2021 Year End Promo Opt Performance Review – Manager Comments

General structure:

* General comments (3 bullets)
* Key 2021 projects (in several bullets)
* Stakeholder feedbacks
* Closing statement.

**Blythe**

1. **General comments**

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 client 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.

1. **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).*

1. **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.

Another 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.

**Ambika**

1. **General comments**

Ambika had a very successful year and delivered above and beyond expectations. Ambika is one of the extremely valuable resource for Promotion Optimization team and Merck. She is very independent and is a natural leader with great growth potential. She took the leadership role naturally in developing mkt mix data lake and Health Map projects – both of which turned out to be big undertakings. Ambika helped turn a difficult analysis situation with Gardasil in the beginning of the year and completely turned the outcome to be highly positive by the end of the year. Gardasil senior leadership team has chosen her as one of the best supporting team members and honored her in their townhall.

Ambika’s work is very influential and guides a lot of investments. She is a smart and hardworking conscientious team member and excels in anything she gets involved. Ambika spent multiple additional hours in the evenings and weekends to always meet the goal. Ambika is also a very effective teacher and develops new recruits and project members so that they can become independent leaders. Her calm but assertive communication style, always with supporting data or evidence, has made her a very valuable and trusted member for all her clients. Such earned trust also gets her the seat in brand team discussions (often only one outside of brand team). Ambika received 24+ Inspire awards from her clients and other team members for her invaluable contributions. Many times, during the year, her clients directly reached out to me to express their admiration and appreciation of her support. One minor area of development would be to let go of getting held up on relatively minor details that happens on very rare occasions when there is a lot of work-related stress.

1. **Key 2021 projects**

* Strategic Initiatives Decision Support that guided executive leadership (VPs / Jill / Riad / Frank Clyburn):
  + 2021/22 Keytruda TV, Digital and Multicultural Marketing investments **($140MM)**
  + 2021/22 Gardasil TV and Streaming Investments **($60MM)**
  + Januvia LOE promotions planning & deep consultations **(~$50MM+)**
  + 2020 Media Buying approach (NWOW): Analysis, measurements, and course correction strategies for Keytruda, G9, Januvia and P23.
* Lead & Completed Optimal Budget Allocation (IPF) & multiple Market Mix (HCP & HCC) analysis.
  + Lead the IPF process for 7 brands and Individually contributed for key brands such as Keytruda HCC, G9 Adol./ Adults (new).
  + MMIX Brands: Lead HCC Keytruda (2x), Lead & Developed Gardasil Adolescents & Adults
  + These analyses informed several promotion investments worth **>$400MM**
* Consulting & HCC Impacts through Consumer Data [Crossix & HealthMap]
  + Keytruda & G9 Primary HCC strategy partner: Collaborated with stakeholders on daily basis to share analytics POV in decision making.
    - Teams include: Brand, Media, Initiative, Crossix, Finance, Operations.
  + Chief analyst and consultant for all Crossix related net impact analysis and media investment strategies. [Keytruda, G9, P23]
  + Helped to design/rollout multiple HCC promo pilots: Keytruda Precision Marketing, P23 Consumer, G9 vaccine confidence etc.
* People & COE development
  + Took a great leadership role in supporting HCC marketing and media teams for **Keytruda, Gardasil** etc. Expert in HCC business and has been highly productive.
  + Lead and managed internal team for the 2022 budget allocation process (IPF)
  + Leads and coaches Marketing Mix Data Lake initiative with Global Analytics (highly time consuming)
  + Coached and guided HealthMap net impact process with Deloitte.
  + Proactively Coached new hires Alex, Chris and Arun and have grown them to be independent leaders.
  + Worked with Contract Optimization team on MBCAT Initiative
  + Great partner and coach for the whole Promo Opt team.

