

Project Examples

Voice-of-Market® process has generated billions of U.S. equivalent dollars to our clients, and the following exemplify our large number of successes.

Key words: Technology valuation, commercial development, healthcare, specialty chemicals.

Situation: A global specialty chemicals company developed an antimicrobial technology having new and unique properties. PARAGON was asked to determine the market value and best segments to target.

Objective: “To identify, quantify, and generate contributions from a new and novel antimicrobial technology while developing a staging strategy where significant long term developments are funded by shorter term revenues.”

Outcomes: The Voice-of-Market® Forums identified 24 opportunities and prioritized them down to the 7 which best fit the client's criteria. Four of those opportunities were short term and generated substantial revenues within 3 years. The others required more extensive regulatory approvals which should be attained within 12-18 months.

Key words: Technology valuation, commercial development, funding justification, electronics & energy storage, alternative energy.

Situation: A university in the Pacific Rim developed an inductive power transfer technology that offered performance improvements over existing technologies from multiple global players. They needed to understand the competitive environment and specific markets/applications as well as an understanding of the best business model for monetizing the technology.

Objective: “To determine the value for a breakthrough by university faculty and students and the most rapid and lucrative approach to capturing value.”

Outcomes: PARAGON identified multiple global opportunities and helped the client attract first stage funding to establish a new venture (HaloIPT) which was acquired by Qualcomm within 18 months for \$81 million.

Key words: New product planning, market intelligence, forecasting, global segmentation, alternative energy, competitive intelligence.

Situation: A U.S. Fuel Cell producer needed to understand the global market for large stationary fuel cells to optimize the planning and development in their next generation line.

Objective: “To understand the large stationary fuel cell market in regards to costs/pricing, output, product performance, the competitive environment, and the potential for subsidies.”

Outcomes: The Voice-of-Market® Forums were conducted in North America and Europe and succeeded in generating the knowledge that led to optimized new product platform development. The client was able to shorten time to development and achieve success with a new designed 'modular' product that required only one product that could be easily be customized to various scenarios. This resulted in tens of millions in product development savings and time to market.

Key words: Strategic planning, technology, Commercial Development, food and nutritional supplements, IP strategy.

Situation: A European biosciences company developed an enzymatic process to make Omega-3 fatty acids as well as other nutritional products. They had no experience in the nutritional products market and needed market and channel partners.

Objective: “To understand the nutritional products markets globally while determining: the best opportunities to pursue, the best geographical IP strategy, projected revenues and returns, and overall capital needs and NPV.”

Outcomes: The Voice-of-Market® Forums identified over a dozen different global opportunities. Within 2 years they were selling commercial quantities and have long term expectations for a 200 million euro per year business within 5 years.

Key words: Strategic planning, acquisitions, pharmaceuticals, licensing.

Situation: A ‘top ten’ global pharmaceutical products company moved one of the business units into the “investment” category. That business needed to look externally for new products and technologies for growth.

Objective: “To qualify and quantify new growth platforms fitting investment criteria that have collective potential to generate \$1 billion or more at maturity.”

Outcomes: Forums developed an understanding and focus on 2 major growth platforms and 8 specific investments for acquisition, licensing, and/or internal development. The client has made 2 small acquisitions as part of their entry strategy and has plans to make 2 large acquisitions within 18 months. This is in addition to 3 licensing deals with over 10 others in consideration. Two years after our project, they are projecting success in achieving their criteria and revenue objectives.

Key words: Plastics, commercial development, new products, growth platforms.

Situation: A commodity plastics company developed a process to allow a very common polyolefin to be used in molding and fabricating processes that were not possible previously. They knew the major customers but needed objective and unbiased confirmation of the potential as well as an understanding of value to allow value pricing.

Objective: “To objectively identify new opportunities for our XXXX process that would enable value pricing while selling at volumes of over 100 million tons per grade per year. Also, to understand most value-adding properties to engineer into final products.”

Outcomes: The PARAGON process enabled the client to revise and optimize the capital/operations planning based on an understanding of the market potential and expected margins. They expect to meet their criteria with close to 100% selling out of production from the first unit in the first year.

Key words: New ventures, value assessment, competitive intelligence, market identification and development, partnering.

Situation: A new startup venture needed to understand the market and business potential for a new nanotechnology to determine best strategies and to justify next stage funding.

Objective: “To determine the value of the new technology at its present state of development and projected value based on achieving identified performance criteria.”

Outcomes: PARAGON helped secure next stage funding for continued development based on the determined present value and new applications development work is ahead of projections with a clear understanding of product requirements to maximize success.

Key words: Technology valuation, coatings, global development and planning, specialty chemicals.

Situation: A specialty chemicals and additives company was able to functionalize an existing product in new ways that they felt had large potential in a wide range of coatings applications.

Objective: “To identify and quantify opportunities based on our new, novel micro materials that improve coatings and other products.”

Outcomes: The Voice-of-Market® Forums determined that coatings would not achieve criteria for margins and returns but we did uncover and quantify a significant opportunity in adhesives and sealants that the client has commercialized through a market partner in Europe and through direct sales in North America.

Key words: Strategic planning, government support, global assessment, competitive intelligence, advanced materials.

