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MBACM INTERVIEW TRAINING SESSION: HEALTH CARE

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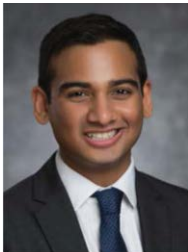


Introduction

Amanda Wyatt & Kunal Kandimalla, MBACM Health Care Career Fellows



- Second-year MBAs
 - Amanda: Health Care Management
 - Kunal: Health Care Management
- Help students with interview preparation – informational sessions, resume review, mock interviews, tips for company visits, etc.



Manisha Jain, MBACM Career Advisor



- Advises Health Care Club, FY and SY students on career planning, industry research, networking, resume and cover letter writing, interviewing and offer management
- Advises Health Care companies on how to recruit Wharton talent; assesses hiring needs; goal is to increase Wharton share and create new opportunities

Purpose of Session

To prepare you to be a competitive candidate during the health care recruiting process and to equip you with the knowledge, resources, and skills to succeed.

1. Gain an understanding of the qualities and skills employers look for when interviewing candidates
2. Understand interview structure and formats
3. Develop practical ways to efficiently prepare for the interview
4. Pick-up additional resources to help you prepare (MBACM and other)

Disclaimer: Health care is a broad field with many segments and functions, so although this presentation will address some common threads for interviewing, it will not be sufficient for everyone.

Today's Agenda

- **Focused Recruiting Overview**
- **Interviewing Deep Dive**
 - **Industry-specific Questions**
 - **Company- and Job-specific Questions**
 - **Case-based Interviews**
 - **Resume Walk-through**
 - **Behavioral Questions**
 - **Mock Interviews**
- **Break-out Sessions**

Focused-Recruiting Period: What To Expect



- ***First-round Interviews:***

- Held in Career Services suite **from Jan 19- Jan 26**
- One 45-min interview, or two back-to-back 45-min interviews
- Mainly behavioral questions, some have short cases asking approach to solving a problem

- ***Second-round Interviews:***

- Usually notified if selected within a few days of the first round
- Fridays in late-January/February (final rounds overlap!!)
- On-site at the company
- Super-day format with candidates from other schools
- Half-day to full-day with 3 or more interviews



Note: Experience will vary based on company

Interviews: What information should you ***absolutely*** know?



And...BE CONFIDENT! BE PASSIONATE!!

Industry-Specific Questions: How can you prepare?

INDUSTRY ANALYSIS AND MARKET RESEARCH

- BCC Research
- Datamonitor 360
- MarketResearch.com Academic
- Thompson One
- S&P Net Advantage

ACADEMIC & TRADE JOURNALS

- *Pharmaceutical Executive*
- *Medical Marketing & Media*
- *Journal of Medical Marketing*

ARTICLES & NEWS

- ABI/Inform
- Business Source Complete
- Dow Jones Factiva

ONLINE RESOURCES

- Free subscription to *FiercePharma/FierceBiotech* or *The Morning Consult*
- Google alerts



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Industry-Specific Questions: Health Care

- **Wide variety of questions intent on assessing your industry knowledge**
 - **What are the main health care trends?**
 - **What are the challenges facing the health care industry?**
 - **What will be the impact of technology on health care?**
 - **What impact will pharma consolidation have on the industry?**
 - **How has the increased role of payors changed the industry?**
 - **What impact will health care reform have on the industry?**
 - **How will ACOs affect health care delivery?**
 - **What global trends are having the most influence on company strategies?**
 - **What are the most successful new product launches you have seen recently?**

Company- & Job-Specific Questions: How can you prepare?

COMPANY RESEARCH

- Annual Report, 10K
- Analyst reports and presentations
- Datamonitor 360
- Thompson One
- S&P Net Advantage

NETWORKING

- Informational interviews
- Contacts beyond recruiting team
- Alumni

ARTICLES & NEWS

- ABI/Inform
- Business Source Complete
- Dow Jones Factiva

ONLINE RESOURCES

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TIP: Talking to current/former employees is the fastest way to understand what is unique about a company and what they care about.

