

## INSIDE

### Blue Sky program honored



Rocky Mountain Power's renewable energy program is cited by the DOE.

pg. 3

### Business books reviewed

Jack Covert features three books that are a must for summer business reading.

pg. 8

### No more cheap tickets

Don Shafer tells us why there are no longer ways to buy those inexpensive airline tickets.

pg. 8

### Business Calendar

pgs. 5

### Real Estate Section

pgs. 15-19

### Industry News Briefs

pgs. 6



Construction continues on an expansion project undertaken by software company Xactware Solutions Inc. The expansion includes a 210,000 square foot building at Traverse Mountain in Lehi that will serve as the company's headquarters. The company last year was awarded a tax credit from the Governor's Office of Economic Development board of nearly \$32.3 million over 20 years, tied to the creation of 859 high-paying jobs.

## GOED passes out record incentives for 2012-13

**Brice Wallace**  
*The Enterprise*

"There you go: a record year."

With those words, Chris Conabee, managing director of corporate recruitment and business services at the Governor's Office of Economic Development (GOED), summarized the 2012-13 fiscal year business recruitment and expansion activities.

In a nutshell, if all the companies are able to fully realize the job growth after receiving GOED incentives, the state will see 9,164 new jobs. That compares with 9,065 incented jobs in the 2012 fiscal year.

Capital investment planned by companies receiving incentives totaled \$1.064 bil-

lion, down from \$1.144 billion a year earlier. But Conabee told the GOED board during its June meeting that the wrapping-up fiscal year had no huge project, like eBay's or Adobe's, that skewed the figure upward significantly. "This was piecemealed together through what I like to refer to as bare-knuckles fighting," Conabee said.

Typically, projects receiving incentives get a tax credit spread over 20 years, although some are as short as five to seven years. Conabee noted during the meeting that projects with short terms, such as five years, allow the state to land an expansion or new operation to the state and be able to enjoy the benefits of the projects for years beyond that period.

see GOED RECORD pg. 14

## DTI signs major deals with media

**John M. Rogers**  
*The Enterprise*

Springville-based Digital Technology International (DTI) has signed major long-term agreements with a pair of media companies — one close to home and the other in England. Both MediaOne in Utah and Telegraph Media Group (TMG), publishers of *The Daily Telegraph* and *Sunday Telegraph* of London, have signed contracts to use DTI technology in their publishing enterprises.

MediaOne, a dba of the Newspaper



Agency Corp. LLC, will implement DTI Circulation through the DTI Cloud, the company's SaaS platform for its two daily newspapers, *The Salt Lake Tribune* and the *Deseret News*. MediaOne was formed by a joint operating agreement (JOA) between the two newspapers and handles advertising, circulation and production for both while the news operations remain independent.

"DTI is widely recognized as the leader for circulation systems in the industry," said Kelly Roberts, senior vice president of circulation for MediaOne. "We needed a circulation system flexible enough to handle

see DTI DEALS pg. 14

## Reaction mixed to Supreme Court gene patent decision

**Brice Wallace**  
*The Enterprise*

Both sides were claiming victory — at least in part — following a recent U.S. Supreme Court ruling that isolated human genes are not patentable but synthesized genes are.

Molecular diagnostic company Myriad

Genetics Inc., based in Salt Lake City, had been sued by a group including the Association for Molecular Pathology, the American Society of Clinical Pathology and the American Civil Liberties Union.

The case focused on Myriad's claims in patents for its BRACAnalysis test, which involves knowledge about BRCA1 and BRCA2 genes and how their mutations can lead to hereditary breast and ovarian can-

cer.

Myriad's patents had given it the exclusive right to extract and isolate the genes, administer tests and create synthetic DNA, also known as complementary DNA or cDNA. Opponents contended that those patents shut out or limited others from researching or conducting diagnostic gene

see MYRIAD pg. 4



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## Tax incentive set to spawn 'revolutionary' animated TV series

A TV show that will be produced in Utah has the potential to revolutionize TV animation projects.

So says the producer of the series "Saffire." Les Perdeu told the Governor's Office of Economic Development (GOED) board during its June meeting that the series will use state-of-the-art technology that "will change how animation is done for television."

The production is partnering with Epic Games to use Epic's game engine to create TV content. "This enables animators to animate and see their animation in real time as they're creating it, so it's really groundbreaking technology," Perdeu said. "We hope to be the first to introduce this to network television. ... We estimate that this process will cut the cost of producing animation by two-thirds."

During the meeting, the board approved a tax credit incentive of between \$736,009 and \$920,011 for Kratos Management Services LLC to create "Saffire." The animation/fantasy series is expected to spend nearly \$3.7 million in Utah, with principal shooting taking place over 115 days this fall.

Perdeu said NBC will be the anchor site for "Saffire," which also will have a European distribution. He also said the technology could springboard other productions.

"That's our goal," he told the board. "We're very much interested in being a long-term resident here in Utah and bringing several productions to television with this technology."

The GOED board approved two other incentives during the June meeting, both for film productions. The Better Half Production Co. LLC was approved for a tax credit of between \$431,600 and \$539,500 for "The Better Half," a feature film drama. The company is expecting to spend \$2.16 million in Utah. Principal shooting occurs between July 13 and Aug. 12.

A \$90,000 cash incentive was approved for SAS3 LLC for "Saints and Soldiers 3," an action feature film expected to spend \$600,000 in Utah. Principal photography is scheduled for Aug. 1-24. It is a follow-up to the 2003 film "Saints and Soldiers" and a 2012 prequel, "Saints and Soldiers: Airborne Creed."

## Merger will unite Utah, Idaho banks

People's Utah Bancorp and Lewiston Bancorp have announced that they have agreed to merge their holding companies and operate their bank subsidiaries as one entity. People's Bank of American Fork and Lewiston's Lewiston State Bank will operate under the People's Utah Bancorp banner.

Prior to the merger, People's had approximately 305 employees, \$949 million in assets, loans of \$607 million, deposits of \$823 million and equity of \$119 million. Lewiston had approximately 90 employees, \$252 million in assets, loans of \$172 million, deposits of \$221 million and equity of \$28.7 million. The combined holding company will have approximately \$1.2 billion in assets. Bank of American Fork, with 14 locations in Utah, and Lewiston State Bank, with four locations in Utah and Idaho, will continue to operate under their respective names.

"We are pleased to announce

this strategic combination of both banking organizations' 100-plus years," said Richard T. Beard, president and CEO of People's. "Between our two banks there are more than 200 years of combined banking experience. The community values and traditions that both banks share will make this partnership work for the organizations, employees, customers and communities we serve. Blending the talented management and staff of both banks helps put People's Utah Bancorp in a clear position as Utah's community bank leader in service, asset size and deposit size. This combination will help grow and foster the local community banking system that is vital to the economy, small businesses and Utah communities."

"This merger is a unique opportunity to combine two similar banks that approach the banking business in the same way," said

see MERGER pg. 4

# Rocky Mtn. Power's 'Blue Sky' again draws praise from DOE

Rocky Mountain Power is getting national recognition for its Blue Sky renewable-energy program. The U.S. Department of Energy recently released its rankings of the leading utility green power initiatives, and for the 10th year PacifiCorp — the parent company of Rocky Mountain Power and Oregon-based Pacific Power — was named among the top five programs nationally.

For 2012, PacificCorp's Blue Sky Program ranked second for the total number of participating customers — nearly 88,000 customers in six states served by PacifiCorp and its subsidiaries — and third for the amount of renewable energy being supported through the voluntary green power purchase program.

In Utah, more than 42,000 Rocky Mountain Power customers participated in Blue Sky by the end of last year, a 10 percent increase over 2011.

“A growing number of Rocky Mountain Power customers are helping to build a stronger market for renewable energy through their voluntary participation in Blue Sky,” Richard Walje, the utility's president and CEO, said in a statement.

Under the Blue Sky program, consumers pay a premium on their monthly electricity bills — \$1.95 for each 100 kilowatt-hour block of Blue Sky energy they buy — so they can be assured they are supporting the production of electricity from renewable resources. Once customers sign up, Rocky

Mountain purchases “renewable energy certificates” from wind farms and other green power production facilities on their behalf. That guarantees electricity from those renewable resources is put on the regional power grid, reducing the need for non-renewable energy and benefiting the environment.

The federal agency's National Renewable Energy Laboratory noted that green power sales from the top 10 utility programs exceeded 4.2 million megawatt-hours in 2012, up from 3.9 million in 2010. Wind energy represented approximately 85 percent of electricity generated from green energy programs nationwide.

## Don't count on big raise, survey says

Statistics from an employee pay survey in Utah indicates that workers in certain categories likely will see slightly lower pay raises in 2013 than they received in 2012.

The 68<sup>th</sup> annual Utah Compensation Survey, released by The Employers Council, shows that survey respondents expect 2013 raises to average 3.13 percent. That's down from the average of 3.46 percent that the employees actually received in 2012.

The survey includes responses from 184 companies, representing 43,663 employees in Utah. It includes detailed statistics about 191 benchmark jobs, with data breakouts covering company size, geographic area, job match, industry and revenue size. The report also includes information about leadworker premium rates, shift premium rates and absenteeism rates.

Among the salary-increase categories, executive officers received an average 5.6 percent raise in 2012 but are projected to receive a 3.26 percent raise this year. Hourly production/maintenance workers received a 3.05 percent average increase last year but can expect a 3.01 percent raise this year. Exempt salaried workers got a 3.43 percent raise, on average, last year but are projected to have 3.15 percent raises this year. Last year, nonexempt clerical/technical workers received a 3.42 average pay raise but are expected to see that figure drop to 2.98 percent.

The average entry-level hourly rate — defined as the lowest hourly or entry-level rate paid to newly hired, inexperienced employees — was \$10.63, although it was inversely proportional to company size. It ranged from \$11.76 at companies of 1,000 em-

ployees or more to \$12.31 at companies with fewer than 100 employees.

Leadworker premiums averaged \$1.76 per hour. The shift premium rate averaged 83 cents for second and afternoon shift employees, and 89 cents for third or graveyard shift employees.

The survey indicated that overall turnover rate averaged 17.48 percent in 2012, and the average absenteeism rate was 3.74 percent.

The Utah Compensation Survey is one of several available from The Employers Council. Details are available at <http://www.ecutah.org/allavail.pdf>.

