



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 based on recent client projects is on “**Ranking Factors**” when looking at opportunity options.

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

Paragon Update

We are very pleased to announce that we have an alliance with STRATEGYMARK to jointly work with clients on buy side small and mid-sized acquisitions. Our combined resources and experience bring the best aspects of deal brokers and consulting support in a cost effective way. STRATEGYMARK has a history of working in the chemical industry with private equity as well as stand-alone companies and divisions or business units within larger corporations. This mirrors PARAGON's experience as well and the further focus is on non bolt-on acquisitions. Our combined support will identify technologies, products, and then candidates that are complementary but new. Our organizations have collaborated on many projects over the past decade and this formalizes a specific focus on M&A. Additional information can be attained through either party with the main contacts being:

Jack Peregrim, PARAGON (203) 288-4154, Peregrim@ParagonDevelopment.com
Mike Brown, StrategyMark (302) 235-2217, Michael.D.Brown@StrategyMark.Com

PARAGON’s new mailing address is: PO Box 185490, Hamden, CT. 06518-0490. Please change your records.

Quarter 4 is setting up as possibly the busiest quarter in 5 years. The projects span many different objectives but one common thread stands out – a higher percentage than usual is focused on situations where the client has under-performing assets.

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Conferences

The American Filtration & Separations Society Fall Conference
 "Next Generation Filter Media; Embracing Change"
 October 13-16, 2014
 Hilton Rosemont, Chicago O'Hare Airport
<http://fall.afssociety.org>

Licensing Executives Society (LES)
 Annual Meeting
 October 5-8, 2014
 San Francisco, CA
WWW.LESannual.org

Just send your posting to us and we will include it in future editions.

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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 technology for converting cellulose polymers to glucose without enzymes. It is felt this will create efficient and cost effective processes in a wide variety of applications.

Please contact Beth Edwards at United Catalyst for additional information. Stewart@UnitedCatalyst.Com

- 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 ELFEnvirnmental@Aol.Com

- A client has a 'drop-in' replacement for flexible PVC; highly fire resistant, non-detectable toxicity and low smoke generation for extrusion, calendaring, blown film, sheet or molding in a variety of durometers. Color matching available. R&D 100 recipient.

For more information contact: Ed Gregor at (803) 431-7427 or ecg@EGregor.com

Technologies of Interest

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

- A client is looking to make acquisitions in specialty materials as well as high value, differentiated additives and materials.
- A client is interested in wearable sensors that are in preclinical stage where the sensor can be used as a triage tool in secondary and third world countries. The most important functions are blood pressure and glucose monitoring. This client has the software and process to use in conjunction with a sensing device that will allow healthcare providers to prioritize conditions and treat those in need first. This is a very good cause and we hope someone reading this has a sensor that can be licensed or purchased.
- A client is looking for new technologies for purifications with a focus on water used in industrial applications.
- A client is looking for new, novel, value-added technologies used in the production of active drugs.



- A client is looking for new nylon enhancement technologies such as additive or copolymer technologies that add value to basic nylons.

If interested in any of these “Technologies of Interest”, please direct inquiries to Jack Peregrim, Peregrim@ParagonDevelopment.Com, (203) 288-4154

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Quotes of the Month

“The true civilization is where every man gives to every other every right that he claims for himself.” *Robert Green Ingersoll*

“Creative minds are uneven, and the best of fabrics have their dull spots.” *HP Lovecraft*

“There is only one way to achieve happiness on this terrestrial ball, and that is to have either a clear conscience or none at all.” *Ogden Nash*

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

“Mistakes are the portals for discovery.” *James Joyce*

“There are no menial jobs, just menial attitudes.” *William John Bennett*

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Interesting Words

Fungible: (FUHN-juh-buhl) Adjective
Interchangeable.

Plangent: (PLAN-juhnt) Adjective
1. Loud and resounding.
2. Sad or mournful.

Inveigle: (in-VAY-guhl) Verb
To get something or to persuade someone to do something by deception or flattery.

Puissance: (PYOO-i-suhns) Noun
Power or strength.

