CHEMICAL HERITAGE FOUNDATION

JOHN C. MARTIN

Transcript of an Interview Conducted by

David C. Brock

at

Telephone Interview

on

13 April 2007

(With Subsequent Corrections and Additions)

ACKNOWLEDGMENT

This oral history is part of a series supported by grants from the Gordon and Betty Moore Foundation. This series is an important resource for the history of semiconductor electronics, documenting the life and career of Gordon E. Moore, including his experiences and those of others in Shockley Semiconductor, Fairchild Semiconductor, Intel, as well as contexts beyond the semiconductor industry.

This oral history is made possible through the generosity of the Gordon and Betty Moore Foundation.

CHEMICAL HERITAGE FOUNDATION Oral History Program FINAL RELEASE FORM

This document contains my understanding and agreement with Chemical Heritage Foundation with respect to my participation in the audio-recorded interview conducted by

	David C. Brock	_ on _	13 April 2007	
I have read the f	ranscript supplied by Cl	nemica	l Heritage Foundation.	

- The audio recording, corrected transcript, photographs, and memorabilia (collectively called the "Work") will be maintained by Chemical Heritage Foundation and made available in accordance with general policies for research and other scholarly purposes.
 - I hereby grant, assign, and transfer to Chemical Heritage Foundation all right, title, and interest in the Work, including the literary rights and the copyright, except that I shall retain the right to copy, use, and publish the Work in part or in full until my death.
 - The manuscript may be read and the audio recording(s) heard by scholars approved by Chemical Heritage Foundation subject to the restrictions listed below. The scholar pledges not to quote from, cite, or reproduce by any means this material except with the written permission of Chemical Heritage Foundation.
 - I wish to place the conditions that I have checked below upon the use of this interview. I understand that Chemical Heritage Foundation will enforce my wishes until the time of my death, when any restrictions will be removed.

Please check one:

a.

1.

2.

3.

4.

No restrictions for access.

NOTE: Users citing this interview for purposes of publication are obliged under the terms of the Chemical Heritage Foundation Oral History Program to obtain permission from Chemical Heritage Foundation, Philadelphia, Pennsylvania.

b._____

Semi-restricted access. (May view the Work. My permission required to quote, cite, or reproduce.)

Restricted access. (My permission required to view the Work, quote, cite, or reproduce.)

This constitutes my entire and complete understanding.

(Signature)	& Fut	
· - /	John C. Martin	. :
(Date)	8/29/07	

This interview has been designated as Free Access.

One may view, quote from, cite, or reproduce the oral history with the permission of CHF.

Please note: Users citing this interview for purposes of publication are obliged under the terms of the Chemical Heritage Foundation Oral History Program to credit CHF using the format below:

John C. Martin, interview by David C. Brock by telephone, 13 April 2007 (Philadelphia: Chemical Heritage Foundation, Oral History Transcript # 357).



The Chemical Heritage Foundation (CHF) serves the community of the chemical and molecular sciences, and the wider public, by treasuring the past, educating the present, and inspiring the future. CHF maintains a world-class collection of materials that document the history and heritage of the chemical and molecular sciences, technologies, and industries; encourages research in CHF collections; and carries out a program of outreach and interpretation in order to advance an understanding of the role of the chemical and molecular sciences, technologies, and industries in shaping society.

ABSTRACT

John C. Martin begins the interview by describing Gilead when he first joined in 1990. Martin recalls first crossing paths with Gordon E. Moore when he joined the board and became CEO of Gilead around the same time period as Moore joining the board. Martin then reflected on serving on the Gilead board with Donald Rumsfeld and Moore; Moore's experiences at Intel helped shaped polices of the compensation committee and audit committee on which he served. Next Martin discussed Gilead's no-profit tiered pricing policy and the impact it has on developing countries. Martin concludes the interview by offering thoughts on Moore's corporate role as a scientist and his day-to-day personality.

INTERVIEWER

David C. Brock is a senior research fellow with the Center for Contemporary History and Policy of the Chemical Heritage Foundation. As an historian of science and technology, he specializes in oral history, the history of instrumentation, and the history of semiconductor science, technology, and industry. Brock has studied the philosophy, sociology, and history of science at Brown University, the University of Edinburgh, and Princeton University (respectively and chronologically). His most recent publication is *Understanding Moore's Law: Four Decades of Innovation* (Philadelphia: Chemical Heritage Press), 2006, which he edited and to which he contributed.

TABLE OF CONTENTS

1 Joining Gilead

Company composition. Research and Development Work. Early encounters with Gordon Moore. Moore's contributions on the compensation committee. Gordon Moore's reputation and influences on Gilead culture.

6 Growth of Gilead

Period of rapid growth and Moore's advice on management. Gilead's manufacturing and management practices. Tiered pricing structure. Effects on having no-profit prices.

13 Thoughts on Gordon Moore Gordon Moore's lessons based on his experience at Intel. Moore's corporate role as a scientist. Moore's personality.

16 Index

INDEX

A

Abbott-Thailand, 11

B

Berg, Paul, 3 Bristol-Myers Squibb, 1-2

D

Denny, James M., 3

F

Food and Drug Administration [FDA], 7, 9-10

G

Gilead, 1-2, 4-8, 10-11, 14

I

India, 13 Intel Corporation, 3-6, 13-14

M

Moore, Gordon E., 2-7, 10, 13-14

R

Rumsfeld, Donald H., 3

S

San Francisco Bay Area, 4 Shultz, George P., 3

Т

Thailand, 11

W

World Trade Organization [WTO], 12