



Navigating The Enterprise Job Search

Sam Jones & Maria Halpern, MBACM

October 25, 2016

Agenda

Case Studies

Mature & Enterprise Offer Timing

Mindset for Enterprise Recruiting

Target List & Informational Interviews (emails & meetings)

Timing and Next Steps

Enterprise Case Studies

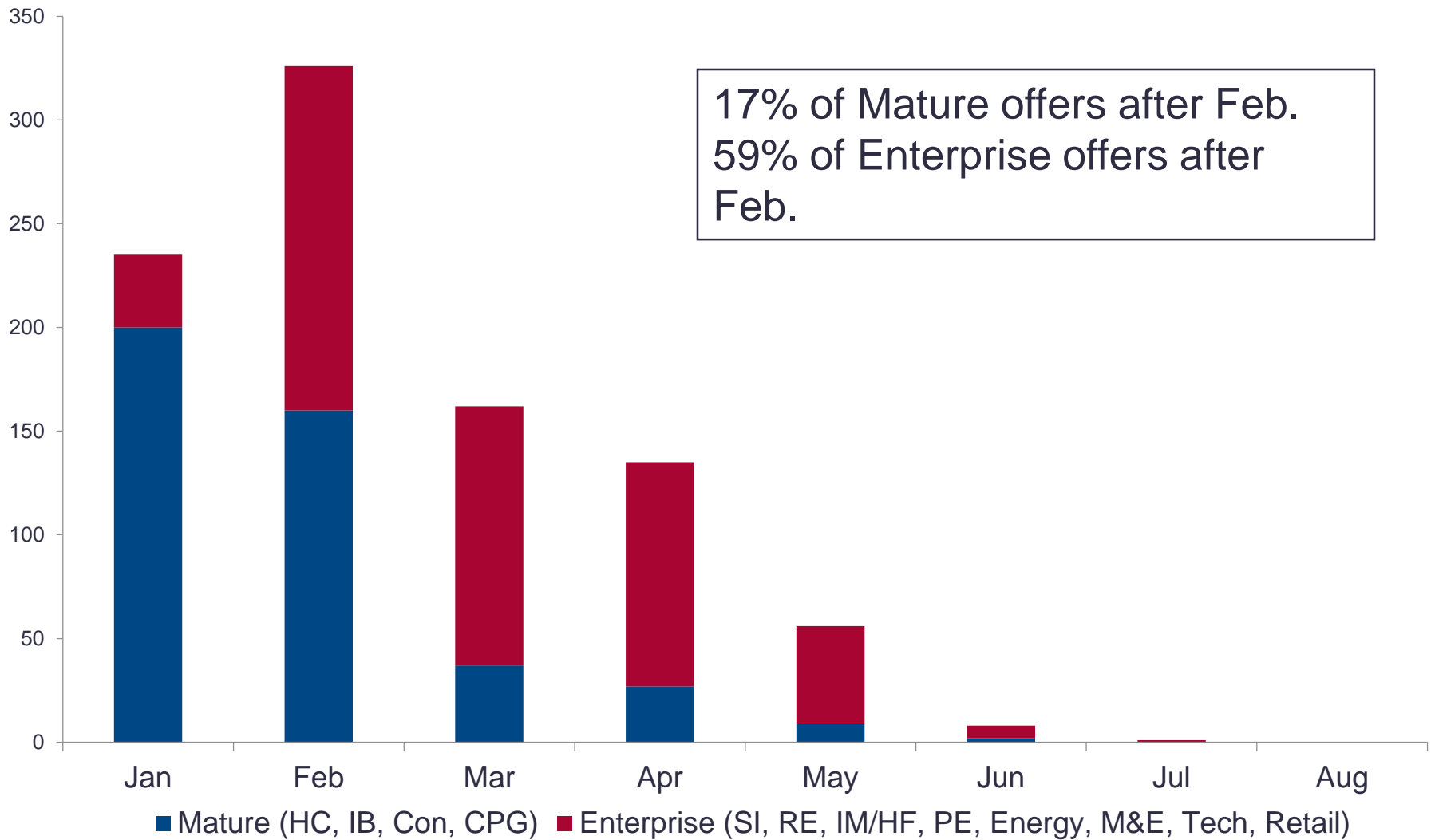


- **Before Wharton:** Deutsche Bank and JMI Equity
- **Wharton:** PE/VC Club, Cluster President, Director's List, Warburg Pincus FAP
- **Internship:** Squarespace, Office of CFO, NYC
- **Full-Time:** Thoma Brava (PE), received Oct. 2015
- **Worked with MBACM:** Met MBACM advisor over a number of sessions to build target lists, revise resume, discuss how to approach funds and content for those discussions, and then offer management, ultimately sourced the opportunity through networking



