

HANDBOOK FOR TECH CAREER

Business Technology Club

BTC LEADERSHIP



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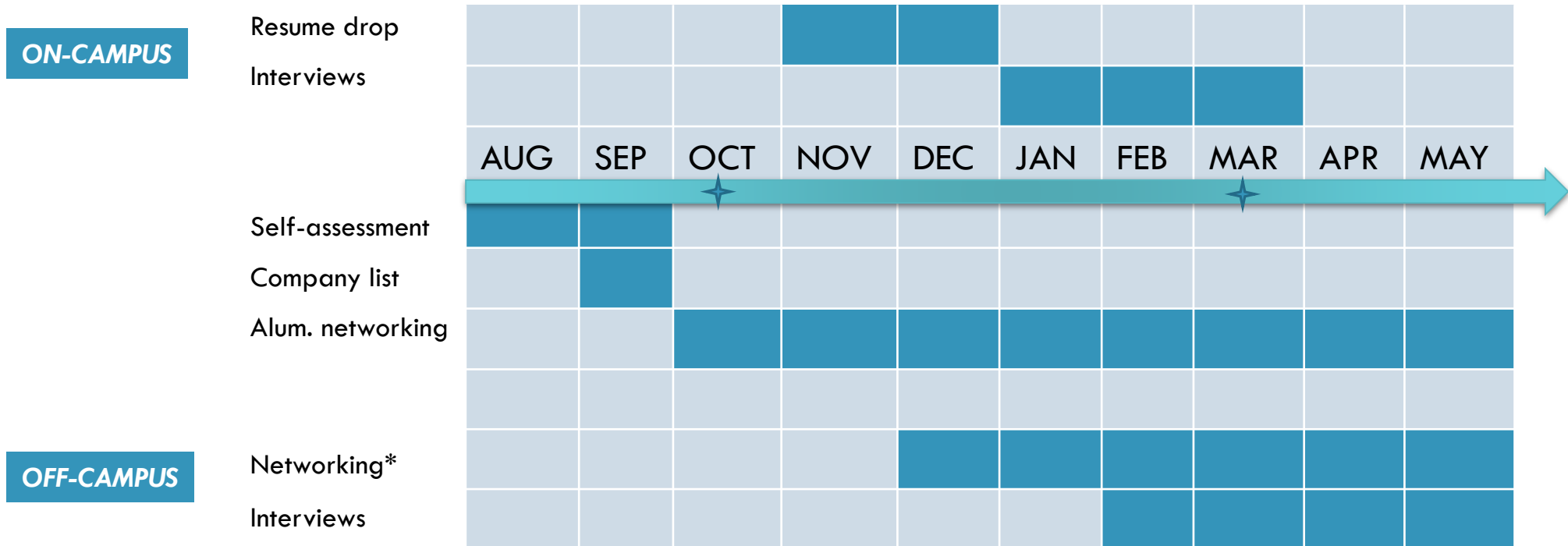


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1ST YEAR RECRUITING TIMELINE



★ TBC career trek

ON-CAMPUS RECRUITING

- On-campus companies



Cognizant

RED | VENTURES

Dell, Amazon and Cisco recruited **26 interns** this summer.

[past interviews material](#)

[Networking Forum](#)

- Recruiting timeline

Company presentations will start on Sept 1st. On-campus Interviews begin on Jan 13th and extend as late as March, always depending on the company

- Interviews

The importance of interview preparation cannot be overstated. Make sure to work with the CMC and the BTC to maximize your preparation of interviews and other processes to land an offer.

2ND YEAR CONTACTS INFO FOR ON-CAMPUS OPPORTUNITIES

Last Name	First Name	Employer Name	Job Title	Detailed Function	Location
Bobkov	Egor	Amazon, Inc.	Senior Product Manager - Technical Products	General Management	Seattle - WA (United States)
Braun	Cameron	Amazon, Inc.	RLD Internship	Leadership Development Program	Seattle - WA (United States)
Fairmont	Evan	Amazon, Inc.	Pathways Leadership Development Program	Operations/Global Supply Chain Management	Greenville - SC (United States)
Figueroa	Molly	Amazon, Inc.	Retail Leadership Development Intern	Leadership Development Program	Seattle - WA (United States)
Maruvada	Aditya	Amazon, Inc.	Finance Leadership Development Associate	Finance - Industry Finance	Seattle - WA (United States)
McCain	Elizabeth	Amazon, Inc.	Human Resources Development Program Intern	Human Resources	Seattle - WA (United States)
McNamara	Allison	Amazon, Inc.	Senior Product Manager	General Management	Seattle - WA (United States)
Pelichek	Daniel	Amazon, Inc.	Pathways Operations Manager Intern	Operations/Global Supply Chain Management	Hazleton - PA (United States)
Porter	Ian	Amazon, Inc.	MBA Senior Product Manager Intern	Marketing	Seattle - WA (United States)
Ravi	Hareesh Krishnan	Amazon, Inc.	Pathways Operations Manager Intern	Operations/Global Supply Chain Management	Kenosha - WI (United States)
Xu	Edward	Amazon, Inc.	Pathways Operations Manager Intern	Operations/Global Supply Chain Management	Haslet - TX (United States)
Allen	Dave	Cisco Systems	Marketing Manager Intern	Marketing	Raleigh - NC (United States)
Chopra	Karishma	Cisco Systems	Product Manager MBA Intern	Marketing	San Jose - CA (United States)
Dean	Bridget	Cisco Systems	Cross-functional MBA intern	Marketing	Morrisville - NC (United States)
Didow	Michael	Cisco Systems	Business Analyst	Consulting	Raleigh - NC (United States)
Graham	Chris	Cisco Systems	Business Analyst	Strategic/Business Development	San Jose - CA (United States)
Trick	Michelle	Cisco Systems	Marketing Manager Intern	Marketing	Raleigh - NC (United States)
Chea	Joann	Dell	Marketing Intern	Marketing	Austin - TX (United States)
Chhangani	Vinayak	Dell	Marketing Intern	Marketing	Austin - TX (United States)
Davis	Joseph	Dell	Marketing Intern	Marketing	Austin - TX (United States)
Dongo Barsallo	Ximena	Dell	Marketing Intern	Marketing	Austin - TX (United States)
Liford	Robert	Dell	Marketing Intern	Marketing	Austin - TX (United States)
Muthavarapu	Manoj	Dell	Marketing Intern	Marketing	Austin - TX (United States)
Pulla	Tusharika	Dell	Marketing Intern	Marketing	Austin - TX (United States)
Sathe	Urmila	Dell	Marketing Intern	Marketing	Austin - TX (United States)
Sun	Leona	Dell	Marketing Intern	Marketing	Austin - TX (United States)

