**2022 Year End Promotion Optimization Team Performance Review and comments for Alex daSilva.**

**Alex**

1. **General comments**

While writing the overall comments, I was reading comments I wrote last year. **I want to double down and reiterate them.**

*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 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 get involved in innovative projects such as Synthetic Controls and R based tool developments. 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.*

In 2022, Alex increased his functional and managerial responsibilities a lot by managing and executing all promotion optimization related activities for Vaccines Business Unit. In general, it takes multiple years for any new hires to take such responsibilities due to the complex and sensitive nature of the role in delivering value to business. Alex has done it in few months out of college and has executed them incredibly well. This is testament to the skills he brings in. Alex has met and, in many instances, exceeded the expectations of Vaccines business stakeholders and HHIAD team members who worked with him. He is highly trusted by his stakeholders and often given audience with senior leaders (AVPs, VPs and SVPs). Alex made large contributions in terms of analysis that delivers potential additional revenues and savings in hundreds of millions of dollars to the marketing brand teams and Merck. He exemplified his leadership skills by coaching and managing many members of the team (including several consultants). As will be seen in stakeholders’ comments in a later section, Alex is highly collaborative – a key skill in the current complex cross-team environments setup within Merck. Alex is highly focused, organized and always willing to help others.

In recognition of his skills the promotion optimization team wanted to promote him and offer him a large increase in compensation. He wanted to always expand his knowledgebase and have decided to explore other areas within Merck. I fully support his decision, though it’s a loss for the commercial organization.

1. **Key 2021 projects and initiatives**

* Promotion Optimization Functional Area Leader for Vaccine BU – Mkt Mix models, Investment Optimization, Consumer and HCP Marketing promotion strategies
  + Managed, developed and informed about $108 MM marketing promotions investment in Gardasil Adults, Gardasil Adolescents and Pneumovax through Mkt Mix models and Investment Prioritization work streams.
  + Helped to optimize both Consumer (HCC) and HCP channels and vendors (35+ channels/ vendors) by suggesting reallocations with a potential impact of $20MM in additional revenue without any additional spends.
  + Quickly established himself as a trusted consulting partner and presented his work to brand leaders and senior leadership (AVPs and VPs of Vaccines BU)
  + Took several additional responsibilities during periods of resource crunch and managed analysis for additional vaccines such as Vaxneuance and PED vaccines.
  + 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.
  + Demonstrated critical business value to stakeholders (i.e., potential additional revenues in millions of dollars) by engaging in multiple adhoc initiatives. Some of these projects include a) identifying geographies for optimal pharmacy promotions and targeting (DMA ranking) for Gardasil Adult, b) Identifying differential promotion impacts to OB/GYNs vs PCPs for Gardasil Adults, c) Assessing the value of rural vaccines pilot, d) Working with Crossix to identify optimal frequencies and customer reach for various media publishers for vaccine brands.
* Key Innovative and Strategic Initiatives
  + Applied innovative and cutting-edge methods such as Synthetic Controls to a practical marketing business issue around the evaluation of promotions at CVS Pharmacies. This innovative analysis helped to establish a firm negotiation goal for marketing teams and market access teams during contracting discussions with CVS, thus saving several millions of dollars.
  + Processed complex promotional tactics and content classification data and applied innovative machine learning methods to understand the impact of several types of promotional contents on email clicks for Gardasil. Analysis established relevant expectations (5% to 20% improvement in click through rates) from such strategic content mapping initiatives and identified types of contents with maximum benefit on click rates.
  + Applied most relevant statistical and machine learning methods and metrics to properly evaluate content hyper personalization strategic initiative and guided ZS to set right expectations to Merck brand teams.
  + Took own initiative and developed an Investment Optimization tool using R-Shiny. These non-linear optimization methods are widely used for marketing investment optimizations by several brand teams and are currently in Excel. Alex’s initiative to streamline the process and make it as a R Shiny based tool will help the future projects in this area to be easily manageable with less training for new team members and more importantly organize all relevant data for both executing and referencing the information.
* Leadership and Personal / Team Development
  + Quickly learned about the data and business issues and has jumped into business critical analyses with a highly collaborative approach.
  + Coached, managed, and developed both team members and multiple offshore consultants on multiple ways to approach data, relevant statistical and machine learning methods.
  + Readily jumped in to guide and help team members and stakeholders to answer questions quickly and efficiently.
  + Within first year of his job, quickly established himself as a trusted consultant through his thorough research, story-telling, clear & concise presentations and expertise on business, data & insights that matter to various stakeholders.

1. **Stakeholder feedbacks**

On Collaboration:

“*Alex is one of the most collaborative analysts I have ever worked with.”* – quote from one of the stakeholders. Alex is a great partner. He is incredibly knowledgeable and willing to go the extra mile to explain (and re-explain) his analysis to new members of the marketing team. His effective and strong collaboration skills are emphasized repeatedly by all stakeholders.

On Presentation, Consulting, and Subject Matter Expertise:

*“Alex doesn’t over complicate the results of things that are very analytical in nature. He tends to know how to adapt his presentation to the audience and his willingness to partner with the DETs to ensure effective presentations is very welcoming.”*  - quote from another stakeholder.

Alex has a great ability to ensure the slides he presents within ROI or Profit Planning aren’t just an onslaught of data but takes the time to trim them down to marketing speak so our leaders can effectively review them and make decisions. His ability to understand and present out the ROI data is very effective. He is aware of all modeling, methodologies, what data is being used, etc. so that he can field most questions at a moment’s notice.

Alex has strong media knowledge and great communication skills. He understands how to interpret data through a media lens, and he can effectively communicate with the agencies and internal stakeholders. He is very responsive and fast when it comes to deliverables. He also makes himself available to help answer questions or dive into data that falls outside of his normal responsibilities.

On Ways of Working:

Alex embodies Merck’s ways of work by the way he collaborates and “wins as one team,” “acts with urgency,” and “experiments, learns, and adapts.”

One of the stakeholders would like Alex to confidently think about and step into recommending strategies coming out of his analysis.

I am very lucky and happy to have had Alex as the promotion optimization team member. I am also happy that he chose to join the MRL team within Merck to expand and explore his areas of interest. I am very confident that his high level of curiosity and hard work will enable him to be extremely valuable and highly productive in any area he chooses to work on.