1. **Stakeholder feedbacks**

Ambika is held in very high regard by her stakeholders. One of the stakeholders sees more integrated (HCP / Payer) approach for measurement presentation as the need for the group. Stakeholder direct feedbacks are bulleted below:

* She continuously trouble shoots to find solutions to expedite timelines and is collaborative in helping to find answers. G9 as a consumer driven vaccine, depending on her analysis to make decisions on investment.  Ambika explains with patience and take complicated concepts and simplifies.  She is an invaluable member of the team, whom we depend upon.
* Could not have done it without her. Enabled a 2/3 reduction in investment levels. Strong analytic/quantitative skills. Ability to orally and in writing/presentations communicate complex information and respond to questions in clear, concise, confidence building fashion. Ambika’s role on the Lung Consumer Precision Marketing Pilot demonstrated her ability to work with a large, diverse group of agency partners/team members to help align on objectives, execution plan development, and Pilot analytics approach. Across all the major projects that I have worked with Ambika on during 2021 she consistently thought one step ahead.
* Ambika has a very clear & direct communication style that makes it easy for people to understand complex scenarios and walk away knowing how to apply the information that was presented. She is a true partner to the Media Team, Marketing Teams, DETs, Media Agency, and 3P Vendors. Ambika embodies “Silos to Networks.” She really does a great job at bringing all different teams & stakeholders together. The work she does brings everyone together around a central goal.
* I feel as if I have been able to progress relatively quickly in my 3 months at Merck, and it simply would have not been possible without her guidance. Her attention to detail is extremely impressive. She has the unique ability to tie the model back to solving a business problem. Being able to see this in motion has shaped how I think about interpreting results.

I am extremely happy to have Ambika as the promotion optimization team member. Her analytical and technical expertise combined with keen interest in understanding the business deeply have delivered great value to Merck. I look forward to continuing to work with her in a challenging and always changing future.

**Arun**

1. **General comments**

Arun had a very successful year and quickly increased the variety and complexity of the projects he has been involved with. Arun led and managed his carved out functional area of DET campaign very well. Arun is always willing to jump in and help the team wherever needed and I highly appreciate this quality. Arun is a deep and thorough thinker and seeks to understand the ins and outs of the projects he is working on. He has a curious mind and is always ready to explore new analytical and functional areas. This has immensely helped to advice investment strategies for various DET campaigns and brands for which sales impacts were accessed. He has effectively managed multiple offshore consultants to drive results in a timely manner.

Some of the areas of further focus and development would be to proactively meet his clients (particularly DET architects and directors) to discuss and plan evolving needs – a monthly one on one may help here - particularly with DET Director for Architects and key architects. This will not only hone the skills to assess the needs but also help to gain more confidence and trust of stakeholders.

Arun’s above and beyond performances are noticed by his clients and he received six inspire awards from various stakeholders.

1. **Key 2021 projects**

* DET Functional Area Lead **[~$30MM ispend]**
  + Primary leader to support all HCP DET campaign impact assessments.
  + 2021 completed DET impacts include Doravrine, Belsomra, Pneumovax, Gardasil [$17 MM spend]
  + Analysis in the final stages of completion include Bridion, Dificid and HIV [$10+ MM]
  + Managed these analyses with offshore team. Suggested optimal investment strategies based on the outcomes.
* HCP / HCC Sales Impact analysis [**$9MM to $31MM spend]**
  + Lynparza Mkt Mix analysis and optimal investment recommendations for HCC promotions [$6MM]
  + Lenvima Mkt Mix analysis and optimal investment recommendations for HCP promotions [$3MM]
  + Support HCC media crossix analysis for Diabetes and Lynparza [$22 MM]
  + Evaluate NWOW DTC performance campaigns
  + Gefapixant pilot sample analysis, T/C DMA selection support
* Optimal Budget Allocation & Investment Prioritization [IPF] [~$53 MM spend]
  + Informed optimal 2022 budgets for various marketing channels for Steglatro and Belsomra
* Strategic Initiatives
  + Evaluated and helped to develop Net Impact Analysis methods for HealthMap initiative where customer level exposure data is integrated with Rx data – no easy task with lot of expectation management for various teams (vendors and Merck teams). This is a strategic initiative that has high savings potential for the future.
  + NBE max touchpoint determination for Proquad, Rotateq and Vacta.
* Consultant management and development
  + Effectively managed multiple offshore consultants.
  + Wore multiple hats – coach / mentor, business understanding and communications, functional area and project manager etc.

