**Ambika Rana**

**Overall:**

* Summary

Ambika performed significantly above expectation on multiple projects with a high business impacts and innovations. Ambika helped in optimal reallocation of 2020 promotion spends of about $350MM through IPF and associated consultative work. She helped to develop digital engagement plan for Gardasil & Januvia NBE. Her NBE support related to advanced analytics, G9 NBE business case development and guidance in developing future contracts were highly valuable and were key steps in the successful implementation of Gardasil NBE. Potential incremental revenue from NBE implementation is estimated to be between $25MM to $65MM.

Ambika researched and completed first set of DET campaign sales impact measurements for G9. This is of huge importance to our senior leadership (Kathryn, Nikhil, Brand Leader etc.) as DET team was setup very recently. This work also informs a fundamental approach to analyze future DET campaigns. Ambika did a solid groundwork for Fortify related scenarios and Belsomra strategic initiative evaluations. Business critical decisions were made based on these analyses. Ambika also improved the efficiency of IPF process by proposing and starting the development of an innovative investment optimization tool using R and RShiny. In addition to these projects she completed several other projects of high business value and innovations.

Ambika has consistently exhibited a highly valuable and well-rounded approach to answering various business critical questions through a wide range of analytical and qualitative approaches. Ambika is more confident in presenting a concise and well-articulated presentation to her clients. Such a business acumen, consultative approach, listening skills and an ability to learn, adapt and shine in all her undertakings is a rare skill and our team highly values and cherishes her skills. Ambika collaborates effectively with multiple teams and multiple levels - from specialists to VPs. Her stakeholders highly value her work and continuously seeks her out for consultations when they determine various strategies and budgets. Ambika’s ability to perform next level functions very efficiently positions her very well for future potential growth at Merck.

I would like her to gain more of such project experiences, widen her responsibilities and collaborate with more teams in 2020. She is a great asset to the team.

* Stakeholder Feedback

Ambika’s stakeholders consider her as an excellent collaborative partner. She takes a more holistic view of the analysis and leads from within to find better results. Ambika’s strength centers around her thoughtful approach to problem solving and looking at non-traditional ways to study an issue. She is seen as a quiet leader. Ambika has helped brand leads to make informed decisions and was more than willing to run additional scenarios to help her stakeholders in seeking additional investments and in reallocation of their investments. Ambika delivered high quality work within the requested timeframe and with a great attitude. Ambika coordinated very well with various teams (ex: MAIO and brane teams) so everyone understood their roles. One of her stakeholders would like her to continue to work with MAIO colleagues as mentors to learn the nuances between specific consumer and HCP metrics as well as data interpretations.

**Projects:**

1. Core Services
   1. Gardasil NBE business case

This was an innovative, first time, internally sourced study to understand the business impact of promotional sequencing through identification of good and bad couplets. Ambika quickly understood the ZS’s relevant work for Januvia and produced her own version of a similar study for G9 and demonstrated an upside potential of $20MM+. Ambika’s study was immensely helpful in making a business case for developing G9 NBE capabilities.

* 1. Gardasil DET

Ambika served as a key to analyze and illustrate the sales impact of G9 Wave0 DET campaign. Ambika is also in the process of completing a bigger G9 Wave1 campaign impact analysis and coached / managed our offshore resources on the measurement methods. Both these analyses are first set of sales impact measurements of DET campaigns. These are of huge interest to the organization. Ambika shared her results with Kathryn, G9 brand AVP, DET leadership team and multiple other teams. Her presentation was well received and lays a strong groundwork for future analysis.

* 1. Gardasil NBE

Ambika served as one of the key core NBE team member and helped to roll out the G9 NBE implementation. She received numerous appreciations and awards from leadership team for her analytical prowess, listening, and answering the relevant business questions. Ambika enhanced the computational methods for digital engagement plan. Her skills in making business relevant decisions in the presence of minimum set of information is commendable. Ambika also guided the contracting team and influenced the future contracting process modifications.

* 1. Januvia Mkt. Mix.

Ambika consistently showed her quick learning ability and high intelligence by jumping into marketing mix modeling world. Ambika did a thorough job of exploring various models and artfully chose channel impact estimates that provided directional evidence of the vendor/channel sales performance. This work served as primary input for brand budget planning.

