



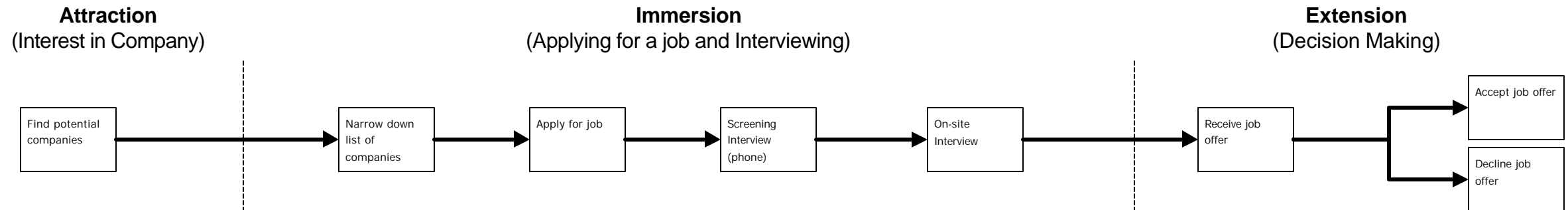
Experienced Job Seeker: Margaret Lopez



User Profile

Margaret has been working for one of the Big 5 consulting firms for six years and she's ready for a change. She's looking to move to another major firm which appreciates her years of financial experience, rewards her with a senior level position, rounds out her skills, and gives her opportunities to go further up the corporate ladder.

She's a little concerned about looking for a job after all these years. It's hard to find contacts in companies she's considering. She has a family now and doesn't want to uproot them. Plus, she just bought a house. While she'd like to find a place that will let her live out her career goals, she really needs a work-life balance right now and to feel comfortable with her future colleagues.



Influencing Factors:

- Previous company exposure
- Referrals from trusted sources
- Secondary research using prominent publications e.g. Wall Street Journal, NY Times
- Financial well-being of the company

Challenges:

- Acquiring a personal contact at the company
- Difficulty finding detailed information on jobs, career paths, employee backgrounds, and benefits
- Researching the current climate of industries and their future

Influencing Factors:

- Clearly defined career paths allowing experienced hires to move vertically
- Mentoring or training programs that lay the foundation for promotions
- Meetings with role models that experienced hires related with e.g. similar skills and background
- Work-life balance
- Strong management team
- Affinity with potential co-workers and superiors

Challenges:

- Looking for a new job without jeopardizing her current job
- Understanding how the company *really* treats its experienced hires
- Learning where experienced hires have come from and how far they have progressed in the company
- Getting timely feedback on the status of an application or the results of an interview
- Learning how the company handles its interview process, what its deadlines are, and what to expect along the way

Influencing Factors:

- Opportunity to be placed into a more senior level position
- Exposure to interesting projects and role models
- Position will open doors in the future
- Competitive compensation package
- Ability to remain in the same geographical location
- Company's follow up treatment

Challenges:

- Assessing whether she can trust the company's statements on her potential career growth
- Networking with more employees, if she still feels the need
- Determining whether she fits with the corporate culture
- Getting family approval to make the job switch

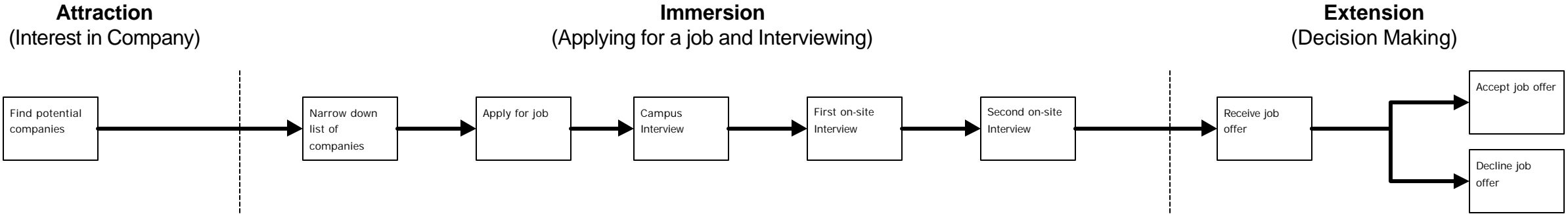


Recent MBA Graduate: Charles Newburry



User Profile

Charles attends Harvard's MBA program so that he can get a job in a "hot" industry like investment banking or consulting. Competition for jobs at the more prestigious firms is fierce because his professors have recommended the same companies to most of his classmates. He's already making contacts at recruiting events despite his heavy academic workload. His friends tell him that the interview process will be nerve racking. Companies don't call back for weeks sometimes. It's hard to find people who will give you the status of your application. He prepares himself for the ordeal. Hopefully, he'll land a job in a company where he fits in and that is financially stable enough to ensure he can pay back his student loans.



