



2018 Performance Plan for Senthil Murugan

Employee Information

First Name	Senthil	Location	UPPER GWYNEDD PA USA-OFF
Last Name	Murugan	Country	USA
Job Title	Dir, Quant. Sciences-(56991932)	Manager	Patrick C Moore
Personnel Sub Area	GHH-Z005	Job Code	56991932

Year End Review

Overall Performance Category

Successful

Year-End Review Comments

Managers Comments

Overview

Senthil took over leadership of the Promotion Optimization Team in the middle of 2018. In a short period of time, Senthil very effectively guided the team in the delivery of promotion insights and recommendations to optimize brand, business unit, and market-level promotion investments for 2019 budget. In addition, he effectively guided the team in evolving their existing capabilities to provide more effective insights in a number of key areas, including consumer media optimization. Senthil was also a key member of the Next Best Engagement (NBE) capability team for Januvia. Finally, Senthil took the necessary steps to align his team members as “trusted advisors” to their key clients. In sum, this is an impressive list of accomplishments for a new team leader with broad responsibilities.

Senthil’s specific key accomplishments for 2018 include:

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- Supported the impact analysis and optimal allocation of ~ **\$500MM+ investments in HCP, HCC and Patient Support promotional programs.**
- Identified **\$25MM in potential savings** through Investment Prioritization for 2019 profit planning.
- As a core member, provided critical inputs to enable the design and implementation of NBE for Januvia.
- Directed internal capability enhancements in NBE, Mkt Mix modeling (pathway) and Keytruda MMF impact analysis using new data sources (GPO data)
- Provided leadership to identify optimal frequencies at Media Publisher level using CrossSix data (Nexplanon), development of Google Chatbox capabilities for process improvements and IPF optimization tool for efficient management of investment allocation scenarios.
- Empowered team members to be a trusted collaborative partner with Senior Leadership, Brand Marketing, Campaign Architects and Promotion Managers.
- Improved collaborations with media agency and integrated internal, Crosssix and Initiative capabilities.

Client & Direct Report Feedback

Senthil's clients in 2018 provided very positive feedback regarding their experiences working with him. Specifically, most of Senthil's clients highlighted his critical/analytical thinking ability and his willingness to partner with them on solving their business problems. One client reported that working with Senthil was "the best support team experience I have had during my tenure as USML".

Along the same lines, another client reported that "Senthil is very open-minded and demonstrates a natural curiosity to apply advanced analytics in a new and innovative ways". It is also worth noting that all of Senthil's clients report that he was able to help them solve their issues and at times in ways they did not originally envision.

Senthil's team members consistently rated him as "very effective" or "effective" across all major managerial dimensions, including: objective setting, using feedback effectively, developing staff, teamwork and recognizing and rewarding good performance. It is clear based on the comments from his team that they appreciate the time Senthil takes to understand their interests and analytic strengths and when possible align work that matches these areas. Further, his

team members appreciated the time he took at the start of his tenure to understand their current workload and details of each project. A particular comment from one of Senthil's team members sums it up best, "Senthil is very respectful and considerate manager and he consistently awards his team through Inspire. He is always open to ideas that benefit the project".

Key Strengths & Leadership

Senthil possesses a unique mix of knowledge, skills and abilities that manifest themselves in a number of different ways.

- Senthil possesses a natural innovation mind-set when it comes to the application of his advanced analytic skills. In just a short period of time, Senthil has been able to bring improvements and innovations to a number of different practice areas within the promotion optimization team.
- Senthil has taken a very thoughtful approach to coaching, guiding and recognizing his team members. He very successfully transitioned from being a team peer to the team leader. The feedback from his direct reports makes it clear they view him as a very capable and qualified leader.
- Senthil's engagement style with his clients is another of his strengths. A number of his clients recognize and appreciate his collaborative approach to his partnership with them.

Areas of Focus for 2019

In terms of areas of focus for 2019, Senthil will be asked to leverage his "innovation mind-set" in developing and executing a vision for further evolving consumer media optimization analytics. In addition, Senthil and team will be asked to further support the roll-out of the NBE across multiple brands and business units.

In 2018, Senthil very successful immersed himself into the Promotion Optimization Team Leader role and quickly established himself with his clients and team members. His team effectively delivered numerous high-impact insights and recommendations to optimize promotion spends in the US market.

It has been a great pleasure to work with Senthil and I very much look forward to working with her in her new role 2019.

Performance Priorities

Complete
HCP MCM, MMF Programs & SF Calls

Business

Direct and support impact analysis and optimal investment allocations in HCP MCM, MMF Programs & SF Calls

Priority Details

Due Date 12/31/2018

Priority Updates 1. Senthil Murugan
12/14/2018

Innovation:

- Supported Next Best Engagement evolution through identification of optimal channel sequences (including SF activities) for Januvia and Keytruda. Total upside potential in revenue is about \$175MM.
- Supporting the NBE internal modeling capability for Gardasil. Evaluated NBE capabilities internally for Januvia.
- Enhanced pathway model for Keytruda by going through the analysis in more detail and collaborating with multiple stake holders.
- Explored and Directed Keytruda MMF impact analysis through use of newly available GPO / IPP data.

