



# Industry Chat: Healthcare

August 2017

*Manisha Jain, Senior Associate Director*

*Amanda Rivera, Recruiting Relationship Manager*

*MBA Career Management*

# Agenda

- Healthcare Industry
  - Introductory Overview
  - Trends
  - Functions, Roles and Internships
- The Job Search
  - Recruiting and Summer Outreach
  - Recruiting Strategy and Timeline
- Hiring Data
  - Offers, Compensation and Sponsorship
- Healthcare at Wharton
- Q & A

# MBA Career Management Healthcare Team

**MANISHA JAIN**  
SENIOR ASSOCIATE  
DIRECTOR



## Career Advice

- Self-assessment & decision making
- Networking
- Industry Insight
- Resumes, Cover Letter & Interview Prep

## Corporate Relationships

- Develop employer outreach strategy with RRM

## Programming

- Develop programs for students interested in healthcare

**AMANDA RIVERA**  
RECRUITING RELATIONSHIP  
MANAGER



## Corporate Relationships

- Strategize best recruiting approach for variety of employers
- Co-manage employer relationships with Career Advisor
- Manage recruiting events

## Student Support

- Assist students with logistics of on-campus interview process, job board postings, etc.



Collaborate with professional clubs and research centers, including Healthcare, General Management, and Marketing Club.

# Industry Overview

# Industry Overview



# Health Care Subsectors

## Big Pharma



## Biotechnology



## Medical Devices



# Health Care Subsectors (con't)

## Services

MCKESSON

Davita

Jiff

MD Anderson Cancer Center  
Cooper  
Making Cancer History

athenahealth

ACCOLADE



TELADOC

CASTLIGHT HEALTH

CVS CAREMARK | Catalent

Collective Health



iorahealth

doximity

## Providers / Payers

Davita

Aetna

MEMORIAL SLOAN-KETTERING  
CANCER CENTER

Penn Medicine

CareCentrix

UMassMemorial

UNIVERSITY OF VIRGINIA  
HEALTH SYSTEM

KAISER PERMANENTE

UnitedHealthcare

NewYork-Presbyterian

Stride

HUMANA

Cigna

# Recent Trends in Healthcare

- Affordable Care Act (ACA) - ?
- Emphasis on value and outcomes, compared with the outdated focus on volume
- Digital Health
  - Patient-Centered Care
  - Transparency: Cost and Services
  - Telehealth
  - Increased Data Demands and Data Security
  - Wearable Tracking Devices
- Accelerated consolidation and collaboration
- Fast-paced transformation of health insurance into a true retail industry -  
The consumer is king
- Innovation - Personalized medicine



# Functions in Healthcare

## Marketing

- Opportunities at global, regional and country levels
- Drive product development, strategy and implementation; frequent interaction with external stakeholders and sales force, as well as R&D, finance & manufacturing

## Finance

- Assignments may be focused in any number of areas, including business development, treasury, strategic planning, corporate finance, business unit operations, or geographic sales

## Business Development/ Corporate Development

- Valuate and negotiate deals with third parties to broaden portfolio; may include mergers and acquisitions, licensing agreements, joint ventures, equity investments, and research collaborations.
- Establish and manage strategic relationships with other companies
- Small teams; can branch out into marketing or finance roles

## Strategy

- Solve business line / division challenges (e.g. business strategies, market entry, customer segmentation, etc.)
- Collaborate with a team to conduct interviews/research, analyze, synthesize and present results
- Small teams; can branch out into marketing or finance roles

# Functions in Healthcare

## General Management / Leadership Development Programs (LDP)

- High-profile, “fast-track” MBA programs designed to develop future leaders of the company
- Typically offer accelerated career advancement supported by customized training, senior executive exposure and mentorship
- Some programs include rotations across business units, functions, and/or regions during LDP period, with final placement in area of interest

# Sample Healthcare Internships

## **PFIZER** (Marketing)

- Organized and launched national series of educational programs prior to high-profile label update; developed program content and format at risk, a first for the division

## **ATHENAHEALTH** (Business Development)

- Developed acquisition integration strategy for acquired cloud-based electronic medical record provider by performing organizational sales and account management process cross-walks, staffing assessments, and best practice reconciliations

## **SANOFI** (Business Intelligence)

- Identified attractive M&A and licensing opportunities for newly-entered therapeutic area; Developed strategic rationale and analytics for selection of targets; Performed financial valuation for M&A

## **GENZYME** (Product Marketing)

- Prepared for the pediatric launch of a first in class biologic. Identified the key HCP segments and provided deep dive on role of the Pediatrician in this disease area. Conducted expert interviews with specialist HCPs, attended multiple disease specific conferences, and created and implemented Pediatrician survey.

# Sample Healthcare Internships

## **MEDTRONIC** (Corporate Development)

- Negotiated \$XXM supply agreement for a JV
- Developed acquisition-based strategy for Medtronic's entry into renal care services business in emerging markets

## **VERB** (Strategy)

- Built value model to guide buyers by partnering with clinical, technical, health economics teams to align product fit with different payment models; leadership deployed tool to support evidence strategy, train global sales teams

## **TELADOC** (Strategy)

- Analyzing and providing a recommended strategy for Teladoc compared with the electronic health record vendors, the second involved a business case and initial product definition for a telehealth physical therapy project

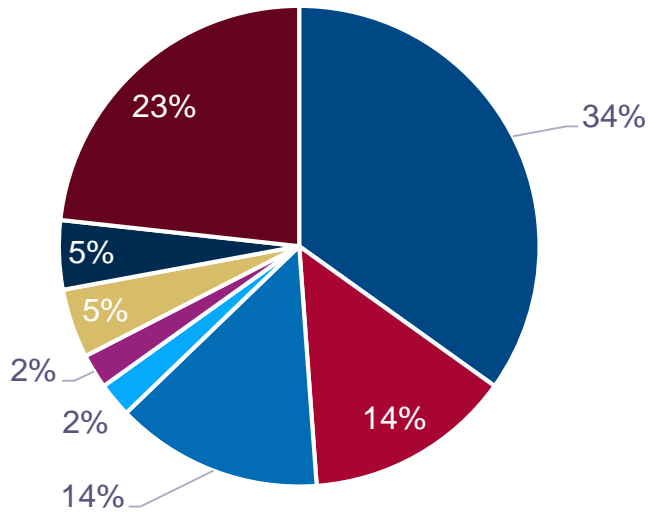
## **DAVITA HEALTHCARE** (Corporate Strategy)

- Worked on how dialysis patients are educated in the hospital on facility choice, working on dialysis, and insurance options. Teed up two opportunities for DaVita to fill gaps in patient education in the hospital going forward

