



Conrad Banks

Business Transformation & AI Operating Model Leader · Life Sciences

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SUMMARY

Senior transformation leader with about 20 years across Fortune 100 pharma (Bristol-Myers Squibb, Bayer, Pfizer, Sanofi), Deloitte and JPMorgan Chase. I design AI-enabled operating models for Medical and Commercial organizations, build the governance that lets regulated teams adopt AI with confidence, and lead the change that makes it stick. Known for aligning Medical, IT, Legal, R&D and Analytics behind one platform and turning strategy into measurable financial results.

40%

productivity gain, AI
medical content model

900+

users, 30+ markets on
an AI/NLP insights
platform

\$150M

global HEOR portfolio
directed

\$380M

P&L supported, 800-
person medical org

EXPERIENCE

Transformation Head / AI Implementation (Consultant)

2025–2026

Bayer Pharmaceuticals · U.S. Medical Affairs

- Built the AI-enabled operating model for U.S. Medical Content Creation (roadmap, redesigned workflows, dashboards, AI content generation): 40% productivity gain, faster cycle times and stronger regulatory readiness.
- Shaped AI strategy and governance aligned to the EU AI Act, NIST AI RMF and ISO/IEC 42001; deployed AI agents and prompt libraries.
- Led organization redesign and workforce sizing; shifted 30% of project delivery to AI and offshore models for \$2.5M in savings.

Senior Director, Strategy & Operations, Global HEOR

2017–2025

Bristol-Myers Squibb

- Led a 100-person team launching the Global Medical Insights Engine (AI/ML, NLP) as Agile-Scrum Product Owner, reaching 900+ users across 30+ markets.
- Aligned Medical, IT, Legal, Field Medical Excellence, R&D and Analytics & Reporting behind the platform and its AI governance framework.
- Directed a \$150M global HEOR portfolio; ran strategic and annual planning across five functions with KPIs, OKRs and balanced scorecards, delivering 90% of financial targets.
- Introduced SAFe practices and structured change management.

Head, Global Field Medical Operations

2015–2017

Sanofi · Global Diabetes & Cardiovascular Business Unit

- Redesigned customer engagement, territory design and CRM-driven strategy with analytics for a 20% engagement uplift.
- Redesigned the MSL operating model; streamlined Veeva CRM and ERP workflows using Lean and Value Stream Mapping.

Chief of Staff, Global Medical Affairs / Director of Business Operations

2008–2015

Pfizer · Global Innovative Products Business Unit

- Led strategic planning and transformation for an 800-person global medical organization with a \$380M P&L.
- Built a Multi-Channel Marketing Center of Excellence that saved about \$50M.

AVP, Chief of Staff, Branch Performance & Growth

2002–2007

JPMorgan Chase · Chase Retail Bank

- Drove branch network expansion with +60% efficiency, +40% revenue impact and 5% lower branch variability; launched a national Branch Manager Sales Program.

Senior Project Controller

1999–2002

Deloitte Consulting

- Managed CRM engagement financial performance: 20% cycle-time reduction and 100% resource utilization.

EDUCATION & EXECUTIVE TRAINING

- BBA, International Management, Pace University, Lubin School of Business
- MIT Sloan Executive Education: AI in Healthcare
- Johns Hopkins Executive Education: AI in Business Strategy
- Columbia Executive Education: High-Performance Teams
- McKinsey Executive Education: Business Strategy
- BMS Change Management Certification (Silver)
- IAPP member, AI governance focus

EXPERTISE

AI operating models

AI governance

EU AI Act

NIST AI RMF

ISO/IEC 42001

Agentic workflows

Org design

Workforce sizing

OKRs & KPIs

Portfolio management

Medical Affairs

HEOR

Field Medical / MSL

Change management

SAFe · Agile-Scrum

Lean / VSM

TOOLS

Claude

Microsoft 365 Copilot

ChatGPT

Veeva AI Agents

Perplexity

Tableau

Power BI

Smartsheet

Asana