The Employers Council is a nonprofit association of employers, with more than 550 member organizations located throughout the Intermountain West. It offers human resource services and employment law support.

## Group buys Neways-occupied warehouse

A joint-venture led by Black Cliff Capital of Salt Lake City has completed the acquisition of a 305,000 square foot industrial and warehouse space in Springville. The seller, based out of Dallas, is New Spring Warehouse LLC. The terms of the deal were not disclosed.

The building was built in 2008 and is situated on 24 acres located directly off of I-15. The building is currently 100 percent occu-

piated and is leased to Neways Inc., which manufactures and markets personal care products, nutritional supplements and household products.

“We are very pleased with the opportunity to acquire such a high quality industrial asset. We believe in the market, and see positive growth in the area,” said Bryan Stevenson, managing director at Black Cliff Capital. “This acquisition allows us to continue to

expand our footprint in the market and buy assets at prices we feel are a great value. It's a great building in a great location.”

This marks the second large scale acquisition for Black Cliff this year. The company primarily focuses on investing in opportunities that provide for deep value discovery and future growth potential in retail, office, industrial and operating companies.



Drawbridge Realty Trust has begun construction on a 88,461 square foot research and office building at the previously undeveloped Airport Technical Park on Salt Lake City's west side.

## Construction begins on site at Airport Technical Park

Drawbridge Realty Trust LLC has commenced construction of an 88,461 square foot, two-story office and research facility in the Airport Technology Park located in Salt Lake City. Drawbridge has owned the 90-acre Airport Technology Park campus since 1998. The 5.2-acre site, located at 560 N. 2200 W., was previously undeveloped.

L-3 Communications Corp. has pre-leased the first floor of the new building after recently expanding into another 40,000 square feet of space on the campus. L-3 is a niche defense contractor specializing in surveillance and reconnaissance electronics and is one of Salt Lake City's largest employers. The company has committed to a long-term lease for approximately 52 percent of the building, beginning in September of this year.

When the construction of the new building is completed, the total size of the park will be 1,030,069 square feet on 90 acres.

“We are pleased that L-3 has continued to expand within the Airport Technology Park campus,” said Mark Whiting, CEO of Drawbridge. “L-3's substantial investment in Airport Technology Park demonstrates their long term commitment.”

Construction is expected to be completed in August. The first floor of the building will be composed of high technology microwave testing and laboratory space with supporting offices. The second floor is anticipated to be primarily office space. GSBS Architects, a firm with an emphasis on sustainability, designed the building. The general contractor is Sahara Construction Co.

Drawbridge is a San Francisco-based real estate investment and development company that targets commercial property investments in select markets across the western United States. The firm pursues properties suited to large corporate tenants, with an emphasis on fully occupied build-

ings, as well as properties that are ready for new development, redevelopment, or conversions to higher and better uses. The current Drawbridge portfolio is composed of properties located in the Silicon Valley; San Diego; Austin, Texas; and Salt Lake City.

Among Drawbridge's tenants are major corporations including Advantest, Broadcom, Equifax, Google, Johnson & Johnson, Lockheed Martin and Unisys.

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Mobile shredding equipment was on-site in three Utah communities for a free document disposal event sponsored by Chartway Federal Credit Union group.

## Credit union group gives residents chance to shred old documents

A recent document-shredding event hosted by three credit unions and involving three communities proved successful, with nearly five tons of paper being recycled.

Chartway Federal Credit Union's Utah-based group of credit unions — HeritageWest, SouthWest Community and Utah Central — provided free shredding services and distributed child safety kits during its recent "Community Shred and Child Safety Day."

The event was designed to raise awareness of identity theft and to teach children the importance of financial safety. Residents of Tooele, St. George and the Greater Salt Lake City metropolitan areas were allowed to shred documents containing confidential information in a safe and

secure manner.

A total of 9,500 pounds of paper was recycled, with more than half coming from Washington County residents. Factoring in related environmental impacts, the shredding saved more than 80 trees, 32,250 gallons of water and 19,475 kilowatts of energy, Chartway said.

Credit union members also were allowed to open accounts for minors, giving youngsters their first \$5 while applying at the event. A total of 85 child safety kits also were distributed as a means of educating young people about the importance of monitoring everyday actions and behaviors.

The three Utah-based credit unions have a total of 17 branches in Utah and 60 nationwide.

## New Peterbilt location opens

Jackson Group Peterbilt has moved its headquarters to a new location at 1910 S. 5500 W. in Salt Lake City. The 128,000 square foot facility includes a new truck show room as well as many driver amenities such as showers, Wi-Fi in the lounge and room for an extensive parts inventory.

Additionally, the location includes a natural gas repair facility for both CNG and LNG engines. There are 72 service and body shop bays and five mobile service trucks, which can respond to the remote service needs of company customers.

## Realty sites have merged

Two Ogden-area real estate websites are merging, according to SellUtah.com founder Robert Bolar. He plans to merge his operation with that of OwnUtah.com.

"We can finally simplify everything and just be OwnUtah," Bolar said, rather than operating two websites, two Facebook pages "and essentially two of everything."

The merger took effect last week when SellUtah.com became OwnUtah.com. The site will feature local area listings with maps and Google Street View on almost all properties. It offers residential and commercial brokerage listings, corporate relocation and mortgage services.

## MERGER

from P. 2

Anthony J. Hall, president and CEO of Lewiston. "We will maintain our local presence and commitment to serving our core markets, with the bank maintaining its current structure, including management."

The terms of the merger were not announced. The transaction is expected to be completed during fourth quarter 2013, after obtaining approval from Lewiston shareholders and the necessary regulatory agencies. The agreement was approved by the board of directors of each company.

Lewiston State Bank will continue to maintain its board of directors, with the addition of two members of the current People's Utah Bancorp board after the merger closes. Two members of the current Lewiston board will be invited to join the People's board of directors.

People's was established in 1999 as the holding company for Bank of American Fork, which was established in 1913. Lewiston was established in 1999 as the holding company for Lewiston State Bank, which was founded in 1905 to serve rural communities in northern Utah.

## MYRIAD

from P. 1

testing, potentially thwarting development that could help people with the gene mutations.

The Supreme Court upheld Myriad's patent claims on cDNA but ruled that five of the company's claims covering isolated DNA were not eligible for patent protection.

After the ruling, Myriad noted that it still had more than 500 "valid and enforceable claims" in 24 patents, "conferring strong patent protection for its BRACAnalysis test." The court also supported Myriad's claims regarding "method patents," or processes used to interact with the DNA molecules.

"We believe the court appropriately upheld our claims on cDNA, and underscored the patent eligibility of our method claims, ensuring strong intellectual property protection for our BRACAnalysis test moving forward," Peter D. Meldrum, president and CEO, said in a prepared statement. "More than 250,000 patients rely upon our BRACAnalysis test annually, and we remain focused on saving and improving peoples' lives and lowering overall healthcare costs."

BRACAnalysis has been used by more than a million women to assess their risk of hereditary breast and ovarian cancer, Myriad said.

The company had told the Supreme Court that without adequate intellectual property protection, companies would face significant obstacles conducting pioneering research and bringing new products to market that save lives. It also said that "countless companies and investors have risked billions of dollars to research and develop scientific advances under the promise of strong patent protection."

Myriad also had noted that it had never sought to patent genes

in a person's body. Instead, it said, it had created synthetic DNA molecules in laboratories that are used to test patient risk for breast and ovarian cancer. The test results have helped women determine preventative measures and therapy choices.

Some case-watchers said the ultimate result could be lower-cost tests.

"Gene patents hinder advances in patient care and make the process slower and more expensive for women to find out if they have certain gene mutations that could adversely affect their health," said Steve Kroft, president-elect of the American Society of Clinical Pathology.

"I know the costs of these tests will be considerably lower without patent protection, allowing more women at risk to be tested," said Ossama Tawfik, a member of the organization's Fellow Council.

The organization said the ruling will lead to more laboratories conducting genetic testing and patient diagnoses, allowing for "greater possibility for improved screening for breast and ovarian cancer. The earlier detection will improve patient outcomes, resulting in fewer deaths for patients."

Intellectual property law professor Daryl Lim of the Johnson Marshall Law School in Chicago said the ruling "makes it easier to develop personalized medical test and therapy combinations as there are fewer patents to navigate around."

The ACLU said the decision "as a whole represents a huge shift in patent law."

"By invalidating these patents, the court lifted a major barrier to progress in further understanding how we can better treat and prevent diseases," it said, adding that "genes themselves should remain in the public storehouse of knowledge, for scientists at universities and corporations to freely study and use."

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# Calendar

• June 25 and 27, noon-1:30 p.m.: **Investment Survival Workshop Lunch.** Designed for investors with \$500,000 or more. Attendees will receive a free copy of the recently published book *The Investment Survival Guide* by Harvey Sax, managing member of Sax Angle Partners, an equity hedge fund based in Park City. June 25 location is the South Jordan Executive Center, 10808 S. River Front Parkway, Suite 300, South Jordan. June 27 location is 222 S. Main St., fifth floor, Salt Lake City. Reservations may be made at <http://workshops.sax-angle.com>.

• June 25, 3-5 p.m.: **"SEO: Today's and Tomorrow's Do's and Don'ts,"** sponsored by the Salt Lake Chamber's Women's Business Center. Presentation will focus on best practices related to SEO, plus analysis and recommendations for a website from experts at ThoughtLab. Location is the Salt Lake Chamber, 175 E. University Blvd. (400 South), Suite 600, Salt Lake City. Cost is \$10. Details are at [slchamber.com](http://slchamber.com) or (801) 364-3631.

• June 26, 3-5 p.m.: **"Going Beyond the Numbers: Building Effective Long Term Client Relationships,"** sponsored by the Salt Lake Chamber's Women's Business Center. Presenter Rick Hepner of Next Level Consulting will show sales professionals how to acquire vital information in every appointment in order to boost repeat and referral business. Location is the Salt Lake Chamber, 175 E. University Blvd. (400 South), Salt Lake City. Cost is \$10. Details are at [slchamber.com](http://slchamber.com) or (801) 364-3631.

