



November 19, 2018

United States Department of Homeland Security
USCIS
Attn: 290B
1829 E Skyharbor Circle S
Suite 100
Phoenix, Arizona 85034

Re: Academic Degree Requirements for the position of Promotion Optimization Specialist within the Biopharmaceutics Industry

Dear Sir or Madam:

This letter is to explain the academic degree requirements for the professional position of Promotion Optimization Specialist at Merck. I am the Executive Director and leader of the U.S. market's Investment Analytics & Decision Sciences (IADS) team, Global Human Health, at Merck. The position of Promotion Optimization Specialist is under my purview. I have over 20 years of experience delivering analytic insights to optimize commercial investments and inform key strategic choices in the U.S. Market. I hold a Ph.D. in Applied Research & Evaluation from Hofstra University and an undergraduate degree from DeSales University.

The primary mission of the IADS team is to provide Merck's U.S. Market leaders with analytically-based recommendations regarding the optimal level and mix of investments in direct selling, promotion and discounts/rebates to maximize business performance. The IADS team serves Merck's entire U.S. portfolio including Primary Care & Women's Health, Hospital & Specialty, Oncology and Vaccines which represents over \$ 15 billion in annual revenue. We have built a complex analytic center recognized for excellence in the industry and have most recently pioneered the use of predictive analytic techniques to measure contract performance, optimize sales force deployments and assess long range staffing requirements.

Due to the critical nature of our function to Merck's business model, and the complex and innovative nature of our analytics center, the Promotion Optimization Specialist must possess the

advanced knowledge and expertise that comes with the attainment of at least an advanced degree in the specific fields of Analytics, Statistics, Engineering or Operations Research. To provide an example of the implications of the appropriate educational background for the Promotion Optimization Specialist, **Ambika Rana**, Promotion Optimization Specialist within IADS, directly influenced the allocation of approximately **\$200 million dollars** for 2019 promotions through her generation of an Investment Prioritization Framework which she delivered to our Marketing department. Furthermore, she identified **\$25 Million** in potential savings through this project. This Investment Prioritization Framework is a sophisticated and innovative set of analytic tools and could **not** have been generated by someone who does not possess an advanced degree in one of the above-referenced, specific fields. Conversely, errors and miscalculations in the performance of the duties of a Promotion Optimization Specialist without the appropriate educational background could have **consequences in the hundred of millions of dollars** for our company. Our work in the IADS group is a **key** component in Merck maintaining its leading edge in the intensely competitive global biopharmaceuticals industry.

In summary, in the matter of the position of Promotion Optimization Specialist offered by Merck, I can confirm, without equivocation, that the described job duties are of a highly complex and specialized nature and require preparation at the Master's degree level in Analytics, Statistics, Engineering or Operations Research. A candidate holding a degree in any other field of study would not have the requisite academic foundation to perform the duties of this position.

Please do not hesitate to contact me if you should require further information on this subject.

Sincerely,



Patrick Moore

Executive Director, Investment Analytics & Decision Sciences