

## The PARAGON Perspective

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### From the President

We are hopeful that this finds you having a great start to a prosperous and productive 2011!

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.

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 titled: **“Innovation Through Information”**.

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### Paragon Update

In spite of a very slow overall economic recovery, PARAGON's projected business in Q1 and Q2, 2011 is above previous years' records. We believe this represents the beginning stages of growth investment by our clients who have held back on new business investment.

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### Conferences

LES Winter Meeting  
February 9-11, San Jose, CA

The annual winter meeting of The Licensing Executive Society (US/Canada) will be in San Jose. More information can be gathered at [WWW.USA-Canada.LES.Org](http://WWW.USA-Canada.LES.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 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

**Industrial Coatings:** A client is interested in technologies that have value in industrial coatings with a particular interest in automotive and other transport coatings.

**Adhesives and Sealants:** A client is looking for technologies to license and start-up companies to invest in that have potential to improve a wide variety of adhesives and sealants.

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

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## Quotes of the Month

“It is possible for a business venture to be an island of efficiency in a sea of sloth.” *Indira Gandhi*

“When two men always agree, one of them is unnecessary.” *William Wrigley*

“He who learns but does not think is lost. He who thinks but does not learn is in great danger.” *Confucius*

“To know how to dissimulate is the knowledge of kings.” *Cardinal de Richelieu*

“Always borrow money from a pessimist, he won’t expect it back.” *Many Sources*

“Settle one difficulty and you keep a hundred others away.” *Chinese proverb*

“Technology is our word for something that doesn’t work yet.” *Douglas Adams*

“The key is not in spending time, but using it.” *Arthur Bryan*

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## Interesting Words

**Paralipsis:** (par-uh-LIP-sis) Noun

Drawing attention to something while claiming to be passing over it. Typically using phrases such as: Not to mention; to say nothing of; or leaving aside.

**Quixotic:** (qwik-SOT-ik) Adjective

1. Absurdly chivalrous, idealistic, or impractical.
2. Impulsive, unpredictable.

**Apophysis:** (uh-POF-uh-sis) Noun

Allusion to something by denying it will be said. E.g.: I am glad nobody plans to discuss .....

**Pleonasm:** (PLEE-uh-naz-uhm) Noun

The use of more words than is necessary or a redundancy such as ‘free gift’ . .

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## “Innovation Through Information”

### Background:

While looking at R&D projects during a project review meeting following several market-focused Voice-of-Market™ Forums, it became clear that the client was doing very inventive technology but was not going to have innovation value based on market needs and requirements. Roughly 50% of the projects were dropped and they represented millions of Euros in investment plus many man years of personnel. One comment summed the situation in its essence: “If we had only known what we needed to, we would be growing instead of scrambling.”

### Situation:

We work on too many research and application projects without having the “right” information. And, because we have so much data, our situations are exacerbated because the data we have justifies and supports our work. But it does not apply to new innovations that have a different value proposition, therefore we tend to “fill in the blanks” from our gate checklists. But we need to do much more than that to ensure we are working on innovation with a business value and not just advancing the state of technology with altruistic or esoteric results.

### Recommendations:

There are a number of things we see and can make recommendations about:

- It sounds simple to be market focused but it requires a considerable investment to actually get to where you truly do *know* the market. Just passing an edict that the organization will be that way and then expecting it to happen with no dedicated budget or personnel assigned with measurable controls will ensure that the effort will fail. There will actually be more failures than would happen if no effort was made because the false sense of purpose would lead to investments that would be larger because they appeared to be justified to a higher level.
- Make projections based on trends and drivers and not by extending historical data. Create value propositions without beginning with market size, share, or traditional segmentation. Many times the innovation is only partially based on a technology or product but it is accentuated with different development and market strategies or a different business model or value capture mechanism. Try and calculate the revenue and contribution as if there was not a substitutional factor and then fine tune your projections with present market information.
- Emphasize the market information you generate to focus on your customer’s customers. Base the decisions on projects with weighted factors with, as an example, 1/3 weighting on projected value for your direct customers, 1/3 weighting on their customers, and 1/3 weighting on downstream customer value beyond that.
- Change the information sources. It really is not feasible to expect innovation based on information when the information is always generated from the same sources. Remember the famous quote: “Insanity is doing the same thing over and over and expecting a different result.”
- Balance the *types* of information and not overly rely on the same types - primary and secondary, quantified and anecdotal, etc.

### In summary:

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 will continue to focus on topics that the readers choose over ones we consider within our staff, so please continue to send requests for topics you want 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. We ask that your submission be from 600 to a 1000 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

Harry S. Truman:

When asked about getting economic advice Harry Truman claims he was still looking for a one armed economist to listen to. He said every one he speaks with now says "On the other hand..."

Yogi Berra:

When taken to a famous restaurant that he had never visited, he remarked: "No wonder nobody comes here, it is too crowded."

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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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