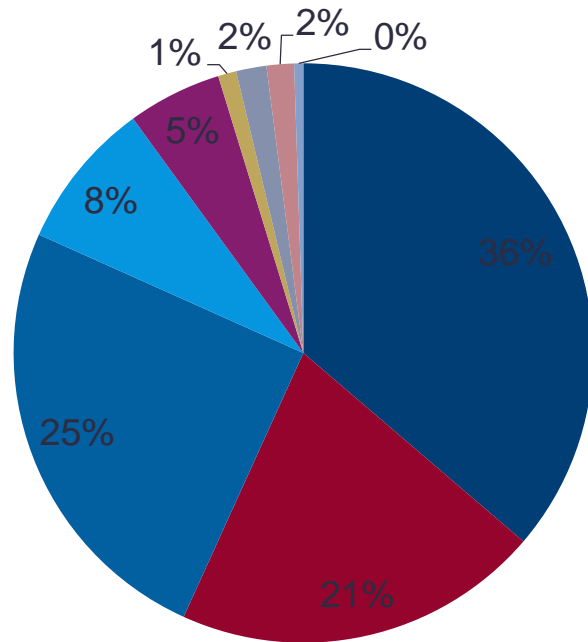
- **Before Wharton:** Citi (IB), Marketing and BD for PE/VC funds
- **At Wharton:** eClub President, Semester in SF, analytics coursework
- **Internship:** BloomThat, Growth (summer '15), MemeBox, Growth (fall '15)
- **Full-Time:** MemeBox, Senior Growth Lead (offer January '16)
- **Worked with MBACM:** Develop her pitch, review hit list of companies/contacts, resume, networking emails, offer negotiation

WG17 INTERN OFFER TIMING – MATURE VS. ENTERPRISE “HEAVY” INDUSTRIES



SOURCE OF WG17 INTERN OFFERS - ENTERPRISE HEAVY INDUSTRIES*

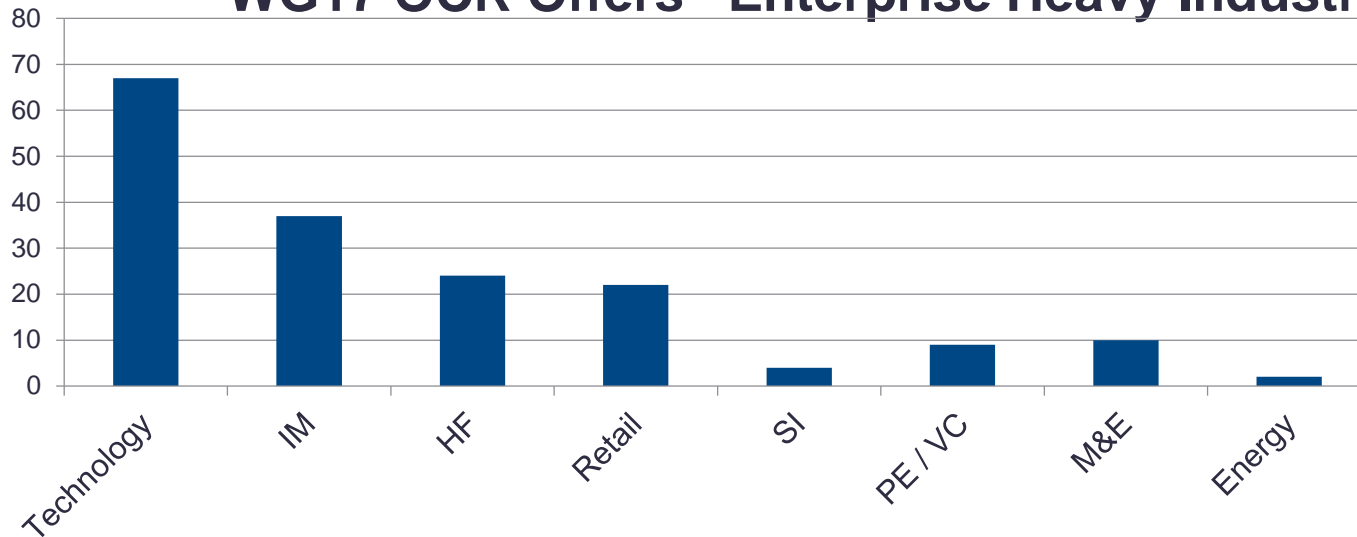
N=530



- 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

WG17 OCR Offers— Enterprise Heavy Industries



N=185

Mindset for Enterprise Recruiting

Higher risk profile (≠ Security, Predictability, Structure)

Ability to resist the “herd mentality”

Balance Mature and Enterprise searches at the same time

3-Selfs

Self-aware: know what you want and let other opportunities go

Self-motivated: possess the internal drive to overcome obstacles

Self-structured: do not require an established roadmap

How is the following [clip](#) similar/dissimilar to Enterprise Recruiting?

