



## 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 about a new strategy to employ “**The Chief Revenue Officer**”. This started in Silicon Valley and in other entrepreneurial communities and is now gaining traction in more traditional businesses.

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

#### Paragon Update

The second quarter is solidly booked and is the best since 2009. 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.

We have been asked to submit a ‘call for papers’ with a deadline of June 15 for a microelectronics symposium in January 2016. It is for the SMTA in Edina, MN and submissions can be made to: Tanya Martin. Tanya@SMTA.org

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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.
- Technologies that enable value added derivatives of phenol. Our client has a number of specialty materials and chemistries and is looking to in-license or acquire new technology.
- 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

"The beautiful thing about learning is nobody can take it away from you." *BB King*

"Always dream and shoot higher than you know you can do. Don't bother just to be better than your contemporaries and predecessors. Try to be better than yourself." *William Faulkner*

"No problem can be solved by the same kind of thinking that created it." *Albert Einstein*

"To succeed in life, you need three things: a wishbone, a backbone, and a funny bone." *Reba McEntire*

"Our chief want in life is somebody who will make us do what we can." *Ralph Waldo Emerson*

"Nearly every man who develops an idea works it up to the point where it looks impossible. And, then he gets discouraged. That's not the place to become discouraged." *Thomas Edison*

"I cannot give you the formula for success, but I can give you the formula for failure - try to please everybody." *Herbert Bayard Swope*

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## Interesting Words

**Sprattle:** (SPAT-el) Verb or noun

Verb: To scramble or struggle.

Noun: A scramble or struggle.

**Brummagem:** (BRUM-uh-juhm) Adjective or noun

Noun: Something that is counterfeit or of inferior quality.

Adjective: Cheap and showy.

**Scop:** (skop) Noun

A poet or minstrel.



**Devolve:** (di-VOLVE) Verb

1. To transfer or be passed (duties, rights, powers, etc.) on to another.
2. To deteriorate or degenerate.

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## “The Chief Revenue Officer”

### Background:

In Silicon Valley, many start-ups and build-up organizations employed a strategy that focused on top line generation that had a dedicated position assigned to it - Chief Revenue Officer or CRO. They recognized the ‘mother’s milk’ in a growth business is the revenue which determines value and potential better than any data or progress reports. In almost all cases the CRO continues in the position well beyond start-up stages and stays active even when the business is self-funded.

One major advantage and focus has been on customer relationships beyond sales. It is getting access to new customers and understanding new ways to serve them and add new value. The start-ups focus on large customers who are their market development partners, using them to get to their customers to use their resources to develop new solutions that benefits the marketing partner, the customers, and the initial organizational.

We know the CRO from the early stage role hustling to get deals just to get initial revenue. Many are simply deal makers who have sales backgrounds but the role has evolved from this initial focus. The CRO is no longer a one trick pony, at least not functionally. They need both strong analytic and data skills along with strong relationship building capabilities.

We have just worked with a 4<sup>th</sup> generation family owned industrial organization that has a CRO. The CRO has successfully held the position for 3 years garnering successes for the organization it would not have otherwise. It really is an evolution over the role that the venture community originated.

### Description:

A description of the position and responsibilities was simply to focus on top line growth. We have employed cost reduction czars but there has not been the same degree of focus on the top line. The CRO can focus strictly on new revenue without being encumbered by traditional functional responsibilities such as sales, marketing, new business development, or M&A. The CRO can look at everything and spend the time to find new sources of contribution. As an example, the firm we are working with has been able to generate new alliances and partnerships that never would have been created. These have shown early success with a high upside. And, the focus has been with the zeal that a cost cutting czar would have employed.

### Recommendations:

It is admittedly early to recommend employing a CRO in conservative, major corporations but there are even greater potential benefits with a large corporation. One large benefit is the ability to focus without the constraints of specific P&L businesses in addition to a lack of functional reporting and responsibilities. We believe it is time to consider the idea. We should look to the entrepreneurial organizations who have found having a CRO to be an integral success factor. We don’t see any clear rationale why it would not have the same high ROI.

### 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

### **King Louis XIV of France**

Louis was very fond of billiards. On one occasion a dispute arose over a shot, and Louis asked the Comte de Gramont, who was sitting nearby to adjudicate. Without budging from his seat he immediately said: “Sire, you are wrong”. “Why did you say that, sir, when you didn’t even see the shot?” exclaimed the King. “No, sire,” replied



Gramont, “but if there had been the slightest doubt about the shot, the gentlemen who did see it would have all cried out that you were in the right.”

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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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