



The PARAGON Perspective

PARAGON DEVELOPMENT

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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 that you finish this year strong.

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 “**New Customer Planning**”. This topic has been requested by a new client and has been a major emphasis of another client and with very good success.

Our thanks to Allen who sent in the quotes from Yogi Berra. We are reprinting them in tribute along with some of the comments about the quotes (not something we normally include).

Jack T. Peregrim
Pres., PARAGON Development
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Paragon Update

We are looking forward to what we hope is a strong 4th quarter and we are close to finishing the best year since 2008..

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

The website has been re-written and is active. We have added a number of features and have made it easier to navigate.

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Conferences

No new conference posting have been sent to us by deadline to post over the next month.

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 development and commercialization partner for a new design and manufacturing process for making liners that go into compressed gas cylinders. This has potential to lower a significant component cost in the cylinders and has several functional benefits to manufacturers of the cylinders and liners.
- New chemistries and technologies that enable the manufacturing of electronic products and components. These would be the treatments, thermal fluids, etc. that enable the manufacturing but are not part of the final product.
- New chemistries used in producing renewables such as bio-mass for energy, solar, geothermal, etc.

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

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Quotes of the Month

Yogi Berra Quotes (and commentary)

1. **"When you come to a fork in the road, take it."**
Sometimes making *any* decision will get you where you want to be.
2. **"You can observe a lot by just watching."**
You can learn a lot from watching others.
3. **"It ain't over 'til it's over."**
Just because you feel like you lost a battle doesn't mean good things aren't coming around the corner.
4. **"It's like dj vu all over again."**
In business we often repeat mistakes of the past without clearly recognizing when we are on the same path.
5. **"No one goes there nowadays, it's too crowded."**
Trends are only unique until they become commonplace. Then they lose their value.
6. **"Baseball is ninety percent mental and the other half is physical."**
It all starts in your brain, even when it requires your brawn.
7. **"A nickel ain't worth a dime anymore."**
The economy is always going to suck the value out of everything. Inflation is inevitable.
8. **"You can't think and hit at the same time."**
You can't do everything at once. It all requires a process.
9. **"Even Napoleon had his Watergate."**
Even the best leaders are bound to suffer big losses.
10. **"We made too many wrong mistakes."**
Everyone fails. Just make the most out of each one.
11. **"If you don't know where you are going, you'll end up someplace else."**
Look at the big picture and chart out your direction or else you will never get there.
12. **"If you can't imitate him, don't copy him."**
No sense trying to emulate people that don't share your talents or skillset.
13. **"Slump? I ain't in no slump... I just ain't hitting."**
Outside forces are irrelevant. You win with action.



14. **"I tell the kids, somebody's gotta win, somebody's gotta lose. Just don't fight about it. Just try to get better."**
You can't win every time. But you can improve to give yourself a better chance next time.
15. **"We have deep depth."**
There is no advantage if everyone has the same talent no matter how strong. Build a better team than everyone else.
16. **"Pair up in threes."**
Get people working together in the most effective manner.
17. **"It was impossible to get a conversation going, everybody was talking too much."**
Communication is about listening, not just talking to hear yourself talk.
18. **"In baseball, you don't know nothing."**
Competing is unpredictable. Approach it in the spirit of inquiry.
19. **"I never blame myself when I'm not hitting. I just blame the bat and if it keeps up, I change bats. After all, if I know it isn't my fault that I'm not hitting, how can I get mad at myself?"**
Don't take outside forces for granted. Change things up to isolate the problem.
20. **"It ain't the heat, it's the humility."**
Take it upon yourself to fix the problem rather than blaming others.
21. **"Take it with a grain of salt."**
Don't take anything too seriously.
22. **"You don't have to swing hard to hit a home run. If you got the timing, it'll go."**
It's not about power. It's about strategy and execution.
23. **"If the world were perfect, it wouldn't be."**
Nothing is absolute. Enjoy the world as it is.
24. **"You wouldn't have won if we'd beaten you."**
You always have the ability to change the situation.
25. **"I always got nervous the nights we played in the World Series. First pitch, I was nervous. Then after that, forget it; I'd start playing."**
You can get in your own way mentally and emotionally. Just trust your talents and have fun.
26. **"I just want to thank everyone who made this day necessary."**
Great people accomplish because they have to, not just because they want to.
27. **"It's pretty far, but it doesn't seem like it."**
Don't underestimate the time and process required to be great.
28. **"The other teams could make trouble for us if they win."**
Your competition is only problematic if you don't perform at your best.
29. **"If you ask me anything I don't know, I'm not going to answer."**
Stick to what you know and do best. Let others worry about everything else.
30. **"If you get a guy that can play a couple positions, it helps you out a real lot."**
Having teammates with versatility is crucial.
31. **"The lousy teams are good this year."**
Never underestimate anybody in the game. Even the underdog competitors can turn things around.
32. **"I'd give my right arm to be ambidextrous."**
Accept your limitations. Work around them.
33. **"We're lost, but we're making good time."**
Too much focus on efficiency can short-change your opportunities and progress.
34. **"It's tough to make predictions, especially about the future."**
Don't worry so much about what will happen. Keep your focus on what is directly in front of you.
35. **"I'm not going to buy my kids an encyclopedia. Let them walk to school like I did."**
Learn from experiencing the world, not just reading about it.

