



## 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 is Part 2 of our discussion of using a SWOT. Last month we focused on the positives and the flaws in using a SWOT. This month we will talk more specifically about how to use it in different ways that increase its value.

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

#### Paragon Update

PARAGON has changed its postal address to: PO Box 185490, Hamden, CT. 06518-0490. Due to changes in mail delivery, we are now able to pick up mail on Saturdays via the PO Box. Please change our address in your records.

Several new projects have a strong market focus with clients targeting a market without a specific technology or product. They are looking to gain better insight in these markets so they can invest in the right new products in the future. We also have new projects looking at strategic growth through M&A.

#### Conferences

AFSS Spring Conference on Oil & Gas Chemical Processing  
Houston, Texas  
March 25 & 26, 2014

The American Filtration & Separation Society has focused its spring conference as described above. More information on the conference can be found at: [www.AFSSociety.org](http://www.AFSSociety.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, patented bacteria for breaking down waste that is specially formulated for cold weather applications. These bacteria will break down waste and will grow at 4° C and lower offering functionality at temperatures that have no comparable alternative.

For more information contact: Tracy Finnegan at (630) 906-9791 or [ELFEnvironmental@Aol.Com](mailto:ELFEnvironmental@Aol.Com)

- A client has a new technology that improves the performance and lowers the cost of Type 3 compressed gas cylinders. This will drive lower costs in manufacturing new NGV's or converting traditional gasoline or diesel vehicles to natural gas as the fuel.

If interested, please direct inquiries to Jack Peregrim, [Peregrim@ParagonDevelopment.Com](mailto: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 technologies and products that improve upon traditional ion exchange resins.

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

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## Quotes of the Month

"Everyone knows if you are too careful you are so occupied in being careful that you are sure to stumble over something."  
*Gertrude Stein*

"Persons appear to us according to the light we throw upon them from our own minds." *Laura Ingalls Wilder*

"What is laid down, ordered, factual is never enough to embrace the whole truth; life always spills over the rim of every cup."  
*Boris Pasternak*

"There are two kinds of light---the glow that illuminates and the glare that obscures." *James Thurber*

"Most people think that shadows follow, precede, or surround beings or objects. The truth is that they also surround words, ideas, desires, deeds, impulses and memories." *Elie Wiesel*

"An army of sheep led by a lion would defeat an army of lions led by a sheep." *Arab proverb*

"There are no great people in this world, only great challenges which ordinary people rise to meet." *William Frederick Halsey*

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## Interesting Words

**Scud:** (skud) Verb & Noun

1. Verb: To run or move swiftly
2. Verb: In nautical parlance, to run before a gale with little or no sail set.
3. Noun: Low clouds beneath another cloud layer or clouds, rain, or mist driven by the wind

**Stellenbosch:** (STE-len-bosh) Verb

To relegate someone incompetent to a position of minimal responsibility.



**Grok:** (grok) Verb

To understand deeply and intuitively.

**Sepulchral:** (suh-PUHL-kruhl) Adjective

1. Gloomy, serious, or sad.
2. Relating to a grave or burial.

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## “SWOT—Part 2”

### Background:

Last month we discussed how the SWOT methodology was used ineffectively in many cases. Several examples its use were given that were a misuse of what should be a valuable tool. But we also pointed out some of the values received when a SWOT is employed properly.

This month we would like to focus on how the SWOT can be employed with increased value. We have used it in several ways that are not ‘traditional’ but have delivered insightful options and significant, measurable results.

### Action tool:

We have found that a SWOT can be more effective when it is an action tool and not just an informational or background tool. Following are two of the ways that we have used it and generated a higher value-add. The list could be much longer but we believe these two are the most effective tools that are currently under-employed.

