

## OF NOTE



### Ticket price roller coaster

What a difference a game makes! Secondary market prices for a single-game ticket for the Utah Jazz's NBA first-round playoff series against the Oklahoma City Thunder averaged \$336 before the series began but dropped to \$121 after the Jazz's first-game loss, according to TickPick. Thursday, after the Jazz evened the series with a win, TickPick's prices ranged from \$180 in the rafters to \$680 in the lower bowl at Vivint Smart Home Arena.

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## Business-friendly small cities? Utah has 7 in top 25

St. George has been ranked No. 2 in the nation in WalletHub's 2018 Best Small Cities to Start a Business list released last week. But the recognition for the state didn't stop there. Seven Utah municipalities made the top 25. In addition to St. George, Clearfield ranked seventh, followed by Ogden (8), Bountiful (12), Springville (14), Midvale (19) and South Jordan (22). No other state had more than two cities in the top 25.

"Size matters when choosing a city in which to launch a startup," WalletHub said in announcing the findings. "As many veteran entrepreneurs — and failed startups —

understand well, bigger is not always better. A city with a smaller population can offer a greater chance of success, depending on an entrepreneur's type of business and personal preferences."

To determine the best small cities in which to start a business, WalletHub compared the business-friendliness of more than 1,200 small-sized cities. A data set of 18 metrics determined the rankings and involved the main categories of business environment, access to resources and cost of doing business, which included the price of office space and the cost of labor. Cost of liv-

ing was also a factor in the determination.

Other findings of the report showed Sandy, Taylorsville and South Jordan tied with three Midwestern cities for No. 1 in the accessibility of financial resources.

## Governor hosting econ summit this week in Salt Lake

Utah state government's largest annual business-based powwow takes place this week in Salt Lake City.

The 12th annual Utah Economic Summit, hosted by Gov. Gary Herbert, is set for April 27 at the Grand America Hotel, 555 S. Main St., with several hundred people expected to attend.

Among the highlights is a keynote presentation by Mitch Lowe, chief executive officer of MoviePass, co-founding executive of Netflix and former president of Red-Box. "Power" presentations will be delivered by Natalie Gochnour, associate dean in the University of Utah's David Eccles School of Business and director of the university's Kem C. Gardner Policy Institute; Richard Barkham, global chief economist for CBRE; and Carine Clark, president and CEO of Banyan.

Morning breakout session topics are "Building a CX Program," "How to Be an Effective Mentor," "Leadership is Sales," and "Revise, Renew and Persevere: Taking Business to the Next Level." Afternoon breakouts include "Utah CX Leaders Speak," "Retain and Attract: How to Win the Talent Battle," "An Olympic Mindset: How to Train for Your Own Big Moment," "Build Your Tribe and Retain Your Customers," "Going Beyond Traditional Benefits," "Amplify Your Brand Influence: Finding the Right Social Media Influencer," and "The Reality of Point A to Point B: Smart Infrastructure Planning and the Possibilities for the Wasatch Front."

Other activities include a lunchtime awards ceremony and a keynote from Herbert, plus a closing reception.

The summit costs \$210, which includes sessions, breakfast, lunch, conference materials and parking. Details are at <https://utaheconomicssummit.com>.



Utah Gov. Gary Herbert chats with Mayra Resendiz, general director of doTerra's Mexico operations, during a tour of the Utah essential oil company's facilities near Mexico City during a recent trade mission led by the governor and World Trade Center Utah.

## Utah firms find links that will lead to business expansion in Mexico

Utah businesses increasingly see Mexico as a field ripe for business expansion and a governor-led trade mission to the country has given 27 companies and organizations a leg up in that quest. The five-day World Trade Center Utah-sponsored excursion to Mexico City and Baja returned last week.

"With approximately \$850 million in Utah exports each year, Mexico was selected for a state-led trade mission because it is a growing trade hub for the Americas and provides an opportunity to attract foreign

direct investment to Utah," WTC Utah said in a release.

"Our state trade missions provide local companies with a unique opportunity: visit the sites of Utah companies and learn from key staff members how to successfully expand into the region," said Derek Miller, president and CEO of WTC Utah. "Additionally, through networking and pitch events, Utah companies looking to expand into Latin America make connections with

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## AC Hotel by Marriott opens in downtown SLC

AC Hotel by Marriott has opened its first Utah property in downtown Salt Lake City. The 164-room hotel was developed by a partnership of Dallas-based Woodbine Development Corp. and Provo-based PEG Development. The facility will be managed by In-Group Hospitality of Lehi.

AC Hotel Salt Lake City Downtown is part of an overall 2.5-acre development that includes 170 apartments and 16,000 square feet of retail.

"AC Hotels complements the spirit and culture of downtown Salt Lake City by provid-

ing a chic experience, exceptional beverage and food offerings, local art and culture, and a comfortable working and gathering space," said Jared Steere, general manager of the new hotel. "This grand opening gives us the opportunity to take a moment and celebrate the culmination of the hard work and dedication of so many people who have helped breathe life into this beautiful hotel."

The hotel offers a beverage and food program which features local vendors where possible, Steere said. The AC Lounge offers craft beers, wines and cocktails with a selection of small

tapas-style plates. The hotel also features the AC Kitchen restaurant, which is open daily for breakfast. Additional amenities include a 24-hour fitness center and 1,276 square feet of meeting space.

"We are thrilled to welcome the new AC Hotel Salt Lake City Downtown and are always excited about new hotel development in our community," said Scott Beck, president and CEO of Visit Salt Lake, "especially when the hotel brings a new fresh concept to our market. The AC is a perfect complement to the unique urban-ness of downtown Salt Lake."

## Wyoming approval advances PacifiCorp wind expansion

The Wyoming Public Service Commission recently approved PacifiCorp, the parent company of Rocky Mountain Power, moving ahead with a significant wind and transmission expansion plan that would add enough new wind energy to power more than 400,000 average homes by 2020.

In a bench decision, the Wyoming PSC approved a settlement agreement between PacifiCorp, the Wyoming Industrial Energy Consumers, the Wyoming Office of Consumer Advocate and the Interwest Energy Alliance on the new wind and transmission portions of PacifiCorp's Energy Vision 2020 proposal. The commission also approved the Certificates of Public Convenience and Necessity (CPCNs) that are needed for construction of the Wyoming-based wind and transmission projects.

"This comprehensive settlement is a result of great collaboration and leadership of Wyoming stakeholders and the willingness to resolve the complex issues of the various parties in the state," said Cindy Crane, president and CEO of Rocky Mountain Power, the unit of PacifiCorp that serves customers in Utah, Idaho and Wyoming. "Rocky Mountain Power customers continue to have some of the lowest electricity rates in the country and this proposed settlement will reduce those rates even more."

As part of the settlement agreement, a previously announced 161-megawatt wind project in Uinta County, Wyoming, will no longer be included in the initiative. PacifiCorp also agreed to additional customer protections in the event of cost

overruns as part of the agreement.

Included in the approved settlement are three new Wyoming wind projects that will provide a total 1,150 megawatts of new wind, which represents a nearly 60 percent expansion of PacifiCorp's current owned and contracted wind fleet, as well as a 140-mile, high-voltage transmission line in Wyoming that will help more wind energy connect to PacifiCorp's transmission system.

In addition to the new wind projects and transmission line, the company's Energy Vision 2020 initiative would upgrade, or "repower," the company's existing wind fleet in Wyoming, Washington and Oregon with longer blades and newer technology to boost output and extend the life of the projects, the company said. Approval of the repowering plan is being considered separately by the Wyoming commission and is still pending. Components of the plan also are still awaiting state regulatory approval in Utah, Oregon and Idaho.

Pending approval from other state commissions, acquisition of rights of way and receipt of permits, construction on the wind and transmission projects is expected to start in 2019.

The Energy Vision 2020 projects were identified in PacifiCorp's 2017 Integrated Resource Plan as the most cost-effective option to meet customers' energy needs over the next 20 years. Completing the projects by 2020 will allow customers to realize the full benefit of production tax credits and provide a net savings for customers over the life of the projects, the company said.

## SLC consumer protection program

Salt Lake City is launching a Consumer Financial Protection Initiative to strengthen consumer rights and protect residents from predatory financial practices, the city said in a press release recently. The initiative will work closely with other partners to focus on landlord-tenant issues, towing and booting companies, payday lenders, construction contractors and solar installers.

"We want Salt Lake City residents to know their rights and make informed choices for themselves and their families," said Mayor Jackie Biskupski. "This initiative will offer help in areas that are unique to city residents."

Salt Lake City is one of four cities taking part in the initiative with the Cities for Financial Empowerment (CFE) Fund and the W.K. Kellogg Foundation. The

CFE Fund is providing \$402,155 over the next five years for the project.

To launch the initiative, Salt Lake City has completed a preliminary needs and resource assessment and identified major stakeholders, the city said. In 2018, the initiative will focus on the implementation of a central hub for consumer financial complaints connecting consumers to the various agencies that can resolve complaints or provide consumers with other resources. These efforts will include prevention, education and outreach, policy review and development, complaint resolution, monitoring, enforcement and support services.

Salt Lake City residents can file complaints or find more information by sending an email to [consumerprotection@slcgov.com](mailto:consumerprotection@slcgov.com).



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# No. 1 again: Utah's economic outlook best for 11th straight year

If the only certain things are death and taxes, Utah having the best economic outlook among states in an annual ranking comes pretty close.

For the 11th consecutive year — every year since the study began — Utah tops the economic outlook list in the “Rich States, Poor States” economic competitive index released last week by the American Legislative Exchange Council (ALEC).

The report ranks the economic

competitiveness of states using 15 equally weighted policy variables. Several states’ success in increased rankings can be tied directly to the success of federal tax reform and the resources it gave to lawmakers to cut taxes at the state level, ALEC said.

ALEC said Utah ranks first due to its relatively low taxes on personal and business income, combined with the sixth-lowest workers compensation costs, eighth-fewest per capita public

employees and the 12th-best tort system in the nation. Utah’s 2011 pension reform, which began a transition to a defined contribution plan, has also been a key factor in the state’s success, it said.

“Incredibly, for the 11th year in a row, Utah’s economic outlook has earned the top ranking in America,” said Jonathan Williams, ALEC chief economist and co-author of report. “Utah’s hard-working taxpayers have been the ultimate beneficiaries, as the state’s

economy continues to expand. However, when you’re the leader, all eyes are on you. Lawmakers across the nation are looking to catch Utah in this uber-competitive economic race to the top.”

