***2019 Feedbacks***

**Ambika:**

1. From Anthony Hillman (DET Gardasil Architect)

* What behaviors did you observe that demonstrated leadership? How did these positively influence the outcome of the project (please specify the project in the course of sharing your feedback)?
  + Ambika has been an excellent partner across the general G9 DET collaboration.  More recently, as we are looking into the affinity classification and comparing it to a G9 campaign where we intentionally didn’t use affinity.  Ambika continued to drive toward collaborative learning so that we are able to learn not only from the G9 example, but how we could utilize those learning for other DETs and brands.  While she could have simply settled with answering the “financial impact” she is taking a much more holistic view and truly is leading from within to find the best result for G9.  In so far as, she’s reaching out to Blythe to better understand how some of the potential data discrepancies were resolved in a somewhat related project.
* What particular strengths did you see consistently during your collaboration? What would you like to see him/her continue (please provide specific examples)?
  + Ambika’s strengths really center around her thoughtful approach to problems and looking at non-traditional impacts on analyses.  I’ll return to the affinity project (mind you, this is a great example in my mind, because it’s not a “standard ROI” project), Ambika identified that the use of affinity data may be impacted by 2020 contract shifts to engagement models as opposed to delivery models.  This non-traditional consideration is driving a specific conversation with Patti Flannery about how the coordination of 2020 contracts and affinity data may be directly impacted to brand use of that data.
* Are there specific areas in which you’d like to see improvement? Please give specific input about the situation that makes this suggestion come to mind?
  + Ambika is a great business partner.  The only area I see for her to improve upon is her personal recognition as a quiet talker.  She should seek to move closer to a microphone when using a speakerphone.  Learning how to present over a telephone is a learned skill where Ambika would certainly benefit.  If she nails that (which I’m sure she will with training), she’ll be unstoppable – and able to better impart her depth of knowledge on phone calls as well as she does in-person.

1. From Pamela Rootkie (US Diabetes Franchise Exec. Dir)

I have engaged with Ambika a few times so far, as I just joined the US Diabetes team in Sept.  I joined just when Ambika presented the results of the ROI analyses for both diabetes brands.  The work was very good – and helped me and my team to make informed decisions with regard to investments for next year.  She (and Senthil) also spent extra time with me to dive deeper into the analysis to ensure I fully understood as I was new.  Ambika also helped my team by running additional analysis to inform more levels of spend, as we considered shifts in our budget – and, she put together a very helpful analysis in a short time frame to help us make a case to leadership for an additional $10M spend – which was successful.  Ambika delivered high quality work within the requested timeframe, and with a great attitude.  I look forward to continuing to work with her moving forward.

Thanks,

Pam

1. From Christy Peterson (P23 Brand lead)
2. What behaviors did you observe that demonstrated leadership? How did these positively influence the outcome of the project (please specify the project in the course of sharing your feedback)?
   1. Ambika led the process for the 2020 promotional optimization.  She planned for this early and ensured she had the right stakeholders included.  Having multiple meetings focusing in on the appropriate content was good as it gives time to contextualize the information and modify as necessary. She helped the extended team and myself understand the variables and constraints in our planning process.
3. What particular strengths did you see consistently during your collaboration? What would you like to see him/her continue (please provide specific examples)?
   1. Ensuring with the team that she had the right people involved in the meetings was helpful to reduce churn. Her coordination between her team and ours was also done well, so everyone understood the roles of the stakeholders.
4. Are there specific areas in which you’d like to see improvement? Please give specific input about the situation that makes this suggestion come to mind?
   1. Continue to work with colleagues such as Yan as mentors to learn the nuances between specific consumer and HCP metrics as well as data interpretation.

**Blythe:**

1. From Ryan Monahan (US Operations Reporting lead)

* What behaviors did you observe that demonstrated leadership? How did these positively influence the outcome of the project (please specify the project in the course of sharing your feedback)?***[Monahan, Ryan J.]***  Blythe consistently demonstrates both “Withholding to Sharing” and “Silos to Networks” in my work with her on various projects.  Her knowledge and experience with the ROI impact of our MCM HCP investments is broad and deep and she supports the sharing of the knowledge and experience across the US Market organization during Brand Reviews as well as during the Profit Planning work.
* What particular strengths did you see consistently during your collaboration? What would you like to see him/her continue (please provide specific examples)?***[Monahan, Ryan J.]***  Blythe should continue to proactively share her POV and understanding of the data and analysis, specifically the appropriate caveats with her business partners.  Her knowledge is very strong and she can quickly help her business partners better understand the impact of their brand’s MCM investments.
* Are there specific areas in which you’d like to see improvement? Please give specific input about the situation that makes this suggestion come to mind? ***[Monahan, Ryan J.]***  The only area I would suggest for Blythe would be to comfortable sharing more of her POV around helping the business better understand the possible hypothesizes that she believe may or may not be driving ROI with MCM investments.  We may not have the level of data in order to prove a point or hypothesis, but in an effort to help continually learn and advance our organizational understanding, contributing to and helping drive the plausible or likely reasons behind MCM HCP ROI will help the organization learn and at least consider hypothesizes to test in market moving forward.