Influencing Factors:

- Prestigious company name
- "Hot" industries
- Referrals from trusted sources e.g. professors, Office of Career Development, other students
- Financial well-being of the company

Challenges:

- Balancing increased academic workload with the pressure to attend recruiting events
- Focusing only on hot industries, despite enormous opportunities in other traditional industries like manufacturing

Influencing Factors:

- Consistent and courteous feedback throughout the interview process
- Speed of career development and ability to meet role models which exemplify that speed
- Opportunities for mentoring, training, and travel
- "Inside" information about the company e.g. WetFeet, the Vault, current/ previous employees
- Affinity with potential co-workers and superiors
- On-site visits

Challenges:

- Pretending to appear knowledgeable and competent despite the fact he's only just started his MBA program
- Getting timely feedback on the status of an application or the results of an interview
- Learning how the company handles its interview process, what its deadlines are, and what to expect along the way
- Dealing with the exhaustive interview process

Influencing Factors:

- Peer pressure to accept job at the most prestigious firm in the hottest industry
- Company's follow up treatment

Challenges:

- Appearing desirable by having a lot of competitive job offers
- Needing to make a decision before feeling comfortable
- Difficulty deciding which offer is the best one for him
- Determining whether he fits in with the corporate culture



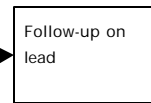
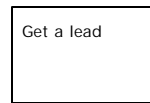
Industry Journalist: Roberto Sanchez



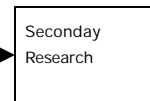
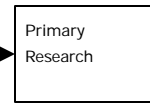
User Profile

Roberto has been covering business news for a mid-sized paper for eight years. He pays close attention to the cement and construction industries because there is a plant nearby. This close proximity to his readership makes environmental and community-relations stories more desirable. He is also intrigued by how new technology effects the industry, and is always interested in merger news. Roberto receives phone calls, faxes, and email with press release information, but he prefers communication by email. He gathers his own research by combing newswires, reading large-market publications, and using industry and corporate websites. He often speaks to PR agencies to find contact information, but he often feels that they are not the right people to speak with.

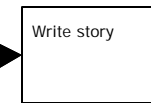
Attraction (Start a Story)



Immersion (Research Story)



Extension (Finish Story)



Influencing Factors:

- "Catchy" headlines
- Straightforward and concise information
- Prominent contact information
- Easy to use, accessible press release archive

Challenges:

- Information overload e.g. too many press releases, faxes, emails

Influencing Factors:

- Quick access to company facts and figures from confirmed, authoritative sources like the government's SEC filings
- Quick access to corporate history, management team biographies, and board level initiatives
- Timely arrangement of interviews
- Secondary research sources with in-depth analysis of situation or trend

Challenges:

- Locating contacts to interview immediately e.g. high-level executives, industry experts
- Confirming "breaking news"
- Dealing with middlemen like PR agencies to gain access to people and information
- Wading through large amounts of text to find the nuggets of valuable data
- Determining the facts of a story when corporations are engaging in spindoctoring or obscuring them

Influencing Factors:

- Deadline pressures
- Word limitations for article length

Challenges:

- Breaking the story first
- Finding a new angle to use when writing the story
- Writing to the audience's level of background knowledge
- Working on multiple stories simultaneously

