Bealer, Blythe E
Assoc. Dir. Data Science

Manager: Senthil Murugan
Evaluated by: Senthil Murugan

2021 Performance Review
Organization: Promotion Optimization (Senthil Murugan) (SUP53012191)
Location: USA - Pennsylvania - North Wales (Upper Gwynedd)
01/01/2021 - 12/31/2021

Overall

Rating: Outperformed

Comment: Blythe had a very successful year. She expanded the team's capability in terms of both critical project deliveries (ex: DOMINO for Oncology) and effective consultant management. Blythe is a very hard worker who is highly organized – she has gone above and beyond and has spent significant additional late and weekend hours to keep the projects on track and take multiple projects at a time. Blythe is the domain expert in terms of HCP data and is a highly admired go to consultant for many US based teams. Blythe's unique style of calm and clear communication combined with patience, open mindedness and ample empathy makes her a natural trusted partner and a top collaborator for the key brand and support teams. She helped support and establish an org structure within our offshore consulting team, that has proved to be very effective and efficient in multiple project deliveries. This capability was a critical success factor for the whole team. She received about 10 Inspire awards in 2021 in appreciation of her above and beyond support.

Key 2021 projects
- Oncology promotion budget allocation and HCP NPP Strategy:
    - Enhanced DOMINO budget planning tool. Consulted using DOMINO to inform **~$1.1B Keytruda promo budget [2021: $522MM + 2022: $565M]**
    - DOMINO has become a key process & tool for Oncology MLT. Currently undergoing enhancement to accommodate Lynparza, Lenvima.
    - Provided support for Keytruda and Lenvima (new) HCP digital promotion impacts, ROIs and strategies.
    - Guided ICE team budget at more granular level through CIA tool in collaboration with ZS **[$42 MM]**
    - Key trusted and invaluable partner for HCP ICE (Lori) and Optimal resource allocation team (Sharon / Debbie).
    - New Initiatives: Crossix HCP Promo measurement, Demandbase measurement, Test/Control based Contextual Search measurement.
- Supported multiple Mkt Mix type analysis (10+) and Mkt Mix Data Lake.
    - Brands: Keytruda (2X), Bel., Diabetes, P23, Bridion, Lynparza HCC, Lenvima (new), 3 PED vaccines
    - These analyses informed several promotion investments worth **>$100MM** of HCP NPP investments
    - Coaches and manages HCP and Sales part of Market Mix Data Lake Initiative with Global Analytics Team
- NBE and HCP Non-Personal Impacts and Strategy.
    - NBE Support for 7 Brands: Determine Max touchpoints periodically, Guide fine tuning of CEI, Estimate sales impacts by vendor & channel etc.
    - Research on iOS impact to ROI estimations, Mkt Mix models and NBE CEI calculations.
    - Support several brand and DET team requests to identify optimal promo mix of HCP NPP channels that maximizes incremental revenue.
- Consulting & Expertise in HCP Non-Personal Data.
    - Works with DAI, Operations and IT regularly to resolve data issues, share her expertise on HCP NPP data and help onboard new vendors.

- People & COE development
  - Supported & Managed several mkt mix type & adhoc impact analysis projects with vendors like ZS, Datazymes, Crossix etc.
  - **Collaborated with Datazymes to setup _an efficient flexile team structure_ and managed 4 to 8 consultants directly.**
  - **This new consultant team structure proved to be extremely helpful in dramatically increasing DZ outputs and responsibilities.**
  - _Primary data expert & consultant for multiple teams._
  - _Widely regarded as HCP related data expert (sales, field and NP promotions)._

Stakeholder feedbacks

Blythe went out of her way to provide a stakeholder who is new to the company with background and onboarding. This stakeholder expressed that Blythe is vocal in asking questions about offerings, making strategic recommendations, and allowing space for productive conversations. Blythe consistently tries to think of creative solutions to complex problems – she is clear in communicating risks/limitations, opportunities, and solutions.

Another stakeholder stated that Blythe is great at communicating, simplifying, and explaining to those that don't have analytics background. She had a great mindset, was willing to entertain and consider this somewhat unusual project, had a complete open mind, and brought back a good recommendation. The third stakeholder mentioned that Blythe is a strong team player and a leader who is always eager to learn and takes ideas to action quite frequently.

I am very happy to have Blythe as the promotion optimization team member. Her experience and patience have delivered great value to the team. I look forward to continuing to work with her in a challenging and always changing future.

Comment: This year was a successful year at completing ROI analyses and recommending promotional budgets for HCP digital promotion for multiple brands. Oncology planning has become more complicated as other brands (Lynparza, Lenvima and Welireg) begin to grow and combination products are increasing. I've been working to improve and expand Oncology support.

Significant time has been spent instructing global IT on how to pull promotion and sales data to automate this process for marketing mix modeling. I have shared overall brand knowledge and created many mapping files due to data inconsistencies.

