

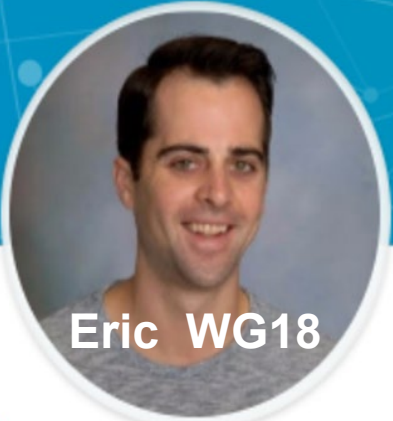


Navigating The Enterprise Job Search

Jenn Savoie

October 2018

Enterprise Case Studies



Eric WG18

Before Wharton: Bank of America Merrill Lynch, Netflix

At Wharton:

- M&E Club Co-Pres and Sports Biz Club VP of Careers
- Winner. UCLA Case Competition. Presented idea to Paramount Pictures team.

Internship: National Basketball Associate (NBA)

Full-Time: Boat Rocker Media



Alice WG18

Before Wharton: HSBC (in Hong Kong), Accion International (Washington)

At Wharton:

- President of Global Impact Consultants; VP of Social Impact Week
- Pro bono consultant: Tiger Toilet, sanitation startup (funded by USAID) and C4Q (Coalition for Queens), a social enterprise
- Selected Wharton Social Impact Initiative Fellow

