



SmithKline Beecham

Dr. George Poste
Chief Science and Technology Officer

29 September 1999

The Honorable Richard Danzig
Secretary of the Navy
1000 Navy Pentagon
Washington, D.C. 20350

Dear Secretary Danzig:

With the current unfortunate hospitalization of Admiral Zumwalt, I am writing to you directly. Admiral Zumwalt had requested a copy of the briefing document which I had presented to him, be forwarded to you. Jay Davis at DTRA, Hans Binnendijk at NSC and Frank Fernandez at DARPA have also received this briefing in the last month.

This document has its origins in my belief that a new industrial sector based on advances in the life sciences, and genetics in particular, will emerge. This development will evolve based on the need to address the challenges that bio-based threats will pose to military preparedness and homeland defense. At the same time, the healthcare industry is facing an urgent need to develop new business models to develop innovations outside of traditional venture capital models which are not working well.

The principal focus of this briefing is the belief that there is now an opportunity to combine the strategic needs of both DOD and the healthcare industry in a new business construct (referred to in this briefing as Health Technology Networks).

I recognize that some of the organizational charts at the end of the document will probably require additional clarification. I hope, however, that this document will serve to at least provide an introductory perspective on the need for new ways for DOD to engage bio-based industry.

Please let me know if you require any further information and I hope that it will be possible for us to meet to explore this concept in more detail.

Yours sincerely,

George Poste
Chief Science and Technology Officer
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cc: Admiral E. Zumwalt, Jr. (letter only)
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