Company- & Job-Specific Questions

- **Typical questions:**
 - **Why do you want to work for Company X versus others?**
 - **Where else are you interviewing?**
 - **Why are you interested in Company X's industry or focus?**
 - **How do you feel about living in [city]?**
 - **Have you talked to person X? (i.e. Wharton alum, someone from EIS)**
 - **With whom did you also interview at our company? What did you think?**
- **Particularly for these types of questions, try to answer them upfront in the interview by answering “Why Company X?” without prompt**

Behavioral Questions: Resume Walk-Through

- Tell Me About Yourself = Walk Me Through Your Resume
- Why ask this question? Recruiters want to know...
 - 1) How you got to where you are today
 - 2) How your skills, experiences and motivations relate to the job position
- Be concise and relevant but also tell your story
- Focus on transition points – “why?”
- End your story with why you are here today interviewing for the specific company, and how your background has led you here
- Be prepared to discuss *everything* on your resume

Behavioral Questions: Answer using STAR method

- Organize your answer (framework)
 - Situation, Task, Action, Result (STAR)
 - Situation, Action, Outcome (SAO)
 - Situation, Obstacle, Action, Result (SOAR)

COMPETENCY	QUESTION	HEADLINE	Situation	Task/Obstacle	Action	Results
Leadership	Tell me about a team project on which you took the lead or took charge of the project.	WFU Nashville Alumni	<ul style="list-style-type: none"> • Few events throughout the year • Little participation • Failed past leadership 	<ul style="list-style-type: none"> • Accruing participation • Re-establishing club • Regularity 	<ul style="list-style-type: none"> • Created ways to reach all types of alumni • Connected with alumni and local Nashville businesses to help us come up with creative programming • Started Facebook group 	<ul style="list-style-type: none"> • Held events catered to families, young adults, and retirees alike • Established ACC-wide young alumni event • Created annual summer picnic (first one was >40 people)

- Be concise
 - Focus on time management
 - Control the information flow for the interview
- Be sure to focus on what you did, not just what your team did
 - Don't just focus on the end result
 - How did your team achieve its goal?
 - What was your role in that process?

Behavioral Question Examples

Self-Awareness

- Tell me about yourself and your professional and personal interests.

Teamwork

- Tell me about a time when you felt truly collaborative in working with others. What was the situation? Describe your role in the process.
- Describe a time when you didn't get along with a team member. How did you ensure your team goals were met?

Flexibility

- Learning to function in an unfamiliar environment can be a daunting experience for newcomers. Have you experienced this before? Describe your approach to understanding your new environment/team/organization. How did you go about coming up to speed?

Commitment to Personal Growth

- Tell me about the toughest challenge or biggest failure you've faced. How did you handle it?

Judgment

- Describe a time when you needed to consider a range of options before zeroing in on a solution. What was the situation? How did you handle it?
- Describe a complex problem you encountered that required careful analysis on your part. What was the situation? How did you approach it?

Behavioral Questions: How can you prepare?

- Start with your accomplishments: What are you most proud of?
- Then think, for each story, “Which behavior does this illustrate?”
- Some people find a matrix helpful for story organization

Story #	Leadership	Strategy	Creativity	Analysis	Results	Project Mgmt
1		✓	✓		✓	
2				✓		✓
etc...	✓	✓			✓	

- After filling out the matrix, ask yourself if there are any stories you left out that the interviewer must know to truly “know you”

Example Matrix: Amanda

Amanda Interview Prep ☆

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	A	B	C	D
1	Stories			
2	Leadership (without authority) / pride	Leading webinar for Babelway. Why proud? Initiative, teaching myself. Raised my hand to take on the project.	Gordon - presenting in front of the board, entirely new project for us and them.	Creating TV internship position for myself.
3	Teamwork	Setting up workshop process for strategy. Experiencing challenges with strategy / execution handoff - working with multiple teams to coach them, institute formal training.	Cross functional team for Korea - Suzy, client, new Korean team internally, other teams internally. Had to align client's goals, Suzy's goals of growing the Korea business, internal goals of growing / building new group and retaining Korean-speaking employees. Had to prioritize goals and align with everyone internally.	Cross-collaboration between Boston and NYC.
4	Failure	Korea - issues with time difference, communication (language and across the full team), aligning on priorities. Learned how to structure these engagements differently in the future - regular meetings with the entire team, prioritize Skype for progress updates over email, etc.	Thundermist - difficulties in executing what we promised. Did not effectively prepare for the realities of 1) difficult ACA rollout, 2) very limited budget and 3) highly political non-profit leadership team. Was a great learning experience because I got to see what kinds of questions to ask upfront in order to make decks more practical, who to involve from the start, etc.	Difficult client caught a typo in a sales material that went out. Had to rebuild trust - added extra (free) hours for the client, instituted new quality control mechanisms internally.
5	Strengths	Communication skills - clients ask me to become more involved. New ISC projects for M&A, JV.	Communication skills - retained clients who wanted to leave (M3). How - face to face communication, negotiation on price, ability to listen to their concerns. About trust.	Independence - Scripto Sensu project.
6	Weaknesses	Delegating - continuing to work on this, like to have control over the process, really came to a head at TV.	Not candid enough - can apologize in an effort to maintain positive relationships, when maybe this isn't necessary. Spend less time on the problem, be very assertive in answer about assertiveness.	
7	Unmet customer need?	Online orders for M3.		
8	Building trust	Communication skills - retained clients who wanted to leave (M3). How - face to face communication, negotiation on price, ability to listen to their concerns. About trust. Using "we."		

