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MBACM INTERVIEW TRAINING SESSION: HEALTH CARE

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December 6, 2017



Introduction



Aya Ben David & Meagan O’Kane, MBACM Health Care Career Fellows

- Second-year MBAs
 - Aya: Health Care Management
 - Meagan: Health Care Management



- Assists students with interview preparation including informational sessions, resume review, and mock interviews



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 qualities and skills employers look in candidates
2. Understand interview structure and format(s)
3. Develop practical ways to efficiently prepare for interviews
4. Provide additional resources to help you prepare (MBACM, CF, etc.)

Disclaimer

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

Today's Agenda

1. Focused recruiting overview
2. Interviewing deep dive
 - a. Industry, company, and job-specific questions
 - b. Resume walk-through
 - c. Behavioral questions
 - d. Case-based interviews
 - e. Mock interviews
3. Break-out sessions
 - a. Device, Pharma (BD/Marketing), Digital Health, and Enterprise

Focused-Recruiting Period: What To Expect



- ***First-round Interviews***

- Held in Career Services suite from **Jan 8 - Jan 11, 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

Focused-Recruiting Period: Notification and Sign-Up Dates

All applicants are notified of their status on the Invited Student Sign-up Start date

Notification will be sent the morning of 12/5-12/13

- Shortlisted: Guaranteed a slot before alternate sign-up date
- Alternate: Not guaranteed a spot
- Not invited: Walk-in Apps

OCI Periods

Round Timeline Internship Interviews 2018

Period	Start Date & Time	End Date & Time
Student Application Period	10/23/2017, 12:00 AM	12/1/2017, 11:59 PM
Employer Decision Period	12/2/2017, 12:00 AM	12/6/2017, 11:59 PM
Invited Student Sign-Up Period	12/7/2017, 5:00 PM	1/1/2018, 11:59 PM
Alternate Student Sign-Up Period	1/2/2018, 5:00 PM	1/4/2018, 11:59 PM

Interview Resources

- **MBACM**

- Mock interview program
- MBACM sample interview questions (MBACM website)
- InterviewStream

- **Health Care Club**

- 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

**Check out
additional slides
at the end of this
presentation**

- **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**
 - December 1-8
- **Post-FRP Mock Interviews**
 - January 16 - March 30 (FYs are eligible for 1 more mock interview)
 - Sign-ups open January 12

What information should you *absolutely* know?



BE CONFIDENT!

BE PASSIONATE!

Industry-Specific Questions: How can you prepare?

INDUSTRY ANALYSIS AND MARKET RESEARCH

- BCC Research
- Datamonitor 360
- MarketResearch.com Academic
- Thomson 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

Wide variety of questions structured to assess overall industry engagement and knowledge

- What are three major health care trends?
- What challenges face the health care industry?
- How will technology impact health care?
- What impact will pharma consolidation have on industry?
- How has the role of payors changed industry?
- What impact will health care reform have on industry?
- How will ACOs affect health care delivery?
- Which global trends most influence corporate strategy?
- What are some recent examples of successful new product launches?

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

- Google alerts



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Speak with current/former employees to understand the company (values, culture, key differentiators, etc.) from an insider's perspective

Company & Job-Specific Questions

- Example questions
 - Why do you want to work for Company X?
 - 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? (e.g. Wharton alum, someone from EIS)
 - With whom did you interview at our company?

For these types of questions, try to answer them upfront by answering “Why Company X?” *unprompted*

Resume Walk-Through

- Tell me about yourself = walk me through your resume
- Recruiters want to know:
 - 1) Who you are and how you got to where you are today
 - 2) Why did you make these decisions
 - 3) How your skills, experiences, and motivations relate to the job
- Be **concise** and **relevant**
- Focus on transition points – highlight “why”
- End with why you are interviewing for the specific company
- Be prepared to discuss *everything* on your resume

Behavioral Questions: Key behaviors

“Tell me about a time when...”



Behavioral Questions: How to select stories?

- Start with your accomplishments: What are you most proud of?
- Then think, for each story, “Which behavior does this illustrate?” - Breadth of experiences
- 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”

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 ~90-120 seconds per story
 - Selecting the most relevant story is more important than answering quickly
- Focus on what you did (not what your team did)
 - What was your role?
 - How did you achieve your goal?
 - What was the impact (on the team / organization)

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?