# Functional Breakdown of Accepted Healthcare Offers

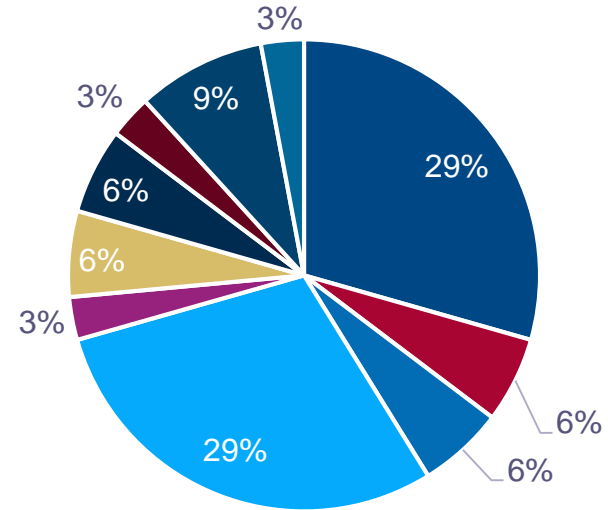
\*Preliminary data as of 7/28/17

## 2017 Internships



- Business Development
- Consulting/Strategy
- General/Project Mgmt/Mgmt Development
- Investment Management/Portfolio Mgmt
- Operations/Production Management/Supply Chain
- Other
- Product Development/Structuring
- Product/Brand Marketing

## 2017 Full Time

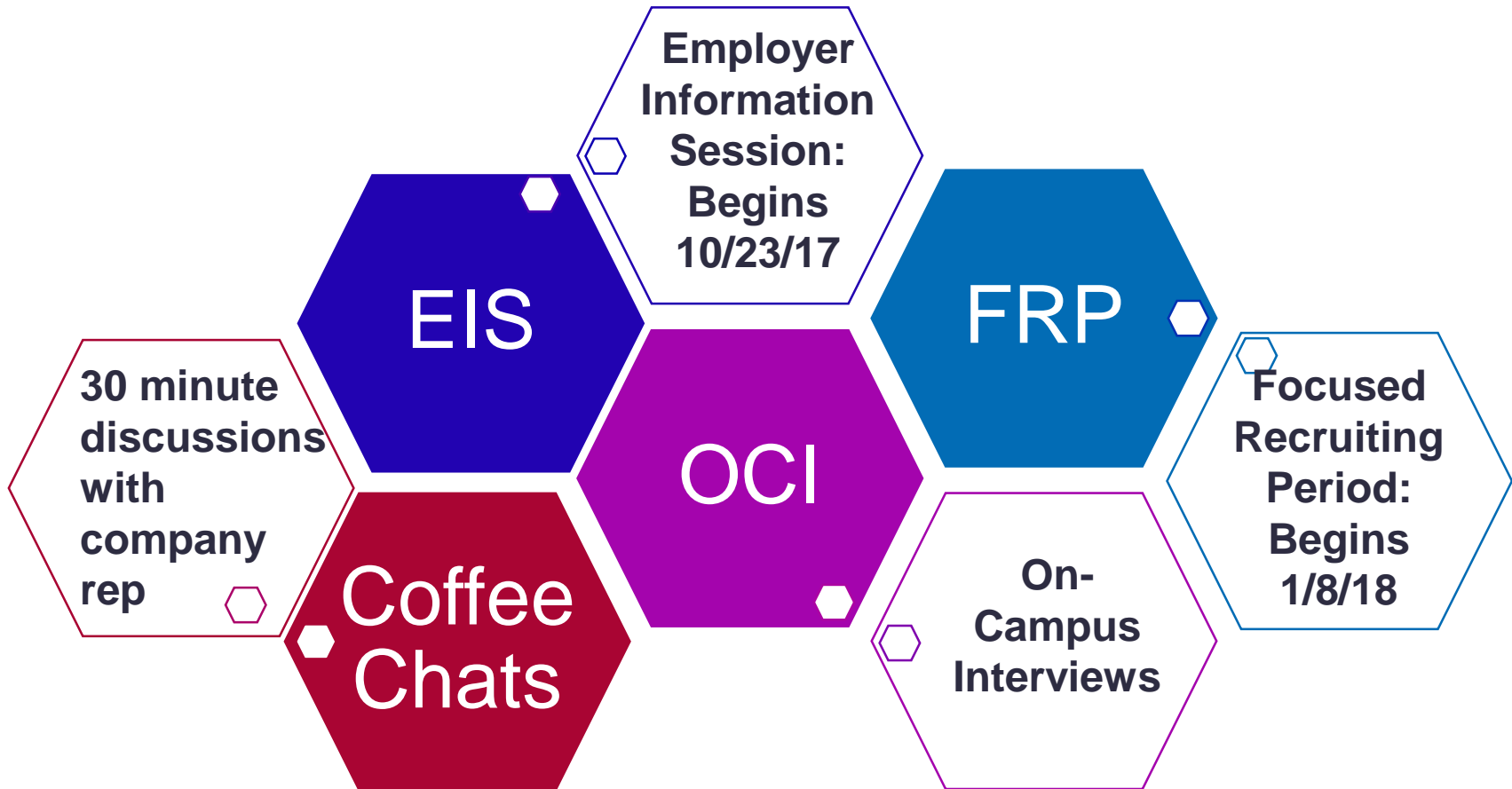


- Business Development
- Consulting/Strategy
- Entrepreneurial Management
- General/Project Mgmt/Mgmt Development
- Human Resource Management
- Operations/Production Management/Supply Chain
- Other
- Product Development/Structuring
- Product/Brand Marketing
- Sales

\* Class of 2017 data

# The Job Search

# MBACM & Recruiting Acronyms



# Two Strategies = Two skillsets

## MATURE

- Follow structured process and timeline
- Be ready for **when** an opportunity is available
- Prepare for and attend “formal” recruiting events
- Market your candidacy and differentiators
- Conduct on-campus interviews
- Manage heavy recruiting schedule in fall/winter

## ENTERPRISE

- Navigate unstructured process and timeline
- Be ready **if** an opportunity becomes available
- Prepare for multi-format networking opportunities
- Proactively build & leverage network, pitch solutions and employment opportunities
- Travel to companies and recruiters
- Sustain recruiting efforts throughout the year

Tailor your strategy to the company/role  
to ensure recruiting success



# Tailor Your Strategy to the Company/Role

## YOUR STRATEGY

MATURE

ENTERPRISE

### Ideal for firms that are likely to...

- Have an established timeline and process
- Recruit Wharton / other MBAs on a regular and annual basis
- Travel to campus and host recruiting events
- Have dedicated HR/Recruiting staff
- Interview on-campus during FRP
- Make offers to multiple students
- Employ multiple interns from Wharton and/or other schools

