

**Overall****Rating:** Outperformed**Comment:** **Differentiation Statement:**

Blythe was instrumental in guiding the allocation of several hundreds of million dollars of budget (~\$700 MM) for Oncology. These are complex initiatives involving not only expertise, data, analytics and project management skills but also more critically selling the story, convincing myriad of stakeholders with different views and gaining their trust. Blythe excelled here. Another key contribution is managing the development of complex Mkt Mix data lake involving several vendors and strong collaboration with HHIAD data engineering team. Whenever PO team faced resource constraints, Blythe was instrumental in taking over multiple new projects and support the team with hard work (several nights and weekends) - that is, she was bold to always jump in and help others.

**Demonstration of Transformational Leadership Behaviors and Ways of Working:**

Blythe demonstrated extraordinary initiatives and leadership consistently. For example, complex DOMINO process involves multiple stakeholders from Oncology team (SVP, VPs, AVPs, tumor leads, promotion leads, finance, analysts etc) and all of them are vying for their share of budgets – in such a complex and sometimes cut-throat environment, Blythe has earned all of their trust by consistently showing relevant data, analytics and insights. She has gained such a trust through her expertise and leadership that once she talks everyone listens and generally agrees. Her innovative approaches to problem solving, silos to networks and withholding to sharing behaviors are gold standard and is consistently appreciated by her stakeholders.

**Business Impact / Key Accomplishments:**

- \$670MM per year Oncology Marketing Budget allocation for 2023 (& 2022) through DOMINO process. In 2022, expanded to include Lynparza, Lenvima, Welireg and many new indications. US Senior OLT were involved heavily.
- Oncology BU: HCP granular channel investments (~\$45MM) through CIA for all brands and tumors. Helped in Tumor Prioritization at National level that set the strategy for the whole Oncology portfolio.
- Managed implementation of Mkt Mix data lake (collect, transform and summarize several HCP and Consumer channel data) in close collaboration with HHIAD Data Engineering team. A complex multi-year project.
- Managed Datazymes consultants (~8) and delivery of multiple Mkt Mix models (importantly Keytruda) through close collaboration with Datazymes and ZS. This fed into multiple analysis and provided promotions strategy for multiple brands.
- Blythe is a subject area expert and a trusted partner and consultant for multiple teams (Brand, DET, HHIAD, IT etc) and helped derive promotional decisions confidently (includes digital, omnichannel, speaker programs etc).
- Other Key Contributions: Data vendors onboarding and metric evaluations, T/C measurements for influential / new channels, Accelerate measurement designs, DET campaign planning, NBE key inputs for multiple brands etc.

**Stakeholder Quotes**

*"Blythe demonstrated act with urgency, experiment, learn, and adapt, and win as one team ways of working all throughout our time collaborating on DOMINO and presenting output and recommendations to leaders"*

*Blythe excels in “business solution making, analytical thinking, and project management”  
“Blythe is a great relationship and trust builder. I feel confident bringing my thoughts and concerns to her and appreciate her sincere listening and guidance. Blythe is open minded and collaborative. She listens to all ideas and always brings her suggestions to the table. Blythe has done a great job navigating competing team needs and difficult conversations. she is solution focused. “*

**Closing Remarks:**

I am very lucky and happy to have Blythe as the promotion optimization team member. I am fully confident that her extensive experience, hard work, highly collaborative style and ways of working will continue to be extremely valuable and highly productive in the ever evolving future landscape.

---

**Comment:**

As the number of ADT/DET teams and CEMs/Architects increase for Oncology and Pharma brands and data analysis has become the standard behind all good decision-making, my roles and responsibilities have expanded greatly. Everyday tasks include understanding and interpreting new promotion data for measurement, collaboration with brand and support teams for statistical analysis, performing statistical analysis directly or indirectly, recommending promotion budgets, and consulting on measurement design.

Each of my priorities is based on using historical data to measure impact of promotion so that these learnings can be applied to optimizing 2023 promotional budgets at a brand, channel or vendor level. I supported budget planning for Oncology’s \$676MM 2023 promotional budget using HCP digital promotion results of 10.7% contribution to sales with Post-tax ROI of 41:1.

