



Navigating The Enterprise Job Search

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October 23, 2017

Agenda

Case Studies

Mature & Enterprise Offer Timing

Mindset for Enterprise Recruiting

Target List & Informational Interviews (emails & meetings)

Timing and Next Steps

Enterprise Case Studies



- **Before Wharton:** Triage Consulting Group; BS UC Berkeley Econ. major
- **Wharton:** WGA VP Clubs & Conferences, Tech Club, Student Life Fellow, Alumni Fellow, Human Capital Club
- **Internship:** People Operations, Google
- **Full-Time:** People Operations, Google, received Sept. 2016
- **Worked with MBACM:** Met MBACM advisors, knew Sept 1Y might want People Ops, recruited in Big Tech, Start-ups and Consulting working with all three advisor. Leveraged advising for discussing company list, interview preparation and offer management



- **Before Wharton:** Oliver Wyman, BS Princeton Int'l Affairs major, MA Oxford
- **At Wharton:** Wharton Impact Investing Partners (WIIP), Wharton India Startup Competition Director, Dean's Graduate Student Advisory Committee
- **Internships:** Investments Intern, Omidyar Network and Strategy & Product Development at Netafilm (ag-Tech in emerging markets)
- **Full-Time:** Draper Richards Kaplan Foundation, Associate (August after grad)
- **Worked with MBACM:** Develop her pitch, review hit list of organizations/contacts, resume review, networking emails, offer mgmt

