Nadia Haddad - Yale SOM MBA application (2026-27, Round 2)

Cleveland, OH · nadia.haddad.test@example.com · Fictional applicant for the MyRound Yale SOM sample. Her employers, clinic, club and supervisors are invented.

Program and round

- Full-time MBA, Class of 2029. Round 2 (deadline January 6, 2027).
- Not applying for a joint degree. Not a Silver Scholars or Consortium applicant.

Education

- **University of Michigan-Dearborn** - BS Economics, minor in Mathematics, May 2019. GPA 3.61.
- Fall 2017 semester GPA 2.89 (see Optional information). Every other semester 3.5 or above.
- Relevant courses: Intermediate Microeconomics (A-), Econometrics (A), Probability and Statistics (B+), Linear Algebra (B), Operations Research (A), Financial Accounting (A-), Corporate Finance (B+).
- **Cuyahoga Community College** (evening, graded): Calculus II, A (fall 2025). Taken to refresh quantitative skills.

Test

- GMAT Focus Edition (October 2026): 675 (Quantitative 84, Verbal 83, Data Insights 81). One sitting.

Resume

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FRESH HARBOR MARKETS - Cleveland, OH (2021-present) *Regional grocery chain: 64 stores in Ohio and western Pennsylvania, 7,800 employees, two distribution centers.*

Senior Manager, Network Planning (Mar 2024 - present)

- Lead a team of 5 analysts that plans how 11,000 fresh and frozen items move from 2 distribution centers to 64 stores.
- Redesigned produce replenishment from weekly orders to a daily forecast with store-level overrides; produce shrink fell from 9.8% to 7.1% of sales in 12 months, about $6.2M a year.
- Ran the cutover of 22 stores to the new Youngstown distribution center (Sep 2025) with no missed deliveries; wrote the 340-step runbook and ran the overnight command center for 9 nights.

- Piloted a machine-learning demand forecast from an outside vendor in 12 stores (2025). Kept it for 8 categories where it beat planners' forecasts; turned it off for 4 (holiday baking, seasonal produce) where it missed badly, and set up a weekly planner review for every category it runs.
- Built the Surplus to Shelves program with the food-bank partnerships team: near-date stock goes to 23 food pantries instead of landfill; 1.9M pounds donated in 2025.

Supply Chain Manager, Fresh Categories (Jun 2021 - Feb 2024)

- Managed ordering and supplier performance for dairy, deli and bakery (about $310M in annual sales).
- Renegotiated delivery windows with 14 regional suppliers; on-time deliveries rose from 81% to 94%.
- Created the first store-by-store shrink dashboard (SQL, Tableau), now used weekly by 64 store managers.
- Promoted ahead of the usual three-year track.

LAKESHORE OPERATIONS ADVISORS - Detroit, MI (Jul 2019 - May 2021) *Boutique operations consultancy, about 40 consultants, serving manufacturers and hospital systems in the Midwest.*

Analyst

- Built a warehouse labor model for a Tier 1 auto-parts supplier; the client cut overtime 18% at two plants.
- Spring 2020: rebuilt the personal-protective-equipment ordering process for a 6-hospital system in four weeks, tracking daily usage by unit when suppliers were rationing.
- Staffed on 7 engagements; trained 3 new analysts on the firm's Excel modeling standards.

EDUCATION University of Michigan-Dearborn - BS Economics, minor in Mathematics, 2019. GPA 3.61. Worked 20 hours a week at the family grocery store throughout college.

ADDITIONAL

- Volunteer tax preparer and site coordinator, Eastside Free Tax Clinic, Cleveland (2022-present).
- Assistant coach, girls' under-12 team, Lakewood Community Soccer Club (2023-present).
- Languages: English (native), Arabic (Lebanese, fluent spoken; reads and writes at an intermediate level).
- Skills: SQL, Tableau, Excel modeling, basic Python. IRS-certified advanced volunteer tax preparer.
- Interests: sourdough baking (bakes 40 loaves a month for the clinic's spring fundraiser), Detroit Tigers, long-distance cycling.

Work experience (application entries)

Fresh Harbor Markets - Senior Manager, Network Planning (Mar 2024 - present)

- Company: A family-owned regional grocery chain founded in 1958, with 64 stores and two distribution centers.

- Role: I lead the team that decides how much fresh and frozen product goes to each store every day. I report to the Vice President of Supply Chain and manage 5 analysts.
- Reason for leaving: To attend business school. I want the general-management training to lead a grocery business, not just its supply chain.

Fresh Harbor Markets - Supply Chain Manager, Fresh Categories (Jun 2021 - Feb 2024)

- Role: Ordering and supplier performance for dairy, deli and bakery.
- Reason for leaving: Promoted to Senior Manager, Network Planning.

Lakeshore Operations Advisors - Analyst (Jul 2019 - May 2021)

- Company: A Detroit operations consultancy of about 40 people.
- Role: Analyst on operations projects for manufacturers and hospital systems.
- Reason for leaving: I wanted to own the results instead of handing over a recommendation and leaving. Fresh Harbor offered me a role running the categories I grew up stocking.

