



The PARAGON Perspective

PARAGON DEVELOPMENT

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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 is titled *“Who needs the hook?”* This is inspired by a case study a client shared with us recently. Even though this is the first time we have addressed this subject, it is far from the first time we have seen it.

Jack T. Peregrim
Pres., PARAGON Development
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Paragon Update

We have booked the best 4th quarter we have had in 4 years and already have strong project starts planned for January 2014. Many of our clients are again investing in growth and our projects have been a balance of internal and external focuses. These projects include clients from diverse industries, markets and products.

Conferences

SCD-iBIO Second International Forum
Philadelphia, PA
November 11-13, 2013

The SCD-iBIO association (Society for the Commercial Development of Industrial Bio Technology) is the pioneer in focusing on industrial biotechnology and has programs and panels from raw materials to finished products. And, of course, all the intermediate processes. This is the single organization focused strictly on industrial biotechnology and it is a forum for industry leaders to learn about valuable development and to network with others in the field. There are also a variety of



programs focused on business trends and drivers supporting the many new products needed and being developed throughout the value chain. You can get more information and register at: SCD-iBIO.Org

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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 in executive positions who either oversee or practice 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.

- A client has new technology that can offer highly selective removal of a wide variety of contaminants in industrial water management and treatment.
- A client has a new drug delivery technology that greatly improves bio-availability and solubility.
- A client has a new technology that improves the performance and lowers the cost of Type 3 compressed gas cylinders.

If interested, please direct inquiries to Jack Peregrim. Peregrim@ParagonDevelopment.Com (203) 288-4154

Technologies of Interest

Clients have expressed interest in investing, licensing, acquiring, or partnering in the following:

- A client is looking for new membrane & filtration technologies with a particular focus in industrial waster re-use or that may support zero discharge.
- A client is looking for new additives such as hydro colloids or other functional additive focused on any segment of the dairy market . Also, technologies used to improve processing of dairy products.

If interested, please direct inquiries to Jack Peregrim. Peregrim@ParagonDevelopment.Com (203) 288-4154

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Quotes of the Month

“When there is danger, a good leader takes the front line; but when there is celebration, a good leader stays in the back of the room.” *Nelson Mandela*

“Losing a game is heartbreaking but losing your sense of urgency or worth is a tragedy.” *Joe Paterno*

“A pessimist sees the difficulty in every opportunity; an optimist sees the opportunity in every difficulty.” *Winston Churchill*

“Ultimately, the only power to which man should aspire is that which he exercises over himself.” *Elie Wiesel*

“Half of the harm that is done in this world is due to people who want to feel important. They don’t mean to do harm but the harm does not interest them.” *T.S. Eliot*

“No, no, you’re not thinking, you’re just being logical.” *Niels Bohr*

“It is thrifty to prepare today for the wants of tomorrow.” *Aesop*

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Interesting Words

Pedicular: (pe-DIK-yuh-luhs) Adjective

1. Contemptible
2. Lousy: infested with lice



Furfuraceous: (fuhr-fyuh-RAY-shush) Adjective

1. Flaky
2. Covered with dandruff

Shrift: (shrift) Noun

Confession to a priest. Also, penance and absolution that follows confession

Polysemous: (POL-ee-see-muhs) Adjective

Having multiple meanings

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“Who needs the hook?”

Background:

We recently had a project with a client dealing with an enabling capability focused on medical devices. The client has spent 4 years since the initial patents were approved and their efforts began with a very impressive analytical market research effort that cost several hundred thousand dollars. In the past few years they have signed several development agreements using their technology in a variety of different products and treatments with multiple organizations.

Although the efforts were justified by rational and logical reasons, nothing came from them. The cost over those 4 years was over \$1 million with nothing to show for it. Paragon was asked to run a single Expert Forum. Early in the Forum we asked the group a simple question - “Who needs the hook that this technology enables?” The outcome generated 3 specific products and applications that had not been considered attractive before this but each has very compelling drivers that the analytical research had not uncovered.

In two of the cases the primary focus was on very mature products that were losing share and had been dismissed because they were not growing or considered the “winners of the future”. These were very large volume with slowly contracting sales and it turned out they were very hungry, even desperate for anything that would slow or stop their decreasing sales. They needed “the hook” more than any other. The sales to them for any foreseeable future would still be more than the products from others that were new and growing.

The third example was an organization with a major class action lawsuit filed against them. They needed something to change the products involved for several reasons. They are just motivated to change things and our client has the best alternative by far with pretty clear leverage and is already close to closing a deal that will recoup all past costs two times over with the initial upfront payment.

Lessons learned:

- Discovery Based Learning which we have written about many times is a foundation behind asking questions like the hook one. Because the questions and even the term hook are open to interpretation, what may be uncovered could be critically important but may not come out through more conventional research.
- There are many issues that could represent a hook and they are not found with typical research or a competitive intelligence effort. Just to mention a few that we have experienced are:
 - Legal disagreements with a supplier where the customer would welcome a new alternative
 - Customers who have a key supplier where they contract because of bundles of components and they want a competitive offering equivalent to what they are getting
 - Customers who have intellectual property issues with an existing supplier
 - Customers facing pressure internally to reduce numbers of suppliers and/or expand the number of suppliers beyond a few they are over reliant upon
 - Customers with strategic issues such as having a supplier with a new or strong relationship with a competitor
 - A customer with a supplier who recruited a key executive away from them

- Account depth is a key and we have lost a lot since the economic downturn because of personnel changes both with customers and within our own organizations.
- Training our personnel to discreetly ask the right (open ended) questions when they have an opportunity. Would your technical service people ask about upper management changes when talking with an operations level person on the floor? Would they ask their opinion about a good hook that would allow you to expand your business? Why not?

In summary:

There are two kinds of hooks that would help you to new successes. The ones you know about and the many more that you don't. We have many, many examples of uncovering these motivators and the primary reason is that we know they are there and we ask about them. You can too.

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.

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Anecdotes

Nikita Khrushchev

During a fiery exchange at a summit meeting between Khrushchev and President Kennedy, he was asked by the President if he ever admitted a mistake. He replied: "Certainly I do, in fact I just did in a speech before the Twentieth Party Congress, I admitted all of Stalin's mistakes."

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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:

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