1. From Fransis Utama (Oncology ICE)

I worked closely with Blythe on CIA model project for Oncology as well as vendor data management for Merck enterprise.

I really value her analytical and reasoning skills that create new insights, spark new thinking and make me learn new things. I also value her integrity, especially around data where she questions it with the intention to have sound analytics. She is collaborative, reliable and responsive, making the projects that I’m working in with her move forward. It’s a pleasure working with her. She has implemented new ways of working, including Silos to Network, Withholding to Sharing, Knowing to Learning and Planning to Experimentation.

I’d like Blythe to adapt her presentations according to the audience, especially when the audience is not data-savvy. For example, she might simplify her presentations by explaining the methodology at high-level while having the detailed analytics in the appendix.

1. From xxx (yyy)

**Yan:**

1. From Nancy Ibach (Oncology Digital Marketing Exec. Dir)
2. What behaviors did you observe that demonstrated leadership? How did these positively influence the outcome of the project (please specify the project in the course of sharing your feedback)?

-Due to her **deep knowledge** of the ROI model we have had Yan join us for our quarterly Sr. Leadership presentations with Jill DeSimone and she is able to address the questions the team has with **confidence and expertise.**

-As we transitioned from ComScore to Crossix, Yan was an **invaluable partner**. There were multiple meetings to ensure we could understand the differences and trade offs from one measurement platform to the other.  She thoughtfully walked us through all the changes in phases and **set expectations** for when the deliverables would be available.

-She has been a great collaborative partner, we are lucky to have her on our business

1. What particular strengths did you see consistently during your collaboration? What would you like to see him/her continue (please provide specific examples)?

-Yan was a tremendous help to us on many occasions this year. We made significant changes to our media plan when we decided to pull back on broadcast TV  and had to look at multiple scenarios to try to maximize our other channels. There were very tight timelines around the changes and Yan was **available and responsive** to the team consistently. I find her to be extremely **reliable** always working to accommodate the business question that was proposed and also bringing forward new scenarios.

1. Are there specific areas in which you’d like to see improvement? Please give specific input about the situation that makes this suggestion come to mind?

Yan is so confident in the knowledge she brings to the discussion sometimes it would be helpful for her to slow down a bit in her explanations

When presenting to Sr. leaders brevity is sometimes more appropriate, be cognizant of the audiences knowledge and don’t go too deep if a simple answer can suffice.

1. From Pat Conroy (G9 HCC Media Brand Director)
2. What behaviors did you observe that demonstrated leadership? How did these positively influence the outcome of the project (please specify the project in the course of sharing your feedback)?   Yan does a great job organizing her team and ensuring that the important business questions get answered.  She relentlessly pursues the truth and doesn’t give up.   I really appreciate that about her leadership style.
3. What particular strengths did you see consistently during your collaboration? What would you like to see him/her continue (please provide specific examples)? Yan seeks to understand and acts like a true business partner.  I feel like she is “in it” with us.   I rely on her for important decision making information such as media investment options for HCC on G9.
4. Are there specific areas in which you’d like to see improvement? Please give specific input about the situation that makes this suggestion come to mind?

It’s not really Yan’s fault, but we can never get answers fast enough on the brand team.  Any way she can see to streamline the ROI process, or give us more “real time” feedback would be appreciated.  I think she already knows this though and is working to make it faster.

