

it absolutely matched individual identity. The technique was found its applications in crime detection, immigration, and paternity testing. This potential was proven when it successfully resolved several difficult and important criminal and other identity cases. For several years, the Jeffries research group provided the technique as a contract service, but the importance of the growing portfolio of applications and the workload eventually made it necessary to find alternative approaches to its and expansion.

The technique was licensed by the University of Leicester to ICI (now AstraZeneca) who further researched the scientific background to the technique, its range of applications, and quality assurance methods crucial to its capability of formal, absolute proof of identity and/or presence at a place or event. In 1987 this new part of ICI's business became Cellmark Diagnostics. Cellmark has been extremely successful in continuous development of the technique, and in providing it as a forensic service in crime, paternity, and more recently in agricultural applications. Now known as the Orchid Cellmark, the company operates from four locations in the US and one in the UK and generates global sales of in excess of 60 million USD per annum.

The case of Cellmark's history and development is an excellent example of university research providing a solution to a range of hugely important practical problems and creating an entire new commercial market in doing so. In addition, it illustrates how the transfer and translation of the technology into a commercial operation requires the combination of technical and commercial management skills, and how the operational challenge of a highly specialized new field was solved by creation of a new company that developed the management and processes to match the new operational and market needs.

Q7. a) Why did the University of Leicester transfer this technique to ICI through a license? [1]

b) What are the different applications identified by the technology developed by Sir Alec Jeffries? [2]

c) Do you think giving a license to ICI is a good strategy, or may there be other options that may be opted for by the group? Justify your answer. [2]

Case study 2: The US study pharmaceutical company BenGay, which is best known for its pain relief creams, attempted to launch a range of orally taken analgesics. Market research indicated that the company had a solid reputation for its creams and sprays and it seemed logical to create a suite of pain relief products trading on this brand. Consumers, however, associated the brand with warming creams, to the extent that the idea of swallowing a BenGay product was both unusual and, for too many, unattractive. Market research only told part of the story that people trusted the company for the pain relief products. It failed to identify that this trust extended only to a particular type of pain relief product.

Q8. a) What kind of products the company Bengay was planning to launch? [1]

b) What are the chances of success of such products based on the above-stated paragraph? Give the justification for your answer. [2]