2ND YEAR CONTACTS INFO FOR OFF-CAMPUS OPPORTUNITIES

Last Name	First Name	Employer Name	Job Title	Detailed Function	Location
Krasnopolsky	Michael	AffinityAnalytics	Project Management Intern	General Management	Durham - NC (United States)
Vangapalli	Chandana	AT&T, Inc.	2016 Summer Intern	Consulting	Atlanta - GA (United States)
McFarland	Brett	Google Inc.	Finance (MBA) Intern	Finance - Industry Finance	Mountain View - CA (United States)
Biron	Michael	inKind	Biz Dev/Sales Intern	Sales	Raleigh - NC (United States)
Pratap Singh	Abhay	Mathworks	Automotive Market Segmentation Intern	Marketing	Novi - MI (United States)
Baruh	Alejandro	NoiseMedium	2016 Summer Intern	Marketing	Chapel Hill - NC (United States)
Singh	Rashmi	Pure Storage	Product Marketing	Marketing	Mountain View - CA (United States)
Kim	Logan	Red Hat Inc.	Financial Planning and Analysis Intern	Finance - Industry Finance	Raleigh - NC (United States)
Riedel	Katherine	Red Ventures	Intern	Marketing	Charlotte - NC (United States)
Nucamendi Maldonado	Carolina	SteelHouse	MBA Strategic Initiatives Analyst Intern	Strategic/Business Development	Los Angeles - CA (United States)
Rao	Samvith	The MathWorks	Energy Production Segmentation and Strategy Intern	Strategic/Business Development	Natick - MA (United States)
Ganneri	Sneha	Thomson Reuters	Summer Associate	Finance - Industry Finance	New York - NY (United States)
Uppala	Harsha Teja	VIF	Marketing Operations Intern	Marketing	Chapel Hill - NC (United States)
Krishnan	Amritha	VMware Inc.	Product Management Intern	Other (Product Management)	Palo Alto - CA (United States)
Jury	Charles	Workday, Inc.	Senior Associate Product Manager Intern	Strategic/Business Development	Pleasanton - CA (United States)

APPENDIX CONTENT

- MBA Role in Tech Industry: which one you should target?
- Preparation for recruiting: how do you prepare? (step-by-step guidance)
- Off-campus job search: how to nail off-campus search?
- Interview tips: What to know before interviews?
- Industry overview (optional reading): Need knowledge for specific industry?

MBA ROLES IN TECH

MBA ROLES IN TECH

When investigating the possible career opportunities in tech, most people would start from identifying a functional area of one's interest, before going for specific employers

Heads-up

- Reading through job descriptions and qualifications of different companies' job postings is normally the best way to find out the work and requirements for each role
- High-tech field may have another story. Although traditional functional areas do exist in larger high-tech organizations, the actual content of the job could vary significantly across companies
- For smaller high-tech firms, this is even more important. You will see some examples later
- Therefore, DO NOT rely solely on the job title to understand what the job actually entails. Use your contact and network to figure out what is **really** there for you

MBA positions in tech companies

- Corporate roles
- Tech Services
- Entrepreneurial roles

MBA ROLES IN TECH - CORPORATE ROLES

Overview

- To understand typical corporate MBA roles, let's start with how tech companies are organized. Broadly speaking, tech companies have the following groups:
 - Product management
 - Business Development/Sales
 - Strategy/Corporate Development (M&A)
 - Corporate/Product Marketing
 - Business Analytics
 - Operations
 - Corporate Finance (pricing, FP&A, sales finance, treasury)
 - Human Resource Management
- A variety of MBA roles at all levels are available, but Engineering groups tend to hire mostly non-MBA technical folks

Career Path

- Many MBA positions are entry-to-middle level (0-5 years post MBA)
- Corporate career paths typically culminate in heading a function (CFO), a business unit (General Manager of Americas) or the company itself (CEO)
 - Functional head: obtained by gaining additional responsibility within that function with time
 - Business unit head: typically through gaining experience in Sales, Product or Marketing functions
 - CEOs in tech companies have a wide variety of backgrounds and can rise from within any of the functional groups
- You will see sample career paths for each function as we discuss later

CORPORATE ROLES — PRODUCT MANAGER

General Job Responsibilities

- Lead small to medium sized product area in the company. Products can either be an actual physical product (eg. Cisco router), a software solution (eg. Microsoft Office) or an online service (eg. LinkedIn).
- Own the product P&L, work alongside cross-functional teams to gather market requirements, plan the product direction and investment priorities, and work with engineers, marketing and sales to manage the product

Things to know

The PM roles at tech companies vary a lot

- A PM may be responsible for determining the features of a product, or for developing and executing the marketing strategy for a product
- At a very small start-up, a PM may be responsible for both the activities described above in addition to others

Are MBA graduates now expected to know coding?

- It will definitely help you understand the process

Preferable skills/backgrounds

- Experience in related product/industry
- Strong analytical and quantitative modeling skills with a focus on data-driven decision making
- Passion to self-motivate, guile to sell your ideas to other stakeholders, and drive to execute cross-functionally

Career Path, and more

Product Manager → Director of Product → Vice-President of Product → GM of a business unit

Recommended reading

- <http://hbs-pm-101.blogspot.com/2013/01/looking-to-become-pm-as-non-technical.html>
- <http://www.bloomberg.com/bw/articles/2012-12-06/a-day-in-the-life-product-manager-at-microsoft>

CORPORATE ROLES - CORPORATE/PRODUCT MARKETING

General Job Responsibilities

- A liaison between engineering and business/marketing and works with product development teams.
- Responsible for business planning and marketing for product
- Create and manage the go-to-market strategy across all channels of how the product is sold to the customer
- Work with media and public relations teams to communicate the right message

