

Ink & Offer

Sample portfolio

Tailored CVs and cover letters for your clients, delivered under your brand.

Ink & Offer is a white-label writing service for career coaches and outplacement firms. You send us your client's current CV and the job they are applying for. We send back a CV and cover letter tailored to that role, ready to go out under your name.

What partners get

- **One tailored CV and one tailored cover letter** for each application, written to the specific job advert.
- **48-hour turnaround** from a complete brief.
- **Line-by-line review** of every document by a senior finance and commercial professional.
- **White-label by default.** Your clients see your brand, never ours.
- **Honest tailoring.** We reframe what your client has done so it lands with the employer. We never invent results.
- **Local conventions.** UK and Irish CVs, US résumés, and Australian and New Zealand formats, each with the right spelling.

Price per application (one CV and one cover letter)

£40 UK	US\$55 US	A\$85 Australia	NZ\$90 New Zealand	€45 Eurozone
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Your first sample is free. Send us one real brief and judge the result before you pay anything.

How it works

1

Send the brief

Your client's current CV, the job advert and any notes from your sessions.

2

We tailor and review

Rewritten for the role, then checked line by line before it leaves us.

3

You receive it in 48 hours

A finished CV and cover letter, ready for your branding.

Confidentiality

Client documents are used only to write that client's application and are never shared. We delete all client data 30 days after delivery.

Inside this portfolio

- **Case A:** Accountant to FP&A business partner
- **Case B:** Teacher returning to work, moving into L&D
- **Case C:** US operations manager to program manager

Each case shows the job advert, the CV as the client supplied it, the tailored CV and the tailored cover letter. Every person, employer, advert and figure in these cases is fictional.

hello@inkandoffer.com

FICTIONAL SAMPLE · INK & OFFER PORTFOLIO

Case A: Accountant to FP&A business partner

Candidate	Hannah Okafor (fictional), CIMA-qualified management accountant, Leeds
Starting point	Five years as management accountant for three food-manufacturing sites; generic, duty-led CV
Target role	FP&A Business Partner, Supply Chain & Operations, at Kestrel Home Brands (fictional advert)
Market and format	UK CV, one page, UK spelling; UK cover letter

What we changed

The original CV opened with a generic profile and listed duties in the order they happen at month-end, so the strongest evidence for a business partner role was buried. We rewrote the headline and profile around the advert's priorities, moved the monthly results reviews with site managers, the weekly KPI pack for the Operations Director and the budget and reforecast work to the top, and lifted the month-end improvement (seven working days to five) and the Dynamics 365 key-user role out of the duty list so they read as achievements. We mirrored the advert's language only where Hannah's experience genuinely matches it, kept her Power BI skills described honestly as working knowledge, and removed her date of birth, nationality, full address, GCSEs, A-levels, interests and the 'references available' line, none of which help a shortlister. Every fact and figure comes from the original CV.

In this case

- 1 The job advert** – the role the client is applying for
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- 3 After** – the CV we wrote for this role
- 4 Cover letter** – tailored to the same advert

All names, employers, adverts, contact details and figures in this case are invented. Contact details use reserved test ranges and example.com addresses.

1 · THE JOB ADVERT · FICTIONAL

FP&A Business Partner – Supply Chain & Operations

Kestrel Home Brands · Leeds (hybrid, 3 days on site) · Permanent, full-time · £55,000 – £62,000 + 10% bonus + benefits

About us

Kestrel Home Brands makes and sells household cleaning and home-care products across the UK and Ireland from two manufacturing sites in West Yorkshire. We are a growing, privately owned business of around 650 people, and our finance team is moving from scorekeeping to genuine business partnering.

The role

Reporting to the Head of FP&A, you will be the finance partner to our Supply Chain and Operations leadership team. You will own the budget and forecast for the operations cost base, explain performance in plain language and help leaders make better decisions on cost, capacity and efficiency.