Two Strategies = Two Skillsets

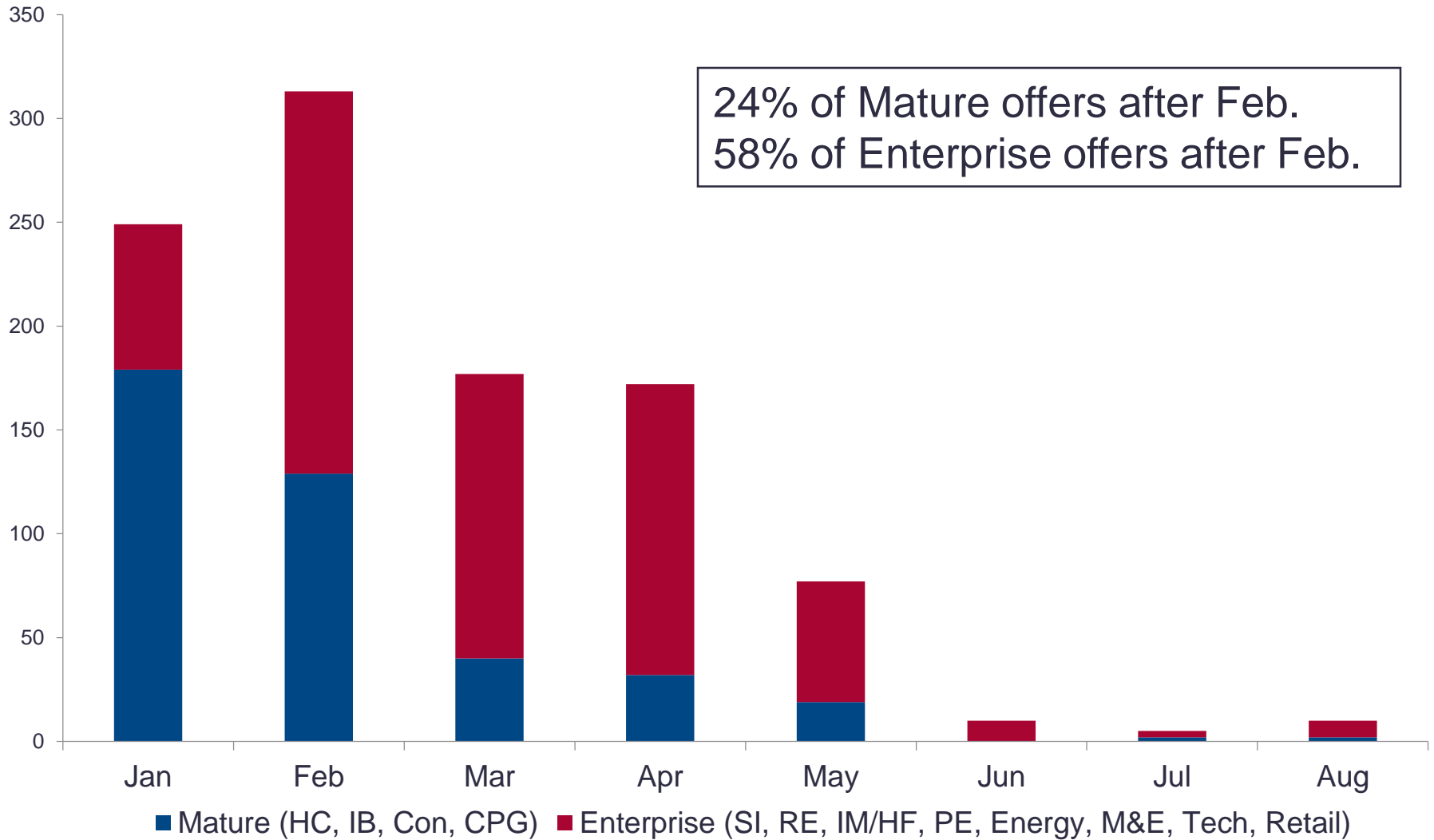
MATURE

- Follow structured process and timeline
- Be ready for *when* an opportunity is available
- Prepare for and attend “formal” recruiting events
- Market your candidacy and differentiators
- Conduct on-campus interviews
- Manage heavy recruiting schedule in fall/winter

ENTERPRISE

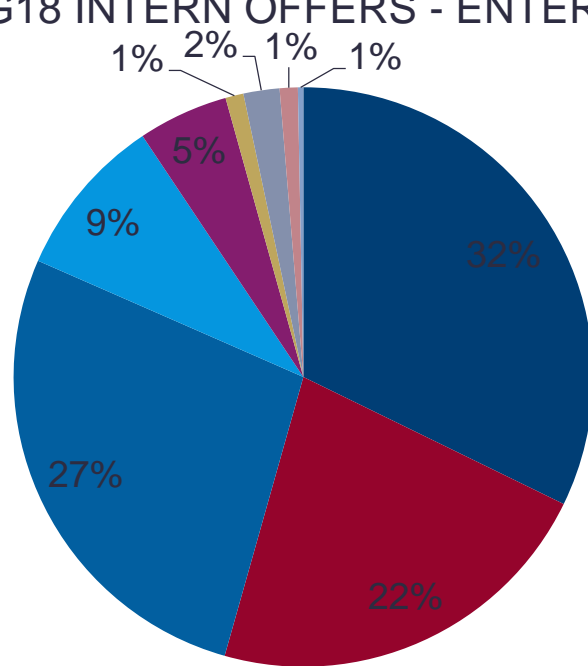
- Navigate unstructured process and timeline
- Be ready *if* an opportunity becomes available
- Prepare for multi-format networking opportunities
- Proactively build & leverage network, pitch solutions and employment opportunities
- Travel to companies and recruiters
- Sustain recruiting efforts throughout the year