1. **Stakeholder feedbacks**

Arun’s stakeholder identified his area of strengths to be:

1. Applies knowledge to business challenges to improve media optimizations
2. Helps looking at a complex problem in new ways

Suggested areas of development are: a) Proactively reaching out to clients to discuss opportunities or analysis/ insights after monthly reporting’s or QBRs and b) hone the ability to assess the needs or assess requirements and identify new solutions.

I am glad to have Arun as the promotion optimization team member. His analytical and technical skills combined with a curiosity to have a deep understanding of the business are very valuable. I look forward to continuing to work with him in a challenging and always changing future.

**Alex**

1. **General comments**

Alex has impressed me in several different ways. He is hard-working, highly collaborative and has strong technical knowledge. His perseverance and focus on getting things done is admirable. Alex has a strong interest in knowing more about the data and business and is one of the quickest learners I have come across. These traits make him an invaluable contributor to the team. I am also impressed with how fast he jumped into client critical projects (G9 / CTAP) and provided immense values. Alex is a strong innovator and has great ideas and solutions for any project he gets into. Of particular mention is his creative thinking and solutions to tackle CTAP impact analysis. Alex is a great presenter – clear, concise and to the point. He is highly detail oriented. Sometimes I rely on him to educate me on some of the procedural nuances, technical methods, and business issues. Out of his own interest he engaged on a gig with MRL and his supervisor there was thrilled to have him and was happy that Alex was able to make key contribution in a very short time frame and present his work to the leadership team. MRL team leader also provided Inspire points to express his appreciation for Alex’s contributions.

Being relatively new to Merck, I see that continuing to explore data, getting more accustomed to business processes and issues and in general vaccine business will be helpful. I am highly confident that he will excel in meeting and exceeding the needs of his Vaccine brand clients.

1. **Key 2021 projects and initiatives**

* Vaccine Consumer Promotion Leader – Mkt Mix models
  + Learning quickly to lead the HCC promotion optimization for Vaccines portfolio.
  + Mid-year Mkt Mix Model for Gardasil Adolescents and Adults covering both HCC and HCP channels [$72MM Spend]
  + Quickly learned and developed high quality business relevant models and delivered the results to GO Adolescent and Adult brand teams and support teams. This was very useful for the brand teams to verify if they have allocated promotional speds optimally for 2022 as well as to help tweak the investments where needed.
  + Ran the whole process end to end, starting with collecting data from the media agency, processing it, running statistics models, and creating decks for presentation to the brand team.
* Strategic Initiative – CTAP - Content Tagging Analysis
  + Collaborated closely with a parallel advanced analytics team and developed novel ML methods to understand the business impacts of CTAP initiative [Brand: Gardasil]
  + Results inform the click through rate improvement expectations from CTAP initiative
* Strategic Initiative – CHP - Content Hyper-Personalization
  + Evaluated some of the modeling work done by ZS and is currently guiding them to choose more relevant metrics to focus on.
* Training & Learnings
  + Quickly learned about the data and business issues and has jumped into business critical analyses with a highly collaborative approach.

1. **Stakeholder feedbacks**

Alex’s key strengths are a) strong R background b) perseverance and c) open communication. One of the stakeholders says:

Even though being new to Merck, Alex is demonstrating Ways of Working mindset through “Knowing to Learning” and “Planning to experimentation” tenets. He comes from a strong technical background but has shown keen interest in learning methods specific to marketing mix models and, how these results would empower the business. He experimented with Shapley regression approach for marketing mix and continues to look for improvements in the current model setup.

Another stakeholder expressed that he has made key contributions to the content impact project by providing machine learning expertise and general guidance on the direction of the modeling work. He has provided creative solutions to some of the challenges that we’ve faced. This stakeholder identifies his strengths as: Collaborative, creative, strong technical knowledge, willing to teach and share, motivated and enthusiastic.

I am very happy to have Alex as the promotion optimization team member. I am also happy that he chose to join Merck. I look forward to continuing to work with him in a challenging and always changing future.