

## The PARAGON Perspective

### Features

Conferences  
Technology Transfer/Capabilities  
Technologies of Interest  
Quotes of the Month  
Interesting Words  
“Cutting Your Way to Growth”  
Trivia

### From the President

We wish our readers a very productive start to a prosperous 2012! It is hard to believe this is the 12<sup>th</sup> year for us at PARAGON. We are very, very grateful for the opportunity to have served our clients over those years and to continue to serve old and new ones in the years ahead.

For those of you not familiar with us and may have received this as a ‘forward’ from the original recipient, The 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 editorial titled: **“Cutting your Way to Growth”** is the flip side to our perspective last month about the inefficiencies of cancelling or postponing growth programs.

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

### Paragon Update

The next two quarters look good for PARAGON with new project starts representing a wide variety of industries, geographies, and types of projects. Hopefully this reflects an overall economic strength. Ironically, although we are seeing most business increase in Europe, most experts believe those economies to be lagging the United States.

[Return to #Top](#)

### Conferences

Licensing Executive Society Spring Meeting  
May 15-17 in Boston MA

LES is the pre-eminent organization for monetizing technology through licensing and anyone involved in intellectual assets should be actively involved. For more information about the organization and this meeting in particular, go to <http://www.lesusacanada.org/meetings/spring-meeting/les-2012-spring-meeting>.

IMCNJ—Einstein's Alley  
May 14, Edison NJ

IMCUSA is an organization focused on entrepreneurship and the Central New Jersey Chapter is sponsoring this meeting. More information can be found at: [WWW.IMCUSA.Org/Events/event\\_details.asp?id=222348](http://WWW.IMCUSA.Org/Events/event_details.asp?id=222348).

[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

High-pressure composite cylinders liners: A reader has a new and proprietary liner for high-pressure composite cylinders (Types 3 and 4 vessels) such as those used for compressed gases (CNG, H<sub>2</sub>, ANG). The liners reduce the cost by 40-50% from traditional aluminum liners and thus have potential for overall cost reduction of 20-25% in final cost of the vessels. There is no change required in manufacturing the vessels and no change in the pressure or other properties other than a weight reduction which is desirable. It is felt that this new liner can allow Type 3 & 4 composite vessels to compete much more favorably with steel vessels. Production quantities are available.

If interested contact: Jack Peregrim at (203) 288-4154 or [Peregrim@ParagonDevelopment.Com](mailto:Peregrim@ParagonDevelopment.Com)

Water bacteria detection: A client has a new proprietary product that allows rapid detection of bacteria in water. This technology can enable detection of contaminations due to a wide range of problems such as filter failures, pipe breaches, or contaminate dumping. There is a great deal of flexibility in application and alarms that allow the product to be used in a wide range of applications from industrial process to municipal drinking water.

If interested contact: Jack Peregrim at (203) 288-4154 or [Peregrim@ParagonDevelopment.Com](mailto:Peregrim@ParagonDevelopment.Com)

Halogen free, fire resistant, nontoxic polyolefin: One of our readers would like to present a new halogen free, fire resistant and non-toxic polyolefin. There is also a second one that has intumescent properties. Both have passed FAA test for approved use on commercial aircraft. Several polyester grades are also available for testing.

If interested please contact Ed Gregor at (01) (704) 442-1940

Chemical/materials technologies in consumer, personal and bioprocessing with broad potential. The client will consider licensing, acquisition, and/or co-development options.

If interested contact: Jack Peregrim at (203) 288-4154 or [Peregrim@ParagonDevelopment.Com](mailto:Peregrim@ParagonDevelopment.Com)

[Return to #Top](#)

## Quotes of the Month

"The difference between the impossible and the possible lies in a person's determination." *Tommy Lasorda*

"If things were really as we wanted them to be, people would still complain that they were no longer what they used to be."  
*Pierre Dac*

"The chains of habit are generally too small to be felt until they are too strong to be broken." *Samuel Johnson*

"A compulsion is a highbrow term for a temptation we're not trying too hard to resist." *Hugh Allen*

“Impatience can be a virtue if you practice it on yourself.” *Rod McKuen*

“An open mind collects more riches than an open purse.” *William Henry*

“Too often we enjoy the comfort of opinion without the discomfort of thought.” *John F Kennedy*

“Mincing your words makes it easier if you have to eat them later”. *Franklin P Jones*

[Return to #Top](#)

## Interesting Words

**Gloze:** (gloh-z) Verb & Noun

Verb:

1. To minimize or to explain away.
2. To use flattery.
3. To make an explanation.
4. To shine brightly.

Noun:

1. A comment.
2. Flattery.
3. A pretense.

**Gedankenexperiment:** (guh-DAHNG-kuhn-ik-SPER-uh-muhntt)

A thought experiment carried out in the mind only.