Utah’s top ranking reflects its people’s commitment to sound fiscal policies and conservative budgeting, according to state Senate President Wayne Neiderhauser, R-Sandy.

“The Legislature and the governor together have continued to strengthen Utah’s economy while investing over \$1 billion in additional money for education the last few years,” Neiderhauser said. “While it is exciting to be consistently ranked the No. 1 state for economic outlook, the most important benefit of conservative fiscal policies is the impact on our thriving economy and the high quality of life for the people of Utah.”

The rest of the top five states for overall economic outlook are, in order, Idaho, Indiana, North Dakota and Arizona. New York was last, with the other bottom-five states being Vermont, Illinois, California and New Jersey.

In addition to the variables of workers compensation costs, per capita public employees and tort system, Utah was ranked second among states for personal income tax progressivity (change in tax liability per \$1,000 of income), 10th for top marginal corporate income tax rate, 12th for “remaining” tax burden (per \$1,000 of personal income), 17th for both top marginal personal income tax rate and property tax burden (per \$1,000 of personal income), 21st for recently legislated tax changes, 23rd for sales tax burden (per \$1,000 of personal income), and

26th for debt service as a share of tax revenue.

Available at richstate-spoorstates.org, the report also noted that Utah is a right-to-work state, has no state estate/inheritance tax and has a minimum wage that is the federal floor of \$7.25 per hour.

The “Rich States, Poor States” report also listed states’ economic performance, a backward-looking measure based on three performance variables highly influenced by state policies. Utah’s economic performance was fourth among states, trailing top-ranked Texas, Washington and North Dakota. Connecticut was last.

Using figures from 2006-16, Utah was fifth among states in state gross domestic product cumulative growth, 13th in absolute domestic migration, and third in non-farm payroll employment cumulative growth.

The American Legislative Exchange Council is a nonpartisan organization of state legislators in the U.S. and is advised by the Private Enterprise Advisory Council, a group of private, foundation and think-tank members.

## Garff buys out its dealership group partner

Utah car dealership giant Ken Garff Automotive Group is buying out New York-based Leucadia National Corp. from its Garcadia dealership partnership. Garff owns and operates 28 new-car dealerships in Utah.

Ken Garff and Leucadia partnered in 2006 to form Garcadia, which has since acquired and operates 28 dealerships in Texas, Michigan, Iowa and California. In addition to being part-owner of Garcadia, Ken Garff has managed the Garcadia business in conjunction with its Utah-based dealerships, which are 100 percent owned by the Ken Garff family.

“We’ve had a strong relationship with Leucadia for years and are excited about the opportunity this allows both companies,” said Brett Hopkins, CEO of Ken Garff Automotive. “The move allows Ken Garff to continue to focus on our core automotive business and allows Leucadia to move forward and focus more on their core business of financial services and global investment banking.”

Nothing in the Ken Garff strategy, staffing, operations or culture will change as a result of this purchase, the company said in a statement.

“As an 86-year-old family

company, we see this as a great sign of strength at our foundation,” said John Garff, CEO of Ken Garff Enterprises. “We are proud of the company we’ve become and the opportunity this provides for the future.”

Terms of the deal were ratified by Leucadia’s board and Ken Garff’s board early this month and the transaction is expected to close later this year.

Ken Garff founded his automotive business in downtown Salt Lake in 1932 and has over 50 stores throughout Utah, Texas, Iowa, Michigan, Nevada and California.

## Utah gets A+ for teaching kids about money

Utah has received a No. 1 ranking for its high school personal finance education from Champlain College’s Center for Financial Literacy in Burlington, Vermont. Utah was the only state to earn an A-plus on the Top-10 report card issued by the institution earlier this month. April has been designated Financial Literacy Month.

John Pelletier, director of the Champlain center, said Utah requires that all high school students take a half-year course exclusively dedicated to personal finance topics and students are required to take an end-of-course assessment examination created and administered by the state.

“Utah clearly has the best

program in the nation,” Pelletier said. “They require educators to be trained in teaching personal finance and they provide teachers with resources and professional development opportunities. General financial literacy is a funded mandate in Utah.”

Rounding out the top five in the report were Alabama, Missouri, Tennessee and Virginia.

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# Life in retirement not exactly as expected, according to Wells Fargo poll

At a time when many workers are being encouraged to work to age 70 to increase their opportunity to save and to maximize their Social Security benefit, the latest Wells Fargo/Gallup Investor and Retirement Optimism Index poll finds that the average age at which current retirees retired is 62. Nearly a quarter of these (22

percent) say they retired earlier than they would have liked, with men (27 percent) more likely than women (19 percent) to have retired earlier than they say was optimal.

Many retired investors say they are surprised by the high costs they have encountered in retirement. When asked how vari-

ous costs in retirement compare to their expectations, 37 percent say their total healthcare costs have been higher than expected, the most for any expense tested in the poll. Just 9 percent say these have been lower than they expected, and 45 percent say their total healthcare costs are just what they expected.

In addition, about a quarter say their everyday living expenses (27 percent) and taxes (26 percent) have been higher than they expected. Only 11 percent and 10 percent, respectively, say everyday living expenses have been lower.

“Life events happen, and people don’t always get to choose when they retire — which is why it’s important to have a well-thought-out plan that maps out different retirement-age scenarios and projected costs in retirement,” said Joe Ready, head of Wells Fargo Institutional Retirement and Trust. “This will help people who are saving for retirement make the most informed decisions possible.”

The Wells Fargo/Gallup Investor and Retirement Optimism Index is a broad measure of U.S. investor confidence in the investing climate. Retired investors remain more optimistic than non-retirees, with index scores of +155 and +134, respectively, which is similar to their confidence levels in the two prior quarters. The first quarter Investor and Retirement Optimism survey was conducted Feb. 12–25, 2018. Among investors surveyed, 68 percent are invested in a 401(k), including 75 percent of non-retirees and 51 percent of retirees.

Despite non-retirees’ lack of certainty about their retirement security, few have done the detailed calculations needed to determine what their actual financial

needs will be in retirement:

- Twenty percent say they have done the detailed calculations to determine the amount of income they will need in retirement, 32 percent have estimated it and 48 percent are unsure or have not thought much about it.

- Twenty percent say they have done the detailed calculations to estimate the amount of income their retirement accounts will potentially generate for them in retirement, 33 percent have estimated it and 47 percent have done neither.

- Eleven percent have done detailed calculations to estimate how much they will potentially need to pay in taxes on their retirement income, 22 percent have estimated it and 67 percent have done neither.

About half of non-retired investors who have done the detailed calculations for each aspect of retirement say they are highly confident they will have enough money to maintain their preferred lifestyle in retirement. By contrast, just about one in five non-retired investors who have not done these calculations report high confidence in maintaining their lifestyle in retirement.

“Information is power when it comes to retirement,” said Ready. “In this case, doing the detailed planning to calculate projected income and taxes pays off in helping to provide confidence — because investors then know what to prepare for.”

The vast majority (92 percent) of investors who participate in 401(k) plans are satisfied with their plans and investors are keenly interested in additional services that could be offered in 401(k) plans.

“As the 401(k) plan is the most common way for people to save and invest for retirement, it

makes sense that people would like to access more extensive retirement-planning features, such as advice that factors all of their assets into their retirement income estimates and asset allocation strategy,” said Ready. “That’s the next step in the retirement industry — to help participants get the answers they need to their complex retirement income and distribution questions.”

One possible improvement could give investors the option of purchasing professional advice through their 401(k) plans. The Wells Fargo/Gallup Investor and Retirement Optimism Index finds non-retired investors interested in a wide range of professional advice and services that could be offered through such a plan:

- 70 percent of non-retirees with a 401(k) are interested in receiving advice on how to optimize their Social Security benefit in retirement.

- Roughly six in 10 are interested in receiving professional advice on developing a retirement income plan (62 percent) and being able to customize target date funds to the exact year they plan to retire (58 percent).

- More than four in 10 non-retired investors are interested in the following: getting advice that is based on all of their assets, not just their 401(k) plan (44 percent); having their investments automatically rebalanced each year to match their target asset allocation (44 percent); and receiving advice for how to allocate their 401(k) assets (41 percent).

The findings are part of the Wells Fargo/Gallup Investor and Retirement Optimism Index, conducted Feb. 2–25, by telephone. The index includes 1,321 investors, aged 18 and older, randomly selected from across the U.S. with a margin of sampling error of +/- 3 percentage points.

## Sallaway named vSpatial CEO

Provo-based virtual reality startup vSpatial, has named John Sallaway as its new CEO and chairman of the board. As a co-founder, Sallaway has been serving as the company’s chief operating officer since its inception in 2016. Sallaway replaces Richard Platt, the founder and CEO of vSpatial. Platt will continue in his role as the company’s president, with his focus dedicated to product development, cloud infrastructure, sales and marketing.

Sallaway, who will assume day-to-day leadership of the company effective immediately, expressed excitement about the company’s direction. “Technology continues to evolve how we access and use information,” he said. “Good inspiration starts with good information, so we appreciate that. What has not advanced as quickly are the tools we use to leverage that information into good meetings, good forecasts and good decisions. This is what vSpatial is about. Our application connects our users to their data and their coworkers like never before. This is about helping our users work quicker, smarter, and

have a more delightful experience at the same time.”

Prior to joining vSpatial, Sallaway was the managing partner of a national law firm, managing a nationally distributed team of over 50 attorneys. He learned first-hand the complexities of managing remote workers and distributed teams in the information and analysis-heavy legal industry. “I know the challenges that remote workers and distributed teams face. It is not as simple as saying we are going to leave the traditional office and transition to a distributed team. Without the right tools and understanding of the complexities of relationships and work flows, remote teams fail. This is why I am so excited to bring the next generation of productivity and collaboration tools to our users. Whether you are working remotely on a business trip for a day or two or whether you are permanently placed on a distributed team, vSpatial is going to help you be better at your job and in a delightful way.”

Platt was the technical founder of Selsius Systems, which was acquired by Cisco Systems in 1998. Under his engineering leadership at Cisco, the original Selsius products became the Cisco Call Manager and Cisco IP Phone lines which today are a multi-billion-dollar business for Cisco.



John Sallaway

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## Qualtrics buys California firm

Provo-based Qualtrics has acquired startup Delighted, the company said last week, adding the maker of one-touch apps for Instacart, Postmates and Uber to its customer experience software suite. Although the terms of the deal were not disclosed, *Forbes* quoted a source with knowledge of the transaction saying the company was valued at more than \$20 million in its last funding and was bought for more as Delighted has grown.