Situation: The Ministry of Economic Development of a Pacific Rim nation has plans to create an advanced materials center directed to new materials development with global commercial potential. This center would incorporate the breakthroughs and knowledge in their many Universities and National Labs.

Objective: “To understand the best areas of focus for an advanced materials center dedicated to improving the performance of lightweight metals, polymers, polymer composites, and aluminum.”

Outcomes: PARAGON identified the specific areas of focus that offered the largest potential for commercial success as well as identifying the major partners downstream who would provide support in development and be the initial targeted customers.

Key words: Market planning, commercial development, global expansion, production/operations planning.

Situation: A European industrial product company developed several related products for the European market and wanted to look at the North American and Asian markets to better understand the value chains and to create a commercial strategy.

Objective: “To determine the best way to commercialize our products in North America and Asia in a way that ensures long term competitive advantage.”

Outcomes: PARAGON ran Forums in North America and multiple locations in Asia. The client gained the knowledge needed to optimize returns and shorten time to market for their new products.

Key words: Technology valuation, commercial development, information technology, software, university technology.

Situation: A University group developed a new software writing language technology and their commercial office needed to understand whether the breakthrough had commercial potential and if so, to whom.

Objective: “To identify the potential for the new K language technology with information technology developers and to determine the optimal ways to capture value from the technology.”

Outcomes: The Voice-of-Market® Forum validated the overall market potential and the value to customers based on savings in existing applications as well as enabling new, value-adding capabilities beyond those known today. Because our client is not a present player in the software and networking industries, we identified and introduced them to needed market partners who are commercializing through licenses and marketing of ‘tool kits’ employing this new technology.

Key words: Value chain detailed, new business models, competitive intelligence, value engineering and pricing.

Situation: A European client had a new materials based product that had potential in a very well defined (vertical) market. They needed to understand the North American market for producing and marketing wipes in a wide variety of consumer and commercial uses.

Objective: “To determine the best way to commercialize our new technology into wipes in the North American market.”

Outcomes: The PARAGON process provided detailed information about the value chain and uncovered an unknown but critical opportunity about where and how to apply the new material that increased the downstream value several times over the expected approach that had tentatively been selected.

Key words: Technology valuation and commercial development, healthcare, medical devices, strategic and business planning.

Situation: A client developed a new imaging technology that combined with software/computing technology, enabled new capabilities in muscular skeletal modeling.

Objective: “To understand the best areas of focus for completing development of our modeling capability including an understanding of the best applications to focus on and the best business models to capture value.”

Outcomes: PARAGON identified over 20 different applications and brought focus through detailed knowledge of 5 that were the main focus. They are commercializing these 5 which include surgical planning, ergonomics, medical university teaching, sports training, and cosmetics plus another which will be longer term and much more lucrative than the other 5 combined.

Key words: New product development, regulatory trends, power generation, competitive intelligence.

Situation: A specialty materials company had core competencies to control pore size in a number of different particles and were committed to new platform growth by extending this into new products for new applications.

Objective: “To generate new product platforms that are a strategic fit with our core competencies and meet criteria for investment.”

Outcomes: Paragon was able to identify a number of strategic platforms that offered very large growth opportunities. The client has successfully developed 2 of those including separations materials for coal fired power generation.

Key words: Coatings, new technology and product platforms, acquisitions, business planning.

Situation: A major global coatings company has decided to increase their focus on their industrial coatings business and needs to better understand the driving forces and trends that will support new product development.

Objective: “To increase new product contributions in industrial coatings by at least \$100 million by 2011.”

Outcomes: Several large opportunities were identified which collectively were projected to add \$250 million by 2011 involving only one acquisition. The largest portion of the new revenue will come from targeting new opportunities identified with only applications development to existing coatings.

Key words: New venture/company, strategic direction, attract funding and capital, enzymes, alternative energy, biofuels & biopolymers.

Situation: A contract research enzymes engineering company in Europe was acquired by Bayer for its medical capability and a core group of enzyme engineers were left and needed investment to fund a new company focused on non-health enzyme development.

Objective: “To develop a comprehensive understanding of the value of the client’s advantages that would justify first stage funding for 18 months of R&D and commercial development.”

Outcomes: Client received initial funding offers from multiple investors who were allowed to observe the acquisition and interpretation of the business intelligence. The client has rapidly attracted 3 stages of funding and has several enzyme products in commercial development that use several types of cellulosic feedstocks to cost effectively produce biofuels and lubricants as well derivative bio-generated chemicals.

Key words: Green chemistry, technology/business evaluation, biopolymers, regulatory and competitive intelligence.

Situation: A major global chemical company developed a soy lecithin based biopolymer that was lower cost than comparative alternatives. They invested in the initiative to provide an alternative to phenolics used in composite woods that were needed based on new California driven VOC regulations.

Objective: “To validate the business plan and to determine the best means of acquiring preferred supplier and to justify capital investment plan for engineering and production scale up.”

Outcomes: Uncovered intelligence not in public domain that existing phenolic suppliers had developed new grades that would meet regulations at a fraction of the cost basis of our client. The client saved \$17 million already proposed for first production levels.