Things to know

B2C

- Product driven
- Maximize the value of the transaction
- Large target market
- Single step buying process, shorter sales cycle
- Brand identity created through repetition and imagery
- Merchandising and point of purchase activities
- Emotional buying decision based on status, desire, or price

B2B

- Relationship driven
- Maximize the value of the relationship
- Small, focused target market
- Multi-step buying process, longer sales cycle
- Brand identity created on personal relationship
- Educational and awareness building activities
- Rational buying decision based on business value

Preferable skills/backgrounds

- Ability to deeply understand a product. You should be passionate about it, know how to use it and how to explain it to the market in a clear and concise way
- Ability and willingness to deeply understand customers and their problems
- Ability to synthesize customer/market problems into a product or product functionality

Career Path, and more

Product marketing Manager → Director of marketing → Vice-President of marketing → GM of a business unit

Recommended reading

- <http://www.bloomberg.com/bw/articles/2012-07-17/a-day-in-the-life-product-marketing-manager>
- https://pragmatic-marketing-469ad240.s3.amazonaws.com/pdf/SRPM_PM0113.pdf

CORPORATE ROLES - BUSINESS DEVELOPMENT/SALES

General Job Responsibilities

- Provide subject matter expertise
- Support a business' key goals such as sales efficiency, customer support or any other customer facing function
- Manage teams and/or partnerships with key clients

Preferable skills/backgrounds

- experience in business development, partnerships' execution and delivery of results
- Excellent communication and negotiation skills with senior level executives.
- Skilled at managing financials and projections.
- Professional network and strong networking skills.

Things to know

BD

Identifies and executes NEW areas of business (e.g. new markets, new products) typically through partnerships between another company and an internal department at your company

SALES

Sales = Transactions

- Responsible for selling a specific product or service, with a clear price and value, to an identifiable individual customer
- Happens once the specific customer is identified.

Career Path, and more

- BD Manager → Director of BD → Vice-President of BD → GM of a business unit

Recommended reading

- <http://www.forbes.com/sites/scottpollack/2012/03/21/what-exactly-is-business-development/>
- <http://andrewdumont.me/the-difference-between-sales-and-business-development/>

CORPORATE ROLES - BUSINESS ANALYTICS

General Job Responsibilities

- Quickly respond to and drive ad hoc data analysis to validate business assumptions or to identify root causes of pressing business issues.
- Applies advanced data mining knowledge to customer and prospects base, and identifies opportunities to drive marketing investments and improve marketing impact on the business
- Proposes and tests hypotheses based on detailed analysis and summarizes findings

Things to know

An emerging core business role that serves as the vital link between a firm's information technology capabilities and its business objectives. 3 main roles of BA:

- Business-oriented BAs: focus on a particular function (marketing, finance or supply chain)
- IT-oriented BAs: report into IT
- business technology BAs: possess a blend of broad business experience and operational as well as a high degree of tech know-how

Preferable skills/backgrounds

- BAs are more expected with deep business acumen that spans functions, technology fluency and strong nontechnical skills
- Ability to understand and distill complex data and analysis into clear and actionable recommendations
- Ability to package information in a clear and concise format that supports business strategy
- Expertise with identity and access management business processes products and technologies

Career Path, and more

- Typical growth path for BA is to become project manager, Product Manager or lead business analyst

Recommended reading

- <http://www.cio.com/article/2435269/project-management/how-do-business-analysts-become-business-leaders-.html>
- <http://www.cio.com/article/2436115/project-management/six-secrets-of-top-notch-business-analysts.html>

CORPORATE ROLES — CORPORATE FINANCE

General Job Responsibilities

- Develop, maintain and manage financial tools to forecast, report, and analyze key financial and operational metrics of the business
- Collaborate closely with upper management to build and maintain monthly reports for operations and sales ,Overhead departments, R&D and other business segments
- Own monitoring system and process dependencies through validation to ensure inputs into billing statements and year-end reports are accurate

Things to know

Corporate finance for MBA is far beyond accounting and reporting

- A big picture for MBA roles: look for ways to free up capital, increase profitability, and decrease expenses
- Functions include FP&A, controller, treasury, sales finance and internal audit
- Big trend: the rising of **Fintech** (marketplace lending, digital payment, online personal finance, etc) provide numerous opportunities for finance professionals to lead changes

Preferable skills/backgrounds

- Extensive analytical experience and good regulatory knowledge (tools like SQL, VBA are big plus)
- Understanding of and interest in business
- Globalization means more opportunities for sophisticated financial analysts and planners
- As more accounting functions become automated by software, corporate finance roles require more analytical work and strategic thinking

Career Path, and more

- Financial analyst/business analyst → Cash manager, senior analyst, strategic planner → Director of finance/controller/CFO/treasurer
- Many firms hire MBAs for training programs; some programs are finance- and accounting-specific, and others rotate trainees throughout the company

Recommended reading

- <http://bizschoolprep.blogspot.com/2011/07/know-your-post-mba-career-corporate-9717.html>
- <http://www.careers-in-finance.com/cf.htm>

CORPORATE ROLES - CORPORATE DEV (M&A)

General Job Responsibilities

- Study acquisition targets, investment options, and licensing deals by assessing the best firms to buy or invest in, such as pre-IPO cutting-edge technology companies with complementary products that could either extend the company's product line or mitigate competition.
- Support corporate development activities:
 - evaluating and executing company acquisitions, joint ventures, asset divestitures and restructurings, and minority investments
 - managing in-bound deal flow and M&A pipeline activities
 - working with multi-functional teams to develop transaction rationale / business plans
- Evaluate strategic, operational and financial impact; coordinate cross-functional teams to facilitate due diligence for potential transactions
- Develop and own financial modeling of M&A combinations; support transaction structuring and ultimate integration
- Note: Corporate Development is about 95% strategic M&A

Preferable skills/backgrounds

- Experience at top tier investment banks and M&A deals are highly preferred
- Knowledge of transaction process, due diligence and general M&A best practices
- Strong analytical, modeling and valuation skills
- Excellent writing and communication skills

Career Path, and more

- Corp Dev positions vary significantly with the company. It is important to research these opportunities thoroughly
- Senior positions include director/VP of Corp Dev, GM of business unit and CFO

