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Creating her own work uniform

■ Kahl wears same thing daily to simplify life

By **Stephanie Ritenbaugh**
Pittsburgh Post-Gazette (TNS)

Matilda Kahl had an epiphany after a particularly stressful morning trying to get to a meeting on time.

It started out the way mornings do for many of office dwellers picking out what to wear; a time-consuming process of mixing and matching pieces in the closet and tossing aside what doesn't feel right.

When she finally reached the office at Saatchi & Saatchi, an advertising firm in New York City, "I realized I was not only late, but with my sweater inside out.

"I saw some of my male colleagues in a meeting room that I was supposed to already be inside," Kahl said. "At that point, I looked down at my clothes and thought 'This clothing thing. It's not even important to me during my working days. Why do I spend so much time on it?'"

Kahl, an art director at the firm, found a solution that would simplify her life. She chose a look she could wear every day: a white silk shirt with a diagonal button line from Zara and a few pairs of black pants.

"To add something extra, I had the black neck bow made by hand as a tribute to my mother, who always put bows in my hair as a child," she added.

She started getting international attention when she wrote about her decision for Harper's Bazaar.

While many employers require some kind of uniform — whether it's a company-issued shirt for restaurant or manufacturing plant or even a corporate dress code — the practice of a personal uniform can be unusual.

Apple CEO Steve Jobs had his signature black turtleneck. Facebook CEO Mark Zuckerberg has been questioned on whether he wears jeans and a gray T-shirt every day.

"People take great effort into what they wear and think people will judge them upon their appearance," Kahl said. "This is exactly what I am trying to step away from.

"When I'm at work, I want to be able to focus on that, and just that. I have so many creative challenges that I want to dedicate myself to, so why should anything come in the way of that?"

An added benefit, it has saved her the time and money of buying clothes out of panic when "you have an important day coming up and you feel like your entire wardrobe is boring."

The choice to wear the same ensemble every day may not be for everyone, she noted.

"People who work in fashion, for example, probably love to spend time on their outfit every morning," Kahl said. "A uniform would probably be suffocating to their creative channel."

But for others, where clothing isn't a big deal, "I'd absolutely recommend it."

"You don't understand how much time and effort you put into clothing until you don't have to think about clothing at all," Kahl said.



PHOTOS BY AMY SMOTHERMAN BURGESS/NEWS SENTINEL

Engineers Johnathon Simmons, left, and Alan Eads work on a scanning magnet at the new ProNova Solutions facility at Pellissippi Place in Maryville this month. The new research and development park represents the first phase of a more than \$50 million capital investment.

ProNova's global expansion starts here

■ \$50M play in proton therapy

By **Carly Harrington**
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Walking onto a catwalk overlooking the expansive manufacturing floor at ProNova Solutions' new research and commercialization facility in Blount County, Joe Matteo smiled, declaring they were going to place a "wow" sticker on the railing.

It's the reaction they get, he said, from everyone who visits.

"This is what it takes," the president of ProNova's R&D and manufacturing division said during a recent tour of the 55,000-square-foot facility.

"I think what this room — aside from being really cool — says is, 'We really believe in the market, and we're really serious about the market.' This is a big investment. It's aggressive, and this is what it takes to be a leader in the business."

The new LEED-certified buildings at the Pellissippi Place technology research and development park represent the first phase of a more than \$50 million capital investment by ProNova, which will celebrate its official grand opening on Tuesday.

The company, a division of



Landscaping is being completed at the new ProNova Solutions facility at Pellissippi Place.

Provision Health Alliance, is positioning itself as a leading equipment supplier for the latest in cancer treatment technology — a key component in an overall expansion strategy to own, equip and operate proton therapy centers around the world.

ProNova began last month assembling components for a next-generation, compact proton therapy system that uses superconducting magnet technology developed in conjunction with Oak Ridge's Cryomagnetics.

ProNova's first unit installation will be completed this year at the Provision Center for Proton Therapy in Knoxville, where workers are developing manufacturing processes and conducting medical device testing for certification by the U.S. Food and Drug Administration

and the CE in Europe.

"We're really fortunate. To think about this as a startup company and how aggressive we have been, it's been quite a ride," Matteo said. "Where we sit in the market, we're really in an ideal spot. We have the right technology, there's no doubt about it. We have to execute."

RAMPING UP PRODUCTION

Located on 27 acres at the southeastern end of Pellissippi Parkway, ProNova is the first tenant in a development surrounded by homes and farmland along the Maryville bike trail.