*Forbes* said that Qualtrics has grown into a \$2.7 billion valuation over the past 16 years by offering a suite of tools that measure and interpret customer and employee feedback, an increasingly complex product compared to the company's initial online surveys possible with academia. Founded in 2002, Qualtrics employs over 1,700.

Delighted specializes in one-question surveys delivered by email, text or on a customer's site, then provides feedback in near real time. Used by over 1,500 companies, the five-year-old company has been successful helping measure and improve customer experience at small and medium businesses.

"Qualtrics created the experience management category with the goal to help every organization in the world more effectively leverage and take action on experience data," said Ryan Smith, co-founder and CEO of Qualtrics. "With the addition of Delighted, Qualtrics can now be used by the earliest-stage startup or the most sophisticated, global organization. With the Qualtrics Experience Management Platform, organizations have a single system of record for all of their customer experience programs."

"Working with Qualtrics, we will continue to help thousands of companies create great customer experiences at the beginning of their CX journey while also providing a path to a full experience management program," said Caleb Elston, co-founder and CEO of Delighted. "Helping organizations get started on the self-service end of customer experience can be a complex process. At Delighted, we are the best at making that experience simple and fast. We're excited to bring that innovation to Qualtrics as we work together to democratize experience management."

## HealthInsight merges with Qualis

HealthInsight, a healthcare quality consulting firm based in Murray, has merged with Qualis Health of Seattle. The merger, initially announced in February, was final last week when the boards of both companies approved the conditions of the transaction.

"The new, merged organization builds on the successes, strengths and cultures of both companies. HealthInsight and Qualis Health will continue to use their current operational names until the organization introduces a new corporate brand later this year," the companies said in a joint release.

The merged organization's governing board includes equal representation of HealthInsight and Qualis Health, supplemented by new members previously not affiliated with either company. Dr. Hugh Straley, formerly chair of the Qualis Health board, has been named as inaugural chair of the new board. "The combined expertise and experience of the new organization is powerful, with potential to accelerate the pace and reach of our work significantly. I look forward to working with the board to assure strong governance and direction

as we begin this journey," Staley said.

The new senior leadership team has already begun defining strategies to align organizational operations and to position the merged company in the healthcare quality improvement marketplace. Marc Bennett, CEO of the merged organization, said, "We're thrilled the merger plan is now legally executed. Initial feedback from our customers has been very positive. We believe the merger will enable us to fulfill our shared mission more effectively, expand the impact of our services, and most importantly, improve the health of the communities we serve."

Both HealthInsight and Qualis Health have engaged in healthcare quality consulting and providing quality improvement services for more than 40 years. Currently they contract with the Centers for Medicare & Medicaid Services (CMS) and with Medicaid and other agencies in multiple states. They maintain a diverse portfolio of additional public- and private-sector business operations across the U.S. The new, merged organization employs more than 500 people in office locations across the country.

## Ally Bank Survey: Investors decidedly more bearish

Investor sentiment has turned decidedly more bearish, according to the latest survey of independent investors by Sandy-based Ally Bank. The Ally Invest quarterly said that bullish and very bullish sentiment dropped from 76 percent in the previous quarter to 30 percent in the first quarter of 2018, suggesting that investors are anticipating a slowdown of the recent bull market.

Similarly, investor enthusiasm for the FAANG (Facebook, Amazon, Apple, Netflix, Google) stocks appears to be fracturing, as the majority of investors surveyed expect Facebook earnings to disappoint, while believing Amazon's will exceed expectations.

The results of the survey, conducted March 28-April 3 are based on responses from 300 independent investors.

According to the survey, bullish sentiment dropped to its lowest point in past three quarters. The quarterly survey showed 27 percent of investors have a bullish market outlook (versus 61 percent in the fourth quarter of 2017 (Q4) and 49 percent the quarter before that) and 3 percent are very bullish (compared with 15 percent Q4 and 6 percent the quarter before that). Conversely, bearish sentiment jumped to 24 percent from 3 percent in Q4.

### Top Concerns

Investors continue to closely watch corporate earnings (74 percent of respondents) and tax reform (55 percent) as key market drivers. However, a new set of issues are causing concern for investors. In Q4, the majority of investors surveyed were most concerned with international unrest, slowing year-over-year growth and a weakening of the U.S. dollar. In this most recent survey, respondents report the most concern over the current U.S. political environment (59 percent), a sense that the market may be overvalued (55 per-

cent) and higher interest rates (49 percent).

In response to the question "What is your outlook for each of the 'FAANG' stocks for the fourth quarter?," investor sentiment deviated from the past two quarters, showing significantly weakened confidence in Facebook and Apple, while strong bullish sentiment remains steadfast for Amazon and is on the rise for Netflix and Google. Here is how response for the FAANG stocks compared with Q4:

- Facebook (meet street expectations: 22 percent, down from 31 percent; exceed street expectations: 12 percent, down from 29 percent).
- Amazon (meet street expectations: 25 percent, up from 19 percent; exceed street expectations: 47 percent, up from 41 percent).
- Apple (meet street expectations: 37 percent, up from 35 percent; exceed street expectations: 24 percent, down from 27 percent).
- Netflix (meet street expectations: 33 percent, remaining even from Q4; exceed street expectations: 32 percent, up from 27 percent).
- Google (meet street expectations: 34 percent, up from 28 percent; exceed street expectations: 31 percent, down from 38 percent).

On the heels of the new 2017 tax law, the Ally Invest survey asked investors whether they had realized any effects of the recent tax changes. Perhaps contributing to the rise in negative sentiment, more than half of respondents said they have not experienced any impact from the law thus far in 2018:

- "I have not seen any impact from the tax reform," 51 percent.
- "Yes, my market position has been positively impacted," 23 percent.
- "Yes, my market position has been negatively impacted," 9 percent.
- "I don't know," 16 percent.

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# Industry Briefs

Industry Briefs are provided as a free service to our readers. Company news information may be sent to [brice@slenterprise.com](mailto:brice@slenterprise.com). The submission deadline is one week before publication.

## ARTS/ ENTERTAINMENT

• The **Governor's Office of Economic Development (GOED)** board, at its April meeting, approved a cash rebate film production incentive for **Belly of the Beast LLC** for its documentary feature "Belly of the Beast," which focuses on women "advocating for reproductive justice." The rebate is for up to \$68,260. The production is expected to spend \$341,000 in Utah. Principal photography is July 9-20, with post-production July 20-Dec. 31. The director is Erika Cohn. Producers are Cohn and Angela Tucker.

• **Loveland Living Planet Aquarium** has acquired "The Claw," a 165-foot-tall structure that will crown the non-profit's planned nine-acre Science Learning Campus expansion. The structure was used as the stage for U2's "360-Degree" tour from 2009-2011, traveling to 30 countries. One of two remaining structures, this will be the only "Claw" in the United States. The aquarium is planning a variety of events to take place in the plaza area underneath the structure. The plaza will feature 7,000-seat and 350-seat outdoor venues.

## BANKING

• **People's Intermountain Bank**, American Fork, has promoted **Blaine Crosby** to vice president and data officer and **Josh Everton** to vice president and chief information officer. Crosby has been with the bank for 28 years as a core programmer, systems administrator and



Blaine Crosby



Josh Everton

overseer of the technology department. Everton has been with the bank for 11 years and has been instrumental in developing the different delivery channels of the bank, including online and mobile banking, as well as being a key contributor in the bank's mergers and acquisitions.

## EDUCATION/TRAINING

• The **Weber State University** Board of Trustees has approved several new degrees that will help students fill positions in engineering and technology fields. Trustees have approved new master's degrees in computer science and electrical engineering and bachelor's degrees in mechanical engineering, manufacturing systems engineering and Spanish translation. These are the first degrees approved by the board since the Utah Legislature changed the degree-approval process in 2017. WSU has offered a four-year engineering degree since 2010. In that time, the number of students majoring in electrical engineering has grown to 186 with 108 graduates; of those, 102 are working in Utah with 49 at Hill Air Force Base. The new courses will be offered starting in the fall semester 2018. These new master's degrees bring a total of 15 graduate degrees to Weber State University for a total of more than 225 degree programs and certificates.

• **Gov. Gary Herbert** and **Scott Anderson**, Zions Bank

president and chief executive officer, recently visited **Mary Jackson Elementary School** in Salt Lake City to teach children about financial basics in honor of "Utah's Teach Children to Save Day." The school's fifth-graders learned how to make wise spending and savings choices from Herbert and Anderson and engaged in hands-on activities about spending choices and saving. Throughout the month, Zions Bank is sending more than 100 bankers into schools to teach nearly 7,000 K-12 students their financial ABCs.

## HEALTHCARE

• **Molina Healthcare** has appointed **Brandon Hendrickson** as plan president overseeing **Molina Healthcare of Utah** and **Molina Healthcare of Idaho**. He will focus on ensuring the meeting and exceeding of performance targets for the company's Utah plan, while ensuring a successful launch of the new ID Medicaid Medicare Coordinated Plan (MMCP). Hendrickson was vice president of network management and operations at Molina Healthcare of Utah from 2013-2017 and then chief operating officer. Most recently, he served as vice president of Molina's Medicare line of business overseeing the western region for the company. Before Molina, he was a contracting executive at Humana and Altius Health plans, both in Utah. Hendrickson received his MBA from Brigham Young University and received his bachelor's degree in business management from the University of Utah.



Brandon Hendrickson

• **Wasatch Recovery Treatment Center (WRTC)**, a Cottonwood Heights-based substance abuse residential rehabilitation treatment center, recently had a ribbon-cutting ceremony to mark the completion and grand opening of a new outpatient building at 7869 S. 700 E., Sandy, that will provide additional structured living space for clients attending treatment. The new building brings a total of four new group rooms and a yoga studio to the center.

## LAW

• **Michael Best Strategies** has hired **Chase Everton** and **Derek E. Brown** as principals in its Utah office. They previously had their own firm, Utah Policy Advocates, a Utah-based public relations, media and government strategy firm. Everton also has



Chase Everton



Derek Brown

experience as a government relations professional in Utah. He served as a legislative staffer in the Utah Senate, political radio show producer, trade association lobbyist, political director for the Utah Republican Party, and corporate lobbyist managing multi-state legislative efforts. Brown, an attorney who practiced constitutional and appellate law with the Washington D.C. office of Sidley & Austin, has served as a member of the Utah House of Representatives, where he served in roles such as vice chairman of the House Rules Committee. He later served as deputy chief of staff to U.S. Sen. Mike Lee, which included managing all of Lee's offices in Utah. Brown also served as vice president of government relations and strategy for 1-800 CONTACTS, and served as general counsel in Washington, D.C., for U.S. Sen. Robert F. Bennett.

