Contents

1	Biotechnology and Industry	1
2	Celltech in 1990	11
3	Celltech's Genesis	25
4	The Early Years: Finding a Role; Building a Base	37
5	Expanding Ambition	51
6	Building a Creative Organisation	65
7	Technological Learning	81
8	Building External Networks	93
9	The Strategic Management of Learning	107
10	Lessons From the Learning Firm	123
Refe	erences	137
Арр	endices	143
<u> </u>		1.40

List of Figures and Tables

Figure 1	Growth of DBFs in USA and UK
Figure 2	Celltech: Annual Turnover
Figure 3	Celltech: Number of Employees
Figure 4	Celltech: Profit and Loss
Figure 5	Celltech: Profit and Loss and R&D Expenditure
Figure 6	Celltech: R&D Expenditure
Figure 7	Celltech: Product Sales and Contract Revenue
Figure 8	Celltech: Geographical Analysis of Turnover
Figure 9	Sales Growth for Celltech and Four Other DBFs
Figure 10	Celltech: Project Chronology
Figure 11	Celltech: Executive Functional Structure
Figure 12	Celltech: Age Distribution of Employees
Figure 13	Decision Gates
Figure 14	Celltech: R&D Matrix Organisation
Figure 15	Celltech: Chronology of Technology in R&D
Figure 16	Celltech: Technological Convergence
Figure 17	Celltech: Number of Patent Applications
Figure 18	Celltech: Source of Patents
Figure 19	Celltech: Type of Patents
Figure 20	Celltech: Growth in Manufacturing Capacity
Figure 21	Celltech: Conceptualisation of Technology
Figure 22	Celltech: A Collaborative Network
Figure 23	Conceptualising Strategy
Figure 24	Conceptualising the Management of Learning
Table 1	Turnover in Some Leading DBFs
Table 2	R&D Spend and Intensities in Celltech and 4 DBFs
Table 3	Top Ten Biotechnology Companies 1988
Table 4	Total Employees in Celltech and Some Leading DBFs
Table 5	DBFs' Development of Own-Product Therapeutics
Table 6	Boots-Celltech Diagnostics: Turnover and Losses
Table 7	Celltech: Training Budgets
Table 8	Celltech: Project Management Typologies
Table 9	Patent Applications by Britain's Top Drug Companies
Table 10	The Relative Advantages of Types of MAbs
Table 11	Collaboration with Universities

Celltech's Academic Collaborations

Table 12