About 40 of ProNova's 120 employees have transitioned from Knoxville to the new facility, where a two-story, 25,000-square-foot office building has been designed with

PRONOVA SOLUTIONS

What: A division of Provision Health Alliance aimed at developing less expensive, lighter, more energy efficient proton therapy equipment

Location: Research and commercialization facility at 330 Pellissippi Place Way, Maryville

Size: 55,000-square-foot phase 1 building; 30,000 for R&D, assembly, testing; 25,000 office space (expansion up to 200,000 square feet on 27-acre site)

Facility cost: \$20 million

Grand opening: June 2: 2 p.m. ribbon cutting; 3:30 p.m. public tours

Website: <http://pronovasolutions.com>

low-level cubicles, a fitness center, and entertaining space and conference rooms for prospective clients.

A series of posters explaining the technology line the walls of an adjoining 30,000-square-foot, high-bay R&D, assembly and testing facility, where several 20-ton capacity wireless cranes have recently been installed and take up a third of the space.

"We don't want that number to be very big. We want our system to be small and lightweight," Matteo said. "We'll build them complete, rotate them, do all of

See PRONOVA, 3C

Large companies mentor smaller competitors

■ Lessons to be learned on both sides

By **Joyce M. Rosenberg**
Associated Press

NEW YORK — Imagine a world where David and Goliath are best buds. Well it's becoming reality more frequently in the business world.

Boston Beer Co., maker of Sam Adams, mentors and lends money to small craft brewers. The company hopes its sales will grow and take grocery store shelf space from

brands like Budweiser, Miller and Coors.

"The best way for us to grow at Sam Adams is by having more craft beers out there," Boston Beer Chairman Jim Koch says.

Instead of feeling threatened and trying to crush smaller rivals that could take revenue from them, corporations like Microsoft Corp., Boston Beer and General Mills Inc. are mentoring and loaning money to smaller companies. It's an arrangement that has benefits for both sides.

"They're not trying to take away the competitive advantage of small

businesses but trying to make it work for them," said Leonard Greenhalgh, a management professor at Dartmouth College's Tuck School of Business.

Executives at big corporations are starting to realize they can learn from younger and smaller competitors, according to a survey by Business Performance Innovation Network, a professional networking organization.

More than half the executives surveyed said large companies can learn from smaller competitors about focusing on and listening to what customers say they need. A third said

large companies can learn about being willing to fail and take non-traditional approaches from smaller rivals.

A look at three mentoring programs:

PROGRAM: Samuel Adams Brewing the American Dream

ONE COMPANY'S STORY: Roc Brewing Co. got a \$10,000 loan from Boston Beer in 2011 to buy a machine to wash beer tanks. Since then the Rochester, N.Y.-based company has periodically spoken with Boston Beer employees and gotten help with marketing, purchasing, networking and legal

matters, Roc owner Chris Spinelli says. He also has consulted with chairman Koch about expanding Roc Brewing's production, and Boston Beer collaborated with Roc on a beer that sold for a limited time two years ago.

RESULTS: The relationship has brought Roc Brewing publicity, and in turn, more customers. ThreeNinety Bock, the beer Roc Brewing and Boston Beer co-produced, was mentioned in blogs and websites about craft beers. The relationship has also kept Boston Beer

See MENTORS, 8C

BUSINESS

529 plans little understood, but key for college savings

WASHINGTON — There is a lot you need to know about your finances.

So, I'm giving you a pass if you don't know what a 529 plan is. And many of you don't, according to a recent survey by Edward Jones Investments.

For the last four years, the financial services company has been surveying adults, gauging their awareness of 529 plans. The share of people who could correctly identify the college savings vehicle was a mere 34 percent.

If you don't know what a 529 plan is or how it works, it's unlikely you know there's a day to celebrate the tax-advantaged savings vehicle. It's May 29 — picked to match the plan's name.

I like to tell folks not to feel remorse if they falter financially. But when you know better, you can do



MICHELLE SINGLETARY
FYI

better. This is one of those times. Don't just worry about how to pay for college; learn about one way to save for it. That's why I'm a fan of 529 plans.

Let's start with the basics. Here are some questions I often get about the college savings accounts.

HOW DOES A 529 PLAN WORK?

You can put money into a 529 plan two ways.

There is a prepaid tuition plan in some states that allows you to pay for tuition at a state school in advance. The idea is that

you get tomorrow's tuition at today's prices.

But be careful that you don't neglect to also save for room and board and other education expenses not covered in a prepaid tuition contract.

The second type of 529 is the more popular plan that allows you to invest in a tax-deferred account. This one operates much like a 401(k). You select how you want the money invested. For my three children, my husband and I chose "age-based" investment options, which means the younger the child, the more aggressive the investment options may be. As your child grows older, the money is gradually moved to more conservative investments.