* 1. IPF

IPF is one of the most influential & high business impact work that guides yearly budget allocation for various brands. Ambika single handedly worked on 6+ major brands – a significant achievement and illustration of ability to think in vacuum, persistence, patience and high intelligence. Ambika collaborated effectively with various teams – MAIO, Finance, various brands, senior leadership etc. to collect relevant information, integrate and analyze them with a sole focus on business objective of determining optimal channel budgets. Through her work, Ambika became a sought-after resource for various brand leaders – from Associate Directors to VP’s to seek out and run various optimal budget allocation scenarios. Ambika helped to consolidate many of the analysis into one huge reference document that is often referred by our team, finance and brand teams. Through her work, the promotion optimization team is invited to kick off the profit planning cycle with relevant information from next year onwards. This is a significant achievement as profit planning lays the foundation for about $400MM+ spend (excluding Keytruda) in promotions. Several of Ambika’s work outputs have been / are planned to be implemented thus having a direct high value impact to business.

* 1. IPF Optimization tool – R/RShiny

Ambika proposed to develop an innovative toolset using R/R-Shiny to greatly improve the IPF process. Such a visionary approach and willingness to engage in its development is highly appreciated and is a cornerstone of Ambika’s contributions. When developed, such a tool would help ease and distribute the IPF work to others and also provide a method to maintain history of scenarios.

1. Professional Development

Ambika is always willing to learn, teach and initiate new ideas – both analytical and managerial. Ambika is one of the founding members of the new MAIO information exchange platform and has attended numerous technical trainings and 2019 PMSA conference. Ambika shared her learnings from the PMSA conference with the MAIO team.

**Yan Guo**

**Overall:**

* Summary

Yan has had a very successful year with increasing responsibilities. Yan is one of the top performers in the MAIO organization. On digital innovations side, Yan helped to optimize HCC digital touchpoint frequencies for various publishers using inputs from Crossix for Nexplanon and P23. Yan coached 2019 summer intern Rui Cao to research on the classical SEM models and study the halo impacts of various promotional channels. In terms of evolution of core services, Yan informed HCC investments of about $300MM+ for Keytruda, Nexplanon, Gardasil and few other key brands. She achieved this by supporting marketing mix modeling (MMM) processes, generating various optimal investment scenarios and guiding the brand and media teams in the allocation process. Yan played a hands-on role in collecting all HCC related data for marketing mix analysis, developed MMM for Nexplanon & Belsomra, and guided promotion optimization team in the modeling process through her experience and expertise in the MMM area.

Yan expanded consumer media collaboration and consultation by expanding the analysis of Crossix studies for multiple brands. She measured and guided proper deployment of G9 TV and video budgets. Yan supported Keytruda HCC promotion brand team to shape the 2019 2H consumer marketing strategy and provided optimal strategy mix and budget allocations for 2020 Keytruda master brand launch planning. Yan provided deep consultation and guidance to IQVIA and Keytruda marketing team to measure the effectiveness of Keytruda POC programs. She supported, developed and evaluated HCC media pilot programs such as vaccination pilots with Aetna / Heal.com, UHC pilots, Geotargeting pilots, Facebook pilot designs, Nexplanon social heavy-up etc. Yan is also helping to recruit 2020 summer interns and gained knowledge and perspectives through various external trainings and 2019 PMSA conference.

In 2019, MAIO greatly expanded its advanced analytics and consulting projects and practices with a focus on digital programs. Yan has proved herself to be a highly experienced expert with deep working knowledge of HCC media promotions and associated data and analytics. Yan is very proactive in laying out her analysis plans with all her stakeholders. Yan is considered as a highly trusted partner and domain expert by her clients and they involve her in multiple meetings and engagements that goes well beyond her analytics role. Yan provides a holistic consulting experience for her clients by sharing, teaching, listening and learning various business nuances and technical guidance. This has been a busy year and Yan rolled her sleeves and got into it and helped both her clients and other MAIO team members. I would like to see her communicating more with me and MAIO leadership team so that the leadership team can understand, provide cohesive inputs to stakeholders and help Yan to meet and expand her goals. Our team is very lucky to have her as part of the team and I am looking forward for another productive and challenging year 2020.

* Stakeholder Feedback

To put it simply, all of Yan’s stakeholders are extremely appreciative of her support to make them and Merck succeed. They value her as a trusted partner and rely on her experience, expertise and judgement in guiding them – be it evaluation of vendors or educating them on appropriate analytical methods or guiding their investment strategies. Some of her stakeholders have invited Yan to meet and present to their senior leadership and they encourage her to provide short, direct and thought-out answers to leader’s questions. Such presentations are part of ongoing individual development and I am sure Yan can excel in this area in due course.

