

Genentech

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Founding Kleiner & Perkins [later Kleiner Perkins Caulfield and Byers] and early investments in Tandem Computers and Genentech; chairmanship of Genentech board of directors and executive committee; hiring Robert Swanson at Kleiner & Perkins and initial dealings with Swanson and Herbert Boyer to found Genentech; K & P investment in Cetus; subcontracting early Genentech research to University of California San Francisco, City of Hope, and Caltech; investments in early Genentech's products; licensing and manufacturing strategies; clinical trials and dealings with Food and Drug Administration; invention of clinical research and development partnerships and junior common stock; recruiting Genentech's board;

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Genentech's IPO; Genentech as model for Hybritech, Inc; Kirk Raab as chief operating officer and relationship with Bob Swanson; licensing agreements with Eli Lilly, Kabi Vitrum, and others; FIPCO strategy; Hoffmann-La Roche acquisition of Genentech; thoughts on investment bankers; patent infringement litigation; comments on Frederick Frank, James Gower, Fred Middleton, David Packard, Kirk Raab, Robert Swanson, Jimmy Treybig and others.

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Family background and education; the Department of Biochemistry, UC San Francisco; Genentech, Inc. and beyond; the human insulin project at Genentech.

Discussion of the origins and creation of corporate culture; patenting strategy; the development, pricing, and marketing of tissue plasminogen activator (tPA); Hoffmann La

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Roche's acquisition of Genentech and more.

interviewee's curriculum vitae, copy of letter regarding Pennica's Inventor of the Year award, and a photo.

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Childhood in New Jersey; education in chemistry, business; early employment experiences in business management, banking, and as financial and administrative officer for Genentech's first management team; early growth of Genentech, Inc.; corporate financial strategies; raising venture capital, product licensing, private placements, research and development partnerships, joint ventures, FIPCO [fully integrated pharmaceutical company] plan, junior common stock; discussion of Genentech products including insulin, growth hormone, gamma interferon, tissue plasminogen activator (tPA), enzymes; Genentech's initial public offering; comments on

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Eugene Kleiner, Thomas Perkins, Cornelius Pettinga, Robert Swanson, and others. This is a reproduction of a book published before 1923. This book may have occasional imperfections such as missing or blurred pages, poor pictures, errant marks, etc. that were either part of the original artifact, or were introduced by the scanning process. We believe this work is culturally important, and despite the imperfections, have elected to bring it back into print as part of our continuing commitment to the preservation of printed works worldwide. We appreciate your understanding of the imperfections in the preservation process, and hope you enjoy this valuable book.

Stroke ranks as the third leading cause of death in the U.S. After a series of clinical trials, Genentech's Activase®, a drug for preventing the blood clots that cause strokes, was approved by the FDA. One of the most significant issues Genentech faced was educating the market on stroke therapy with Activase. The stroke market not only included the hospitals and physicians, but also patients as well. Since the therapy was time dependent, patients need to know a new therapy was available for which they had to seek prompt medical attention. This clearly pointed to the need for public education on the signs and symptoms of stroke and the treatment benefits of Activase. The need to educate patients and physicians created a strategic challenge. In what sequence should Genentech educate the market—physicians first and then the public, the reverse order, or both simultaneously? What were the costs to implement these strategies? This work has been selected by scholars as being culturally important and is part of the

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This case examines the decision by the Swiss pharmaceutical Roche Holding AG (Roche) to offer a record \$42 billion bond in February 2009. In light of a pending acquisition of U.S. biotechnology leader, Genentech, Roche management planned to sell \$32 billion in bonds at various maturities from 1 year to 30 years and in three different currencies (U.S. dollar, euro, and British pound). In a context of substantial uncertainty in both world financial markets and the value of the Genentech deal, students are introduced to the pricing of corporate bonds by being invited to price Roche's bold global offering.

Primarily press releases, clippings, and internal publications, photographs and videos tracing the development of the pioneering biotechnology company. Includes internal

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reports on specific Genentech products.

Family background and education; Genentech work and research including: human insulin project; human growth hormones; tissue plasminogen activator.

"I convened a nine week Action Research project with eight other co-researchers to create a leadership development program within the Environmental Quality Control department at Genentech Inc. in Vacaville, California. Through five cycles of action and reflection the team pursued several courses of action that follow: defining an effective leader, improving their feedback skills, Myers-Briggs personality typing, and the development of a leadership binder. Over a short period of time this team accomplished gaining insight into some of their blind spots, and how to interact with those they manage, and each other. The knowledge also transcended the work place and was useful in their personal life. The team saw the benefits of continuing the process long term for continuous improvements in their leadership development. At the conclusion I discuss the importance of values and the collaborative nature of Action Research plus the dynamic of participation and facilitation"--Abstract, p. 1.

GenentechThe Beginnings of BiotechUniversity of Chicago Press

Profile; Zeitungsausschnitte (1999-) [Chemische Industrie/Biotechnologie/Gentechnik USA].

In the fall of 1980, Genentech, Inc., a little-known California genetic engineering company, became the overnight darling of Wall Street, raising over \$38 million in its initial public stock offering. Lacking marketed products or substantial profit, the firm nonetheless saw its share

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price escalate from \$35 to \$89 in the first few minutes of trading, at that point the largest gain in stock market history. Coming at a time of economic recession and declining technological competitiveness in the United States, the event provoked banner headlines and ignited a period of speculative frenzy over biotechnology as a revolutionary means for creating new and better kinds of pharmaceuticals, untold profit, and a possible solution to national economic malaise. Drawing from an unparalleled collection of interviews with early biotech players, Sally Smith Hughes offers the first book-length history of this pioneering company, depicting Genentech's improbable creation, precarious youth, and ascent to immense prosperity. Hughes provides intimate portraits of the people significant to Genentech's science and business, including cofounders Herbert Boyer and Robert Swanson, and in doing so sheds new light on how personality affects the growth of science. By placing Genentech's founders, followers, opponents, victims, and beneficiaries in context, Hughes also demonstrates how science interacts with commercial and legal interests and university research, and with government regulation, venture capital, and commercial profits. Integrating the scientific, the corporate, the contextual, and the personal, Genentech tells the story of biotechnology as it is not often told, as a risky and improbable entrepreneurial venture that had to overcome a number of powerful forces working against it.

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