



## 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.

First and foremost we hope you have all finished with a strong 2014 and you are heading into your best year ever.

Besides our Holiday wishes, 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 “**The Message**”. This is an observation shared by multiple client teams.

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

#### Paragon Update

Quarter 1 has started strong. We have a number of individual projects as well as a new module package and others being considered. This shows both a commitment to growth in these organizations but also a possible signal that corporate America is optimistic about potential growth after years of stagnancy. Although our European projects have not recovered to where they were in 2009, even with a strong dollar we are seeing new projects with new clients.

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

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#### Conferences

Licensing Executive Society  
IP 100 Meeting  
March 9 & 10, 2015  
Biltmore Hotel, Scottsdale, AZ

This LES meeting is an exclusive and limited group (100) of business executives who have common interest in licensing issues and technology transfer. The unique format involves business leaders without service providers and further uses an



interactive process that alternates presentations with facilitated peer discussions. We plan to participate and look forward to seeing you there. More information can be found at: [LESUSACanada.Com](http://LESUSACanada.Com)

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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.

- The Composite Prototyping Center is open in Plainview NY. It has the most extensive and advanced capability in composite material development in the Americas. Anyone looking for development, testing, prototyping of components, or developing data in composites materials should contact:  
Len Poveromo at the center, (516) 597-5455 or via email at: [LPoveromo@CompositesPro.org](mailto:LPoveromo@CompositesPro.org)
- A very promising development project by Aria Neurosciences is targeting a novel and important mechanism of action in Alzheimer's disease with initial, favorable findings. They are seeking investment, corporate partnership and/or out-licensing opportunities.

For more information please contact: Bijan Almassian at (203) 230-8596 or [Balmassian@AriaNeurosciences.com](mailto:Balmassian@AriaNeurosciences.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](mailto:ecg@EGregor.com)

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

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

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

"Any intelligent fool can make things bigger and more complex. It takes a touch of genius, and a lot of courage, to move in the opposite direction." *Albert Einstein*

"It is not what we do, but also what we do not do, for which we are accountable." *Moliere*

"Those who failed to oppose me...who readily agreed with me and accepted all my views...were those who did me the most injury." *Napoleon Bonaparte*

"Those who will not reason are bigots, those who cannot, are fools, and those who dare not, are slaves." *Lord Byron*

"To improve is to change, so to be perfect is to have changed often." *Winston Churchill*

"It is the job that is never started that takes longest to finish." *J.R.R. Tolkien*

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## Interesting Words

**Ascesis:** (uh-SEES-is) Noun

The practice of severe self-discipline or self-control.



**Apricate:** (AP-ri-kayt) Verb

To bask in or be exposed to the sun.

**Peripeteia:** (per-uh-puh-TEE-uh) Noun

A sudden or unexpected change of fortune. In life or literary works.

**Mythomane:** (MITH-uh-mayn) Noun or adjective

Noun: One having a tendency to exaggerate or lie.

Adjective: Having a tendency to exaggerate or lie.

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## “The Message ”

### Background:

A swim coach tells his best swimmers that they need to take their times to another level, but, they can't have any more pool time.

A driver is told they need to go further but can't have any more fuel.

A manager tells people they need to focus on growth but cannot have a budget for it in either time or money to support it.

Expectations for dramatic results in all three of the above should be predictable and not surprising. It is hard to believe we expect huge advancements, but the last example is one we hear all the time. Sometimes there are promises to support new business growth with an initial, healthy budget and then it is reduced within a quarter or two.

Now, we are in no way proposing that we throw money at things because that would make us a government agency but we do see issues that hurt organizations long term even though there are short term benefits. We will highlight a few of our observations below.

### Short term benefits:

- One short term benefit is that a focus in many cases at least captures the low hanging fruit. The pressure of short term commitment and energy focuses things on those that probably have a higher potential than other opportunities that may be more of a 'stretch'.
- Another benefit comes from simply switching priorities into growth from other responsibilities. Thus, we apply our ideas and ingenuity where we didn't before. Even with the same time spent there just is more attention to growth mentally and without additional overall time than is normal to our positions.
- It excites the people involved to look at the future and not just try and fix things in the present. The change of focus is stimulating and motivating.

### Long term drawbacks:

- Over time the people assigned to growth know that support will be pulled back. They are behind on their other responsibilities. The focus will be diluted from the beginning because they know what will be coming.
- Opportunities are missed that may have the highest NPV but would require more effort than a short term focus yet they could succeed in a bigger and sustainable way.
- Inefficiencies occur because budgets are 'padded' upfront because people know the plug will be pulled before results are seen.
- People are frustrated and it affects motivation and also management credibility.

### Recommendations:

- Set realistic timelines with solid funding. Not just in dollars but time of those assigned to growth.
- Assign dedicated people who have no other duties than new business development. Not balancing sales, marketing, or other responsibilities but true new business generation **beyond** existing sales efforts or marketing initiatives. It is better to have one person with that full time responsibility over a wide scope than it is to have 8 people asked to dedicate 1/8<sup>th</sup> of their time. (Unless it is short term focused, then it is better to have 8 people contribute a little)
- Also, new business development and growth beyond extensions is very, very challenging and difficult. Those assigned should be the best and most experienced and then mixed with new, energetic people. We tend to assign less experienced people because 'we can't afford to divert the best from sustainable present business'. We need a good balance and assigning only newer, hungry people is not as productive as it can be.



- Set up a different accounting and accountability system for those involved in growth. We have seen many cases where the same budgeting system is applied to 'normal' business. An example is one where a recent project identified a lucrative opportunity and a critical success factor was having a commitment within 2 weeks to have a team attend an industry trade event that is only held every 2 years. No approvals could be attained for attending it because budgets needed 8 weeks from submission to approval and that was an S.O.P. without flexibility.
- Set different measures of success - not lesser ones, but different ones. Allow people to take risks which are necessary and reward them on the risks that were justified and intelligent. A big risk with big reward and a failure would not be rewarded in 'business as usual' but it should be rewarded in those assigned to growth as long as the rationale was solid and supported.
- More attention by management to the efforts. We have seen managers that get everyone excited then spend their time managing the existing business and fixing problems. They need to commit their own time and energy and send a message that it is a TOP priority and not just 'another project effort'.

In conclusion we want to reiterate what we said at the beginning of this perspective. We have focused on supporting growth with our clients over the last 25 years but do not believe in over-budgeting or in putting this ahead of careful management of the existing business. But, we do know that an organization that is prioritizing growth needs to handle it better than we see. If it is for publicity or lip service then that is okay; but sincere objectives and commitments need to have a better foundation than our experiences have seen.

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

### *Johannes Brahms*

As a celebrated composer, Brahms conducted his 2 piano concertos in Berlin and attended a dinner given for him. His host prepared a toast to the "most famous composer". Brahms interposed quickly and said: "Quite right, and here's to Mozart". This to applause and clicking glasses all around.

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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:

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