



Formatting ATS-Optimized Resumes

Creating nicely formatted Word resumes that are *also* appropriate for Applicant Tracking Systems

[sample provided on following pages]

- Use a standard font – no script, nothing fancy.
- Use normal capitalization – upper/lower as appropriate and correct.
- Put the client’s name (and nothing else) on the first line of the document.
- Do not use headers and footers for anything except possibly a page-2 heading whose content is not critical to the resume.
- Do not use graphics, logos, or charts.
- Avoid italics and underlining.
- Avoid strange symbols – stick to standard “typewriter” keyboard characters.
- Do not use accent marks (e.g., it’s always resume, never résumé).
- If you use borders and lines, make sure they are not touching text.
- You may include home address, or possibly just city/state/zip code, or omit entirely. Location may be a search factor, so you/your client will need to decide if it’s better to include or omit.
- Avoid multiple columns. While it’s quite possible the ATS will read 2 or 3 columns of clearly separated keywords, to be safe convert them from multi- to single column. For example:

OLD WAY

- | | |
|------------------------------------------|-----------------------------------|
| • Accounts Payable & Accounts Receivable | • Financial Analysis & Reporting |
| • General Ledger & Cash Reconciliation | • Economic & Demographic Analysis |
| • US GAAP Accounting Principles | • Budget & Cost Analysis |

NEW WAY

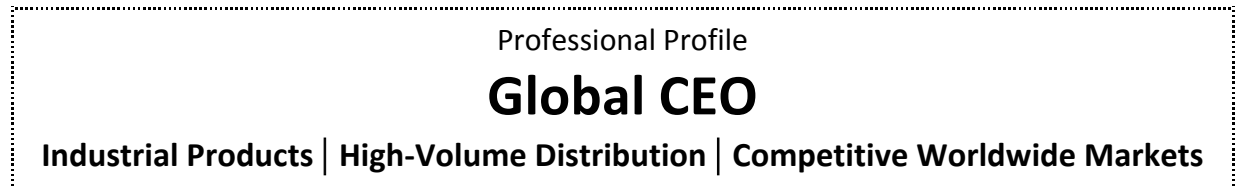
Skills:

Accounts Payable & Accounts Receivable – Financial Analysis & Reporting
General Ledger & Cash Reconciliation – Economic & Demographic Analysis
US GAAP Accounting Principles – Budget & Cost Analysis

- Use simple, clear headings for every section of the resume. The ATS will identify the contents of a section by its heading (and may ignore information it can’t figure out). It’s best to have more sections, each with its own heading. Avoid combining multiple unrelated sections. For example –

it's fine to have "Education and Training," but avoid something like "Professional Activities" that includes associations, community/volunteer, certifications, publications, etc. Instead, create a separate section for each, each with its own descriptive heading.

- Use a heading such as "Professional Profile" or "Executive Profile" or "Summary" or "Profile" before your normal headline at the top of the resume. To keep the headline attention-getting, consider using an approach like this – with the "Professional Profile" heading small and the "who I am" headline larger and more prominent.



- In the Experience section, first list company name, city, state. You can include company information on the next line if you wish. Consider adding the word "Company" after the name if it isn't obvious that this is a company name.
- Following the company name, list job title with dates. You may position dates next to job title or at the right margin.
- You may use commonly accepted acronyms, but if in doubt (and for all acronyms that are not well known), spell out the term the first time you use it.
- Use any and all keywords you can find that are appropriate for your client. Seed them throughout the resume – not simply in a keyword list. ATS review keywords *in context*.
- As always, emphasize your client's achievements and write clear, concise, powerful achievement statements that naturally incorporate keywords.
- Don't try any "tricks" to add extra keywords (e.g., don't put them in tiny type at the end or in white type).

[On the next page you'll see a nicely formatted Word resume that follows all of the rules above.]

Victor Simon

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Greater Boston Area – Will Relocate Worldwide

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Executive Profile

GLOBAL CEO

Industrial Products | High-Volume Distribution | Competitive Worldwide Markets

Strategic and performance-focused executive with 15+ years of innovative, energetic leadership in US, Asia, Latin America, and Europe. Expert in leveraging global resources, capabilities, and relationships to gain advantage in outsourcing/low-cost country sourcing arenas. Motivational leader known for clearly defining mission and goals, aligning people and resources, and delivering results that exceed expectations:

- **First profitable year** in history of US business unit, stemming 6 years of multimillion-dollar losses.
- **\$50M value creation** in 5 years, leading Asian start-up from concept to \$104M in profitable revenue.
- **Quick penetration** of Latin American market segment and growth to 10% of company sales in 5 years.