Internships: Summit Public Schools (SF), Illumexico (Social Enterprise, MX)

Full-Time: Brilliant Worldwide (SF-based education company)

Both participated in treks, workshops, other events and met with career advisors to discuss strategy, receive feedback on tactics and eventually on offer management.



Mindset for Enterprise Recruiting

- ✓ **Risk Tolerant**
- ✓ **Resistant to “herd mentality” and FOMO**
- ✓ **Possess the 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



Two Strategies

MATURE – Be ready for *when* an opportunity is available.

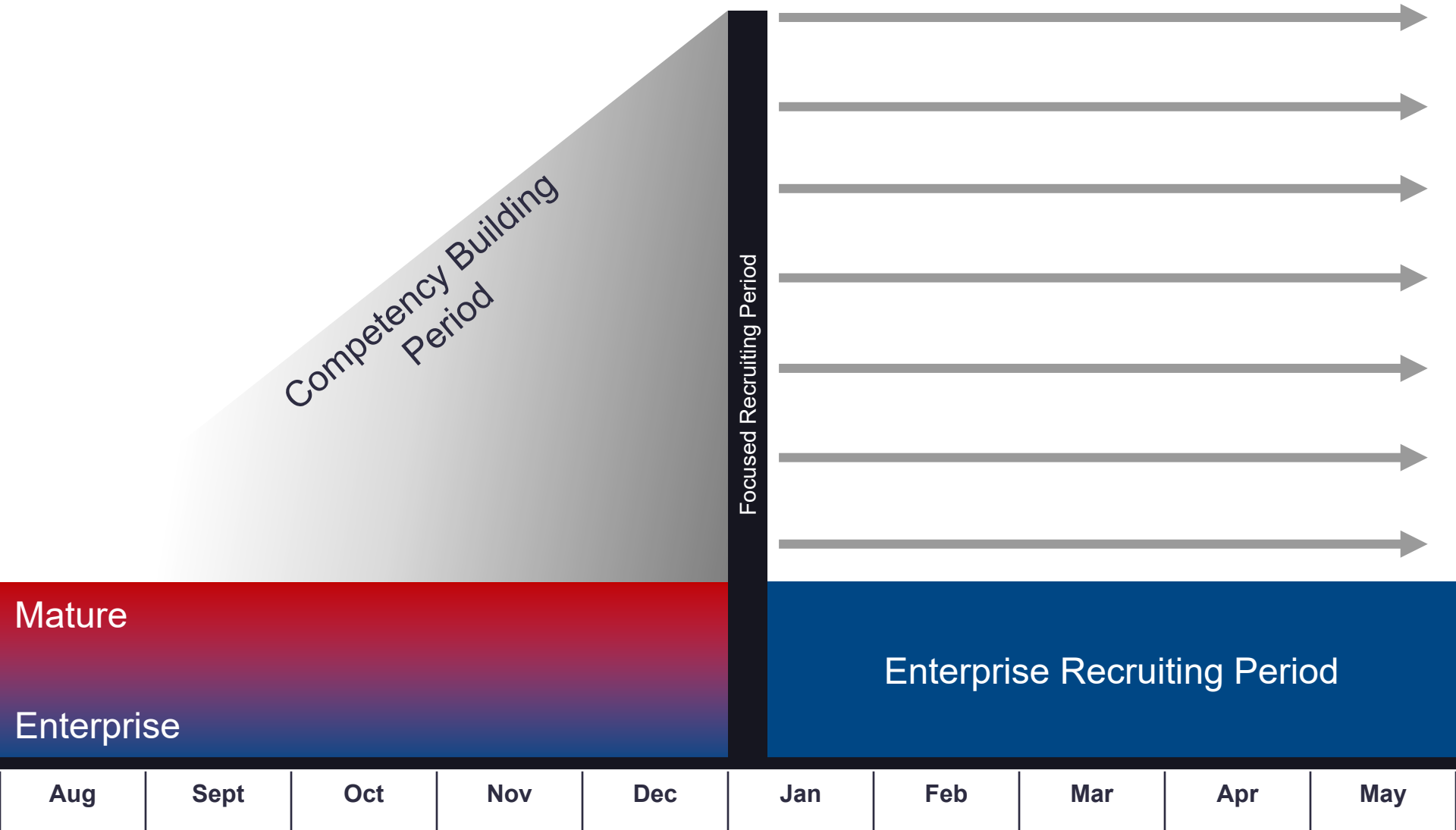
- Structure and process
- “Formal” Events
- Stand out from the crowd
- On-Campus interviews
- Heavy fall/winter recruiting