## MEDIA/MARKETING

• **McKinnon-Mulherin**, a Salt Lake City-based communication firm, has hired **Ted Twinting** as an account manager. Twinting has more than five years of development and fundraising experience in the nonprofit sector.



Ted Twinting

## PHILANTHROPY

• **Mountain America Credit Union**, West Jordan, has presented \$72,600 to the **Huntsman Cancer Foundation**. The money was raised by the credit union donating \$50 for every three-point basket made by the Utah Jazz and the Salt Lake City Stars during the 2017-18 season, with an additional \$50 donation for every game-changing shot. Over the past five years, Mountain America has donated over \$300,000 to Huntsman Cancer Foundation.

• **Smithfield Foods Inc.** joined forces with **Smith's Food and Drug** to donate more than 35,000 pounds of protein to **Utah Food Bank**. Smithfield's contribution was part of the company's 2018 **Helping Hungry Homes** donation tour. Now in the program's 10th year, Helping Hungry Homes is Smithfield's hunger-relief initiative focused on alleviating hunger and helping Americans become more food-

secure. The donation is equivalent to more than 143,000 servings. Since the program's inception in 2008, Smithfield has provided more than 100 million servings of protein to food banks, disaster relief efforts and community outreach programs nationwide.

• Architecturally significant chairs refurbished by **Weber State University** interior design students were recently auctioned at the Copper Nickel in Ogden during the seventh annual **Charitable Chair Event**. Proceeds will benefit **Catholic Community Services of Northern Utah**. Students from five WSU interior design courses participated by designing or refurbishing 24 chairs of historical influence or significance. As part of the process, students solicited community sponsors for services, products and funds to aid in the restorations.

## REAL ESTATE

• **Primary Residential Mortgage Inc. (PRMI)**, Salt Lake City, has promoted **Darryl Lee** to executive vice president and chief legal officer. Prior to joining PRMI in-house and as its senior vice president and general counsel in 2015, Lee represented PRMI



Darryl Lee

as its outside general counsel for 15 years. Lee has been practicing law for 38 years. Previously, he practiced as an attorney with a national law firm, first in its Washington, D.C., office and then in its San Francisco office. Later, he was associate general counsel for Thiokol Corp. and then a partner with two Salt Lake City law firms before coming to PRMI.

see BRIEFS next page



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# Industry Briefs

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## RECOGNITIONS

• **Mountain America Credit Union**, West Jordan, is ranked No. 20 among large companies and **Castle & Cooke Mortgage**, Draper, is ranked No. 8 among small and medium-sized companies in *Fortune's 2018 Best Workplaces in Financial Services & Insurance*. The rankings considered input from more than 76,000 employees in the financial services and insurance sectors. Employees were evaluated on more than 50 elements of their experiences on the job, including employee pride in the organization's community impact, belief that their work makes a difference, and feeling their work has special meaning.

• **Qualtrics**, an experience management company, has been selected as a finalist for "Fast Company's World Changing Ideas Awards" for its "5 for the Fight" campaign to accelerate funding for cancer research. The awards honor businesses, policies, projects and concepts that offer innovative solutions to the issues facing humanity. The campaign invites everyone to donate \$5 to the fight against cancer in honor of someone who has been touched by the disease.

• **Americans for the Arts**, a nonprofit organization for advancing the arts and arts education in the U.S., has named **Zions Bank** on its list of "BCA 10: Best Businesses Partnering with the Arts in America" for 2018. The Business Committee for the Arts (BCA), a division of Americans for the Arts, will present awards Oct. 2 in New York City to 10 U.S. companies for their commitment to the arts through grants, local partnerships, volunteer programs, matching gifts, sponsorships and board membership.

## RESTAURANTS

• **Alamexo Mexican Kitchen**, Salt Lake City, has named **Dan Creagh** as manager of the downtown Salt Lake City restaurant at 268 S. State St. He previously worked at restaurants in Miami and North Carolina, with cuisine ranging from oven-fired pizza to upscale Asian fusion. He relocated to Utah in 2017.



Dan Creagh

## RETAIL

• **Mountain West Commercial Real Estate** has

announced that **Target** will open a small-format store at 1290 N. State St., Provo, in the Riverside Plaza shopping center. To open later this year, the 26,100-square-foot store will be Target's first small-format store in Utah. MW retail specialists Garrett Blomquist and Ben Brown represented the landlord in the transaction.

## RURAL UTAH

• The **Governor's Office of Economic Development** (GOED) board, at its April meeting, endorsed \$50,000 **Rural Fast Track** grants for three companies. **Genco Mine Service**, in Huntington in Emery County, was endorsed for a grant tied to building a new warehouse to house inventory and increase production space. The \$105,600 project is expected to result in two new full-time positions. **Grimshaw Drilling**, in Enoch in Iron County, was endorsed for a grant to help

the company purchase equipment, including a backhoe, two flat-bed trailers, a semi-truck, front-end loader, two excavators and a water truck. The \$1.13 million project is expected to result in one new full-time position. **Westside Woodworks**, of Moab in Grand County, was endorsed for a grant tied to creating a 1,000-square-foot addition to the current woodshop and buying a new dust collection system, an air compressor, a wide belt sander and three materials handling carts. The \$120,476 project is expected to result in two new full-time positions. The grants had been approved by the Rural Development Partnership Board.

## TECHNOLOGY/LIFE SCIENCES

• **HireVue**, Salt Lake City, has appointed **Michelle Vargas** as senior vice president of human

resources. She will direct the continuing development of long-term HR strategies and infrastructure to support HireVue's growth and international expansion. Vargas has 25 years of experience in human resources management, most recently serving as the vice president of HR consulting at NFP. She also held senior roles with AutoPoint and iBAHN.



Michelle Vargas

## TRANSPORTATION

• **Nikola Motor Co.**, Salt Lake City, has hired **Jesse Schneider** as vice president of hydrogen and fuel cell technologies. Schneider is an automotive industry veteran who has



Jesse Schneider

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# Calendar

Calendar listings are provided as a free service to our readers. Information about upcoming events may be sent to [brice@slenterprise.com](mailto:brice@slenterprise.com). The submission deadline is one week before publication.

## April 24, 9 a.m.-noon

**SBA Contracting Programs**, a U.S. Small Business Administration (SBA) event. Location is Wallace Bennett Federal Building, 125 S. State St., Room 2227, Salt Lake City. Free. Details are at <https://utahsbdc.org/trainings>.

## April 24, 11:30 a.m.-1 p.m.

**Women in Business Luncheon**, an Ogden-Weber Chamber of Commerce event. Location is Hub 801 Events, 3525 Riverdale Road, Ogden. Cost is \$20. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

## April 24, noon-1 p.m.

**Tech User Group**, a Sandy Area Chamber of Commerce event. The Tech User Group, sponsored by GENCOMM, PSI and JourneyTeam, consists of a group of people interested in collaborating about technology challenges and opportunities. Location is the Sandy Area Chamber of Commerce, 35 E. 9270 S., Sandy. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## April 24, 5-7 p.m.

**Business Women's Forum Spring Mixer**. Location is Squatters Pub Brewery, 147 W. Broadway, Salt Lake City. Cost is \$15 for members, \$20 for nonmembers. Details are at [slchamber.com](http://slchamber.com).

## April 24, 5:30-7:30 p.m.

**ULI Young Professionals Social**, sponsored by the Utah Young Lawyers Division, Urban Land Institute Young Leaders, Utah Young Lawyers, Society of Women Engineers and the Utah Association of Certified Public Accountants. Location is Squatters Downtown, 147 W. Broadway, Salt Lake City. Cost is \$5 for ULI members, \$10 for nonmembers. Details are at [https://utah.uli.org/event/5670/?utm\\_source=realmagnet&utm\\_medium=email](https://utah.uli.org/event/5670/?utm_source=realmagnet&utm_medium=email).

## April 25-27

**Second Annual BambooHR Summit**, designed to provide attendees insights from industry luminaries and professionals on improving company culture, employee engagement, performance, and other important areas of high human resources impact. Location is Snowbird,

9385 S. Snowbird Center Drive, Snowbird. Cost is \$1,395. Details are at [www.bamboohr.com/submit/](http://www.bamboohr.com/submit/).

## April 25, 7:30-8:30 a.m.

**Coffee Meet Up**, a Holladay Chamber of Commerce event. Location is 3 Cups Coffee, 4670 S. 2300 E., Holladay. Details are at [holladaychamberofcommerce.org](http://holladaychamberofcommerce.org).

## April 25, 8 a.m.-3:30 p.m.

**"Interviewing and Hiring I,"** an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$185. Details are at [employerscouncil.org](http://employerscouncil.org).

## April 25, 11:30 a.m.-1 p.m.

**Professionals Networking Group**, a ChamberWest event. Location is Golden Corral, 3399 W. 3500 S., West Valley City. No RSVP required. Details are at [chamberwest.com](http://chamberwest.com).

## April 25, 11:30 a.m.-1 p.m.

**"Women on the Rise,"** celebrating Administrative Assistants' Day. Location is The Gathering Place at Gardner Village, 1100 W. 7800 S., West Jordan. Cost is \$25. Details are at [utahwomenontherise.com](http://utahwomenontherise.com).

## April 25, noon-1 p.m.

**"Designing a Culture: Building a Foundation for Performance in 90 Days,"** a Silicon Slopes event. Speaker is Reza Ahmadi, principal at Emergent Solutions Inc. Location is Silicon Slopes, 2600 Executive Parkway, Lehi. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## April 25, 3-5 p.m.

**"Think, Write, Get Funded: How to Prepare a Loan Package,"** a Women's Business Center event. Location is the Women's Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Details are at [slchamber.com](http://slchamber.com).

## April 25, 4-6 p.m.

**B 4/5**, a West Jordan Chamber of Commerce event. Location is Naag Tag, 6796 Airport Road, West Jordan. Details are at [westjordanchamber.com](http://westjordanchamber.com).