36. "You have to give 100 percent in the first half of the game. If that isn't enough, in the second half, you have to give what's left."

Quit saving your best performance for later. Give it your all now. Then you can capitalize on your effort.

37. "No matter where you go, there you are."

Be present in the moment. It's the only existence that matters.

38. "You've got to be very careful if you don't know where you're going, because you might not get there."

If you are building a business with no plan and strategy you are bound to get in trouble.

39. "Pitching always beats batting--and vice-versa."

The opportunities are the same for everyone. It's what you do with them.

40. "Ninety percent of all mental errors are in your head."

Your own insecurities are the biggest obstacles to success you will ever face.

41. "If I didn't wake up, I'd still be sleeping."

Don't get too comfortable in your current situation. Wake up and take action.

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Interesting Words

Dint: (dint) Multiple definitions --Noun & Verb

Verb: To make a dent or drive in with force

Noun: 1. Force, power.
2. A dent.

Moil: (moyl) Noun & Verb

Verb: 1. To work hard; to toil.
2. To churn.
3. To make wet or muddy.

Noun: 1. Hard work.
2. Confusion or turmoil.

Guff: (guf) Noun

1. Nonsense.
2. Insolent talk.

Ambit: (AM-bit) Noun

Scope, range, limit, or boundary.

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"New Customer Planning"

Background:

We are committed to growth and expanding our customer base but we aren't doing what is necessary to succeed in that. What is your strategy other than following sales strategies and methodologies? More is needed if new customers are the objective beyond extension growth.

Very few organizations have strategic criteria for choosing new customers and we have not seen more than one that highly rate the position or types of customers as a primary consideration. (We are just too happy to have any customers at all for new products or technologies!)

This approach has serious downsides in both short and long term value capture because we end up:

- Taking much too long in the commercialization process.
- Considerably limiting value pricing options.
- Being locked into agreements with the wrong parties at too early a stage.
- Expose ourselves to legal and other contractual liabilities.

Rationale:

There are many reasons that we fall into the traps of focusing on the wrong customer(s) and they are easily justified:



- We have exerted a great deal of effort with the technology or product development and are probably past time limits for expectations of revenue. Thus, we 'scramble' to get anyone interested and as quickly as possible. Our first and main criteria is that a customer is a good one if they are interested when we are pressured to have someone who could justify completing development.
- We have existing customers for other products or technologies and they are the first ones we approach with new ones. We don't consider that the new offering may have a completely different value proposition and one that is not as highly valued as the existing products and services we supply. We consider it as account preference that makes the sales force 'happy' and we believe that our existing customers will not use the leverage they have with present business to minimize profitability or strategic position. Yes, we do believe this!
- We have internal pressures from our stage-gate and other processes and by individuals who want results now in projects that need more time to optimize value capture. We consider new customers a 'checklist' item that is needed to get continued support so, again, any customer that qualifies is a good one and we are just grateful to have one so we can move on.

Recommendations:

Our recommendations are simple and very evident once we recognize that we have a 'problem'. The first and primary one is to set detailed criteria that qualifies and quantifies new customers. Put in place a qualifying process where customers are screened and rated in their meeting criteria and have the process outside of the development team. (Market research is a good internal function to have involved and there are external consultants and service providers who can do it as well) It will open many eyes as to the best options over time for the organization. When we identify customers who best meet our criteria, then we look at their needs and deliver solutions. (And, not limited to our 'peddling' our existing products) Customers who are the most attractive are worth new investment in offering they need even if we do not have them presently.

Other recommendations are to initiate bonuses based on things such as: targeting new customers that are currently less than 1% of sales; setting a value pricing level and with bonuses to achieve it for the first 2 years of sales; getting strong management commitment to it and use tools such as NPV that verify the extra benefits over time in sacrificing initial volume for higher prices and shorter time to market maturity.

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

Ronald Knox, British priest and author

Knox was engaged in a theological debate with scientist John Scott Haldane. "In a universe containing millions of planets", reasoned Haldane, "is it not inevitable that life should appear on at least one of them?"

To which Knox replied: "Sir, if Scotland Yard found a body in your truck, would you tell them: 'There are millions of trunks in the world and surely one of them must contain a body?' I think they would still want to know who put it there."

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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



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