

Overall

Rating: Successful

Comment: *Blythe has earned high confidence and trust from her ever expanding clientele.* Blythe is an extremely hard working, responsive, collaborative, willing to learn and organized individual who **performed well above expectations consistently throughout the year.** Blythe's willingness to continuously expand her responsibilities and work areas (ex: several Market Mix models) is highly appreciated.

Blythe is the subject matter expert and go to person for various data related help and questions. She goes extra length to support anyone who seeks her support. Blythe coordinated, coached and managed multiple consultants and vendors in a highly efficient manner and was able to deliver on high volume of projects throughout the year. Consultants, her clients, MAIO team members and vendors very much appreciate her expertise, patience and the learning opportunities she provides on data and business.

Blythe was a key contributor and developer of a NEW high value, influential and impactful resource allocation model for Oncology [DOMINO]. She handled constantly changing requests and applied her Oncology business expertise to develop a new modeling approach for resource allocation. ***Blythe's consultative approach*** (ex: patience, listening skills, guidance through data, ability to adapt continuously, break through the clutter, meeting tough demands from multiple leaders, guiding tough decisions etc.) ***is incredible and highly valuable.***

Blythe may want to think about reducing her workload a bit by continuously improving the process of delegation and distribution of work to others. She is already doing a great job here and given the ever-increasing workload, some deep thinking in this area may be warranted for both of us.

I am very lucky to have an opportunity to work closely with Blythe and look forward to work with her in 2021 and many years beyond. Below are some of her key projects and accomplishments in 2020 and the stakeholder feedbacks.

Key Accomplishments:

Strategic Initiatives Decision Support that guided executive leadership (VPs / Jill DeSimone):

- New budget planning tool [DOMINO] for Keytruda. Primary tool that guided **\$550MM** of 2021 promotional budgets.
- Supported DET impact measurements for multiple waves: Gardasil, Dificid.
- Others: Januvia, Steglatro, Keytruda & new brands NBE support,

Supported 10+ Mkt.Mix (HCP & HCC) type analysis – 5 additional new brands.

- Brands: Keytruda (2X), Nexp., Bel., Diabetes, P23, Bridion, Lynparza HCC (new), Zerbaxa, 3 PED vaccines (new)
- These analyses informed several promotion investments worth **>\$600MM**
- Guided MMF impact analysis for multiple brands covering a major portion of MMF investments.
- Quickly learning ins and outs of Mkt Mix models.

Studied COVID's impact to incremental revenues from personal & NPP promotions.

- 6 Brands: Januvia, Steglatro, Gardasil, P23, Belsomra, Nexplanon
- Informs future decisions on sales force strategy (rep visits vs OCMs) and NPP strategy.

Optimized 2021 HCP budget allocations for 8+ key brands.

- Supported multiple analysis requests from ICE team. Guided **\$44MM** HCP NPP allocations for Keytruda.
- Non-Oncology optimal allocation guidance is about **\$40MM+**

People & COE development

- Supported & Managed several mkt mix type & COVID impact projects with vendors like ZS, Datazymes, Quantzig etc.
- Managed 4+ consultants directly (guidance, project assignments, coaching & tracking).
- Primary data expert & consultant for multiple teams.
- Widely regarded as HCP related data expert (sales, field and NP promotions).
- Guided development of HCP NPP trail.

Stakeholder Feedbacks:

Blythe's stakeholders, as always, considers her as a fantastic partner and a rock star. Blythe is ready and willing to engage, learn, and share across multiple stakeholder groups to learn and ensure a diverse set of thought is used to inform decisions (silos to networks). Blythe has been very willing to share the "guts" of models so that her clients can understand the intricacies and work together on solutions (withholding to sharing).

A stakeholder with the Oncology team identifies Blythe as a key contributor to project Domino. She understood so many of the intricacies that exist with the oncology data that allowed the team to establish a framework and methodology that could deliver the best results. She was clearly a subject matter expert that helped move the project along and determine a methodology that can exist for several years. The business impact could be significant as we now have a structure and framework that allows to invest in our best growth opportunities.

Key strengths as expressed by this stake holder is her ability to think through downstream implications of how the data or model is set up which really creates efficiencies when establishing a framework. Blythe also has a solution mindset which creates a positive working environment. As an opportunity to develop further, this stakeholder feels that Blythe is often the one closest to the details and has a great opportunity to find ways to elevate those details and articulate them in a way that allows for decision making and understanding across all levels and functional groups.

A quote from one of her stakeholders:

"She is willing to help and provides thoughtful, rigorous, insightful analyses. One example of this was with her analysis to help the team understand the impactable revenue for the Melanoma Metastatic & Adjuvant indications. In addition to conducting a thorough analysis, she also took the effort to provide helpful suggestions about how it could be applied"

This stakeholder appreciates her critical partnership on the channel investment allocation model. The inputs she provides are hugely helpful, but the questions she asks and the suggestions that she offers are also of enormous value. Equally important, she's always transparent about the limitations and underlying assumptions with her analysis. This adds to her credibility.

Comment:

Strengths: collaborating with other teams and vendors for analytical purposes
ability to organize and multi-task on projects in order to complete projects and satisfy customers' analytical needs

Weaknesses: develop statistical analysis knowledge and skills

Priorities

Compliance -

Conduct activities in accordance with policies and regulations. Engage compliance and legal for input and guidance in analyses, where appropriate.

- Completed all assigned ethics and compliance training courses.
- Revisited measurement of EHR/EMR promotion with legal to understand guidelines for sales impact analysis.
- Followed guidelines regarding ROI measurement and sharing results with internal and external partners.

