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KNOWLEDGE FOR ACTION  
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## **MBACM INTERVIEW TRAINING SESSION: HEALTH CARE**

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*November 29, 2018*



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# Introduction



## **Kalie Porterfield & Dan Kim, MBACM Health Care Career Fellows**

- Second-year MBAs
  - Kalie: Pharma / Biotech
  - Dan: Healthcare (other)
- Assists students with interview preparation including informational sessions, resume review, and mock interviews



## **Manisha Jain, MBACM Career Advisor Rachel Brown, MBACM Healthcare RM**

- 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



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# 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 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.

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# Today's Agenda

1. Focused recruiting period overview
2. Interviewing deep dive
  - a. Resume walk-through
  - b. Behavioral questions
  - c. Case-based interviews
  - d. Industry, company, and job-specific questions
  - 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 **10-18, Jan 25**
- One 45-min interview or two back-to-back 30/45-min interviews
- **INTERVIEWS DO NOT AUTOMATICALLY ADD TO YOUR CALENDAR**
- 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 or via phone
- Super-day format with candidates from other schools
- Half-day to full-day with 3 or more interviews
- SKI Trip overlap



**Note: Experience will vary based on company**

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# 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 12/5-12/12

- 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 2019

Period	Start Date & Time	End Date & Time
Employer Registration Period ⓘ	4/9/2018, 12:00 AM EDT	10/21/2018, 11:59 PM EDT
Student Application Period ⓘ	10/22/2018, 12:00 AM EDT	12/3/2018, 11:59 PM EST
Employer Decision Period ⓘ	12/4/2018, 12:00 AM EST	12/10/2018, 11:59 PM EST
Invited Student Sign-Up Period ⓘ	12/11/2018, 5:00 PM EST	1/4/2019, 4:59 PM EST
Alternate Student Sign-Up Period ⓘ	1/4/2019, 5:00 PM EST	1/9/2019, 11:59 PM EST

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# 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**

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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!

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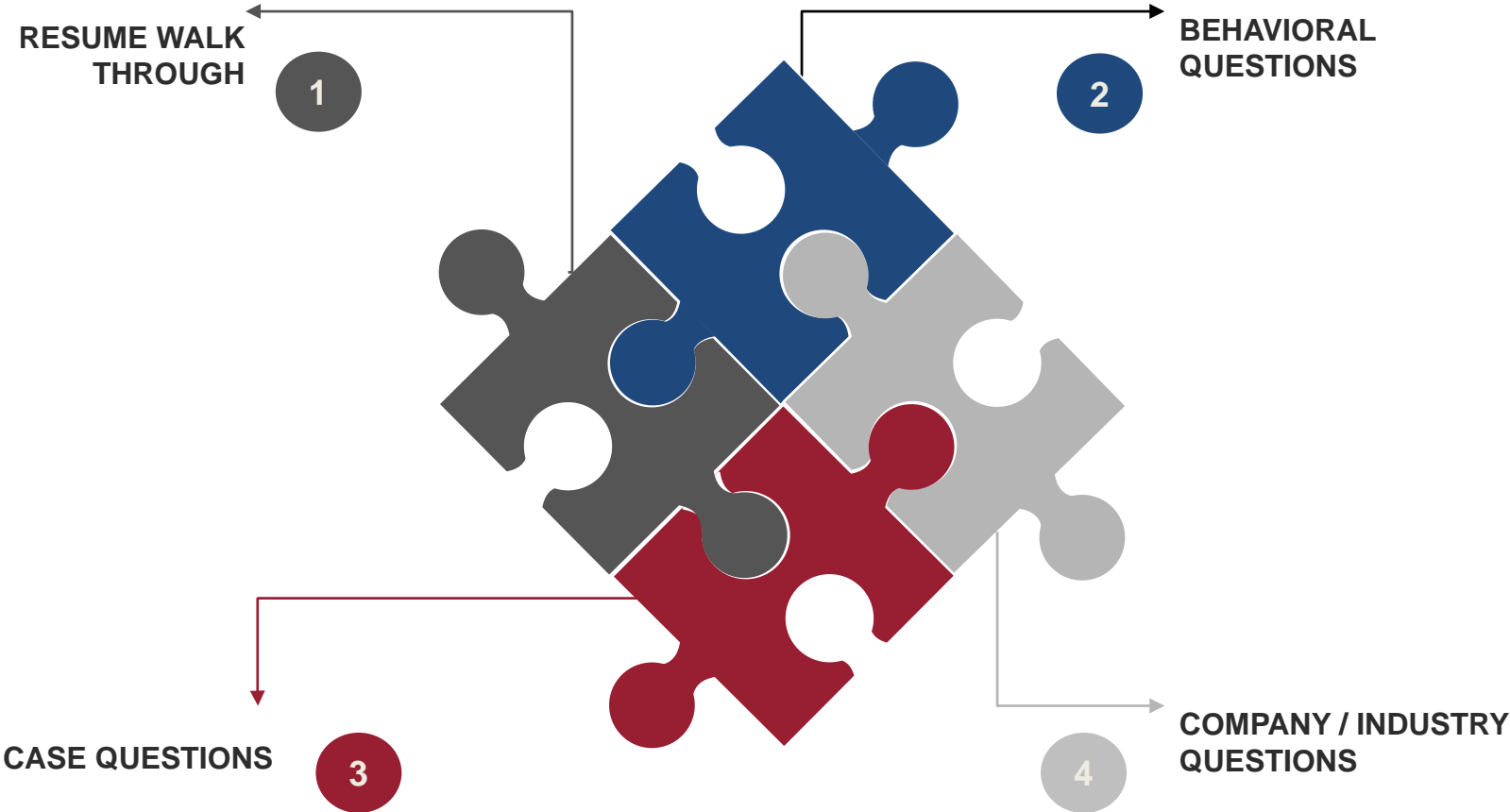
# MBACM Mock Interview Program