WG18 INTERN OFFER TIMING – MATURE VS. ENTERPRISE “HEAVY” INDUSTRIES



SOURCE OF WG18 INTERN OFFERS - ENTERPRISE HEAVY INDUSTRIES*

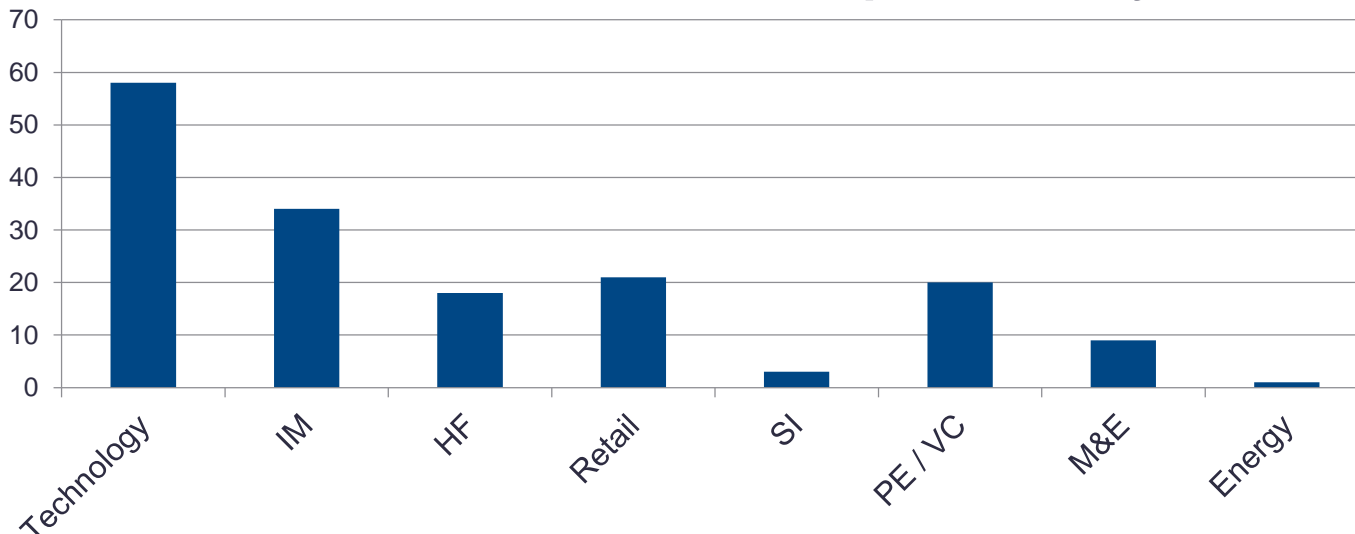
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- Wharton Job - On Campus Recruiting
- Wharton Job - Job Posting
- Personal Networking Connections
- Other
- Wharton Alumni Contact
- MBA Career Management Contact
- Trek Networking
- Career Fair
- Return to Previous Employer

*SI, RE, IM/HF, PE/VC, Energy, M&E, Tech, Retail

WG18 OCR Offers— Enterprise Heavy Industries



N=167

Mindset for Enterprise Recruiting

Risk Tolerant

Ability to resist the “herd mentality” and FOMO

3 S's

- Self-aware: know what you want and let other opportunities go
- Self-motivated: have the internal drive to overcome obstacles
- Structured: able to create your own roadmap

Top Resources for Creating Your “Hit List”

Dream employers (the ones you already feel an affinity for)

Wharton Resources

CareerPath (Jobs: active, archived; Resource Library)

Offer Directory

SPIKE Community

Wharton career treks and industry conferences

Industry chats

Industry Research Pages

Reciprocity

Industry-specific sites (e.g., Crunchbase, Capital IQ, GIIN, Greyhouse Guide, Pitchbook, CBInsights, EurekaHedge)

LinkedIn

Bizjournals.com (by city)

Reading news and trends

Prioritizing your list – “weighted variables” (cont.)

Grading	Company
A	<ul style="list-style-type: none">• Google (Shopping)*• BaubleBar• Bonobos• Warby Parker• Amazon Retail Leadership Development Program*
B	<ul style="list-style-type: none">• Apple Retail*• Jet.com• URBN• Rent the Runway• Everlane
C	<ul style="list-style-type: none">• eBay• Walmart e-Commerce*• Etsy

*Many students have few Mature companies on their list.

Prioritizing your list – “individual weighted variables”

Strength of alumni network

Wharton MBAs

MBAs

Posted MBA jobs (e.g., CareerPath or Company Job site; active; archived)

Functions = Your Qualifications

See job descriptions and LinkedIn profiles

E.g., PM w/o CS degree; Merchandising w/o buying experience

Geography

Size of company (# of employees)

Business Model

Sector/focus

Work Authorization

Motivation (personal interest level)

5-pt scale interest to work at X company

Create a Contact Map

Goal: Identify contacts connected to each of your target companies

Suggest using Google Drive or other cloud-based solution

Types of Contacts	Resources
Fellow Students (FYs and SYs) Alumni <ul style="list-style-type: none"> Wharton Undergrad Penn Other Top MBAs Recruiters <ul style="list-style-type: none"> CareerPath LinkedIn Personal networks Previous Employer Cold contacts	Resume Book SPIKE Community Offer Directory CareerPath LinkedIn Undergrad Alumni Database Capital IQ (finance) Pitchbook (finance)

Last	First	Type	Company	City	Title	Email	Notes
Smith	Jen	Wharton Alum	Google	New York	PMM	jen@	6.19.17: Talked on phone about Google Maps...
Zhang	Phil	UVA alum	Zynga	SF	PM	phil@	8.30.17: Had coffee chat and discussed...
Brown	Jon	Personal	Hulu	LA	PM	jb@	9.29.17: Met at Adam's wedding...
Park	Min	Other	Apple/iTunes	Cupertino	Sr. Finance Analyst	park@	10.1.17: Talked on phone about...

