

**Senior Executive Forum - Bristol-Myers Squibb - February 25, 2015**  
**Theme: From Shared Services to Business Services – Why and How**

**Agenda**

**Attendee Introductions – Current Challenges / Recent Successes**

**Lessons From the Path Taken – Why (or Why Not) Change?**

- Scope of Services, Locations Served, Sourcing Models
- Tangible Value – Measuring Accomplishments
- Untapped Opportunities – Limitations of Transactional Delivery Services and Rigid Functional Structures

**Defining a New Path – Baby Steps or Leap of Faith?**

- Your Burning Platform – Reasons to Jump and Getting the Timing Right
- High Stakeholder Engagement and Other Lessons for Creating Momentum
- Your Project Plan and How to Use Internal or External Resources Wisely

**Keys to Success and Pitfalls to Avoid**

- Transitioning from a Functional to a Process Orientation
- Identifying and Overcoming Resistance
- Using Analytics and Service Performance Management
- Branding and Talent Management of a Successful Enterprise Services Organization

**The Journey to Create Business Services at Bristol-Myers Squibb** (after lunch and the site tour)