Recommended reading

- <http://www.cnbc.com/2014/07/30/careers-bankers-leave-wall-street-for-technology-industry.html>
- <http://www.mergersandinquisitions.com/corporate-development-on-the-job/>
- <http://thecorporatedevelopmentblog.com/category/the-corporate-development-profession/>

CORPORATE ROLES — OPERATIONS/SUPPLY CHAIN

General Job Responsibilities

- Determine options for business challenges and provide the supporting analysis to ensure GoPro executives make best possible decision
- Lead analytics team, providing insightful and proactive market and business analysis, reports and metrics
- Determine best processes and tools needed to best meet requirements, work with Business Process Improvement team to implement
- Support key elements of sales operations such as sales planning, forecasting, territory design & management, sales performance reporting, sales workflow and analytics

Things to know

Both software and hardware tech companies need operations professionals

- The operations work varies by company, but typically include quality control, order fulfillment, employee/HR matters, and managing internal systems and business processes
- Even software companies are hiring operations to ensure the process efficiency

Preferable skills/backgrounds

- Generally no strong preference on MBA roles
- Attention to detail and ability to work with large data sets. Consulting experience is big plus
- Excellent communication skills, including strong written and presentation skills
- Structured problem solver with a bend towards fast execution & iteration

Career Path, and more

- Operations analyst → Operations manager → Director of Operations → VP of Operations → COO
- Hardware and retail business put more value on operations leaders

Recommended reading

- <http://www.forbes.com/sites/bradsvrluga/2013/07/24/the-myth-of-the-startup-coo/>
- <http://nextviewventures.com/blog/startup-coo-stephano-kim/>

MBA ROLES IN TECH — TECH SERVICES

IT CONSULTING

General Job Responsibilities

- Acquire a detailed understanding of the firm's specific IT needs
- leverage in-depth knowledge of computer and telecommunications hardware, software, and Internet structure to help clients overcome challenges and achieve business objectives

Things to know

- Strategy-focus: present technology solutions to assist clients with accomplishing long-term goals
- Implementation-focus: design custom processes, software, and technology solutions for clients—often testing for program compatibility and implementing the system

Several consulting firms focus exclusively on the high-tech world, and almost all the Big Five and other well-known firms have e-commerce and IT consulting practices

Preferable skills/backgrounds

- Technical insight and strong problem solving skills
- An aptitude for analytics, as well as qualitative and strong communication skills
- Ability to understand internal and external audiences

Career Path, and more

- IT Associate/IT Consultant
- Senior IT Consultant
- IT Manager
- Principal
- Partner

External

- Business Analyst/Intelligence
- Strategy Associate
- Strategy Manager

Internal

- IT consulting can be good experience for venture capital careers or in-house consultant
- External: PRTM, Diamond Cluster Technology Partners, Deloitte Consulting, Tata Consulting
- Internal: IBM GBS, SAP

Recommended reading

- <http://www-935.ibm.com/services/us/gbs/consulting/careers/mbagrad/>

MBA ROLES IN TECH — TECH SERVICES

Investment — Venture Capital

General Job Responsibilities

- VC-firms –Associate
 - Three main buckets: Company Sourcing, Due Diligence, and Partner & Deal Support
 - Perform due diligence on companies that the firm is interested in, Prepare financial analyses, projections and memos that determine decision of the firm to invest
 - Ability to source deals stands you out
 - Very few big VC firms hire associates for post-deal management who help portfolio companies with daily operations
- Corporate Venture
 - Similar to VC associate, but need more internal cross-function communicate to tie investments with business units' need

Things to know

- It can be a frustrating experience. You will realize how few positions are actually open.
- Be strategic and persistent to get the doors to open for you – ready for free help!
- Keep networking and learning, CRAZILY

Preferable skills/backgrounds

- Experience at very reputable firm in technology, consulting, investment banking, media or a startup.
 - “The best way to get into a VC firm may be to have a meaningful experience in a specific industry”
- Someone who is ready, willing and able to debate tech with us
- Natural networker with a proven track-record of establishing broad relationships
- Post-deal management jobs normally prefer roles in technical, business development/sales and recruiting. Startup is a plus
- Corp ventures strongly prefer ex-VCs and internal transition

Career Path, and more

- IB/PE associates → Associate → Principal → Partner
- Entrepreneur → EIR (Entrepreneur-in-residence) → Partner

Recommended reading

- <http://www.rre.com/blog/22-so-you-re-an-mba-student-that-wants-to-work-in-venture-capital->
- <https://www.wetfeet.com/articles/industry-overview-venture-capital>
- http://www.denovovc.com/articles/2001_Dotzler.pdf
- <http://venturebeat.com/2013/08/13/so-you-want-to-be-a-venture-capitalist/>

MBA ROLES IN TECH - ENTREPRENEURIAL ROLES

“Work at what you love — and then, maximize the return on your work. Choosing the right tech companies to work for is the single most important factor in your career success.”

-- Silicon Valley Career Guide, Andy Rachleff, President and CEO of Wealthfront

Be prepared: searching for a job with a startup can be frustrating and confusing for MBAs

We will not go deep with entrepreneurial career path (founding your own company, working at startups), but here are some great guidelines if you want to explore

The bottom lines

- Know yourself
- Know the industry – tech is not enough
- Know why the company a fit
- Know your value to the company
- NETWORKING, with Passion

For founders

- Ready to drop out?
 - <https://medium.com/self-starter/10-reasons-to-build-a-startup-over-getting-your-mba-834baa67113e>
- Take advantage of KFBS resources
 - <http://fortune.com/2015/01/03/business-school-startups-entrepreneurs/>

For startup job-seekers

- Do you want pre or post funding? What stage of funding: angel to series C?
- The different funding stages reflect different company size and culture, but also what may be expected of you on the job. It is important to understand these differentiations.

Recommended readings

- Silicon Valley Career Guide, Andy Rachleff
- <https://www.linkedin.com/pulse/20130924100744-23608072-how-i-hire-what-mbas-should-know-about-startup-jobs>
- <http://www.bloomberg.com/bw/articles/2013-10-23/tips-for-mbas-seeking-a-startup-job>

GETTING STARTED

UNDERSTAND THE DIFFERENCE

There are several issues on tech recruiting that you need to consider in your career search.

