

Planning and Organizing Your Job Search Campaign

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www.hellmannconsulting.com

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**CFA Society
Philadelphia**

WHAT WE'LL COVER

- ✓ Job Targets
- ✓ Marketing Plan
- ✓ Branding & Positioning
- ✓ Prioritizing Your Job Search Time
- ✓ Diagnosing a Stalled Job Search

Take a Targeted Approach

(don't be a "Renaissance Person")





- ❖ **Job title or description**
- ❖ **Industry or Organization Type/Size**
- ❖ **Geography (sometimes)**

**Change a parameter,
change your positioning**

Job Target Example



Analyst, Investment Bank



Equity Analyst, Financial Services



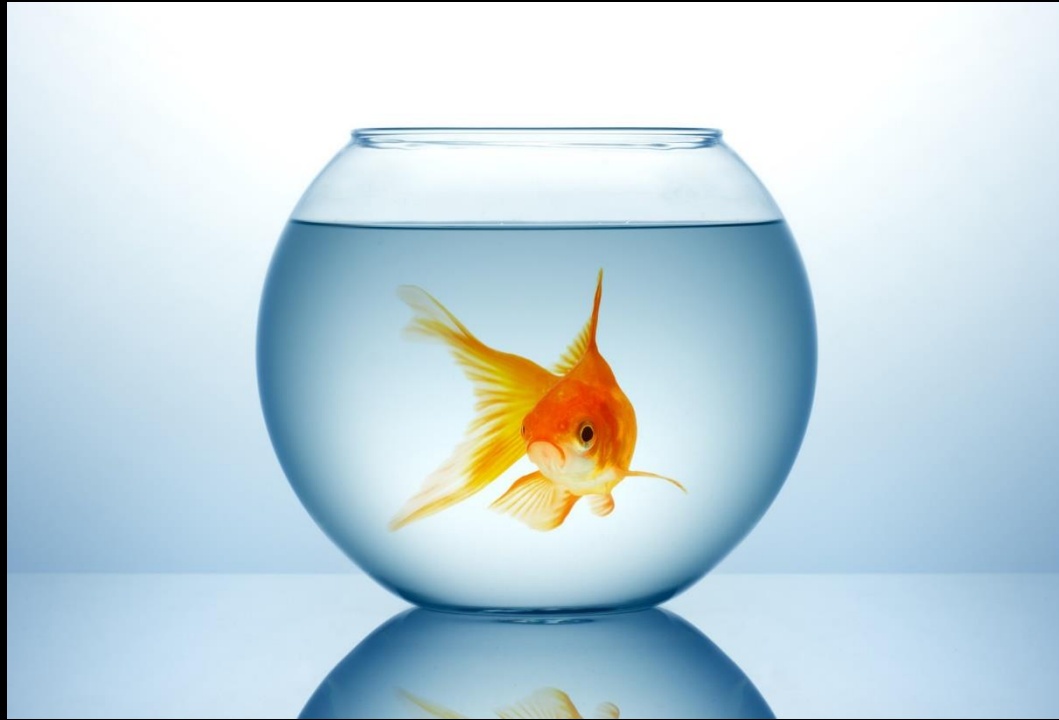
Sell-side Equity Analyst, Investment Bank, NYC

Prioritize targets



(don't go for them all at once)

Target Enough Potential





Your Marketing Plan



Two to Five prioritized Job Targets

- ✓ List target companies
- ✓ Rank the Companies: A, B, C
- ✓ Guesstimate # of potential positions by company

EXAMPLE MARKETING PLAN

JOB-SEARCH MARKETING PLAN

Total Positions*: **185**

TARGET 1

Position/Job Description → Financial Accounting Director
Industry or company type → financial services
Geographic Area → Toronto