She knows that she wants to get back to earth (self-aware)

She overcomes obstacles both outward and inward (self-motivated)

She designs a plan that has never been done before (self-structured)

But... you are not alone!

Top Resources for Creating Your “Hit List”

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

Wharton Resources

CareerPath (Active and Archive)

Offer Directory

SPIKE Community

Wharton career treks and industry conferences

Industry chats

Commercial Resources

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

Hoovers (“build a list”)

Reading news and trends

Prioritizing your list – “individual weighted variables”

Strength of alumni network

Wharton MBAs

MBAs

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

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)

Motivation

5-pt scale interest to work at X company

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.

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

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

Last	First	Type	Company	City	Title	Email	Notes
Smith	Jen	Wharton Alum	Google	New York	PMM	jen@	6.19.12: Talked on phone about Google Maps...
Zhang	Phil	UVA alum	Zynga	SF	PM	phil@	8.30.13: Had coffee chat and discussed...
Brown	Jon	Personal	Hulu	LA	PM	jb@	9.29.13: Met at Adam's wedding...
Park	Min	Other	Apple/iTunes	Cupertino	Sr. Finance Analyst	park@	10.1.13: Talked on phone about...

JOB TREKS – MY CONTACTS



Dallas Karch

- Companies +
- Contacts +
- Jobs +
- Docs +
- To-Dos +

Prep

- Jobtreks Tip of the Day -
Copy and paste a Contact's

First Round Capital

add To-Do +

Related Contacts (2) search

Contact ▲	Current Company ▲
Miller, Sarah	First Round Capital
Smith, John	First Round Capital

Related To-Dos (1)

Date ▲	To-Do ▲	Contact ▲	Details	Edit	DONE!
Wed 10/28 1:00 PM	Coffee Chat	John Smith			

Related Jobs (0)

Contact ▲	Department/Position ▲	Status ▲	Link	Edit

Related Docs (0)

Type ▲	Name ▲	Contact ▲	Date ▲	Save As

add company +

add contact +

add doc +

add job +

Corporate Information

First Round is a seed-stage venture firm focused on building a vibrant community of technology entrepreneurs and companies. HQ: San Francisco, CA

Website: <http://www.firstround.com/>

News

These are the 10 best colleges for women looking to create their own companies — and get them funded
The Business Insider | Oct 19, 2015

Local organizations receive funding to support entrepreneurship
Cubbies Crib | Oct 13, 2015

The importance of not being an arrogant jerk when raising capital
The Business Journal | Oct 17, 2015

Area I Security raises \$15 million from Icon Ventures and Kleiner Perkins
FORTUNE | Oct 14, 2015

More News Source: Bing News

JOB TREKS – MY JOBS

MY JOBS

[add company](#) + [add contact](#) +
[add doc](#) + [add job](#) +

[add To-Do](#) +

Jobs (2)

Company	Department/Position	Status	Due Date	Job Link	Edit
Bessemer Venture Partners	Associate	Applied & Waiting	10/30/15		
Wallet Hub	Marketing Manager	Haven't Started	1/1/16		

Add Job

Company:

Department/Position:

Application due date:

Contact:

Job Link:

[Save](#)

Job Boards and Other Resources

[Executive Recruiters](#)

Resume Books

The screenshot displays the CareerPath website interface. On the left is a dark blue navigation sidebar with the CareerPath logo at the top. The sidebar contains several menu items: Home, Search Jobs, Resumes & Cover Letters, Documents, Resume Books, Events, Companies and Contacts, Surveys, Calendar / Advising, and My Profile. The main content area is white and features a search bar at the top. Below the search bar is a breadcrumb trail: Home / Resumes & Cover Letters / Resume Book Archive & Search. The main heading is "Resumes & Cover Letters". Underneath, there are three tabs: DOCUMENTS, RESUME BOOKS, and RESUME BOOK ARCHIVE & SEARCH. Below these tabs are two sub-sections: AVAILABLE BOOKS and PAST DOWNLOADS. The main content area shows a list of three resume book entries, each with a title, creation date, expiration date, and a brief description.