Recruiting can stretch through the entire year

- Larger high-tech firms that recruit on-campus will typically conduct their presentations and interviews at the **same time as other on-campus recruiters** (in the fall for full-time, in Jan-Feb for summer internships)
- Most tech companies can range from structured to just in time hiring, with new positions **coming online all the time**
- Some companies solicit resumes through CMC or career clubs, as well as **your classmates** who already got offers. Keep your eyes open all the time!

Not many tech opportunities in traditional MBA fairs

- Don't forget recruiting events in major tech areas **around the country** (see off-campus recruiting for samples)
- BTC will pass this information, but if are interested in specific industry/companies, do your research to keep track of tech job fairs information!

No “average” or “standard” here

- No standard job descriptions, compensation packages, etc. Do your own due diligence.
- The smaller the firms you may be interested in, the more and challenging the info search becomes

SELF-ASSESSMENT

"The happiness you derive from your career may be nearly as important as the happiness you derive from the rest of your life."

-- Silicon Valley Career Guide, Andy Rachleff,
President and CEO of Wealthfront

Know YOURSELF first...

This is the most neglected yet the **MOST IMPORTANT** aspect of the career search

Assess yourself by asking:

- **The most important of all**, what I would REALLY enjoy doing?
- Which industries and functions best suit me?
- How my personality drives my work?
- What skills I have and what skills I lack?
- What value I can bring to the employer?
- Which culture and learning environment best suit me?

TAKEAWAY

DON'T RUSH into recruiting before answering the questions above

...before DIVING right in

Different tech companies vary in what they are looking for; here are some of the most wanted skills to demonstrate:

- Combined tech-savvy with **business acumen**
- Comfortable working under **ambiguity**
- Experience/ability to work with **large amount of data**
- Ability to work across functions and **secure buying**
- Genuine **curiosity** and **quick learning** capability

Smaller companies or just-in-time hiring might require specific qualification/experience depending on the positions

Resume, cover letter, conversation

TAKEAWAY

Passion is very important. You can demonstrate your passion by club involvement, case competition, news feeds and **career treks**

STAND OUT WITH YOUR RESEARCH

Common mistakes in research

Not doing enough research

- **Do not assume** you are sufficiently familiar with a company because you are a consumer of the product/service or worked in the industry in a non-business role (especially those with engineering backgrounds)
- See **Research Guidelines** to develop insights on an industry/company

Not being focused

- Focus your research generally around which jobs, industries and products interest you, and then research the companies you wish to target
- Once you become sufficiently familiar with **one company**, quickly understanding its competitors and the whole industry will become much easier – time is money during recruiting!

How in-depth research makes you stand out

Demonstrate your **business acumen** in networking

- Understand and evaluate the dynamics of the employer from a business perspective
- Monetization of a company's offerings
- Discuss their **challenges and competitors**

Your passion and research will easily show

- Think about a conversation with a Google or a Samsung. You may say: "I really like Google because you have a unique culture!"
- Or, "I am excited to see the development of your Product X. I would imagine that your company could bring it to market to your enterprise customers by doing Y. Is that how the company looks at it?"

OFF-CAMPUS RECRUITING TIPS

OFF-CAMPUS RECRUITING

Most tech offers come from off-campus recruiting!

- Tears and sweaters, but eventually laughs – if you never give up!
- Many internet companies don't do on-campus recruiting at UNC, so you need to go for them!
- Always keep your eyes open for any real time recruiting with “MBA preferred”

When to start?

- Oct – Dec: major tech companies with structured MBA internship program
 - Google, Intuit, HP, eBay, Microsoft...
- Jan – Summer: most tech companies will keep posting new jobs as they need
 - Even those with MBA programs may also keep recruiting
- **Networking: throughout the year!**

OFF-CAMPUS RECRUITING — KEY TO SUCCESS

Where to start from when you have 100X positions than on-campus

Knowing yourself and the market

- **Knowing yourself!**
 - What am I most passionate about?
 - What am I good at?
 - What do I value most: location, function, company, or salary?
- **Identify your metrics**
 - Industry leaders or innovators?
 - Geographic preference?
 - What size?
 - Culture: fast-paced or relaxed, travel level, hierarchy or flat?

Networking! Networking!

- Follow instructions in Career Lab, but be open-minded
- Finish application **before** reaching out
- Identify the decision maker and those who can lead you to them
- Find people with shared interest/exp: don't limit within UNC alumni!

Strategic planning and monitoring

- Set your target company list (use CMC CAP): Tier 1-3, functions, industries
- Develop and monitor your pipeline
 - Make sure you have couple of companies **on each stage** even when you are in interviewing process
 - **Keep monitoring and adjusting your approach** by analyzing “**conversion rate**” at each stage: The message you deliver, the way you communicate, etc.

LEADS

- Finish app
- Identified contacts
- Invite to connect

PROSPECT

- Connected
- Emailed with self-intro
- Asked for talk

QUALIFIED

- Got response
- Started conversation

PROPOSED

- Got referral
- Prepared for interview

OFFER!

An adverse mindset

- You can solve a problem for the company
- Career changer or not, your experience will enable you to **make a difference**

OFF-CAMPUS RECRUITING — JOB SOURCES

Sources of job posting

- Your target companies' career websites: **set job alerts** on company career website AND job boards
- Job boards
 - **Indeed: most comprehensive information**
 - MBA Exchange
 - Glassdoor: good source for company/interview info
 - Monster
 - Career builder
 - Simply Hired
 - The Muse: more startup positions
 - Organizations: Forte Foundation, NBMBA, Net Impact
 - Industry specific websites: Lend Academy, John Cannon's VC site, the Muse
- LinkedIn: company page updates, hiring manager posts
- Thought leaders' blogs, Twitter and newsletters
- Conferences

Make the most from job boards

- Indeed
 - Automatically gather info from company websites
 - **Set job alerts** using different key words
 - Jobs post 30+ days ago are normally not available
 - Set your priority when applying: network with those you really want, but make sure you apply a lot
- LinkedIn: Networking + **Job info!**
 - Companies you follow
 - Job notification emails
 - The "Like" or post from people you follow
 - Complete your profile to make sure the job recommendations fit you well
 - Heads-up: Not as real-time as Indeed

OFF-CAMPUS RECRUITING — NETWORKING TIPS!