**Avulse:** (uh-VUHLS) Verb

To pull off or tear away.

**Shambolic:** (sham-BOL-ik) Adjective

Chaotic, disorganized, or confused..

[Return to #Top](#)

## “Cutting Your Way to Growth”

### Background:

Last month we discussed the inefficient way that many organizations have handled the poor economy by cancelling and postponing growth initiatives and development programs. The losses could not be made up in most cases and we strongly believe growth should have been a higher priority, especially in a weak economy where the same progress would cost more in time and dollars than it would in a more dynamic economy. But, to be ‘even handed’ we are going to look at the flip side this month and share our experience where it is inefficient not to make cuts.

An organization with a major new technology initiative had assigned over a dozen people full time to this area working independently for the most part. The organization knew their business required expansion into this new field but they just did not have a clear (or even unclear) perspective of the best entry point so they ‘overwhelmed the problem’ with people. It resulted in 6 months of chaos and because the organization is unfocused they cannot achieve their objectives without making cuts.

### Recommendations:

It is surprising that the following recommendations need to be made at all, but experience has shown that even sophisticated, successful organizations need reminding at times. Our recommendations are:

- From a strategic perspective, set up systematic reductions and restructurings where more people are working on fewer areas. If there are many parallel efforts, consolidation must be systematic and rigid, not open ended without reductions.
- We have seen other projects where parallel efforts with competing teams have shown merit but we have also seen two problems with that approach. One is the overall issue we are discussing of no systematic consolidation. But a second one, just as damaging, was allowing each team to have all the responsibility for generating external information. Because it was a competition, the teams presented supporting data that was less than objective and

might be considered misleading in some cases. Some common resources should have been provided to support all teams such as: legal, market research, patent reviews, and finance.

- Recognize that resources used in one area are no longer available to be used as investments in areas with better returns. We recognize the difficulty in knowing in early stage projects which ones are best, but minimal progress in many things leads to a low overall NPV as over resourcing a main target.
- Provide an exit strategy in managing the resources and people committed to the project. We have seen projects 'drag on' because the organization had no exit strategy to deal with the people and resources assigned to it. This appears to be a common occurrence.
- Resources assigned are budgeted and management allows the budget process to play itself out rather than cutting things and 'saving' or reassigning the resources. A suggestion may be to reward project managers who cut a project prematurely by providing those savings plus another 33% to a different area. Just because something was budgeted for 12 months does not mean that cutting it at the 10 month mark is wrong as long as it is done on merit and not just desperate cost savings. (*See last month's perspective.*)

#### In summary:

We do not want to present this discussion as anything more than it is - inefficiencies that represent only a minority of organizations. Most organizations still put too low a priority on growth, but the flip side is really as damaging both directly and indirectly. The indirect damage is based on the fact that inefficiently managed projects lower the attractiveness to management in supporting projects justified longer term at optimal levels.

#### In closing:

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 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 will continue to focus on topics that the readers choose over ones we consider within our staff, so please continue to send requests for topics you want covered.

#### PS:

We want to remind our readers that this section of the newsletter is open to anyone with a development topic or an approach they would like to share. Many of you - consultants, company managers, and academics - have very solid and profound contributions that could be presented in future newsletters. We ask that your submission be from 300 to 800 words. Let us know and we will gladly distribute your topic to the thousands of people on our distribution list. We agree that the copyright and ownership be kept by the contributor and that our only right is to reproduce it in conjunction with this newsletter.

[Return to #Top](#)

## Trivia

### ***What do the words stewardesses and lollipop have in common?***

They are the longest words that are typed in English with a single hand - stewardesses with the left hand and lollipop with the right.

### ***What is unique about our eyes compared to our ears and nose?***

Our eyes are always the same size from birth but our nose and ears never stop growing.

### ***What is a 'jiffy'?***

It is an actual measurement of time equal to 1/100<sup>th</sup> of a second.

[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](mailto:contact@paragondevelopment.com) and include the word SUBSCRIBE in the subject line or message. We will never sell your email address to others.

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[Return to #Top](#)