**Gain industry-specific interviewing knowledge and practice interviewing with a professionally-trained second year MBA student**

- **Pre-FRP Mock Interviews**
  - December 3-10
  - Sign-ups open
- **Post-FRP Mock Interviews**
  - January 28 - March 29 (FYs are eligible for 1 more mock interview)
  - Sign-ups open January 22



# Interview Structure: Deep Dive



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# Resume Walk-Through

- Tell me about yourself = walk me through your resume
- Aim for 2 minutes max!
- 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
  - *Great way to pre-empt the why question later in the interview*
- Be prepared to discuss *everything* on your resume

# Behavioral Questions: Key Behaviors



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## 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)

Primary Themes	Situation	Task / Obstacle	Action	Result
Led without authority Cooperation/teamwork Take Initiative	-On a very complex project that aimed to connect a client's existing system with a new cloud-based solution, with working on a team with 4 stakeholder parties, Deloitte, the client and 2 other tech consulting companies	-There was little incentive to work together as a cohesive team because each stakeholder party had different priorities and were quick to pass on blame to someone else if issues arose	-Because of the complexity of the project, I could see that the only way we could successfully complete the implementation was if we started working together as one team instead of four factions. - despite having no formal authority started to build both personal and professional relationships with members from other parties. 1 - Started with personal, dropping by to ask questions instead of using IM, or asking if they wanted to go to lunch - getting to know them people instead of the xyz consulting guy. 2 - And then professionally, when issues or questions arose I'd go to them privately to discuss their point of view and what they could contribute to solving it 3 - then get people from all parties together as a group and really steer the conversation to and make sure everyone's concerns were managed as we worked toward a solution	-As the project progressed became known as the central hub for communication across the project - people started coming to me when they noticed an issue to help get it collectively resolved -Opening up the lines of communication we were able to work through a host of issues we encountered, several of which would have impeded the go live, and deliver the project on time and on budget -There was a drastic change in the environment as I started doing these things, and this was particularly evident when we found a large scale issue during our final week of testing that could have derailed the go live but we were able to get through it because of the working relationship we had fostered. And we implemented the system on time and on budget with no defects or interruptions to the clients business processes

- 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)

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# 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***

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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?