General guideline – follow Career Lab

- **Be focus:** you want 20 contacts in 2 companies, not in 20 companies

Get the most from LinkedIn

- Start from UNC Alumni
- Beyond alumni: find people who have shared interest or experience as you
 - Worked at the same company
 - Similar career path
 - Shared connections
 - Actively post about industry/company
- Always invite with a message
 - Who you are, what you did, why interested in the person and company
 - Show your interest/homework/ability in 300 characters!

Be there, meet in person

- Make a trip and fill up your schedule. Meeting in person makes big difference!
- Activities: BTC career trek, self trip

How to make an impressive conversation

- Don't plan to impress. Be a genuinely curious student
- Ask questions specifically related to his/her work and background
- Be an active listener: asking follow-up questions instead of always raising new questions
- **Think as an employee:** what is the company's challenge? Propose a solution!

Beyond networking: make friends!

- Don't immediately ask for job! But make sure people know you are looking for job!
- Start your conversation with the intention of learning his/her experience, the company, their products and the industry
- Always **follow up with an action request**

Be bold and make miracles happen

- Propose ideas on how the company can improve
- Show your homework: Why do you think the change is needed?
- Why experience/skillset makes you the right person to do it?

Build your brand on LinkedIn through sharing and Liked

INTERVIEW TIPS

INTERVIEW GUIDE - OVERVIEW

You will LOVE this!
<http://www.thepminterview.com/>

No cookie-cutter preparation

- Each company has its own style and technique, from purely behavioral/fit interviews to the case method
- Ask second-year and alumni to understand the company's interview culture after you receive an interview
- Follow CMC guideline for behavior interviews. Focus on practicing YOUR STORIES and how they MATCH the job you are applying for
- Noted that tech companies are **less likely** to ask very typical MBA behavioral questions

The ONLY THING in common: You should be familiar with the company's product/services offerings and be prepared to discuss one or two **in detail!**

- Companies will often ask you which of their products you'd be interested, why you like it, and what you would do to improve
- You will be asked what transferable skills you can bring to the team
- Can you confidently say that you know their business from inside and out?

Where to find sample questions

- Networking!! Mentioned that you have got an interview will lead to more cold-contact replies
- Glassdoor + google (always works!)
- CMC

INTERVIEW GUIDE — MBA-LIKED QUESTIONS

General: to know you as a person

- Walk me through your resume/Tell me about yourself – be passionate (and creative!)
- Why are you interested in tech?
- Why are you interested in our company?
- Why did you select UNC?! (Yes, many tech companies could be curious!)

Leadership/Management: focus on ability to lead under ambiguity, however direct questions are not very common

- Give me an example of a time when you led a group.
- How would others describe you as a leader?
- Give me an example of an assignment you were given that was very ambiguous.

Analytical: big data is still the buzz word

- Give me an example of an analytical project you worked on and discuss your thinking in approaching the problem?
- Do you have experience in using data analytical tools?

Persuasive: normally come with a company-specific mini case

- Discuss a situation when you had to persuade a person of a different point of view to agree with an issue.
- Give me an example when you had to convince your boss about something.

Others: trying to find culture match. Relax and be yourself when facing brain teasing questions!

- What is the most difficult decision you've ever had to make? How did you make that decision?
- Give me an example of a time when you took a risk.
- What accomplishment are you most proud of and why?
- Describe your biggest failure.

INTERVIEW GUIDE — POSITION-BASED QUESTIONS

Product manager

- Behavioral questions
 - How do you prioritize among competing features?
 - How do you say no to people?
 - How do you decide what to build?
 - What is your favorite (software) product and why? How would you improve it?
- Mini-case questions
 - How do you make trade offs between new features, costs, and the industrial design of the notebook computer?
 - You're the product manager of "X" product and you're losing market share, what do you look at?
- Recommended reading
 - <http://www.venturegrit.com/how-to-interview-a-product-manager-the-ultimate-guide/>
 - <https://www.quora.com/What-are-frequently-asked-questions-in-product-manager-interviews>
 - <http://www.producttalk.org/2012/09/so-you-want-to-be-a-product-manager/>

Product marketing

- "Normal" questions
 - Who are our competitors?
 - Tell me a terrible product that's marketed well.
 - Tell me a good product that's marketed poorly.
 - How would you position the Samsung Chromebook?
 - If you are PMM for Google's AdWords, how do you plan to market it?
 - Name a piece of technology you've read about recently. Now tell me your own creative execution for an ad for that product
- Brain-teasing questions
 - If Germans were the tallest people in the world how would you prove it
- Recommended reading
 - <http://blog.hubspot.com/blog/tabid/6307/bid/34000/7-Real-Marketing-Interview-Questions-From-HubSpot-s-CMO.aspx>
 - http://www.impactinterview.com/2013/10/how-to-prepare-for-the-google-product-marketing-manager-interview/?utm_source=quora&utm_medium=content&utm_campaign=content

INTERVIEW GUIDE — POSITION-BASED QUESTIONS

Business Analyst

- “Normal” questions
 - What are some of the common tools that a business Analyst uses?
 - Describe the last project you worked on. Explain the scope, your role and responsibilities, and your business impact.
 - If you have two SQL database tables that are not joined together, how would you create another table to join them
- Creative questions
 - Tell me how you would determine how many house painters there are in the United States
 - 25 horses, 5 race tracks. How many races you have to run to select top 5 horses
- Recommended reading
 - <http://www.roberthalf.com/management-resources/blog/how-big-data-is-changing-the-business-analyst-job-description>
 - <http://insights.dice.com/2014/02/20/interview-questions-business-analysts/>
 - <http://businessanalystlearnings.com/blog/2013/2/3/tips-for-your-business-analyst-interview>

Other positions

- Interviews for roles like corporate strategy, corporate finance, business development and operations can be prepared in similar pattern
 - Behavioral questions: follow CMC guideline
 - Functional questions: follow career club (consulting, corporate finance and operations club) course pack/interview prep
 - Company questions: understand company and its products through research
- Understand companies’ interview culture
 - Google: tease your brain by testing your thought process when facing creative questions
 - Amazon: connect all your stories with leadership principles

“I encourage candidates to give examples that show how they can follow an inquiry and get to the root cause of something. Give an example of going above and beyond serving their customers’ needs” --- Words from Amazon recruiter
<http://www.cosmopolitan.com/career/interviews/a36970/interview-insider-amazon-career-jobs/>

INDUSTRY OVERVIEW

INDUSTRY MUST-KNOW

Research guidelines – with **SECRET TIPS!**

Industry Snapshot

- Software
 - Overview and trends
 - Main players: business, scale
 - MBA employers/statistics
 - UNC network
 - Recommended reading
- Hardware
- Ecommerce
- Social Media
- Mobile internet

RESEARCH GUIDELINE — WITH SECRET TIPS!