What you will do

- Lead the annual budget and quarterly reforecast for manufacturing and supply chain costs
- Partner with site and operations leaders through monthly performance reviews, challenging and supporting in equal measure
- Produce clear variance analysis and commentary for the senior leadership team
- Develop and maintain KPI reporting: yield, waste, labour efficiency and cost per unit
- Build and improve forecasting and costing models
- Drive process improvement across reporting and planning, including our Power BI roll-out

What we are looking for

- CIMA, ACCA or ACA qualified
- Management accounting experience in a manufacturing or FMCG environment
- Confidence working with non-finance stakeholders and presenting to senior leaders
- Strong Excel and modelling skills; Power BI experience is a plus
- Experience of ERP systems (Microsoft Dynamics desirable)

How to apply

Send your CV and a cover letter to our Talent Team, quoting reference KHB-FP-114. Closing date: 30 October 2026.

Fictional advert written for this sample. Kestrel Home Brands is not a real company.

2 · BEFORE · THE CV AS SUPPLIED BY THE CLIENT (FICTIONAL)

CURRICULUM VITAE

Hannah Okafor

14 Larchfield Road, Headingley, Leeds LS6 9ZZ

Tel: 07700 900412 · Email: hannah.okafor@example.com

Date of birth: 03/05/1993 · Nationality: British

PERSONAL PROFILE

I am a hardworking and highly motivated Management Accountant with excellent attention to detail and good communication skills. I am able to work well both in a team and on my own initiative. I am now looking for a new challenge with a forward-thinking company where I can develop my career further.

EMPLOYMENT HISTORY

Management Accountant

Brackenfield Foods Ltd, Wakefield – March 2021 to Present

Duties and responsibilities:

- Responsible for the month end management accounts for 3 manufacturing sites
- Doing variance analysis of actuals against budget and forecast
- Helping the Financial Controller with the annual budget and the quarterly reforecasts
- Attending monthly meetings with the site managers to go through the results
- Producing the weekly KPI pack for the Operations Director (yield, waste and labour hours)
- Balance sheet reconciliations, accruals and prepayments
- Built a new standard costing model in Excel, this reduced month end from 7 working days to 5
- Finance key user for the new ERP system (Microsoft Dynamics 365) which went live in 2023
- Covering for the Financial Controller during holidays
- Supervising 1 Assistant Accountant
- Any other ad hoc duties as required

Assistant Management Accountant

Marlow & Pike Distribution Ltd, Leeds – September 2017 to February 2021

- Processing journals, accruals and prepayments
- Maintaining the fixed asset register
- Cost centre reporting for 14 depots
- Preparing reports for management as required
- Helping with year end audit

Accounts Assistant

Northgate Lettings, Leeds – July 2015 to August 2017

- Purchase ledger and supplier payments
- Bank reconciliations
- Answering supplier queries

EDUCATION AND QUALIFICATIONS

- CIMA – Chartered Management Accountant (ACMA, CGMA), 2022
- BA (Hons) Business and Management, 2:1 – Calder Valley University, 2015
- 3 A-Levels: Maths (A), Business Studies (B), Geography (B)
- 10 GCSEs grades A*–C including Maths and English

SKILLS

Microsoft Excel (advanced – VLOOKUPS, pivot tables), Microsoft Dynamics 365, Sage 50, Power BI (basic), Word, PowerPoint, Outlook. Full UK driving licence.

INTERESTS

I enjoy running, cooking and reading. I completed a half marathon in 2024. References available on request.

3 · AFTER · TAILORED CV BY INK & OFFER (FICTIONAL)

Hannah Okafor ACMA, CGMA

Leeds, West Yorkshire · 07700 900412 · hannah.okafor@example.com

Management Accountant moving into FP&A Business Partnering · Manufacturing

PROFILE

CIMA-qualified management accountant with over ten years in finance, the last five in food manufacturing. Owns monthly management reporting for three manufacturing sites and works directly with site managers and the Operations Director on performance against budget and forecast. Built a standard costing model that cut month-end close from seven working days to five, and was finance key user on a Microsoft Dynamics 365 ERP go-live. Now looking to step into an FP&A business partner role supporting an operations leadership team.