TARGET 2

Financial Accounting Director
 Luxury/Global Retail
New York

TARGET 3

Financial Accounting Director
 Financial Services
New York

TARGET 4

Financial Accounting Director
 Luxury/Global Retail
Toronto

	<u># positions</u>	<u>Rank</u>		<u># positions</u>	<u>Rank</u>		<u># positions</u>	<u>Rank</u>		<u># positions</u>	<u>Rank</u>
Bank of Montreal	5	A	Tiffany's	10	A	HSBC	10	A	Tiffany's	5	A
Toronto Dominion	5	B	Louis Vitton	10	A	BNP	10	A	Louis Vitton	5	B
CIBC	5	C	Gap	15	A	Societe Generale	5	B	Gap	10	C
			Brooks Brothers	10	B	Credit Suisse	10	B			
			Paul Stewart	10	B	UBS	10	C			
			Gucci	10	B	Deutsche Bank	10	C			
			Chanel	10	C						
			Rolex	10	C						
			Hermes	10	C						
Total # Positions*	<u>15</u>			<u>95</u>			<u>55</u>			<u>20</u>	

EXAMPLE MARKETING PLAN

(what's wrong with this plan?)

JOB-SEARCH MARKETING PLAN

Total Positions*: 75

 **Too small – aim for 200**

TARGET 1

TARGET 2

TARGET 3

TARGET 4

Position/Job Description → Sr Investor Relations Officer (Director +)
Industry or company type → Mega-Cap Public Tech Company
Geographic Area → SF Bay Area

Director of Finance
 Pre-IPO Startup
 SF Bay Area

Director of Corporate Communications
 Fashion / Retail
 SF Bay Area

Director of Marketing
 Fashion / Retail
 SF Bay Area

	# positions	Rank
Salesforce	2	A
Alphabet	1	A
Oracle	2	B
Netflix	1	C
Apple	1	C

	# positions	Rank
Lyft	4	A
Airbnb	5	A
Pinterest	3	B
Everlane	3	B
Postmates	2	C

	# positions	Rank
Stitch Fix	2	A
Everlane	3	B
Levi's	5	B
Gap	4	B
North Face	4	C

	# positions	Rank
Stitch Fix	4	A
Everlane	3	A
Levi's	8	B
Gap	6	B
Old Navy	3	B
Athleta	4	B
Cuyana	3	C
BetaBrands	2	C

Total # Positions*

7

17

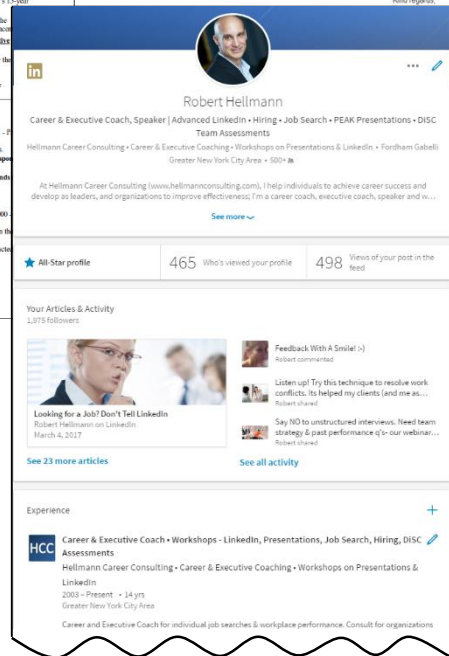
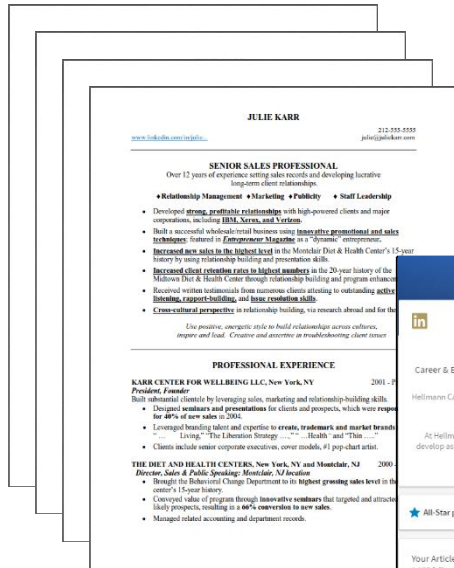
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33

Position Yourself Correctly



Position Yourself for your **job target**, NOT your last job



julietta@hiringcompany.com

Discuss UT global tax issues?

