

The PARAGON Perspective

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From the President

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 perspective is from a request for comments about planning and development in these uncertain times. It is titled: "**Managing in a Sea of Change**".

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Paragon Update

Going into Quarter 3 the number of projects at PARAGON has stayed at peak levels even though the summer months typically have a drop off in activity. We already have new project starts in July and August at record levels and project a 2010 that rivals what we experienced in 2008.

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Conferences

LES Annual Meeting---Chicago, IL
September 26-29, 2010

The Licensing Executives Society is the leading organization in education, process, and networking in licensing and technology transfer. Their meetings are always well attended by business executives in addition to licensing and intellectual property professionals. And, there annual meeting draws well over 1,000 attendees. We plan to attend this meeting ourselves and will assist in the roundtable discussions. We look forward to seeing many of you there.

For more information go to: <http://www.lesusacanda.org/MainNav/Events/Meetings/2010annual.aspx>.

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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 primarily in 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.

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Technologies of Interest

Enzyme design and production: A client has a very sophisticated and world class capability to design and engineer bio-catalytic solutions based on enzymes and some proteins. They have focused in food, bio-fuels, pharmaceuticals, and industrial applications.

Packaging Adhesives and Coatings: A client is interested in any technologies or developed products with applications into packaging adhesives and coatings. They have a substantial existing business and are looking to expand their pipeline of development projects and offered products. They would also be interested in standalone companies with attractive products.

Silicones: A client is interested in licensing in or partnering on new technologies that improve performance in silicones for a wide variety of applications

For more information regarding the above technologies, contact:
Jack Peregrim @ (203) 288-4154 or Peregrim@ParagonDevelopment.com

Performance Plastic Production System: A proprietary technology allows physical control of the molecular orientation of plastic polymer sheeting materials with the potential to improve properties and decrease costs. The field of this innovation is automated production of plastic materials using web extrusion; casting, thermoforming, or vacuum forming. This enables innovation in packaging, medical, consumer, and construction products. Reduces resin required by up to 25%, lowering input and transportation costs while still maintaining performance properties. Also enables greener materials like PET to be cost competitive with PS.

More information can be gained about the Performance Plastic Production System technology by contacting:
Clyde G. Hanson at (612) 418-1192 or Clyde.Hanson@GMail.Com

Bio-Technology Services: We have a client with 40 years experience who has provided expertise in microbial screening, strain improvement (both classical and recombinant), metabolic engineering and process development programs. They have introduced a new service in the area of bacteriophage control for companies concerned about contamination to large scale fermentation.

For more information regarding Bio-Technology Services contact:
Earnie Porta at (302) 504-7401 or EPorta@ArkionLS.Com

Instantaneous Microbial Detection Technology: IMD technology available for licensing. BIOV Defense and Securities Technologies Inc. has developed an optical laser that can immediately determine the quantity and size of particles in liquid or air, and simultaneously determine whether each particle (0.5-20 microns) is inert or biological in real time. Applications include defense or homeland security operations encompassing the detection of small particles posing a bio-agent, bio-terrorism or related defense or military security in addition to areas such as airport security and unmanned air vehicles.

For more information Instantaneous Microbial Detection Technology call:
Doug Adams at (267) 902-8124 or DAdams.IPconnection@GMail.Com

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Quotes of the Month

"No one is useless in this world who lightens the burden of it for someone else." *Charles Dickens*

"Pay attention to your enemies for they are the first to discover your mistakes." *Antisthenes*

"Courage is the ladder upon which all other virtues mount." *Clare Boothe Luce*

"The person who has had a bull by the tail once has learned 60 or 70 times as much as a person who hasn't." *Mark Twain*

"The chief danger in life is that you take too many precautions." *Alfred Adler*

"Failure is an event, never a person." *William D. Brown*

"The reward for work well done is the opportunity to do more." *Jonas Salk*

"Defeat may serve as well as victory to shake the soul and let the glory out." *Edwin Markham*

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Interesting Words

Contumely: (KON-too-muh-lee) Noun

Contemptuous or insulting treatment arising from arrogance.

In use: Her professor treated her with contumely for disagreeing with him.

Risible: (RIZ-uh-buhl) Adjective

Laughable, ludicrous.

In use: Even his closest friends had to admit his claim was risible.

Scarper: (SKAHR-puhr) Verb

To flee, especially without paying one's bills.

In use: Automobile dealers are closely managing test drives because they are afraid the people will scaper with the cars.

Meiosis: (my-O-sis) Noun

Understatement for rhetorical effect.

In use: We could not tell if he was being modest or trying to appear meiosis.

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"Managing in a Sea of Change"

Background:

Over the past year we have had more inquiries and requests for this topic than any other. We explored different aspects of it previously and this month we will look at the subject from a 'big picture' perspective.

The main problem is clear and yet understanding what to do about it is complex. We need to be able to project the future with an accuracy that will allow us to commit large amounts of investment that support tactical development projects and also strategic business initiatives. Their success will be based more on what the environment will require "outside our walls" than it is based on what we do internally. But...