## April 25, 6:30-8 p.m.

**"Social Entrepreneurship,"** a 2018 "Lectures In Entrepreneurship" event presented by the Westminster College Center for Entrepreneurship. Lectures are a college-level class open to the public. Speakers are Wendy Bird, founder of Pearls with

Purpose; and Shawn Peterson, founder and director of The Green Urban Lunch Box. Location is Westminster's Gore Auditorium, 1840 S. 1300 E., Salt Lake City. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## April 26-28

**"Startup Ignition Express,"** a three-day lean startup bootcamp co-hosted by Startup Ignition and Grow Utah and designed to help entrepreneurs be more successful and raise capital when needed. Location is Davis Technical College/Business Resource Center, 450 Simmons Way, Kaysville. Cost is \$1,999. Details are at <https://startupignition.com/express-northfront>.

## April 26, 8 a.m.-noon

**"Utah Crowdfunder Series: Core Experience,"** created for tech, product, game and social entrepreneurs. Keynote speaker is Neal Harmon of VidAngel. Panelists Thomas Alvord of Funded.Today, Alisa Gammon of Purple and Bryce Fisher of Ravean will discuss "How to do it Right on Kickstarter & IndieGoGo." Another featured speaker is Marty Tate of Carman Lehnhof Israelsen, who regularly helps companies raise money through Regulation CF, A+, Rule 506(C) and initial coin offerings (ICOs) and token sales. Location is Salt Lake Community College's Miller Campus, Karen Gail Miller Conference Center, 9750 S. 300 W., Sandy. Cost is \$27. Details are at <https://www.utahcrowdfunder.com>.

## April 26, 11:30 a.m.-1 p.m.

**Networking Lunch**, a Murray Area Chamber of Commerce event. Location is Prohibition, 151 E. 6100 S., Murray. Details are at [murraychamber.org](http://murraychamber.org).

## April 26, 11:30 a.m.-1 p.m.

**ChamberWest Luncheon Series**. Speaker is Officer Anthony Tueller of the West Valley City Police Department discussing "Mental Preparation for Deadly Encounters." Location is Utah Cultural Celebration Center, 1355 W. 3100 S., West Valley City. Cost is \$20 for members with RSVP. Details are at [www.chamberwest.com](http://www.chamberwest.com).

## April 26, 6-7 p.m.

**Legal Clinic**, a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Details are at <https://utahsbdc.org/trainings>.

## April 26, 6-7 p.m.

**Health Insurance Clinic**, a Small Business Development

Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Details are at <https://utahsbdc.org/trainings>.

## April 26, 6-7 p.m.

**Accounting Clinic**, a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Details are at <https://utahsbdc.org/trainings>.

## April 27, 7:30-8:30 a.m.

**Eggs & Issues**, a Murray Area Chamber of Commerce event. Speaker Danny Astill, public works director in Murray, will discuss the new tiered water structure for Murray businesses. Location is Mimi's Café, 5223 S. State St., Murray. Free, and open to the public (pay if ordering from the menu). Details are at [murraychamber.org](http://murraychamber.org).

## April 27, 7:30-9 a.m.

**"Safety in the Cyberworld,"** a Utah Safety Council seminar. Cost is free for members (for two people per member organization), \$10 for nonmembers. Details are at [utahsafetycouncil.org](http://utahsafetycouncil.org).

## April 27, 8 a.m.-5 p.m.

**12th Annual Utah Economic Summit**, hosted by Gov. Gary Herbert. Event includes keynote presentation by Mitch Lowe, co-founding executive of Netflix and chief executive officer of MoviePass; "power" presentations; breakout sessions and a closing reception. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$210. Details are at [utaheconomicsummit.com](http://utaheconomicsummit.com).

## April 27, 8 a.m.-6 p.m.

**Free Co-Working Friday**, an Impact Hub event. Location is Impact Hub, 150 S. State St., Salt Lake City. Details are at <https://hubsaltlake.com/>.

## April 27, noon-1:30 p.m.

**Startup Conversation**, a Silicon Slopes event. Speakers are Joe Staples, chief marketing officer at Motivosity; Mark Packham, chief marketing officer at Digidart; Karey Barker, CFA at Cross Creek; and Nathan Rawlins, chief marketing officer at Lucid Software. Location is Salt Mine Productive Workspace, 7984 S. 1300 E., Sandy. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## April 28

**"Shanks for the Memories" Golf Tournament**, presented by West Valley City and the Utah Cultural Celebration Center, with

proceeds to benefit the local arts programs at the Utah Cultural Celebration Center. Four-person scramble format, with an 8 a.m. shotgun start. Lunch banquet, awards and prizes start at 1:30 p.m. Location is The Ridge Golf Club, 5505 Westridge Blvd., West Valley City. Cost is \$75; \$60 for active military, military veterans and seniors over 60; \$250 for a foursome. Sponsorships are available. Details are at <https://www.culturalcelebration.org/golf-tournament.html>.

## April 30, 9-11 a.m.

**National Small Business Week Utah Kick-Off**, a U.S. Small Business Administration Utah District Office information expo and networking event with the Governor's Office of Economic Development. Location is World Trade Center Utah, 60 E. South Temple, No. 300, Salt Lake City. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## May 1, 7:30-9 a.m.

**"Effective Delegation: Making Room in Your Business for Unlimited Growth,"** a collaboration between the Women's Business Center and the Utah Women's Networking Group. A panel of women business owners will discuss how effective delegation allowed them to invest more time in working on growing their business instead of being busy with daily tasks that can be handed off to capable and trusted staff. Location is Women's Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$25, \$40 after April 26. Details are at [slchamber.com](http://slchamber.com).

## May 1, 7:30 a.m.-4:30 p.m.

**"U.S. Export Controls & Trade Sanctions: How to Comply with Dual-Use and Defense Article/Services Regulations and Trade Sanctions,"** presented by the U.S. Commercial Service, Holland & Hart, World Trade Center Utah and the Utah Manufacturers Association. Speakers include Dave Glynn, Jason Prince and Lizbeth Rodriguez-Johnson, all of Holland & Hart; Naomi Morrow, special agent, U.S. Department of Commerce, Bureau of Industry and Security, Office of Export Enforcement; Scott Olsen, Moog Inc.; Shelby Peterson, Utah Export Assistance Center, U.S. Commercial Service; and Karl Schmae, FBI special agent. Location is Holland & Hart LLP, 222 S. Main St., Salt Lake City. Cost is \$55. Registration deadline



## CALENDAR

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is April 27. Details are at wtcutah.com.

### May 1, 8-11:30 a.m.

**"Performance Documentation Skills,"** an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$130. Details are at employerscouncil.org.

### May 1, 11:30 a.m.-1 p.m.

**Business Alliance Networking Luncheon,** a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. Details are at davischamberofcommerce.com.

### May 2, 7:30-9 a.m.

**Early B.I.R.D. Business Primer,** an Ogden-Weber Chamber of Commerce event. Speakers from Eide Bailly will discuss "Tax Reform: What It Means for You." Location is the Weber Center, 2380 Washington Blvd., Ogden. Free for chamber members and first-time guests. Details are at ogdenweberchamber.com.

### May 2, 8-10 a.m.

**"Jump Start: Intro to Entrepreneurship,"** a Salt Lake Chamber seminar taught by Deb Bilbao, business consultant at the Women's Business Center (WBC). Event is designed for all entrepreneurs: those looking to go

into business, early startup stage or those looking to improve an existing business. Location is the Women's Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at slchamber.com.

### May 2, noon-1 p.m.

**"Lessons Learned" Series,** an Urban Land Institute (ULI) Utah event. Speaker is Natalie Gochnour, associate dean at the David Eccles School of Business at the University of Utah and director of the Kem C. Gardner Policy Institute. Location is Phillips Edison, 222 S. Main St., No. 1730, Salt Lake City. Cost is \$15 for members, \$20 for non-members. Details are at utah.uli.org.

### May 2, 5-9 p.m.

**New American Dream Lab,** designed for all new American business owners and aspiring entrepreneurs to strengthen their skills and network to grow a successful business in Utah. Event will include a general session, breakout workshops, and voting in a live grant pitch competition. Location is Impact Hub Salt Lake, 150 S. State St., No. 1., Salt Lake City. Cost is \$10. Details are at slchamber.com.

### May 3, 8-9 a.m.

**"Power Principles: Success in Business Development, Influence and Relationships,"** a Salt Lake Chamber interactive training event. Presenter is Matt Lewis, founder of Altius Leadership. Location is the Salt

Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$30. Details are at slchamber.com.

### May 3, 11:30 a.m.-1 p.m.

**Monthly Lunch,** a Murray Area Chamber of Commerce event. Location is Brio Tuscan Grille, 6173 S. State St., Murray. Details are at murraychamber.org.

### May 3, 4:30-6:30 p.m.

**National Small Business Week Utah Awards Reception,** a U.S. Small Business Administration Utah District Office event. Keynote speaker is Derek Miller, president of the Salt Lake Chamber. Networking begins at 4:30 p.m. Ceremony begins at 5 p.m. Location is Zions Bank, 1 S. Main St., Founders Room, 18th floor, Salt Lake City. Cost is \$20. Registration can be completed at Eventbrite.com.

### May 3, 6-7:30 p.m.

**"Start Smart: Starting a Business,"** a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Free. Details are at https://utahsbdc.org/trainings.

### May 4, 7:30-8:30 a.m.

**Eggs & Issues,** a Murray Area Chamber of Commerce event. Speaker Craig Burnett, Murray City police chief, will discuss "Crime Prevention in Murray City. Location is Mimi's Café, 5223 S. State St., Murray. Free, and open to the public (no cost

unless ordering from the menu). Details are at murraychamber.org

### May 4, 8-10 a.m.

**Friday Forum,** a Utah Valley Chamber event. Location is Zions Bank Building, 180 N. University Ave., Provo. Details are at thechamber.org.

### May 4, 8-10 a.m.

**First Friday Face-to-Face,** a West Jordan Chamber of Commerce business-to-business networking event. Location is the Megaplex Theatres at The District, 3761 W. Parkway Plaza Drive, South Jordan. Free. Details are at http://bit.ly/2ATHGAU.

### May 4, 8:30-11:30 a.m.

**"Grow Your Business, Phase I,"** a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Free. Details are at https://utahsbdc.org/trainings.

### May 8, 8-10 a.m.

**Management Safety Leadership and Responsibility,** a Women in Safety event. Presenter Kevin Robison will discuss ways the safety and health professional can engage the management team in the safety and health process. Location is the Utah Safety Council office, 1574 W. 1700 S., Salt Lake City. Free. Details are at utahsafetycouncil.org.