### Ideal for firms that are likely to...

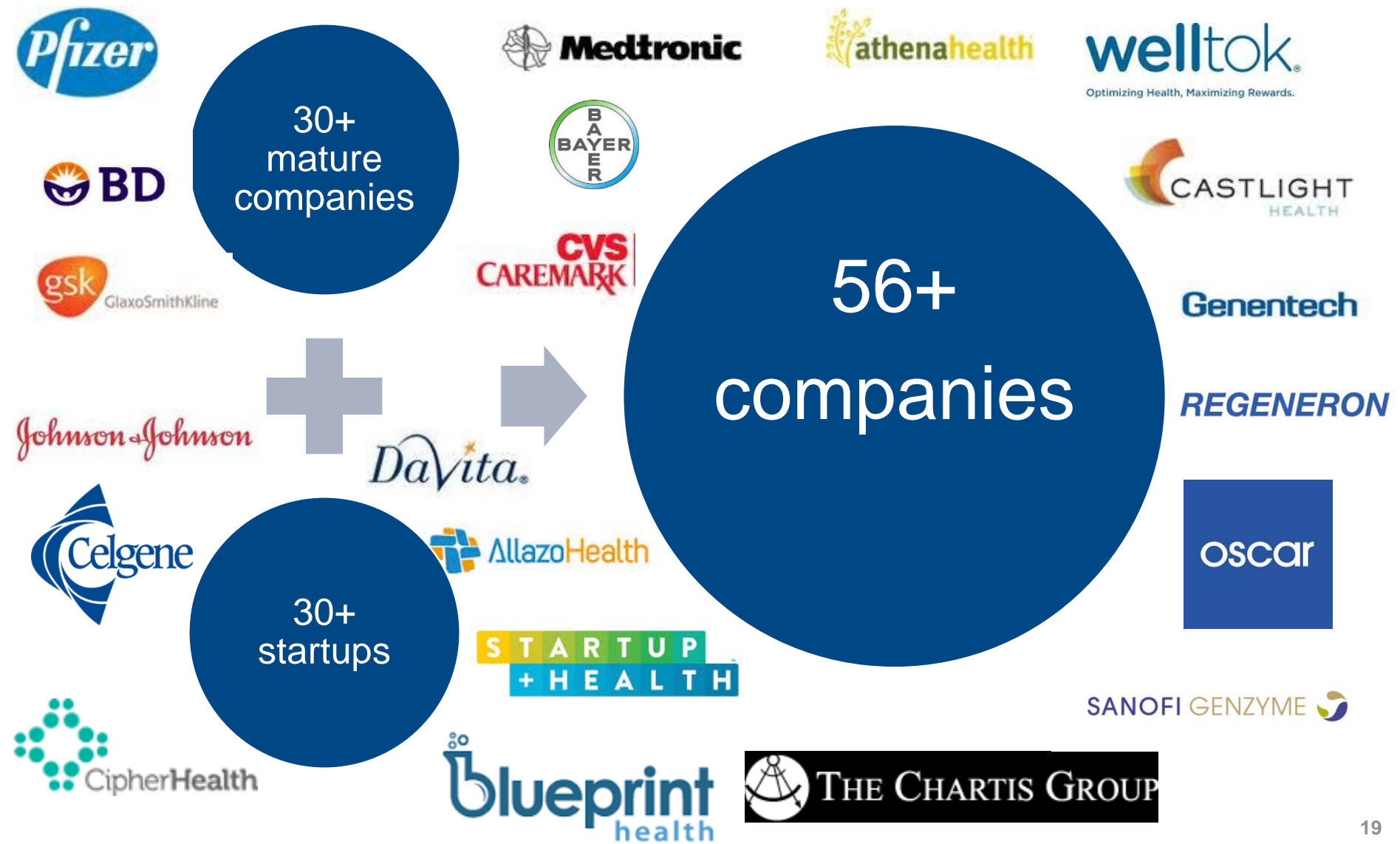
- Hire as needed, when needed
- Recruit Wharton / other MBAs sporadically, or are first time hirers
- Use more remote or virtual means to connect with students (less likely to visit campus)
- Have a small or no HR/Recruiting staff
- Interview by phone, web or on-site at company HQ
- Make a few or only one offer
- Employ one intern from Wharton and/or other school

# Company Example: J&J Pharma

|  | Yes | No |
|--|-----|----|
| Does the company have an established timeline or process for this role?      | ✓   |    |
| Does the company regularly recruit at Wharton for this role?                 | ✓   |    |
| Is there an HR/company representative dedicated to recruiting for this role? | ✓   |    |
| Will company reps be on campus to recruit for this role?                     |     | ✓  |
| Will the company be interviewing for this role during FRP?                   |     | ✓  |