CareerPath Search

Home / Resumes & Cover Letters / Resume Book Archive & Search

Resumes & Cover Letters

DOCUMENTS RESUME BOOKS RESUME BOOK ARCHIVE & SEARCH

AVAILABLE BOOKS PAST DOWNLOADS

8 Results


Archive - Class of 2013: 2nd Year
Created on Jul 19, 2012
Expires on Aug 31, 2017
The full resume book of the Class of 2013 - 2nd year students.

Archive - Class of 2014: 1st Year
Created on Oct 15, 2012
Expires on Aug 31, 2017
The full resume book of the Class of 2014 - 1st year students.

Archive - Class of 2014: 2nd Year
Created on Aug 21, 2013

Offer Directory

QUICK LINKS NEWS CONTACT US LOCATION

 MBA CAREER MANAGEMENT STUDENTS

Home Job Search Resources Recruiting Calendar

JOB SEARCH RESOURCES » Networking » Offer Directory Search

- 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 w helpful results, avoid overly narrow search criteria.

Type of Search: Companies Making Offers to Wharton MBAs
 Student Directory of Accepted Offers

Academic Year: 2013-2014
 2014-2015
 2015-2016

Position Type: Full-time Internship Both

Start-up Companies ONLY: No Yes

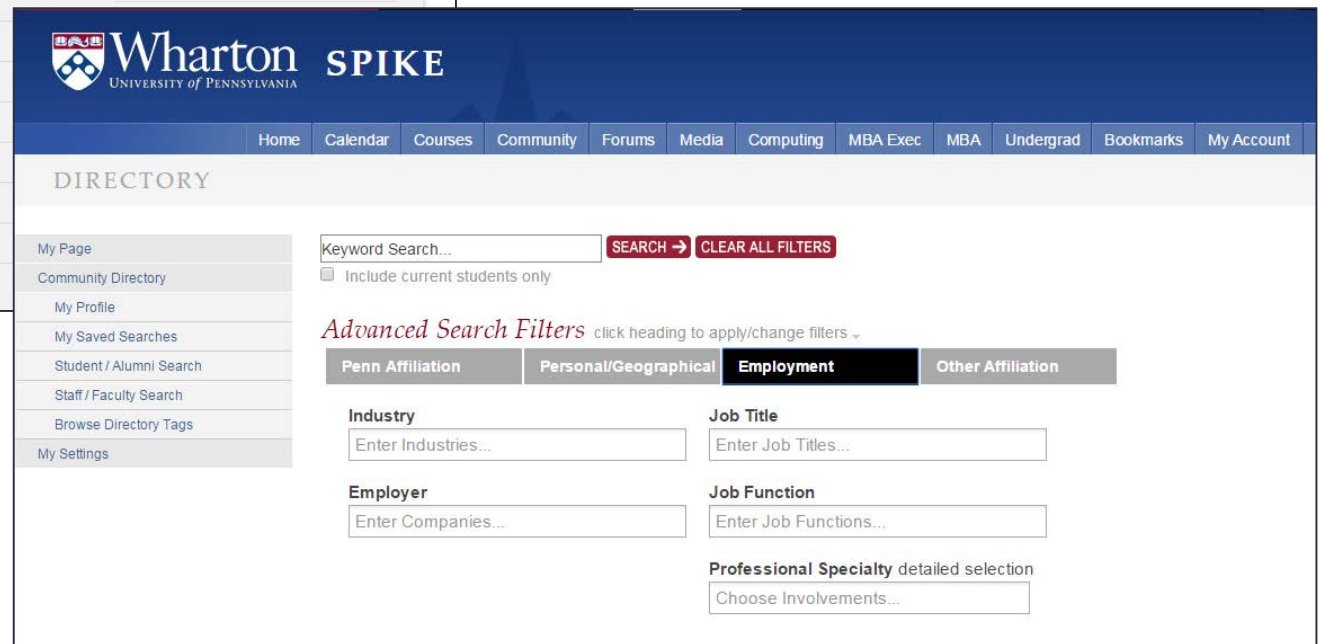
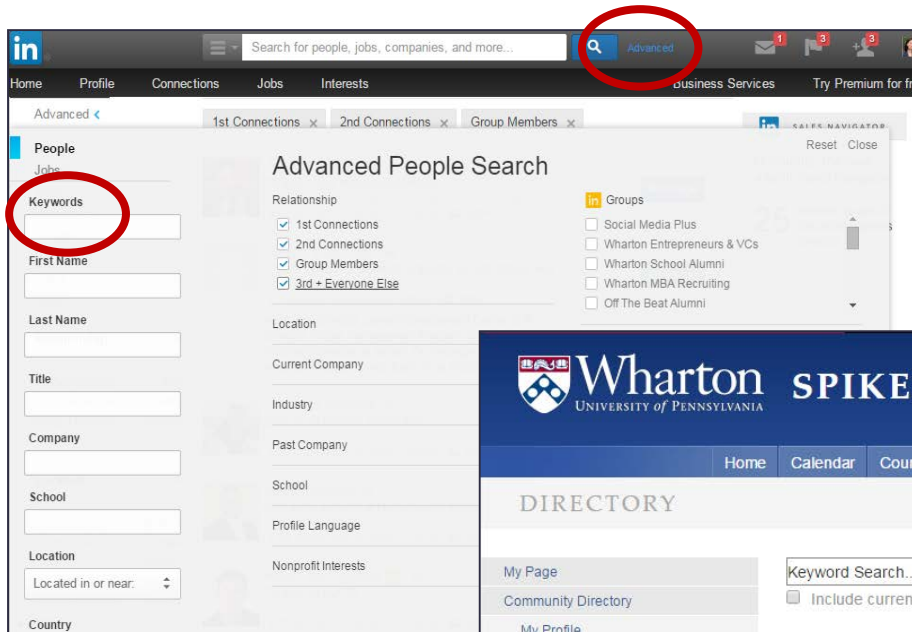
Function:
Analytics/Data Science
Business Development
Consulting/Strategy