Resume Books



- Profile
- Target Employers
- Employers
- Contacts
- Tasks
- Research Tools
- OCI and Job Listings
- Appointments
- Events
- Resume Books**
- Resource Library

Resume Books

Name Search: Academic Year: Status:

[Clear Filters](#) [Get Results](#)

Results Found: 5

Name	Description	Status	Approval Status
Class of 2018 2nd Year Resume Book <i>Application Deadline: 9/6/2017, 9:00 AM</i>	The Wharton Resume Book for the Class of 2018, Second Year.	Published	
Class of 2019 1st Year Resume Book <i>Application Deadline: 1/15/2018, 11:59 PM</i>	The Resume Book for the Class of 2019 - First Year.	Unpublished	
Conference Resume Book: Wharton Women in Business <i>Application Deadline: 10/23/2017, 5:00 PM</i>	The resume book for Wharton Women in Business Conference, both student years.	Published	
Internal: Students who Interned in M&E <i>Application Deadline: 9/19/2017, 4:00 PM</i>	Internal use resume book. Manually created from list of M&E Internships.	Unpublished	
Test Club Resume Book - 2nd Year <i>Application Deadline: 2/19/2018, 5:30 PM</i>	Testing Resume Book Functionality - Sustainable Development Club.	Published	



- Profile
- Target Employers
- Employers
- Contacts
- Tasks
- Research Tools
- OCI and Job Listings
- Appointments
- Events
- Resume Books**
- Resource Library

Class of 2018 2nd Year Resume Book Published

[Back to List](#)

Resume Book Details **Resumes**

[+ Add Filter](#) [+ Save Filter As...](#)

[Clear Filters](#) [Get Results](#)

Please note: A resume must be in PDF format in order to be approved. If needed, please see instructions for converting word files to PDF.

Applied Students

Results Found: 527 [Action](#)

<input type="checkbox"/>	Applicant	Email	Resume
<input type="checkbox"/>	Michie Adachi <i>Full Time MBA - Spring 2018, 2nd Year MB...</i>	madachi@wharton.upenn.edu	
<input type="checkbox"/>	Dash Adam <i>Full Time MBA - Spring 2018, 2nd Year MB...</i>	dashadam@wharton.upenn.edu	
<input type="checkbox"/>	Jason Adams <i>Full Time MBA - Spring 2018, 2nd Year MB...</i>	adamsja@wharton.upenn.edu	
<input type="checkbox"/>	Susan Adler <i>Full Time MBA - Spring 2018, 2nd Year MB...</i>	susanmic@wharton.upenn.edu	
<input type="checkbox"/>	Ankit Agarwal <i>Full Time MBA - Spring 2018, 2nd Year MB...</i>	agarw@wharton.upenn.edu	
<input type="checkbox"/>	Vitor Agnello Rodrigues <i>Full Time MBA - Summer 2018, 2nd Year MB...</i>	vagnello@wharton.upenn.edu	
<input type="checkbox"/>	Keshav Agrawal	keshav@wharton.upenn.edu	

12Twenty Guide

Steps to Search Wharton Resume Books

1. CareerPath
2. Resume Book
3. Select a Resume Book Name (e.g., Class of 2018)
4. Click “Resumes” tab
5. Search by “Filters” (e.g., most recent industry) OR
6. Click Applicant to select all resumes
7. Click “Actions”
8. Select “Download All Resumes to PDF”
9. Search PDF bundle by key words (e.g., “Disney”)

- Self Assessment
- Research
- Networking
- Resumes
- Applications & Cover Letters
- Interviews
- Offer Management
- On the Job

Offer Directory Search

The Wharton Offer Directory is an online searchable directory which can be a valuable resource for you to:

- Build a list of target companies
- Identify Wharton students who accepted internship or full-time positions at specific companies
- Learn about students' summer internship experiences at specific companies

This information is built from student's reporting job offers in CareerPath. To report your job offer, go to the CareerReporting tab in CareerPath.