CUSTOMIZED STRATEGY

# Representative Outreach List: Summer 2017

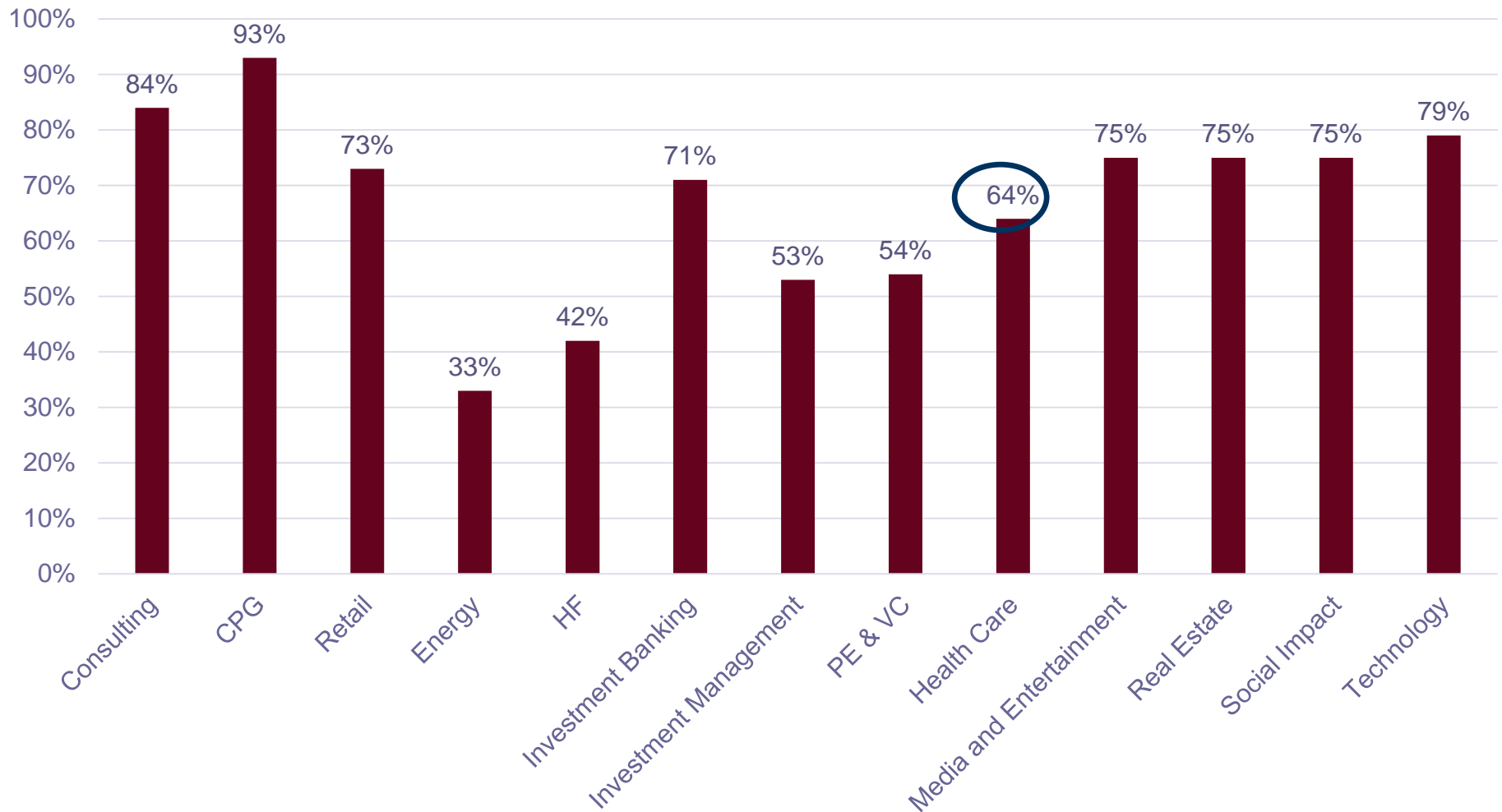


# What Healthcare Recruiters Seek...

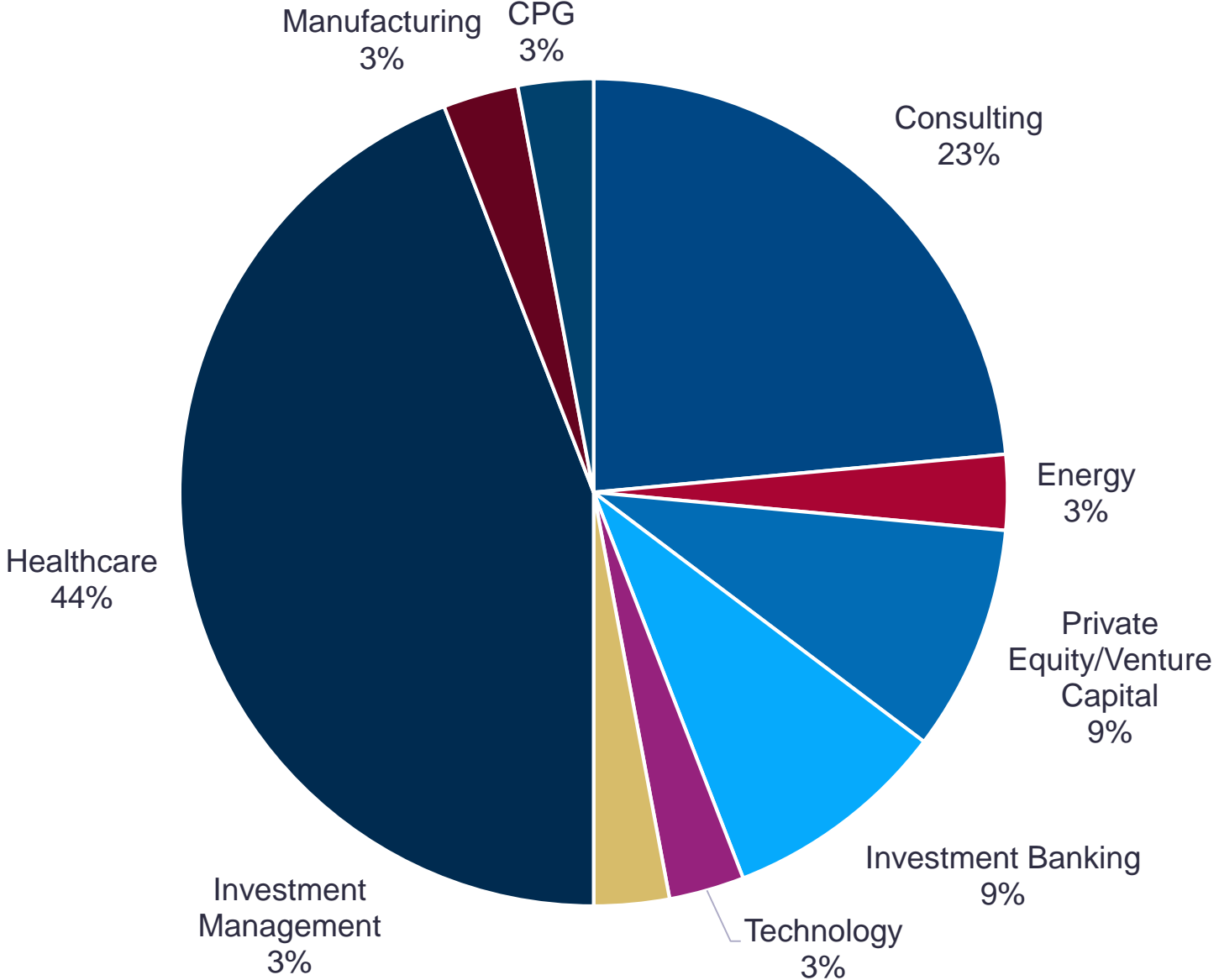
| Marketing   | Finance   | Business Development   | Strategy   |
|---|---|--|--|
| <p>Passion for healthcare is expected; healthcare experience is preferred</p>   |   |  |  |
| <ul style="list-style-type: none"> <li>• Leadership / teamwork</li> <li>• <b>Communication</b></li> <li>• <b>Creativity</b></li> <li>• Project Management</li> <li>• Analytics</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Analytics / quantitative</b></li> <li>• Teamwork</li> <li>• Communication / executive presence</li> <li>• Leadership</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Analytics</b></li> <li>• Strong foundation of <b>finance principles</b></li> <li>• <b>Strong subject matter expertise</b> (prior banking or consulting experience)</li> <li>• Presentation / persuasion</li> <li>• Interpersonal effectiveness / ability to build relationships</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Strategic thinking</b></li> <li>• Analytics / quantitative</li> <li>• Leadership / teamwork</li> <li>• Communication</li> <li>• Results</li> <li>• <b>Strong subject matter expertise</b> (prior consulting experience)</li> </ul> |

# Career Switching

% FT Accepted Offers – Reported “Industry or Function Change”



# Pre-MBA Experience: Healthcare



# Case Example



**AMY L. CHOWANSKY, WG15**

**Undergraduate Institution:** University of Pennsylvania

**Pre-Wharton:** ROSETTA - Independent digital *agency*



- Career Switcher & Non-HCM candidate
- Attended health care and CPG information sessions sponsored by MBACM
- Actively networked at company-sponsored social events; joined clubs; participated in cover letter and interviewing workshops sponsored by MBACM and clubs
- MBACM partnership: resume, interview prep, offer negotiation
- 4 great summer internship offers
- Internship at Pfizer; Full-time offer accepted
- Became MBACM Career Fellow

# Case Study: Recruiting in Healthcare Industry



**Tim Daubert**

- **Background :** Software start-up in pharmaceutical industry (2 yrs), followed by The Advisory Board Company (4 yrs)
- **Internship:** Strategy Intern at Nuna Health
- **Best advice:** It's easy to get caught up in the buzz of mature recruiting during the fall semester, but if you know you plan to recruit for a start-up, take the time to relax and just get your thoughts together. Also, when structuring your search, try to find a balance between casting a wide enough net but also staying targeted - there are tons of new digital health companies, and it helps to have some focus.



**Amanda Wyatt**

- **Background:** Consulting (marketing & strategy)
- **Internship:** Pfizer
- **Job Search Strategy:** Mature
- **Best Advice:** 1) Start with a wide list of target companies and narrow over time. It takes minimal time to attend EIS early on, but they are a critical source of information 2) Practice interviewing, even for behavioral questions. Outlining your key stories and achievements, and practicing how to answer different questions using these stories, will be critical to your success. 3) Identify advocates at your favorite companies. 4) Leverage other students to prepare.



# Case Study: Recruiting in Healthcare Industry



**Meagan O'Kane**

- **Background:** Biopharmaceutical process development
- **Internship:** Global Marketing, Celgene
- **Job Search Strategy:** Mature
- **Best Advice:** Be open minded! It is important to have a focus (e.g industry), but do not hesitate to apply for different positions at different firms. Speak to all the 2Ys who interned in your target position(s) but also at your target company. **You might be surprised to find a role you never considered sounds like the perfect fit.** Keep in mind that your initial impressions of a firm count for a lot, but they are not the whole picture. Be certain to engage with a company multiple times, and if you are still unsure of fit - apply anyway! You never want to limit your options.