1. From Jarrett Roth (Oncology Digital Marketing Director)
2. What behaviors did you observe that demonstrated leadership? How did these positively influence the outcome of the project (please specify the project in the course of sharing your feedback)?
   1. Yan has many leadership qualities/behaviors they include:
      1. Good listener – She takes the time to listen to the needs of the business and then proposes solutions to address needs.  She also helps to identify gaps that the business might not know existed.
      2. Delivers results and keeps commitments – Yan has become a core partner that the team relies on as part of our analytical solution.  She is much better at delivering results and keeping her timeline commitments.
      3. Yan also practices Straight Talk and has Integrity -  If the data is not there to support the story that brand teams might want to tell; she is 100% up front with that information and will not be coerced it telling a story.  I value that type of honesty and transparency in a analytics partner and it helps me to trust in her analysis; even when I may not like what it is telling me.
3. What particular strengths did you see consistently during your collaboration? What would you like to see him/her continue (please provide specific examples)?
   1. Yan has several strengths that are apparent in her collaboration with my team and the larger consumer team; they include
      1. Deep subject matter expertise in the field on Analytics, MMM and ROI modeling amongst others
      2. Good Partner and Collaborator – She attempts to understand the specific business objectives of the various campaigns/media and helps to create analysis and measurement plans that are tightly aligned to the business needs/drivers.  Yan makes a consistent effort to be present and “completely tuned  in” to the other Market Research and Analytics work streams.  She leverages this knowledge to better understand how her analysis fits in as a component of a larger set of analytics data being presented to the consumer team.
      3. Loyalty /Dedication – Always going above and beyond – Over the past few years; Yan has gone above and beyond reasonable activities to ensure the MAIO deliverables are both timely and accurate.  Yan is always available to help the team out when needed.  She partners with Stephanie on major deliverables to senior management.
      4. Teacher - Yan is a good teacher; this year we have had several new members join the team and Yan takes the time and extra effort to get them up to speed.  She works diligently to attempt to explain the “media mix model outputs” to the commercial teams.  She attempts to deepen the commercial team’s knowledge of how the inputs are leveraged to inform the calculations and outputs from the model.
      5. Solution Provider – Yan has swapped out a few of the solutions provider this year and we are experience more predictable and forecastable results.  She also helps to make sense between the results we saw in past years with other providers and how the match up with this year’s batch of results.
4. Are there specific areas in which you’d like to see improvement? Please give specific input about the situation that makes this suggestion come to mind?
   1. Yan has gotten much better at asking for help from her management support structure.   She is able to effectively tap in to leadership and other MAIO colleagues for additional help when needed.    She has also gotten much better a vendor and timeline management;  I feel as if she is not rushing deliverables out to the brand team and that she has had the chance to go over the analysis with the vendors once or twice before we get to see the data/results.    I am sure competent vendors are making her life a bit easier;  but I am also convinced her vendor management skills have increased significantly.
5. From Stephanie Joco (Oncology Digital Marketing Sr. Specialist)
6. What behaviors did you observe that demonstrated leadership? How did these positively influence the outcome of the project (please specify the project in the course of sharing your feedback)?

Yan is an excellent partner to the Keytruda Consumer team. She is very knowledgeable about the business across all tumors and is always in lock-step with myself, market research, and the rest of the marketing team, including our Executive Director. For example, she led the MMM in collaboration with us and ensured that the methodology was sound and consistent with Crossix methodologies and insights. She’s been extremely helpful with helping us as the team also understand how to understand and interpret the insights and methodology so that we are best equipped to discuss the results with senior leadership. Because of her, we have confidence in our ROI models and impact of Consumer on our business. She’s also been a key participant and contributor in our Quarterly discussions with Oncology Senior Leadership (including the SVP and AVPs), and helped them gain confidence and understanding of our data and methodologies. Her breadth and depth of knowledge in advanced analytics, business/marketing objectives, and media have been integral to us as the Keytruda consumer marketing team.

Yan has been instrumental in applications of the data in multiple settings:

* 1. Annual Media Mix planning: her MMM/ROI helped us decide our overall Marketing Mix
  2. Scenario planning: for Lung and Masterbrand especially, she’s run scenario analyses to help us quantify the impact of various marketing mixes on our revenue, enabling us to build business cases for senior leadership and use our dollars wisely
  3. DMA analysis: our pilot on melanoma to help us target more efficiently has yielded positive results and may lead to expansion in 2020

1. What particular strengths did you see consistently during your collaboration? What would you like to see him/her continue (please provide specific examples)?

Yan is very proactive and a great communicator—she’s good at explaining in easy to understand terms how to think through and use applications of data. She’s also viewed across the team as a subject matter expert and a key partner/collaborator. The team enjoys working with her and deems her as a huge asset! She’s also great at vetting methodology such that we are using data appropriately.

1. Are there specific areas in which you’d like to see improvement? Please give specific input about the situation that makes this suggestion come to mind?

Yan is a great partner and I look forward to continuing to work with her!

**Dave:**

1. From Jim Woodward (Adherence Programs Operations Leader)

* What behaviors did you observe that demonstrated leadership? How did these positively influence the outcome of the project (please specify the project in the course of sharing your feedback)?  Dave is always willing to engage with the vendors as well as with IQVIA or anyone else we engage around our programs.  His knowledge of the program and the data requirements is instrumental in getting the results we need to make business decisions.  He led the audit of PDR/ConnectiveRx and shared the results with the brand team, ultimately leading to more funds being allocated to the program.
* What particular strengths did you see consistently during your collaboration?   Dave understands not only the analytics Merck needs, but his experience with our programs and our vendors is important.  He has been able to gain the trust of the vendors as to his expertise and ease of working with him. What would you like to see him/her continue (please provide specific examples)?  I would like to see us take the next step and look at our programs in conjunction with his work on coupons and other promotional programs.
* Are there specific areas in which you’d like to see improvement? Please give specific input about the situation that makes this suggestion come to mind?  The only thought would be to be more proactive, if he sees something we should analyze or something somewhere else that could provide some guidance for our programs, bring it up.

1. From xxx (team yyy)
2. From xxx (team yyy)