

Johnson & Johnson

"Strategy inside a healthcare giant"

FOUNDED 1886, New Brunswick NJ	REVENUE \$88.8B (FY2024, post-Kenvue spin)	SEGMENTS Innovative Medicine + MedTech	KNOWN FOR Pharma pipeline, MedTech, Kenvue spin-off
FORMAT Screen → case exercise → behavioral rounds	CASE STYLE Pharma/MedTech strategy, pipeline, market dynamics	HEALTHCARE KNOWLEDGE Drug pricing, payer dynamics, regulatory context	CREDO ALIGNMENT Values-based behavioral — Credo is a real filter

WHO THEY ARE

J&J founded 1886, now world's largest diversified healthcare company with \$85B+ annual revenue. Post-Kenvue IPO (2023, largest healthcare IPO in U.S. history), focused on two cores: innovative medicines (oncology, immunology, neuroscience) and MedTech (surgery, orthopedics, cardiovascular). One of pharma's deepest pipelines. Strategy here requires fluency in how healthcare markets actually work: drug pricing, payer behavior, regulatory approval, clinical adoption, reimbursement economics. Not generic business frameworks applied to regulated industry.

WHY PEOPLE WANT TO WORK HERE

Strategy work here affects patients and public health outcomes, not just shareholder returns. Decision-making involves which drugs develop, therapy pricing, payer and regulator engagement, competing where scientific innovation, regulatory approval, and commercial execution must align simultaneously. BD function is one of pharma's most active: licensing deals, acquisitions, partnerships to fill pipeline gaps and access new therapeutic areas. Stakes are different from consumer goods or tech. Competitive compensation, exceptional benefits, substantially higher job stability than tech. Serious strategic work with sustainable lifestyle and mission-driven context.

INTERVIEW PROCESS

Recruiter screen, analytical case exercise, multiple behavioral rounds with strategy team and cross-functional partners. Cases grounded in healthcare context: pharmaceutical market dynamics, pipeline valuation, make-vs-buy-vs-partner, competitive responses in therapeutic areas, MedTech market entry analysis. Healthcare-specific knowledge required: drug pricing mechanics, Medicare vs. commercial payer dynamics, pipeline risk assessment. Behavioral interviews assess alignment with J&J Credo values: responsibility to customers, employees, communities, shareholders in that order. The Credo shaped major decisions (Tylenol recall) and interviewers assess whether your decision-making framework matches it.

WHAT THEY'RE REALLY EVALUATING

Three dimensions weighted equally: strategic thinking quality, healthcare domain knowledge, values alignment. Analytical bar is high and healthcare-specific. Domain knowledge weighted more heavily than at tech or consumer companies: candidates who understand how pharma and medical devices actually work (pricing, payer reimbursement decisions, clinical adoption drivers) dramatically outperform those applying generic frameworks without healthcare grounding. Credo alignment assessed directly through behavioral stories. Candidates whose examples reflect responsibility to customers and communities first, not financial optimization alone, will resonate. Purely financially motivated candidates register as cultural mismatches to experienced interviewers.

STANDOUT QUESTIONS

1. How would you evaluate whether J&J should acquire a biotech company with a promising Phase II oncology asset? What are the key questions and how do you value it?
2. A competitor has just launched a biosimilar to one of J&J's flagship immunology drugs. How do you think about the strategic response?
3. Walk me through how you would assess the market opportunity for a new MedTech product in robotic surgery.
4. Tell me about a time you made a decision that balanced financial considerations against broader stakeholder interests. What was the trade-off and how did you navigate it?
5. How does drug pricing work in the U.S. market, and what are the key levers a pharmaceutical company has to manage it?
6. Describe a situation where you had to drive a strategic recommendation through a complex, regulated environment with multiple stakeholders.

INSIDER TIPS

- Healthcare domain knowledge is non-negotiable for strategy roles. Understand how the pharmaceutical industry works: drug development timelines and costs, how pricing is set and negotiated, how payers (Medicare, Medicaid, commercial insurers) make reimbursement decisions, and what drives adoption by physicians and health systems. Generic strategy preparation without healthcare grounding will show immediately.
- Know the Credo and internalize it. J&J's Credo is more than corporate values language. It has shaped major company decisions. Read the actual Credo, understand its history (the Tylenol recall is the most famous example of Credo-guided decision-making), and be prepared to discuss how your own values align with it. Superficial answers will not pass the filter.
- The pipeline and BD strategy are active areas of interest. Know J&J's current pharmaceutical pipeline, the therapeutic areas where they're investing (oncology, immunology, neuroscience), and the general framework for how large pharma companies value and structure licensing deals and acquisitions. This signals interest in the company's strategic agenda.
- Frame your case answers in terms of patient and stakeholder impact, not just business metrics. J&J's strategy is ultimately about improving health outcomes, and interviewers want to see that you connect financial decisions to their real-world implications for patients, payers, and healthcare systems. Pure profit-maximization framing will land poorly here.