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“Ranking Factors”

Background:

In a recent client meeting we were discussing the screens that the client was using internally to qualify and rank opportunities to pursue. There were 6 main factors in the Stage 2 screening and several were about strategic fit and how complementary the new area was for them. But, the rest were factors or criteria to determine market attractiveness and they were all about the overall size of a market or segment and also about the growth in that market compared to GDP. They were dismissing smaller markets and segments, as well as large volume markets that were not growing or were even declining.

We recognized after our Forums that several markets and applications that they originally dismissed offered the highest potential for success. And, when we shared this at an internal staff meeting, another project team had an identical experience in parallel.

Recommendations:

We recognized that the factors and criteria used really missed the key aspect of impact. Yes, it is very difficult to judge future impact of new investment in products, technology, and expansion into new customer bases so we try and ignore that in the early stages of consideration. That usually comes later when we need to quantify the potential of targets and make tactical commitments but we rarely go back to things dismissed in the earlier, qualification stages and determine their attractiveness against opportunities that have moved through our stages of consideration. Thus, we miss out on opportunities that may be the best for an organization overall.



An example that reflects the recent project referenced above is a client who had a product improvement that would allow new use into markets where other products were used based on their ability to provide functionality that our client's new one could finally offer. The client had originally dismissed a very large and mature market because the customers bought primarily on cost and there were major entrenched competitors. Adding to that, the overall market was not growing. However our expert Forums identified the value proposition that our client's product offered could actually lower overall cost when used by that customer base because of labor, energy, and maintenance savings which far exceeded the increase in the original product purchase providing a competitive advantage based on cost in a cost driven industry— the best possible situation to be in.

Yes, the competition will fight hard to protect their share but the overall market was almost 8 times the size of the other markets originally targeted. Their impact overall has considerably more upside than anything else they might do, yet they were not even going to consider this because the factors they used at early stages eliminated opportunities not considering potential impact as a stronger factor.

Our recommendations are:

- Obviously to be more open to opportunities at earlier stages. This will require 2 things that need adjusting. The first is to allow just a little more timing early than we typically do. We believe that this will not decrease the speed to market because choosing the right opportunity will get you to your business objectives much faster in any regard. Secondly, we need to increase the market research and intelligence commitments at earlier stages which will have the same positive benefit stated above with a decrease in this need later.
- Ensure that market 'intelligence' is employed and not just market research. If an organization is looking at a new opportunity then the value propositions are also different. Looking at just overall size or other qualifiers leaves much of the potential for success or failure unknown. The impact of the new value proposition is what is important and that requires experiential knowledge and not data alone. Experts in the markets should be engaged for their opinions as well as their information.
- Have flexibility in your process and don't consider it any way to be comprehensive. Yes, we can fill in many blanks that are on our checklists but we will never understand anything to the degree we need to from checklists. They are great to use as templates but we always miss things in early stages, especially with new potential value propositions because every market can have different ones for the same products.
- In every internal discussion and external interaction, ask open ended questions with one being simply: "What are we missing?" You will be surprised at things that will come out and at the very least you will insure that you are not missing anything with high impact to your potential. Other questions that should always be asked are: "What would you do if you were us?", "What are the 2 best things about our product and what are the 2 things that limit the potential the most?", and lastly, "What could we do – anything that would ensure success?"

Summary:

Our summary is simple. As every good carpenter knows, we should measure twice and cut once. We need to be more open in earlier stages, as we can attest through experience – millions and sometimes billions of dollars in lost opportunity can be the result.

In closing:

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.

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 we 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.

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

Ulysses S. Grant

Undistinguished and often shabby in appearance, Grant did not recommend himself to strangers by his looks. He once entered an inn at Galena, Illinois, on a stormy winter's night. A number of lawyers, in town for a court session, were clustered around the fire. One looked up as Grant appeared and said: Here's a stranger, gentlemen, and by the looks of him he's travelled through hell itself to get here."

"That's right," said Grant cheerfully.

"And how did you find things down there?" asked one of the lawyers.

"Just like here," replied Grant, "lawyers all closest to the fire."

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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.

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