**Michelle Ting**

- **Background :** Worked in executive search consulting, for healthcare and education
- **Internship:** Business Development and Operations at Doximity
- **Best advice:** Take advantage of the summer internship as a no-strings attached opportunity to try something different.

# Wharton MBA Alumni Survey 2014 – Industry Changes

| Industry change from 1 <sup>st</sup> to 2 <sup>nd</sup> place of employment |   |                                |                  |   |  |  |   |                |
|---|---|--------------------------------|------------------|---|--|--|---|----------------|
| 1 <sup>st</sup> place of Employment   | 2 <sup>nd</sup> Place of Employment           |                                |                  |   |  |  |   |                |
|   | Consulting and professional services<br>n=463 | Consumer goods/Retail<br>n=282 | Finance<br>n=822 | Government, Education, and Nonprofit<br>n=176 | Health, Biomedical, and Pharmaceuticals<br>n=188 | Manufacturing, Energy, and Construction<br>n=233 | Technology, Media and Telecoms<br>n=399 | Other<br>n=370 |
| Consulting and professional services<br>n=752                               | 221<br>(29%)                                  | 68<br>(9%)                     | 130<br>(17%)     | 43<br>(6%)                                    | 54<br>(7%)                                       | 61<br>(8%)                                       | 111<br>(15%)                            | 64<br>(9%)     |
| Consumer goods/Retail<br>n=252  | 36<br>(14%)                                   | 127<br>(50%)                   | 17<br>(7%)       | 8<br>(3%)                                     | 6<br>(2%)  | 13<br>(5%)                                       | 25<br>(10%)                             | 20<br>(8%)     |
| Finance<br>n=835  | 67<br>(8%)                                    | 26<br>(3%)                     | 570<br>(68%)     | 21<br>(3%)                                    | 19<br>(2%)                                       | 31<br>(4%)                                       | 36<br>(4%)                              | 65<br>(8%)     |
| Government, Education, and Nonprofit<br>n=95                                | 15<br>(16%)                                   | 0<br>(0%)                      | 11<br>(12%)      | 54<br>(57%)                                   | 1<br>(1%)  | 3<br>(3%)  | 5<br>(5%)                               | 6<br>(6%)      |
| Health, Biomedical, and Pharmaceuticals<br>n=152                            | 24<br>(16%)                                   | 2<br>(1%)                      | 6<br>(4%)        | 9<br>(6%)                                     | 85<br>(56%)                                      | 7<br>(5%)  | 10<br>(7%)                              | 9<br>(6%)      |
| Manufacturing, Energy, and Construction<br>n=236                            | 28<br>(12%)                                   | 18<br>(8%)                     | 35<br>(15%)      | 12<br>(5%)                                    | 9<br>(4%)  | 89<br>(38%)                                      | 21<br>(9%)                              | 24<br>(10%)    |
| Technology, Media and Telecoms<br>n=306                                     | 40<br>(13%)                                   | 23<br>(8%)                     | 17<br>(6%)       | 13<br>(4%)                                    | 5<br>(2%)  | 10<br>(3%)                                       | 178<br>(58%)                            | 20<br>(7%)     |
| Other<br>n=305  | 32<br>(11%)                                   | 18<br>(6%)                     | 36<br>(12%)      | 16<br>(5%)                                    | 9<br>(3%)  | 19<br>(6%)                                       | 13<br>(4%)                              | 162<br>(53%)   |

# Tips for Recruiting in Healthcare

- **Show Your Passion**

- ✓ Research the industry/sub-sector and know the trends
- ✓ Why healthcare?
- ✓ Why company X? Competitors
- ✓ Network and build relationships, starting with 2Ys and alumni (especially imp for enterprise roles)

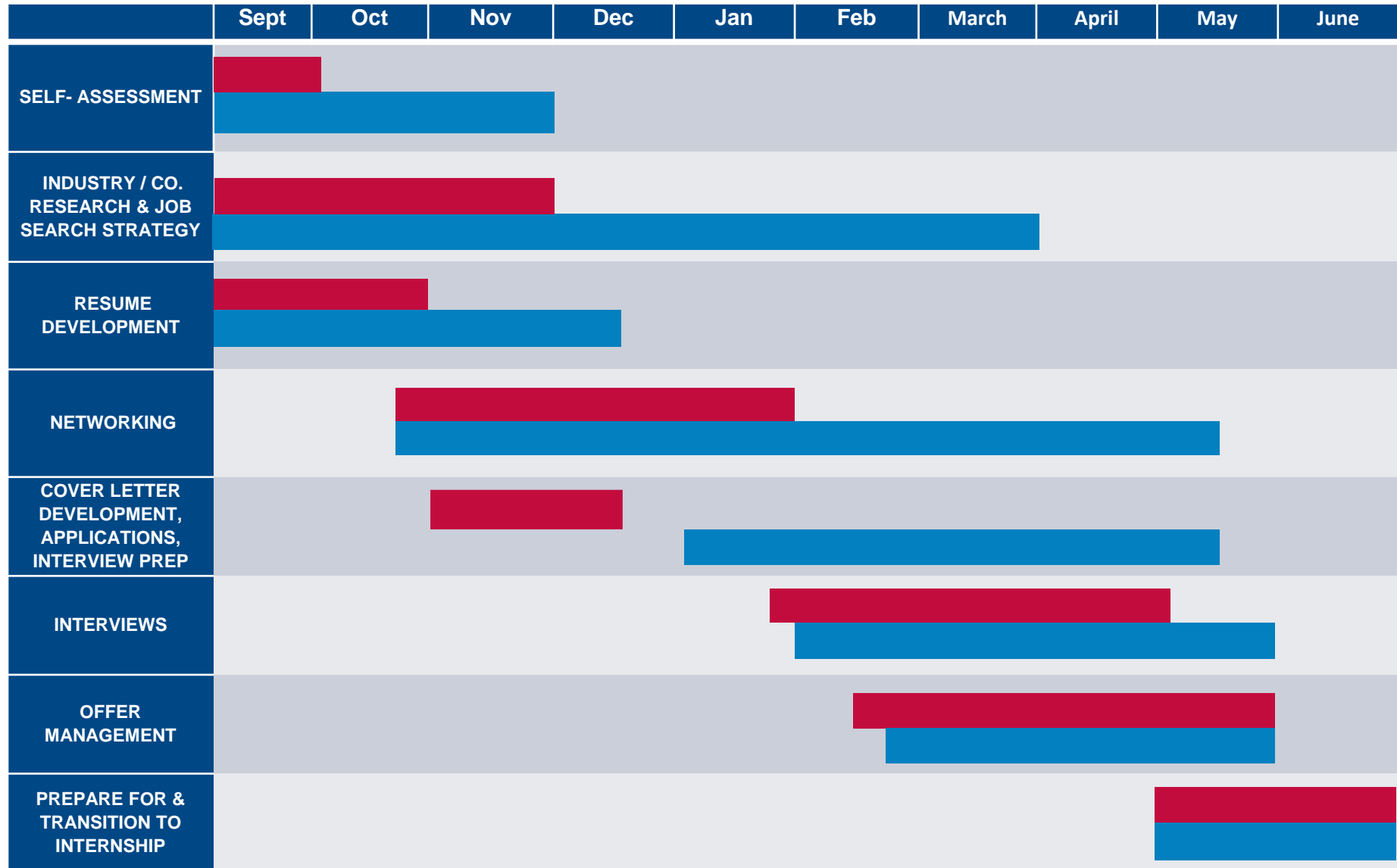
- **Career Switchers:**

- ✓ Function change: demonstrate your expertise in the industry
- ✓ Industry change: Communicate your functional skill sets and understanding of the industry