Industry:
Advertising & Public Relations
Aerospace & Defense
Agribusiness

Company:

Job Location City:

LinkedIn/SPIKE (Alumni Directory)



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
- Follow up

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

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

Sample follow up email – Informational Request

Hi XXX,

Just following up to my email. While I'm still very interested in your advice, I've also been thinking about ideas for an Independent Study Project that might apply to _____. Although you may be able to guide me more, here are two options I've thought about:

Analyze the impact of creating a *provision fund* to accept riskier borrowers - since _____'s investors currently have a lot of demand for borrowers, I'm assuming that _____ is looking to lower its credit criteria to offer loans to a wider crowd of borrowers. Such a project would describe how a provision fund could attract new borrowers, impact defaults, and provide a safety level to investors taking on riskier loans

Analyze how social networks can help measure borrowers' credit worthiness - social networks will only strengthen _____'s credit analysis, especially because sometimes a FICO score does not paint the current ability of a borrower to repay.

Who would be the best person to speak with about these ideas?

[150] words

→ **Politely follow up**

→ **Humbly propose ideas / uncover potential business challenges**

Informational Meetings – Q&A Framework

		Sample Questions
T	Trends	<ul style="list-style-type: none"> • What trends are most impacting your business right now? • How has your business changed since you started?
I	Insights	<ul style="list-style-type: none"> • What surprises you most about your job? • What's been your most valuable experience at your employer so far?
A	Advice	<ul style="list-style-type: none"> • What can I do right now to best prepare for a career in X industry? • If you were me, what would you be doing to maximize my chances of breaking into X industry?
R	Resources	<ul style="list-style-type: none"> • What resources should I be sure to look into next? • What next steps would you recommend for someone in my situation?
A	Assignments	<ul style="list-style-type: none"> • Which projects are most common/important in your work? • Which have added the most value? • Have you had interns in the past? If so, what sort of projects have they done?

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 (Business Source Complete - Lippincott)

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 do you want to work for our organization?

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

Manage your digital brand

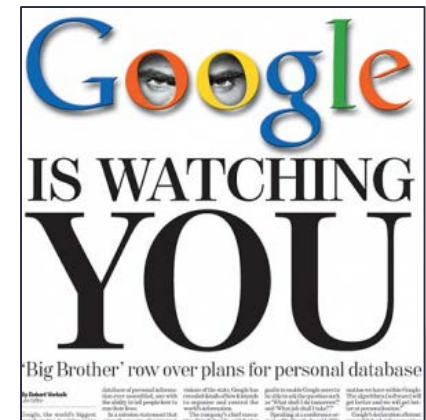
Before reaching out to alumni / company contacts, make sure your digital brand reflects what you want portrayed to future employers

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

Home Notifications Messages Search Twitter

Steve Weiner
MBA Candidate at The Wharton School
Philadelphia, Pennsylvania | Higher Education

Current: VetTechTribe, Bitcoin Foundation, Wharton FinTech
Previous: Google, Goldman Sachs, US Navy
Education: University of Pennsylvania - The Wharton School

2,019 TWEETS | 424 FOLLOWING | 593 FOLLOWERS | 1,326 FAVORITES | 8 LISTS

Tweets Tweets & replies Photos & videos

Who to follow: Stefan A. Frank, Toy_Tey, davegilboa

Steve Weiner
MBA Candidate at The Wharton School
Philadelphia, Pennsylvania | Higher Education