### May 9, 5-7 p.m.

**Business After Hours,** an Ogden-Weber Chamber of Commerce networking event. Location is Weber Basin Water Conservancy Learning Garden, 2837 E. Highway 193, Layton. Free for chamber members and first-time guests, \$10 for non-members. Details are at ogdenweberchamber.com.

### May 10-11

**"HIPAA Compliance for Small Healthcare Providers,"** presented by researchandmarkets.com. Event is designed for small healthcare providers struggling to meet HIPAA compliance requirements. Location to be announced. Cost is \$1,495. Details are at researchandmarkets.com.

### May 10, 7:30 a.m.-3 p.m.

**2018 Partners Golf Outing,** an Ogden-Weber Chamber of Commerce event. Breakfast is at 7 a.m., tee time is 8 a.m. and lunch is 1 p.m. Location is The Barn Golf Course, 305 W. Pleasant View Drive, Ogden. Details are at ogdenweberchamber.com.

### May 10, 8 a.m.-3:30 p.m.

**"Orientation/Onboarding:"**

**Building a Positive Connection From Day One,"** an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$185. Details are at employerscouncil.org.

### May 10, 9 a.m.-noon

**Ambassador's TopGolf Tournament,** a West Jordan Chamber of Commerce event. Location is TopGolf, 920 Jordan River Blvd., Midvale. Details are at westjordanchamber.com.

### May 10, 4-6 p.m.

**"How to Raise Money,"** a VentureCapital.org event. Location is Tanner LLC, 36 S. State St., No. 600 Catalyst Room, Salt Lake City. Cost is \$15. Details are at Eventbrite.com.

### May 10, 5:30-6:30 p.m.

**WordPress Workshop,** a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Details are at https://utahsbdc.org/trainings.

### May 10, 6:30-8 p.m.

**Small Business Evening Roundtable,** a SCORE event. Location is Sandy Library, 10100 S. Petunia Way, Sandy. Free. Details are at https://www.sba.gov/tools/events.

### May 11, 7:45-9 a.m.

**Women In Business Networking,** an Ogden-Weber Chamber of Commerce event. Location is the chamber, 2380 Washington Blvd., Suite 290, Ogden. Free for WIB members. Details are at ogdenweberchamber.com.

### May 11, 8:30 a.m.-4 p.m.

**Utah Veteran Business Conference 2018,** presented by the Utah Veteran Owned Business Partnership and connecting veteran entrepreneurs and business owners with the resources they need to be successful in the marketplace. Keynote presentation is by Mark Eaton, former NBA All-Star, motivational speaker, entrepreneur and author. Location is Salt Lake Community College's Larry H. Miller Campus, Karen Gail Miller Conference Room, 9750 S. 300 W., Sandy. Cost is \$30. Sponsorships are available. Details are at slchamber.com.

### May 14-15

**2018 Governor's Energy Summit,** with the theme "Crossroads of Global Innovation." May 14 features a 3-5 p.m. lecture series titled "The Climate of Action." May 15 features a trade show, keynote



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# Four reasons you lose customers and seven ways to get them back

Lots of money, effort and time go into acquiring customers, but not nearly enough thought goes into keeping them coming back. Sure, there's the occasional offer or the "We've missed you" discount. All too frequently, we don't pay attention unless they're unhappy or turn up missing. Then, we get busy and try to get them back.

Such business behavior has unintended consequences. The cable companies are an example. Customers have learned to complain and threaten to leave unless they are given concessions. And how do you feel when a company unleashes the sweet talk after they haven't heard from you? This is when you say, "Why didn't you take care of me before I left?"

Sure, there are so-called loyalty programs. But their track record is spotty. At the moment, Macy's appears to be having some

success. But today's customers are always alert for the next "best deal." And it's not just retail, it's everywhere.



**JOHN GRAHAM**

Whatever the business, the barriers to making a change are crumbling, as a recent Capitol One TV ad depicts so graphically. No matter where they are, it only takes five minutes to change, viewers are told.

Customers get it. Nothing holds them back. "I really like doing business with you, but I'm making a change," they say. Many businesses pass it off as just the way it is today; few have a clue what to do about it.

So, let's get specific as to why customers leave. Sure, some move, die, and experience life-cycle changes. Even so, there are forces at work that disrupt customer relationships:

**1. Some are easily bored.** They constantly prowl the Internet for what's new and different,

which one survey pegs as between one and three hours a day just at work.

**2. Others lose interest almost instantly.** Studies indicate attention spans are getting shorter — and shorter. You may recall a Canadian media consumption survey by Microsoft that found the average attention span was eight seconds in 2015, down from 12 seconds in 2000.

**3. Many don't get the help they expect,** particularly with decision making. A patient in a medication ad wonders if what he's taking is the best for him. He wants the best so he talks to his doctor and makes a change. We're confused after poring over online reviews and items with Amazon and "Best Seller" grabs our attention.

**4. Some feel they're being taken for granted.** They place orders, pay on time, and don't complain. Sounds like the perfect customer. And then they're gone. Why? They feel neglected—and chances are they're right.

Is there a common thread

running through the list? If anything, it shows how fragile customer relationships are today. It doesn't take much to harm them, but it does take effort to strengthen them. Here are ways to do it:

**1. Communicate value.** Of course, customers chase the lowest price for auto insurance. They view it the same way they buy milk or bread and a lot of other stuff. Keep the attention directed on why what you sell makes a difference in your customers' lives.

**2. Focus on the front line.** Person-to-person contact is the weakest point in most businesses. It ranges from lack of attention and inaccurate information to surliness, being ignored and lied to. Like it or not, this is the company. It's the place of truth, no matter what the CEO says.

**3. Act on feedback.** Whether a business wants feedback or not, they get it today, often from many directions. Encouraging feedback should be a company's primary message, not tacked on somewhere: "We want to be better. We

depend on you to show us how." Then let customers know how they helped.

**4. Make messaging personal.** Customer must feel that the business experience is about them. Too much is either too general, inappropriate or what you want customers to buy. Forget it. It doesn't work and that means it wastes time and money. To do it right takes data.

**5. Customize loyalty rewards.** Everyone isn't moved by a singular incentive. Give them options so the decision is theirs. Sure, it's more complicated, but a key to loyalty is recognizing customers as partners.

**6. Listen to their story.** Email, text, telephone, letter. Share complaints and what you've done about them; show how complaints make a better company. Customers want to talk about their situation

**7. Do something special.** Surprise them. Let them know

see **GRAHAM** page 15

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## Opinion

# To infinity and beyond: Are trillion-dollar deficits the new norm?

Trillion-dollar deficits are coming back faster than originally projected. Though it's fair to complain about the impact of the recently enacted tax cuts on our red ink, the ultimate culprits for our upcoming debt crisis are lawmakers who continually refuse to reform entitlement programs.

Consider the numbers. According to the Congressional Budget Office's newly released report titled "The Budget and Economic Outlook: 2018 to 2028," the U.S. deficit will reach \$1 trillion by next year. That's three years sooner than projected last year. This year's deficit projection was also revised, increased to \$804 billion — or about \$300 billion more than projected last year. By 2028, the deficit will be north of \$1.5 trillion. Ouch.

These amounts are quite large by historical standards. Between 2022 and 2025, deficits as a share of gross domestic product will be 5.1 percent. As CBO notes, "that percentage has been exceeded in only five years since 1946." For perspective, the authors add, "four of those years followed the deep 2007-2009 recession."

That's why these statistics should be utterly shocking; we're not in a recession.

In stark contrast, the CBO projects very healthy growth numbers. Yet federal spending is projected to exceed 23 percent of GDP by 2028. It has historically fluctuated around 20 percent of GDP.

Revenues will fall slightly as a share of GDP following the 2017 tax cuts, before recovering to their historical average by 2025 and exceeding historical averages thereafter. In other words, we have a spending problem first and foremost.

Deficits are now the norm, and the level of federal debt held by the public will continue to mount as the interest on that debt consumes ever-larger amounts of the federal budget. Based on current trends, the debt held by the public is set to reach \$15.7 trillion by the end of this year and continue rising to \$28.7 trillion by 2028. Also far ahead of schedule, our debt-to-GDP ratio is expected to reach 100 percent by 2028. This level of projected debt is the highest since World War II.

There are real consequences to this mounting debt. First, unless lawmakers control their spending addiction, the United States will have less flexibility to pump up the economy during a downturn or an emer-

gency. Second, as a new study by economists at the Federal Reserve Bank of Dallas finds, a rising public debt-to-GDP ratio harms economic growth. The study looks at a panel of 40 advanced and emerging economies and four decades of data. The economists find that "a persistent accumulation of public debt over long periods is associated with a lower level of economic activity."

In other words, more debt means lower growth and ultimately fewer employment opportunities for future generations. That's because the debt has a negative impact on private-sector investment, productivity, wages and interest rates. This nasty combo comes with a side of higher taxes, of course.

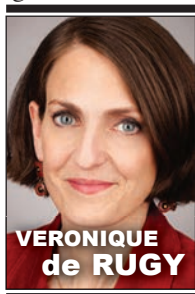
Most people agree that it's time to act. How to act, however, is still a source of disagreement. Take a recent op-ed in *The Washington Post* by renowned liberal economists Martin Neil Baily, Jason Furman, Alan Krueger, Laura D'Andrea Tyson and Janet Yellen. They argue that the country is indeed heading toward a debt crisis and that it's mostly because of the recent tax reform. Not surprisingly, they recommend jacking up taxes to address this problem. Anyone who has looked at a CBO document in the past 20 years should know how bizarre that conclusion is.

The Manhattan Institute's Brian Riedel has issued a data-driven and informed rebuttal, in which he demonstrates that the coming debt crisis is overwhelmingly and undeniably the result of the coming Social Security and Medicare deficits. He writes, "CBO's long-term budget outlook shows that between 2017 and 2047, Social Security and Medicare will run a cash deficit of \$82 trillion." He adds, "The rise in Social Security, Medicare, and resulting interest costs from 8.1 percent to 16.4 percent of GDP between 2017 and 2047 determines nearly the entire rise in budget deficits. The subsequent tax cuts (perhaps 1 percent of GDP) do not negate this broad narrative."