- **Leverage available resources**

- ✓ MBACM, HC Club and HCM

# Healthcare Recruiting Timeline

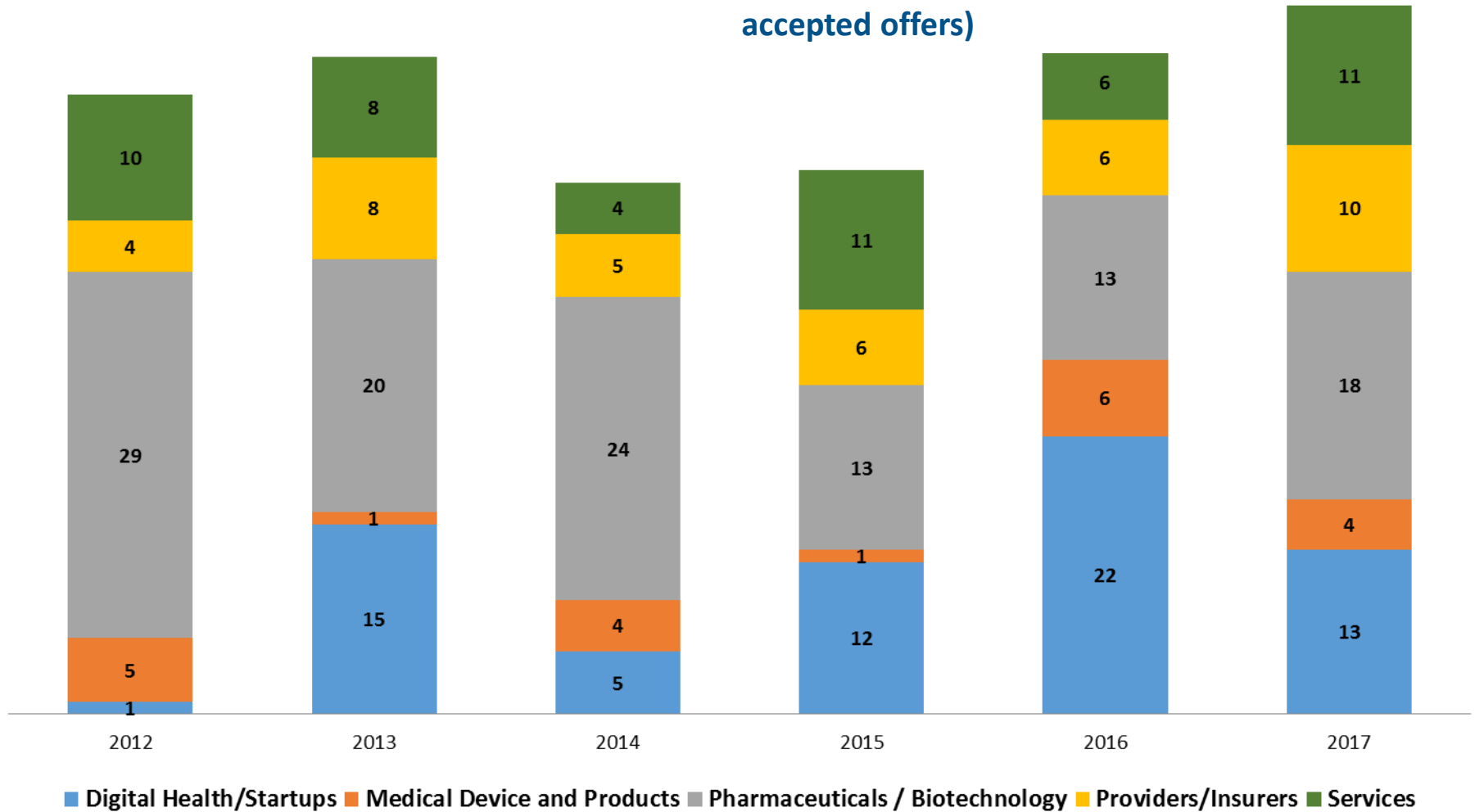


# Hiring Data

# Healthcare Accepted Internships 2012-2017

Non-HCM Majors:

- 12 in 2016 and 2017 (21% of HC accepted offers)



# Companies That Made Internship Offers in 2017

\*Preliminary Data as of 7/28/17

| Pharma/<br>Biotech  | Med. Device  | Providers/<br>Payers  | Services   | Start-Ups  |
|---|--|---|--|--|
| <ul style="list-style-type: none"> <li>• AbbVie</li> <li>• ACI Clinical</li> <li>• Amgen</li> <li>• AstraZeneca</li> <li>• Celgene</li> <li>• Eli Lilly and Company</li> <li>• Genentech</li> <li>• Guardant Health</li> <li>• Illumina, Inc.</li> <li>• Johnson &amp; Johnson</li> <li>• Merck &amp; Co., Inc.</li> <li>• Novartis</li> <li>• Pfizer</li> <li>• Regeneron</li> <li>• Sanofi</li> </ul> | <ul style="list-style-type: none"> <li>• Becton, Dickinson and Company</li> <li>• Medtronic</li> <li>• Ortho Clinical Diagnostics</li> </ul> | <ul style="list-style-type: none"> <li>• Aetna</li> <li>• Cigna</li> <li>• Penn Medicine</li> <li>• UPMC</li> <li>• CVS Health</li> </ul> | <ul style="list-style-type: none"> <li>• Athenahealth, Inc.</li> <li>• DaVita Health Partners</li> <li>• Enclara Pharmacia</li> <li>• Episource LLC</li> <li>• naviHealth</li> <li>• Steward Health Care System</li> <li>• UnitedHealth Group</li> </ul> | <ul style="list-style-type: none"> <li>• Accolade</li> <li>• Aledade</li> <li>• Berg Health</li> <li>• Bima</li> <li>• Denali Therapeutics</li> <li>• Doximity</li> <li>• Healthie</li> <li>• Iora Health</li> <li>• Modern Meadow</li> <li>• Nuna Health</li> <li>• Oncora Medical</li> <li>• Oxeon Partners</li> <li>• Verb Surgical</li> <li>• Welltok</li> </ul> |