KEY SKILLS

Planning and analysis: annual budgeting, quarterly reforecasting, variance analysis, standard costing

Business partnering: monthly results reviews with site managers; weekly KPI reporting to the Operations Director (yield, waste, labour hours)

Systems: Microsoft Dynamics 365 (finance key user), advanced Excel (pivot tables, lookups, costing models), Sage 50, Power BI (working knowledge)

PROFESSIONAL EXPERIENCE

Management Accountant

Brackenfield Foods Ltd, Wakefield · Mar 2021 – Present

- Own the monthly management accounts for three manufacturing sites, including variance analysis of actuals against budget and forecast.
- Review results each month with the site managers, taking them through performance against budget and forecast.
- Produce the weekly KPI pack for the Operations Director, tracking yield, waste and labour hours.
- Support the Financial Controller on the annual budget and quarterly reforecasts.
- Built a new standard costing model in Excel that reduced month-end close from 7 to 5 working days.
- Finance key user for the Microsoft Dynamics 365 ERP implementation, which went live in 2023.
- Deputise for the Financial Controller during periods of leave, and supervise one Assistant Accountant.
- Maintain balance sheet reconciliations, accruals and prepayments.

Assistant Management Accountant

Marlow & Pike Distribution Ltd, Leeds · Sep 2017 – Feb 2021

- Produced cost centre reporting across 14 depots for the management team.
- Processed journals, accruals and prepayments, and maintained the fixed asset register.
- Supported the year-end audit.

Accounts Assistant

Northgate Lettings, Leeds · Jul 2015 – Aug 2017

- Managed the purchase ledger, supplier payments and bank reconciliations, and resolved supplier queries.

QUALIFICATIONS AND EDUCATION

- Chartered Management Accountant (ACMA, CGMA), CIMA, 2022
- BA (Hons) Business and Management, 2:1, Calder Valley University, 2015

4 · TAILORED COVER LETTER BY INK & OFFER (FICTIONAL)

Hannah Okafor ACMA, CGMA

Leeds, West Yorkshire

07700 900412 · hannah.okafor@example.com

8 October 2026

Talent Team

Kestrel Home Brands

Leeds

Re: FP&A Business Partner – Supply Chain & Operations (ref. KHB-FP-114)

Dear Talent Team,

I am applying for the FP&A Business Partner role supporting your Supply Chain and Operations team. For the past five years I have been the management accountant for three manufacturing sites at Brackenfield Foods, and the part of the job I value most is the one your advert puts at the centre: sitting with operations leaders and helping them understand what the numbers mean for their sites.

Each month I take the site managers through results against budget and forecast, and each week I produce the KPI pack the Operations Director uses to track yield, waste and labour hours. Those are the measures your role reports on, and I am used to discussing them with people who run production lines rather than spreadsheets. I also support the Financial Controller on the annual budget and quarterly reforecasts, so I know the planning cycle from the inside.

I enjoy improving how finance works, not just running it. I built a standard costing model in Excel that brought our month-end close down from seven working days to five, and I was the finance key user when we moved onto Microsoft Dynamics 365 in 2023. My Power BI experience is at a working level today, and your roll-out is exactly the kind of project I would like to grow into.

I am CIMA qualified (ACMA, CGMA) and would welcome the chance to discuss how I could support your operations team. Thank you for considering my application.

Yours faithfully,

Hannah Okafor

FICTIONAL SAMPLE · INK & OFFER PORTFOLIO

Case B: Teacher returning to work, moving into L&D

Candidate	Claire Whitfield (fictional), qualified secondary science teacher, Bristol
Starting point	Nine years teaching, then a career break since 2021; CV written for schools, not employers
Target role	Learning & Development Specialist (returners welcome) at Harbourline Insurance Services (fictional advert)
Market and format	UK CV, one page, UK spelling; UK cover letter

What we changed

Claire's original CV apologised for her career break and described teaching in classroom terms that a corporate recruiter would struggle to translate. We repositioned her as a learning professional with a teaching background: the headline and profile now name the target field, and her experience leads with the parts that map directly to L&D, namely writing a new Year 8 scheme of work, training staff on Google Classroom during the move to remote teaching, mentoring four trainee teachers and leading seven form tutors. Her career break is stated plainly with dates, and the instructional design course and volunteering, previously buried under 'Other', now show she kept her skills current. The cover letter addresses the missing CIPD qualification openly rather than hoping no one notices. We removed the full address, A-levels, hobbies and the references line. Nothing was added that was not in the original.