The bottom line? Our debt is growing, and it's growing fast. Though it's a shame that lawmakers passed tax cuts without cutting spending to offset short-term losses in revenue, there's no doubt that Social Security and Medicare deficits are almost entirely to blame for our impending debt crisis. It's time to wise up and reform these programs.

Veronique de Rugy is a senior research fellow at the Mercatus Center at George Mason University in Virginia.

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VERONIQUE de RUGY

# Paul Ryan's retirement: Is this the end of of the Reagan revolution?

Paul Ryan's decision to retire from Congress is being interpreted as a sign by many that Republicans will do poorly in the midterm elections. That may be true, but Ryan's exit also symbolizes a broad shift that has taken place within the party. It marks the end of the Reagan revolution.

The GOP of the 1950s and '60s was the party of American business, drawing broad support from white-collar professionals and country-club businessmen. It had a straightforward chamber of commerce orientation, arguing for low taxes, few regulations and fiscal responsibility. But it was a minority party, willing to go along with the basic contours of Franklin Roosevelt's New Deal.

To understand the extent of Roosevelt's imprint on American politics in the mid-20th century, consider this fact: From 1933 to 1969, the only men who occupied the Oval Office were FDR, fervent disciples of FDR or, in the case of Dwight Eisenhower, a general handpicked and promoted by FDR. It is said that when entering the White House in 1969, Richard Nixon's already healthy paranoia grew, because he believed, not without reason, that he was a lonely Republican in a federal government that had been stacked with liberals for almost half a century.

In foreign affairs, the Republican Party in the 1950s had only recently shrugged off its isolationist posture but was still cautious about international engagement. On civil rights, the party was progressive and activist. Chief Justice Earl Warren, a former Republican governor, issued the Supreme Court's landmark decision outlawing school

segregation and President Eisenhower dispatched federal troops to Arkansas to enforce the ruling.

Nixon ushered in the beginnings of the party's first transformation. The party had long had a nationalist and nativist side, but Democratic President Lyndon Johnson's embrace of the civil rights movement created the circumstances for one of the great flips of American history. The Democrats, heretofore the party of the Jim Crow South, became the party of civil rights, while the Republicans, the party of Lincoln, began to mirror the resentments of

Southern whites against the federal government and civil rights legislation. But in other areas of domestic policy, Nixon governed as a liberal. He created the Environmental Protection Agency and managed the economy much like any Democrat would have. "We are all Keynesians now," he is famously quoted as saying.

Reagan finished what Nixon started, turning the GOP into an ideologically oriented party, staunchly advocating free markets, free trade, limited government and an enthusiastic internationalism that promoted democracy abroad. The old country-club Republicans were never true believers, but they accepted Reagan's redefinition after its electoral success, as demonstrated by the alliance between the Gipper and his vice president, George H. W. Bush.

The Reagan redefinition of the party, as a quasi-libertarian organization, persisted through the Clinton years, though the GOP always continued to bring along its socially conservative base. The party leaders and its

official ideology were Reaganite.

Then came Donald Trump. Early on, Trump seemed to recognize that the Republican Party had changed and that the core ideological appeal was no longer about economics but nationalism, race and religion. His first major political cause was birtherism, the noxious and false claim that President Obama was secretly a Muslim born in Kenya.

When Trump ran for the Republican nomination in 2016, he was virtually alone on the podium in rejecting the Reagan formula. He dismissed any prospect of entitlement reform, while criticizing foreign interventions and democracy promotion. Even on free-market economics, he flirted with all kinds of liberal ideas, from big infra-

structure spending to universal healthcare.

But he was consistently hard line on a few core issues — immigration, trade, race and religion. On all these, he stuck to a tough nationalist, protectionist, anti-immigrant, anti-Muslim and pro-police line. And, as a rank outsider, he defeated 16 talented Republicans. Libertarianism, it turned out, was an ideology with many leaders — Republican senators, governors, think tankers — but very few followers.

A month before the November 2016 election, when everyone expected Trump to lose, Paul Ryan got on a call with other Republican congressmen and told them

see ZAKARIA next page



FAREED ZAKARIA





## Opinion

# Is it possible that those are the thought police standing on my doorstep?

*"Restriction-free thought and free speech is the most dangerous of all subversions. It is the one un-American act that could most easily defeat us."* - William O. Douglas, former associate Justice of the United States Supreme Court.

I was shocked when I read the cbsnews.com banner headline "Homeland Security to compile database of journalists, media influencers." The first thing that came to my mind was the book-burning scene in the movie "Fahrenheit 451."

According to the CBS report, the Department of Homeland Security has decided to monitor up to 290,000 global news sources and track what they are saying in 100 different languages. Apparently, the agency has also decided to build a list of journalists based on their beat — and this is where I come in.

I am a political columnist.

"Bob, that is not right," said my wife. "Trump is doing the same thing that Hitler did. He's a dictator." And she is right. I then emailed a column to a friend who replied, "We live in a dangerous world." She is also right.

On May 3, UNESCO will once again mark "World Press Freedom Day" that informs the citizens of the world of violations of freedom of the press. Yes, there are "pub-

lications that are censored, fined, suspended and closed down, while journalists, editors and publishers are harassed, attacked, detained and even murdered," said *Forbes* in a story about the same Department of Homeland Security action.



ROBERT PEMBROKE

The watchdog organization Freedom House publishes an annual index of which countries are perceived to be free and which are not. The 2018 report, titled "Democracy In Crisis," says that currently, 39 percent of the world's population is free, 24 percent is partly free and 37 percent of the world's population is not free at all.

What is even more frightening is that the report states, "Over the period since the 12-year global slide began in 2006, 113 countries have seen a net decline and only 62 have experienced a net improvement." The report also says, "The United States retreated from its traditional role as both the champion and an exemplar of democracy amid an accelerating decline in American political rights and civil liberties." This is not good at all, folks.

Hungary recently had an election that slides it into authoritarian rule. Turkey elected Recep Tayyip Erdogan as president in 2014. He has shown to be the most authoritarian leader since Kim Jong-un of North Korea and Jinping Xi of China arrived on

the scene. And let's not forget Myanmar that executed a shocking campaign of ethnic cleansing in 2017.

Apple's CEO Tim Cook said earlier this month, "I think that this certain situation is so dire and has become so large, that probably some well-crafted regulation is necessary." Wrong, Mr. Cook! Our great nation does not need more regulations. What our great nation does need is a little common sense and politicians who will do the job that they were elected to do. Their obligation is to their electorate, not the lobbyists who give them a lot of money.

Let us not forget Google and Amazon — who hold as much, if not more, of our personal data than Facebook — when it comes to casting the blame. And let us not forget the consumer-facing apps like Uber and Airbnb. Then there is the voice-activated Alexa, of which we have two in our home. They are constantly collecting personal data about me, my wife and our dog.

You guys are making billions off my personal data and I want my share. In order to put thousands of bucks into my pocket, I am going to have to mount a campaign to get Congress and the president to pass a simple law that says I own my personal data.

Our nation has just finished celebrating Martin Luther King Jr., who was assassinated 50 years ago. Dr. King was the greatest

man I ever knew. "Freedom is never voluntarily given by the oppressor; it must be demanded by the oppressed," King said.

I am scared.

Robert Pembroke is the former chairman and CEO of Pembroke's Inc. in Salt Lake City.

## ZAKARIA

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to feel free to distance themselves from Trump. After the call, the speaker's approval rating among Republican voters dropped almost 20 points. The base of the party — now older, whiter and less-educated — was with Trump, not Ryan.

Ryan had his faults. He embodied the hypocrisy of Reaganism, advocating fiscal probity while exploding the deficit. He was a bad legislative strategist, unable to repeal Obamacare after years to prepare for it. But he was a genuine and ardent Reaganite. His successors will not be. The second transformation of the Republican Party is now complete.

Fareed Zakaria's email address is fareed.zakaria.gps@turner.com.

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## MEXICO

from page 1

potential customers and partners which act as a catalyst in their own expansion."

Ron Gibson, president of the Utah Farm Bureau Federation, was a delegate on the trade mission and said about the trip, "Utah's Agricultural community is dependent on export sales of our products. This trip with the World Trade Center and Gov. Herbert has been a tremendous opportunity. We have been able to build relationships with Mexican business leaders and government officials that will benefit farmers and ranchers in our state for years to come."

Many Utah companies already conduct business in Mexico, WTC Utah said. The organization cited doTerra, a Utah-based essential oils company founded in 2008 that opened a product center in Mexico City in 2015. Spire Ranges, another Utah company, recently opened a facility in Mexico City that will be used for training local law enforcement agencies. The facility is the result of a contract acquired by Spire Ranges' attendance at the Defense and Security Equipment International (DSEI) trade show in 2017. With the encouragement of WTC Utah, Spire Ranges attended DSEI after applying for and receiving funds from a State Trade and Expansion Program (STEP) grant. The delegates of the trade mission visited the sites of these facilities and many others while in Mexico.

In an effort to further strengthen the relationship between Utah and Mexico, Herbert met with the president of Mexico, Enrique Peña Nieto, at the presidential residence Los Pinos during the trip. In addition to discussing NAFTA, the governor stressed the importance of Utah's trade relationship with Mexico. Last year, trade between Utah and Mexico totaled \$4 billion, the governor said.

"These trade missions are valuable to Utah businesses exploring international expansion because they open doors and provide numerous opportunities to participants," said Vale Hale, executive director of the Governor's Office of Economic Development. "While not all the benefits are realized immediately, the opportunities begin with participation on a trade

mission and forming those face-to-face relationships. I'm confident that this mission will yield many benefits and lead to long-term success."

Four of the companies that attended the trade mission — Innosys, Niivatech, Optisys and TaskEasy — participated in a pitch event in Mexico City. The pitch event was organized by the Utah Science Technology and Research Initiative (USTAR) as part of the trade mission's innovation component, which also included a tour of Startup Mexico. The four Utah companies pitched for over \$70 million to a group of over 40 investors, venture capitalists and entrepreneurs. Each of the companies is expected to receive some form of partnership or investment opportu-

nity that will be announced once finalized.

The trade mission, which was supported by WTC Utah, GOED, U.S. Commercial Service, the U.S. Small Business Administration and Deseret Management Corp., involved private and public organizations from various industries. Participants were Arbinger Institute, Campbell Scientific Inc., The Church of Jesus Christ of Latter-day Saints, BomCom, Energy Network, ICON Health & Fitness, InnoSys Inc., Intermountain Farmers Association, Jimenez Consulting, Law Offices of Thomas N. Jacobson, Niivatech Inc., Optisys, Owllet Baby Care Inc., ParityPay Inc., Radiant Works, ROTA Science, Spire Ranges, Carbon 2 Fuel and Michael Best Strategies.