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# Company & Job-Specific Questions

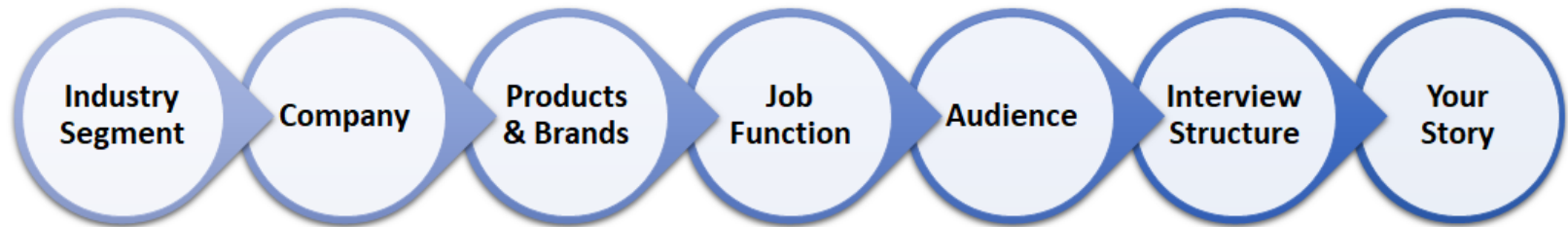
- Example questions
  - Why do you want to work for Company X?
  - Where else are you interviewing?
  - Why are you interested in Company X's industry or focus?
  - How do you feel about living in [city]?
  - Have you talked to person X? (e.g. Wharton alum, someone from EIS)
  - With whom did you interview at our company?

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



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## What information should you *absolutely* know?



**BE CONFIDENT!**

**BE PASSIONATE!**

# My Experience – Kalie

## FOCUS

- Mature recruiting
- East coast Pharma / Biotech companies
  - Genzyme, Vertex, Pfizer, Novartis, BMS, AstraZeneca, Regeneron

## PROCESS

- Gathered information: industry, company, and position
- Attended/viewed CM prep sessions/webinars
- Started by identifying most impactful work experiences, then mapped them to behavioral “themes”
- CM Mock interviews + mocks with other pharma 1<sup>st</sup> years
- Contributed to peer reviewed company one-pagers

## I WISH I HAD

- Stressed less!
- Only applied to companies where I’d really want to work

## TIPS AND TAKEAWAYS

- If there is something that you know interviewers are going to ask you about – pre-empt it in your resume walkthrough
- If nothing else, every story should have a clear result that YOU impacted
- Everyone feels awkward practicing their stories out loud – especially at the beginning
- **BE HONEST AND BE YOURSELF**

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# My Experience – Dan

## FOCUS

- Blended mature and enterprise recruiting
- Focused solely on Wharton career path + HCM pipeline
- Diversified healthcare, services, and biotech
  - § J&J, GE Ventures, Spark Therapeutics, Beacon Health

## PROCESS

- Attended/viewed CM prep sessions/webinars
- Developed application tracker + interview prep guide
- Brain dump of all work experiences --> mapped to themes
- Consulting case prep helped (but not essential)
- CM mock interviews + mocks with friends/partner
- Customized interview prep guides for each company

## I WISH I HAD

- Not wasted time interviewing for roles which I had little interest
- Reflected/explored more and proactively reached out to alumni
- Reached out to 2nd years and learned from their experience
- Realized it's a risk-free summer...seriously.

## TIPS AND TAKEAWAYS

- Hone your resume walkthrough...first-impressions matter and it's your only opportunity to guide the interview
- Be clear, structured, and sequential with your stories – interviewers should be able to neatly capture it in a few bullets
- Dive deep into the industry and company – you WILL be asked
- There's no such thing as being overprepared

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## 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



Questions?

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## Breakout Sessions

- **Pharma / Biotech Marketing – Kalie & Jing**
- **Services and Provider – Steffi**
- **Digital Health / Enterprise – Dan**
- **Provider – Kerianne**
- **Everything - Manisha**

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

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# Interview Structure - Bringing everything together...

## Be Prepared!

- Industry, company, products/brands, job function



## General interview format

- Resume walk-through
- Behavioral questions
- Case-based questions
- Industry-specific questions / Company and job-specific questions
- Q&A



# **INDUSTRY-SPECIFIC QUESTIONS**

# 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



**Marcella Barnhart**  
**Health Care Management Specialist**  
Lippincott Library  
215-898-8755  
bmarcell@wharton.upenn.edu

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# 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

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# Behavioral Questions: Key behaviors

*“Tell me about a time when...”*



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# 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?

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# 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?

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# 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



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# Behavioral Questions: Strategic thinking concepts

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

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# Behavioral Questions: Creativity/innovation concepts

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

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# Behavioral Questions: Analytical thinking concepts

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

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# Behavioral Questions: Commitment/results concepts

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

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# Behavioral Questions: Project management concepts

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

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# 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

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# 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**



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# 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?