When working with Oncology, there are many different Merck teams, contractors and consultants involved. To accomplish project DOMINO, I worked closely with these groups sharing needed inputs, strategies, and ideas and producing reliable results. Inputs were constantly changing, and turnaround time was quick, but we all worked together to complete on time.

## Priorities

### Develop managerial and collaboration skills

**Objective**

- Manage relationship between Promotion Optimization and Datazymes’ contractors including invoicing, systems access, project assignments and feedback.
- Member of multiple cross functional teams like standardize KPIs of digital campaigns and Digital Engagement & Modernization project.

**Accomplishment**

- Developed managerial skills from successfully managing team of 8 off-shore contractors including administrative tasks and project assignments.
- Participated in two collaborative workstreams to standardize KPIs for non-personal promotion and across multiple Merck dashboards and tools.

**Due Date:** 12/31/2022

**Category:** Experiment, learn and adapt, Focus on What Matters, Win as one team

**Supports:** D. Invest in the growth, success and well-being of our people

## Digital Promotion - Business Governance

#### Objective

- Collaborate with teams that touch non-personal promotion from creation and implementation to reporting and measurement (i.e. MDSI, QuickPivot, Digital Engagement Capabilities, Digital Analytics team and Oncology Multi-Channel Integration Customer Engagement)
- On-board new third party vendors reviewing assets they offer and HCP level data they provide, mapping HCP actions to our standard values while being consistent with existing vendor mappings.
- Drive collection of digital spend by product, vendor and asset

#### Accomplishment

- Shared prior knowledge of non-personal promotion data with new employees as more individuals are utilizing NPP
- Collaborated with multiple internal teams to ensure consistency and accuracy of non-personal promotion as one of several business points specifically representing impact measurement needs (Run-the-Business bi-weekly meetings, John Jensen and Josh McGrath)

**Due Date:** 12/31/2022

**Category:** Speak up and be open-minded, Experiment, learn and adapt, Win as one team, Act with urgency, Focus on What Matters

**Supports:** C. Drive innovation and productivity, enabled by digital and data

### Embrace Diversity & Inclusion in the Workplace

#### Objective

- As member of Veteran Leadership Network, participate in events and fundraisers to support Veterans both inside and outside of Merck
- Complete Diversity & Inclusion myLearning tasks to continue these principles in the workplace

#### Accomplishment

- 100% supported diversity and inclusion in and outside of work
- Enjoyed working with off-shore team and appreciated their contributions to our team
- Participated in Travis Manion Foundation "911 Heroes Walk" honoring veterans, first responders, civilians and military personnel killed in 9/11 attacks and wars since then.

**Due Date:** 12/31/2022

**Category:** Speak up and be open-minded, Embrace diversity and inclusion

**Supports:** E. Deliver on ongoing business, ethics and compliance objectives

### Marketing Mix Data Automation for HCP and Consumer Promotion

#### Objective

- Support large IT project to automate the pulling and processing of all HCP and consumer promotion and sales data needed for marketing mix models.

#### Accomplishment

- Co-ordinated three UATs of Datalake data between IT and our team; Datalake is the data source for all team's analyses
- Involved at greater level in correcting Facebook zip level data errors, interface to pull datasets instead of Athena queries, and errors occurring in PROD due to third-party vendor unexpected changes

**Due Date:** 12/31/2022

**Category:** Act with urgency, Experiment, learn and adapt, Focus on What Matters

**Supports:** C. Drive innovation and productivity, enabled by digital and data

## Oncology Brands - Sales Impact and Budget Allocation for HCP Promotion

### Objective

- Support Oncology promotion budget allocation at all levels: brand, tumor, HCP vs consumer, channel and vendor for current and planning years through Channel Investment Allocation and DOMINO.
- Support for KEYTRUDA and LENVIMA HCP digital promotion ROI analyses.
- Provide ICE team and Oncology Portfolio team with analytical support and consultation regarding testing designs, Crossix HCP promotion measurement, etc.