Due Date: 12/31/2020 **Status:** Completed **Completion Date:** 12/31/2020

Category: Development

Comments: 12/01/2020 19:46:06.965: (Blythe E Bealer) •Completed all assigned ethics and compliance training courses.
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Core Services - Impact Analyses -

Continue to proactively identify and measure sales impact & ROI opportunities regarding \$40M HCP promotion to provide US Pharmaceuticals' Marketing and Sales Leadership with profit-maximizing recommendations to inform current year trade-off decisions and 2021 Annual Budget (HCP Promotion includes: targeted non-personal promotion by third party vendors and Merck, mass media non-personal promotion, field representative email, Merck Medical Forums, etc.).

- Supported marketing mix analysis for at least ten brands sharing impact and ROI by vendor with brand teams to aid in 2021 resource planning and adhoc analysis. Support included promotion data and spend collection, input on brand strategy, presentation preparation and/or sharing of ROI results to brand teams.
- Provided PNEUMOVAX_23 brand team and DET with inputs needed to train NBE model launching in early 2021 including sales impacts by vendor and channel and maximum touchpoints by segment.
- Partnered with ZS to perform impact analysis of personal and non-personal promotion pre-COVID compared to post-COVID to understand how impact per unit of promotion changed. Also, compared impact of various promotion types during COVID period to understand how performance of phone calls and online meetings compared to live rep calls. This will be beneficial to set expectations if another COVID shutdown period occurs.
- Supported Datazymes consultant in impact and ROI analysis of 2019 MMF program attendance for 2021 IPF planning. Researched MMF data changes, as MMF vendor changed in 2020, resulting in new format and processing rules within new views.

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Category: Business

Comments:

Core Services - Nonpersonal Promotion -

Work with MDSI, Digital Engagement Capabilities team and Oncology Multi-Channel Integration Customer Engagement team to on-board new vendors and offerings providing HCP-level digital

promotion that is consistent across vendors and appropriate ROI measurement. Includes initiatives to improve vendor data collection and internal mapping processes and analysis. Obtain and standardize HCP promotional spend used in ROI calculation.

- Participated in Agile HCP DnA Sprints to determine ideal, future state for channel, sub-channel and user action mappings of non-personal promotion. Collaborated to create category definitions which adhere to industry standards, where possible, and can be utilized holistically by Merck teams.
- On-boarded four vendors (Healthcasts, Haymarket, Deep Intent and Alert Marketing) by reviewing assets they offer and the HCP level data they will provide. Determined how to map their offerings and actions to our standard values while being consistent with existing vendor mappings.
- Participated in "Run the Business" meetings to understand improvements, changes and data issues in non-personal data and communicate them to larger MA&IO team.
- Worked with Digital Engagement Capabilities team and Solved to establish templates and SOPs to ensure we receive accurate promotional data and spend.
- Act as MA&IO point for HCP non-personal promotion channels and Grail views in CIRRUS.

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Category: Business

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Innovation -

Support ONCOLOGY, primarily KEYTRUDA, promotion budget allocation (\$530M) at all levels: brand, tumor, HCP vs consumer, channel and vendor. This includes scoring models and marketing mix models. Oncology team is incorporating qualitative and quantitative data in resource allocation as more tumors, channels and vendor possibilities arise. Process gives MLT consistent methodology to prioritize spend and respond to individuals responsible for marketing budgets.

- Developed DOMINO model to allocate KEYTRUDA promotion budget by HCP vs Consumer within each tumor. Scoring model used quantitative data like sales and impactable new patient starts and qualitative data like competition, sales force promotion, tumor prioritization, etc. Project DOMINO required coordination among many Merck teams and consulting companies as well as getting buy-in from MLT.
- Supported KEYTRUDA ICE team and brand teams in allocation of \$44MM HCP media, medical education and MMF budget for 2021 across indications, HCP promotion channels and vendors using Channel Investment Allocation model.
- Twice a year, supplied and verified promotional data for multiple HCP channels/vendors and promotional spend for all HCP channels for marketing mix model analysis. Reviewed assumptions and model results with ZS and our team to determine best model structure.
- Participated in CIA working sessions with Customer Engagement Managers and presented ROI during brand team CIA meetings for each tumor family.
- Provided Customer Engagement Managers analytical support regarding testing designs, adhoc impact analyses,

interpretation of impactable revenue and ROI, optimal budget discussions, etc. including Banner impact analysis, NBE, Crossix HPC promo measurement and 81QD digital segmentation.

- To support request from AVP, conducted analysis of current KEYTRUDA reach and freq of HCP segments by channel to determine if and where additional spend could be placed and estimated revenue as result of that spend.
- Incorporated impactable new patient start methodology into other KEYTRUDA projects to answer business questions regarding tumor prioritization and staffing.

Due Date: 11/30/2020 **Status:** Completed **Completion Date:** 11/30/2020

Category: Business

Comments:

People -

Manage off-shore contracting team regarding analytical projects to lessen workload of Promotion Optimization team.

- Managed relationship between Promotion Optimization team and Datazymes' contractors including invoicing, hardware, systems access and project assignment.
- Transitioned several data processes to Prakhar for automation and ownership: NPP Grail, MMF, Grail QC.
- Supervised multiple analytical projects completed by Prakhar Mundra and mentioned in above achievements under Innovation & Core Services.

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Comments:

Career

Job Interest: 56995183 - Assoc. Dir, Mkt Research & Analytics ONC, 56153131 - Assoc. Dir, Quant. Sciences, 56152934 - Assoc. Dir, Marketing Operations, 56152867 - Assoc. Dir, Mkt Research & Analytics, 56995205 - Assoc. Dir, Marketing Operations ONC

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, Develop at level

Career Interest: Continue developing managerial skills

Cross-functional training within Promotion Optimization and MA&IO