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## 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.

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# Case-based Questions: Types

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

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# 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

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# 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

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# 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.

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# 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**

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# 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!](#)

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# 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

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# 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 & 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



**Marcella Barnhart**  
**Health Care Management Specialist**  
Lippincott Library  
215-898-8755  
bmarcell@wharton.upenn.edu

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

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

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# 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?

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# 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?

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# 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.



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# 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?

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# 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?

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# 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?

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# 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*

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# 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?

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# 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?

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# 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.



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# 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?

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# 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?

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# 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?

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# 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

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# Becton, Dickinson & Co – Marketing

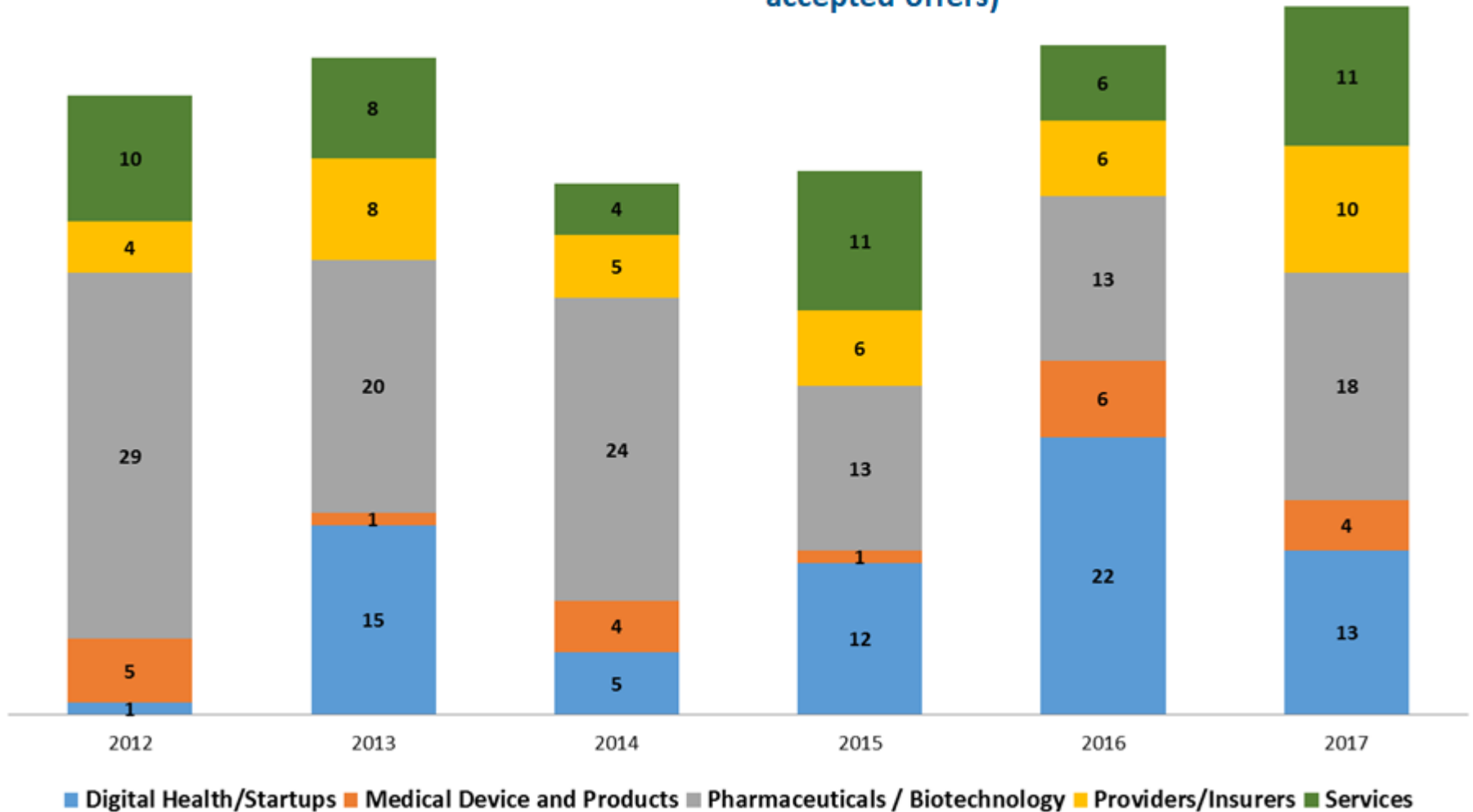
- Walk me through your background.
- Tell me about your most significant accomplishment.
- How do you keep up with industry news and trends?
- Tell me about a time that you received feedback about your work and you used it to improve how you work.
- Tell me about a time that you received feedback on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

