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## IV. THE BIOTECHNOLOGICAL COMPANY

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For entrepreneurs and business people not every invention or scientific breakthrough deserves the investment effort leading to commercialization and profit. From a business perspective, the importance of any discovery is founded first on its market potential rather than in its scientific significance however significant this might be. Thus the ultimate, albeit not the sole, criterion for establishing successfully a firm in biotechnology is the market. However, before undertaking a preliminary business plan, entrepreneurs should test their technology as only an affirmative answer deserves further advance in establishing such venture. These initial plans should answer the following questions satisfactorily:

1. Is the product unique?
2. Will the product or process serve a market large enough to justify the costs of its commercial development?
3. Does the technology leads to one single product or multiple subsequent products
4. Is there any way to protect the product from similar late comers.
5. Should the technology be patented?
6. Is the transition from lab. scale to industrial scale smooth?
7. Does the product offer any major obstacle to its development and commercialization?

If all the above questions are answered adequately a second phase involving the design of the company starts. It is in this second phase where the entrepreneur's decision plays a major role. This stage which entails the development of the company's framework deals with the creation of the management team whose essential components might be:

- (a) A reputable scientist or engineer specialized in the process or technology under consideration
- (b) A capable business manager with proven experience in business start-ups
- (c) An experienced regulatory expert
- (d) A resourceful manufacturing/operation manager with strong background in the scale up of processes
- (e) A versatile sales and marketing manager.

The final stage would involve the development and implementation of a realistic business plan objective. A business plan is an art as well as a science. In it, well founded objectives and hard data are blended with forecasts of uncertain origins and questionable value, along with personal intuition and experience.