WHAT'S THE BEST THING ABOUT 529 PLANS?

Money withdrawn from a 529 account is free from federal tax (and, in most cases, free from state and local taxes as well) when used for qualifying college costs. Additionally, many states offer tax deductions for residents who make contributions to a 529 plan. In Maryland, we get a maximum \$2,500 state tax break per account each year.

IF I INVEST IN MY STATE'S 529 PLAN, IS MY CHILD LIMITED TO GOING TO AN IN-STATE COLLEGE?

This is a common misconception. Money invested in these college savings accounts can be used for qualified expenses at any public or private institution, regardless of where you set up the account or where the beneficiary ultimately attends school.

And although the plans are state-sponsored, you can invest in any state's plan regardless of where you or the beneficiary lives. Let's say you're a grandparent living in Florida. You can open a plan for your grandchild in Virginia if you like that plan. But the child may end up going to college in New York and still be able to use the money.

However, you should also be aware that with prepaid tuition plans, if your child chooses an out-of-state school, you may have to make up any difference in tuition prices, the National Association of Student Financial Aid Administrators points out.

I'm sure you have more questions. Here are some ways to get answers.

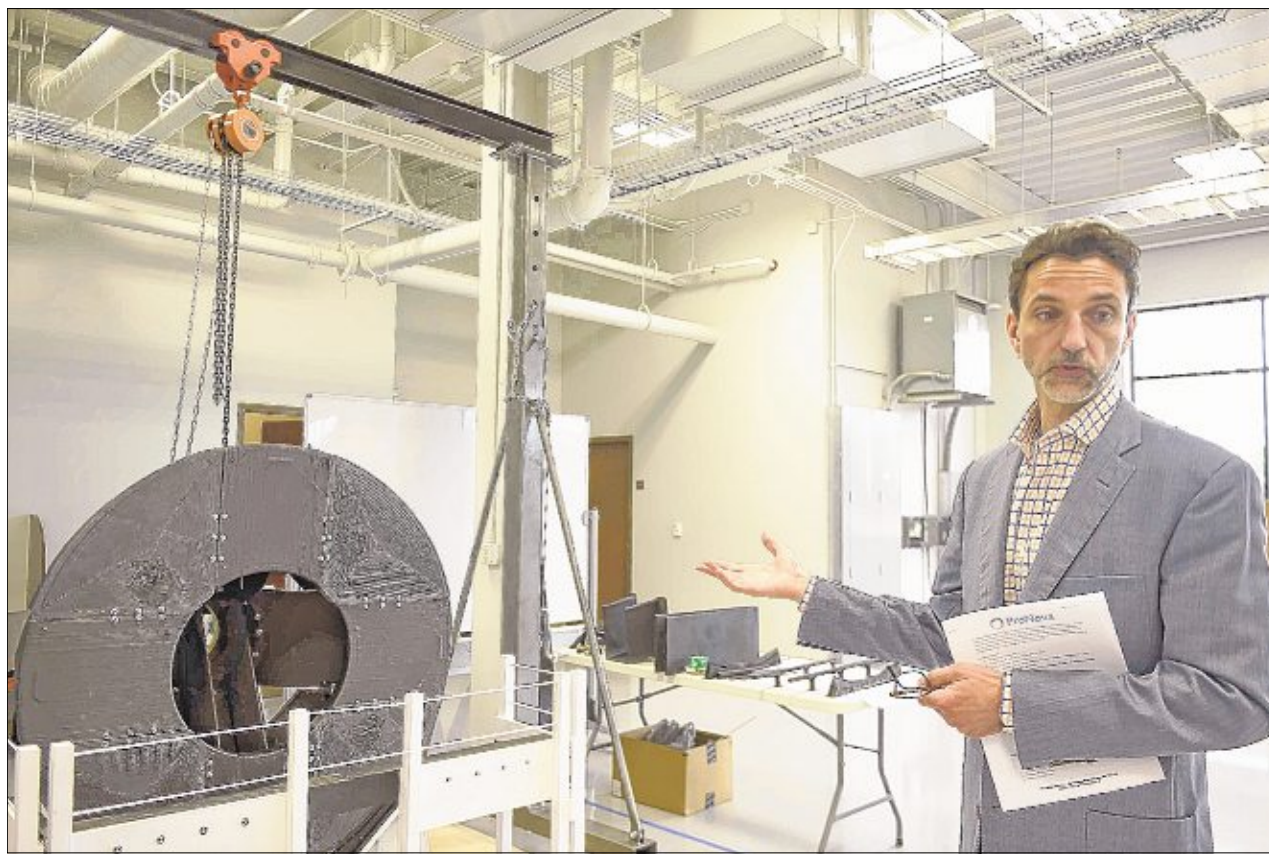
My go-to site for all things 529 is

savingforcollege.com.