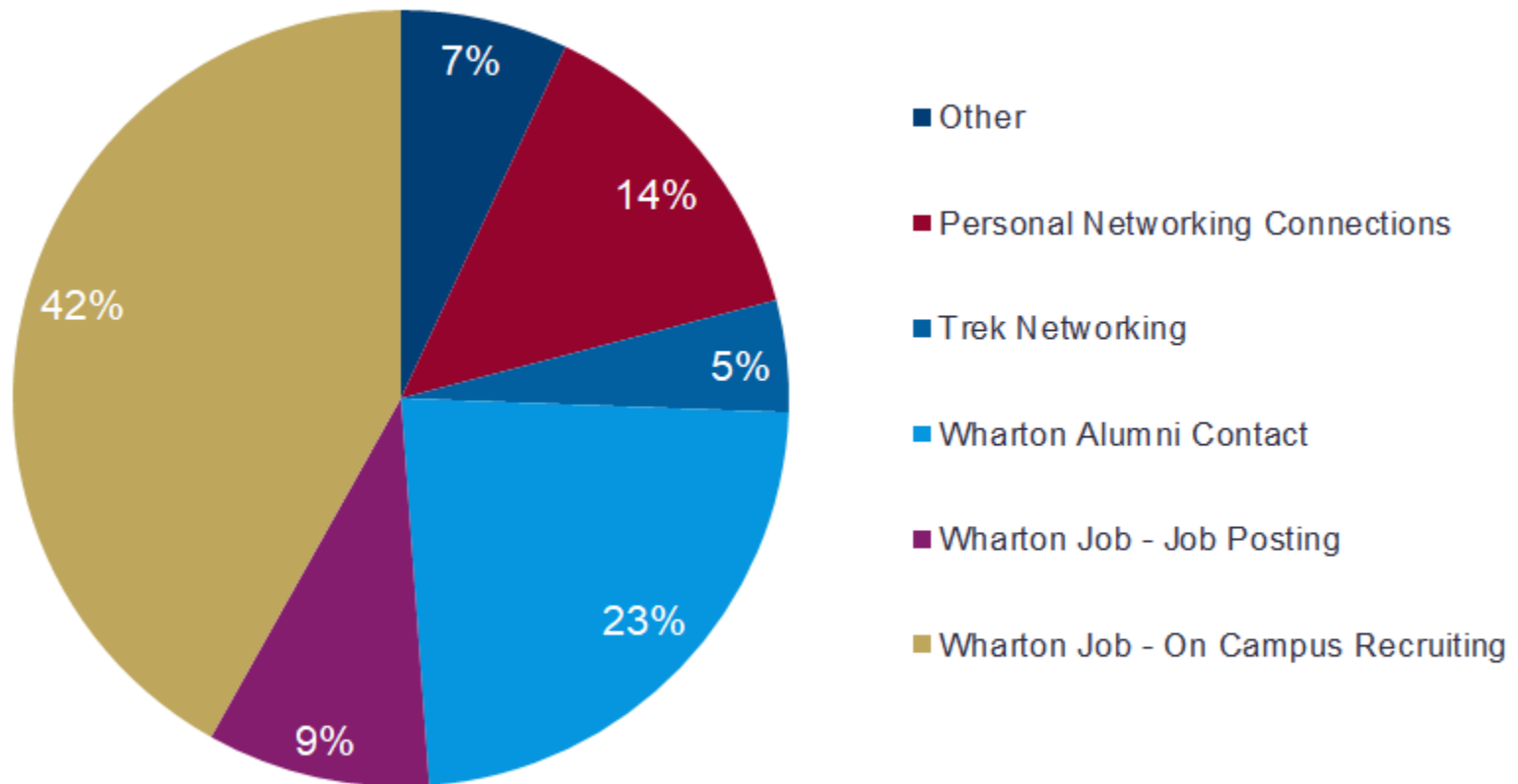
Non-HCM Majors:

- 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