# Companies That Made Full-Time Offers in 2017

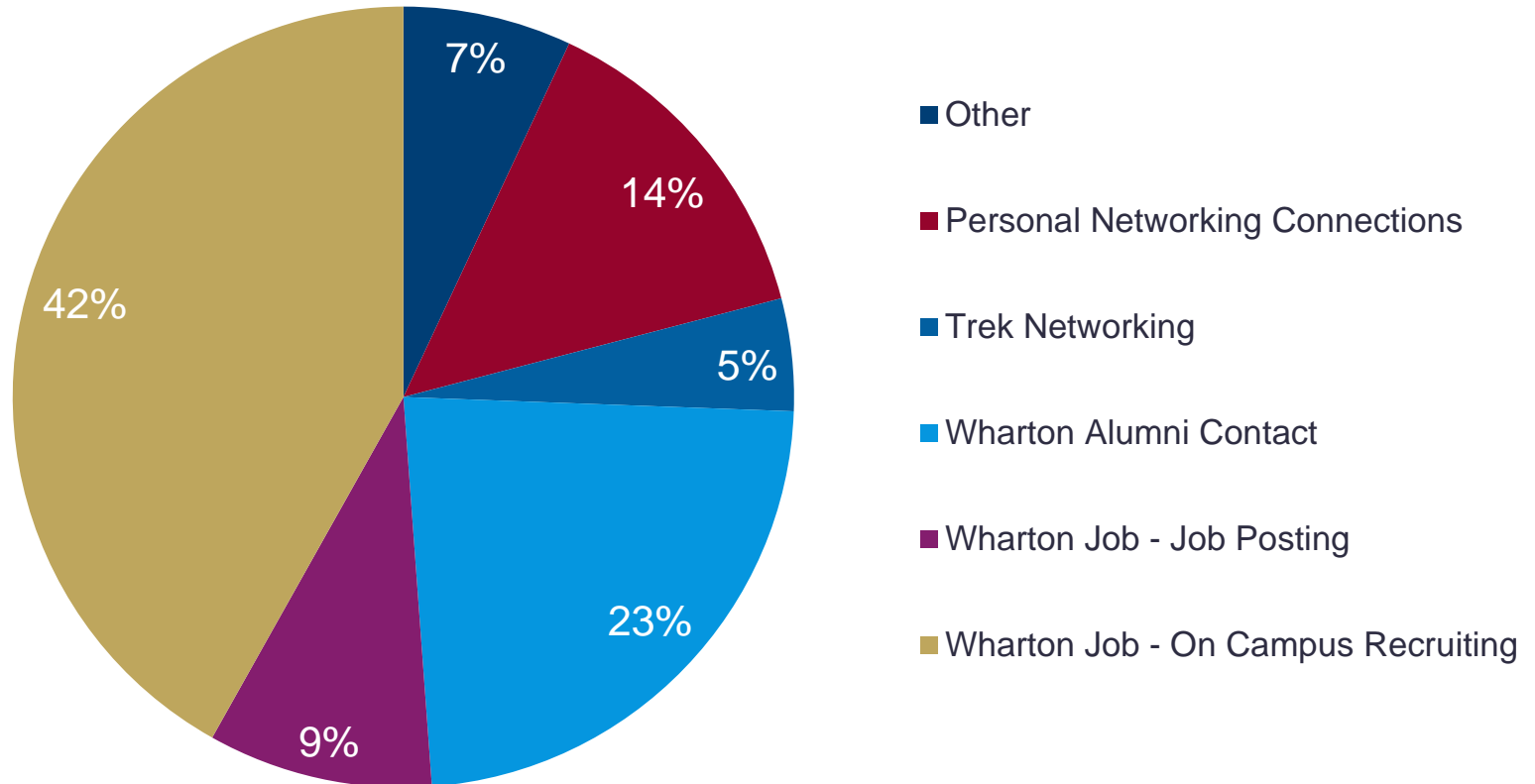
\*Preliminary Data as of 7/28/17

| Pharma/<br>Biotech   | Med. Device   | Providers/<br>Payers  | Services   | Start-ups   |
|--|---|---|--|---|
| <ul style="list-style-type: none"> <li>• Amgen Inc.</li> <li>• Bayer Corporation</li> <li>• Genentech, Inc.</li> <li>• GlaxoSmithKline Corp.</li> <li>• Johnson &amp; Johnson</li> <li>• Merck &amp; Co</li> <li>• Novartis AG</li> <li>• Shattuck Labs</li> </ul> | <ul style="list-style-type: none"> <li>• Ansell Healthcare</li> <li>• Integra Life Sciences</li> <li>• Medtronic</li> <li>• Philips Volcano</li> <li>• Nevro</li> </ul> | <ul style="list-style-type: none"> <li>• CareMore</li> <li>• Cigna</li> <li>• Cornell-NY Presbyterian</li> <li>• Hospital of the University of Pennsylvania</li> <li>• IU Health</li> <li>• UnitedHealthCare</li> </ul> | <ul style="list-style-type: none"> <li>• Cardinal Health</li> <li>• DaVita Healthcare Partners</li> <li>• Episource</li> </ul> | <ul style="list-style-type: none"> <li>• Denali Therapeutics</li> <li>• Doximity</li> <li>• Flatiron Health</li> <li>• Halo Neuroscience</li> <li>• Health Verity</li> <li>• Nuna Health</li> <li>• Oak Street Health</li> <li>• Oncternal Therapeutics</li> <li>• Teladoc</li> </ul> |



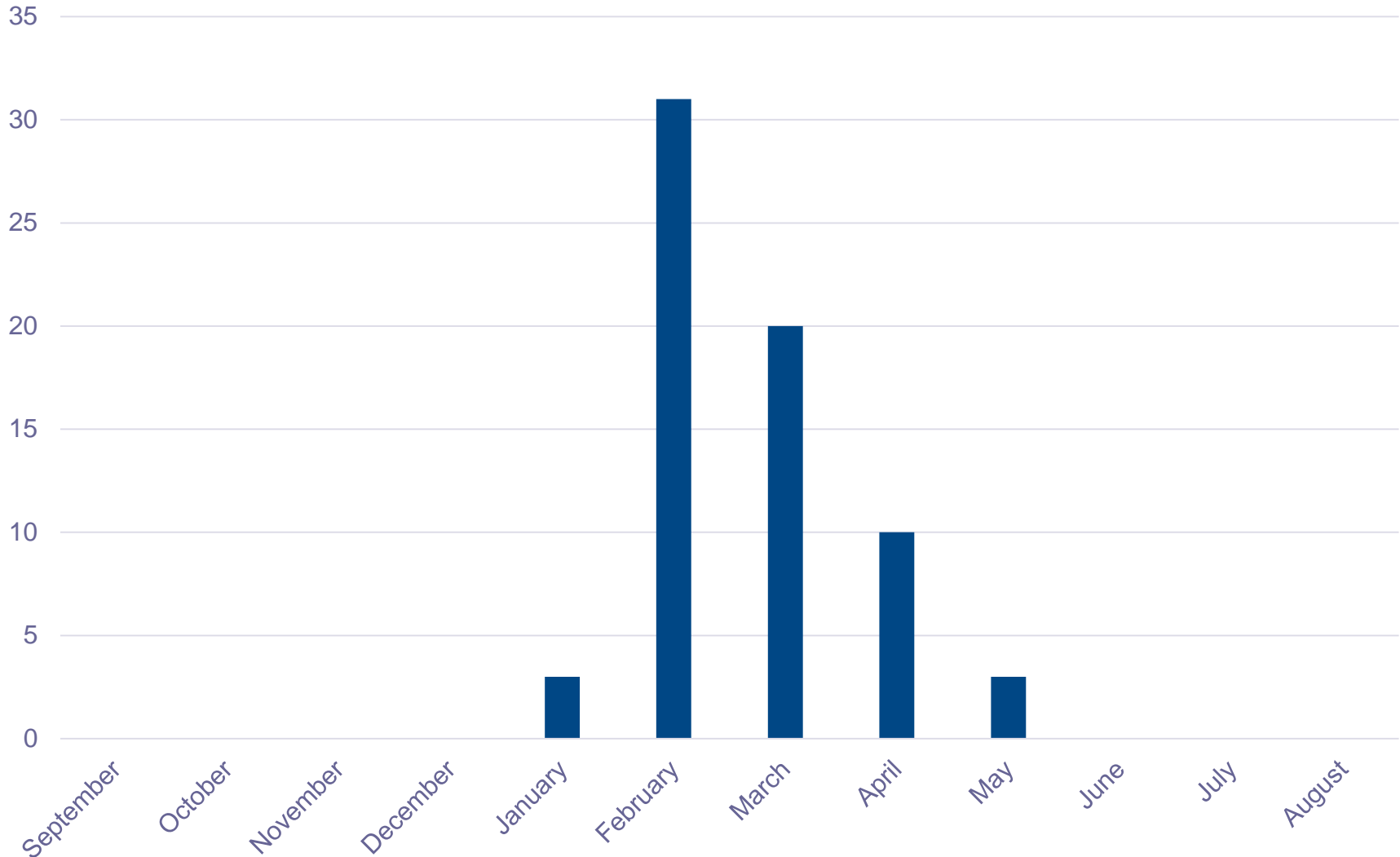
# Source of Internship Offers: Class of 2018