Case-based Questions

- Recruiters want to assess your skills and abilities for a particular position.
- Typical questions might include:
 - How would you market Product X? How would you price Product X?
 - Estimate the market size for a CNS drug.
 - Walk me through the steps to value a Phase II drug in development.
 - Our generics business unit profitability has declined. Why?
 - How would you decide between pursuing a \$1B business development opportunity vs. five \$200m internal projects?
 - We are facing tough competition in the consolidation of our clinics. What are some factors to consider in maintaining a competitive advantage?
 - A national pharmacy chain wants to supply 90-day scripts instead of 30-day scripts to boost compliance. Explore the advantages, challenges, stakeholders, initial implementation, etc. for this.
 - We are evaluating dialysis center expansion to grow in the hospital inpatient dialysis segment. Explore the margins (data provided), which hospitals might be attractive partners, etc.

RESOURCES: HCC question bank; MBA schools' Consulting Club case books; peer knowledge; etc.



Case-based Questions: Techniques & frameworks

- **Marketing**
 - Porter's Five Forces
 - 4Ps (product, price, promotion, place)
 - 4Cs (consumer, costs, convenience, communication)
 - STP (segmenting, targeting, positioning)
 - Product launch decisions (which indication to pursue, which clinical trial to conduct, which market to launch first. competition)
 - Marketing funnel
- **Finance**
 - DCF, NPV, etc. (including modeling line items)
 - Valuation of assets in different stages of development
 - Comparable Company Method
 - Comparable Transaction Method

TIP: Consulting case prep might be helpful to understand basic frameworks, but you are not expected to be as detailed in your response for health care industry interviews.

Bringing everything together...

- Prep work needed: industry, company, products/brands, job
- General interview format (not necessarily in this order):
 - Resume walk-through
 - Company- and job-specific questions (preempt these!)
 - Behavioral questions
 - Industry-specific questions
 - Case-based questions
 - Q&A – very important!



Mature vs. Enterprise Interview Prep

- The interview questions and preparation process are generally the same
- Resources (e.g., HCC question bank, etc.) may be slightly more limited
- Enterprise Interview Prep session in the Spring

Our Experience – Amanda

Process

- Relied on conversations with company employees (and 2Ys) for interviews, as well as industry blogs and other company-specific resources
- Worked closely with peers also interested in similar companies to prepare; consolidated company information, mock interviewed each other, etc.
- Brainstormed stories prior to FRP based on previous interview questions
- Leveraged interview prep sessions from multiple sources (HCC, Marketing Club, MBACM)

Takeaways

- Be confident and conversational in behavioral interviews
- Start preparing early, and help one another

Tips

- Make sure you have a set of questions prepared for the end of the interview to demonstrate your interest in the company
- Focus on the results; strong stories will set you apart, particularly if you focus on specific actions you took and specific outcomes you generated
- Practice, practice, practice!

Our Experience – Kunal

Process

- Relied on informational interviews, former interns, etc. for tips
- Wrote out responses for predictable questions – e.g., resume walkthrough, behavioral questions, etc.
- Prepared questions for Q&A based on recent company news
- Focused most of preparation on industry and company news relevant to the position
- Briefly reviewed case questions (should have spent more time...)

Takeaways

- Great questions during Q&A will set you apart
- Expect case questions in every BD and strategy interview

Tips

- Reach out to others – 2Ys, former interns from other schools, etc. for ‘insider’ advice on the process and internship
- Try to get facetime with *relevant* company contacts ahead of the interview
- Organization and ‘insider’ advice > misguided preparation

Breakout Sessions

- **Pharma / Biotech Marketing**
- **Pharma / Biotech BD & Corporate Strategy**
- **Medical Devices**
- **Services and Provider**
- **Biotech / Enterprise**
- **Digital Health / Enterprise**

RESOURCES

Interview Resources

- Additional slides at the end of this presentation
 - MBACM
 - Mock Interview Program
 - MBACM sample interview questions (MBACM website)
 - InterviewStream
 - Health Care Club (links to resources in weekly newsletter)
 - Segment and company-specific question databases
 - List of second year internships and interviews
 - Example one-page overviews of critical company information
 - Cover letter sample document from current second year students
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- Reminders
 - Review Wharton Recruiting Policies
 - Check CareerPath for on- and off-campus job opportunities
 - There are job postings beyond CareerPath – explore!

