Marketing strategy | Cost-out programs | Organizational design | Operating model redesign | Corporate finance | Corporate legal organization | Fashion/luxury | Automotive | Consumer durables | Biopharma R&D

STRATEGY & CORPORATE DEVELOPMENT:

- Conducted strategic advisory focused on inorganic growth for a MedTech client including M&A target screening and assessment of strategic fit, resulting in a largest acquisition of the company's history
- Led development of business case for divestiture of an R&D platform/assets for a generics biopharma company, including valuation of the platform/assets as well as assessment of deal structure options
- Supported a US medical device company with market sizing and pricing sensitivity through in-depth cardiologist interviews in light of a disruptive new technology introduced by a competitor

DUE DILIGENCE AND TRANSACTION SUPPORT:

- Conducted commercial due diligence of a cardiovascular surgical and diagnostic equipment asset for a global MedTech client, resulting in an acquisition and successful integration into the broader business
- Led due diligence of a leading life science tools supplier, resulting in a co-investment of a leading private equity fund in one of the largest M&A in the life science tools space
- Led the portfolio refresh workstream as part of spin-off of a medical consumable business

DIGITAL INNOVATION:

- Owned a digital health innovation project for a leading medical equipment company, resulting in a launch of an innovative digital service offering for healthcare providers within 1 year
- Served as a core member of the MedTech Big Data & Analytics team leading a high priority effort to demonstrate use cases of the electronic health record and claims data for multiple healthcare clients
- Supported a global pharmaceutical company with the development of a beyond-the-bill solution for a neurodegenerative disease

RESEARCH & DEVELOPMENT (R&D):

- Directed an assessment of core discovery platforms of a leading biotech company in the context of internal vs. external innovation strategy development for a fast growing biopharma company

- Ran an internal effort to develop a comprehensive landscape of biopharma discovery tools
- Conducted a comprehensive regulatory benchmarking study with 20 leading biopharma companies across all stages of activities (from first toxicology study to withdrawal of marketing authorization)

COMMERCIAL EXCELLENCE & MARKETING:

- Led a holistic return-on-investment assessment of Sales & Marketing spend for a healthcare company, resulting in four concrete enterprise-wide spend optimization and growth initiatives
- Led a commercial turnaround strategy for injectible devices for a leading medical device manufacturer
- Led development of consumer-oriented digital marketing initiatives for a global device manufacturer

LARGE-SCALE TRANSFORMATION & POST MERGER INTEGRATION (PMI):

- Designed a new organization structure for a global healthcare conglomerate covering sales & marketing, R&D, operations and other support functions
- Led a R&D portfolio integration effort in preparation for a major biopharma post-merger integration
- Led a US/Europe workstreams for a holistic business process and organizational diagnostic project for a Japanese Medical Equipment company

OTHER PROJECT EXPERIENCE (INCLUDING MAJOR PRO BONO AND INTERNAL PROJECTS):

- Supported development of a HIV strategy for a leading global health foundation – led the engagement of 15+ leading key scientific/clinical leaders in infectious disease (including multiple Nobel laureates)
- Developed a white paper on payment integrity improvement approach for a major public payer

Harvard University

Boston, MA

Part-time Professor

2008 – 2009

- Published a cover article in *Cell* (1st author): *Chemokine Guidance of Central Memory T Cells Is Critical for Anti-Viral Recall Responses in Lymph Nodes* (2012)

Whitehead Institute

Cambridge, MA

Visiting scholar / Computational biologist

2006 – 2007

- Conducted computational analyses of genomic data by developing an interactive browser for visualization of newly-identified classes of small RNAs

Idexx Corporation

Portland, ME

Software engineer (JAVA/C developer)

2004 – 2006

- Developed a universal mobile software platform (Wireless Internet Platform for Interoperability)

EDUCATION

Harvard Business School

Cambridge, MA

- MBA

2007 – 2009

Bates College

Lewiston, ME

- B.S. in Biology, *Summa Cum Laude*

2001 – 2004

SKILLS & INTERESTS

- 10+ years of experience using various life science research and laboratory tools
- Completed Level I of the Chartered Financial Analyst (CFA) Program (June 2012)
- Interested in classical guitar, basketball