

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 can be invaluable in both determining and capturing new value. "**Sustainability: Whole Systems Thinking**" was sent in by colleagues of ours at Haig Barrett whom we have known and admired for many years.

Jack T. Peregrim
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Paragon Update

Several new projects have started in the second quarter. It looks like 2009 is back on track although most clients are projecting a decreased level in spending until the 3rd or even 4th quarters. Some projects have been reduced in scope, but our clients have been able to generate projects by looking at their merit over considerations based on the short term economic environment.

Conferences

Antec – June 21-25 in Chicago, IL

Antec is the major conference and trade show event each year for the Society of Plastics Engineers and typically has many thousands of attendees who have interests in plastics development and applications of the same in most intermediate and end use markets. We will be presenting during the conference portion and look forward to seeing you there.

Information can be found at: www.4spe.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

Goose/bird repellent: A client has developed a solution for controlling Geese on turf and also other problematic birds on structures that includes pigeons, gulls, and crows. Their solutions are humane, environmentally friendly and visually neutral. In fact, PARAGON had worked with this organization at an earlier stage and can attest first hand to its value and effectiveness. For information, please contact Chris Widrig. Chris.Widrig@airepel.Com

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.

Technologies for wood composite bindings: A client of ours is looking for new technologies that are derived of natural materials and can be used to create non-phenolic wood composite binders.

For more information on the above opportunities contact
Jack Peregrim @ (203) 288-4154 or Peregrim@ParagonDevelopment.com

Quotes of the Month

"You can resist an invading army; you cannot resist an idea whose time has come." *Victor Hugo*

"Freedom is from within." *Frank Lloyd Wright*

"What we think we become." *Buddha*

"If you don't know where you are going, you might not get there." *Yogi Berra*

"One of the biggest challenges in growth planning is looking for 2 dimensional solutions in a 3 dimensional world." *Jack T. Peregrim*

"Example is not the main thing influencing others. It is the only thing." *Albert Schweitzer*

"One man practicing sportsmanship is better than a hundred teaching it." *Knute Rockne*

"Beware of little expenses. A small leak will sink a great ship." *Benjamin Franklin*

"Toleration is the greatest gift of the mind. It requires the same effort of the brain that it takes to balance oneself on a bicycle." *Helen Keller*

"Without courage, all other virtues lose their meaning." *Sir Winston Churchill*

Interesting Words

Quodlibet: (KWOD-li-bet) Noun

1. A subtle argument especially on a philosophical issue.
2. A musical medley

Acarpous: (ay-KAHR-puhs) Adjective

Sterile in some way as in not producing fruit.

Pellucid: (puh-LOO-sid) Adjective

1. Clear, easy to understand.
2. Admitting the maximum passage of light.

Perendinate: (puh-REN-di-nayt) Verb/Adverb

1. To stay for an extended period of time.
2. To put off until the day after tomorrow or just past immediate future.

Coetaneous: (ko-i-TAY-nee-uhs) Adjective

Having the same age or being a contemporary.

Sustainability: 'Whole Systems' Thinking

by Robert Chew, Managing Director, H/B Sustain

Even in deep recession organizations are still investing in sustainability. The problem: few understand what this means or, rather, it usually means many things to many people.

In corporate America sustainability has fallen under the Corporate Social Responsibility umbrella, along with charitable giving, greening up the place, and blood drives. These are all important and admirable things but sustainability, however, is a much bigger idea. When it comes to sustainability, the language, the meaning, and the awareness of it has become muddled and misunderstood. To most, the idea of sustainability means: "don't do bad things." This misconstrues the business value and strategies.

Few look at sustainability for what it is, an "innovation machine," a platform for transforming organizations top to bottom. By transforming, we mean a complete re-think of how businesses, organizations, operations, and products are innovated, manufactured, delivered, and marketed for a larger vision.

Sustainability needs to be understood in four ways: take less from the earth, create less waste, make fewer unnatural things to toss on the planet, and create a more balanced way of living for ourselves and others in which we need to share finite and common resources. After all, at our current rate of consumption we would need two additional planet earths to sustain ourselves.

If everybody understands the four basic tenets outlined above as the ultimate end-game, we all have a better chance of sustaining our present environment and driving new business opportunities in support of that. Those that take it to heart have an immediate advantage, too. Simply, they will win greater market share against those competitors stuck in the old "Age of Unsustainability".