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1 · THE JOB ADVERT · FICTIONAL

Learning & Development Specialist (Returners Welcome)

Harbourline Insurance Services · Bristol (hybrid, 2 days in the office) · Permanent, full-time or 4 days a week · £36,000 – £40,000 + benefits

About us

Harbourline is an independent insurance services business with around 400 colleagues across Bristol and Cardiff. We are proud of our returners programme, which supports people coming back to work after a career break.

The role

Joining a small L&D team of three, you will design and deliver learning that helps our colleagues do their best work, from new-starter onboarding to management development.

What you will do

- Design and deliver engaging training sessions, face to face and virtually
- Run our new-starter induction and onboarding programme
- Work with managers to identify learning needs and turn them into practical solutions
- Create learning materials, e-learning modules and guides
- Evaluate the impact of training and improve it based on feedback
- Coach and support colleagues who deliver training in their own teams

What we are looking for

- Experience designing and delivering training or teaching, in any setting
- Confidence presenting to groups and facilitating discussion
- Strong organisation, with the ability to manage several programmes at once
- Comfort with digital learning tools and virtual delivery
- CIPD Level 3 or 5 in Learning & Development desirable, not essential; we support study

How to apply

Apply through our careers page with a CV and cover letter, quoting reference HL-LD-207. Closing date: 6 November 2026.

Fictional advert written for this sample. Harbourline Insurance Services is not a real company.

2 · BEFORE · THE CV AS SUPPLIED BY THE CLIENT (FICTIONAL)

CURRICULUM VITAE**Claire Whitfield**

Address: 27 Elmdale Avenue, Bishopston, Bristol BS7 0ZZ

Mobile: 07700 900738 · Email: clairew.teach@example.com

PERSONAL STATEMENT

I am a qualified and experienced secondary school teacher with 9 years experience. I have been on a career break to look after my children and I am now looking to return to work. I am passionate about education and helping people to learn and reach their potential. I am organised, patient, reliable and a good communicator. I am looking for a role outside of teaching where I can use my skills.

CAREER BREAK (SEPTEMBER 2021 – PRESENT)

I have been at home bringing up my two children.

WORK EXPERIENCE**Teacher of Science**

Fernhill Academy, Bristol, September 2012 – August 2021

- Teaching Science to KS3 and KS4 classes (ages 11-16)
- Planning and delivering lessons, marking and assessment
- Head of Year 9 from 2018 – 2021, responsible for pastoral care of around 180 students and leading a team of 7 form tutors
- Wrote a new Key Stage 3 scheme of work for Year 8 Science
- Mentored 4 trainee teachers on their PGCE placements
- In 2020, when the school moved to remote teaching, I ran training sessions for staff on using the school's online learning platform (Google Classroom)
- Writing reports and attending parents evenings
- Running the after-school science club

EDUCATION

- PGCE Secondary Science – Severnside University, 2012
- BSc (Hons) Biology 2:1 – Severnside University, 2011
- A-Levels: Biology, Chemistry, English

OTHER

- Volunteer reading helper at my children's primary school, two mornings a week since 2024
- Completed an online course 'Introduction to Instructional Design' in 2025

SKILLS

Microsoft Word, PowerPoint, Excel, Google Classroom, interactive whiteboards. Good communication and organisation skills.

HOBBIES

Baking, walking, spending time with my family.

References are available on request.