ENTERPRISE – Be ready *if* an opportunity becomes available.

- Unstructured
- Multiple types of events
- Build and leverage your network
- Pitch solutions and make opportunities
- Year-round recruiting

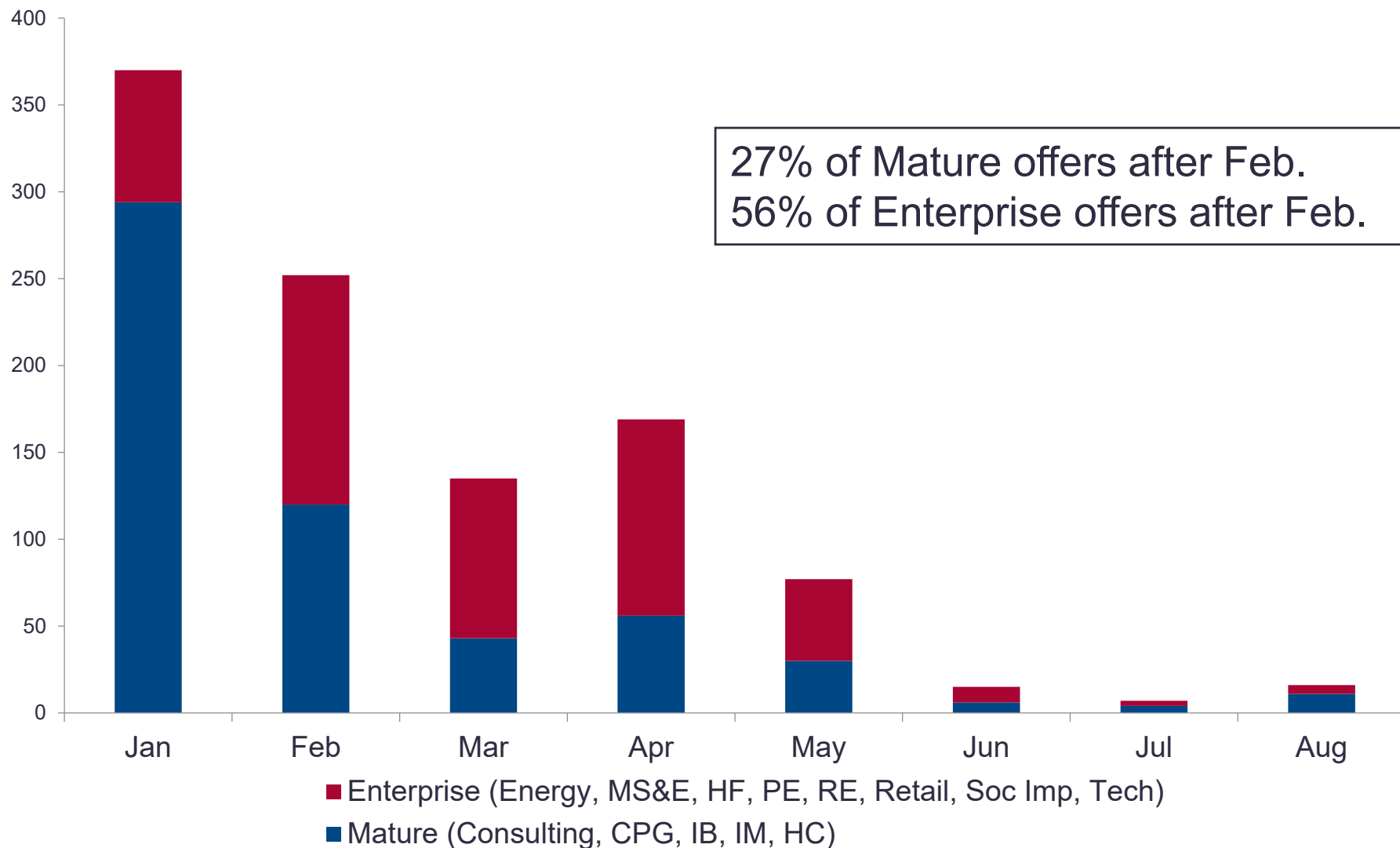


Timeline



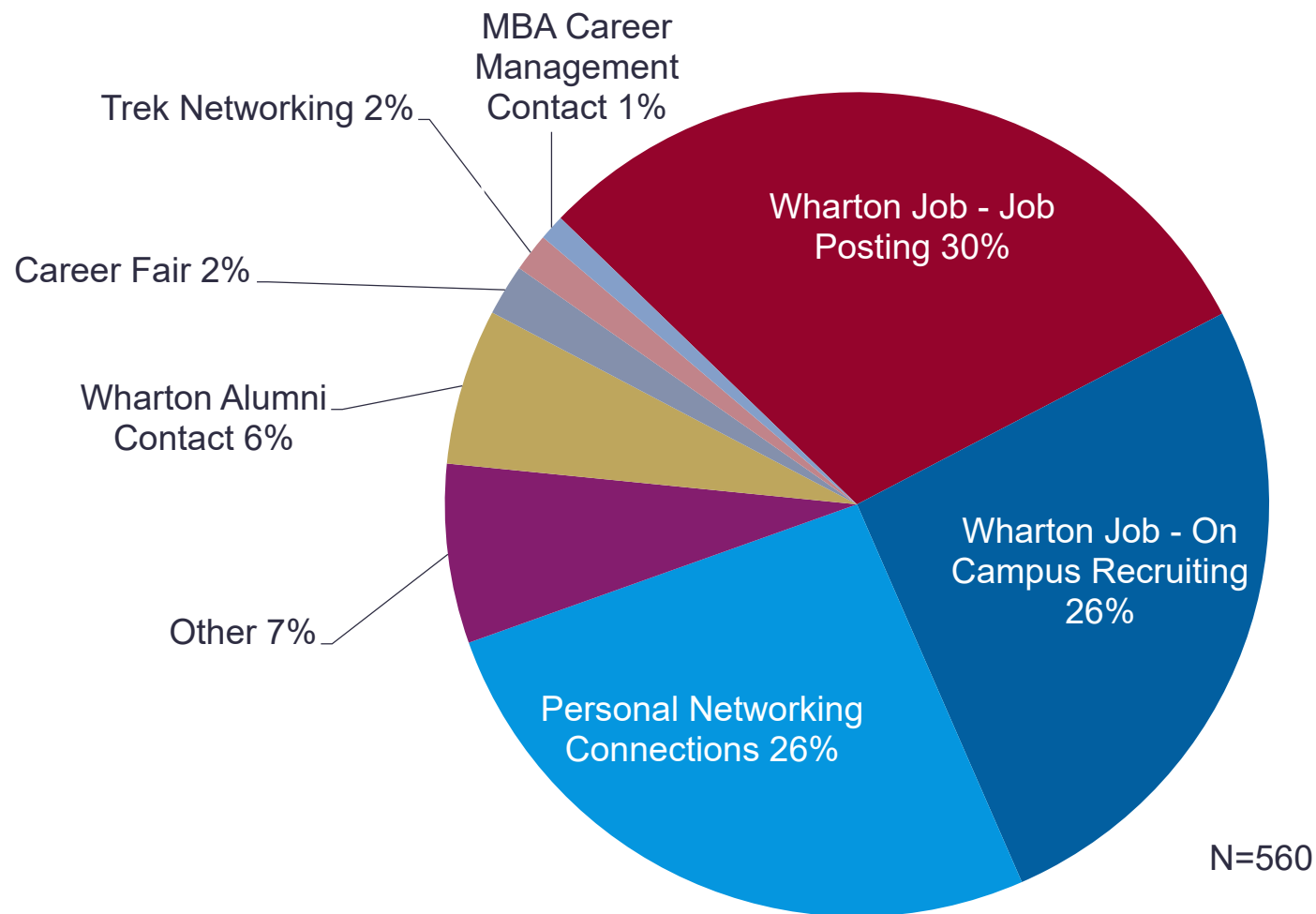


Timeline – WG19 Internship offer timing





WG19 Intern offer source – Enterprise-heavy industries*

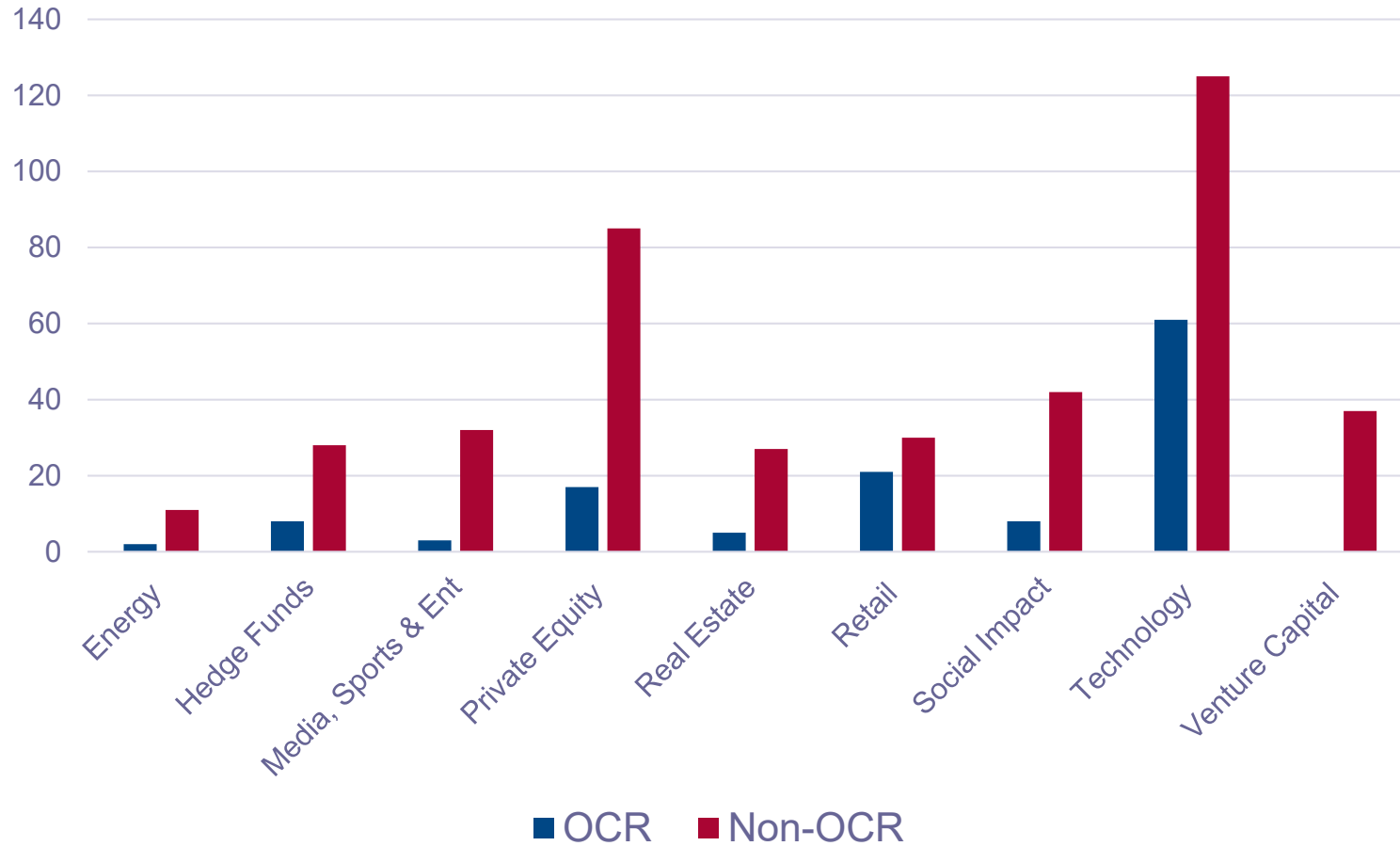


*Energy, HF, PE/VC, Energy, MS&E, Real Estate, Social Impact, Retail, Tech



WG19 Intern Offers OCR / Non-OCR

Enterprise-heavy industries



Enterprise Recruiting – How to....



How to do Enterprise Recruiting

Your Goal: Become an INSIDER

- Conduct on-going research
- Create your target list
- Be proactive and proactively reactive
- NETWORK



Conduct ongoing research

Your Goals:

1. Uncover/confirm your interest areas