This is not some feel good, airy-fairy notion. This new idea of sustainability is what is also called "whole systems" thinking, that is, taking a look at the entire system of producing goods and services and re-thinking them for competitive advantage, long-term profitability, and long-term survival of the way we live. That is the new "Age of Sustainability."

We've all seen how sustainability works – or doesn't. Take a look at our economy today. Its dire state is a direct reflection of unsustainable bank lending policies, unsustainable credit policies, and unsustainable consumerism. Short term pressures are mighty forces, but had whole systems been in place to stop the rush of toxic loans, for example, we would not be in this position today. Take General Motors as an example. GM's demise is an example of a long string of unsustainable decisions. Yet, Toyota, with its focus on quality and long-term planning is an example of a company that has won the day in the hyper-competitive automotive business simply by employing basic sustainability practices.

So, how does whole system thinking work?

- First, it requires awareness and this must start in the middle and upper levels of an organization and work it way out until everyone understands the language, the goal, and the vision. When this happens, watch out. Things begin to change fast and for the better.
- The next step in this process is creating a compelling "sustainable vision" for the company or organization. Where do you want your organization to be in 10 years: one that's re-engineered itself for a new sustainable, dynamic future or one that continues to forecast out indefinitely using the same faulty, wasteful thinking and operational methodology? Who do you think will win this race as resources become scarcer and scarcer?
- Once you've got the vision hammered out (and there may be some differences) then you want to go back – or "backcast" – to the beginning and finalize your plan with revisions based on what you have learned.
- Create some baseline analysis, that is, where are we today in various categories of waste, energy usage, product development, operations. Once you have the baseline metrics you can move forward toward your vision, while positioning yourself very differently from the competition.
- Lastly is the initiation of actions, which don't have to be massive initiatives, but at first just steps in the right direction, with measurement along the way.

The momentum of this process generates dramatic, life changing initiatives for the company and its people. The process, based on a Swedish model called The Natural Step, has been utilized with great success around the world and for such innovators as IKEA, Nike, Rohm & Hass, Volvo, and Interface Carpets.

Designed properly, sustainability can change the future of an organization, its operations, its products, and the way its employees think about it and themselves. It goes well beyond the small slot it is often relegated to in the

world of CSR. Right now, sustainability strategies are becoming the critical tool in helping companies find opportunity and advantages in this changing business landscape.

It's time we look at sustainability not as a small checklist item in CSR, but as the overriding strategy for businesses and organizations under which everything else falls.

HB/Sustain is part of the Haig Barrett, Inc. Global Consulting Group, based in Los Angeles, Calif.

For more information visit www.hbsustain.com or call 1 (310) 792-7010, Email: bob@haigbarrett.com.

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 be 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. What causes 'brain freeze'?

On a warm day we favor something very cold like ice cream or another frozen beverage. Suddenly there is an excruciating headache that feels like it is coming from the middle of the skull. It is the dreaded 'brain freeze'. It is comparable to a migraine and experts that have studied this project that at least one third of the population is very susceptible to them.

Researchers believe it is caused by the body's overreaction to cold stimuli and begins with the freezing of a cluster of nerves above the palate. Our reaction then generates a rush of warm blood to the brain. This is also more of an initial reaction than one based on the environment of cold. After the initial reaction, the symptoms diminish as the entire amount is consumed and this is because the nerves become more acclimated to the new stimuli. These nerves serve as a 'protective thermostat' for the brain and the main nerve (sphenopalatine) is particularly sensitive to changes. Once the frozen food causes the nerve to cool down, it sends a warning message to the other nerves in the cluster. The brain is then told to expect a major freeze so it prepared itself accordingly and the blood vessels surrounding the brain suddenly shrink in their overreaction. The result is a pounding headache that seems to radiate from the sinus area or behind the eyes. The pain is triggered by the influx of warm blood which forces the constricted blood vessels open.

Along with the blood vessels shrinking and reopening with warm blood, the nerves also contribute to the pain of the 'brain freeze'. While the pain receptors near the sphenopalatine nerve cluster sense the freezing of the palate, the pain itself is referred to another area deeper in the skull. That explains why it is felt in the head and not in the roof of the mouth.

2. What is the spike called that projects from the top of an umbrella?

A ferrule.

3. What are the only animals apart from humans to have fingerprints?

Kolas. And, their fingerprints are indistinguishable from those of humans.

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>.

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Mission:

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

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