Current: VetTechTribe, Bitcoin Foundation, Wharton FinTech
Previous: Google, Goldman Sachs, US Navy
Education: University of Pennsylvania - The Wharton School

500+ connections

AMERICAN BANKER | Disruptors

Monday, September 14, 2015

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Fintech Clubs Are Trending at B-Schools

By Mary Wisniewski
September 8, 2015

Twitter LinkedIn Facebook Google+ Email Comments Print Reprints

Fintech, once the nerdy interest of a small circle of enthusiasts, is inspiring MBA students to form university clubs dedicated to a sector that is now flush with venture capital.

Wharton FinTech, at the University of Pennsylvania, ...

Steve Weiner @steve_wein

millennials, finance, trust & #fintech
@DanielleMorrill @fredwilson @nsha
@davemuni @GarethFintech @fintec

Wharton FinTech @whartonfintech
#Millennials and the future of finance: a different kind of trust by @alphafishing @sweiner2008 innotribe.com/wp-content/upl... #FinTech @Innotribe

6 RETWEETS | 15 FAVORITES

Wharton FinTech retweeted

Kristian T. Sorensen @KristianT - Sep 10
Looking at the #millennials through the eyes of @alphafishing and @steve_wein from @whartonfintech #ftd15 #cfir



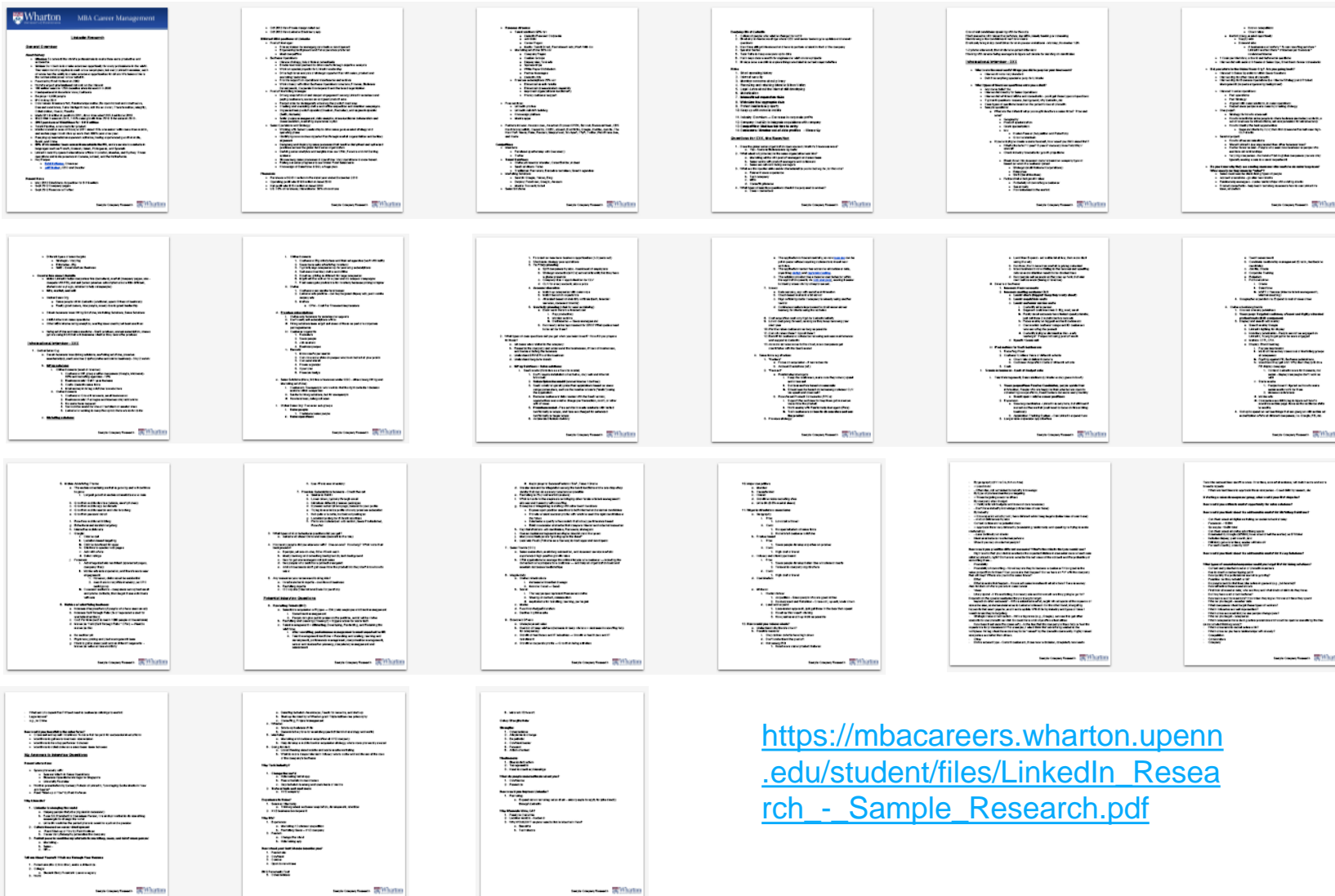
INNO TRIBE

The Millennial Generation and the Future of Finance:
A Different Kind of Trust

Daniel McAuley, CFA and Steve Weiner,
Wharton FinTech

June 2015

Tie it all together – Sample company research



https://mbacareers.wharton.upenn.edu/student/files/LinkedIn_Research_-_Sample_Research.pdf

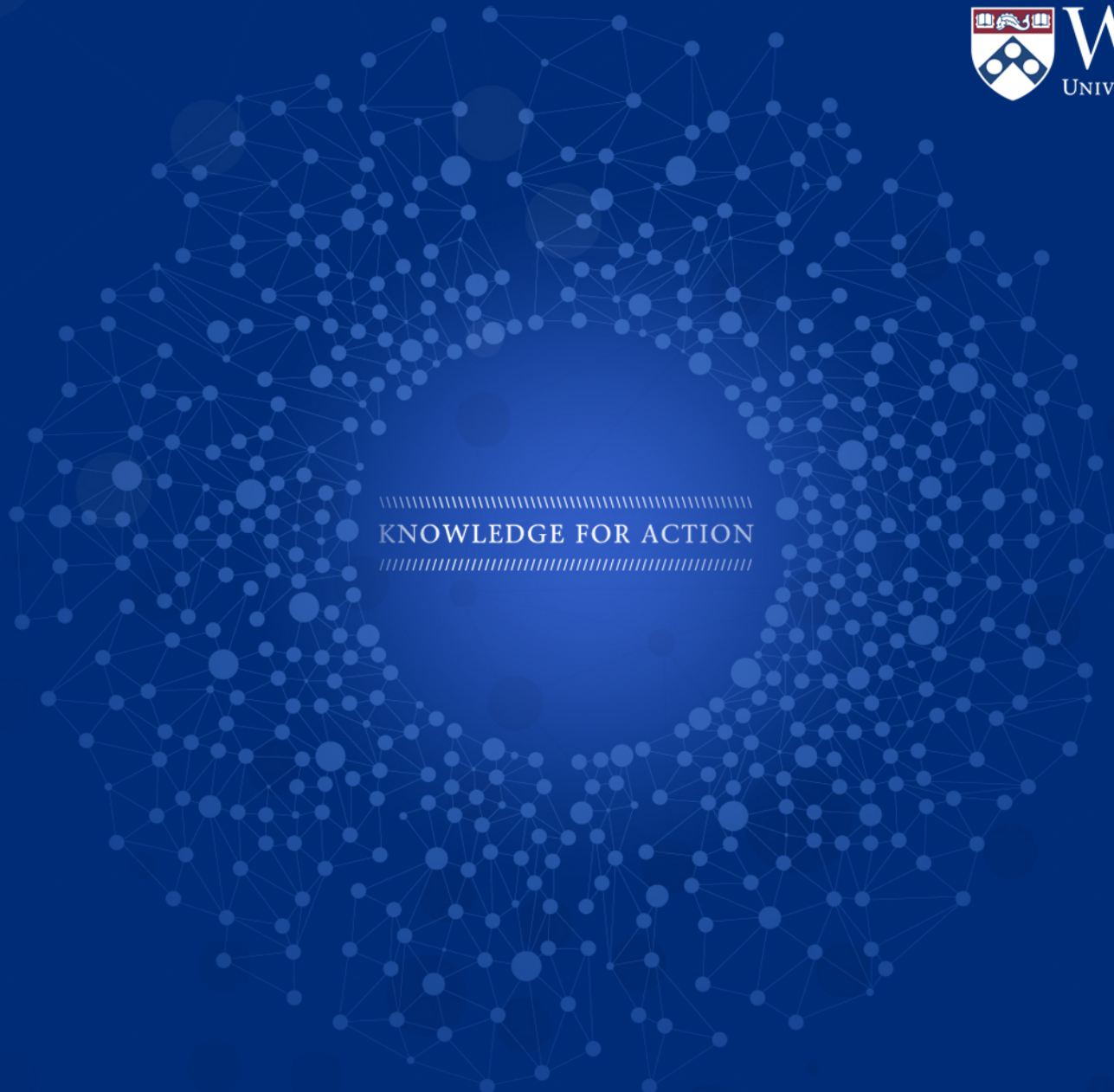
Timing and Next Steps

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"> Plan Spring Break/FRP Networking Trip
Jan.	<ul style="list-style-type: none"> Networking Trip(s) Applications being
Feb.	<ul style="list-style-type: none"> Network Apply Interview Accept Offer
Mar.	
Apr.	
May	
June	

