

The PARAGON Perspective

From the President,

PARAGON Perspective is sponsored by PARAGON Development. We want to use this newsletter to do the following:

- Share information we have learned that we consider important concerning best practices, trends, successes and failures, conferences, and other elements that will enable all of you to grow your organizations with maximum top and bottom line results.
- Share information about select client initiatives that may be of interest based on technologies, markets, or business needs that you believe could fit within the scope of those client's interests.
- Share personal observations and even humorous items given to us by others.

All issues of *The Paragon Perspective* are archived on our website, so you may easily pass along past issues to colleagues.

This month's perspective has been sent to us from an expert in our Network. We appreciate the contribution and thank him for allowing us to print it this month. The title is: "**Profitable Innovations Are Innovations That Profit**".

Jack T. Peregrim
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Paragon Update

2008 was a record year for PARAGON but the economy has affected us just as it has our clients. Business is down roughly 40% in the second quarter from the same level last year. Our North American business is comparable to last year's, so the major drop has been our European and Asia Pacific business which has also had to contend with price increases in the form of a much stronger dollar this year. We have strong bookings in Quarters 3 and 4 as companies are starting to look again at growth. We project 2009 will be short of last year's record level but also much stronger than anticipated with the poor economy.

Conferences

LES (Licensing Executive Society) Annual Meeting October 18-21, San Francisco, CA

LES is the premier organization for licensing; technology transfer; and related business growth professionals. Their annual meeting is expected to have over one thousand professionals from corporations around the world. Information can be found at: <http://www.lesusacanada.org/>

Technology Transfer/Capabilities

This section is open for clients, friends, and other newsletter recipients to spotlight technologies they have available for licensing, acquisition, development, or could be available to use. Please send a description of your technology to be posted in this section for future newsletters. Inquiries can either be sent directly to those who have posted information, or, we could forward any/all inquiries to you. This section highlights non-client project technologies.

This newsletter has a distribution of over six thousand individuals who are primarily in new business development, so the audience has the potential to generate legitimate interest. We do reserve the right to withhold posting any technology closely related to ones in which we have a client conflict.

Technologies of Interest

Imbedded systems: A client has developed an imbedded reactive processor compatible with Java that integrates many computer languages and is a breakthrough from previous attempts to write multi-language compatible software.

Nano material: A client has developed a way to produce materials that enable the following:

- Enhanced absorption or storage of ions and molecules both gravimetrically and volumetrically. Exceeds capability of existing commercial materials.
- Doubles electric energy storage in comparison to existing commercial materials with no decrease in power.
- Doubles volume increases in gases captured and stored in comparison to alternatives at both high and sub-atmospheric pressure.
- Enables rapid and complete removal of toxins, proteins, etc. from bio fluids and other aqueous media.
- Detection and capturing of single and multiple gases in a wide range of atmospheric conditions including high moisture environments.
- Reversibility of gases, particles, and energy is easy and complete.

For more information on the above opportunities contact:

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Quotes of the Month

“A step backward is a step forward if you are going in the wrong direction.” *Kurt Vonnegut*

“Horse sense is that faculty that prevents horses from betting on people.” *Kurt Vonnegut*

“Ability is of little account without opportunity.” *Napoleon Bonaparte*

“Ability may get you to the top, but it takes character to keep you there.” *John Wooden*

“Nothing we achieve in this world is achieved alone. It is always achieved with others teaching us along the way.” *Lee J. Colan*

“The comfort zone takes our greatest aspirations and turns them into excuses for not bothering to aspire.” *Peter McWilliams*

“Your most unhappy customers are your greatest source of learning.” *Bill Gates*

“The best executive is one who has sense enough to pick good people to do what he wants them to do, and self restraint enough to keep from meddling with them while they do it.” *Theodore Roosevelt*

“Recognition is the greatest motivator.” *Gerard C. Eakedale*

Interesting Words

Noue: (moo) Noun

1. Pout.
2. Grimace.

Obloquy: (OB-luh-kwee) Noun

1. Censure or abusive language towards someone.
2. Disgrace resulting from public condemnation.

Eleemosynary: (el-uh-MOS-uh-ner-ee-el-ee) Adjective
Relating to charity.

Palliate: (PAL-ee-ayt) Verb

1. To ease the symptoms of a problem without fixing it's cause.
2. To make an offense appear less severe by excuses or apologies. To extenuate.