Industry research

- Your goal: using top-down approach to narrow your company list
 - Key players and innovators
 - Market growth and potential
 - Don't go too deep! Start when you have **2-3 target companies and finish in-depth research** on them. These research can save your time when preparing for their competitors
- Resources
 - CMC, UNC Library – E-research - Business
 - Public companies' S-1 and 10-K – Industry
 - Research reports from consulting companies and industrial associations

Company research

- Your goal:
 - Key facts: selected financials, industry-specific metrics, trend of changes
 - Product offerings and how they connect
 - Competitors
 - Strategy, SWOT
 - Recent highlights
- **MUST-READ TIPS!**
 - Understand the company's development through historical press release
 - **CEO's interview transcript and conference presentation decks** are great resources
 - Balance quality and quantity
 - Be old school: write down notes and thoughts on PAPER, using squares to organize the info
 - **Think critically** when gathering info

RESEARCH GUIDELINE — RESOURCES

Must-read materials — Public companies

S-1, 10-K, Presentation

- Found on Investor Relationships
- S-1 ONLY if the company went public in 3 years
- S-1, 10-k: You ONLY need to read: Business, Risk Factors, Management discussions
- Presentation deck: financials, growth, key metrics, strategy

Seeking Alpha

- Earning call transcript and Conference talk: borrow those questions!
- Analysis articles: find both sides of ideas to inspire your thoughts
- News release: more comprehensive than those on company websites

What's going on

- Yahoo Finance: headlines
- LinkedIn Pulse & Company page updates
- Google Alerts

Must-read materials — Private companies, startups

Company website

- About us
- Products
- Press! Mostly high-quality articles
- Team: find the common traits!

Crunchbase

AngelList

Show your love: Follow your target companies in LinkedIn, Facebook, Twitter, Youtube

Search the company news and keep tracking on

- | | |
|--------------------|----------------|
| • TechCrunch | • Fast Company |
| • Venture Beat | • Engadget |
| • Business Insider | • Mashable |
| • WSJ | • Medium |
| • Inc. | • CNBC |

INDUSTRY SNAPSHOT - SOFTWARE

Overview

- Software is a general term for **various kinds of programs used to operate computers** and related devices.
- Some of the leading players in software include **well-established companies** such as Google and Adobe but there are also **rising stars** such as Tableau, Zenefits, and Docker
- The software industry spans many sectors and **software applications are very varied and diverse**

Hot Trends

- **Hybrid clouds:** These are cloud solutions that mix cloud provider services with in-house cloud platform. IT decision makers will start adopting these due to their flexibility
- **Subscription pricing models:** As opposed to large lump sums or bulky proprietary hardware, companies will offer subscription pricing for enterprise solutions. Offering services on a subscription basis makes it easier for customers to buy based on actual need
- **Open source:** The market is witnessing the increased proliferation of low-cost open source enterprise solutions. As such open source is expected to gain further traction

Company	Sector	Notes
Google	Internet/mobile	Revolutionized search and advertising through AdWords; their Android mobile operating system is ubiquitous
Adobe	Creative/marketing	Well-known for its creative software suite, but is also a leader in tech-enabled marketing products
Tableau	Data visualization	This Seattle-based company is making waves with its powerful and robust data visualization/analysis tool
Zenefits	HR and payroll	Zenefits is a cloud-based HR platform. It is free but the company makes money through insurance commissions

Further Reading

- *8 Enterprise Software Predictions for 2015* (<http://goo.gl/MnUxJf>)
- *26 enterprise startups to bet your career on in 2015* (<http://goo.gl/erFCAJ>)
- *Gartner: Top 10 Technology Trends for 2015 IT can't ignore* (<http://goo.gl/yhp9oG>)

INDUSTRY SNAPSHOT - HARDWARE

Overview

- Hardware refers to the **machines, wiring, and other physical components** of a computer or other electronic systems
- In a way, hardware is now a race to the bottom as component **prices continue to decrease and become commoditized**
- Commoditization, however, **has given risen to a variety of new devices and technologies** including smart watches, activity, trackers, 3D printers, and more

Hot Trends

- **“Smarter objects”**: With smaller and cheaper chips, more and more objects are becoming computers processing data and running algorithms
- **The Internet of Things**: Related to the above, as a variety of objects become smarter, an ecosystem of connected devices that talk to each other will emerge
- **Shorter time to market**: Time to market is getting shorter and shorter as advances in prototyping and crowdfunding are facilitating the development of hardware

Company	Sector	Notes
Apple	Mobile computing	Known for its iPhone and iPad products, Apple is famed for its premium hardware and polished software
Samsung	Consumer electronics	Samsung is one of the leading consumer electronics companies in the world spanning a variety of products
Cisco	Networking equipment	Multinational corporation specializing in networking equipment. Investing heavily in the Internet of Things
Arduino	Electronic prototyping	Open-source electronic prototyping platform

Further Reading

- *Hardware Trends 2015*
(<http://goo.gl/5e6izc>)
- *Five Trends Driving the Hardware Boom*
(<http://goo.gl/6SvCL9>)
- *Smaller, Faster, Cheaper, Over: The Future of Computer Chips*
(<http://goo.gl/P0tu6A>)

INDUSTRY SNAPSHOT - ECOMMERCE

Overview

- eCommerce is the **buying and selling of goods and services**, or the transmitting of funds or data, **over an electronic network**, primarily the Internet.
- This industry includes the **original heavyweights** (Amazon and eBay), **international players** (Ali Baba), and bricks and mortars implementing **omni-channel strategies** (Best Buy, Walmart)
- eCommerce also entails the ecosystem of tech companies that are enabling online transactions to take place such as Magento and PayPal