**Projects:**

1. HCC Market Mic, Budget Scenarios and Investment Strategies

Yan helped to inform over $300MM+ investment by supporting the team’s MMM process. In particular, she had a hands-on high level of involvement in developing MMM for Nexplanon, Belsomra and Keytruda. Yan supported the overall MMM process by collecting all the HCC media related data from Initiative and the educated the team on how to use them for MMMs for various key brands. Yan played an outsized role to develop second set of MMM for G9 in collaboration with ZS. As an MMM expert, she guided the modeling process of the whole promotion optimization team.

Yan executed various HCC budget reallocation scenarios and informed $200MM+ consumer budget allocation by extending MMM analysis for Keytruda, Nexplanon, Gardasil etc. These are the brands with major consumer spends. She also supported the IPF process that recommends optimal 2020 budgets for various key Merck brands.

Yan proactively and closely collaborated with brand teams, Crossix and media teams. She guided and verified Crossix cookies to claims based analysis for various brands. Yan computed net conversions, sales impacts and ROIs at the publisher level from these studies and guided brand and media teams to choose appropriate publishers to increase profitability. Yan worked closely as a consultant with Keytruda HCC team to inform the strategy for 2H 2019 HCC budget allocation. Through her unique consulting skills, she has gained the trust of her clients and expanded MAIO’s capabilities.

1. HCC digital pilot evaluations and adhoc analysis

Yan was instrumental in developing, deploying and evaluating the impact of various consumer related pilot programs. She recommended best DMAs and number of DMAs to target for Keytruda Melanoma digital campaign pilot. Yan identified best bet markets for Januvia Facebook suppression test and supported the design and deployment of G9 in-home pilot program as well as Nexplanon Facebook pilot. Yan also collaborated closely with G9 marketing and pharmacy program teams to successfully launch Aptus Health HPV education program and a pharmacy in-market pilot program. All these pilot initiatives are critical for learning program viability and deploying future promotional investments. By getting involved in these program designs and strategies as a trusted partner with her stakeholders, she was able to provide immense value and directions for future promotional strategies.

1. HCC performance reporting and Targeting

There are various HCC data sources and reporting capabilities available both within Merck and with our vendor partners like Initiative and Crossix. Yan brings her expertise in consumer promotion field to identify key reporting metrics for various dashboards. Of mention is the most recent development of high-level digital metrics dashboard for senior leadership. Yan helped to identify key HCC media KPIs, checked the data and rules used to get them consistently, provided data for this dashboard and helped to design the senior leadership digital dashboard. She consults with other consumer COE and CORI dashboard teams to identify, manipulate and report relevant KPIs.

Yan works diligently with internal and external data partners (ex: Initiative, COE, Nielsen, Facebook etc.) to collect execution metrics for the promotion optimization team to analyze and determine program sales impacts and ROIs. She undertook an initiative to standardize the data collection process and improve efficiency of 2020 MMM analysis. Yan plays an important role to advise and shape the new contracting arrangements with Initiative for 2020 and beyond. Her expertise in this area is valuable and immensely appreciated by MAIO team, brand leads and media team. Yan has taken a particular interest and devotes time to develop better high value audience targeting methods thus helping to improve promotion efficiency.

1. Evolution of analytical capabilities

Yan extended the implementation of ideas and methods for several additional brands to compute promotional lifts and ROIs by different digital frequency groups and identified minimum and maximum frequency for different publishers and media types. This functionality, developed in coordination with Crossix and COE team, when mature has a high cost saving and profit maximizing potential. More work is needed in this area to maximize the benefit.

1. Develop Talent

Yan hired, coached and supervised 2019 summer intern Rui Cao. She helped Rui to research on promotion attributions through the application of structural equation models (SEM). This research is a key to enhance our future attribution models – always a problematic area in digital promotion. Rui was highly appreciative of Yan’s guidance and capability to make the work very interesting for Rui. Yan is also helping to hire 2020 summer intern in partnership with Dave Furman.

**Blythe Bealer**

**Overall:**

* Summary

Blythe had a very successful year and is one of the top performers in the MAIO team. Blythe played a critical role in initiating new innovative projects to support data and digital strategies. These new innovative projects include the support for Januvia and Garadsil NBE, developing new digital engagement plan for Januvia in support of its NBE initiatives and developing indication level optimal NPP budgets through appropriate scoring models. All the above-mentioned contributions were key components in the successful implementation and usage of respective projects.