• June 27, 8 a.m.: **"Business Succession Planning: Defining the Path and Taking the First Steps,"** a seminar hosted by Tanner LLC and US Bank. Dan Griffiths, Tanner director of strategic planning, and Jeff Haas, US Bank private client wealth planner, will discuss the importance of business leadership succession planning as part of any exit strategy when selling a business, transferring ownership, seeking retirement, or building a legacy. Location is the Tanner LLC offices in the Key Bank Tower at City Creek, Fifth Floor Conference Room, Salt Lake City. Free. RSVPs can be completed by contacting Melissa Shaw at (801) 924-5127 or [mshaw@tannerco.com](mailto:mshaw@tannerco.com).

• June 27, 3:30-5 p.m.: **"Blow Your Sales Through the Roof"** seminar, presented by The Maxon Group. Location is the Sandy Area Chamber of Commerce offices, 9350 S. 150 E., Suite 580, Sandy. Free. Details are available by calling Lane Clark at (801) 808-3085.

• June 27-29: **Association of American Editorial Cartoonists annual convention.** Speakers and guests include Pat Oliphant, who

will be honored at a reception June 28 at the Natural History Museum of Utah; Victor Navasky, winner of the National Book Award and past editor of the *New York Times Magazine* and *The Nation*, who will talk about his new book, "The Art of Controversy: Political Cartoons and Their Enduring Power" June 27 at 11 a.m. at The Leonardo (open to the public); and Fiona Deans Halloran, a Salt Lake City resident and author of the recent biography "Thomas Nast: The Father of the Modern Political Cartoons," who will speak June 28 at 10 a.m. at The Leonardo (open to the public). Convention features several other open-to-the-public activities. Most of the events will take place June 27-28 at The Leonardo and June 29 at the Salt Lake City Main Library auditorium. Details are at <http://editorialcartoonists.com/aaecweb/convention.cfm>.

• July 10, 9-11:30 a.m.: **"Opportunity to Access Support For Expansion into Emerging Markets"** seminar, hosted by the Overseas Private Investment Corp. (OPIC) and World Trade Center Utah. Event will outline the innovative financial tools – among them financing and political risk insurance – that OPIC has used for more than 40 years to help U.S. businesses successfully invest in emerging markets. It also will feature detailed guidance on applying for OPIC support. Seminar is part of OPIC's "Expanding Horizons" outreach program. Location is the Salt Lake Chamber, 175 E. University Blvd. (400 South), Suite 600, Salt Lake City. Free. Details and registration are at <http://www.wtcutah.com/events/>.

• July 17, 8:30 a.m.-4:30 p.m.: **"How to Start and Operate a New Business,"** presented by Salt Lake SCORE. Workshop will cover six topics: writing a business plan, marketing, legal business entities, financing, recordkeeping and taxes, and commercial insurance. Location is the Salt Lake County Government Complex, South Building Room 1010, 2001 S. State St., Salt Lake City. Free. Details are at [saltlake.score.org/](http://saltlake.score.org/).

• July 17, 5:30-8 p.m.: **"How to Form an LLC,"** presented by Salt Lake SCORE. John Parsons, a business attorney, will discuss how to complete the paperwork to register a Limited Liability Company and what must be done to insure the liability protection offered by an LLC is not accidentally lost. Location is Parsons Kinghorn Harris, 111 E. Broadway (corner of 300 South and State Street), 11th floor, Salt Lake City. Cost is \$85. Details are at [saltlake.score.org/](http://saltlake.score.org/).

• July 31-Aug. 3: **Outdoor Retailer Summer Market** tradeshow, a gathering of retailers, manufacturers, industry advocates and media in the outdoor

recreation industry. Produced by Nielsen Expositions. Location is the Salt Palace Convention Center, Salt Lake City. Details are at [www.outdoorretailer.com](http://www.outdoorretailer.com).

• Aug. 15, 5:30-8 p.m.: **13th Annual Women in Business Summer Social,** presented by the Salt Lake Chamber Business Women's Forum and Questar Corp. There will be hors d'oeuvres, a hosted bar and silent auction, networking and entertainment and vendor exhibits. Location is Upstairs at the Gallivan, 50 E. 200 S., Salt Lake City. Registration is \$50 until July 15, \$65 thereafter. Event silent auction donations are being accepted, as well as sponsorships. Learn more at [www.slchamber.com/summersocial](http://www.slchamber.com/summersocial).

• Sept. 8-11: **2013 Material Handling & Logistics Conference,** sponsored by engineering company Dematic.

Conference is designed to educate participants on how to benchmark their own supply chain goals, quantify gaps and help them build their own actionable 100-day plan to start closing those gaps. Keynote speaker will be Jay Leno. Location is Grand Summit, Park City. Cost is \$700 (\$900 after Aug. 24). Details are available at [www.mhlc.com](http://www.mhlc.com) or by contacting Cheryl Falk at [cheryl.falk@dematic.com](mailto:cheryl.falk@dematic.com) or (262) 860-6715.

• Sept. 10-12: **PERS (Personal Emergency Response System) Summit,** presented by alarm monitoring company AvantGuard, based in Ogden. Event will provide alarm dealers with the information and tools they need to successfully market and manage their PERS businesses. Keynote speakers will be Elizabeth Smart, an abduction survivor and strong supporter of alarm monitoring

for homes; and Kristin Simmons, partner and customer experience architect at Lightswitch. Location is Deer Valley Resort, Park City. Registration is \$350 for AvantGuard dealers and \$450 for non-dealers and vendors. Registration is at [perssummit.com](http://perssummit.com).

• Oct. 11, 6 p.m.: **Utah Technology Council Hall of Fame Gala,** a black-tie event honoring accomplishments of the Utah technology industry. Networking reception begins at 6 p.m., following by 7 p.m. dinner and program. Keynote speaker will be Shantanu Narayen, president and CEO of Adobe Systems Inc. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Details are available at (801) 568-3500.

## Industrial Supply conducting safety month campaign

Every day, 13 people go to work and never make it home to their families. A total of 4,693 workers were killed on the job in 2011 and workers reported an additional 3.8 million job-related injuries and illnesses, at a cost of \$250-300 billion to employers. Salt Lake City-based Industrial Supply Co. wants to do something about that.

Industrial Supply is conducting its own campaign for staying safe at work in support of National Safety Month—a month-long education campaign of the National Safety Council held every June.

Industrial Supply is encouraging employees and employers alike to visit its Facebook page during the month of June for more information about the most common types of workplace injuries and how to prevent them. "Workplace injuries can affect not only individuals, but the bottom line for companies," said Tyler Whipple, safety specialist at Industrial Supply. "Taking shortcuts in order to speed up production time or the completion of a job may seem like a good idea, but the decision can lead to costly mistakes and even death. Working safely can boost

revenue with a reduction in worker compensation claims and lost time due to accidents. Best of all, everyone returns home safely."

Industrial Supply is also offering a wide selection of free training courses and educational programs to help broaden worker and employer safety awareness. The company's safety experts work with companies to make sure a facility is up-to-date on compliance and health standards, and provide assistance in helping safety professionals get certified on a variety of training topics.



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# Industry Briefs

## ACCOUNTING

• **Lake, Hill & Myers (LHM)**, a Salt Lake City-based CPA firm, will join **Eide Bailly**, one of the 25 largest CPA firms in the country, on July 1. The move brings Eide Bailly's total staff to more than 1,200, including 175 partners. LHM will add \$3.5 million of revenue to the combined firm. Eide Bailly's total revenues for the fiscal year ended April 30 were \$167 million. Eide Bailly last November added Schmitt, Griffiths, Smith & Co., based in Ogden. Eide Bailly has 21 offices in 10 states west of the Mississippi River.

## ASSOCIATIONS

• **David Monaghan** has been named western director of the **Radiology Business Management Association (RBMA)**. He has been immersed in medical imaging management in a variety of settings and organizations since starting his career in 1996 and is currently the assistant vice president of imaging services for Intermountain Healthcare in Salt Lake City. Monaghan previously served on RBMA's Data Collection and Reporting Committee. The association is a national not-for-

profit association providing members with applied business information and intelligence applicable in any radiology setting. It has about 2,300 members.

## CONSTRUCTION

• The Utah Chapter of **Associated Builders and Contractors** and the Utah Chapter of the **Design Build Institute of America Rocky Mountain Region** have formed a partnership to strengthen and develop best practices in the design-build community in Utah. The partnership brings together two entities from the non-residential construction industry into one working group to foster, strengthen and develop best practices in the Utah design-build community. "The value of this partnership is to two-fold," said Chris Hipwell, ABC's chapter president. "In addition to growing the design-build community here in Utah, ABC and DBIA will develop a cohesive effort for training and development through the partnerships' programs. This will allow Utah to stay current on trends and practices in this arena and strengthen our design-build community which will foster

commercial design and construction growth within the state," said Hipwell. "The result of the partnership between ABC and DBIA will establish an accepted and recognized standard of design-build knowledge and experience for our architectural/engineering/construction community."

## BANKING

• **Home Federal Bank** has hired **David Griffin** as commercial assistant relationship manager at the bank's new loan production office in Draper. His responsibilities include assisting with the development of residential builder relationships and commercial multi-family construction loans throughout Utah. Griffin has more than 16 years in the banking and financial services industry, most recently as commercial business analyst for First National Bank of Layton. He received his bachelor of science degree in economics from Brigham Young University and a master's in business administration from the UCLA Anderson School of Management.

## EDUCATION/TRAINING

• The **application deadline**

is July 5 for people interested in participating in the Salt Lake Chamber's **Leadership Utah Class of 2014**. A confidential selection committee will evaluate all applications, and the online application will be the sole basis for selection. Participants will be introduced to critical issues and top decision-makers through a series of day-long sessions. The group will include representatives from both the private sector and the public sector. A maximum of 50 people will be admitted to the program. Details about selection criteria and the class schedule are at slchamber.com.

## INTERNATIONAL

• **Utah's total exports** in April were more than \$1.5 billion, up from \$1.2 billion a year earlier and down \$31 million from March, according to a report from **World Trade Center Utah**. April was the first month this year to surpass last year's corresponding month. April exports were led by primary metals, accounting for about \$922 million, followed by computers and electronics, and chemicals. Utah's exports mostly head to Hong Kong, United Kingdom, China, Canada and Thailand. China saw the largest year-over-year rise, from \$174 million in April 2012 to \$608 million in April 2013. World Trade Center Utah also noted that the Foreign Trade Division of the U.S. Census Bureau released revised final figures for 2012 that indicated a rise in Utah's total from \$19.11 billion to \$19.25 billion.