3 · AFTER · TAILORED CV BY INK & OFFER (FICTIONAL)

Claire Whitfield

Bristol · 07700 900738 · clairew.teach@example.com

Learning & Development · Qualified Teacher (PGCE) · Training Design and Delivery

PROFILE

Qualified teacher with nine years' experience planning and delivering learning, returning to work after a planned career break and moving into learning and development. Designed a new Year 8 science programme, trained colleagues to use a new online learning platform during the move to remote teaching in 2020, mentored four trainee teachers through their placements and led a team of seven form tutors. Brings the core skills of L&D: structuring content so people can follow and remember it, presenting with confidence to groups, and assessing whether learning has landed.

KEY SKILLS

Learning design: programme and session planning, learning materials, assessment and feedback

Delivery: group presentation, staff training, remote delivery through Google Classroom, mentoring

Leadership: led a team of seven form tutors; pastoral care for around 180 students

Tools: Microsoft Word, PowerPoint and Excel; Google Classroom; interactive whiteboards

CAREER BREAK

Planned career break

Sep 2021 – Present

- Career break to care for two young children.
- Completed an online course in instructional design (Introduction to Instructional Design, 2025).
- Volunteer reading helper at a local primary school, two mornings a week since 2024.

PROFESSIONAL EXPERIENCE

Teacher of Science (Head of Year 9, 2018 – 2021)

Fernhill Academy, Bristol · Sep 2012 – Aug 2021

- Ran training sessions for staff on the school's online learning platform (Google Classroom) during the move to remote teaching in 2020.
- Wrote a new Key Stage 3 scheme of work for Year 8 Science, structuring the year's learning for the department to teach.
- Mentored four trainee teachers through their PGCE placements.
- As Head of Year 9, led a team of seven form tutors and was responsible for the pastoral care of around 180 students.
- Planned and delivered science lessons for students aged 11 to 16 across Key Stages 3 and 4.
- Tracked progress through marking and assessment, wrote reports and discussed progress with parents at parents' evenings.
- Ran the after-school science club.

EDUCATION

- PGCE Secondary Science, Severnside University, 2012
- BSc (Hons) Biology, 2:1, Severnside University, 2011

4 · TAILORED COVER LETTER BY INK & OFFER (FICTIONAL)**Claire Whitfield**

Bristol

07700 900738 · clairew.teach@example.com

8 October 2026

Hiring Manager, Learning & Development
Harbourline Insurance Services
Bristol

Re: Learning & Development Specialist (ref. HL-LD-207)

Dear Hiring Manager,

I am delighted to apply for the Learning & Development Specialist role, and particularly glad to see that Harbourline welcomes returners. I am a qualified teacher with nine years' experience designing and delivering learning, and after a planned career break I am ready to bring those skills to a workplace setting.

Much of what your advert describes is work I have already done. I wrote a new Year 8 science scheme of work, which meant turning a broad curriculum into a sequenced programme that a whole department could teach. When my school moved to remote teaching in 2020, I ran training sessions to help colleagues use our online learning platform, Google Classroom, so I know what it takes to train adults who are busy and under pressure. I also mentored four trainee teachers through their PGCE placements.

As Head of Year 9 I led a team of seven form tutors and looked after around 180 students, so I am used to managing several priorities at once and working with people at every level. During my career break I have kept my skills current, completing a course in instructional design in 2025 and volunteering as a reading helper at a local primary school.

I do not yet hold a CIPD qualification, and I would welcome the study support you offer. Thank you for considering my application; I would value the chance to talk about how I could help your colleagues learn.