Many states are promoting 529 day by holding contests. Some of the sweepstake prize money is pretty substantial. In Georgia there's a newborn prize of \$5,529 and one for \$5,290 in Iowa. You can find out what prize promotions may be in your state by going to savingforcollege.com. Search for "529 Day — The Definitive Guide." Some contests' deadlines run past May 29.

Of course, the contests are the lure to get you to learn about the savings tool. Even if you don't win any money, you'll come away with some valuable information.

Readers can write to Michelle Singletary c/o The Washington Post, 1150 15th St., N.W., Washington, D.C. 20071. Her email address is michelle.singletary@washpost.com.



AMY SMOTHERMAN BURGESS/NEWS SENTINEL

Joe Matteo, Division President of ProNova Solutions R&D and Manufacturing, points out a 3-D printed replica of a gantry at the new ProNova Solutions facility at Pellissippi Place.

PRONOVA from IC

our testing and then disassemble and ship in large integrated pieces so at the customer site, they can be put together quickly."

With eight proton therapy equipment orders expected to be finalized by year's end, plans are to ramp up production in 2016. The facility will also design, develop and produce other technologies, including various robotic positioning devices and high resolution X-ray and positron emission tomography imaging systems.

The building is designed to produce 10, two-gantry systems per year. The cyclotrons will continue to be shipped from Sumitomo in Japan, but ProNova plans to manufacture those in the future, too.

Discussions are already underway to expand the facility, which will eventually have the capacity to produce 50 systems a year.

As the company expands, the facility will grow out, moving into a more mass production type environment, where gantries are moved on air pallets through an

assembly line, Matteo said.

"Our expansion really depends on the pace of the orders," he said. "Once we get our medical device clearance, we expect our end of the market to really take off."

TOTAL CANCER STRATEGY

ProNova has already announced it will build proton therapy systems for planned centers at Oxford University in England, as well as in Singapore and Tianjin, China. It is in negotiations with others.

The agreements are part of an overall strategy developed toward the end of last year to provide a total solution for cancer treatment, Provision Chairman and CEO Terry Douglass said.

"We've done something not many people have done," he said. "It was just sort of continually looking at the opportunity, the problem, the resources we had, and here we are."

Before turning his

attention to proton therapy, Douglass co-founded CTI Molecular Imaging in the 1980s, a Knoxville company that developed PET imaging technology. Matteo headed CTI's cyclotron business. That company was sold in 2005 to Siemens Molecular Imaging.

Now through Provision and ProNova, Douglass and Matteo are spearheading efforts to respond to a market need.

Joint venture partnerships are being established with medical institutions to design, build and operate proton therapy centers. They will be equipped with ProNova's SC360 proton therapy system.

"It creates a lower cost, more secure investment in those centers. That's why we're so confident about being owners in those centers," Douglass said. "I don't think I would be doing this with someone else's equipment."

The company has even divided its market into three geographical areas: the United States, Europe and Asia.

It expects to start with four centers in the U.S. and four overseas, with China having the greatest need.

Through its partnership

with the Tianjin Taishan Cancer Hospital, Provision is helping to develop a 1,000-bed cancer center with an adjacent proton therapy facility.

"They want a comprehensive cancer center with all the pieces," Douglass said. "That turns out to be a big opportunity for us, but it's also the right thing to do, because you don't need proton therapy in a vacuum. You need it to be part of the total cancer care."

Tianjin has already signed a letter of intent for 27 acres where Provision will eventually mirror the same manufacturing model at ProNova.

"It's a free-trade zone. It's a really good opportunity for us as a place to set a hub for China," he said.

The bigger strategic plan, he added, is to create a global cancer network for all of its partners, who will take part in its clinical trials research and developing medical protocols.

"There's a lot that can be done with existing technology and capability, and a lot of things that can be added to those techniques," Douglass said. "We want to be the catalyst and model of how to do that."

hot car.

If you want to know how much more money you spend when you speed up, the website can calculate that, too.

Driving a 2015 four-cylinder Toyota Camry at 80 mph will cost \$1.49 more per 100 miles than 70 mph for instance.