## RESTAURANTS

• **Costa Vida**, Lehi, recently opened its 50<sup>th</sup> restaurant, in Vernal. The company also is celebrating its 10<sup>th</sup> anniversary. The company's specialty is Baja-inspired fresh Mexican grill items.

It operates in 10 states and Canada and has more than 200 restaurants in various stages of development, with much of the growth planned in Minnesota, Missouri and Montana.

## SPORTS

• The **Utah Sports Commission** has announced that **David Simmons**, chairman and chief executive officer of Simmons Media, will serve as the new private-sector chairman of the nonprofit organization's board of directors. Also, **James L. Sorenson**, vice chairman of Sorenson Development, will serve as private-sector vice chairman; **Peter Mouskondis**, CEO of Nicholas Co., will be treasurer; Utah Senate President **Wayne Niederhauser** will be public-sector vice chairman; and **Steve Miller**, president of Miller Sports Properties, will serve as chairman of the strategic advisory committee. Simmons succeeds **J. Steven Price**, president of Price Realty Group, who had served as chairman since 2007.

## TECHNOLOGY/LIFE SCIENCES

• **Mindshare Technologies**, Salt Lake City, has appointed **Steve Weisz**, president and chief executive officer of Marriott Vacations Worldwide Corp., to chairman of the Mindshare board of trustees. Weisz has more than 41 years of experience affiliated with Marriott International and has also served on numerous boards for organizations in the hospitality industry. Most recently, he was president of Marriott Vacation Club for 14 years. Former board president Rich Hanks left to pursue his philanthropic endeavors full time.

## TRAVEL & TOURISM

• **Visit Salt Lake** has bestowed its highest honor, the **Tourism Achievement Award**, to **Alta Ski Area**. Alta is the country's second-oldest ski area, celebrating its 75<sup>th</sup> anniversary this year. The Tourism Achievement Award is presented to members and community organizations for outstanding efforts in supporting the mission of Visit Salt Lake and the larger tourism community of Salt Lake County.

• The **Utah Valley Convention and Visitors Bureau** had hired **Amanda Oscarson** as its new interactive marketing manager. She will be responsible for managing the bureau's social media efforts. Oscarson previously held similar roles with BYU Broadcasting and InnerWorkings. Oscarson has a bachelor's degree in communication from Brigham Young University.

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# The evolution of social media attraction that leads to a sale

I am on it.  
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It's attracting customers.  
It's making sales.  
It's free!  
What is it?  
It's almost social media.  
It's BUSINESS social media.  
It's your ticket to customer and prospect awareness – who you are, how you think, how you serve, what you believe, what your value messages are, and what others think of you. And did I mention – it's free?

or do.  
It's not about tweeting. It's about being re-tweeted.

I REPEAT: All business social media must be combined with your traditional business and Internet outreach.

Here are the business, Internet, AND business social media value-based messaging and marketing elements I use to transfer my messages and posts that attract and connect. Study them. Implement yours:

- **LinkedIn Jeffrey Gitomer** – The number one business resource. I post my thought of the day or link of the day. RESPONSE: People like it and share it with their connections. That has led to more than 15,000 connections.



Jeffrey Gitomer

- **Twitter @gitomer** I tweet three or four times a day. I usually send out one link a day. RESPONSE: I am re-tweeted or favored more than 100 times a day, and I gain between 50 and 100 new followers a day.

- **Facebook business/jeffrey-gitomer** – Like me, then read a bunch of the posts, then be inspired to comment or post. RESPONSE: All of my followers (likers) read it and all of the poster's connections can see it too.

- **YouTube channel BuyGitomer** – People watch a few of my 300-plus videos, RESPONSE: Subscribed.

- **SalesBlog.com daily posts** – Daily value-based posts sent to subscribers and available by search. All emails get you back to the blog. There are lots of offers on the landing page. RESPONSE: People become loyal followers, buy products, and tell others to subscribe.

- **Weekly-e-zine SalesCaffeine.com** – Ten years of weekly, real-world, value-based sales information. E-zine also has several offers to buy products and services. RESPONSE: People become loyal followers, buy products, and tell others to subscribe.

- **Bought The Little Red Book of Selling**, or one of my other 11 books. RESPONSE: Loved it, bought more books, or bought a book for the whole team, or went online and found more about me.

- **Attended one of my public seminars.** RESPONSE: Bought a ticket, had a blast, learned a ton, bought more books after the event and subscribed to my full suite of social media offerings.

see GITOMER pg. 14

But the mere fact you participate isn't any assurance it'll pay off. In fact, the opposite is the norm. Most companies, most businesspeople and most salespeople have no idea of how to actually ATTRACT customers, potential customers, new followers and connections. Even fewer companies and salespeople understand that business social media must be combined with, in conjunction with, and in harmony with all other Internet and face-to-face marketing outreaches.

The key word to understanding and implementing business social media actions that lead to attraction and connection success is VALUE.

Value in the messages you tweet, post and share. Value to your customers and prospects so they pass your message on to THEIR connections.

SCENARIO: I tweet to my 65,000-plus followers. They resonate with it, and those who believe it's worthy or applicable to their followers RE-TWEET it, or FAVOR it for their followers to see. That allows me to pick up another 100-plus followers a day.

SCENARIO: I post a thought, or a quote, or an idea on my LinkedIn home page. It's broadcast to my 15,000-plus LinkedIn connections. Many of them "share" it with all of their connections. It allows me to pick up more than 100 connections a week.

SCENARIO: I upload a new video each week on YouTube. It's posted on my e-zine, on my blog, in my tweets, and on my Facebook page. Somewhere between 1,000 and 5,000 people will view it, like it, and not want to miss the next one – so they subscribe to my YouTube uploads.

Those are real world examples that represent a small part of my attraction process. They give you a solid idea it's not about what I write, post or do; it's about the RESPONSE to what I write, post,



## Dial In Your Greenside Bunker Swing

The Pelz Golf Institute has conducted a comparative analysis of professional vs. amateur play from sand. The results paint a vivid picture of where amateurs (at varying handicap levels) are skill-wise compared to the pros, and what they need to do to effectively improve their games.

I'd like to share one aspect of this research with you: how pros deal with greenside sand shots compared to amateurs, and how understanding this difference might help your sand game.

The data shows pros leave greenside sand shots, on average, less than 10 feet from the cup (on the green, with a chance for one-putt), while amateurs leave the same shots 19 to 26 feet from the hole, many of which are in the sand again or in some other kind of trouble.



Pros accomplish hitting behind the ball in sand by standing farther behind the ball (positioning the ball farther forward in their stance) while using their normal wedge swing. Use this as a "reference swing."

Amateurs I have watched do the opposite: they keep the ball in the normal place in their stance, and change their swing to hit behind the ball. This causes awkward swings that have different shapes, speeds and follow-throughs, and yields a variety of inconsistent results.

My suggestion for your future sand play is as follows: from a grassy spot outside the bunker always make a normal wedge swing and note where your divot occurs (somewhere near the center of your stance). Now assume this same swing will serve as your sand swing.

As you step into the sand, position the ball forward in your stance (up at the instep of your front foot) so your same normal divot will start in the sand behind the ball. This will cause your club to hit behind the ball as consistently as you hit normal wedge shots solidly from grass. If you also lay your wedge face open in the sand, the club will scoot under the ball, spinning it up and onto the green.

Aim your sand shots to a spot on the green (not necessarily at the flagstick) that leaves you extra space to stay out of trouble. It makes sense that Tour pros aim dead at the flag since they usually hit it to less than 10 feet. When you practice as much as they do, you can aim there, too! For now, aim to spots that give you more green to work with and take hazards (shot-adding situations) out of play. I think it will save you strokes!

Good Scoring to You,

Dave Pelz

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## Executive Lifestyles

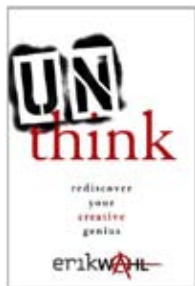
# Jack Covert Selects: Three good summer business reads

Each month Jack Covert, founder of 800-CEO-READ, reviews the best recently released business books. Jack is also the coauthor of *The 100 Best Business Books of All Time*, recently updated and expanded, and released in paperback. 800-CEO-READ is a leading direct supplier of book-related resources to corporations and organizations worldwide, and specializes in identifying trends in the changing business market. For more reviews, visit [800ceoread.com/jack\\_covert\\_selects](http://800ceoread.com/jack_covert_selects).

...

**Unthink: Rediscover Your Creative Genius** by Erik Wahl, Crown Business, 256 pages, \$23, Hardcover, June 2013, ISBN 9780770434007

Remember when you were a child, and could spend each day creating a whole new adventure for you and your friends? There were



no boundaries to the stories you could dream up. Obvious impossibilities had sensible answers, because you could simply

make them up. As we got older our brains took on more information, and as we compartmentalized that information fewer possibilities revealed themselves. The solutions to problems became necessarily provable, and our energies were spent on working with what already was at hand.

In *Unthink: Rediscover Your Creative Genius*, Wahl encourages us to reconnect with our sense of wonder, and offers a variety of ways to mirror the spirit with which we took on new adventures as children. As we get older, we fear the ridiculous, and get hung up on how we're "supposed" to think. Wahl explains what we've lost in the process:

"It is the ultimate curse of knowledge: that when we know the most, we are often least able to see new solutions to old problems or new ways to approach entrenched relationships, systems, or hierarchies. Our great knowledge is often the greatest hindrance to creativity in problem solving because the thought of setting all that knowledge aside in favor of a blank slate seems ludicrous. But the blank slate is the secret weapon of every child."

Certainly, we made a lot of mistakes when we were young, but Wahl proposes that if we could

get a bit of that old wonder back, combined with our current knowledge, we'd be truly innovative. Wahl invites us to *unthink*, to "do away with the notion that curiosity, imagination, and exploration are child's play." Each chapter represents a quality that we need to restore in our lives: "be intuitive," "be accelerated," "be surrendered." By doing so, we can remember how amazing the world once was, and how it can be again. "Discovery not only keeps your work creative and makes you more valuable to your workplace; it keeps your workplace an adventure. There is an element of mystery that arises when discovery is just as important as data. The point to remember about discovery is that it serves as a practice field for breakthrough creativity. While not every discovery will lead to a breakthrough, every discovery will build your muscles of innovation and increase your confidence in intuition. These resources will prepare you for when a major discovery is really needed."