Instructions: Enter search criteria below in one or more boxes and click "Search Offer Data". Use Ctrl+Click to select multiple values. Partial words are acceptable. To get the most helpful results, avoid overly narrow search criteria.

Type of Search:

- Companies Making Offers to Wharton MBAs
- Student Directory of Accepted Offers

Academic Year:

- 2015-2016
- 2016-2017
- 2017-2018

Position Type:

- Full-time
- Internship
- Both

Start-up Companies ONLY:

- No
- Yes

Function:

- Analytics/Data Science
- Business Development
- Consulting/Strategy

Industry:

- Advertising & Public Relations
- Aerospace & Defense
- Agribusiness

Company:

Job Location City:

LinkedIn/SPIKE (Alumni Directory)

LinkedIn Advanced People Search interface. The 'Advanced' search button is circled in red. The 'Keywords' input field is also circled in red.

Search for people, jobs, companies, and more... **Advanced**

Home Profile Connections Jobs Interests Business Services Try Premium for free

Advanced < 1st Connections x 2nd Connections x Group Members x

People
Jobs

Keywords

First Name

Last Name

Title

Company

School

Location
Located in or near: ▾

Country

Relationship

1st Connections
 2nd Connections
 Group Members
 3rd + Everyone Else

Location

Current Company

Industry

Past Company

School

Profile Language

Nonprofit Interests

Groups

- Social Media Plus
- Wharton Entrepreneurs & VCs
- Wharton School Alumni
- Wharton MBA Recruiting
- Off The Beat Alumni

Wharton SPIKE
UNIVERSITY of PENNSYLVANIA

Home Calendar Courses Community Forums Media Computing MBA Exec MBA Undergrad Bookmarks My Account

DIRECTORY

My Page
Community Directory
My Profile
My Saved Searches
Student / Alumni Search
Staff / Faculty Search
Browse Directory Tags
My Settings

Keyword Search... **SEARCH →** **CLEAR ALL FILTERS**

Include current students only

Advanced Search Filters click heading to apply/change filters ▾

Penn Affiliation **Personal/Geographical** **Employment** **Other Affiliation**

Industry
Enter Industries...

Job Title
Enter Job Titles...

Employer
Enter Companies...

Job Function
Enter Job Functions...

Professional Specialty detailed selection
Choose Involvements...

LinkedIn Alumni Directory

The screenshot shows the LinkedIn profile for The Wharton School. The 'See alumni' button is circled in red. Below the profile, there is a 'Career Insights' section with a search bar and filters for 'Attended', 'Start year' (1900), and 'End year' (2017). The insights are presented in three columns: 'Where they live', 'Where they work', and 'What they do'.

Where they live	Where they work	What they do
71,648 · United States	786 · The Wharton School	33,080 · Business Development
19,928 · Greater New York City Area	673 · Google	14,487 · Entrepreneurship
11,394 · Greater Philadelphia Area	656 · McKinsey & Company	14,341 · Finance

JOB TREKS – MY COMPANIES

MY COMPANIES

add To-Do +

Companies (5)
All Industries ▼

🔍

Active	Company Name	Industry
	Bessemer Venture Partners	Venture Capital
	First Round Capital	Venture Capital
	Greylock Partners	Venture Capital
	Wallet Hub	Startup, Internet and Software
	Wellth	Startup, Technology

add company +
add contact +

add doc +
add job +

Find Companies

By Industry

Venture Capital ▼

or

By Name

Clear Results
search

249 Results
Add

MOST SEARCHED

Accel Partners	Add
Andreessen Horowitz	Add
Bain Capital Ventures	Add
Benchmark Capital	Add
<i>Bessemer Venture Partners</i>	<i>already added</i>
CRV (Charles River Ventures)	Add

Getting busy people to take action via email

1. Fewer than 150 words
2. No mention of jobs (*share professional goals instead*)
3. Connection goes first (*if none, lead with most relevant credentials*)
4. Be credible and clear about the ask
5. Offer specific availability (*with flexibility*)

Source: Adapted from The 2 Hour Job Search, Steve Dalton

Sample email (Wharton contact) – Tech / Startups

Hi XXX,

I'm a Wharton MBA studying in SF and saw on our alumni directory that you're pursuing an EMBA at Wharton West as well.