\*Preliminary data as of 7/28/17



# Timing of Internship Offers: Class of 2018

\*Preliminary data as of 7/28/17



# Timing of Full-Time Offers: Class of 2017

\*Preliminary data as of 7/28/17



# Internship Salary Breakdown: Class of 2018

\*Preliminary Data as of 7/1/16

| Healthcare            | Mature            |
|-----------------------|-------------------|
| Monthly Salary Range  | \$4,300 - \$9,533 |
| 25% Monthly Salary    | \$7,250           |
| Median Monthly Salary | \$7,800           |
| 75% Monthly Salary    | \$8,017           |

| Healthcare            | Startups          |
|-----------------------|-------------------|
| Monthly Salary Range  | \$1,400 - \$8,667 |
| 25% Monthly Salary    | \$6,067           |
| Median Monthly Salary | \$6,717           |
| 75% Monthly Salary    | \$7,500           |

Median for  
all startups:  
\$5,200

# FT Salary Breakdown: Class of 2017

\*Preliminary Data as of 7/28/17

| <b>Healthcare</b>           |                    |
|-----------------------------|--------------------|
| <b>Number Accepted</b>      | 34                 |
| <b>Annual Salary Range</b>  | \$55,000-\$200,000 |
| <b>25% Annual Salary</b>    | \$110,000          |
| <b>Median Annual Salary</b> | \$125,000          |
| <b>75% Annual Salary</b>    | \$130,000          |
| <b>Median Sign-On Bonus</b> | \$20,000           |

# Wharton MBA Alumni Survey 2014 - Total Compensation

Median (25<sup>th</sup> percentile/75<sup>th</sup> percentile)

|  | 2010-2014                          | 2005-2009                          |
|--|------------------------------------|------------------------------------|
| <b>Health, Biomedical,<br/>and Pharmaceuticals<br/>n=312</b> | \$187,500<br>(\$126,750/\$243,750) | \$240,000<br>(\$195,950/\$372,500) |
|  | D 60                               | D 61                               |

# Companies that Sponsor Visa for International Students

- AdhereTech
- Alnylam Pharmaceuticals
- Amgen
- Ansell
- Bayer Corporation
- Becton & Dickinson
- BioMarin Pharmaceuticals
- CVS Health
- Decision Resources Group
- Episource
- Fathom
- Genentech
- Gilead
- Halo
- Helex Asia
- Iora Health
- Johns Hopkins Medicine International
- Medidata Solutions
- Nomad Health
- Novartis AG
- Shire Pharmaceuticals
- Steward Health Care System
- UCLA Health System
- Welltok
- Zimmer Biomet

# Health Care at Wharton



# MBACM and Health Care Club Work as a Team

## MBACM

### Employer Relationships

- Industry relationships and firm knowledge
- Identify job opportunities
- Facilitate employer-student relationships

### Skill Development

- Job search skill workshops
- Resume reviews
- Mock interviews

### Advising

- Self assessment tools
- Support in setting priorities, job search planning, etc.

## HEALTH CARE CLUB

### Career related events

- Career treks
- Lunch & learns
- Speaker series
- Coffee chats

### Skill Development

- Education and enrichment events
- Job search skill workshops

### Advising and Mentorship

- 1Y/2Y peer mentorship
- Alumni mentorship programs

**The VPs of Careers for HCC (a 1Y leadership oppty) serve as liaisons to MBACM to coordinate efforts**



- ~220 members, including both Health Care Management majors and non-majors
- Highest rated professional club at Wharton

#### Highlights:

- Weekly newsletter aggregates key events and opportunities
- Career support throughout the entire process
- Professional enrichment through industry and peer speakers
- Some of the best social events of the year, including an annual boat party
- Kickoff party tentatively scheduled for 9/19

# Next Steps and Resources

- **MBACM**

- One-on-one advising sign-ups open now; sessions begin 9/5
- Attend career workshops and utilize resources on MBACM website
- Work on your resume; submit through CareerPath by 9/11 for MBACM feedback
- Complete your CareerPath profile with industry preferences
- Create saved job searches
- Check out SPIKE Calendar for EIS schedule

***Read emails from MBACM for important information on upcoming events and deadlines***

# Next Steps and Resources

- **Healthcare Club**
  - Join the club, plan treks etc.
- **Wharton Community**
  - Begin networking with your classmates
  - Search offer directory to identify 2<sup>nd</sup> years and target firms  
*(Note: search criteria includes work authorization status)*
  - Start your target list of companies and roles

# Upcoming MBACM Workshops

- Sept 5, 6, & 7      Resume Book Training
- Sept 12              International Student Resource Event
- Sept 18 & 19      Navigating CareerPath & MBACM Website
- Sept 25              Networking Formula for Success
- Sept 26 & 27      Developing Your Pitch

- Register through CareerPath -

# How We Will Communicate With You

## CLASS EMAILS

- Friday delivery (typical)
- Deadlines, workshops, and resources

## INDUSTRY ALERTS

- Sunday delivery
- Based upon industry preference in CareerPath (opt-in)
- Application deadlines, jobs, and recruiting events

## ADVISOR EMAILS

- Delivery as needed
- Industry-specific advice
- Recommended resources
- Reminders and deadlines

## SOCIAL MEDIA



@WhartonMBACM

#WhartonMBACM

# Contact Information

## Wharton MBA Career Management

50 McNeil Building, 3718 Locust Walk, 215-898-4383

Website: <http://mbacareers.wharton.upenn.edu/student>

General Email Inquires: [mbacareers@wharton.upenn.edu](mailto:mbacareers@wharton.upenn.edu)

Manisha Jain, Career Advisor

[jmanisha@wharton.upenn.edu](mailto:jmanisha@wharton.upenn.edu)

Amanda Rivera, Recruiting Relationship Manager

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Questions?

# APPENDIX

# ALT SLIDE FORMATS: Case Examples & Career Pathways