MBACM Mock Interview Program

- Gain industry-specific interviewing knowledge and practice interviewing with a professionally-trained second year MBA student.
- Pre-FRP Mock Interviews:
 - January 11-14, 171 and 18 (FYs are eligible for 1 mock interview)
 - Sign-ups begin January 9: <https://web.wharton.upenn.edu/scheduler/index.cfm>
- Post-FRP Mock Interviews:
 - January 30 - April 4 (FYs are eligible for 1 more mock interview)
 - Sign ups open January 24: <https://web.wharton.upenn.edu/scheduler/index.cfm>
- Health Care Mock Interviewers / Career Fellows:
 - Amanda Wyatt
 - Kunal Kandimalla

ADDITIONAL SLIDES:
INDUSTRY QUESTIONS,
BEHAVIORAL QUESTIONS,
CASE QUESTIONS &
FRAMEWORKS,
COMPANY-SPECIFIC
QUESTIONS, OFFER
STATISTICS

INDUSTRY-SPECIFIC QUESTIONS

Industry-Specific Questions: Health Care

- **Wide variety of questions intent on assessing your industry knowledge**
 - **What are the main health care trends?**
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 - **What global trends are having the most influence on company strategies?**
 - **What are the most successful new product launches you have seen recently?**

BEHAVIORAL QUESTIONS

Behavioral Questions: Key behaviors

“Tell me about a time when...”



Behavioral Question Examples

Self-Awareness

- Tell me about yourself and your professional and personal interests.

Teamwork

- Tell me about a time when you felt truly collaborative in working with others. What was the situation? Describe your role in the process.
- Describe a time when you didn't get along with a team member. How did you ensure your team goals were met?

Flexibility

- Learning to function in an unfamiliar environment can be a daunting experience for newcomers. Have you experienced this before? Describe your approach to understanding your new environment/team/organization. How did you go about coming up to speed?

Commitment to Personal Growth

- Tell me about the toughest challenge or biggest failure you've faced. How did you handle it?

Judgment

- Describe a time when you needed to consider a range of options before zeroing in on a solution. What was the situation? How did you handle it?
- Describe a complex problem you encountered that required careful analysis on your part. What was the situation? How did you approach it?

Behavioral Question Examples (cont.)

Leadership

- Tell me about a time when you took a strong stand on an issue that you felt was important to your company, group, or project. How were you able to convince that your idea was the right one?
- Describe a time when a team member came to you for help. What was the situation? Describe your role in the process.

Creativity

- Tell me about a recent brainstorming session in which you participated. Describe your role in the process. What were the results?

Initiative

- Can you give some examples of things that would not have gotten done had you not intervened to get the ball rolling?

Behavioral Questions: Leadership/teamwork concepts

- Established a vision
- Secured resources
- Motivated & challenged teams
- Managed conflict constructively
- Led a team without direct authority over the team members

Behavioral Questions: Strategic thinking concepts

- Read a situation
- Anticipated issues
- Weighed alternatives
- Assessed implications
- Made a decision
- Achieved results

Behavioral Questions: Creativity/innovation concepts

- Took calculated risks
- Developed new approaches / ideas
- Sold the idea
- Mobilized resources

Behavioral Questions: Analytical thinking concepts

- Organized the issue
- Found and used multiple, relevant data
- Displayed flexibility with new information
- Drew sound conclusions
- Supported conclusions

Behavioral Questions: Commitment/results concepts

- Showed passion
- Took ownership (bias for action)
- Worked through tough situations
- Followed through on big and small projects

Behavioral Questions: Project management concepts

- Juggled
- Prioritized
- Anticipated
- Re-grouped
- Balanced strategy & tactics

Behavioral Questions: Learning from failure concepts

- Be able to clearly articulate what went wrong
- Then demonstrate how you:
 - Took responsibility
 - Made changes to address problems
 - Achieved positive result in the end
 - Distilled a lesson which was built upon in another setting

Behavioral Questions: Other concepts

- Communication skills
- Industry focus
- Passion for marketing, finance or business development
- Flexibility – Expect the unexpected
- Self-knowledge
 - What is the biggest mistake you have made? What did you learn from it?
 - What is your greatest strength and weakness?
 - How would team members describe you?