2. Become an expert

Wharton Resources

- MBACM Industry Research pages
- Lippincott Library
- Research Centers / Initiatives (Zell Lurie, Baker, Social Impact Initiative, etc.)

External Resources

- Business journals, Blogs, etc.
- Capital IQ, CB Insights, EurekaHedge, PEHUB, RetailWire, echcrunch, etc.



Create target list of companies

Your Goals:

1. Leverage resources to source contacts
2. Prioritize your companies into tiers
3. Review and revise

Key Resources:

- Offer Directory
- Wharton Resume Books
- MBACM Industry Research Pages
- External databases and industry sites (AngelList, CB Insights, Impact Assets, etc.)



Prioritizing your list – “individual weighted variables”

Strength of
Alumni
Network

Job Posting

Functional
Match

Geography

Size of
Company

Business
Model

Sector/
Focus

Work
Authoriz-
ation

Motivation



Prioritizing your list – Sample

Grading	Company
A	<ul style="list-style-type: none">• Google (Shopping)*• LVMH• Jet.com• Everlane• Estee Lauder (Strategy)*
B	<ul style="list-style-type: none">• Glossier• Sephora• Harry's• JetBlack
C	<ul style="list-style-type: none">• Glamsquad• Tula• URBN• Burrow

*Many students have few Mature companies on their list.



Proactive Response to Job Postings

- ✓ Set up Job Alerts
- ✓ Read Sunday Industry Alert emails
- ✓ Apply ASAP
- ✓ Check company careers page
- ✓ Leverage relevant external job boards
- ✓ Keep your contact posted on your progress

Note: This generally starts in January except for some early job postings so keep an eye out.



Where to Source Your Contacts

RESOURCES TO LEVERAGE

- Offer Directory
- Wharton Resume Book
- Alumni Community
- CareerPath
- LinkedIn
- Undergrad Alumni
- Capital IQ (finance)

