



## The PARAGON Perspective

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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 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.

The topic of this month’s editorial “**Managing in a Sea of Change---Part 1**” has been requested many times and is discussed in a large number of client meetings. We discussed this topic a number of years ago and are doing so again over the next 2 months as it is more relevant now than it has ever been. And, we are not better at managing change, at least in our experience and opinion. If anything, we are adding more uncertainty to the world we need to deal with while also being driven to more quantified requirements from our processes. And as we all know, these conflict.

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

#### Paragon Update

The third quarter ended strong with project starts, almost all of which were tactical growth and assessment projects. None were strategic growth or initially targeting M&A. It is too early to say whether we see a trend against strategic growth or it is just a cyclical 'blip'.

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

We also are re-writing and updating our website which should be activated early October after a few delays the past 2 months. We are adding a number of features and have made it easier to navigate and for us to update timely.

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## Conferences

The following are conference notices that people have sent to us for posting. 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.

**Biological Wastewater Process Control**  
**Sponsored by: Environmental Leverage Inc.**  
**October 6<sup>th</sup> & 7<sup>th</sup> in Glenwood Springs, CO.**

More information can be at [www.EnvironmentalLeverage.Com](http://www.EnvironmentalLeverage.Com) or by contacting Tracy Finnegan at:  
[ElfEnvironmental@AOL.Com](mailto:ElfEnvironmental@AOL.Com) or (630) 906-9791.

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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 combination process and material technology for creating multiple layers of double woven microfibers which would have valuable, enabling capabilities in filtration and other applications.
- 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](mailto:Peregrim@ParagonDevelopment.Com), (203) 288-4154

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## Quotes of the Month

“Form follows function.” *Louis Sullivan*

“He that I am reading seems always to have the most force.” *Michel de Montaigne*

“When we ask for advice, we are usually looking for an accomplice.” *Saul Bellow*

“If you want something done, ask a busy person to do it. The more things you do, the more you can do.” *Lucille Ball*

“Great things are not done by impulse, but by a series of small things brought together.” *Vincent van Gogh*

“If there is no knowledge, there is no understanding; if there is no understanding, there is no knowledge.” *The Talmud*

“The art of progress is to preserve order amid change and to preserve change amid order.” *Alfred North Whitehead*

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## Interesting Words

Gird: (guhrd) Noun & Verb

- Verb: (tr)*
1. To encircle or bind with a belt or band.
  2. To surround.
  3. To prepare for action.

*(intr.)* 4. To jeer.

*Noun:* A sarcastic remark.



**Fribble:** (FRIB-uhl) Noun & Verb  
*Verb: (tr.)* To act in a wasteful or frivolous manner.  
*(intr.)* To fritter away  
*Noun:* A wasteful or frivolous person or thing.

**Descry:** (di-SKRY) Verb  
 1. To catch sight of.  
 2. To discover or detect.

**Cosset:** (KOS-et) Verb & Noun  
*Verb:* To pamper.  
*Noun:* A pet; a spoiled child.

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## “Managing in a Sea of Change---Part 1”

### Background:

Over the years we have had more inquiries and requests for this topic than any other. And, it has been part of so many client meetings and Expert Forums that we are going to discuss it again.

When we previously addressed this we explored it with specific focuses looking at it tactically. This month we will look at the subject strategically. 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 of 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 that technology has advanced as much from 2006 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 strength 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, demographic trends, etc. Our spreadsheet projections were more and more accurate and NPV was considered to be consistently precise. We had also developed sophisticated business processes such as stage gate, voice-of-customer, Voice-of-Market®, and others that delivered 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 in putting past and present numbers to use in an environment of uncertainty.

Many of the effects we see are curtailed project funding that goes beyond what we should be doing. In any kind of environment, there are opportunities for rewards but the key is to choose different value propositions than we would have in the past.

### Some critical success factors are:

- Using a rifle and not a ‘shotgun’ approach to markets and customers. When the business climate has 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 constantly changing criteria by quarter based on rapid changes in their business. (We see this in our criteria development work with clients amending criteria significantly several times within a few months where they used to stand for years without need for change.)
- 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 customer’s 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 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 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 the quickest tangible results and keep ahead of the competition.

There are many more success factors that we will cover next month with a focus on specific recommendations in both establishing and executing business planning and development processes.

In summary:

We hope that this first and introductory 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 we 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 so 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 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

### **James A Whistler, Artist**

During a West Point examination, Whistler scandalized his examiners by not knowing the date of the battle of Buena Vista. "What!" said one of them, "Suppose you went out to dinner and the company got talking about the Mexican War, and you a West Point man, did not know the date of this battle. What would you do?"

Politely but decisively Whistler replied, "I should refuse to associate with people who talked of such things at dinner."

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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:

PARAGON Development

<http://www.paragondevelopment.com>