Panoply: (PAN-uh-plee) Noun

1. A wide ranging array of resources.
2. A protective cover.
3. A ceremonial attire or paraphernalia.

Profitable Innovations Are Innovations That Profit

Dentistry in the 21st Century - In the 21st century we expect the dental office to be more automated, with computer and robot-assisted diagnostic procedures. New imaging technology services, such as cone-beam imaging, are rapidly being introduced in private dental offices and in centralized facilities. Advances in immunochemistry have opened the potential for new diagnostic systems using saliva and monitoring equipment for in-office use. We expect dental office architecture and design to be changed to incorporate these emerging technologies.

Opportunities for Robotics – Because of these scientific advances, the dental practice of the 21st century will have time and resources allocated for the collecting, recording, and processing of biochemical data for diagnosis, just as today time is allocated for diagnostic procedures such X-rays. And while we expect the dentist and other office personnel to perform some of these procedures, it is very likely that a good deal of the chairside data collection will be robot assisted. In addition, the use of CAD/CAM robotics for fabrication of dental restorations both chairside and in the dental laboratory will be expanded.

A Role for Computer-Based Information Processing – We expect that any federal health care reform will include provision for diagnostic information collected during each patient visit to be “input” to a database for processing and evaluation. This database may be located within the dental office, but the information could easily be transmitted to database at some centralized office such as the patient’s insurance carrier – either private or “public”. After processing and evaluation of the diagnostic information, therapeutic options will be returned to the dentist for selection and options presented to the patient. It is already apparent that the dentist is not the only decision maker in choosing between therapeutic alternatives. Any reform in federal oral health care policy will include increased centralized decision making guided by national norms, based on parameter that include quality assurance cost effectiveness ratios and risk/benefit ratios. CRETE believes all organizations that develop software for processing and hardware for transmission of these data, should become aware of these new needs and opportunities available in the dental market.

New Marketing Strategies Needed For Dental Products – The advances in biotechnology that have taken place since 2000 are making their way out of the developmental pipeline and entering clinical trials. However, because these emerging technologies are based on recent advances in immunology, biochemistry, and molecular biology, the rate of their development has outpaced the understanding of both the dentist and the public. Thus, special educational/advertising programs may be required to promote acceptance by the dentist and request from the patient.

Federal Reform of Oral Health Care Presents Business Opportunities – The various federal health care reform acts working their way through the US Congress are expected to include provisions for oral health care. As a consequence it is expected that the demand for dental and oral care services will increase – perhaps as much as 100%. Given that the size of the present dental workforce (about 160,000 dentists in the USA) and the annual rate of addition of new dentists to the workforce, (about 4800 graduates/yr from the 57 USA dental schools), CRETE expects federal legislation to include funds to produce a 2-3 fold increase in the dental workforce. In addition, federal funds will also be provided to allow more of the US population to gain access to oral health care services. As is usually the case, acceptance of these funds will include increased oversight of the services provided in the dental office. In response, CRETE expects dentists to acquire equipment and products to increase their efficiency and productivity. In addition, compliance with federal oversight regulations will require reporting and CRETE expects and dental offices to invest in the necessary hardware and software required. Finally, as is often the case with new federal legislation, training and education for the dental workforce will be required. This will translate into a need for both print and on-line training materials.

A Role for CRETE – For corporations presently involved with the dental enterprise as well as those interested in entering this market (estimated to be \$95.2 billion in 2007 and to be increasing by about 5%/yr) in the 21st century, it will be necessary for them to position themselves in the dental equipment and products market and develop marketing strategies that take into account advances in science, education and federal legislation. Partnering with CRETE can provide companies with access to core competencies, a discovery/technology portfolio, and expertise that will allow them to create and sustain competitive advantage.

For additional information please contact:

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As always:

We address many topics and most are at the request of readers, clients, and other business colleagues as this one was.

We hope that this perspective has stimulated thoughts and helps improve your future returns. It has been our intent to pass along things we have learned or experienced on topics involving growth and new business development, particularly ones that may be provocative or beyond those considered every day. We do not try to presume to be the leaders in all areas we cover and we invite others to contribute with comments, additions, or criticisms. We encourage feedback in any media and will post your contribution in a future newsletter if you allow it.

We also will continue to focus on topics that the readers choose in almost all cases over ones we consider within our staff so please continue to send requests for topics that you want to have covered.