NETWORKS TO LEVERAGE

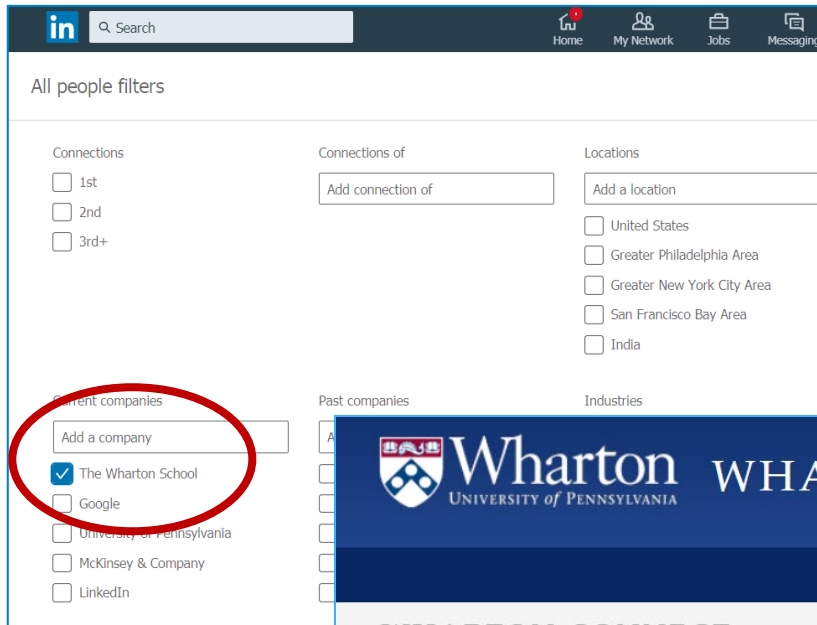
- Peers
 - Wharton
 - Penn
 - Other Top MBAs
- Alumni
- Personal networks
- Previous Employer
- Cold contacts



How to find contacts

- ✓ Find 2nd years using the [Wharton Offer Directory](#)
- ✓ Find classmates using [Wharton Resume Books](#)
- ✓ Find alumni using [LinkedIn](#)
- ✓ Find alumni *contact info* using [Wharton Community](#)

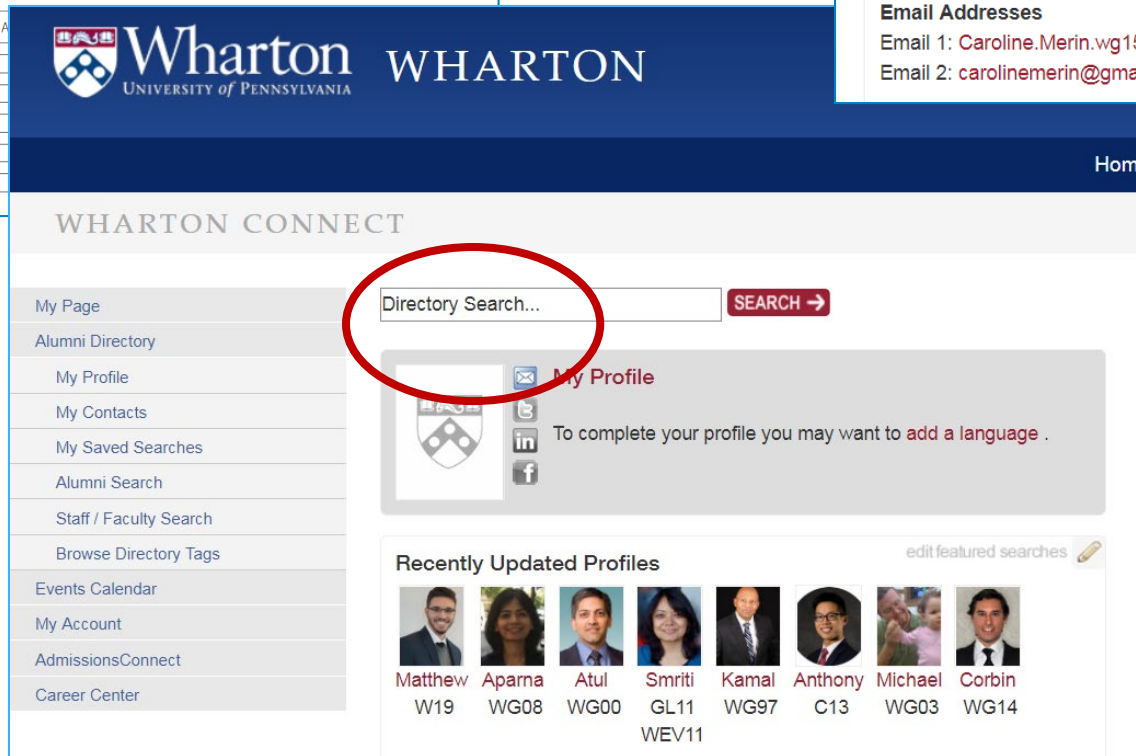
Finding All Wharton/Penn Alumni for Networking



LinkedIn search filters interface. The 'Current companies' section is circled in red, showing 'The Wharton School' selected with a checkmark. Other filters include 'Connections' (1st, 2nd, 3rd+), 'Connections of', 'Locations' (United States, Greater Philadelphia Area, Greater New York City Area, San Francisco Bay Area, India), 'Past companies', and 'Industries'.