The world outside our walls is in a more dynamic state than most of us have seen in our lifetimes. Technology is advancing and changing very rapidly with one study showing technology has advanced as much from 1999 to the present as it had in the entire history of the world up to that point. We are also facing political and social change at a speed and to a degree that would have been considered unthinkable several years ago. Plus, our economies are enormous yet fragile and nobody seems to agree on their strengths or weaknesses or the ramifications of the disparate scenarios.

Effects on planning & development:

In the not too distant past, we were able to look at the factors that might affect a technology or product development project and be able to project outcomes in a fairly narrow range. We **understood** the effects of government regulatory, market drivers and demographic trends, etc. Our spreadsheet projections had gotten more and more accurate and NPV was

considered to be consistently precise. We also had developed sophisticated business processes such as stage gate; voice-of-customer; Voice-of-Market™; and others that developed a strong assurance of predictability.

The problem we face today is that many of the paradigms we had no longer apply. Traditional market research no longer accurately projects outcomes and environments as it once did and we cannot rely as much on financial projections in a larger percentage of our planning. The issue is putting numbers to uncertainty.

Many of the effects we see are curtailed project funding that 'cuts too much' and goes beyond what we should be reducing. In any environment (even a poor economy), there are opportunities for rewards but the key is to choose different value propositions than we would have in the past.

Critical success factors:

Some of the critical success factors are:

- Using a rifle and not a 'shotgun' approach to markets and customers. When the business climate had been stronger and more consistent, we could predict the actions of a market more broadly than we could today. Now, the many separate players in each market and segment of each market may be in very different circumstances and they are changing criteria by quarter based on rapid changes in their business. (We see this in our criteria development work with clients significantly amending criteria several times within a few months.)
- Looking at markets and customers with a much broader purview than in the past. We used to base an investment with returns from a single customers' base or segment, but we need to look to recover our investment from a broader base. We must rely more on traditional business development than sales.
- Managing internal cash for use and not 'rainy day' funding. In times of uncertainty your future opportunities will be less costly right now in terms of acquisitions, hiring, and capital expansion. Because of the market and business climates, other people may be in more desperate positions with a more limited bargaining position than they had previously been or will be in the future.
- Having the 'right' people on board who are more short term and outcome driven. A key to success when recovery gets underway will be to have tangible results quickest keeping ahead of the competition.

Recommendations:

- Accept ambiguity and uncertainty and **do not** use that to stop growth activities! We will not be able to quantify the future any better in 5 years than we can now, so our success will come from managing the dynamic environment we are in and not being paralyzed from it.
- Change internal business development and planning processes to speed them up. Corporate decision making processes take much too long to keep up with the rapidly evolving environment we are in.
- Provide more flexibility in budgets without increasing them. It is critical to success to be able to more easily and rapidly transfer budget funding from one project to another based on changing circumstances that did not exist in the budgeting cycle that may have been over a year ago.
- Get more extensive market feedback and at earlier stages. Also, engage the market and do not focus on secondary research primarily.
- Do not get commit early to too narrow a customer base because of the dynamic and rapid changes affecting any specific organization.
- Look at a portfolio balance differently than in the past and expect some projects to be late with returns because of slow economic recovery. Also, focus more on cost reduction projects over performance enhancing ones because they will have higher NPV over the foreseeable future.
- Differentiate from the competition and a good example is in travel. We have a European client who said they secured a large account in the United States because they made a multi-day visit while their American competition curtailed their travel. They formed a development partnership in a critical new technology field with the largest potential customer in the market and a major factor was their investment and effort in face to face discussions. Again, selectively increasing some areas will return more dividends now than the same investment would have in the past if it creates a differentiated advantage.

In summary:

The combination of dynamic change with economic malaise is not of our liking or making but our success will depend on our dealing better with it than our competitors. The environment we are in is not an excuse for lack of achievement; it is an opportunity for success.

We hope that this perspective has stimulated thoughts and helps improve your future returns. 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 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.

We also will continue to focus on topics that the readers choose in almost all cases over ones we consider within our staff's o please continue to send requests for topics that you want to have covered.

PS:

We want to remind our readers that this section of the newsletter is open up to anyone with a development topic or an approach they would like to share. This edition and three of the last Perspective topics were submitted by others. We know many consultants, company managers, and academics who have very solid and profound contributions they could make in future newsletters. We ask that it be from 600 to a 1000 words although that is not a 'hard' range. Let us know and we will gladly distribute your topic to the thousands of people on our distribution list. Also, we will agree that the copyright and ownership is kept by the contributor and that we only have a right to reproduce it in conjunction with this news letter.

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Trivia

1. What is the full name of the doll "Barbie"?
Barbara Millicent Roberts.
2. What fruit has the highest calories?
Avocados which are 167 calories per hundred grams.
3. What percentage of a human's bones are in their feet?
25%

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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.

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