Yours faithfully,

Claire Whitfield

FICTIONAL SAMPLE · INK & OFFER PORTFOLIO

Case C: US operations manager to program manager

Candidate	Jordan Ellis (fictional), operations manager, Columbus, Ohio
Starting point	Nine years running a distribution center; position eliminated in a site consolidation, August 2026
Target role	Program Manager, Fulfillment Network, at Northvale Home Goods (fictional posting)
Market and format	US résumé, one page, US spelling; US cover letter

What we changed

Jordan's résumé led with a generic objective and a list of responsibilities, and buried the two experiences that matter most for a program manager role: a two-site WMS rollout delivered on schedule and a seat on the site consolidation team. We rebuilt it in US format with a targeted headline and summary, a core competencies section that mirrors the posting's keywords only where the experience supports them, and accomplishment-first bullets that put those programs, the \$9.5M budget and the 18% overtime reduction ahead of day-to-day duties. The layoff is stated once, factually, as a position elimination due to consolidation, and the cover letter turns it into relevant experience. We removed the objective, the soft-skill clichés, the forklift certification, the street address and the references line, used US spelling throughout and kept it to one page. Every figure comes from the original résumé.

In this case

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1 · THE JOB ADVERT · FICTIONAL

Program Manager, Fulfillment Network

Northvale Home Goods · Columbus, OH (hybrid) · Full-time · \$95,000 – \$115,000 plus annual bonus

About us

Northvale Home Goods is an online retailer of furniture and home decor, shipping to customers across the Midwest and East Coast from four fulfillment centers. We're expanding our network and need a program manager who understands how warehouses really run.

The role

You'll lead cross-functional programs that open, expand and improve our fulfillment sites, bringing operations, IT, HR and finance together around one plan.

What you'll do

- Plan and lead multi-site programs from kickoff to launch, including system rollouts and site transitions
- Build and manage program schedules, budgets, risks and dependencies
- Coordinate cross-functional teams across operations, IT, HR and finance
- Report program status and KPIs clearly to senior leadership
- Lead change management so frontline teams are ready on day one
- Apply Lean and continuous improvement methods to program delivery

What we're looking for

- 7+ years in operations, supply chain or program management
- Proven experience delivering technology or process change across multiple sites
- Experience managing budgets and working with senior stakeholders
- PMP or Lean Six Sigma certification preferred
- Proficiency with Smartsheet, MS Project or similar tools

How to apply

Apply online with your résumé and cover letter. Req. #NV-PM-3381.

Fictional advert written for this sample. Northvale Home Goods is not a real company.

2 · BEFORE · THE RÉSUMÉ AS SUPPLIED BY THE CLIENT (FICTIONAL)

RESUME**JORDAN M. ELLIS**

1847 Willow Bend Drive, Columbus, OH 43219
(614) 555-0147 · jordan.ellis@example.com

OBJECTIVE

Seeking a challenging position in a growing organization where I can utilize my skills and experience in operations and grow professionally.

EXPERIENCE**Operations Manager**

Pinecrest Fulfillment Co., Groveport, OH – June 2017 to August 2026

(Position eliminated due to site consolidation)

- Responsible for day to day operations of a 220,000 sq. ft. distribution center
- Managed 6 shift supervisors and approximately 140 associates
- Responsible for \$9.5 million annual operating budget, working with finance
- Led the project to implement a new warehouse management system (WMS) across 2 sites in 2022, went live on schedule
- Redesigned shift schedules which reduced overtime by 18% in 2023
- Planned peak season every year including hiring and training of up to 60 seasonal associates
- Member of the site consolidation team (2025-2026), planning the transfer of volume to the company's Indianapolis facility
- Weekly reporting of KPIs to the regional director
- Responsible for safety and OSHA compliance
- Worked with IT, HR and finance on various projects
- Other duties as assigned

Operations Supervisor

Lakeshore Freight Services, Columbus, OH – March 2012 to May 2017

- Promoted from Lead Associate to Operations Supervisor in 2014
- Supervised the inbound receiving team of 25 associates
- Improved the dock scheduling process
- Trained new hires on safety and equipment

EDUCATION

Bachelor of Science, Business Administration – Buckeye Valley University, 2011

CERTIFICATIONS

- Lean Six Sigma Green Belt (2019)
- Forklift certified
- Currently taking PMP exam prep course (started September 2026)

SKILLS

Microsoft Office (Word, Excel, PowerPoint, Outlook), WMS, Smartsheet, workforce scheduling software, team player, hard worker, detail oriented, problem solving

References available upon request.