Hot Trends

- Mobile responsive design:** Statistics show that increasingly browsing is taking place on mobile devices. Coupled with the onset of larger mobile devices, responsive design will become even more important
- Bundling content with commerce :** Content will become even more important as retailers try to combine commerce with content to position themselves leading lifestyle destinations
- Total remarketing:** The proliferation of screens means retailers can reach customers at different touchpoints. Therefore, remarketing across these different devices with a consistent message will become an important weapon in the eCommerce arsenal

Company	Sector	Notes
Amazon	Online retailer	One of the largest eCommerce players in the world. Know for innovative offerings such as Amazon Prime
Walmart	Online/offline retailer	A leading retailer famed for its logistics savvy, now turning its attention to developing its online capabilities
Ali Baba	International eCommerce	A Chinese eCommerce company that largely serves as a portal to bring Chinese products to the world
Magento	eCommerce platform	One of the leading providers of eCommerce software and platform solutions; is open source

Further Reading

- The Top 5 eCommerce Trends You Should Look For* (<http://goo.gl/vOk5bl>)
- These 16 Companies Are Leading A Retail Revolution* (<http://goo.gl/Kt0oJ5>)
- 20 eCommerce Trends and Predictions for 2015* (<https://goo.gl/HHOqRT>)

INDUSTRY SNAPSHOT – SOCIAL MEDIA

Overview

- Social media refers to the wide variety of websites and applications that **allows users to connect across large groups of people** and create and share content
- Social media has become ubiquitous to the extent that it has become a **primary touchpoint for business to reach consumers**
- The proliferation of social media has spawned an entire industry dedicated to managing social media accounts and **analyzing the large volumes of data social media produces**

Hot Trends

- **More immediate social media:** Social media will become more “in-the-moment” as services such as Periscope emerge allowing users to broadcast live
- **Messaging apps as publishing platforms :** As mobile and handhelds gain traction, messaging apps are becoming more entrenched. Brands are turning towards these platform to disseminate their content. Examples of this include Snapchat (USA) and WeChat (China)
- **Shopping through social media:** Both Facebook and Twitter have begun testing “buy” buttons on their networks. Moreover, Facebook is looking to integrate further payments functions on its network

Company	Sector	Notes
Facebook	Social networking	The pioneer of social networks and the largest one, Facebook faces a challenge appealing to millennials
Twitter	Micro-blogging	“Micro-messaging” network, very popular among brand and celebrities and allows them to “speak” to their fans
LinkedIn	Professional networking	The leading professional network; has expanded into content publishing and online learning
Pinterest	Visual social network	Social network that acts as a tool for visual bookmarking; largely serves as a repository for creative ideas

Further Reading

- *5 Trends Reshaping Social Media* (<http://goo.gl/MuKDQh>)
- *5 Trends That Will Change How You Use Social Media in 2015* (<http://goo.gl/cBLPU6>)
- *The Top 7 Social Media Marketing Trends That Will Dominate 2016* (<http://goo.gl/vKA5Ec>)

INDUSTRY SNAPSHOT – MOBILE INTERNET

Overview

- Mobile internet is a term used to describe **accessing the world wide web through mobile devices** such as phones and tablets
- There is **a clear increase in the usage of handheld devices** to access the internet
- The increased use of mobiles and handhelds to access the internet make them a **key tool for brands and advertisers to reach their audiences across a multitude of devices**

Hot Trends

- **Mobile internet is largely spurred by mobile messaging:** The number of mobile messaging apps has exploded as have services primarily delivered through mobile apps (i.e. Uber, Redfin)
- **Watching videos on mobile is increasing:** Corresponding to the increased usage of mobile internet is a significant increase in watching videos. Mobile video will become an important advertising platform
- **Mobile data picking up speed:** With each successive generation, mobile data becomes quicker and quicker facilitating the increase in mobile internet usage. Statistics show that mobile media time is now greater than desktop and other media

Company	Sector	Notes
Whatsapp	Mobile messaging	One of the largest mobile messaging clients. Up to date, the app has amassed around 900 million users
Uber	Mobile car hire service	Uber is a mobile car hire service. The company has grown at a frenetic pace and has expanded globally
Zillow	Mobile real estate listings	Online real estate marketplace that allows users to find and share information about homes
Snapchat	Photo messaging app	Very popular among younger audiences; allows users to send self-deleting photo messages

Further Reading

- *Mobile Marketing Statistics 2015*
(<http://goo.gl/3PBENO>)
- *Internet Trends 2015*
(<http://goo.gl/D0Q7UZ>)
- *Gartner Forecasts 59% Mobile Data Growth Worldwide in 2015*
(<http://goo.gl/EgTg8p>)

RECOMMENDED READING

Books on career general

<http://graziadiovoice.pepperdine.edu/top-recommended-career-articles-for-2014-graduating-mba-students/>

<http://www.lifehack.org/articles/work/a-6-step-guide-to-networking-for-first-year-mba-students.html>

<https://blog.wealthfront.com/107-career-launching-tech-companies/>

<https://blog.wealthfront.com/choose-right-job-company/>

<http://www.mbaexcel.com/mba/mba-tips/6-recruiting-tips-for-mba-students/>

2013_Silicon_Valley_Career_Guide

<https://hbr.org/2002/12/how-to-stay-stuck-in-the-wrong-career>

Career changers

- <https://www.gsb.stanford.edu/alumni/career-resources/transitions>

- <http://www.forbes.com/sites/robashghar/2013/02/21/two-steps-to-designing-or-redesigning-your-career/>

VC

- <http://www.thevcnetwork.com/>

- <http://johnngannonblog.com/vc-careers/>

Books on career general

- **The 2-Hour Job Search**

- Outlines a systematic approach for securing the first interview with a potential employer.

- **How to Win Friends and Influence People**

- Best-selling guide to interpersonal relationships provides suggestions for successfully dealing with people both in social and business situations.

- **Never Eat Alone**

- A guide to the art of networking reveals the fundamental principles of what it takes to build lasting, mutually beneficial relationships.

Books on companies

- **Behind the cloud**

- **How google works**