Format for Executive Summaries

Do not take the case analyses as an academic exercise, but rather as a professional consulting job.

The most important party in Executive Summaries is the user; so, your executive summaries must be user-friendly; as clear as possible. It must be obvious to the user, not only to you. Your grand-mother should be able to understand it. As a general rule, the less you write the better. The more you write the more it means that you don't know what you want to say. You may just be fishing.

The Executive Summary must be composed of four parts:

- Problem/Goal Definition (10%)
- Quantitative Analysis (40%)
- Qualitative Analysis (40%)
- Recommendation (10%)

Percentage in brackets refers to the grade-weight per section

Dos and Don'ts in Executive Summaries

Dos

- Use the point form.
- Define the problem
- If you decide that there is no problem, define the goal
- Be clear, concise, to the point
- Address the issues of the case
- Write value-added statements
- Use headings for tables/exhibits
- In your analysis, refer to each and all your exhibits
- Interpret your computations
- Make a recommendation; an implementable recommendation
- Maximum length: one page
- Font size ≥12
- Margins: 1" all four sides
- Before printing your executive summary, check your spelling

Don'ts

- Restate facts, i.e., summarize the case (RF)*
- Write general/broad/standard statements (Std)*
- Regurgitate the textbook (Std)*
- Write unclear statements (Unclear/vague)*
- Write Non-Value Added statements (NVA)*
- Describe how you got your figures
- Group your Exhibits, e.g., see Exhibits 2 to 5
- Make *prêt-à-porter* recommendations (Std)*
- Do not recommend something that was not raised in your case analysis
Other abbreviations (used in my feedback)

- Limited Value Added (LVA)
- Correct. Consistent with your computations (C)

* Abbreviations in brackets are used in my feedback to your actual Executive Summaries. An A in a circle means Acceptable. It means that given your line of reasoning, or your previous computations, your statement is acceptable. Therefore, you were allocated full marks.