Table 6 - Two variants of a new form

A Science-Centered Variant	A Commerce-Centered Variant
Science takes the lead, with VC and management support	Management takes the lead, supported by VC funding and academic science
Renowned scientist-founders straddle domains, often occupying key executive and academic roles simultaneously	Scientifically-trained business leaders play crucial early roles
Science Advisory Board (SAB) is used for peer review	Science Advisory Board (SAB) is used as a signal of approval
Firms exhibit a strong commitment to publishing research findings	Publishing is not encouraged
Investors take an "empirical" approach: minimal funding of laboratory research (proof of principle), with further investment contingent on scientific results	Investors weigh commercial considerations such as size of market, current competitors, projected cash flow, speed to profitability, etc.
Academic headwaters: William Rutter's interdisciplinary lab at UCSF	- / -
Commercial headwaters: ALZA Corp.	Commercial headwaters: entrepreneurial divisions of health care or pharma companies (i.e., Baxter, Abbott, Corning)
Exemplars: Genetech, Biogen, Chiron, Immunex	Exemplars: Hybritech, Centocor, Amgen, Genxyme
Failed attempt: Cetus (lacked strong scientific leader)	Failed attempt: Genex (lacked strong commercial leader)
Mechanism of genesis: **transposition**	Mechanism of genesis: **recombination**

(1) Established routines prove lacking... (2) so founders draw on existing knowledge... (3) and scan their social worlds for cues... (4) forging unique elements of a science based organizational form.