12th Annual BMDA Conference

"A Successful 21st Century Organisation"

Riga 8th - 9th May 2014

The Role of the Board
Setting and delivering the
future Corporate Strategy –
Fact or Fiction?



Agenda - Boards

- Definition
- Always a force for Good?
- Role(s)
 - Setting and Delivering future corporate strategy



The Board?



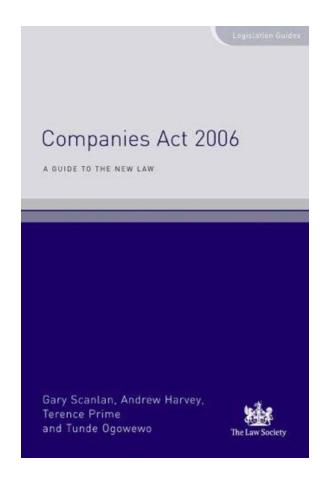


The Board?





UK Board Legislation





Role - Strategy

- Competing (Real) Roles
 - Contacts
 - Market knowledge
 - Fund-raising
 - Corporate Strategy
 - Corporate Governance
 - (Shooting the CEO)
- Competing (False) Roles
- Competing Personal Roles



Strategy

Setting (Revising)

Delivering



What It Can Feel Like





What It Should Feel Like





Strategy – Case Histories

- ARM
- J&J
- Eagle



ARM Ltd, Cambridge

ARM Holdings is the world's leading semiconductor intellectual property company. We have licensed our technology over 1000 times to more than 350 companies, and our licensees have shipped over 50 billion ARMbased chips. Our technology continues to gain share in long-term structural growth markets such as mobile phones, consumer electronics and embedded digital services.



Johnson & Johnson, US

Acclarent, Inc	Advanced Sterilization Products Division of Ethicon Inc.	Animas Corporation
Biosense Webster, Inc.	Centocor Ortho Biotech Inc.	Centocor Ortho biotech Products LP
Codman & Shurtleff, Inc.	Conor Medsystems, LLC	Cordis Corporation
DePuy Mitek, Inc.	DePuy Orthopaedics, Inc	DePuy Spine, Inc.
Ethicon Endo-Surgery Services, LP	Ethicon Products worldwide Division of Ethicon, Inc	Janssen Pharmaceuticals, Inc.
Janssen Products, LP	Janssen Therapeutics, Division of Janssen Products, LP	J&J Consumer Companies, Inc.
J&J Wound Management Division of Ethicon Inc.	J&J Gateway, LLC	J&J Health Care Systems Inc.
J&J Vision Care, Inc.	JOM Pharmaceutical Services, Inc	LifeScan, Inc.
McNeil-PPC, Inc.	McNeil Nutritionals, LLC	Mentor Worldwide LLC
Neutrogena Corporation	Omrix Biopharmaceuticals, Inc.	Ortho-Clinical Diagnostics, Inc.
Patriot Pharmaceuticals, LLC	Scios Inc.	Therakos, Inc.
Veridex, LLC	Tibotec-Virco Virology BVBA	Vistakon Pharmaceuticals, LLC

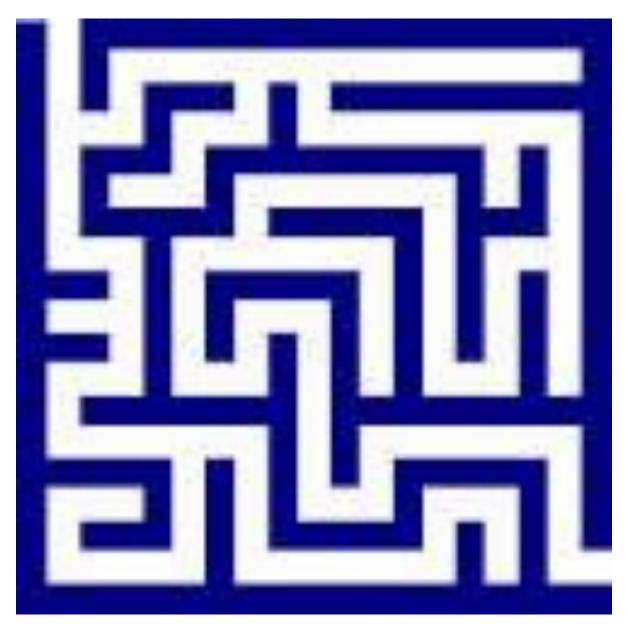


Little Issues

- English Words Strategy / Tactics?
 - Vision / Objectives?
 - Goal / 4 Goalposts?

- Timing
- Interest Self v. Team
- Diversity





Summary

- Good strategies <u>do</u> increase the <u>probability</u> of corporate success
- Good Boards significantly increase the <u>chance</u> of Fund-raising
- Good Boards <u>do</u> increase the <u>probability</u> of Setting and Delivering those Good Strategies
- Bad Boards don't!

