

Vision

Strategically leverage innovation to drive efficiency and speed into the advice and counseling provided to the Company

Stay ahead of the curve in order to advise clients on the use of enabling/disruptive technologies and data

Integrate existing systems and leverage new technologies to optimize the legal operating model with speed and agility

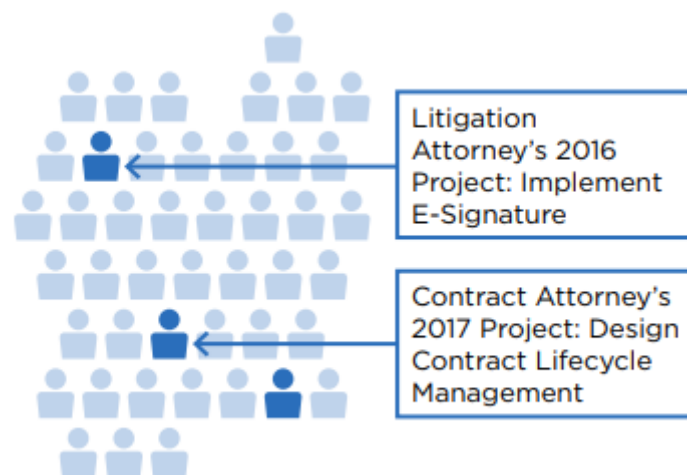


Legal Innovation Team
Bristol-Myers Squibb

Investing in Innovation Capability

Typical Approach

Ad Hoc Innovation



Features

- Reactive and Isolated
- Unclear project hurdles
- Individually driven without broader tie to functional strategy

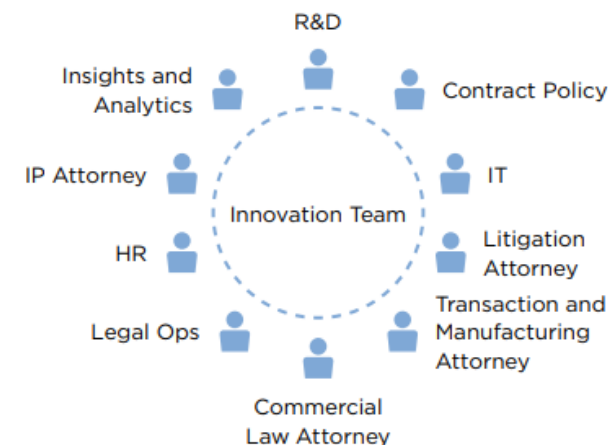
Results

- ✗ Uncoordinated legal policy/process improvements, resulting in slow, incremental improvements that aren't scalable

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BMS Approach

Dedicated Innovation Capability



Features

- Proactive identification of improvement opportunities validated by cross-functional team
- Formal innovation stage gates, design methodology and access to project management resources
- Shared services approach to create ongoing innovation capability

Results

- ✓ Improvement opportunities ongoing, resulting in improved staff morale and increased functional efficiency.

Innovation Team Questions

How can we get rid of soul crushing Work?

How do we take the noise out so that we can focus more?

How do we work quickly in an innovative way?

How do we engage & educate our workforce on disruptive technologies?

How do we make this more than just taking work away?

How do we get into value added work?



Socializing the Need for Innovation

Grass Roots Innovation and Initiative Roll-Out

Step 0. – Lay the Foundation

- Take courses in RPA, NLP, Machine Learning, NLG, Data Analytics, Cognitive Capabilities (AI)
- Form Innovation Teams ←

Step 1. – Legal Innovation Team Launch

- Department wide TownHall by General Counsel
- Socialize team charter – goals, scope, deliverables & milestones, benefits, risk
- Form innovation teams
- Eliminate barriers to executing work
- Secure resourcing

Step 2. – Grass Roots Initiative Identification

- Hold ideation sessions
- Launch of HATCH ideation platform

Step 3. – Continuous Progress Updates and Educate along the way

- Live updates on network platform
- Monthly updates in Law Digest
- Blogs
- Education session hosted by team on platforms

Innovation Teams Include:

- Team Culture
- Team Chatbot
- Team RPA/Workflow
- Team Contract
- Team Data/Analytics
- Team AI

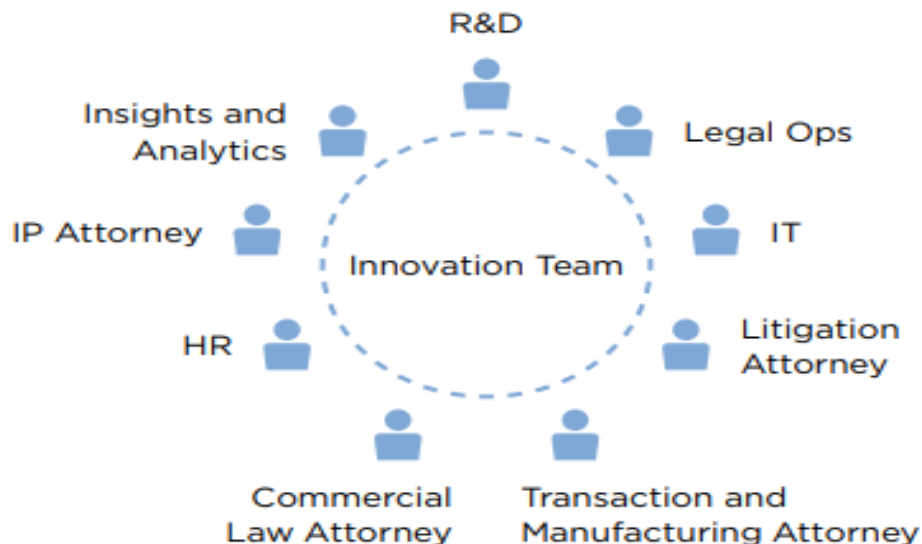
Building an Innovation Pipeline

- What systems do you use that could be improved?
- What processes do you follow that could be streamlined?
- What tasks do you execute that would ideally go away?
- How can legal work better for you?

(200+ Innovation Ideas)

Legal Innovation Teams

The Process of Innovation



Features of each LIT
 Bristol-Myers Squibb treats innovation as a long-term capability that requires:

- Dedicated funding and approval process
- Diverse stakeholders and access to project managers
- Formal project stage gates, timelines and expectations
- Alignment with a member of the legal leadership team
- Defined incentives included in team members' performance reviews

Innovation Design Methodology

How LITs Develop Solutions
 LITs apply design thinking – a process involving brainstorming, prototyping and iterating – to create solutions that best match end-user need.