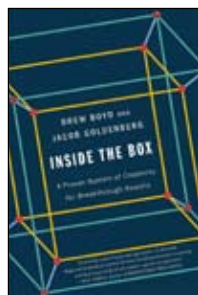
With *Unthink*, Wahl presents readers with an opportunity to rediscover something about themselves that they might not know they lost, and what a valuable gift.

...

**Inside the Box: A Proven System of Creativity for Breakthrough Results** by Drew Boyd and Jacob Goldenberg; Simon and Schuster, 257 pages, \$28.50, Hardcover, June 2013, ISBN 9781451659252

*Inside the Box* is counter-directive to the many business books published every year that strive to illuminate and teach creative thinking. Because there is a constant demand for new ideas in our fast-moving business climate, most books tend toward systematizing creativity in order to insure continued innovation within organizations. But since the 1970s we've been told that the key to doing so is to "think outside the box" which does little to demystify the process.

Authors Boyd and Goldenberg suggest a different approach, convinced that a system that is without boundaries is no system at all. Instead of searching the



margins for ideas, they explain that "more innovation—and better and quicker innovation—happens when you work *inside* your familiar world ... " To help readers do this, Boyd and Goldenberg created the Systematic Inventive Thinking (SIT) method, which consists of five templates, or creative tools: Subtraction, Division, Multiplication, Task Unification, and Attribute Dependency.

As you can imagine, the first three are straightforward. Subtraction is about paring down; Division is about subtracting and then reusing the subtracted aspect separately; and Multiplication is about taking an aspect of your product or service and using it in multiple similar fashions. With Task Unification, you "simply force an existing feature (or component) in a process or product to work harder by making it take on additional responsibilities." And Attribute Dependency "asks you to take two attributes (or characteristics) that were previously independent of each other and make them dependent *in a meaningful way*." Applying these templates opens up myriad avenues to creativity and also opens you up to ways to do business differently without demanding that you learn to *think* differently.

As you read *Inside the Box*, you'll start getting a flutter of excitement in your belly as your mind begins reflecting on the goods and services your company provides and how you can apply these templates to that work for future innovation. The book's applicability is instantly gratifying as well as valuable, and the system is completely learnable for anyone and any organization. As the authors succinctly say, "Creativity is a cognitive task. Simulating the task in unfamiliar, random situations builds 'innovation muscle' for when you need it in real situations. Practice makes perfect."

Innovation is the most sought-after component of modern business thinking, and *Inside the Box* puts the putty in your hands so you can start creating right away.

...

**The Competitive Advantage: How to Keep Your Strategy Moving as Fast As Your Business**, Harvard Business Review Press, 204 pages, \$30.00, Hardcover, June 2013, ISBN 9781422172810

Many books hail the end

see COVERT pg. 10

## What has happened to air ticket prices?

"We are equal-opportunity pricing idiots." That's a quote from an unidentified airline executive to Joe Brancatelli, a business travel columnist for *Dallas Business Journal*. He was talking about the huge differences in average airline ticket prices from different airports across the United States, but it's a statement that fits the general landscape of airline industry pricing.



Don Shafer

Brancatelli also quotes him: "There are so many factors that go into our fare decisions that the logic is inexplicable to outsiders. In fact, we don't fully understand it ourselves."

Wow!

I used to be able to describe several different strategies to consider when looking for bargains in air travel: breaking the fare, consolidator fares, back-to-back ticketing, etc. But those nifty ideas don't work anymore, and I'll tell

you why.

This is how the concept of "breaking the fare" works . . . er, uh, used to work. Let's say, hypothetically, that the roundtrip cost of a ticket (RT) from Salt Lake City to Honolulu is \$900. However, RT to Los Angeles is \$250 and RT LA to Honolulu is \$500. So, if you bought two separate tickets, often on two different airlines (one going RT Salt Lake to LA, the other RT LA to Honolulu), you would save \$150 versus the cost of a through ticket Salt Lake to Honolulu.

And why doesn't it work so well anymore? In a word: fees! Baggage fees and change fees will wipe out your savings. It will cost baggage fees of \$25 to \$35 in each direction on each ticket, and if you wanted to change any portion of your ticket, those fees have now increased to \$200. Plus, they will be doubled because you have two separate tickets. That puts you way in the hole.

"Consolidator fares" on international tickets, which are usually acquired by your travel agent from a wholesaler who has negotiated a bulk price are rarely any less, and now often more, than the lowest published price. Ten years ago you could save anywhere from 20 to 40 percent. But today, it's difficult to find a bulk (so-called "wholesale") price that isn't more than the lowest publicly advertised price. This is primarily due to the fact that "the lowest price" is only offered on from four to six seats on the entire aircraft.

"Back-to-back ticketing" was advantageous primarily to very frequent fliers to a specific destination. Let's say your business required visiting the home office in Chicago every week or two. Airlines used to require a Saturday night stay in order to get one of those cheap seats. This requirement was instituted because airline executives knew that business travelers wanted to go home to their families on the weekend. Business travelers were buying most of the tickets, so why not get extra money out of their desire to go home? Anyway, if you had a meeting every Friday in Chicago, you'd fly in on Thursday evening and back home the next night, and pay double because you didn't stay a Saturday night. So, you might purchase a round trip ticket going this Thursday, coming back a week from Friday, plus a ticket going from the windy city to SLC this Friday, returning next Thursday. You clever devil, you now can use one half of each ticket each week, each ticket looks like it has a Saturday night stay, and you get the cheaper price.

So, why doesn't it work anymore? Airlines have pretty much done away with the required Saturday night stay, thanks to intense competition from Southwest Airlines, which has never had that silly requirement.

There remain a few strategies that often work well and should be considered, such as comparing alternate airlines and/

see SHAFER pg. 10



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## COVERT

from P. 8

of major institutions or mainstream conventions. Rita Gunther McGrath's *The End of Competitive Advantage* is one of these books, but it is unique among its peers. *The End of Competitive Advantage* blows past the peripheral, specialized avenues of the world of business—often fodder for business-related media trends—and attacks one of the very core principles of business strategy.

McGrath's main point is simple: sustainable competitive advantage is no longer a sure thing. She leads with the example of Fuji and Kodak. Kodak's demise—which reached its bottom when it filed for Chapter 11 bankruptcy in early 2012—has been well documented in the media and business books, but the story of Fuji is less well known. Initially a Kodak competitor, Fuji began diversifying

intensely in the 1980s. The many years' worth of diversification has proved beneficial to the company, which saw \$25 billion in revenue in 2011. This story perfectly illustrates that current business and economic environments do not allow for companies to simply rest upon a competitive advantage, no matter how secure it seems or hard they've worked to gain it. There are many such examples in the book detailing how once-giants are left wondering what happened to their industries. And this is exactly where McGrath steps in.

*The End of Competitive Advantage* shows leaders how to gain the foresight necessary to avoid falling prey to such outmoded strategy. McGrath calls this new strategy "transient advantage." He says, "The reconfiguration process is the secret sauce of remaining relevant in a situation of temporary advantage, because it is through reconfiguration that assets, people, and capabilities make the transition from one advantage to another."

The book provides many other examples of "growth outliers"—companies whose growth has stayed strong throughout various market and industry changes. One of the key abilities these outliers

have exhibited, says McGrath, is their ability to remain internally balanced while frequently reconfiguring the outward elements of their business. Fostering good leadership and a healthy, innovation-centric culture is a natural foundation for the opportunity-centric organization. Part of a

company's ability to remain agile is the smart allocation of resources. Companies that organize their resources around new and fleeting opportunities will be the ones to turn those opportunities into revenue. *The End of Competitive Advantage* fits beautifully into the ongoing discussion about what

defines successful companies today. Transient advantage lives happily alongside the renaissance in ethical behavior in our hyper-transparent business realm. There is nowhere for broken strategies to hide, but plenty of undiscovered land left to explore for the ambitious and the agile.



## SHAFER

from P. 8

or alternate airports.

All tickets are not the same price they often vary drastically from airline to airline, and even on the same aircraft. So, compare. You can do this on your own using an aggregator website such as kayak.com, along with southwest.com (Southwest does not ever appear on Kayak). PS: Always add in any applicable baggage fees to the price of your ticket for a genuine comparison. Remember, Southwest and Jet Blue don't charge for the first checked bag.

And on the subject of varying airport prices: for Houston the average price of a ticket to Bush Intercontinental is about \$165 more than the average cost of a ticket to

Houston Hobby Airport; to Dallas/Fort Worth DFW's average ticket is almost \$120 more than closer-to-downtown Dallas Love Field; O'Hare in Chicago averages almost \$85 more than Midway's average ticket price. And there are alternates almost everywhere: in the our nation's capitol, DCA, IAD (Dulles) and BWI; in the Big Apple, JFK, LGA, ISP (Islip), EWR (Newark) and BDL (Hartford); Boston is close to Providence and Manchester. Besides Miami there are Fort Lauderdale and West Palm Beach; in addition to San Francisco there are Oakland and San Jose; and in Los Angeles no less than five airports - LAX, LGB (Long Beach), SNA (John Wayne), ONT and BUR.

One of the very best strategies these days lies in the use of "tour operator fares," which are

often available for most popular tourist destinations. Tour operators frequently get airline tickets for less than the lowest published price when they bundle them with things like a hotel stay, a rental car, or both. Now, obviously, tour operators do not have a great demand for travel to Minot, N. D. or Elk City, Okla. However, popular tourist destinations usually do have them, and sometimes you can get an airline ticket and a rental car for less than the price of published airfares, or even what would amount to a free hotel stay. Your best bet is to check with your travel agent about this possibility. Most travel agents deal with many tour operators or are such entities themselves. Nobody said business executives were not eligible to use tour operators.

