



The PARAGON Perspective

PARAGON DEVELOPMENT

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From the President

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 *“When to pull the plug”* is being reprinted at the request of a reader who remembered this editorial from several years ago feeling it was particularly appropriate to several projects in the reader’s group.

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

Paragon Update

Quarter 3 is certainly a busy one and Q4 looks equally busy. The nature of the projects has a very high percentage of strategic versus tactical focus. We have projects looking at specific markets and segments to make new investments. Several M&A projects are part of our portfolio and so are new platform projects where client objectives are substantial in regard to potential.

Conferences

LES US/Canada Annual Meeting
Philadelphia, PA
September 22-25, 2013

The Licensing Executive Society is the premier organization for managers and practitioners in licensing, intellectual property, and, more broadly, technology transfer. The meeting typically has over a thousand attendees and we recommend it for both educational and networking. We also plan to be present and would welcome the chance to catch up in person. Details can be found at: <http://www.lesusacanada.org>



SCD iBIO Second International Forum
(Society for the Commercialization of Industrial Biotechnology)
Philadelphia, PA
November 11-13, 2013

The iBIO association is the pioneer in focusing on commercializing 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. Information about the conference can be found at: WWW.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 a new drug delivery technology that greatly improves bioavailability 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 or (203) 288-4154

Technologies of Interest

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

- Any new and novel linings or coatings for wear resistance in harsh, critical, abrasive conditions such as processes that move granules or particles.
- New membrane and filtration technologies with a particular focus in industrial waster re-use or that may support zero discharge.
- New rigid container hazardous packaging products to distribute or acquire.
- New additives such as hydro colloids or other functional additives 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 or (203) 288-4154

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Quotes of the Month

“You can tell whether a man is clever by his answers. You can tell a man is wise by his questions.” *Naguib Mahfouz*

“You can’t do anything about the length of your life, but you can do something about its width and depth.” *H. L Mencken*

“In some circumstances, the refusal to be defeated is a refusal to be educated.” *Margaret Halsey*

“Laws too gentle are seldom obeyed, too severe, seldom executed.” *Benjamin Franklin*

“Lower your voice and strengthen your argument.” *Lebanese Proverb*

“There is no man so good, who, were he to submit all his thoughts and actions to the laws, would not deserve hanging 10 times in his life.” *Michel de Montaigne*

“What is harder than rock, or softer than water? Yet, soft water hollows out hard rock. Persevere.” *Ovid*



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Interesting Words

Allochthonous: (uh-LOK-thuh-nuhs) Adjective
Originating in a region other than where it is found.

Sook: (SOOK) Noun
A timid or cowardly person. A crybaby.

Anatopism: (Uh-NAT-uh-piz-ehm) Noun
The error of placing something out of its proper place. Also, something placed erroneously.

Meed: (MEED) Noun
Recompense, reward, wages.

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“When to pull the plug”

Background:

This editorial is in response to an e-mail request that stated: “the biggest problems we have is not in the successful projects management but it is in the poorly allocated resources to projects that should be cancelled. What are best practices in pulling the plug on projects?”

Ironically, we were going to use this newsletter to share the approach of a very good client of ours who has taken a novel approach to projects that do not justify continued support.....(at least at previous levels)

Novel approach to projects:

We cannot name our client but they have approved the following general description of their methodology in looking at projects that do not justify the same level of support as they have in the past. We are focused primarily on their approach from the ‘how’ standpoint and not from the ‘when’ standpoint because each client will have different scenarios and criteria that determine when a project should be terminated or at least scaled back.

The client who shared their methodology had decades of research and market development projects that they had wasted high levels of resources on before they were finally dropped. They used Stage-Gate methods and tightened criteria but internal politics, poor or skewed data, or inadequate market-understanding were typically the post mortem reasons for failure. They instead applied a new method of categorizing projects if they fail to achieve gate requirements **without any doubt**. Their categories were:

- Kill. Very self explanatory. Just terminate the project although a brief effort could be made to sell or license anything of value created to date. Basically, the project is liquidated.
- Hibernate. Set review dates to look at the project in the future but no active resources are assigned.
- Sabbatical. Different from hibernate in that the project has a “restart” date assigned although all work is temporarily put on hold. The major reason given for this was the need to use resources on major projects that were determined to be more important and urgent for a variety of reasons.
- Diet. Reduce funding and personnel but keeping the project active although reductions of 80% or more are the guidelines. (Many of these were projects in which the initial market or application was a failure but new efforts were made in other areas.)
- Training. Similar to diet except the reductions are usually about 25-30%.
- Tiger. These projects share in the resources from the curtailed ones so there is no overall budget reduction but rather a reallocation of resources to the right projects.

These categories have been in effect for 2 years and the client claims much greater productivity and efficiency in the active projects plus a healthier portfolio assessment of value overall. They plan to review this approach next year when they have 3 years worth of projects and take a portfolio approach to reviewing their projects where certain percentages in each above category would apply to all active projects.



In summary:

We, of course, were not provided in-depth information about the projects that were not part of our own Voice-of-Market® work but the overall statements describing the improved performance were confirmed and consistent from many sources who had access to that information.

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

Thomas Edison

One time Edison was asked to sign a guest book that had the usual columns for name and address, as well as one that said "Interested in". Edison entered the single word: "Everything."

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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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