I noticed you work at ___ and I'm interested in your advice as I've spent the last year studying the online lending sector (and spent my summer in Mexico learning how this model could be applied to that market). I'd be curious to hear your thoughts on key players in the US and learn more about your role and experience at ___.

I know that with work and the EMBA, you have little spare time, but hoping you might have 15-20 minutes to chat this Thursday 9/26? I'm also available all day on Mon 9/30 and Wed 10/2.

Thanks in advance. I look forward to meeting and will follow up next week if these times don't work.

<150 words

No mention of jobs

→ **Connection first!**

→ **Credible/ clear ask**

→ **Offer specific availability with flexibility**

→ **Maintain control of follow up**

Sample email (no connection) – Private Equity

<[150] words

Dear Mr/Ms XXX:

I am a Wharton MBA student graduating this May. Prior to Wharton, I spent four years at McKinsey with a focus on industrials and consumer products. I am targeting opportunities in middle-market private equity with a similar sector focus.

During my time at McKinsey, [I advised a competitor to your portfolio company X on their restructuring, providing commercial insights to successfully navigate through a \$150m debt refinancing]. I would be curious to share perspectives on the sector.

I am in [] from []-[] and would love to take you to coffee on the []. If there is a time that works well for you that day, please let me know. Thank you for your consideration.

→ **Professional credentials & overall goal**

→ **Identify relevant/credible potential value-add**

→ **Offer specific availability with flexibility. In-person is ideal.**

More email best practices (know your audience)

- Append LinkedIn profile to signature
- Make your subject line matter (know your audience)

Startups

- Weak: Wharton MBA
- Stronger: Quick chat? Data analytics junkie from Wharton

Retail

- Weak: Time to chat?
- Stronger: Seeking retail advice - fellow Wharton grad
- Time of day matters (i.e., early in the week for most industries; PE/VC later in the week)

Tracking your follow up

November

Sun	Monday	Tuesday	Wednesday	Thursday	Friday	Sat
1	2 Send email to contact 1	3	4	5 Send email to Contact 2	6	7
8	9	10	11 7-day follow up Contact 1	12	13	14

Allow 3 business days for reply, then go to next contact

Follow up 7 business days later if no reply

Source: *The 2 Hour Job Search*, Steve Dalton

Tracking your follow up

November

Sun	Monday	Tuesday	Wednesday	Thursday	Friday	Sat
1	2 Send email to contact 1	3	4	5 Send email to Contact 2	6	7
8	9	10	11 7-day follow up Contact 1	12	13	14
15	16 7-day follow up Contact 2	17	18	19	20	21

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Follow up 7 business days later if no reply

Source: *The 2 Hour Job Search*, Steve Dalton

Some Industry-specific follow up

PE/VC: initial email, follow-up 2 weeks later, wait 1 week wait then call the assistant to set up call

Tech/Media/Startup/VC: re-tweet, follow on social media;
Startup note: informational calls can sometimes escalate to be evaluative quickly

IM/Retail : Be sensitive to seasonal timelines

Sample follow up email – Informational Request

Hi XXX,

I am writing to follow-up on my email inquiry of last week. I'm still very interested in speaking with you about your work at PetPalooza. I would love to connect via a quick 15-minute call at your convenience.

Thank you in advance for your time,

My Name

From: Name, My

Sent: Monday, October 2, 2017 9:15 am

To: Your Name

Subject: Re: Wharton 1st year avid user/member of PetPalooza

Hi XXX,

I'm a Wharton MBA studying in SF and saw on our alumni directory that you're a Product Manager at PetPalooza. I've been following the company since it's launch in 2015 and have been an avid user for my lab, Bucky, since you launched

Very Brief

**Short intro
with a
forwarding
of the
original**

Informational Meetings – Q&A Framework

TIARA



Source: *The 2 Hour Job Search*, Steve Dalton

Informational Meetings – Q&A by industry

Industry	Sample Questions
IM	<ul style="list-style-type: none"> • If you weren't working at X fund, what fund would you want to work at? (INSIGHTS) • What idea/company are you interested in right now, but don't have time to research? (ASSIGNMENTS)
Tech	<ul style="list-style-type: none"> • What is the process for adding new features to X product? Who contributes to the product roadmap? (INSIGHTS) • Can you tell me more about the monetization model around X product? (INSIGHTS)
Startups	<ul style="list-style-type: none"> • Which 2-3 startups are you betting on? (TRENDS) • What questions are you asking right now that you don't have time to answer? (ASSIGNMENTS)
Social Impact	<ul style="list-style-type: none"> • How did you get to where you are in your career? What advice do you have for me to be in a similar place in 5 years? (ADVICE)
Retail	<ul style="list-style-type: none"> • How would you describe the [] customer? (INSIGHTS) • In what areas can the MBA skillset fit at []? (INSIGHTS)