Regarding the evolution of core services, Blythe informed optimal allocation of $42MM in budget for Keytruda HCP promotions, executed new marketing mix model for Steglatro (informs $27MM in promotional investments) and supported analysis related to Fortify initiatives. Blythe contributed immensely by working closely with ZS and expanding our Keytruda vendor level marketing mix models. Blythe also initiated, coached and supervised Datazymes resources in the development of marketing mix models for Bridion. Blythe measured impacts of various MCM and MMF programs for multiple brands, guided Keytruda channel investment allocator (CIA) process, explored presence of and reasons behind delivery only impacts for various HCP digital promotions and onboarded multiple new NPP vendors to Merck IT systems. Blythe executed various adhoc analysis to continuously support brand teams, architects, MAIO, IT, Finance and senior leadership among others.

Blythe expanded her people management responsibilities by providing necessary resources, training, coaching and supervising between 2 to 4 offshore resources. Blythe has developed these resources to provide meaningful improvement in execution efficiencies in 2020.

Blythe has gone well above expectations in executing numerous projects and guiding and setting up several other teams for success. This involved way more time and effort than that is normally required, and Blythe tirelessly worked through these with patience, persistence and significantly higher time commitments. Blythe is always willing to expand her analytical skills. One of the prime examples is her willingness and strong commitment to work on Steglatro MMix models. Blythe has innate ability to organize and handle multiple projects at a time. This has been extremely valuable in setting up our team and Merck for success. Blythe has a DEEP EXPERTISE on HCP related data resources, digital tactics and various promotions. She is the resident expert on these and multiple teams are highly dependent on learning from her experience and expertise.

Blythe always exhibits principles of new way of working (WoW) even from before the WoW principles were announced this year. Blythe’s approach on silos to networks, withholding to sharing, knowing to learning and planning to experimentation are commendable and acknowledged widely by her clients, team members and stakeholders. We are very lucky to have her in our team. I look forward to work with Blythe on multiple initiatives of increasing complexities and responsibilities in 2020. I learn a lot about business, process and people skills through my interactions with Blythe.

* Stakeholder Feedback

All of Blythe’s stakeholders have expressed that Blythe consistently demonstrated high degree of WoW attributes. Of particular mention were withholding to sharing, silos to networks and knowing to learning attributes. Blythe’s stakeholders are uniformly appreciative of her breadth and depth of knowledge on HCP promotions and how useful they are for them and their success. They want her to continue to provide such strong support in the future. A stakeholder expressed the need to adapt her presentation to the audience, particularly on a simplified presentation to the marketers with the technical details presented in appendix or later slides.

**Projects:**

1. Januvia & Gardasil NBE

Blythe developed initial content coding scheme for various NPP and personal tactics. This was very helpful to accelerate the Januvia NBE content coding and to later establish directional standards by the content coding team. It also helped the content coding for NBE projects such as Gardasil. Blythe shared her deep NPP data knowledge and data nuances in CIRRUS with ZS and other NBE stakeholders. This silos to networks and withholding to sharing approach was fundamental to NBE’s success. One of the major NBE achievement is the development of digital engagement plan at segment level. Blythe was instrumental in this process for Januvia – the first of its kind. Blythe supported digital engagement plan design & implementation and shared and gained alignment with various stakeholders in record time to meet NBE’s tight timeframes.

1. Keytruda Support

Blythe played a central role to implement CIA process to inform $42MM HCP NPP channel spend for Keytruda. She worked very closely with ICE team, ZS and multiple tumor leads to define, guide and execute the CIA process. This effort required enormous patience, persistence and participative leadership style from Blythe. She helped in developing the scoring models to allocate Keytruda HCP NPP budgets across 11 tumor families and indications.

Blythe led the MMM development for Keytruda. This is a challenging and highly time-consuming process in terms of data collection, guidance, reconciliation and sharing results. Blythe performed well beyond expectation in this sensitive process. Blythe was also instrumental in expanding and guiding the second iteration of vendor level MMM for the year by working closely with ZS. This expansion in responsibility is new this year and required a lot of time commitment and effort from Blythe. Without her efforts and commitment, this business process expansion would not have been possible.

Blythe provided various ICE customer engagement managers with required analytical support, adhoc analysis, consultation and correct interpretation of measured impactable revenues and ROIs. This helped the clients to collaboratively develop optimal budgets to maximize future impacts.