To calculate the cost for your vehicle at varying speeds, go to: <http://www.fueleconomy.gov/feg/driveHabits.jsp>

Subway facing challenges as biggest food chain

■ Sandwich shop losing ground to others

By Drew Harwell
The Washington Post

With 43,945 sandwich shops in 110 countries, Subway has become the world's most ubiquitous restaurant chain, posting armies of "sandwich artists" in more American outposts than McDonald's and Starbucks combined.

Yet at the dawn of its 50th birthday, all is not well in the land of Jared and jingles about \$5 footlongs. Subway's U.S. sales last year declined 3 percent, or \$400 million, falling faster than any other of America's top 25 food chains. The megadeli was also knocked back to America's third best-selling food chain for the first time in seven years.

Subway ascended over the past several decades on the back of broad American tastes, offering a healthy alternative for eaters leery of fast food, and at prices that made it unstoppable during the Great Recession. Even first lady Michelle Obama praised Subway during a visit last year for "working to get kids excited about eating their vegetables."

But the chain's fast-rising rivals, like Chipotle Mexican Grill and Firehouse Subs, are beating Subway at the game it helped create, offering seemingly fresher, healthier, build-your-own meals.

Diners increasingly say they want to know their meat has been cut fresh, not peeled off wax paper; their meal heated by steamer, not microwave.

That's led to what analysts say is one of the sub empire's biggest threats yet: What Americans see as healthy has evolved. Subway hasn't.

"The 'Subway fresh' has lost its appeal with consumers, because to them fresh has evolved to mean something very different," said Darren Tristano, executive vice president of industry researcher Technomic. "More people have money to spend, and they're choosing to spend a little bit more on better concepts where they get a better product ... Subway's strategy has only been to open more stores, and ultimately those stores just cannibalize each other."

Milford, Conn.-based Subway's problems run close to those of fellow food king McDonald's, the sagging-sales chain now launching a turnaround because of "challenging industry dynamics" and

changing tastes.

But in some ways, Subway's moneymaking challenges look even sharper than those of the Golden Arches. The average Subway sold \$437,000 worth of subs, sodas and cookies last year, the smallest haul in half a decade, and about a fifth as much as the typical Mickey D's, which pulls in \$2.4 million per store.

Subway, which is privately run and closely held, would not comment. Tricia Hetherington, the company's director of research and development, said in a statement, "We'll continue to evolve our reasonably priced, fresh, customizable sandwiches and salads to better meet our customers tastes and needs."

Subway debuted as Pete's Super Submarines in Bridgeport, Conn., in the summer of 1965, when a Brooklyn-born 17-year-old named Fred DeLuca borrowed \$1,000 from a family friend, a doctor named Peter Buck. DeLuca, an aspiring doctor who is now worth \$2.6 billion, hoped slinging sandwiches would help him pay his way through medical school.

The duo slogged through several slow years of sandwich-making until, in 1974, they started selling franchises under a new name, Subway. (One theory: The old name, on radio ads, sounded confusingly like "Pizza Marines.")

In the decades that followed those first shops, Subway franchises have expanded, yeast-like, onto what seemed like every street and strip mall in America. By 2013, Subway was opening 50 new shops a week. Today, Subways serve nearly 2,800 sandwiches every minute, data from industry researcher IBISWorld shows.

The all-franchise chain has expanded largely through winning over new franchisees, who run (and fund) their stores mostly independently of the corporate office. The chain grew by 3 percent last year, opening two Subways a day. But some franchisees aren't happy once their Subways are up and running. Franchise Grade, a franchisee polling and review service, ranked Subway number 468 in its latest report; Firehouse Subs and Jersey Mike's Subs were numbers 107 and 108, respectively.

Analysts have pointed to discounted prices for existing franchisees, some of which can be bought for the price of a car, as a sign that some owners want out. And as sandwich sales have shrunk, the pressure on franchisees has increased.

Fuel-saving tips for summer driving

By Mark Phelan
Detroit Free Press (TNS)

Want to save fuel on those long summer highway drives? Close the windows and turn the air conditioning on.

That's just one of the useful — and frequently surprising — tips available from fueleconomy.gov, the go-to website for information on fuel economy.

While running the air

conditioning does increase fuel consumption, it's more efficient than driving with the windows open at highway speeds. The open windows increase the car's aerodynamic drag, and that makes the engine work harder, according to the site.

Other EPA-approved fuel-savers:

- Park in the shade so your car doesn't get as hot.
- Leave the windows

open when you first start driving to clear hot air out of the cabin.

■ If you've got a plug-in hybrid, precool the car while it's still plugged in. That uses power from the electric grid, not your car's engine.

■ While air conditioning uses energy, drivers are more likely to be safe and focused on the road when they're comfortable. Don't stress yourself out by driving in a sweltering