Example Matrix

	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 utilize “case” questions to assess capabilities and logic
- 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.

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

Consulting case prep might be useful for basic frameworks, but you are NOT expected to be as detailed in your response for HC industries

Our Experience – Meagan

PROCESS

- Gathered information: industry, company, and position
- Attended/viewed CM prep sessions/webinars
- Outlined 3 key stories per behavioral “theme”
- Utilized mock interview to assess level of preparation req’d
- Contributed to peer reviewed company one-pagers
- Created industry/role specific interview prep groups

TAKEAWAYS

- Prioritize preparation by company, not interview schedule (within reason)
- Start early and practice often with CM, CFs, friends, family, etc.

TIPS

- Ensure each story ends with *clear, impactful* results and “what I learned...”
- Come prepared with **multiple** questions! Be unique, but keep your audience in mind (i.e. Don’t ask cancer franchise rep a question about diabetes)
- **BE PASSIONATE**
- Practice, practice, practice to be confident you put your best foot forward

Our Experience – Aya

PROCESS

- Followed this info session handout
- Researched, made calls, read, prepared - 10ks, analyst reports, company material.
- Created a story worksheet - STAR with 6 key versatile stories
- MOCK interviewed + implement feedback
- Practiced my resume walkthrough and stories out loud, multiple times, knew them inside out

TAKEAWAYS

- Doing the work IS the learning
- Learn each company's 'language'
- Practice makes perfect

TIPS

- Coming up with your best stories takes time - I rewrote mine at least 3 times. Utilize winter break wisely
- Tie your stories to your resume
- Read the company's values - often behavioural questions refer to them
- Know most recent news to speak about topics that are 'on their mind'
- Know which points you HAVE to get across

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
- Job posting typically come out later in the year - Enterprise Interview Prep session in the Spring

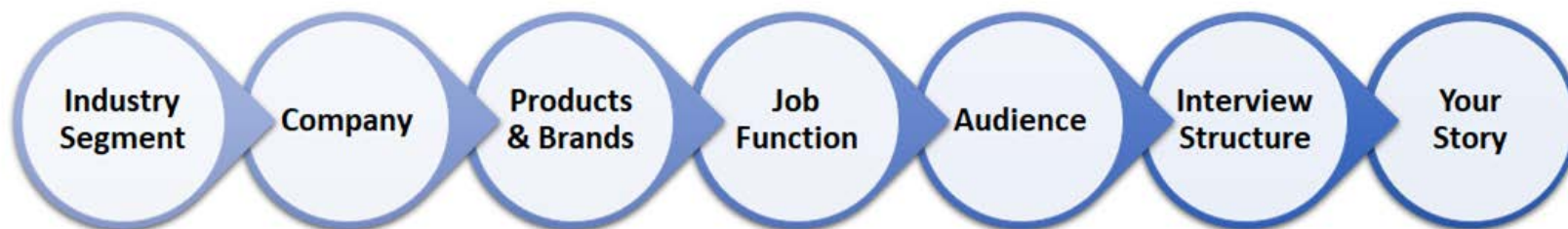
Interview Structure - Bringing everything together...

Prep required

- Industry, company, products/brands, job function

General interview format (in no particular order)

- Resume walk-through
- Company and job-specific questions
- Behavioral questions, industry-specific questions, case-based questions
- Q&A





Questions?

Breakout Sessions

- **Pharma / Biotech Marketing - Matt / Susan**
- **Pharma / Biotech BD & Corporate Strategy - JC / Meagan**
- **Medical Devices - Alison / Aya**
- **Services and Provider - Julie**
- **Biotech / Enterprise - Pankaj**
- **Digital Health / Enterprise - Dan**

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

INDUSTRY-SPECIFIC QUESTIONS

Industry-Specific Questions

- **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?

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'd)

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
- 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

For additional pharma, biotech, and med device questions, please check out the Health Care Club database [here!](#)

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?
- **Try to answer these questions upfront by answering “Why Company X?” unprompted**

**COMPANY-SPECIFIC
QUESTIONS**
On-Campus Recruiting

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).
- 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?

Celgene – Business Development

- Who are our competitors?
- Tell me about feedback you received from a manager/peer; did you solicit the feedback?
- If you were the CEO of your previous company, what would you change?
- If you had \$50 million, would you invest in your previous 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?

