

Morgwn Shaw

Munich, Germany · morgwn.shaw@icloud.com · +49 176 4155 9658 ·

[linkedin.com/in/morgwnshaw](https://www.linkedin.com/in/morgwnshaw) · <https://www.morgwnshaw.com/merz>

Digital Transformation & Omnichannel Leader — Pharma · Connected roadmaps, CRM & AI strategy, capability building across markets

PROFILE

Twenty-five years turning disconnected digital initiatives into one system that moves commercial numbers; nine in pharma. Built omnichannel and digital capability from zero twice — BMS Australia, then BMS Germany, now the market BMS global leadership benchmarks other markets against, including the US. Known for connecting what already exists — platforms, pilots, teams, data — into a single roadmap with owners, sequence and measures, rather than adding another initiative to the pile.

Hands-on in data, CRM and AI: designed an ML-driven Next Best Action engine across Sales, Marketing, Medical and Access; led generative AI, personalisation and AI-search visibility pilots; build production-grade AI content systems outside the day job. Twelve years in automotive, financial services and FMCG before pharma — including seven leading Ford Asia Pacific's multi-market digital platform strategy. Three-time Vienna keynote speaker on AI and the future of customer experience.

WHAT I BRING TO A GLOBAL DIGITAL TRANSFORMATION MANDATE

- One roadmap, not another initiative — the discipline of connecting existing platforms, pilots and investments into a sequenced system with clear owners and measures. Done for six workstreams at country level; the method scales.
- Omnichannel and customer experience that ships — HCP and patient engagement models designed around real constraints (regulatory, field capacity, data quality), adopted by the field, measured on commercial outcomes.
- AI strategy from someone who builds with it — use-case prioritisation grounded in what the technology actually does today, with the compliance and disclosure layer designed in, not bolted on.
- CRM excellence as adoption, not licences — Next Best Action integrated across Sales and Marketing; field-triggered engagement from under 2% to 100% adoption; effectiveness measured in prescriptions, not clicks.
- Capability building and change leadership in matrix organisations — country, region and global; brand teams, IT, compliance and analytics; conference stages as the ambassador role at scale.
- Teams that stay — built and led diverse, high-performing teams recognised as outstanding contributors, twice, in two countries.

PROFESSIONAL EXPERIENCE

Associate Director, Omnichannel Strategy Lead · Bristol Myers Squibb, Germany

Apr 2021 – Present

Built and lead the German Omnichannel Strategy function from inception across the full brand portfolio (oncology, cardiovascular, immunology). Core member of the Strategy & Operations Leadership Team; interface to global CASA, CRM, content and AI teams.

- Established Germany as BMS's global omnichannel benchmark — recognised by senior leadership as the most effective, collaborative cross-functional market, ahead of the US.
- Connected six previously separate workstreams — GEO/AI visibility, generative AI content, personalisation, microsegmentation, scene matrix, global Adobe pilot — into one governed system with owners, stage gates and shared measures.
- Designed and scaled an ML-driven Next Best Action engine integrating Sales and Marketing across customer journeys: 3–5% sales uplift; evolved to a full AI-driven model spanning Medical and Access with >5% uplift and broad field adoption.
- Key instigator of the Omnichannel Accelerator Programme — aligned the country organisation behind cohesive goals; subsequent impact above-market globally.
- Led pilots in generative AI content, content modularisation, AI avatars for patient engagement and GEO/AI-search visibility — a test-and-learn culture judged on commercial outcomes, not innovation theatre.
- Redesigned the content operating model, cutting tactic production and deployment from weeks to days; model adopted regionally and globally.
- Integrated customer and interaction data across CE3, SFMC and CSCAN for journey orchestration, web personalisation and automated campaign delivery.

Associate Director, Digital Marketing Specialist · Bristol Myers Squibb, Australia

Dec 2017 – Mar 2021

Led BMS Australia's shift from traditional to digital and omnichannel engagement across the brand portfolio — a from-zero capability build.

- Increased brand investment in digital and omnichannel 300% over three years; 500% increase in tactical output and incremental non-personal promotion.
- IVA/eDetail adoption from 10% to consistently >60%; field-triggered email from <2% to 100% field adoption, engagement consistently above company benchmarks.
- Designed and championed digital-only product launches across multiple oncology indications; built a highly trafficked digital content hub.
- Designed and launched a pharma podcast capability for HCP engagement — scaled globally by BMS as best practice.
- Built digital and data literacy across marketing and commercial teams; led AOR and third-party partnerships for programmatic media, analytics and insight.

Digital Transformation Director / Senior Account Director · APD, Melbourne

Jan 2010 – Dec 2017

- Seven years leading Ford Asia Pacific's digital technology and platform strategy across markets — including a simultaneous multi-market CMS migration across the Southern Hemisphere timed to a major vehicle launch. Global matrix, regional execution.
- Directed digital portfolios across FMCG, financial services, health insurance, government and education (Goodyear Dunlop, Australian Unity); performance programmes with materially reduced cost-per-acquisition.
- Consulted APAC businesses on CX strategy, digital transformation and business-model optimisation.

Senior Manager, New Media & Communications · Clinuvel
Pharmaceuticals, Melbourne/Zurich

Apr 2008 – Oct 2009

- Established the founding digital, social and communications strategy for an ASX-listed biopharma — patients, HCPs and shareholders.

Earlier: Digital Strategist — Bullseye & Visual Jazz/Isobar (2007–2009) · Digital Account Manager — MRM Worldwide/McCann Erickson (2006–2007) · Board Member — Awesome Foundation, Melbourne

SPEAKING & RECOGNITION

- Next CX & AI Summit, Vienna — keynote 2024, 2025, 2026 (upcoming): AI governance in pharma CX; agentic AI for CX leaders; the human role after optimisation.
- UBIQ Omnichannel Summit, Barcelona 2025 — Germany's multichannel-to-omnichannel transformation.
- DigIT Pharma AI Commercial Excellence, Berlin 2023 · Next Pharma Summit 2024 (distributed via NetworkPharma.tv).

CAPABILITIES & TOOLS

Digital roadmaps & transformation governance	Veeva CRM / PromoMats · Salesforce Marketing Cloud
Omnichannel & CX operating models	Adobe Experience Manager · CE3/Sophia · Marketo
Next Best Action, personalisation, journey design	Power BI · Domo · Google Analytics
AI strategy & use-case prioritisation (hands-on builder)	Claude / GPT / Gemini · Cursor · custom pipelines
Capability building, change leadership, keynotes	GEO / AI-search visibility (Ahrefs, Adobe)
Languages: English (native) · German (B2)	

EDUCATION

Bachelor of Arts (Mass Communication & Media) · Deakin University, Melbourne · 1997–2001