Research for Informational Meetings

Company

SWOT analysis

Headlines on employer website

Google employer headlines and informational interviewers themselves

Google/LinkedIn background of networking contact

Your Story

The Big Three

Tell me about yourself - *most commonly asked in informationals*

Why do you want to work in this industry?

Why are you interested in our organization?

Manage your digital brand

Before reaching out to alumni / company contacts, make sure your digital brand reflects what you want portrayed to future employers

Key considerations:

What pops when your name is googled?

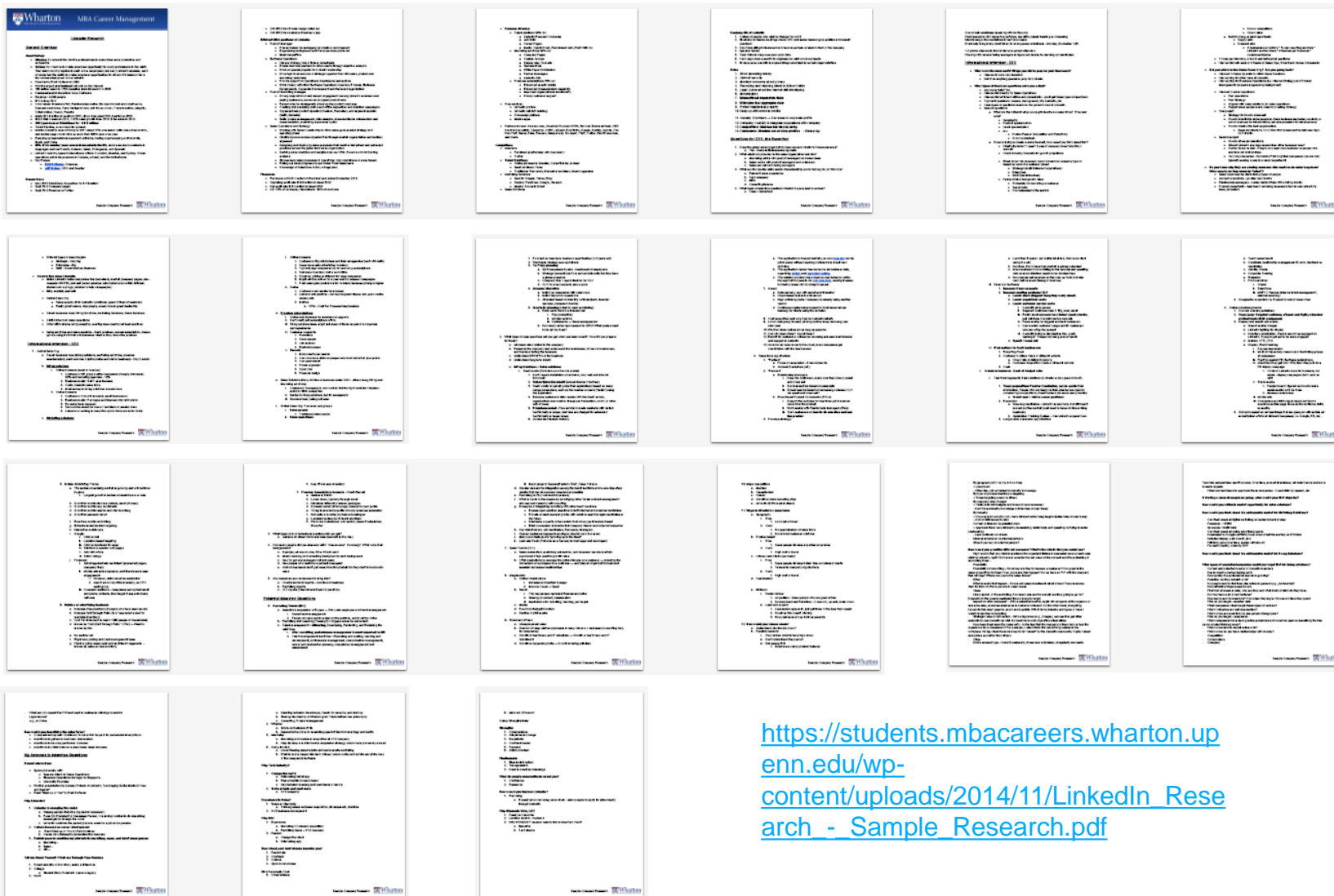
How does your LinkedIn profile portray you?