PS:

We want to remind our readers that this section of the newsletter is open up to anyone with a development topic or an approach they would like to share. Four of the twelve topics of 2007 were submitted by others and we know many consultants, company managers, and academics who have very solid and profound contributions they could make in future newsletters. We ask that it be from 600 to a 1000 words although that is not a 'hard' range. Let us know and we will gladly distribute your topic to the thousands of people on our distribution list. Also, we will agree that the copyright and ownership is kept by the contributor and that we only have a right to reproduce it in conjunction with this newsletter.

Trivia

1. Why does ingesting helium make some voices sound funny?

Ingesting helium and speaking makes most people sound like they are auditioning for the next Chipmunk movie. Why?

Sound is a sensation produced when vibrations sent through the air or other mediums stimulate the hearing organs. Low frequency sounds are heard at a low pitch. High frequency sounds are heard at a high pitch. The density of the medium through which the sounds are transmitted determines the frequency (pitch) of sound. A less dense medium produces a greater rate (frequency) of vibration and therefore a higher pitch of the sound.

Gas densities are directly proportional to their molecular weights. The density of helium (mol. wt. 4) is much less than that of air, which is a mixture of approximately 78% nitrogen (mol. Wt. 28) and around 20% oxygen (mol. Wt. 32). The vocal cords vibrate much faster (at higher frequency in the lighter helium than in the heavy air. Hence, the voice is perceived as having a higher pitch.

2. What is the only primate without pigment in the palms of their hands?

Humans.

3. What was a major stipulation of the Eisenhower interstate highway system?

That one mile out of every five must be straight to serve as landing strips for airplanes in case of national emergency.

We hope you learned something from this and/or stimulated an action that leads to new opportunities for you and your organizations.

Previous issues of our newsletters can be found at <http://www.paragondevelopment.com/perspective.html>.

Your friends at:

PARAGON Development

<http://www.paragondevelopment.com>

Mission:

To ensure that our clients make decisions that optimizes their growth and measurable value creation. We will do this with unequalled effort and efficiency.

Background:

PARAGON employees and affiliated industry partners are dedicated to helping clients optimize their planning and development efforts. We bring a network of external industry experts who provide objective information and insight into critical areas affecting our client's success potential. In addition to our own experience base and the external access to knowledge, we utilize a decision making process that combines best practices such as Voice-of-Market™; Stage-Gate; and Discovery Based Learning. Very simply stated, we combine efficient processes with the information necessary to ensure that commitments are made with solid, objective knowledge. We allow planning and development from the 'outside in' that compliments internal efforts.

We are not industry specialists. The experts from our PARAGON Network™ provide the specific knowledge in their fields while PARAGON brings process and functional experience that generates and interprets the relevant information.

Focus:

Our client assignments are broken into three main areas:

1. Retainer agreements in which we offer discounted plan with minimum thresholds for numbers of Forums or phases. They are exemplified by clients who may write us into their R&D or new product development processes in which a PARAGON Forum is required as a part of a gate approval.
2. Evaluation and monetization of assets such as technologies, operational capacities, or new product extensions. PARAGON's support is particularly valuable when the potential is unknown but falls outside core markets or industries.
3. Support in strategic planning and strategic expansion into non-core business areas. The deliverables are typically in the form of a strategic commitment into new platforms.

Mechanics:

The steps employed are a combination of internal (client) and external events. The internal events include:

- Setting criteria for the project.
- Examining the internal knowledge base.
- Setting scope and charter issues.
- Determine specific outputs required for overall success.

External events are:

- PARAGON Forums that have 6-8 external experts who bring distinct but complementary knowledge about markets, industries, trends, competition, channels, downstream value, and function excellence that is specific to the assignment. These are typically day long events that have been referred to as "Super Focus Groups" with the client involved in the planning and then viewing the group and providing guidance and direction throughout the day. All this without the outside experts knowing whom the client is and they are thus unbiased, creative, and provide different perspectives than our client has because of their 'inside-out' viewpoints.
- Surveys and interviews with people from our PARAGON Network™ that generate very targeted information that our clients require.

We hope that you have enjoyed the issues of *The Paragon Perspective* that you have received and will let others who might find this newsletter useful know about our publication. To provide us with profile changes; or to let us know about other individual interested in receiving our newsletter; or for other information just click on this link <http://www.paragondevelopment.com/contact.html> (or copy and paste this shortcut) and complete the Contact/Request for Information form (be certain to include your email address) or you may simply reply to this email and provide us with (or ask us) the information.

If you no longer wish to receive *The Paragon Perspective* please respond to this email and include the word REMOVE in the subject line or in the message.