Dear **Julietta**,

Could United Technologies benefit from a hands-on tax director and counsel with international expertise and the ability to drive strategic initiatives?

I have designed and implemented tax strategies for businesses in the U.S. and more than 14 countries, which could be helpful given your well publicized expansion into Europe and Asia.

I know how to work with operations, finance and legal people to deliver tailored solutions that get results. I have managed cross-functional teams in North America, Europe, Latin America and Asia-Pacific in complex projects, including

- Executing a **\$4 billion U.S. recapitalization**
- Refinancing global operations to **extract cash from overseas** without crippling operations or paying significant taxes
- Implementing a global trading company to streamline production, increase sales and **reduce the global effective tax rate by 50%**.
- Reconfiguring a global sales organization to isolate and manage an estimated **\$100 million foreign tax exposure**.

My resume is attached for your additional information.

I am very interested in meeting with you. I believe you will find even a brief meeting beneficial. I will call your office in the next few days to see when I can get on your calendar.

Kind regards,



Example of Business Analyst: Banking to Higher Education

NO

- **Doubled credit card balances**
- **Increased revolver retention by 57%**

YES

- **Doubled Marketing's ROI**
- **Increased retention by 57%**

Summary: Expert qualifications in financial planning and analysis, budgeting, accounting, cash management, acquisitions and divestitures, cost reduction and performance/profit improvement. MBA Degree with Finance Concentration.

PROFESSIONAL EXPERIENCE:

CARMAN HEALTH ANALYTICS, New York, NY

May 2014 - Present

“Before”
Resume,
Page 1 of 2

Consultant

Serve a variety of roles. Established a new customer service function. Assist the company in the post-sale period on various financial and accounting matters.

Susan’s target was “Senior Finance Exec” in a big media company. How does her resume position her?

HARPERCOLLINS, INC., New York, NY

Feb. 2011- Jan. 2014

Vice President

Divisional Chief Financial Officer responsible for the financial strategy, planning & analysis, accounting, financial reporting, compliance and working capital of HarperCollins’ \$400M International and \$50M Consumer Magazines businesses. Manage communication of expectations, results and risks/opportunities with Subsidiary Management and Corporate Senior Management. Responsible for preparing financial presentations to the Board, as well as for all budget forecasts. Oversee a corporate staff of six professionals.

- Overhauled budgeting/forecasting process for all subsidiaries utilizing Hyperion Essbase.
- Helped establish the digital strategy for the International businesses.
- Participate in the strategic development of new business opportunities in Asia.
- Led the fast-tracked sale process of a non-core media business.
- Managed the divestiture process of several unprofitable subsidiaries, as well as the unwinding of a UK joint venture and the total restructuring of the UK businesses.
- Led cost cutting initiatives across divisions to maximize division profits.
- Standardized reserve methodologies, revenue recognition policies and all other accounting policies worldwide.
- Perform enhanced detailed financial analysis of income statement, balance sheet and

SENIOR FINANCE EXECUTIVE

CPA with 15+ years of progressively responsible experience in the media industry.