Post-MBA career interests (200 words)

Short term, I want to join a grocery or food retailer in a strategy or operations leadership role, ideally one that is expanding into neighborhoods that big chains have left. My second choice is the operations practice of a consulting firm that serves food retailers, which would give me a wider view of the industry before I go back in.

Long term, I want to run operations, and eventually the business, of a regional grocer that makes a full-service store profitable in a low-income neighborhood. I grew up in one: my parents' 2,400-square-foot market in Dearborn was the only place within a mile to buy fresh produce. I have seen from the inside how thin the margins are, and at Fresh Harbor I have seen how much of a store's profit is decided upstream, in forecasting, shrink and delivery.

What I lack is the rest of the business: finance for new stores, real estate, pricing, and leading people who are not analysts. I also want to understand the policy side, from food-assistance programs to the tax credits that make new stores possible. Three regional grocery executives I asked about this path all said my gap is general management, not operations.

Activities (two post-undergraduate, two undergraduate)

1. **Volunteer tax preparer, then site coordinator, Eastside Free Tax Clinic**, Cleveland (Jan 2022 - present, about 8 hours a week from January to April). Prepare free returns for families earning under $67,000. Site coordinator since 2024: schedule 26 volunteers, review every return before it is filed, and added Arabic and Spanish appointment slots. The site filed 1,140 returns in 2026, up from 410 in 2022.
2. **Assistant coach, Lakewood Community Soccer Club**, girls' under-12 team (2023 - present, 5 hours a week in season). Run Tuesday practices and keep the playing-time spreadsheet so every player gets equal minutes.
3. **Weekend and evening manager, Haddad Family Market**, Dearborn, MI (2015 - 2019, about 20 hours a week). Ran the register, ordering and the produce case at my parents' store;

ran the morning shift for four months in 2017 while my father recovered from heart surgery.
4. **Treasurer, Arab Student Association**, University of Michigan-Dearborn (2017 - 2019). Managed a $14,000 budget; started a used-textbook exchange that saved members about $9,000 in its first year.

Essay (one of three prompts, 500 words)

Prompt: Describe the biggest commitment you have ever made. Why is this commitment meaningful to you and what actions have you taken to support it?

Every February, my mother used to clear the kitchen table in Dearborn and spread out a shoebox of receipts from my parents' market. She did our taxes by hand, then did the neighbors'. People brought her envelopes from the IRS they were afraid to open. I translated for the ones who spoke less English than she did. I was twelve, and I thought every mother did that.

When I moved to Cleveland in 2021 I didn't know anyone. I signed up at the Eastside Free Tax Clinic because it felt like home. I am about to start my sixth tax season there. It is the commitment I have kept longest outside my family, and it taught me the most about what I want to do.

The first season I was a preparer, and I was slow. I double-checked everything because I was afraid of getting a family's refund wrong. That fear turned out to be useful: in my second season I noticed that a third of our returns came back for corrections, mostly missing forms that families didn't know to bring. I wrote a one-page checklist in English, Spanish and Arabic and asked the front desk to hand it out when people booked. Corrections fell to about one in ten.

Before the 2024 season the site coordinator moved away and nobody wanted the job. I took it, which meant giving up most Saturdays and learning to manage people who owed me nothing. My first season I made a mistake I still think about: I scheduled our two most experienced preparers on the same mornings because they liked working together, and our new volunteers were left alone on weeknights. Two of them quit in February. The next year I paired every new volunteer with an experienced one for their first four shifts, and I asked the experienced preparers to choose who they mentored. We kept all but one new volunteer through the season.

The part I am proudest of is the least visible. For many of our families the refund is most of their savings for the year, and some used to pay storefront preparers more than $300 to get it. We now file more than 1,100 returns a season, and I keep a list of families who come back each year. One father who first came in 2022 with a stack of unopened letters now brings his teenage daughter to translate for him, the way I did for my mother.

This commitment matters to me because it is where my work and my family's story meet. At the market, at Fresh Harbor and at the clinic, I keep learning the same thing: small, unglamorous systems decide whether people get what they need. A checklist, a delivery window or a volunteer schedule is not exciting, but when it fails, the people with the least room for error pay first. I want to spend my career building those systems well, and I plan to keep doing taxes in February wherever I live.

Optional information (200 words)

My grades in fall 2017 (2.89 GPA) were the lowest of my college career. That September my father had emergency heart surgery, and for four months I opened our family's store at 6 a.m. before classes because we could not afford to close it or hire a manager. I dropped no classes but did not do them well. My father recovered and I returned to my usual grades the next semester (3.71) and stayed above 3.5 until graduation. My recent Calculus II course and my GMAT Focus Quantitative score of 84 are meant to show that I am ready for the core.

Background information

- First-generation college graduate. Parents emigrated from Lebanon in 1994; they owned and ran Haddad Family Market in Dearborn, Michigan, from 1998 to 2023.
- Paid for college with a federal Pell Grant, a university merit scholarship, and wages from the family store.

Recommenders (letters not seen by the applicant)

1. Current supervisor: Vice President of Supply Chain, Fresh Harbor Markets.
2. Former engagement manager, Lakeshore Operations Advisors.

Pre-interview quote (submitted after the interview invitation)

"Count the shelf, not the invoice." - Sami Haddad, my father