**CALENDAR**

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presentations and panel discussions, eight breakout sessions, networking and a closing reception. Keynote speakers are Peter Huntsman, chief executive officer of Huntsman Corp.; Steve Zaffron, founder and leader of Vanto Group and author of *Three Laws of Performance*; and Olga Loffredi, chief executive officer of Vanto Group. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Early-bird registration is \$129. May 14 lecture series only is \$49. Details are at [www.governorsenergysummit.com](http://www.governorsenergysummit.com).

**May 15, 8-11:30 a.m.**

**“Retaining and Engaging Employees: What Employees Really Care About,”** an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$130. Details are at [employerscouncil.org](http://employerscouncil.org).

**May 15, 9 a.m.-4 p.m.**

**“Power Women Summit: Clarity, Productivity & Influence,”** a first-ever event featuring general sessions and panel discussions. Location is Mountain America Exposition Center, 9575 S. State St., Sandy. Cost is \$299. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

**May 15, 11:30 a.m.-1 p.m.**

**Business Women’s Forum.** Janet Jorgensen, publisher at SagaCity Media, will discuss “Personal Brand Building for Non-Marketers.” Location is 50 West Club & Café, 50 Broadway, Salt Lake City. Cost is \$27 for members, \$35 for nonmembers. Details are at [slchamber.com](http://slchamber.com).

**May 15, 11:30 a.m.-1 p.m.**

**Business Alliance Networking Luncheon,** a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

**May 16, 8 a.m.-3 p.m.**

**Fourth Annual UTWNG/Sandy Chamber Women’s Group Charity Golf Tournament,** presented by the Utah Women’s Networking Group (UTWNG) along with the Sandy Chamber Women’s Group and benefiting the Junior League of Salt Lake City. Shotgun start is at 8 a.m. Location is Old Mill Golf Course, 6080 S. Wasatch Blvd., Holladay. Cost is \$99, \$350 for a foursome, \$25 for lunch only. Sponsorships are available. Details are available at (801) 824-2600.

**May 16, 3-4:30 p.m.**

**“Jump Start: Intro to Entrepreneurship,”** a Salt Lake Chamber seminar taught by Deb Bilbao, business consultant at the Women’s Business Center (WBC). Event is designed for all entrepreneurs: those looking to go into business, early startup stage or those looking to improve an existing business. Location is the Women’s Business Center, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at [slchamber.com](http://slchamber.com).

**May 16, 5:30-6:30 p.m.**

**Tax Planning Clinic,** a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Details are at <https://utahsbdc.org/trainings>.

**May 16, 5:30-6:30 p.m.**

**QuickBooks Workshop,** a Small Business Development Center (SBDC) event. Location is the Orem SBDC, 815 W. 1250 S., Orem. Details are at <https://utahsbdc.org/trainings>.

**May 17, 8 a.m.-4 p.m.**

**“Supervisory Skills: Taking it to the Next Level,”** an Employers Council event taking place over two consecutive Thursdays. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$310. Details are at [employerscouncil.org](http://employerscouncil.org).

**May 17, 8:30 a.m.-12:30 p.m.**

**“Build a Website Day,”** a Cottonwood Heights Business Association event. Web and content designer Paula Sageser will help you build a website for your small business. Attendees are asked to acquire a domain name and website hosting before the event and bring their own computer. Location is Cottonwood Heights City Hall, 2277 E. Bengal Blvd., Cottonwood Heights. Cost is \$20. Details are available by contacting [pkinder@ch.utah.gov](mailto:pkinder@ch.utah.gov).

**May 17, noon-1:30 p.m.**

**“Smarter Growth: Aligning Infrastructure, Land Use and Economic Development,”** presented by Salt Lake Chamber and the Utah Transportation Coalition. Panelists are Carlos Braceras, executive director of UDOT; Cameron Diehl, executive director of the Utah League of Cities and Towns; Theresa Foxley, president and chief executive officer of the Economic Development Corporation of Utah; Chris Gamvroulas, president of Ivory Development; Andrew Gruber, executive director of the Wasatch Front Regional Council; and Utah Rep. Brad Wilson. Location is the Salt Lake Chamber, 175 E. 400 S., No. 600, Salt Lake City. Cost is

\$20. Details are at [slchamber.com](http://slchamber.com).

**May 19, 9 a.m.-5 p.m.**

**Big Mountain Data Conference,** presented by Utah Geek Events. Location is Newmont University, 143 S. Main St., Salt Lake City. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

**May 21**

**Utah Manufacturers Association Golf Tournament.** Event has registration at 7 a.m., followed by 8 a.m. shotgun start. Location is Stonebridge Golf Course, 4415 W. Links Drive, West Valley City. Cost is \$130 for single golfer, \$500 for foursome. Sponsorships are available. Details are at <https://umaweb.org/event/golf-may-21st/>.

**May 22, 11:30 a.m.-1 p.m.**

**Women in Business Luncheon,** an Ogden-Weber Chamber of Commerce event. Location is Hub 801 Events, 3525 Riverdale Road, Ogden. Cost is \$20. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

**May 22, 9 a.m.-noon**

**SBA Contracting Programs,** a U.S. Small Business Administration (SBA) event. Location is Wallace Bennett Federal Building, 125 S. State St., Room 2227, Salt Lake City. Free. Details are at <https://utahsbdc.org/trainings>.

**May 23, 8-9:30 a.m.**

**Women in Business “Silent Hero” Breakfast,** a ChamberWest event in partnership with the Granite School District and eighth-grade classes of Kearns, West Lake STEM and Valley junior high schools. Students participate in a “Silent Hero” essay contest recognizing special people impacting their lives. Location is Granite Education Center, 2500 S. State St., Room D102, Salt Lake City. Cost is \$25 before May 15, \$30 for nonmembers or at the door. Details are at <https://chamberwest.com/events/details/women-in-business-silent-hero-breakfast-520>.

**May 23, 8-9:30 a.m.**

**Chamber Launch,** a Salt Lake Chamber networking event. Location is the chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at [slchamber.com](http://slchamber.com).

**May 23, 8-9:30 a.m.**

**Legal Breakfast Briefing Series: “Protecting Your Company and Your Employees from Cyber Threats,”** an Employers Council event. Location is Radisson Hotel Salt Lake City Downtown, 215 W. South Temple, Salt Lake City. Cost is \$99. Details are at [employerscouncil.org](http://employerscouncil.org).



CLASSIFIED

**CAREERS****International Relief Teams Seeks Skilled Construction Volunteers**

International Relief Teams (IRT) is seeking volunteers with construction skills (handypersons or licensed contractors) for one week deployments to U.S. flood affected areas to help those families who cannot financially recover on their own, get back into their homes.

Our construction teams are currently working in Louisiana in the aftermath of last year’s record floods, and anticipate we will be needed in Texas in the near future.

Although skilled construction volunteers are our first priority, we will be adding a limited number of unskilled volunteers to each team. All volunteers accepted for this assignment will be flown commercially from an airport near their home to an airport near the job site, leaving on a Sunday and returning the following Sunday. IRT will provide minivans for volunteers to use to for local transportation to and from the arrival airport and to and from the job site.

Teams will be housed at local churches or other suitable facilities. Volunteers are responsible for bringing their own bedding, towels, and toiletries. There is a \$150 volunteer participation fee to help cover airfare and local transportation costs, and volunteers are responsible for their own meals while on assignment.

Work is performed Monday through Friday (full days) and a half day on Saturday. Job assignments generally include installing windows, doors, kitchen cabinets; laying tile, linoleum, or wood flooring; building handicap ramps to the home; roofing; drywall and mudding; finish carpentry work, finishing plumbing; and other related tasks. We ask each volunteer to bring basic hand tools, such as a tool belt, hammer, pliers, putty knives, tape measure, etc. Power tools, generators, compressors, and other large specialty tools are provided by IRT and our local agency partners.

For more information, contact Brett Schwemmer ([bschwemmer@irteams.org](mailto:bschwemmer@irteams.org)), or to apply for an assignment, fill out an online volunteer application ([www.irteams.org](http://www.irteams.org)).

About IRT: Since 1988, IRT has been actively involved in helping families in need in 68 international disasters, and 24 U.S. disasters. IRT construction teams worked for more than six years repairing and rebuilding homes in Mississippi after Hurricane Katrina, and four years in New Jersey after Superstorm Sandy, and is now working in Louisiana after last year’s record floods.

[employerscouncil.org](http://employerscouncil.org).

**May 23, 6-8 p.m.**

**“Starting Your Business 101,”** a Salt Lake Small Business Development Center (SBDC) event. Location is Salt Lake Community College’s Larry H. Miller Campus, Corporate Partnership Center, Room 110, 9690 S. 300 W., Sandy. Free. Details are at <https://www.sba.gov>.

**GRAHAM**

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you noticed them. A few days after having brunch at a restaurant, the manager emailed a guest. He said they were pleased to prepare the meal to meet dietary restrictions.

Now, here’s the point. Just as a thread runs through the reasons why customer leave, there’s also

a thread that helps explain why they stay: *They feel appreciated, understood and wanted, not just when they come aboard, but consistently over time.*

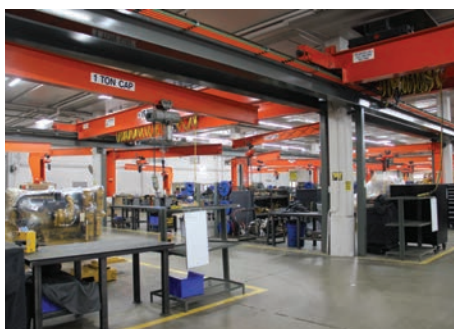
Is a retention effort worth it? “The companies that have a difficult time,” said Wharton researcher Dan McCarthy, “are the ones that don’t do a good job of retaining the customers. They are never able to dial back on customer acquisition, which makes it very hard for them to get out of that loss-making situation.”

In summary, we can say that just as customer acquisition is habit-forming, so is customer retention.

John Graham of GrahamComm is a marketing and sales strategy consultant and business writer. He is the creator of “Magnet Marketing,” and publishes a free monthly e-bulletin, “No Nonsense Marketing & Sales Ideas.” Contact him at [jgraham@grahamcomm.com](mailto:jgraham@grahamcomm.com).



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