- CFA Charterholder
- Accounting
- Financial Planning & Analysis
- Global Staff Leadership
- M&A
- Financial/Shareholder Reporting

◆ Viacom ◆ NBC-Universal ◆ McKinsey ◆ HarperCollins

- **Global experience** leading teams across the U.S., UK, Canada, Australia, New Zealand, and Asia
- Restructured Viacom division's business model in Europe, **growing profits from -10% to +15%**. Management team received **award for outstanding performance**.
- Developed global **strategic plan**, as key member of 5 person Executive Management team reporting into the President of HarperCollins International Division (\$400 million in revenues).
- **Reduced costs by as much as 25%** while protecting or enhancing revenue sources.
- Key role in dozens of **Mergers and Acquisitions**; Expertise in all facets of M&A.
- **Managed staffs of up to sixty**; saw near zero turnover of highly productive employees.

"After"
Resume,
first of
three pages

From [LinkedIn Recommendations & Reviews](#): "Exceptional leader and team player" ... "delivers a top notch work product" ... "Commands respect" ... "Extremely thorough and diligent" ... "Consistently demonstrates strong technical, analytical and presentation skills" ... "sets an excellent example"

PROFESSIONAL EXPERIENCE

ACTING VP OF FINANCE / CAO / CONSULTANT

June 2014-Present

Carman Health Analytics, New York, NY

(formerly Johnson Healthcare, a division of Dow Jones)

Serve in a variety of senior finance related roles. Assist the company in the post-sale period on various financial and accounting matters.

HARPERCOLLINS, INC., New York, NY

2011- 2014

Vice President -Finance

Responsible for the financial strategy, planning & analysis, accounting, financial reporting, compliance and working capital of HarperCollins' \$400M International and \$50M Consumer Magazines businesses.

Oversee a global staff of about 30 professionals.

- Led the fast-tracked sale process of a non-core media business leading to **\$20 million in revenue**.
- Managed the divestiture of several unprofitable subsidiaries, as well as the unwinding of a UK joint venture and restructuring of the UK businesses, **adding over \$10 million** to the bottom line.

Research to Identify Positioning



CFA Institute



HELLMANN CAREER CONSULTING
Career Coaching • Executive Coaching • Presentations • Interviewing • LinkedIn

HOME SERVICES PUBLICATIONS EVENTS BLOG TESTIMONIALS **RESOURCES** ABOUT CONTACT

Develop “Pitch” from Positioning

- ✓ How to Categorize Yourself
- ✓ How You’re Different
- ✓ Examples of Your Success



Pitch in “Direct Contact” Message

A client sent this LinkedIn Group message to someone she didn't know she landed a meeting and a referral for an interview.

Dear Steve,

Upon seeing our shared LinkedIn Group and shared connection (Julie Smith), I thought I would reach out. I also was fortunate enough to have heard your September talk, and appreciated your take on the current opportunity in Latin America.

As a **portfolio manager and CFA charterholder**, I'm beginning to look for other opportunities. Given your expertise and reputation, I would very much appreciate 20 minutes of your time to gain your insight on how I might be of help to InvestCo1 down the road, or perhaps other firms. I will not be expecting any openings; this request is purely informational.

Perhaps our conversation would be mutually beneficial. My success with the strategy you outlined in your talk might be of interest to you. As well, I know all of my roughly 900 LinkedIn contacts, and would be happy to introduce you.

Some background: In 15 years as a portfolio manager at WellKnownCo, I have consistently outperformed the benchmark. My expertise includes fixed income, equities, options, convertible arbitrage, and cross-asset class trading.

- Managed portfolios of over \$1 billion, achieving returns that were **twice the peer average** through 2008-2010.
- Took positions that netted **returns of over 140%** in six months, through research on distressed investments.
- **Created four asset allocation products**, e.g. a \$640 million target date fund series and a \$1.6 billion risk-based series.
- **Subject-matter expert**; presented at last year's X conference; regularly present to prospects, clients, boards, and investment committees.

My LinkedIn Profile is www.linkedin.com/in/X if you would like to find out more about me.

I would value and appreciate your perspective on my situation. Would you have a few minutes available to talk, perhaps sometime next week?

Prioritize the **ACTIVE** Approach!



