

The PARAGON Perspective

Features

Conferences
Technology Transfer/Capabilities
Technologies of Interest
Quotes of the Month
Interesting Words
Timing Is Everything
Trivia

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 is on 'timing' of projects. The title is: "**Timing Is Everything.**"

Jack T. Peregrim
Pres., PARAGON Development
Peregrim@ParagonDevelopment.com

[Return to #Top](#)

Paragon Update

Our project bookings for Quarter 1 are strong. About 40% of these projects are with new clients to PARAGON, an extraordinarily high percentage for our organization. Many clients are holding off until Quarter 2; however we have seen a great deal of interest from new people which projects for an outstanding overall 2010.

We are also seeing the return of many of our international clients that had held back last year because of the poor economy and because the dollar had weakened it made our costs proportionately higher. Although, the dollar is somewhat weaker in comparison to the Euro, Pound, Kroner, and Yen this year, our overseas clients had held off many things that they cannot delay any longer regardless of the currency rates.

[Return to #Top](#)

Conferences

LES Spring Conference---Boston MA
May 18-21

The Licensing Executives Society is the leading organization in education, process, and networking in licensing and technology transfer. Their meetings are always well attended by business executives as well as licensing and intellectual property professionals. We plan to attend this meeting ourselves and would look forward to seeing many of you. For more information go to the LES website: <http://www.lesusacanada.org/default.aspx>.

[Return to #Top](#)

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.

[Return to #Top](#)

Technologies of Interest

Acoustic Foam: A client has a new thermoset based foam that has superior values in acoustic insulation in building and construction. It also has thermal insulation properties based on the unique combination of material and cell design. It is felt that this has large potential based on the growth in applications requiring and benefitting from acoustical barriers within building and non-structural walls/ceilings.

Rust Encapsulant: An innovative single component polymeric penetrant has been developed with the ability to be applied without surface preparation over rusty, scaly steel or non-oxidized metal. It penetrates and bonds to the base metal surface, polymerizes and adheres tenaciously. Offers excellent corrosion protection in aggressive corrosion testing, and can be used with or without a topcoat.

Packaging Adhesives and Coatings: A client is interested in any technologies or developed products with applications into packaging adhesives and coatings. They have a substantial existing business and are looking to expand their pipeline of development projects and offered products. They would also be interested in standalone companies with attractive products.

More information can be gained about any of the above by contacting:

Jack Peregrim @ (203) 288-4154 or Peregrim@ParagonDevelopment.com

[Return to #Top](#)

Quotes of the Month

“Discipline is like holding a bird in your hand. If you squeeze too tight, you kill the bird. If you hold it too loose, it flies away.”
Bobby Bowden

“Adversity is the trial of principle. Without it, a man hardly knows whether he is honest or not” *Henry Fielding*

“A great teacher never strives to explain his vision - he simply invites you to stand beside him and see for yourself.” *Rev. R. Inman*

“Man’s mind stretched to a new idea never goes back to its original dimensions.” *Oliver Wendell Holmes, Jr.*

“The worst part is not in making a mistake but in trying to justify it, instead of using it as a heaven sent warning of our mindlessness or our ignorance.” *Santiago Ramon Y Cajal*

“Oh the difference between nearly right and exactly right.” *Horace J. Brown, Jr.*

“For every problem there is one solution which is simple, neat, and wrong.” *H. L. Mencken*

“We give advice by the bucket but take it by the grain.” *William Alger*

“A public opinion poll is no substitute for thought.” *Warren Buffett*

[Return to #Top](#)

Interesting Words

Cothurnal: (koh-THUR-nuhl) Adjective
Of or related to tragedy.

Simulacrum: (sim-yuh-LAY-krum) Noun
An image or representation or a vague resemblance to something.

Asperity: (ah-SPER-i-tee) Noun

Harshness or roughness.

Sedulous: (SEJ-uh-luhs) Adjective

Involving great care, effort, persistence.

[Return to #Top](#)

Timing Is Everything

Background:

It may seem to be a small omission in our development criteria but it is one with potentially significant ramifications. The criterion is in getting research as early as possible about external timing issues. We have found that almost all the issues related to timing are internal ones based on budgeting, personnel, and internal Gantt charts that look at projects focused primarily on internal benefits. This is exemplified by the following two projects we were recently involved in.