LinkedIn profile for Caroline Merin, C09 G15 WG15. Contact information includes email addresses: carolinemerin@gmail.com, Search & Selection Associate at Endeavor Global, International Development in Buenos Aires. Email addresses listed: Email 1: Caroline.Merin.wg15@wharton.upenn.edu * and Email 2: carolinemerin@gmail.com.



Wharton Connect directory search interface. The 'Directory Search...' input field is circled in red. The page includes a navigation menu on the left with options like 'My Page', 'Alumni Directory', 'My Profile', 'My Contacts', 'My Saved Searches', 'Alumni Search', 'Staff / Faculty Search', 'Browse Directory Tags', 'Events Calendar', 'My Account', 'AdmissionsConnect', and 'Career Center'. The main content area shows a 'My Profile' section with a language recommendation and a 'Recently Updated Profiles' section listing alumni like Matthew W19, Aparna WG08, Atul WG00, Smriti GL11, Kamal WG97, Anthony C13, Michael WG03, and Corbin WG14.



Emails to set up networking conversation

- ✓ Fewer than 150 words
- ✓ Focus on your professional goals (not the immediacy of needing a job)
- ✓ Connection goes first (*if none, lead with most relevant credentials*)
- ✓ Be credible and clear about the ask
- ✓ Offer specific availability (*with flexibility*)
- ✓ Append LinkedIn profile to signature
- ✓ Time of day matters (i.e., early in the week for most industries; PE/VC later in the week)



Writing Attention-Getting Subject Lines

Make your subject line matter (know your audience)

Startups

Weak: Wharton MBA reaching out

Stronger A: Quick chat? Data analytics junkie from Wharton

Stronger B: Really impressed w/ what you're building - a few thoughts

Retail

Weak: Time to chat?

Stronger: Seeking retail advice - fellow Wharton grad

Private Equity

Weak: Wharton student interested in private equity/venture capital

Stronger: Congrats on recent investment in []

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.**



Pacing of networking emails

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,

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**



Preparation for Informational Meetings

COMPANY RESEARCH

- SWOT analysis
- Headlines on employer website
- Check the news
- Google/LinkedIn background of networking contact

YOUR STORY

- Tell me about yourself
- Why are you interested in / want to work in this industry?
- Why are you interested in our organization?



The Networking Conversation

- ✓ Be mindful of the time
- ✓ Ask thoughtful, relevant questions
- ✓ Be conversational (have a point of view)
- ✓ Find ways to showcase your knowledge of the space (with humility)
- ✓ Make it a content-rich interaction
- ✓ Close with gratitude and set expectation to continue conversation



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 (new ideas) 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)

Sample company research: LinkedIn

The image displays a grid of 24 sample company research pages for LinkedIn, organized into four rows and six columns. Each page contains detailed information about the company, including its mission, history, and organizational structure. The pages are arranged in a grid, with each page containing a different set of research notes. The first page in the top-left corner is titled 'LinkedIn Research' and includes a 'LinkedIn Overview' section. The other pages follow a similar format, providing a comprehensive overview of the company's operations and goals. Each page also features the Wharton logo in the bottom right corner.

Track your Networking activities

Track your outreach, conversations, and follow-up

Tools you can use:

- Google sheets
- Excel
- Job Treks

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...



A note about 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:

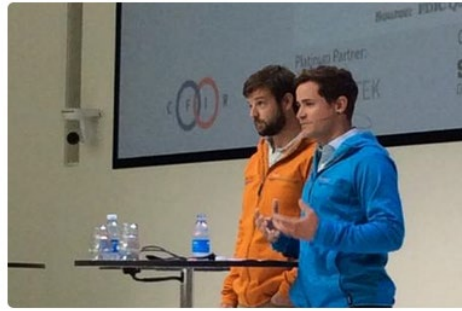
What pops when your name is googled?