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Top Sirloin <i>10 oz. USDA Choice Top Sirloin Steak Baked Idaho Potato Grilled on site</i>	Pork Back Ribs <i>Smoked with Applewood Marinated Grilled Chicken Breast</i>	Boneless Ribeye Steak <i>10 oz. USDA Choice Boneless Boneless Ribeye Steak Baked Idaho Potato Grilled on site</i>

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## Golf really isn't just a 'waste of good pasture land'

"Let me be right up front (since that will remove all misunderstanding how I feel). I think golf is an absolute waste of time, energy and money. I will never understand the passion you guys have for such a worthless undertaking. The two people in our office that do play golf are too busy to participate."

So says an emailed response to an invitation sent from a member of *The Enterprise* sales staff to a client. The invitation — part of an annual ritual around here — was for a foursome to join us at our client appreciation golf tournament held each summer. This year's event was last Tuesday, and just to remove all misunderstanding, we didn't schedule a tee time for these guys.

Who can forget the Utah Jazz Hall of Fame forward Karl Malone's contention that golf was a waste of good pasture land? As he told *Hoop Magazine* years ago, "I look at a golf course and all I see is how it would have been much better off as wilderness,

where people could hunt, and fish, and enjoy the outdoors like I do." Of course, Malone also told us that his friend and fierce rival, Charles Barkley, kept Vaseline in his belly button during games in case his lips got dry. But that's a story for another day.

For the record, I tend to come down on the other side of the fairway — or maybe the other side of the split-rail fence surrounding Malone's "thousands of acres" Louisiana estate — from these two guys. As has been quoted many times, a bad day of golf still beats a good day at the office. And even when you hit more bad shots than good — like I habitually do — you keep coming back. It must be something like giving birth to a child. Just one look at that sweet new face — or in the case of golf, one good sand save or a 20 foot putt for a par — makes you forget all the travail that got you to that point.

Tuesday's outing at North Salt Lake's Eaglewood Golf Course was no exception.



John M. Rogers

As a newsroom worker, I don't have clients per se, so they let me bring three buddies. Scott, Byron and Larry kind of put me on their backs and we finished with a respectable team score. I hit just enough good shots to make me forget the pain and suffering — and I'll be back for more. I have discovered that no matter how bad I am playing, it is always possible to play worse — and I often do. I actually get quite a few calls to play golf from friends who need someone they can beat.

Depending on who you choose to believe, there are an estimated 50 to 60 million golfers worldwide and 30 to 37 million in the United States. We also have more than half the estimated 32,000 golf courses in the world at just under 18,000.

Nobody seems to know how much money is actually spent on golf worldwide, but in the U.S. alone, it's over \$30 billion annually in greens fees, practice range fees, food and beverages at golf facilities, golf equipment, apparel, accessories and gifts. That doesn't include travel to get to

the "pasture." Throw in a few excursions to famed courses like Scotland's St. Andrews and the price tag soars.

I guess that means that there are plenty of folks who disagree with Malone and our client. In Utah we have golfing opportunities that cost less than a lot of places. An 18-hole round at one of dozens of public courses can be had for under \$30. Of course, those other places are out there, too. A foursome can easily drop \$300-\$500 at quite a few of the uppity venues around the state. Throw in the country club set and Utahns spend plenty to knock a little white ball around those converted pastures.

A final word on the subject — charity. The large majority of corporate golf outings have a charitable element to them. Sponsors pony up for things like hole sponsorships, food and drinks, signage and even the free gifts. Then they pay again to have a batch of employees knock the ball around the pasture. Yes, Mailman, that makes golf — at least this brand of golf — a worthwhile endeavor.

## The loss of trust makes NSA fiasco hard to assess

Amid all the heated cross-currents of debate about the National Security Agency's massive surveillance program, there is a growing distrust of the Obama administration that makes weighing the costs and benefits of the NSA program itself hard to assess.

The belated recognition of this administration's contempt for the truth, for the American people and for the Constitution of the United States, has been long overdue.

But what if the NSA program has in fact thwarted terrorists and saved many American lives in ways that cannot be revealed publicly?

Nothing is easier than saying that you still don't want your telephone records collected by the government. But the first time you have to collect the remains of your loved ones, after they have been killed by terrorists, telephone records can suddenly seem like a small price to pay to prevent such things.

The millions of records of phone calls collected every day virtually guarantee that nobody has the time to listen to them all, even if NSA could get a judge to authorize listening to what is said in all these calls, instead of just keeping a record of who called whom.

Moreover, congressional oversight by members of both political parties limits what Barack Obama or any other president can get away with.

Are these safeguards foolproof? No. Nothing is ever foolproof.

As Edmund Burke said more than two centuries ago, "Constitute government how you please, infinitely the greater part of it must depend upon the exercise of the powers which are left at large to the prudence

and uprightness of ministers of state."

In other words, we do not have a choice whether to trust or not to trust government officials. Unless we are willing to risk anarchy or terrorism, the most we can do is set up checks and balances within government — and be a lot more careful in the future than we have been in the past when deciding whom to elect.

Anyone old enough to remember the Cuban missile crisis of 1962, when President John F. Kennedy took this country to the brink of nuclear war with the Soviet Union, may remember that

there was nothing like the distrust and backlash against later presidents, whose controversial decisions risked nothing approaching the cataclysm that President Kennedy's decision could have led to.

Even those of us who were not John F. Kennedy supporters, and who were not dazzled by the glitter and glamour of the Kennedy aura, nevertheless felt that the President of the United States was someone who knew much more than we did about the realities on which all our lives depended.

Whatever happened to that feeling? Lyndon Johnson and Richard Nixon happened — and both were shameless liars. They destroyed not only their own credibility, but the credibility of the office.

Even when Lyndon Johnson told us the truth at a crucial juncture during the Vietnam war — that the Communist offensive of 1968 was a defeat for them, even as the media depicted it as a defeat for us — we didn't believe him.

In later years, Communist leaders themselves admitted that they had been devastated on the battlefield. But, by then it was too

late. What the Communists lost militarily on the ground in Vietnam they won politically in the American media and in American public opinion.

More than 50,000 Americans lost their lives winning battles on the ground in Vietnam, only to have the war lost politically back home. We seem to be having a similar scenario unfolding today in Iraq, where soldiers won the war, only to have politicians lose the peace, as Iraq now increasingly aligns itself with Iran.

When Barack Obama squanders his own credibility with his glib lies, he is not just injuring himself during his time in office. He is inflicting a lasting wound on the country as a whole.

But we, the voters, are not blameless.

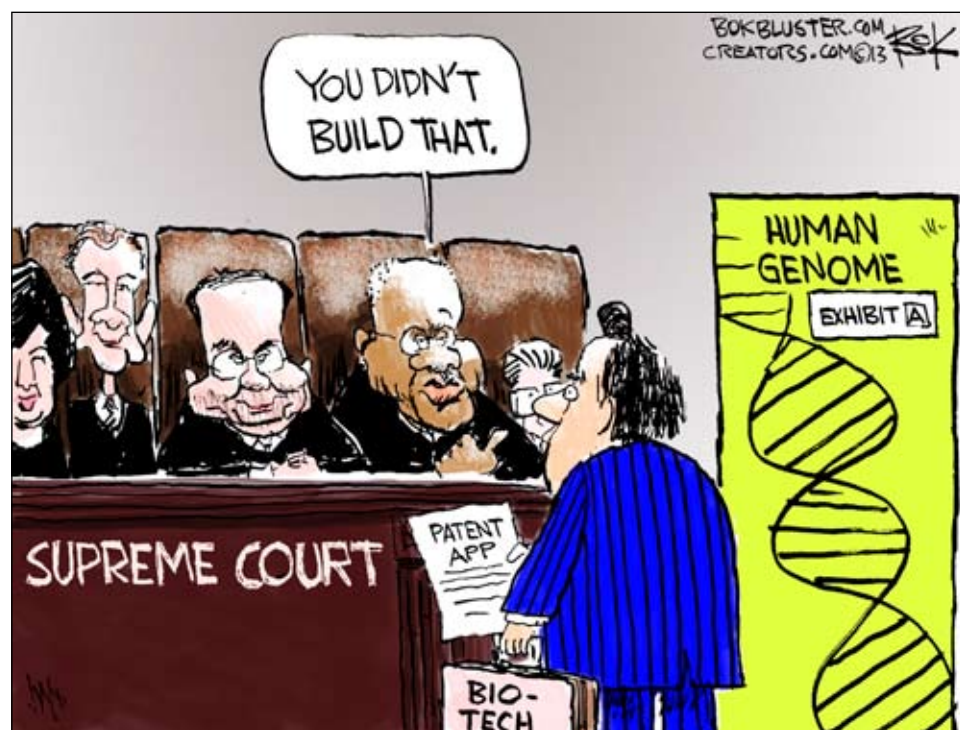
Having chosen an untested man to be president, on the basis of rhetoric, style and symbolism, we have ourselves to blame if we now have only a choice between two potentially tragic fates — the loss of American lives to terrorism or a further dismantling of our freedoms that has already led many people to ask, "Is this still America?"

Thomas Sowell is a senior fellow at the Hoover Institution, Stanford University, Stanford, CA 94305. His website is [www.tsowell.com](http://www.tsowell.com). To find out more about Thomas Sowell and read features by other Creators Syndicate columnists and cartoonists, visit the Creators Syndicate Web page at [www.creators.com](http://www.creators.com).

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Thomas Sowell



# Opinion

## On civil liberties, comparing Obama with Bush is easy — and almost always wrong

Nearly a dozen years after the passage of the Patriot Act, rushed through Congress in an atmosphere of fear and intimidation, informed debate over the balance between liberty and security is long overdue. That includes a public examination of how widely and deeply the National Security Agency — and other elements of the “intelligence community” — may monitor Americans’ telecommunications without violating the Bill of Rights.

But that needed discussion isn’t enhanced by hysteria or the partisan opportunism it encourages. As others have noted already, the supposed revelation that the NSA

is collecting metadata on telephone use in this country isn’t exactly startling news. The fugitive ex-CIA contractor, Edward Snowden, who leaked documents concerning that program to the *London Guardian* and *The Washington Post*, may yet unveil more startling revelations from his peculiar refuge in China. But anyone paying attention has known about this program since 2006, when *USA Today* first disclosed its existence.

The most important difference today is that Americans are no longer too frightened by the constant “terror alerts” of the Bush administration to consider the boundaries of surveillance and security. Rather than hyping the terrorist threat, like George W. Bush and Dick Cheney, President Obama has repeatedly framed a calmer — if equally resolute — attitude toward Islamist extremism.