What are you writing about?



DIGITAL BRAND CASE STUDY

Tie it all together – Sample company research



https://students.mbacareers.wharton.upenn.edu/wp-content/uploads/2014/11/LinkedIn_Research_Sample_Research.pdf

Timing and Next Steps

Month	Action
Oct.	<ul style="list-style-type: none"> Resume, Pitch, Research: On-going news alerts and reading
Nov.	<ul style="list-style-type: none"> Company Hit List (n=~15) Contact Map Draft Template Email – begin outreach (start with FYs & SYs b/f Alum)
Dec.	<ul style="list-style-type: none"> Apply For Any Mature Opportunities Plan Networking Trips (FRP, Spring Break)
Jan.	<ul style="list-style-type: none"> Networking Trip(s) Applications begin/continue
Feb.	<ul style="list-style-type: none"> Network Apply Interview Accept Offer
Mar.	
Apr.	
May	
June	

5 Key Resources Summary

1. Job Listings (CareerPath)
2. Resume Book (CareerPath)
3. Offer Directory (MBACM site)
4. Alumni Directory (SPIKE Community)
5. Industry Research (Lippincott Library Online)

FAQs – page 1

- How many industries can I recruit in?
 - The hardest question to answer because it depends many variables, let us give you some examples.
 - How many versions of yourself are you comfortable creating? Consulting version. Startup FinTech version. Healthcare version. Some students find it difficult to develop a meaningful pitch. In addition, some students become disoriented and unfocused.
 - Some industries pair well together and others do not. For example, Tech and Consulting can pair well.
 - Other students focus functionally, doing a marketing search in big tech, retail, and startups is possible.
 - Speak with an advisor to craft a personal plan
- Can I do two internships?
 - Fitting a primary (10-12 week) with a secondary (4 week) can work. Often the shorter is found via a friend/warm contact doing a favor as it's hard for you to do value-add work.
 - It is very challenging to do 2, 8-week internships if you want FT offers. You won't have enough time to deliver top quality, impressive work in such a short time.

FAQs – page 2

- What do I do if I don't get a job?
 - You will get a job. It might not be your first choice or on your "A list" but this is why we suggest that you have a long target list.
 - 99% of students get internships and those who don't chose not to for personal reasons.
- Can I be successful in FT mature recruiting if I do enterprise search for summer?
 - The skills that you gain will prepare you for networking in mature recruiting.
 - Understand the industry / company dynamics. For example, for Investment Banking, you must be intern to go fulltime. Apple Retail you must intern to go FT; however, at Apple corporate, you can go get a FT offer without interning there.
- As an international student, what should I be thinking about in an enterprise search?
 - Assess you comfort and skills for networking in the US. The enterprise job search heavily uses networking and you want you skills to be well-developed.
 - Develop robust & diverse plans for managing your need for work authorization.
 - Play to your strengths in order to overcome switching geography, industry and function

FAQs – page 3

- How do I manage a mature offer and enterprise recruiting?
 - Our [policies](#) protect a length of time that you will have before you must respond to offers.
 - And sometimes, you can try to negotiate for more time before you must respond, but you need to have a solid reason and date. (And stay communicative with the employer who has made the offer.)
 - Sometimes you need to make a hard decision before you'd like to. Use your judgment on how much networking will be required, the gap between your past experience and what you hope to do, and if you feel like you are getting traction.
- What happens if I renege?
 - We take it seriously there are fines and penalties (maximum of \$20K and no access to recruiting resources for several years as a student and alumni)
 - Company relationships have been damaged by such actions in the past

Questions?



////////////////////////////////////
KNOWLEDGE FOR ACTION
////////////////////////////////////