

# **12<sup>th</sup> Annual BMDA Conference**

**“A Successful 21<sup>st</sup> Century Organisation”**

**Riga 8<sup>th</sup> - 9<sup>th</sup> 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 ARM-based 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 do increase the probability of corporate success
- Good Boards significantly increase the chance of Fund-raising
- Good Boards do increase the probability of Setting and Delivering those Good Strategies
- Bad Boards don't!