



## 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 are well on the way to a prosperous 2015 and this will be your best year ever.

Besides our wishes for success, 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 **“Ready for Recovery”**. The topic was recommended in a PARAGON staff meeting when 3 different project teams all shared the same common observation, and, the disconnect between expectations and reality.

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

#### Paragon Update

The second quarter is already our best in our history. We also have project starts into the summer which is traditionally our slowest time. It includes a number of European clients and first time clients to our process.

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

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#### Conferences

No conferences have been sent to us to post for the summer by our deadline. We will gladly post any relevant meetings or conferences that may be of interest to our readers. Simply send us the information and we will post it here.

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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.

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

- A commercialization partner for a process technology to convert cellulose biomass into ethylene glycol. This new technology is non-enzymatic and has economics equivalent to oil or coal without loss of any quality in the chemical. Several other attributes make this an attractive option for a biomass producer or even for a chemical organization looking for a non-petrochemical alternative production method.
- New adjuvant chemistries and technologies that enable active agricultural products to be more effective.
- New lubricant additive technologies which will enable better and higher performing lubricants when used in formulations.

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

"What lies behind us, and what lies before us, are tiny matters compared to what lies within us." *Albert Jay Nock*

"This operation is not being planned with any alternatives. This operation is planned as a victory, and that's the way it's going to be. We're going down there, and we're throwing everything we have into it; and we're going to make it a success."  
*General Dwight D. Eisenhower*

"We are what we repeatedly do. Excellence, then, is not an act, but a habit." *Aristotle*

"It is a capital mistake to theorize before one has data. Insensibly one begins to twist facts to suit theories, instead of theories to suit facts." *Arthur Conan Doyle*

"Life is like a game of poker: If you don't put any in the pot, there won't be any to take out." *Moms Mabley*

"If we wait for the moment when everything, absolutely everything is ready, we shall never begin." *Ivan Turgenev*

"A man who limits his interests limits his life." *Vincent Price*

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## Interesting Words

**Performative:** (puhr-FOR-muh-tiv) Adjective  
Relating to a statement that functions as an action by the fact of it being uttered.

**Bumfuzzle:** (bum-FUZ-ulh) Verb  
To confuse.

**Wonted:** (WON-tid) Adjective  
Usual; accustomed.

**Sinecure:** (SY-ni-kyoor) Noun  
A position in which one is paid for little or no work.

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## “Ready for Recovery”

### Background:

Four of the major organizations we are working with are all projecting double digit growth for their businesses based on their markets, customers, and products. (Independent of M&A) In addition, they have made a commitment to grow beyond the extensions projected and to look at both new product and market platforms. Plus, they are undergoing major STRAPS in the existing businesses to ensure their planning commits to get even higher growth than projected in those existing businesses.

Business structures and processes are different within each organization and the only common denominator is that they have reduced budgets considerably, reorganized, let people go, placed restrictions on travel, cut out industry events like trade shows, and delayed new product projects because people were not available to assign to them.

We are obviously missing a brilliant strategy but might suggest an alternative.

### Recommendations:

There have been, admittedly, many false recoveries projected in the past 6 years. But, if recovery is truly believed to be near, then strategy should match expectations. Seems very simple but a number of organizations don't think it is the right course. In our experience we recommend the following:

- If you do see strong indications for growth, you need to get ahead of the curve and make the investments to capture maximum value. If you are simply making favorable projections to 'buy a couple quarters' of time then you are in trouble. But, the lead times for new products and technologies (when delayed) could push them past the optimal window of value capture that generates the best ROI. We do know, however, that the worst thing that an organization can do would be to push a better new product at a time when the customers are looking only at cost reductions because their business is softening. But, we have to take the organizations at their word that they are committed to significant growth.
- Look at the growth portfolio and establish a staging strategy where there is a balance of short, medium, and long term projects and initiatives. That may make budgeting more palatable with clear strategy in which early successes can generate revenues to support the others in the future pipeline.
- Expand (not contract) research and engage in scenario planning. Include information about previous recoveries and best practices by your organization as well as others in yours and similar industries that document the best timing for both cutting back as well as investment. In most industrial firms we have found it best to expand resources 6-12 months prior to the beginning of a recovery so they are in place and productive.
- Protect the **best** people at the very least. In a number of organizations that miss the beginning of a recovery, your best people are snapped up by others who are investing for growth after you had kept them for a number of years in a non-growth period.
- Also, line up resources in a contingency plan so you can at least react quickly to personnel, capacity, and support needed. If resources are very limited because of cost reductions then no one has the time to efficiently line up expansion resources. This should be a part of scenario planning as well.

### 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

### ***Benjamin Disraeli, British Prime Minister***

Disraeli was once asked to define the difference between a calamity and a misfortune as he used both in a flamboyant speech. Taking the name of his great rival, Gladstone, as an example, Disraeli said: "If, for instance, Mr.



Gladstone were to fall into the river, it would be a misfortune. But, if anyone were to pull him out, that would be a calamity.”

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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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