CASE QUESTIONS & FRAMEWORKS

Case-based Questions

- **Case-based questions are not used by every company, but you should still be prepared**
- **Companies use this approach as a direct test of a candidate's suitability for the job**
 - **Do you understand business principles?**
 - **Are you poised under pressure?**
 - **Can you communicate well?**
 - **Are you analytical but also creative?**
 - **Can you present well to senior managers, other departments, or colleagues?**

Case-based Questions: Types

- Marketing knowledge
- Business situation
- New product introduction
- Creativity

Case-based Interview Approach

- How should I approach a case interview?
 1. Before you answer:
 - Listen closely
 - Ask clarifying questions
 - Have a strategic framework (e.g., 4Cs, 4Ps)
 - Organize your thoughts
 2. During your answer:
 - Have consumer empathy and focus
 - Determine if there is a customer relevance
 - Always come back to the business objective
 3. And remember...
 - Don't forget the numbers
 - Ask more questions

General Strategic Marketing Frameworks

- 4Cs → Company, Competition, Customer, and Consumer
- 4Ps → Product, Price, Place, and Promotion
- SWOT → Strengths, Weaknesses, Opportunities and Threats
- Consumer Segmentation Process → Segment, Target, and Position

Health Care-Specific Case Frameworks: Strategic Marketing

- **Market Definition**

- Determine time period involved; a one-year plan is very different than a five-year plan.
- Definition needs to be focused enough so that market leadership is realistic but too narrow a definition may result in lost opportunities.
- Know your competition. Do not overlook non-traditional competitors or they will sneak up on you. For example, do you include OTC medications in the competitive set? How about natural remedies? What about other dosage forms (e.g., injectables)? What about generics or low-priced branded generics?

- **Buying Process** - Understand how decisions are made starting when the patient first arrives at the physician's office.

- Key decision points include origination, evaluation & diagnosis, treatment choice, brand choice, fulfillment, and compliance.
- Which decision point can you leverage to increase your probability of success? This will vary depending on market and product circumstances and the competitor situation.

Health Care-Specific Case Frameworks: Strategic Marketing (cont.)

- **Market Map**
 - Quantify the overall market opportunity based on your market definition
 - Identify and prioritize key market segments
- **Customer Portrait**
 - For the priority segments identified, gain an understanding of current behavior and why they are behaving that way (their environment, their goals and aspirations, their personal desires)
 - Determine which aspects of their profile are actionable
- **Benefit Ladder** - “Hierarchy of needs”
 - Safe and effective
 - Convenient
 - Affordable
 - Long-term benefits
 - Emotional needs
- **Product Positioning**

Health Care-Specific Framework: Integrated Campaign

- Pre-marketing (“creating the need”)
 - Opinion leader development
 - Physician education
 - Payor education
 - Patient education
- Product trial & usage
- Product pricing
- Sales force training and deployment
- Metrics and ongoing market research

COMPANY-SPECIFIC QUESTIONS

Company- & Job-Specific Questions

- **Why do interviewers ask company- and job-specific questions?**

Recruiters want to assess...

- 1) **How sincerely you want to work for them**
- 2) **How willing you are to accept an offer**
- 3) **How much you know about the company/position**

- **Key areas of focus:**

- **Product lines, company strategies, company culture, top competitors, their locations/your geographic preferences**

Company- & Job-Specific Questions

- **Typical questions:**
 - **Why do you want to work for Company X versus others?**
 - **Where else are you interviewing?**
 - **Why are you interested in Company X's industry or focus?**
 - **How do you feel about living in [Minneapolis]?**
 - **Have you talked to person X? (i.e. Wharton alum, someone from EIS)**
 - **With whom did you also interview at our company? What did you think?**
- **Particularly for these types of questions, try to answer them upfront in the interview by answering “Why Company X?” without prompt**

Abbott – Marketing

- Why marketing? Why health care?
- What are your location and job preferences?
- Why Abbott?
- Tell me about a time you...
 - Faced an unknown or complex situation
 - Supported my viewpoint in the face of disagreements
 - Gave my best presentation
 - Performed a statistical analysis
 - Used creativity,
 - Managed and completed many projects
 - Prioritized projects
 - Persuaded others to change their mind
- What accomplishment am I most proud of?