So while facile comparisons between the Obama and Bush administrations now appear every day in the media, they are quite misleading. Uttered by Republicans and their mouthpieces on Fox News, such arguments are hypocritical, as well.

Consider the single most important surveillance controversy of the Bush era — namely the warrantless wiretapping undertaken on the president’s orders. In December 2005, *The New York Times* revealed that Bush had authorized the NSA to monitor phone calls and emails originating on U.S. territory, without obtaining warrants as required by the Foreign Intelligence Surveillance Act or FISA. (That’s why it was called “warrantless.”) For the first time since Watergate — and the intelligence reforms resulting from that true scandal — the U.S. government had eavesdropped on Americans’ conversations without seeking the permission of a judge.

Only months before, Bush had claimed publicly that he was a steward of civil liberties and that his agents always got a court order before implementing a wiretap. But his administration had been using warrantless wiretaps ever since the 9/11 attacks.

Those trespasses against liberty went

considerably further than the collection of metadata by the NSA. No reports indicate that the Obama administration violated existing law to eavesdrop on any American — or listened to any calls without the sanction of the special FISA court.

Yet reaction to the recent stories about the NSA’s policies has been far more intense than eight years ago. Pundits and politicians have compared Obama unfavorably with Richard Nixon, berating him as a tyrannical betrayer of civil liberties. A few prominent Republicans even seem determined to ruin the NSA, solely because they wish to embarrass the president — a motive that other Republicans attribute to Snowden, whom they vilify as a traitor.

Not a peep was heard from Republicans on Capitol Hill when Bush, Vice President Dick Cheney and their lawyers were practicing and promoting the theory of the “unitary executive,” under which any act ordered by the president in wartime, including warrantless wiretapping, is deemed inherently legal and exempt from judicial review. What exercised the Republicans in those days was the temerity of the *Times* in revealing what Bush had done.

As for Obama, the complicated truth is a mixed record on civil liberties. He tried and failed to close the prison at Guantanamo Bay, and he supported the renewal of the Patriot Act without changes. But he also substantially reformed the use of military commissions and abolished the use of torture, renditions and secret prisons. In ending the wars in Iraq and Afghanistan, he has rejected the “permanent war” ideology, which the Bush regime deployed as a political weapon against dissent.

So far there is little evidence that Obama shares the dangerous theories of Bush and Cheney — but no president should enjoy the kind of exemption from Congressional scrutiny that his predecessors exploited. Whatever Snowden’s intentions may be, he has inspired members of Congress to provide stricter oversight of the government’s gargantuan data gathering efforts, which are inherently prone to overreach even under the most responsible supervision. At the very least, Congress and the public need to know how the government wields its powers under the Patriot Act — an interpretation that remains classified and thus precludes democratic oversight.

The president’s response to that question will test his commitment to the Constitution he swore to uphold.

To find out more about Joe Conason, visit the *Creators Syndicate* website at [www.creators.com](http://www.creators.com).

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Joe Conason



## Your annual financial checkup — good reasons not to skip it

Here’s the scenario ... you get a card in the mail, one of those little reminders that tells you it’s time for your annual financial checkup. Your reaction: I’ll take care of that later. Here’s why you should look forward to it.

Why do I need an annual review? Because things change, and during the course of the last 12 months, you may have ... changed jobs, made major purchases, welcomed a new child, retired, bought or sold a residence, decided upon new goals.

These developments can change your financial objectives. Also, it is just sensible to measure your financial progress. If you are not making progress in accumulating assets, or if you are assuming too much risk as a result of your current portfolio or financial decisions, it’s time for change.

The annual review is a “deep breath” where you can get away from daily distractions and think clearly about financial planning.

Just imagine. Imagine letting your investments go for five or 10 years, assuming that they’re doing OK while you wonder what the quarterly statements mean. Imagine being a few years from retirement, only

to find you have less than a year’s salary in savings. Imagine passing away and leaving unresolved money issues for your loved ones, or subjecting them to a contentious probate process.

These scenarios are all too real — people run to financial advisors for help with them every day. If they had only reviewed what was happening with their lives financially, they could have planned to avoid these issues in advance. Putting things off can be dangerous.

This is an ideal time to take a look under the hood — financially speaking. During your annual review, you can estimate your net worth, and also possibly learn about any tax changes that might affect your investments, business or estate. It’s also a good time to make voluntary IRA contributions, and get college funding and financial aid applications under way.

Financial planning is not an event you do once in your lifetime and forget about. Financial planning should be an ongoing priority.

Mark Lund is a Wealth Management Advisor, Investor Coach, Speaker and author of *The Effective Investor*.



Mark K. Lund

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## GITOMER

from P. 7

• **Paid to hear one of my webinars.** This came about as a result of our internal electronic marketing. **RESPONSE:** Person loves it, resonates with it, buys more, becomes loyal.

• **Spent some time on gitomer.com reading my free resources.** Found me by searching. **RESPONSE:** Loved my free stuff, browsed my things for sale – and bought something.

• **Googled Jeffrey Gitomer** to find out more about me. **RESPONSE:** Said WOW when 500,000-plus entries appeared. Clicked around and bought something.

• **Googled “sales training” and found me on the first page.** That’s a real lead. **RESPONSE:** Clicked. Called. Bought.

You cannot control how people search. You must be findable by company, person, product, topic, and keywords that will get your name to pop up.

It’s not one thing that creates attraction. It’s a strategic combination of a social, online and face-to-face outreach MIX to attract interested buyers. It’s a confluence of value-based things that are available to customers and prospects.

I just shared 13 of mine so you could see the diversity of my offerings and the multiple oppor-

tunities that prospects have to find you, be attracted to you, connect with you, and buy from you.

**ULTIMATE RESPONSE:** Someone calls and asks if I’m available to address their sales team at their annual meeting. When they do, we ask how they found out about me, and the customer replies, “He’s everywhere!”

*Jeffrey Gitomer is the author of 12 best-selling books including The Sales Bible and The Little Red Book of Selling. His forthcoming book, 21.5 Unbreakable Laws of Selling, will be available Sept. 3, and will feature a national public seminar tour. Get the details at [www.gitomer.com](http://www.gitomer.com).*

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## GOED RECORD

from P. 1

For the 2013 fiscal year, incented projects are expected to result in \$6.37 billion in new job wages for Utah, above last year’s \$5.94 billion tally. New state tax revenue from the projects is expected to total \$766 million, far above the \$426 million in the 2012 fiscal year.

“Great deals at a great price to the taxpayer,” Conabee said of the tax revenue figures.

Utah’s incentives typically are smaller than those of other states competing with Utah for the expansions, but economic development officials and company executives have said other factors —

such as a high-quality workforce, low utility rates and quality of life — often allow Utah to win the project derby.

Jerry Oldroyd, chairman of GOED’s incentives committee, and Todd Brightwell, senior vice president of business development for the Economic Development Corp. of Utah (EDCU), which helps attract and grow companies in Utah, said that in recent years Utah also has worked hard to understand companies’ needs and to help them solve their problems.

“I think that’s really made the big difference around why we’ve been able to achieve the numbers we have,” Brightwell told the board.

Conabee said GOED works hard to, for example, facilitate programs to help expanding com-

panies find the engineers they will need. “That is actually winning deals,” he said.

He also noted that Utah has become an option for companies that normally might not consider the state. He noted that Utah is currently competing to land a logistics-company project, and Utah is competing against states that have ports.

“I think we were an afterthought,” he said, noting that Utah was likely “thrown on the list” of possible sites because it met the company’s specifications for expansion. “And I think right now,” he said, “it’s extremely competitive and hopefully, knock on wood, we’ll win that deal. . . . It’s exciting to see us in those gray areas. . . .”

## DTI DEALS

from P. 1

multiple products and the changing formats within the industry. Our JOA partner, Digital First, recommended the DTI circulation system. Having our state-of-the-art system in DTI Cloud is strategic, and will allow us to change as the industry changes.”

DTI Circulation offers a best-practices approach to business strategies by cost-effectively improving every aspect of the circulation and distribution processes,

and providing powerful marketing tools to increase revenues and attract new subscribers, according to a joint release by MediaOne and DTI.

“We architected DTI Cloud so our news media partners, such as MediaOne of Utah, can future-proof their circulation and subscriber management operations,” said Dan Paulus, president, of DTI. “They will enjoy the benefits of the latest DTI Circulation software features combined with lower operational costs and extraordinary data security through the DTI Cloud tier-4 data center. This

move puts MediaOne at the forefront of the industry.”

With its new circulation software in DTI Cloud, MediaOne will benefit from automatic upgrades and new functionality. Automatic upgrades will also keep MediaOne up-to-date with the latest audited circulation reporting through Alliance for Audited Media. DTI’s ability to deliver a payment card industry-compliant solution for customers’ credit card transactions is also a critical business advantage.

TMG will migrate its news and advertising content manage-

ment to the DTI Cloud. TMG will be the single largest European tenant in DTI Cloud.

“Telegraph Media Group has successfully evolved into a multi-product operation that continues to deliver the highest quality journalism,” said Richard Halstead, chief technology officer, TMG.

“As our largest European customer, the Telegraph Group’s decision is a huge endorsement of our cloud publishing platform,” said Paulus, “The Telegraph will have the digital infrastructure and flexibility to deliver content in new ways and to pursue new digital revenue opportunities.”