3 · AFTER · TAILORED RÉSUMÉ BY INK & OFFER (FICTIONAL)

JORDAN ELLIS

Columbus, OH · (614) 555-0147 · jordan.ellis@example.com

Operations and Program Leader · Multi-Site System Rollouts · Site Transitions

SUMMARY

Operations leader with 14 years in distribution and fulfillment, including nine years managing a 220,000 sq. ft. distribution center with approximately 140 associates and a \$9.5M annual operating budget. Led a two-site warehouse management system (WMS) implementation that went live on schedule, and served on the cross-functional team planning the transfer of a site's volume to another facility. Lean Six Sigma Green Belt, currently preparing for the PMP exam.

CORE COMPETENCIES

Program and project delivery · Multi-site system implementation · Site transition planning · Budget management · Cross-functional coordination (IT, HR, Finance) · KPI reporting · Workforce and capacity planning · Lean Six Sigma · Safety and OSHA compliance

Tools: Smartsheet; Microsoft Excel, PowerPoint, Word and Outlook; warehouse management systems (WMS); workforce scheduling software

PROFESSIONAL EXPERIENCE

Operations Manager

Pinecrest Fulfillment Co., Groveport, OH · June 2017 – August 2026

Led day-to-day operations of a 220,000 sq. ft. distribution center. Position eliminated in August 2026 as part of a site consolidation.

- Led the implementation of a new warehouse management system (WMS) across two sites in 2022, delivering go-live on schedule.
- Served on the site consolidation team (2025–2026), planning the transfer of the site's volume to the company's Indianapolis facility.
- Managed a \$9.5M annual operating budget in partnership with Finance.
- Reduced overtime by 18% in 2023 by redesigning shift schedules.
- Planned peak season each year, including hiring and training up to 60 seasonal associates.
- Led six shift supervisors and approximately 140 associates.
- Reported KPIs weekly to the regional director, and partnered with IT, HR and Finance on cross-functional projects.
- Owned site safety and OSHA compliance.

Operations Supervisor

Lakeshore Freight Services, Columbus, OH · March 2012 – May 2017

- Promoted from Lead Associate to Operations Supervisor in 2014.
- Supervised an inbound receiving team of 25 associates and improved the dock scheduling process.
- Trained new hires on safety procedures and equipment.

EDUCATION AND CERTIFICATIONS

- Bachelor of Science, Business Administration, Buckeye Valley University, 2011
- Lean Six Sigma Green Belt, 2019
- PMP exam preparation course, in progress (started September 2026)

4 · TAILORED COVER LETTER BY INK & OFFER (FICTIONAL)**Jordan Ellis**

Columbus, OH

(614) 555-0147 · jordan.ellis@example.com

October 8, 2026

Hiring Team

Northvale Home Goods

Columbus, OH

Re: Program Manager, Fulfillment Network (Req. #NV-PM-3381)

Dear Hiring Team,

Northvale is looking for a program manager who understands how warehouses really run. I have spent 14 years in distribution and fulfillment operations, the last nine running a 220,000 sq. ft. distribution center, and the work I have found most rewarding is exactly what this role is built around: bringing operations, IT, HR and finance together to deliver change across sites.

In 2022 I led the rollout of a new warehouse management system across two sites and took it live on schedule. Most recently I served on the cross-functional team planning the transfer of our site's volume to the company's Indianapolis facility. That consolidation led to my position being eliminated in August 2026, and it gave me first-hand experience of the kind of site transition your expansion will involve.

Day to day, I managed a \$9.5M operating budget with Finance, led six shift supervisors and approximately 140 associates, and reported KPIs weekly to our regional director. I redesigned our shift schedules to cut overtime by 18% in 2023 and planned every peak season, including hiring and training up to 60 seasonal associates. I hold a Lean Six Sigma Green Belt, work in Smartsheet, and am currently preparing for the PMP exam.

I would welcome the chance to discuss how my experience could help Northvale open and grow its fulfillment sites. Thank you for your time and consideration.

Sincerely,

Jordan Ellis