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?

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?

**COMPANY-SPECIFIC
QUESTIONS**
Off-Campus Recruiting

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?

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?

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?

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?
- Case - recent acquisition / business they have been evaluating

Becton, Dickinson & Co – Marketing

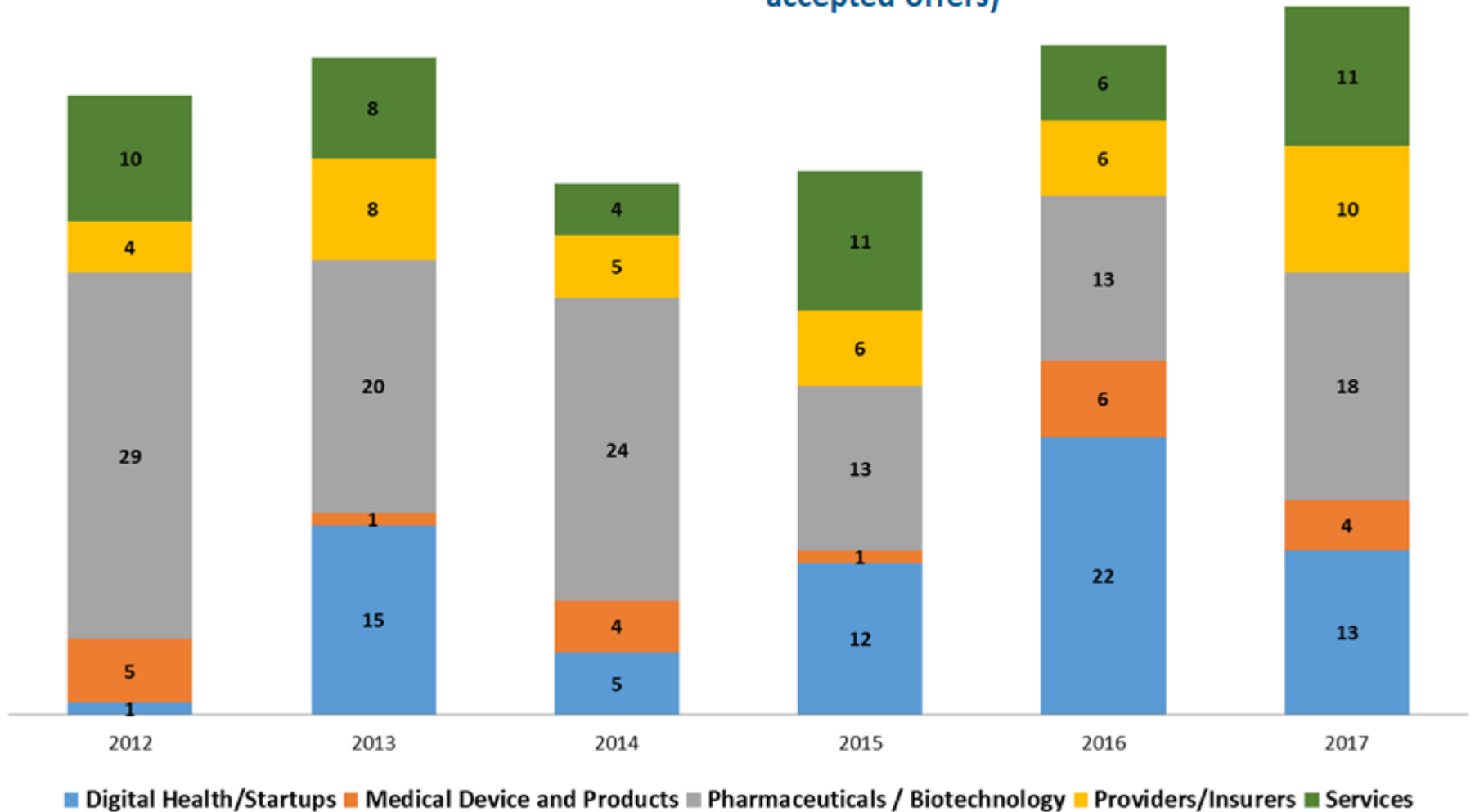
- Walk me through your background.
- Tell me about your most significant accomplishment.
- How do you keep up with industry news and trends?
- Tell me about a time that you received feedback about your work and you used it to improve how you work.
- Tell me about a time that you received feedback on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