1. Market Mix Models and other related Analysis

In 2019, marketing mix models (MMM) were expanded to more brands and a coordinated team based agile approach was implemented to increase the efficiency of model executions. Blythe played a central part in this effort. She organized the tasks for the team, collected relevant and highly nuanced HCP media and promotions data for all brands. Blythe guided the team to obtain cost data as well. This is not an easy task and involves repeated clarifications, patience and touch points with Solved. Blythe readily expanded her domain and took responsibility for developing her first MMM for Steglatro ($27MM in HCP & HCC investments). She performed this task as good as any other experienced model developers.

Our senior leadership and new DET teams were interested in knowing the impacts of delivery vs engagements as understanding this will enhance the digital strategy. Blythe single handedly performed this research study by collecting strong evidences from multiple previous studies. This research study has opened multiple strategic questions and above all convinced various business leaders on the existence of delivery only impact - a finding that may inform future digital strategy shifts both in terms of data collection and tactic executions.

Blythe consulted with various marketing teams and provided analytical support. One such new strategic initiative was Gardasil Aptus Health geotargeting. Blythe’s guidance on such projects are immensely helpful to understand the impact of such strategic initiatives.

1. Data Support

Blythe is the resident expert who has a deep knowledge about the nuances and rules associated with various NPP data sources. Blythe’s expertise is instrumental in guiding various teams such as IT, MAIO, architects, brand teams etc.

Blythe helped to onboard new vendors, supported e-detail categorization, informed improvements to data assets and worked with Digital Engagement Capabilities team & Solved to establish templates to ensure the receipt of accurate promotional data and spend. All these activities are time consuming and required analysis of a huge volume of associated knowledge base. Blythe’s willingness and expertise in getting involved in these activities and help others is highly appreciated and is extremely useful in smooth executions of various stakeholder initiatives.

1. Data Support extended

Blythe helps maintain, QC and enhance the IT capabilities continuously. This includes various UATs and QCs of Teradata / CIRRUS transitions, Grail & Med-Ed CIRRUS views, Veeva email correction support and knowledge sharing related to NPP promotions views. Such activities lay the foundation for the success of various initiatives by several teams. I would like to CALL OUT Blythe’s foundational support here as such activities often goes unmentioned even though they are fundamental to the success of multiple analysis by multiple teams.

1. People Development

Blythe expanded her people management responsibilities this year by onboarding, coaching, guiding and supervising two off-shore resources to execute multiple team projects. Blythe also helped to interview and recruit additional resources (two off-shore FTEs) for handling team projects. Of particular mention is the effort put forward by Blythe to provide necessary resources for the off-shore team (es: network & DB access, VDIs, new Merck laptops etc.). Blythe has been instrumental in continuing to improve vendor productivity by providing necessary laptops, project assignments, patient coaching, training and supervision. Through her management skills, she has improved the project execution capacity of the team for the future.

1. Compliance

Blythe completed all necessary compliance training on time and is compliant with processes and analytical projects.

**Dave Furman**

**Overall:**

* Summary

Dave had a very successful year and managed ever increasing responsibilities very well. He helped in evolving new ways of executing market mix models (MMM) through agile and team-based approaches. Dave’s ability and willingness to share his modeling experience and develop P23 MMM to inform $15MM investments were highly valuable for the brand team. Dave pitched in whenever the team needed support and handled varieties of projects throughout the year. Some of Dave’s influential analyses include coupon & e-voucher design evaluations, denial conversion feasibility, go/no-go decisions, coupon/e-voucher launch analysis, geography selections, cost forecasts, budget optimization and adherence/abandonment impact studies. These analyses inform about $200MM+ investments and helped multiple brands to implement optimal promotional strategies and allocate budgets appropriately. These brands include Prevymis, Januvia, Steglatro, Belsomra, Dulera and Asmanex.

Dave developed PRC’s for Nexplanon to inform sales force sizing and call plan development. He supported audits and ROI measurements from multiple vendors related to adherence, in-office, POC, in-store/at-home programs for multiple brands. In partnership with Datazymes and with his supervision and guidance, a new coupon design evaluation tool (phase 1) was developed. This tool will help in delivering design evaluations very quickly and consistently in the future. Dave also provided sample/voucher related analytical support for Steglatro and Dulera. He sourced abandonment/adherence analysis for five markets including our brands and competitors from IQVIA. Dave played a central role in recruiting, coaching and supervising summer interns for 2019 and managed the recruitment process for 2020 summer internships.