MBA, Harvard Executive Education, Brown BA. Fluent French and Spanish, conversational Mandarin.

Professional Experience

GAMBON & CIE

Global group of industrial supply companies; US\$350M revenue, 1800 employees, headquartered in Paris

President/CEO, GAMBON NORTH AMERICA, Boston, MA

2012–2014

Transformed \$115M North American business from loss to first profitability in its history. Tapped to lead business in severe crisis (losing \$2.6M annually) and sparked a total transformation – rescued a failing merger integration, centralized and consolidated operations, stabilized key customer relationships, and developed entirely new business strategy. Built new management team with a clear market/profit focus for growth.

- Reversed \$2.6M loss to \$263K profit in first year and boosted gross profits an additional 12% in year 2.
- Grew revenue 4% while slashing headcount 36% and increasing productivity 22%.
- Captured \$2.8M/year savings by instituting centralized distribution strategy and closing 20 locations.
- Leveraged global resources and relationships to earn worldwide business with GE. Emerged as winner despite highest bid in competition among 7; grew sales 1000% since acquisition.
- Retained 100% of customers during restructuring.

President/CEO, GAMBON ASIA-PACIFIC, Hong Kong, China

2007–2012

Led Greenfield start-up to \$100M+ revenue, 45% CAGR, and profit margins nearly double industry standard. Established company as clear market leader in Asian electronics and high-tech manufacturing sectors and led rapid expansion to 700 employees in 35 locations. Set the pace for a high-energy, high-performance culture and positioned the firm as a value-added solutions provider to the world's leading manufacturers.

- Conceived unique demand-driven strategy to launch start-up on a shoestring budget. Grew from 1-man operation without a customer into \$104M pan-Asian unit delivering the company's highest profit margins.
- Drove organic growth through start-ups in 5 production regions in Asia as well as 3 acquisitions and a JV.
- Secured unchallenged #1 market position throughout Asia, selling to/partnering with world-class multinational companies (Sony, Apple, Nokia, Panasonic, Boeing, Honeywell, and many others).
- Maintained 43% gross margins with exceptional client retention in an industry with very low cost-to-switch.
- Created more than \$50M in value above invested capital since venture start-up.

Chief Logistics Officer – Group Global Logistics, GAMBON & CIE, Paris 2006–2007

Overhauled global sourcing organization to drive efficiency gains and cost reductions. Held full leadership authority for logistics organization distributing a high volume of products from US, Asian, and European sources to customers worldwide. Reported to Group CEO.

- Created new logistics strategy that cut average delivery time by 27%, reduced costs by more than \$1.5M yearly, and built stringent performance levels into sourcing service agreements.

FAST-COM COMPANY

US-based international distributor of industrial fasteners

Vice President Operations, Nashua, NH, and Mexico City, Mexico 2001–2006

Drove expansion and continuous improvement of high-volume distribution organization comprising 10 centers in US and Latin America. Managed 200+ employees, 500,000 sq. ft. facilities, 40,000 SKUs, 50-truck fleet, import/export, and quality control. Reported to Owner/President.

- Slashed errors 83% and increased throughput 16% by implementing new quality and labor-control systems.
- Constructed and relocated 7 regional distribution centers, each time losing just 1 business day.
- Launched Latin American sales/support organization and grew into a high-performance unit that landed the company's single largest order and within 5 years generated 10% of total company sales.

General Manager – Consumer Products 1999–2001

Promoted to lead newly acquired consumer products division, with full P&L responsibility for the production and marketing of consumer fasteners and hardware via direct, wholesale, and agency sales.

- Initiated feasibility analysis that revealed critical flaws in structure and strategy of new organization. Sought and secured approval for immediate reorganization. Integrated viable activities into other business units, sold off assets, and closed remaining operations.

Prior Positions with Fast-Com Company: Advanced rapidly through progressively challenging roles managing local and regional operations.

Education

- **Northeastern University** – MBA, 2007
 - **Harvard Business School** – The General Manager Program, 2001
 - **Brown University** – BA, Marketing Concentration, 1993
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Board Positions

- Advisory Board, Industrial Software, Inc. (www.industrialsoftware.com)
- Executive Steering Committee, United Way of Massachusetts Bay
- Executive Advisory Board, Northeastern University Graduate School of Business