- Get external, objective perspectives. Too often we have found that many entries on the SWOT are projections of what the team creating the SWOT believe. There are no validations or objectivity. Yet, when we engage market or other experts, the strengths, weaknesses, opportunities, and threats are different from those the team originally produced. And, at the very least, the priority or importance order was wrong in critical areas. If you are looking for strengths against a particular technology, we recommend engaging knowledgeable people who are committed to using or buying that technology and challenge the strengths you believe you have. Or, if you are looking at the weaknesses of competitive offerings in a market, engage the market in an objective way and determine whether your competition has the weaknesses you believe they do. Our experience is that you will be at least somewhat wrong.
- Take the SWOT a step further than you typically do and use CPS (creative problem solving) techniques. The way we have done this is to generate the list of items under the SWOT categories and then determine those that are most critical. Usually it is 1 to 5 of the items. We have never found more than 5 in any category that would be critical. After you have the critical ones listed, use CPS by first generating actions that are possibilities for each item and then vote down the possible actions to a group that offer the most likely chance for success.

First, generate as long a list as possible without evaluating; then discuss each before voting on the top ones. If the generation is done without evaluation you will be able to consider many different options to either leverage strengths or opportunities or to overcome weaknesses or threats. An example would be a weakness such as “not having credibility in a new application or market”.

A list could be generated with possible actions such as:

- licensing to existing suppliers in the market for a period of time and let the existing suppliers generate demand and be rewarded for a set period
- or using distributors or brokers to gain access to the market and establish a credibility based on case studies generated
- or acquire a small supplier that has access to that marketing channel but has inferior technology or products and thus gain quick access to the customers
- or initiate a market characterization research project that will uncover the information needed to launch in the market yourselves such as best first customer, early adaptors, price elasticity and strategy, etc.
- or initiate a branding strategy with marketing to downstream or consumers
- or...; or...; or...

Get all options on the table (beyond the obvious ones because it is a new market and the best solution may not be the same ones in your existing business!) After that you can consider them against the ability to achieve criteria and having



the best overall fit with objectives. Follow-up might be needed to get information to confirm or validate hypotheses. Consider a combination of 2 or more as the best way to proceed. We have had many business successes doing that with client projects. Whether the SWOT is being used to determine if something should proceed or the SWOT is part of a plan to move forward in development; using this methodology will deliver a much more valuable result.

#### Summary:

A SWOT can be an insightful tool to put considerations in perspective and to be comprehensive in placing positives and negatives together for comparison. Sometimes doing it provides obvious observations although most of the time conclusions are wrong without the proper effort and methodology. Plus, most organizations use the SWOT more passively than it can be. Our experience is that it can add much higher value when taken further and used as an action oriented process.

## Response to last month's *Perspective*

The following was sent by one of our readers in response to last month's newsletter. We thank Chris for his insightful response.

Dear Jack,

Thank you for the SWOT write up. I am looking forward to the next part.

I have been involved in SWOT analyses and have even introduced SWOT analysis to one organization I have worked with. Besides the flaws you mention there are some other negatives I have encountered. SWOT is about planning for the future; often some senior executives use it as an opportunity to crow about their achievements. SWOT only works if the participants are brutally objective. I have encountered times when senior executives have tried to limit discussion away from topics that they perceived as critical of their achievements. If you do not ask the right questions, you will most likely not get the right answers.

In summary, many participants in SWOT analyses do not understand that it is about the future, not the past, and it is not about 'how great we are', but about 'what we need to do better' to get ahead, or even to stay alive.

Best regards,

*Chris*

Chris Moreton, Ph.D

FinnBrit Consulting

[www.finnbrit.com](http://www.finnbrit.com)

#### 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 or even just comments or criticisms of a past topic. Many of you - consultants, company managers, and academics - have very solid and profound contributions that could be presented in future newsletters as a guest contributor. 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

### ***Queen Elizabeth II***

On one state occasion, Prime Minister Margaret Thatcher was embarrassed to find that her gown matched that of the queen. Calling Buckingham Palace to ask if there was a way to avoid such sartorial conflict, she was informed: "Do not worry, The queen does not notice what other people are wearing".

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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](mailto: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

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