What does your LinkedIn profile portray about you?

What are you writing about?



Digital brand Case study





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 Mapping• Draft Template Email• Begin outreach (start with FYs & SYs b/f Alum)
Dec.	<ul style="list-style-type: none">• Apply for any relevant mature opportunities• Plan Networking Trips (use FRP, Spring Break)
Jan.	<ul style="list-style-type: none">• Networking Trip(s) – personal and/or treks• Applications begin/continue
Feb.	<ul style="list-style-type: none">• Network• Apply• Interview• Accept Offer
Mar.	
Apr.	
May	
June	<ul style="list-style-type: none">• Start Your Internship (email contacts to thank them & let them know!)



FAQs

- How many industries can I recruit in?
- Can I do two internships?
- 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?
- What happens if I renege?
- As an international student, what should I be thinking about in an enterprise search?

Questions?

Appendix

Informational Meetings – Q&A Framework

TIARA



Trends

- What trends are most impacting your business right now?
- How has your business changed since you started?

Insights

- What surprises you most about your job?
- What's been your most valuable experience at your employer so far?

Advice

- 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?

Resources

- What resources should I be sure to look into next?
- What next steps would you recommend for someone in my situation?

Assignments

- 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?



Top Resources for Creating A Company Target List

Wharton Resources

CareerPath (Jobs: active, archived; Resource Library)

Offer Directory

Wharton/Penn Alumni Directory

Wharton career treks and industry conferences

Industry chats

Industry Research Pages

Reciprocity (visit other peer schools and view their jobs/databases)

Industry-specific sites – visit our [Industry Research Pages](#) for details

(e.g., Crunchbase, Capital IQ, GIIN, Greyhouse Guide, Pitchbook, CBInsights, EurekaHedge)

LinkedIn

Bizjournals.com (by city)

Reading news and trends

How to find 2Y and Recent Alumni for Networking



MBA CAREER MANAGEMENT STUDENTS

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:

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”)

How to find Classmates for Networking (Resume books)

Wharton CareerPath
UNIVERSITY of PENNSYLVANIA MBA Career Management

Resume Books

Name Search: Academic Year: Status:

Results Found: 5

Name	Description	Status	Approval Status
Class of 2018 2nd Year Resume Book <small>Application Deadline: 9/6/2017, 9:00 AM</small>			
Class of 2019 1st Year Resume Book <small>Application Deadline: 1/15/2018, 11:59 PM</small>			
Conference Resume Book: Wharton <small>Application Deadline: 10/23/2017, 5:00 PM</small>			
Internal: Students who Interned at Wharton <small>Application Deadline: 9/19/2017, 4:00 PM</small>			
Test Club Resume Book - 2nd Year <small>Application Deadline: 2/19/2018, 5:30 PM</small>			

Class of 2020 1st Year Resume Book Published

Saved Searches ▾

Classmate. A resume must be in PDF format in order to be approved. If needed, please see [instructions](#) for converting v

Applied Students

<input type="checkbox"/> Applicant	Email
<input type="checkbox"/> Akintunde Abayomi <small>FT MBA - Spring 2020, 1st Year</small>	aabayomi@wharton.upenn.edu
<input type="checkbox"/> Jeffrey Abboud <small>FT MBA - Spring 2020, 1st Year</small>	jpabboud@wharton.upenn.edu
<input type="checkbox"/> Christophe Abi Nassif <small>FT MBA - Spring 2020, 1st Year</small>	chrisabi@wharton.upenn.edu
<input type="checkbox"/> Jenna Ackerman <small>FT MBA - Spring 2020, 1st Year</small>	ackj@wharton.upenn.edu
<input type="checkbox"/> Anastasia Adams <small>FT MBA - Spring 2020, 1st Year</small>	anaadams@wharton.upenn.edu
<input type="checkbox"/> George Adesanya <small>FT MBA - Spring 2020, 1st Year</small>	geoades@wharton.upenn.edu
<input type="checkbox"/> Deepanshu Agarwal <small>FT MBA - Spring 2020, 1st Year</small>	agdeepan@wharton.upenn.edu



Industry-specific follow up Instructions

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



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