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### Demographics:

Population	1 Mile	3 Mile	5 Mile
2012 Estimated	13,221	73,168	173,694
2017 Projected	14,376	79,057	188,970
<b>Households</b>			
2012 Estimated	5,052	23,120	52,941
2017 Projected	5,545	25,169	57,842
<b>Income</b>			
2012 Med HHI	\$40,118	\$51,125	\$58,174
2012 Ave HHI	\$50,056	\$60,189	\$70,160
2012 Per Capita	\$19,824	\$19,641	\$21,763
<b>Employment</b>			
Total Businesses	584	2,563	4,539
Total Employees	7,977	33,060	54,833

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### Contact:

Steve Bowler  
steve.bowler@coldwellutah.com

Rich Robins, CSM  
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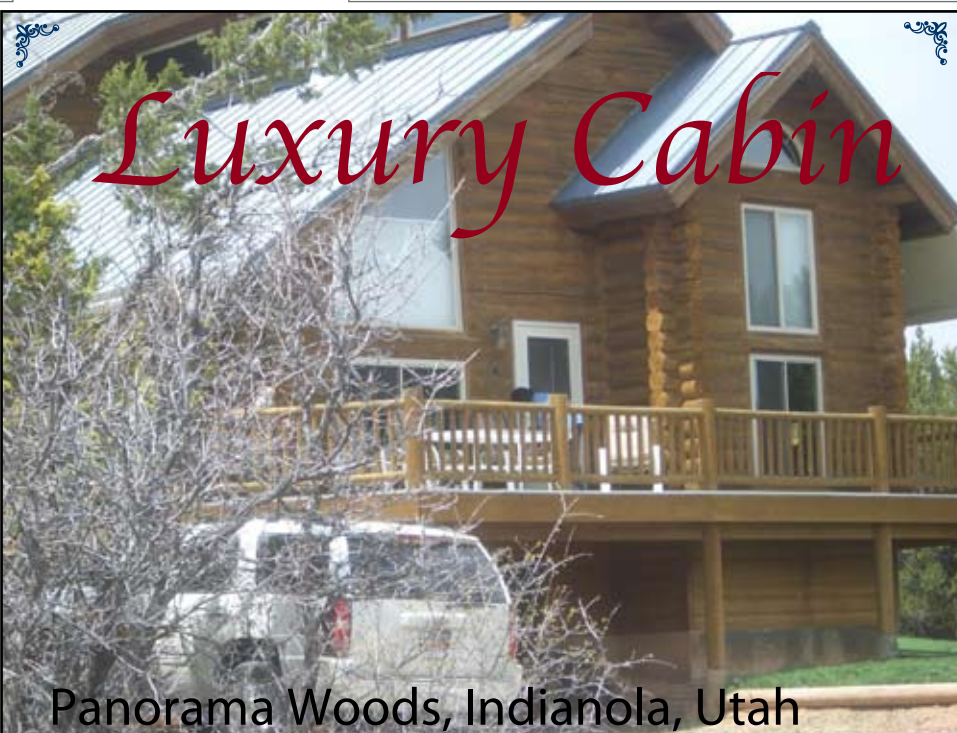
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Salt Lake Real Estate Grp  
801-243-3304  
[utahsteve@gmail.com](mailto:utahsteve@gmail.com)  
[www.saltlake-realestate.com](http://www.saltlake-realestate.com)



# \$380,000

# Northgate

BUSINESS PARK

Ben: 801-891-6927  
James: 801-891-6932

## \$165 and up



Private office available 8 blocks from downtown city center. Located your business in the Northgate Business Park complex. Currently home to over 80 different companies.

**Absolutely the best deal in town!**

### Amenities Include:

- Free Parking
- Conference Rooms
- 24 hour electronic key card access
- 8 blocks from city center
- 2 blocks from a main I-15 on/off ramp
- 24 hour camera security
- Thriving business community
- Public transportation in front of property

## PLEASANT GROVE BUSINESS PARK LAND FOR SALE

APPROXIMATELY 725 W SAM WHITE LANE PLEASANT GROVE



### PROPERTY INFORMATION

## ZONED BUSINESS PARK

CITY IS RECEPTIVE TO INDUSTRIAL ZONING

- 12.85 ACRES
- 528 LINEAR FT FRONTAGE
- EXCELLENT ACCESS TO I-15 VIA PLEASANT GROVE BLVD

### PRICING:

\$2,405,000 (2 PARCELS)  
\$4.30 SQ FT

Jon Anderson  
(801) 472-1000

[jon@andersoncrg.com](mailto:jon@andersoncrg.com)

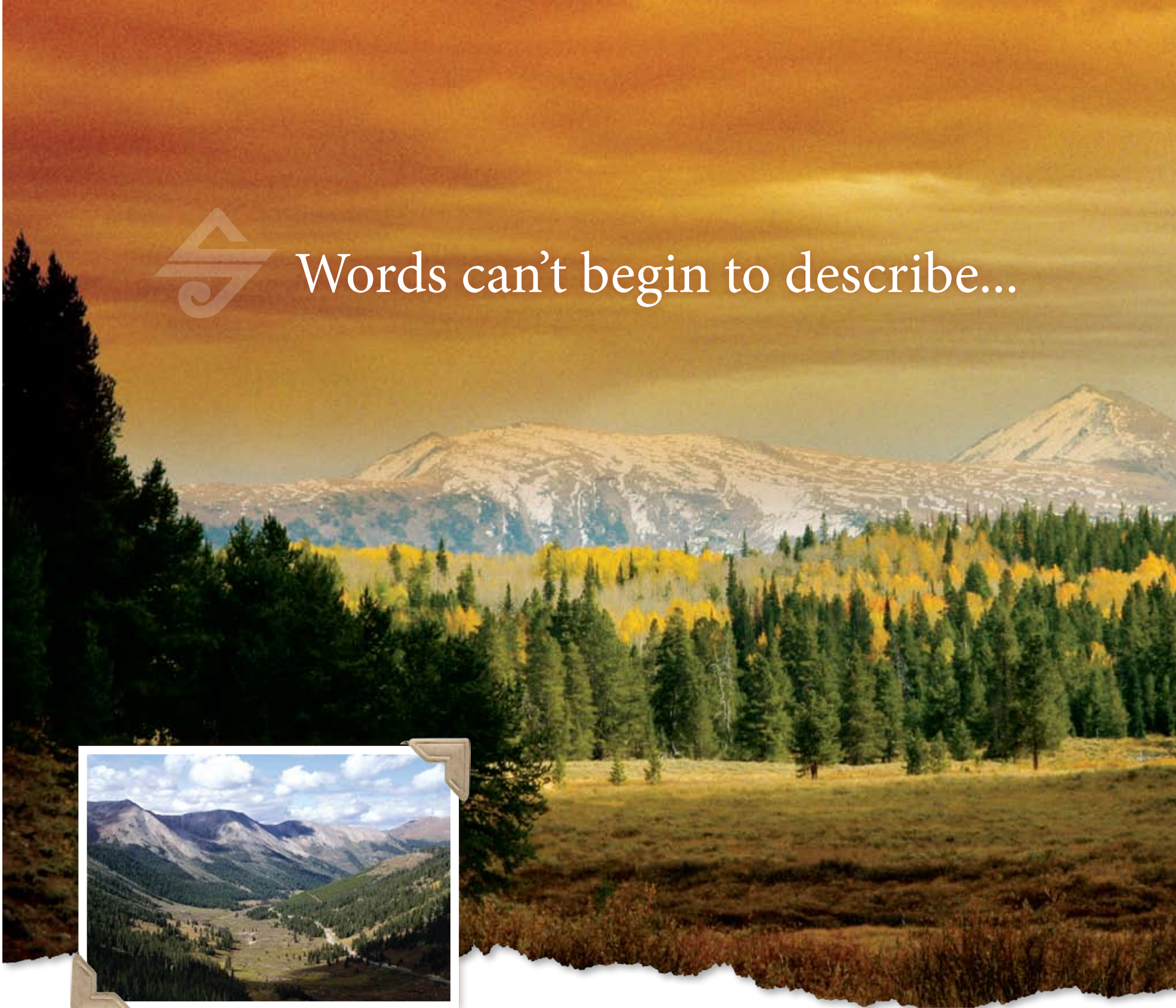
# ANDERSON CRG

COMMERCIAL REALTY GROUP

5314 North River Run Dr Suite 110  
Provo, UT 84604



Words can't begin to describe...



**MONVISO**  
AT THE HEADWATERS OF THE HIGH UINTAS

[MonvisoUtah.com](http://MonvisoUtah.com)



**Info & Photos Anytime  
On Your Mobile Phone**

Scan QR code for mobile  
information about Monviso Utah.

**WHAT MONVISO CAN IN A SINGLE GLANCE**

You are presented a once-in-a-lifetime opportunity to own an exquisite mountain estate along the Upper Bear River on the scenic Mirror Lake Highway in the High Uinta Mountain Range. Consisting of 2,010 acres and containing 1.5 miles of the trout-rich Bear River, Monviso offers 31 generous cabin sites ranging from 14 to 48 acres each with an array of breathtaking river and Uinta Mountain views. Featuring 1,600 acres of open space and boarding the 2.1 million acre Wasatch-Cache National Forest, Monviso is truly an opportunity of a lifetime.

» **Prices start at \$400,000**

This information is subject to change without notice. Buyer is advised to pay particular attention to square footage and lot size. Buyer is responsible to verify the accuracy of all information to the buyers own satisfaction.

*For additional information or to schedule a private tour please contact;*

**DARRICK OLSEN**, Associate Broker  
**435.640.1029** [darrick@doparkcity.com](mailto:darrick@doparkcity.com)



Each Office Independently Owned & Operated



# 7(a) Loan SBA Express CAPLINE USDA SBA504



**First Utah Bank** partners with the U.S. Small Business Administration in the following SBA loan programs:

**Job Creators and Innovators** | All the years of preparation and hard work are finally starting to pay off and now you need additional financing to take your business to the next level.

**Opportunity** | For newer businesses that do not quite have the history and financial backing that is generally needed to qualify for conventional lending, or even those businesses who need a loan with more flexible terms, chances are that the loan programs available through the U.S. Small Business Administration (SBA) would be the most advantageous form of financing available to your

Call Kent DeHart or Scott Snow at 801-478-2300, or visit a First Utah Bank office near you.



**SBA 7(a)** | Perfect solution for many new or well established business needs. Offers loans up to \$5 million for the purchase or refinance of equipment, leasehold improvements, consolidated business debt or to start a business.



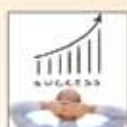
**SBA 504** | Funds typically used to buy, construct, or renovate commercial real estate or even acquire fixed assets for the expansion or modernization of an existing commercial building.



**SBA Express** | Designed to reduce paperwork and streamline both the Bank and SBA approval process on loans or lines up to \$350,000.



**CAPLine** | For larger, well-established businesses, this program is specifically tailored to meet your needs.



**USDA B&I** | For rural businesses, this loan program provides a financing alternative to SBA loan programs.

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