I became comfortable with using RWDEX for data storage and processing. I do need time to start using training I received for R and Python

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.
- Followed guidelines regarding ROI measurement and sharing results with internal and external partners.
- Began discussions regarding ability to include EMR/EHR data into analyses.

Due Date: 12/31/2021   Status: Completed   Completion Date: 12/31/2021

Category: Development
Comments:

Core Services #1:

Continue to proactively identify and measure sales impact & ROI of HCP promotion to provide US Pharmaceuticals' Marketing and Sales Leadership with profit-maximizing recommendations to inform current year trade-off decisions and 2022 Annual Budget. HCP Promotion includes: targeted non-personal promotion by third party vendors and Merck, mass media non-personal promotion, Field Representative email and Merck Medical Forums.

- Partnered with ZS Associates analyzing change in promotional impact from pre-COVID to COVID time period for six brands: GARDASIL 9, PNEUMOVAX 23, JANUVIA, STEGLATRO, BRIDION and NEXPLANON.
- Supported marketing mix analysis for several brands sharing revenue and ROI by vendor with brand teams for 2022 resource planning. Support included promotion data and spend collection, input on brand strategy, model results review and sharing of ROI results to brand teams.

Due Date: 12/31/2021   Status: Completed   Completion Date: 12/31/2021

Category: Business

Comments:

Core Services #2:

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.

- On-boarded six third party vendors (Platform Q, Sermo, StorySoft, Connexion 360, Trend MD, VuMedi) 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 DA&I team.
- Participated in various initiatives to standardize and improve non-personal promotion data collection.
- Worked with Digital Engagement Capabilities team and Solved to establish templates and SOPs to ensure we receive accurate promotional data and spend.

Due Date: 12/31/2021   Status: Completed   Completion Date: 12/31/2021

Category: Business

Comments:

Core Services #3:

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

- Provided and explained HCP personal promotion, HCP non-personal promotion and sales programs to IT.
- Consulted with IT on how to make process dynamic and multi-brand.

Due Date: 12/31/2021   Status: Completed   Completion Date: 12/31/2021

Category: Business

Comments:

Global Diversity & Inclusion - Ensure completion of all mandatory D&I learning opportunities assigned in myLearning to include "Understanding your role in creating a Diverse & Inclusive Workplace"

Completed training course and reviewing other suggested Global Diversity & Inclusion (GD&I) Actions that I can take.

Due Date: 04/30/2021   Status: Completed   Completion Date: 04/27/2021

Category: Diversity & Inclusion
Comments:

Innovation #1:
Support ONCOLOGY (primarily KEYTRUDA, LENVIMA, LYNPARZA) promotion budget allocation at all levels: brand, tumor, HCP vs consumer, channel and vendor for current year ($522M) and planning year ($565M). This includes scoring models and marketing mix models to estimate and measure promotional impact. Oncology team has requested incorporating more 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.

- Implemented DOMINO model to allocate KEYTRUDA/WELLIREG 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 getting buy-in from MLT.
- Provided support for KEYTRUDA and LENVIMA HCP digital promotion ROI analyses by collecting HCP promotion, sales and budget data across all HCP promotional channels. Verified data inconsistencies leading to mapping rework especially of Medscape TV and Watzan banners. Reviewed model assumptions and results with ZS and our team to determine best model structure and measure of incremental lift. Presented results to ICE team.
- Provided ICE team and Oncology Portfolio team with analytical support and consultation regarding testing designs, interpretation of impactable revenue and ROI and adhoc impact analyses for: NBE beta values for CEI and lift measurement, Crossix HCP promotion measurement, Demandbase program measurement, Test/Control analysis of Contextual Search, etc.

Due Date: 12/31/2021   Status: Completed   Completion Date: 12/31/2021

Category: Business
Comments:

Innovation #2:
Support US Pharmaceutical's NBE Initiative with inputs needed to train and implement NBE models across multiple brands.

- Supported brand teams and DET by providing ZS team with sales impacts by vendor and channel and/or maximum touchpoints by segment. Brands included were VERQUVO, Diabetes, BRIDION, ISENTRESS, PIFELTRO/DELSTRIGO and Pediatric Vaccines.

Due Date: 12/31/2021   Status: Completed   Completion Date: 12/31/2021

Category: Business

Comments:

People:
Develop management skills through working with contract team and summer intern.

- Managed relationship between Promotion Optimization team and Datazymes' contractors including invoicing, hardware, systems access and project assignment.
- Managed summer intern with her project to analyze impact of KEYTRUDA Lung promotion on Lung patient counts at an HCP level.

Due Date: 12/31/2021   Status: Completed   Completion Date: 12/31/2021

Category: Development
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, 56980496 - Assoc. Dir. Data Science, 56980495 - Assoc. Dir, Data Science

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