Dave is very thorough and detail oriented and possesses a great coaching, learning and collaboration skills. These skills are highly valuable for the promotion optimization team to function at a high level. Responsibilities increased tremendously for the MAIO team this year. It was an extremely busy year. Dave adapted and pitched in on multiple projects and helped the team members wherever needed and is a true team player. Dave analyzed various coupon/e-voucher initiatives and in the process quickly became an expert in such analyses. His expertise and experience are extremely useful for the team and Merck. Dave readily jumps in and is very curious to answer business issues as and when they arise. Dave’s willingness and interest in recruiting and developing new talents are tremendously helpful for the MAIO team to have a successful future.

In terms of continuing development, I would like to see Dave taking a thoughtful approach in developing and presenting a concise story from his analysis and continue to proactively meet, understand issues and provide solutions to his stakeholders.

* Stakeholder Feedback

The feedbacks from Dave’s stakeholders are largely very positive. They appreciate his willingness to engage with multiple vendors and his extensive experience and expertise in evaluating patient support programs are highly appreciated. One of the stakeholders wants to hear more about connecting multiple areas of his work to adherence studies and recommend new ideas and guidance. Some of them also expressed the need to tell a short and sweet story and inform strategies through his analyses and presentations.

**Projects:**

1. Coupon/e-voucher design optimization

Dave supported multiple brands to evaluate their coupon, e-voucher and denial conversion designs and strategies. His work helped Dulera/Asmanex team to not do a coupon/voucher programs due to its high cost and relatively low patient benefits. The Steglatro brand team used his coupon/e-voucher/denial conversion program forecasts to determine their budget and more importantly the right time to stop the very costly denial conversion program. Prevymis team determined EV launch geographies through Dave’s study. Januvia brand team used Dave’s analysis to evaluate possible alternate coupon designs, their impact on 90 day fills and they determined to continue with current design. Dave helped Januvia team to relaunch its EV program for new patients. Belsomra team benefited from Dave’s cost/benefit analysis for coupon and EV programs with a program expansion.

Dave worked with IQVIA team to determine abandonment and adherence behaviors of various products in five main markets of interest. This serves as main input for our coupon/e-voucher design evaluations. Dave also supported the impact analysis of samples and vouchers for Steglatro and Dulera. Such studies help in optimal budget allocations for these programs.

1. PRC

Dave developed Nexplanon PRCs for calls at the customer segment level. This informed the call plan development process as well as to determine the optimal sales force sizing.

1. Marketing mix models

In 2019, the MMM practice changed its process and relied heavily on knowledge and capacity sharing between all team members and used an agile development process. Dave played an important role in sharing his modeling experience & data caveats and collaborated heavily with the team. This helped in the execution of several MMMs with tight deadlines. Dave modelled P23, added several more promotional variables and informed optimal allocation of about $15MM for P23. Dave’s efforts were central to guiding 2020 budget allocation through IPF process for P23.

1. Adherence program impacts and other consulting works

Dave supported large volume of impact analyses from various adherence vendors (es: ConnectiveRx audits) and POC program vendors. This is a time consuming and resource intensive but critical core analyses for both our team and brand teams. Dave does a great job of verifying the methodology, results and recommendations from many such vendors.

1. Operational Transformations

Dave helped to initiate a new copay design tool. He informed the holistic design of the tool by capturing multiple computational scenarios and distilling them to common framework. Dave spent numerous hours to transfer domain knowledge to Datazymes development team. Dave managed the whole process and the offshore team and with his supervision, the off-shore team was able to complete the phase 1 of the coupon design tool. The primary outcome here is huge time savings in coupon design evaluations and maintain consistency in results. Dave is actively managing further evolution of this tool.

Dave developed new methods to study copay designs when there is no copay program in place to measure impact of various new designs. This process will help the launch brands and other mature brands when they plan their coupon strategy.

1. Personal development

Dave expanded his practice area’s work by approaching customers and discussing their needs. He took SEM training to look for new model enhancements. He continues to expand the analysis procedures by increasing the scope of marketing mix models and improving the coupon/EV utilization program executions.

1. Staff development

Dave has the most experience in interviewing, recruiting and coaching the summer interns of our group. His enormous interest and passion to recruit and develop new talents are highly commendable and immensely useful. In 2019, he guided Josemari Feliciano to research and recommend strategies by analyzing the impact of discontinuation of Januvia e-voucher program. This analysis is a first of its kind. This work helped to inform that e-voucher discontinuation may not have a big behavioral impact – a key learning for program planning. Dave also managed the time and resource consuming 2020 intern recruitment process.