FAQs

- What do I do if I don't get a job?
- Can I be successful in FT mature recruiting if I do enterprise search for summer?
- How do I manage a mature offer and enterprise recruiting?
- How many industries can I recruit in?
- Can I do two internships?
- What happens if I renege?
- As an international student, what should I be thinking about in an enterprise search?

Questions?



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

- Jobtreks Tip of the Day -

There is no such thing as a perfect job... but there are plenty of terrific jobs.



MY FIVE GEARS

Hi Dallas. It's a new day. Do you know where your job search is?

My Companies	(5)	>	+
My Contacts	(2)	>	+
My Jobs	(0)	>	+
My Docs	(1)	>	+
My To-Dos	(1)	>	+

MBACM is excited to announce our partnership with Jobtreks. The software replaces the spreadsheet used by most MBA students. This tool is now provided, at no cost, to all Wharton MBA students.



What is Jobtreks?

Jobtreks is a one-stop shop to organize your job search. Use Jobtreks to:

- Identify and track target companies
- Organize contacts
- Manage job postings and applications
- Make lists and prioritize tasks

You'll also gain access to access to Jobtreks' proprietary database of companies, interview prep, 30+ job boards, and much more.

Have questions? Contact info@jobtreks.com

To sign up for an account, go to

<https://my.jobtreks.com/signup/partner-signup/whartonyear1>

TRACK YOUR JOB POSTINGS/APPLICATIONS

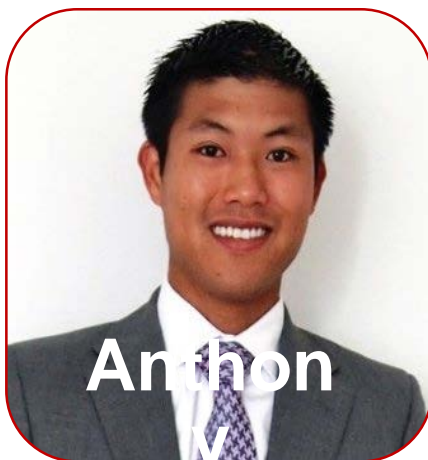
Company	Priority	Role	Industry	Deadline	Submitted	Status	Notes
Amazon	A	Retail Leadership Development	Tech	1/5/15	Yes	Invited	Company reads cover letters
Birchbox	A	Business Development Intern	Retail	4/15/15	No		Est. deadline based on last year (job archives)
Warby Parker	A	Marketing / Strategy Product Strategy MBA Intern	Tech	4/24/15	No		Apply in CP and to website, apps on rolling basis
Apple	B	Apple Retail Corporate - Marketing & Communication	Tech	1/5/15	No		Big emphasis on cover letters
eBay	C	Analytics - Intern	Tech	2/31/15	Yes	Invited	Helps a lot to network w/ alumni
Walmart eCommerce	C	Summer MBA Intern, Merchandising Strategy	Retail	4/11/15	Yes	Not Invited	Role based in SF

The key is to make a system that works for you



Wharton
UNIVERSITY *of* PENNSYLVANIA

Enterprise Case Studies



- **Before Wharton:** Investment Banking, CS; Private Equity, MetalMark Capital
- **Wharton:** Co-Chair IM Conference, VP Careers IM
- **Internship:** Rivulet Capital (New York)
- **Full-Time:** Par Capital Management (offer June 2015)
- **Worked with MBACM:** Target lists (starting in Sp), offer management and decisions; offer resulted in distribution to IM/HF firms

Old stories



- **Before Wharton:** Barclays and Fortress; pre-MBA internships with retail and analytics startups Alvin Valley and SumAll
- **At Wharton:** Retail and Tech Club, Semester in SF, analytics coursework
- **Internship:** Rocksbox, Marketing Strategy & Analytics (offer May 2015)
- **Full-Time:** David Yurman, Marketing Analytics (offer June 2015)
- **Worked with MBACM:** Develop her pitch, review hit list of companies/contacts, resume, networking emails, offer negotiation