Becton, Dickinson & Co – Business Development

- What are your strengths, weaknesses, areas for improvement?
- What are you most proud of?
- How would you evaluate the attractiveness of a technology to our firm?
- How would you value the technology/company?
- Give me an example of a time that your team did not work well. What did you do?

Becton, Dickinson & Co – Marketing

- Walk me through your background.
- Tell me about your most significant accomplishment.
- How do you keep up with industry news and trends?
- Tell me about a time that you received feedback about your work and you used it to improve how you work.
- Tell me about a time that you received feedback on a piece of work and how you changed it.
- Tell me about a time that you saw an opportunity and went for it.

Celgene – Marketing

- Tell me about a leadership experience.
- Tell me about a time that you had to make a creative decision for a brand (can be a school experience).
- What is a product you think is marketed well (doesn't have to be health care).
- Why marketing?
- Would you rather start in brand management or strategic marketing?
- What are the big challenges you think our company is facing with our products?
- Tell me about a time you made a mistake and what did you learn?
- What do you think of DTC advertising?
- What would you change about your previous department if you were in charge?

Celgene – Strategic Planning

- Walk through resume.
- What brought you here?
- Why are you interested in Celgene?
- If you were the CEO of your company, what would you change?
- If you had \$50 million, would you invest in your last company? Why or why not?

Genentech – Business Development

- Resume walk-through.
- What are Genentech's revenues? Can you give me a sense for product revenues?
- Which Genentech product do you think is most innovative? Why?
- Where should we focus in terms of building our pipeline through BD?
- How would you value a drug?
- General note: be prepared to talk specifics about anything you mention about the company - they will dig to see exactly how much you know.

Genentech – Commercial

- Resume walk-through.
- Why Wharton? Why MBA?
- Why the product side of health care?
- Why biotech?
- Why Genentech?
- Leadership experience and role I took.
- What areas of Genentech I was interested in working in and why.
- What makes me unique?
- One word that my friends would use to describe me.
- Example of one accomplishment.
- Example of time you were innovative.
- Example of how you are comfortable with ambiguity.
- What makes you tick? Anything else?
- What are your strengths? Anything else?
- Why would you want to move to San Francisco?
- Tell me about a time you had to deal with conflict on a team .
- Pick a Genentech drug and walk me through how you would assess the market for it.
- What strategies would you recommend for a drug that has been on the market for 10 years and is facing increasing competition from newer drugs?
- Tell me about a time you championed a novel idea.
- What roles would you be interested in within Commercial?

Johnson & Johnson – Business Development

- Resume walk-through.
- Tell me a time when you had to influence a decision.
- Tell me a time when your values were challenged.
- How would you source deals?
- How would you take multiple opportunities and narrow down the scope?
- How would you go about utilizing the resources within J&J for deal evaluation?

Johnson & Johnson – Marketing

- Walk me through your resume
- Why J&J?
- Tell me about a time when...
 - You had to convince management of something
 - You had to motivate people outside your direct control
 - You had to make a decision under time pressure
 - You had to evaluate an opportunity
 - You had to make a decision based on research
- Say you are a brand manager of an infusion product and competitors are about to launch injection versions - how do you protect your market share?
- What are some creative ways you can think of to reach physicians in the face of shrinking sales forces and reduction in time they allow for reps to be face-to-face?
- Payors are becoming more important in the prescribing decision - how would you take this into account when developing a new drug launch strategy?
- Tell me about a time you faced an ethical dilemma at work. What was your response to this dilemma?
- Which internship role appeals to you and why?

Kaiser Permanente

- Why are you interested in providers / services?
- What type of role are you looking for? What would success look like to you at the end of your year (fellowship)?
- Where do you see yourself in 5 years? 10 years?
- Given health care reform/trends, what are the key areas you think are in need of innovation?
- Tell me about a time when you've worked on a team and had to deal with conflict.
- What does leadership mean to you? Tell me about a situation that most demonstrated your leadership ability.
- What are the top three traits that other people (friends and family) would use to describe you?
- What are the top three traits you would use to describe yourself?
- What are your development areas?
- How comfortable are you working with large data sets?
- Tell me about your most meaningful project and why it was meaningful to you.

Lilly – Marketing

- Walk me through your resume.
- Why health care?
- Why pharma?
- Why Lilly?
- Give me a leadership example.
- Where do you see yourself in 5 or 10 years?
- How would you measure a successful internship?

