

As a result a business plan is often unique in space and time and seldom repeatable since the market is dynamic by nature. In biotechnology those considerations are even more pronounced given the marked difference existing between different industries in both business attitudes, technology development, political climate and market potential. In spite of those differences a business plan should include the analysis of the following variables²⁵:

- * The Reason of Being (also called mission) of the company and the products
- * Market analysis and strategies
- * R&D goals and its funding
- * Plans for Manufacturing and Operations
- * Organization and personnel
- * General financing strategy
- * Tax Planning, etc.²⁶.

Any of the above considerations can damage irreparably the success of a biotechnology company if not properly evaluated, and their evaluation seldom is easy. The rapid attrition of independent biotechnology companies has been predicted for the last six years. However, because of the periodic availability of both capital through stock sales and limited R & D partnerships and corporate alliances, bankruptcies and other eroding factors like mergers and buy-outs have been few. For how long will this trend persist? How many independent companies will exist at the end of the 1990s? In early February 1990, Genentech executives, in part citing an inability to fund all the promising research in their labs, sold 60 % of the company to Roche Holding Ltd. for \$2.1 billion. Genentech was at the time the largest independent biotechnology company and had developed four of the major biotechnological products that had been approved to date. The emergence of Amgen, another biotech success story, has been generally attributed to investors wishing to give biopharmaceuticals a second chance.

The future prospects of the industrial applications of biotechnology appears to be bright by all indicators. G. Rathman, former CEO of Amgen predicts a marked increase of biotech companies throughout the '90s, even after mergers and takeovers are taken in consideration. "There is plenty of room for an awful lot of companies". Although this view is not universally accepted, a recent survey of USA biotech industries show that 39% of the firms will be absorbed by larger firms within five years, and 47 % hope to acquire a smaller firm in the industry during the same period²⁷. That kind of information could cautiously be extended to Canada.

With such a data it is unrealistic to predict the rate of attrition of biotech firms in the 1990s, or what the next Genentech or Amgen will be. Analysts are looking for the exceptionally successful company from samples of young