The first was in Europe and driven by a regulation in new residential and commercial buildings that required the substitution from a long used material with alternatives that met VOC limitations. Our client knew about these for over 3 years and developed an alternative that was cost competitive and had process advantages that other replacements did not. They were not a current major player in the market but felt they would win with their advantages and superior value proposition. They simply spread out their development to postpone scale up capital costs and missed the major yearly trade show that was 6 months prior to the regulations taking effect. They planned a launch and marketing effort 2 months prior to the deadline which they felt was enough time. They found, however, that the yearly trade show was when the market leaders did their planning and made decisions on the products they would use over the next year and issued contracts with suppliers to cover their needs. In fact, most made the switch several months prior to the deadline because it fit their timing and planning. Our client's launch was a failure and they are looking at significant losses based on the new lower revenue projections. Plus, the entrenched competitors are promising price freezes for extension of their contracts up to 3 years. We ran expert Forums that have uncovered opportunity gaps based on smaller market segments and their sales projections are up threefold but it is still much less than originally projected and required to meet contribution hurdles.

The second example is very similar in that it was oriented toward the automotive sector to be a part in smaller vehicles and our client was a tier 1 supplier. They targeted a date internally to be able to supply the part that required new manufacturing processes that were a very large investment. They held off the investment to launch with a few months to spare but the primary target (Toyota) moved up their timing to spec the part and they could not meet the new deadline and another part was chosen by a competitor and our client had too much sunk cost to just drop the project, so they set up the production and it is sitting idle almost 2 years later. They hope to get on a platform next year.

Recommendations:

Our recommendations are pretty simple and clear. We hope that this editorial just serves as a reminder that timing needs much more attention than we typically give it. The following would be productive approaches to ensure that planning and development objectives are timed for maximum effectiveness:

- Change the organizational mindset so that internal developments and investments are targeted to market and not internal timing requirements. It sounds simple and it is but this will not happen unless upper management sponsors and supports it.
- Add 'external timing' as a key item in all market and business research and at every stage in the process. Then incorporate it into planning and execution.
- Use Monte Carlo or any other tool to predict value creation potential based on timing as a highly weighted criterion. Putting real numbers to it will allow the value to be quantified based on timing scenarios.
- Benchmark both internally and externally. Internal benchmarks can exemplify the lost value on past projects and initiatives because of missing optimal windows. External benchmarks are plentiful and we have been involved in many 'after the fact' to try and salvage lost opportunities.
- Employ outside, industry and market experts if you are looking at the value in markets that are not your core or if your value proposition is significantly different.

Summary:

We estimate that market and external timing factors are misjudged on too many projects. It is estimated to be one of the

most important reasons for failure on those new products and initiatives that greatly under-achieve projections. That alone should be enough to emphasize 'timing' in our research and planning in a much larger way than we are doing today.

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. This edition and three of the last Perspective topics were submitted by others. 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.

[Return to #Top](#)

Trivia

1. What U.S. Company has the exclusive rights to import coca leaves?

Coca Cola is the only U.S. Company allowed to import coca leaves and they use them to create a cocaine free extract as part of Coca Cola soda.

2. What is the reason that many coin banks are shaped like pigs?

Long ago dishes and cookware in Europe were made of a thick orange clay called 'pygg'. As people would save their coins in these jars they took on the name pygg banks. Then an English porter misunderstood the word and created a small bank shaped like a pig and the trend caught on.

3. How did Attila the Hun die?

He died from a nosebleed on his wedding night in 453 A.D.

[Return to #Top](#)

We hope you learned something from this and/or stimulated an action that leads to new opportunities for you and your organizations and that you will let others who might find this newsletter useful know about our publication. Previous issues of our newsletters can be found at <http://www.paragondevelopment.com/perspective.html>. If you would rather not receive the newsletter please respond to this email and include the word REMOVE in the subject line or in the message. To subscribe to our newsletter, please send an email to contact@paragondevelopment.com and include the word SUBSCRIBE in the subject line or message. We will never sell your email address to others.

We encourage you to visit our website at <http://www.paragondevelopment.com> to find out more about PARAGON Development, who we are and how we assist our clients.

Your friends at:

PARAGON Development

<http://www.paragondevelopment.com>

[Return to #Top](#)