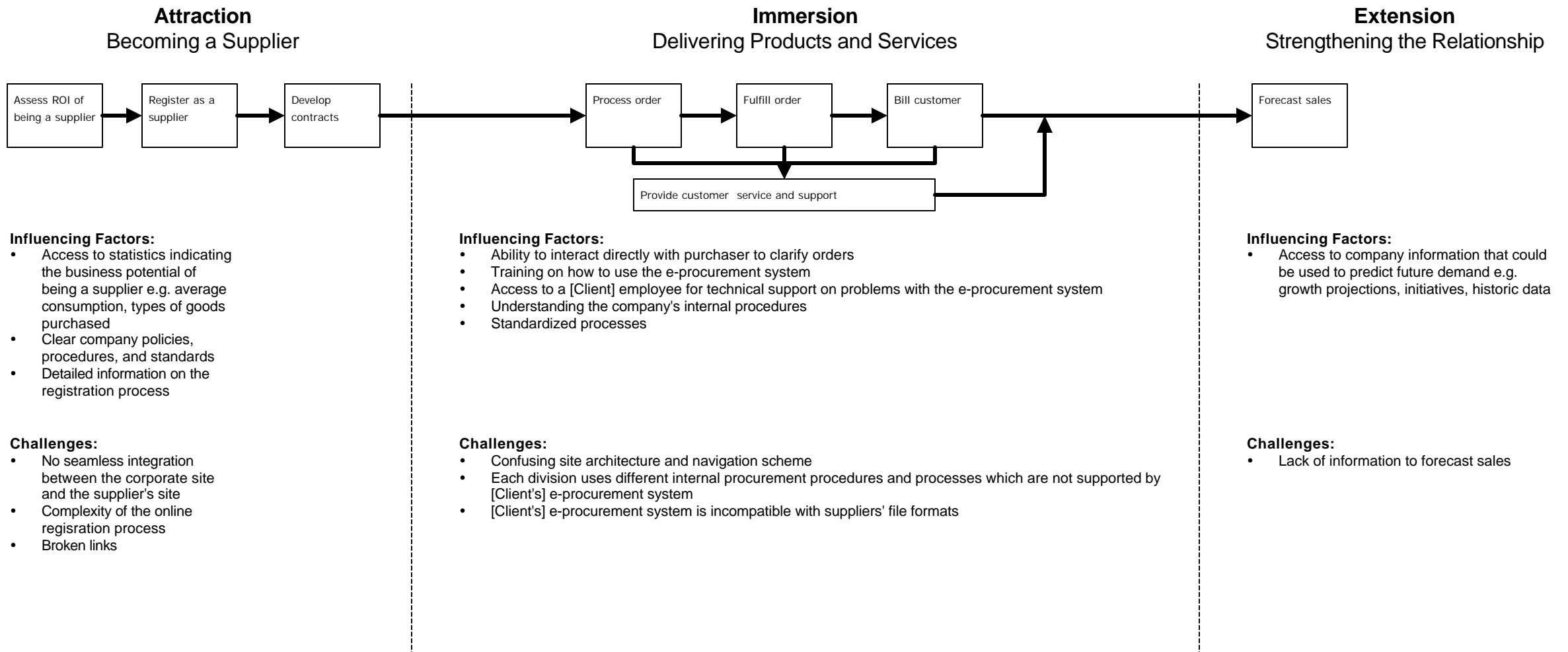


Suppliers : Jim Dunn



User Profile

Jim has been doing business with Fortune 500 companies for years selling office supplies and equipment. He continually looks for new business opportunities and recently identified [Client] as a potential client. He hears that [Client] conducts all its business online, so he goes to its web site to see how profitable the relationship might be and to see what he needs to do to become a supplier. The online materials and his friend's inside scoop make him concerned that establishing and maintaining the relationship will be more trouble than its worth. He won't be able to use his current systems to handle procurement with [Client] since they have their own proprietary system. He's not sure how he'd get his staff trained appropriately much less determine how to handle technical problems that he knows will inevitably arise. Since each of [Client's] departments handles procurement differently, these problems could quadruple. Despite these reservations, he tries to become a supplier knowing how much business [Client] could bring in to his company.





Individual Investor: Lydia Crawford



User Profile

Lydia just started investing a few years ago. With the help of the Web and a number of print publications like the Wall Street Journal she has become a savvy investor. Her portfolio of mutual funds and individual stocks with Charles Schwab is doing well. She'd like to continue that track record except she cares about something more than just the bottom line. Her past as an activist makes her feel guilty about investing in companies that treat their employees poorly or that harm the environment unnecessarily. This requires her to do a lot more research than a typical investor would do. She combs the newspapers and journals for companies that receive good and bad press. She also spends quite a bit of time on corporate web sites reading their environmental sections, but she finds it difficult to assess how truthful they actually are.