2. Senthil Murugan
12/14/2018

Core Services:

- Supported impact measurements, ROI assessments, promotion response, and optimal resource allocation for Keytruda, Januvia, Belsomra, Pneumovax and Gardasil.
- About \$100MM investments were informed for optimal allocations.
- As a core member of an agile team, providing support for the execution of Next Best Engagement model for Januvia.
- Extended the number of brands and channels for which Marketing Mix models were used to measure the promotional impacts.

Complete

HCC Digital, TV and In-Office Programs

Business

Direct and support impact analysis and optimal investment allocations in HCC Digital, TV and In-Office Programs

Priority Details

Due Date 12/31/2018

Priority Updates 1. Senthil Murugan
12/14/2018

Core Services:

- Supported impact measurements, ROI assessments, promotion response, optimal resource allocation across various HCC Digital channels and In-office programs using both in-house and cookies to claims data for Keytruda, Januvia, Belsomra, Nexplanon, Gardasil and few other brands.
- About \$250 MM investments were informed for optimal allocations.
- Collaborated with Initiative to define the roles more clearly and integrate Mkt. Mix, Exposure to Claim and Initiative's analytics capabilities.
- Extended the number of brands and channels for which HCC Marketing Mix

- models were used to measure the promotional impacts.
2. Senthil Murugan
12/14/2018
- Innovation:
 - Extended IADS capabilities by demonstrating the viability (for Nexplanon) of identifying impact maximizing digital frequencies at publisher level. This is highly influential input for media planning and campaign performance improvements. More brands have planned to get the necessary inputs to enable this analysis next year.

Complete

Samples / Vouchers / Coupons / EVoucher programs

Business

Direct and Support analysis of Samples / Vouchers / Coupons / EVoucher programs

Priority Details

Due Date 12/31/2018

Priority Updates 1. Senthil Murugan
12/14/2018

Innovation
 - Introduced targeted approach and got legal buy in for Steglatro Evoucher design.
 - Guided development of Google Chatbox requirements gathering and implemented SAS LAAD data coupon analysis process improvements - A cutting edge technology implementation that has a potential to improve process efficiency significantly.

2. Senthil Murugan
12/14/2018

Core Services:
 - Supported measurement of patient abandonment and adherence changes, overall business impact and

evaluation of optimal offer design scenarios for EVoucher programs corresponding to Januvia, Belsomra, Steglatro, Noxafil, Sivextro and Difidol.
- Supported the study of Sample and Voucher promotion responses for Januvia and Belsomra.
- Overall investments and benefits paid that were informed through these programs ranges between \$100MM to \$200MM.

Complete

Investment Prioritization

Business

Direct and Support Investment Prioritization analysis for determining 2019 optimal promotion budgets.

Priority Details

Due Date 12/31/2018

Priority Updates 1. Senthil Murugan
12/14/2018

Innovation
- Supported the development of design for optimization tool using Rshiny - an internal capability that will reduce dependency on IT and will result in cost savings with a potential to accommodate future optimization enhancements (i.e., pathway model etc).

2. Senthil Murugan
12/14/2018

Core Services:
- Integrated all the impact analysis from IA&DS and few other groups to help guide the optimal budget allocation for 2019 profit plan. Brands include Januvia, Belsomra, Gardasil, Pneumovax, Keytruda and Nexplanon.
- Other brands and business units were supported by using scoring model to guide 2019 promotion budget allocation
- Promotional dollars

involved in the decision is
~\$200MM. \$25MM savings
were identified.

Complete

Pilot designs, Vendor evaluation and Others

Business

Direct and support Pilot designs, Vendor evaluations and related other analytical activities

Priority Details

1. Senthil Murugan
12/14/2018

Core Services:

- Supported the design of digital pilots for Sivextro and Gardasil.
- Supported design and execution of heavy-up digital pilot for Belsomra.
- Evaluated various vendor capabilities and worked with some of them to enhance the analytical capability and executional efficiency.

Due Date 12/31/2018

Priority Updates

Complete

People Development & Staffing

Development

People Development & Staffing

Priority Details

Due Date 12/31/2018

- Priority Updates
1. Senthil Murugan
12/14/2018

- Provided leadership and support that empowered each practice area lead and team member to be the subject matter expert and a trusted collaborative partner with Senior Leadership, Brand Marketing, Campaign Architects, Promotion Managers and other teams.
- Hired an Associate Director, a Specialist and two Graduate Interns.
- Explored the interests and motivated the new hires and the existing staff to engage them effectively.
- Identified problems of interest for each individual

team member and provided an opportunity to work on them.

- During peak workload periods, provided necessary support to reduce stress levels of the team member (s) by reallocating and prioritizing the work .

Complete

Compliance

Business

Demonstrate commitment to compliance and act with integrity

Priority Details

1. Senthil Murugan
12/14/2018

Demonstrated commitment to compliance and acted with integrity by:

- Ensuring all members of the team carry a meaningful compliance priority, complete all required compliance training and conduct themselves in a manner consistent with the letter and spirit of our policies

- Engaging compliance and legal to gain input on business strategies, plans and initiatives.

Due Date 12/31/2018

Priority Updates

Signature

Manager: Patrick C Moore
Patrick C Moore by Talent Process Admin 2

06/05/2019

Employee: Senthil Murugan has not signed yet