OFFER STATISTICS

Healthcare Accepted Internships 2012-2017

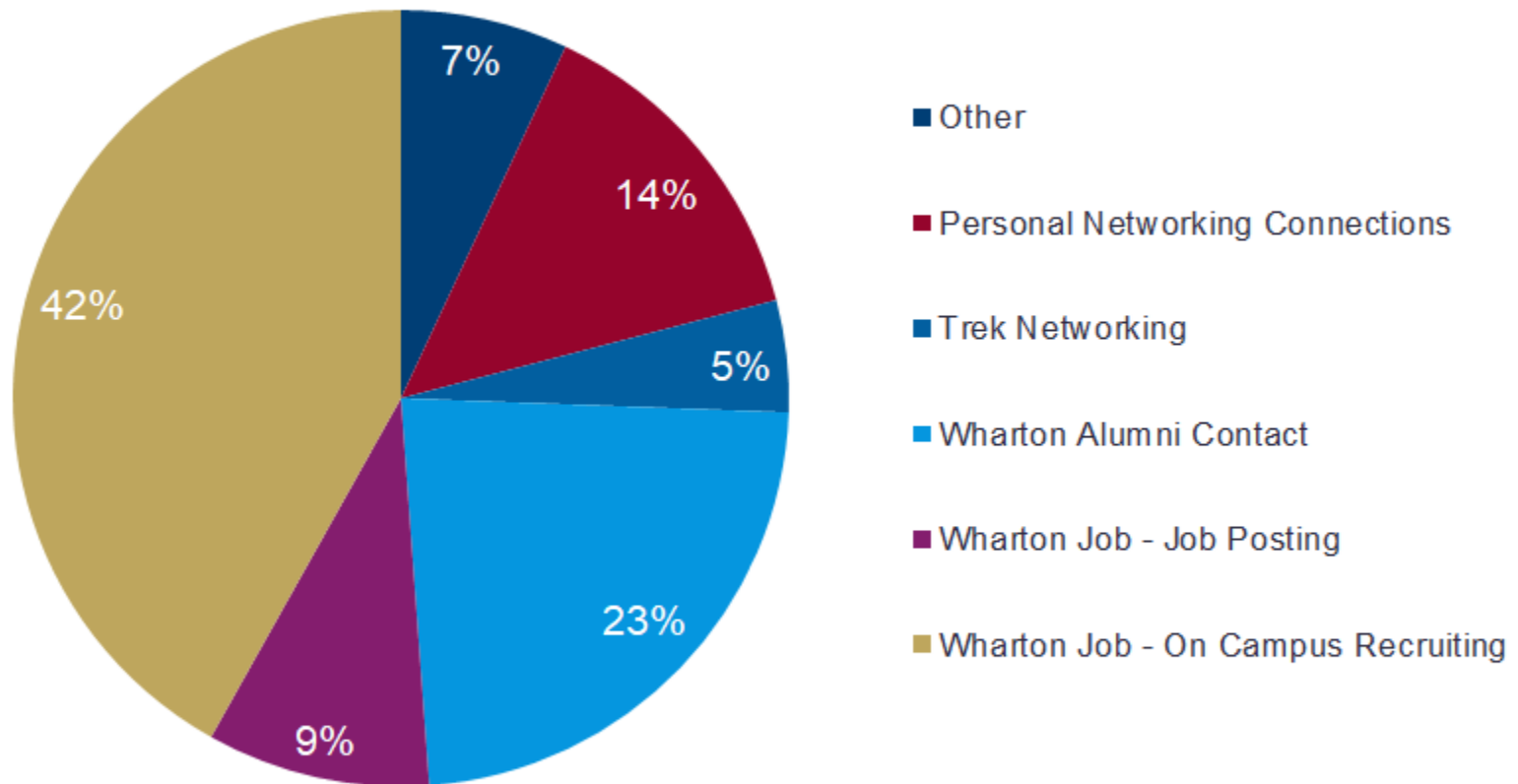
Non-HCM Majors:

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



Source of Healthcare Internship Offers: Class of 2018

Data as of 7/28/17



Timing of Healthcare Internship Offers: WG 2018