The Four Ways of Getting Interviews

- Job Postings
- Search Firms
- Direct Contact
- Networking

(passive)

(passive)

(active)

(active)

≈20%

≈80%

Challenges with Answering Ads

- ✗ Ads are a *passive* method for searching
- ✗ The average online ad receives **hundreds or thousands of responses**
- ✗ Your background has to look almost **identical to the requirements**
- ✗ A **computer or HR** is often doing the initial screening



NO to Passive / Reactive



YES to Active: Take Control



**Find that island of
your dreams and...**



Rocket to it!

Strategy for Active Search



Stage 2:
6-10
things in
the works



Stage 1: get the word
out to your network –
200 people!

Networking

When you're using someone as an introduction to get to someone else

Form **lifelong relationships**

“re-contacting” is key



Stage 1: Developing Your Network

1. Use LinkedIn!

2. Think broadly about who is in your network

- ✓ Dentist
- ✓ Neighbor
- ✓ Old professors
- ✓ Current and former colleagues
- ✓ People you worked with long ago and liked
- ✓ Family & Friends
- ✓ Etc.

Stage 2:

At least six meetings at any time, with people who can hire you



(it's a numbers game)

Be proactive at all stages



Contact Management: 50% of Success

Have a contact management system! Inexpensive examples:

- Spreadsheet with columns for name, company, job target, next action, date next action, status notes, priority (1, 2, 3)
- Gmail – www.capsulecrm.com , www.insightly.com (there are others) plus Google Calendar
- For Windows Computers – Try www.essentialpim.com

Plan to re-contact Your network every 3 to 6 weeks

- ✓ update them on your progress
- ✓ Send them a link to a useful article
- ✓ Provide additional thoughts

Example: keeping in touch

Subject: Hello and update

Hi Ben, hope things are well with you and Thanks again for meeting with me last month!

Thought I would update you on how things are going with my search as it's been a while. I've met with TechCompany1, as well as some other Technology firms. The conversations have been interesting, and may result in something down the road. In the meantime, I continue to reach out to companies and people in my marketing plan.

If there is anything I can do for you, including introducing you to my network, please don't hesitate to ask! I look forward to talking with you again soon.

Diagnosing a Stalled Search

1. Are you "**positioning**" yourself correctly?
2. Are you **too general**, or trying to be all things to all people?
3. Are you **too scattered**, trying to go for many different targets at once?
4. Are you **actively going for it**, or waiting for the ad or search firm?
5. Are you **proactive** at all stages (following up, keeping in touch)?
6. Is your "message" getting lost because of poor **communication**?
7. Are you **meeting** with both the right people, and enough of them?
8. Are you **targeting enough positions** (i.e. roughly 200)?
9. Are you **spending enough time** on your search?
10. Are you **having fun**?

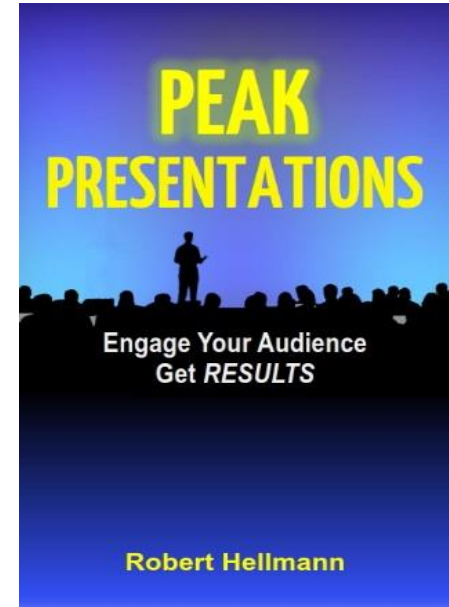
Additional Resources: www.hellmannconsulting.com

LINK TO GET THE SLIDES: bit.ly/cfaphpo

www.hellmannconsulting.com/pubs

NEWLY UPDATED (Jan 2019)

Includes how to pitch yourself



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