Medtronic – Business Development

- Walk me through your resume.
- What are the differences between banking and business development?
- Why not go back to banking/PE?
- What do you think is a good acquisition target for device companies?
- Tell me about a time you had to influence a group.
- Where do you want to be in 5 to 10 years?

Medtronic – Marketing

- How would your learning team describe you?
- What would they recommend you improve on?
- Why business school?
- Why the health industry?
- Why HCM?
- Where has HCM exceeded your expectations?
- Where has it fallen short?
- Why Medtronic?
- Where else are you recruiting?
- What are the 2 things I should remember about you when I leave here today?

Merck – Marketing

- Resume walk-through.
- Why Merck? Why marketing?
- What part of Merck are you most interested in? Why?
- Time you had to help a colleague unexpectedly.
- Time you were a leader.
- Teamwork question.
- Tell me about a time you came up with a novel idea, how you went about it, and what were the results.
- Tell me about a time that you disagreed with someone and how you went about resolving the issue.
- What are the challenges facing the health care industry?
- What are two important characteristics of a good marketer and what have you done that shows you have these characteristics?
- What other internship roles are you looking at?
- Case was centered around you having an established market leader drug and a new competitor has come in, made claims about its drug having higher efficacy and fewer side effects, and you are losing market share. What do you do?

Pfizer – Strategy & Business Development

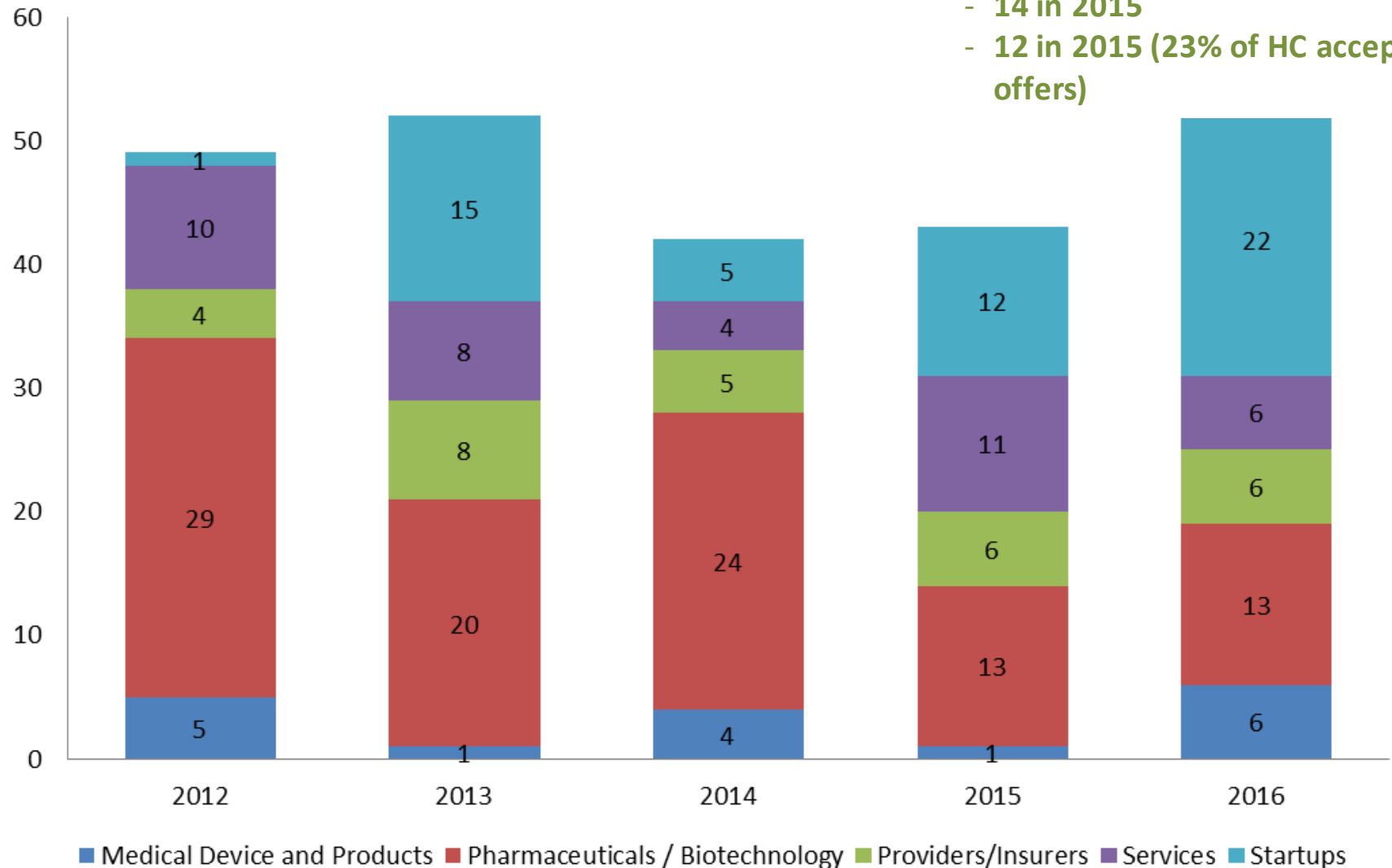
- Resume walk-through.
- Why pharma?
- Why Pfizer?
- What do you think of the Pfizer-Wyeth deal?
- What are your strengths and weaknesses?
- Tell me about a time you did an analysis.
- Tell me about a time you made a decision and received pushback.
- Questions for the interviewer?