### Accomplishment

- Consulted in several work teams created as part of Accelerate objective to advise on measurement plans: workstream 1, workstream 3 and splitters
- Consulted in several measurement plans for Digital Customer Engagement & Innovation team including Equals5 HCP level Facebook data, Demand Base Intent banners with unique keyword strategy to increase Brand Awareness, etc.
- Consulted in two Crossix initiatives for analyzing return on HCP promotion: Paid Search with spend of \$2MM and ROI=10:1 and measurement set-up of Non-Targeted Banners (run-of-site) & eNewsletters
- Consulted on creation of Commercial Cost Assumption business rules for Business Development area when reviewing future acquisitions
- Obtained values per vial/Rx and new patient start from Finance and completed IBC case needed for large budget promotional channels
- Managed MMM for HCP Promotion ROI of Keytruda (May22 run & Oct22 run), Lenvima (May22 run) & Lynparza (May22 run) and Contextual Search Measurement using Test vs. Control; Keytruda yielded \$797MM in after-tax revenue from \$25MM pre-tax spend
- As part of Oncology Domino model, recommended allocation of \$676MM promotion budget for 2023 by brand, tumor and HCP vs Consumer. This was the first year to allocate across all brands - KEYTRUDA, LENVIMA alliance, LYNPARZA alliance and WELIREG. Alliance products took research to determine best approach to modelling. LENVIMA model was completed to the same level of detail as KEYTRUDA.
- As part of Channel Investment Allocation Model, allocated \$45M KEYTRUDA HCP Digital Promotion budget by tumor and consulted on allocating tumor budget to fourteen HCP Promotion Channels; Recommend tumor budget changes when promotion budget increased/decreased.
- Performed adhoc requests for Oncology like updating channel/vendor betas for KEYTRUDA NBE, Tom Lampron's request to understand higher than expected Mar22 sales, kickoff of Agile Development Team (ADT) measurement and confirming Alert ROI through separate Test vs Control method

**Due Date:** 12/31/2022

**Category:** Speak up and be open-minded, Experiment, learn and adapt, Win as one team, Act with urgency, Focus on What Matters

**Supports:**

## Pharma Brands - Sales Impact and Budget Allocation for HCP Promotion

### Objective

- Measure sales impact & ROI of HCP digital promotion to provide US Pharmaceuticals' Marketing and Sales Leadership with profit-maximizing recommendations to inform current year trade-off decisions and future year planning.
- Assist Brand Team and DET with NBE assumptions and campaign planning tool.

### Accomplishment

- Managed MMM/ROI analysis for Bridion 2023 HCP promotion budget and supported Campaign Planning Tool usage to recommend vendor level spend

- Managed MMM/ROI analysis for Vixelis 2023 HCP promotion budget and consulted on 2022 budget questions in beginning of the year
- Supported pieces of Verquvo MMM/ROI analysis for annual budget
- Managed Ped Vaccine MMM/ROI analysis with new member from Suman's team, Shrey Kekre, which involved getting access to data and getting her up-to-speed
- Completed Adherence Curve update with Adheris and Truven as input to NPV update process with Finance
- Completed research of effects of IOS15 upgrade on email engagement counts and impact per email for ROI analyses
- Point person for NBE needs such as betas by channel/vendor and max touchpoints by segment, channel/vendor by brand including refresh of existing products and adding of new products (ex. VAXNEUVANCE, VERQUVO, etc.)
- Managed adhoc analyses using Test vs Control methodology to measure impact of VERQUVO MMF and to validate high revenue/ROI for certain vendors or channels within a brand

**Due Date:** 12/31/2022

**Category:** Speak up and be open-minded, Experiment, learn and adapt, Win as one team, Act with urgency, Focus on What Matters

**Supports:** C. Drive innovation and productivity, enabled by digital and data

## Career

**Job Interest:**

**Willing to Travel:** Maybe

**Travel Amount:** Up to 10%

**Additional Information:**

**Long Term:** Yes/No

**Areas:**

**Short Term:** Yes/No

**Areas:**

**Additional Information:**

**Career Preferences:** Cross Functional, Expand beyond role, Broaden

**Career Interest:** Continue developing managerial skills

Cross-functional training within Promotion Optimization and HHIAD

Targeting and Segmentation