

# The Presidents Page

Growing profits, value and success...every month

January/February 2011



**Special Event:**  
**"Asset and Income  
Protection"**  
**February, 24, 2011**

**The Metropolitan Club  
Chicago, IL**

*Call for more information*  
630.514.9243

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'In preparing for battle  
I have found that plans  
are useless, but  
planning is  
indispensible.'  
- Dwight D.  
Eisenhower

'Most new jobs won't  
come from our biggest  
employers. They will  
come from our  
smallest. We've got to  
do everything we can to  
make entrepreneurial  
dreams a reality.'  
- Ross Perot

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**The Presidents of  
privately held  
entrepreneurial  
companies are the  
heroes of our free  
enterprise  
system...**

**PAC is their  
champion.**

## The Right Culture Is Necessary For Change and Growth

*This month we are featuring a success story about a PAC member,  
Noren Pan, President and CEO of MicroLink Devices.*

Dr. Pan writes:

When I formed MicroLink Devices in 2000 ([www.mldevices.com](http://www.mldevices.com)), I had raised \$15-million to manufacture transistors for the cell phone industry. After five years in business, the products we sell were driving to lower prices. We're not set up to provide large volumes at low prices. We are set up to sell high margin, technically advanced products, and our team of scientists brings a "whatever it takes" attitude to any technical challenge.

Others might have tried to build an organization that would be successful in a commodity business by investing in large factories at high volumes. I knew the culture of such an organization would have to be dramatically different from what I had taken such care to build.

Instead, we started looking around for other technical challenges that would be a better fit for the culture at MicroLink. We discovered that our intellectual property could be transferred to applications in the solar cell business. After learning how to succeed in raising money for research, MicroLink is now poised to grow again as the solar cell industry contributes more and more to our world's energy needs. Earlier in 2010, MicroLink received a \$5-million grant from the State of Illinois to help build a state-of-the-art solar cell manufacturing facility. In addition, MicroLink raised over \$25 million in federal research grants in the last 3 years to support innovation in lightweight high efficiency solar cell development. ([See Press Release](#))

On the surface, you might never imagine that a company serving the cell phone industry could diversify into the solar energy business. The technical challenges of transferring our knowledge into this new industry have been significant. However, our "whatever it takes" spirit has been the constant throughout this transformation. People love a challenge, and, if you give them the right support, there is no limit to what a committed team can accomplish.

When I joined PAC in 2005, I was in the throes of dealing with the dilemma that the cell phone industry was presenting to me. The members of my PAC group gave me invaluable advice and support as I worked through reinventing my business.

For a confidential conversation about your business issues, feel free to contact Nick Arvis, Founder of PAC, at (630) 514-9243 or [NickA@PresidentsAdvisoryCommittee.com](mailto:NickA@PresidentsAdvisoryCommittee.com).

Chicago peer groups are forming now!

*PAC has been helping small business owners grow and succeed since 2004.*  
[www.presidentsadvisorycommittee.com](http://www.presidentsadvisorycommittee.com)