OFFER STATISTICS

Healthcare Accepted Internships 2012-2016

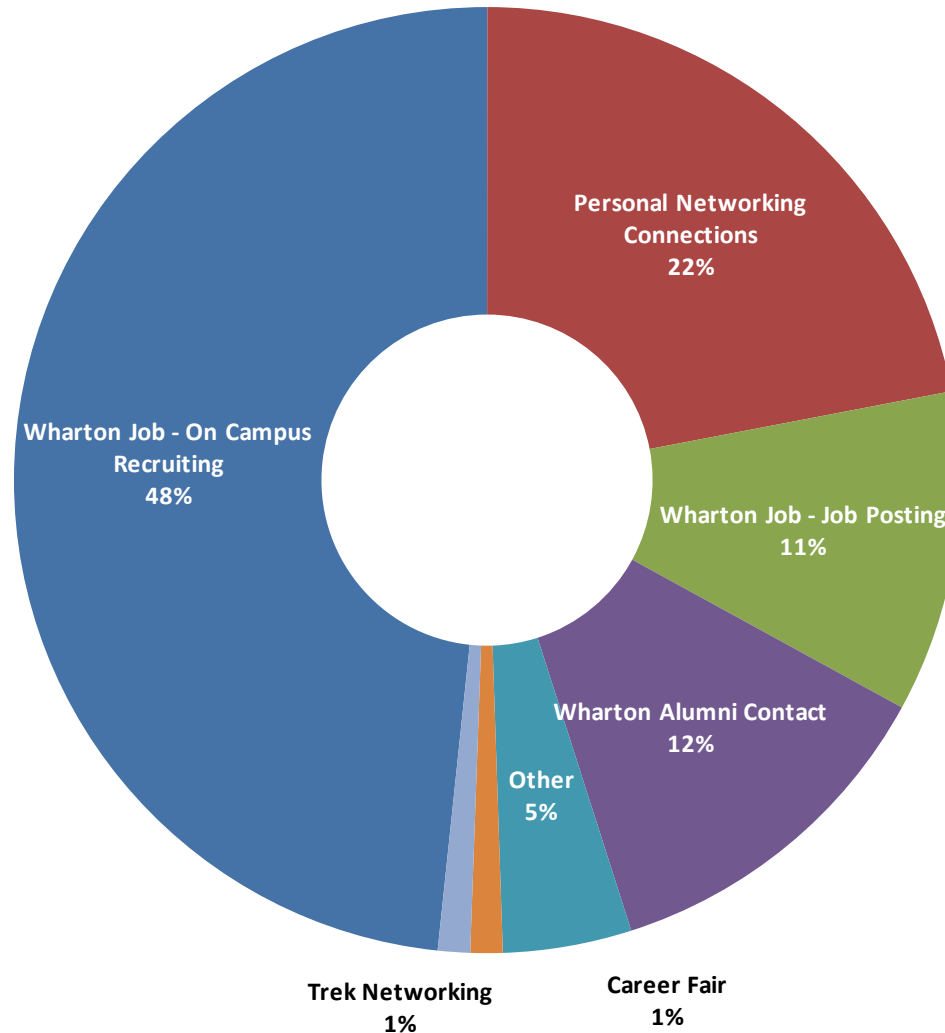
Non-HCM Majors:

- 14 in 2015
- 12 in 2015 (23% of HC accepted offers)



Source of Healthcare Internship Offers: Class of 2017

Data as of 7/2/16



Timing of Healthcare Internship Offers: WG 2017

