

INSIDE



Are you in compliance?

It's been in effect for less than a month, but there are already far-reaching ramifications to the European General Data Protection Regulation (GDPR). If your business reaches Europe in any fashion, you'd better read Tsutomu Johnson's advice for preparing to meet the EU's strict new policy for dealing with cyber data collection.

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Issue Sponsor:



Beware the subtleties in the use of all those electronic devices in the workplace; many can mean trouble for the employer

Brice Wallace
The Enterprise

From the time we awaken until the time we're back in bed, many of us are connected to electronic devices that themselves are connected to other devices.

Those nearly ubiquitous devices can include a Fitbit health activity tracker; smartphones; clocks, scales and coffee-makers with smart technology; voice-activated digital assistants (think: Siri or Alexa); wearable technology like smart rings, belts, watches or Google Glass; surveillance cameras; safety wearables to detect drowsiness; GPS mapping systems and car entertainment centers.

All of that sophisticated technology allows for a multitude of opportunities for personal and business activity, but an Employers Council attorney recently warned an audience in Salt Lake City that it also is a worldwide web of potential trouble. Many subtleties in the use of those devices can lead to costly claims of discrimination or invasion of privacy by employees.

"Smart technology is something that is a growing part of our work-

place. We have all kinds of technology that's getting more sophisticated and more functional all the time. It's likely that the smart workplace is likely to just become more smart as time goes by," Tamara Barkdoll, a staff attorney in the Employers Council Employment Law Services Department, told the audience at the council's Law Update Conference.

She pointed to research indicating that two years from now, 95 percent of all electronic devices will be connected to the Internet and communicating with one another.

"So, what this means for us as employers is that there is more risk and more opportunity for us all the time," Barkdoll said. "It could be too smart for our own goods, at least at times.

"Now, don't get me wrong — I'm not saying that smart technology is bad. What I am saying is that as employers, we want to factor in some time and opportunity to consider these technologies and not only their potential rewards and benefits for us, but also the risks — and not just the ones that are really obvious."

Barkdoll's presentation featured a

fictitious character interacting with common technologies during a typical workday. Before the character even left home for work, he had used a smart clock, scale and a coffee-maker. He strapped on a Fitbit provided by his employer's voluntary wellness program. He wore several technologies and checked his appointments for the day on his voice-activated digital assistant, connected to his company-provided smartphone.

Seems harmless enough, right?

"Within our homes, we generally have a reasonable expectation of privacy, but that's not so true with voice-activated technology," Barkdoll said. "When it comes to voice-activated technology, it's likely that what a court would find is that we have no greater expectation of privacy than if we're using a search engine."

Those devices have the ability to record sound nearby and in the background, and those can be subject to sharing, depending on terms and conditions spelled out by the devices'

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DEVICES

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third-part service providers.

“If you’ve provided to your employees voice-activated technology ... some of your private, business-confidential information may be being shared with third parties.”

When the fictional character arrived at work, he was subject to cameras surveilling the workplace. Those cameras have potential benefits for employers, such as checking employee productivity, providing security and even preventing loss. But those legitimate reasons for having the surveillance must be weighed against the possible ramifications tied to employees’ expectations of privacy. She suggested that companies using video surveillance restrict the recording of audio, which comes with its own set of possible eavesdropping and wiretapping woes, as does employ-

ers doing their own recording at work.

“There is a lot of recording by employees. This can be both video and audio. And we know that employees, especially in one-party-consent states like Utah, are recording not only their co-workers but also their employers. So, a good thing to keep in mind is that we as employers want to be on our best behavior at all times and we want to treat our employees fairly.”

Various types of devices have the potential to expose companies to claims based on device-sharing of employees’ private health information, which can be related to disabilities or genetic information. Several laws come into play, including the Americans with Disabilities Act, Genetic Information Nondiscrimination Act and the Health Insurance Portability and Accountability Act.

For example, Google Glass smart eyeglasses, aimed at tracking worker productivity, could reveal to the com-

pany some of the user’s private health information. So could “safety wearables,” often used to alert drivers and heavy-equipment users about fatigue symptoms.

Private health information also could be collected by a company through the Fitbit and company-provided phone during a workout at a gym. Barkdoll also showed how an app connecting fitness enthusiasts worldwide can reveal the location and movements of users — risky for businesses involved in security or other high-risk ventures.

Other possible outside-the-office trouble spots involve GPS or other mapping/location devices. They can indicate that the user visited a fast-food joint — allowing the company to judge his nutritional choices — or otherwise track movements during lunch breaks or other private times. Again, Barkdoll said, employers need to strike a balance between the degree and nature of their surveillance and the employee’s expect-

tation of privacy.

Even something as seemingly innocuous as syncing a smartphone to a company car’s entertainment system could put company information in peril. Sensitive information about the company and/or the employee can be stored on the entertainment system, making it susceptible to hacking by outsiders or even misuse by future owners of the same vehicle.

While those devices and scenarios are commonplace, Barkdoll noted a few other that are less likely to be implemented in a widespread way. For example, 50 of its 80 employees at a Seattle company voluntarily had microchips implanted in their fingers as a way of eliminating the need for ID cards and easing the process of checking in or out of work. Thousands of people in Sweden, she said, have voluntarily been microchipped so they don’t have to carry paper tickets to use the national railway system.

The potential exists for a chipped worker to move to another company, with the implanted chip still feeding information to his former employer.

Still, she predicts that microchips will not be prevalent in the U.S. “because it is so invasive and really pretty permanent.”

Likewise with biometric technology that can scan irises or pupils, which could inadvertently reveal employees’ health issues and thereby be seen as an invasion of privacy.

As complex as today’s technology-based employment issues are, Barkdoll warned that they will become more so as the tech becomes more sophisticated and more-widely used. And that’s not even taking into account the varying laws in different jurisdictions that also are constantly subject to change.

“You want to be diligent and vigilant thinking about the changing legal landscapes within your different jurisdictions because as quickly as the technology changes, so can the legal implications and requirements,” she said.

Generally, she cautioned employers to address issues by having employees receive prior written notice about company tech policies, having employees trained on those policies, and having all of the policies applied consistently.

The Salt Lake City crowd consisted primarily of lawyers and corporate officials focused on human resources and employment law. Barkdoll noted that they are trained to spot HR concerns and employment law considerations every day and have a vital role to play when it comes to technology matters.

“I think that your value is particularly poignant in the area of technology, because when your organizations are thinking about technology, they’re probably involving IT people and thinking about technical things like systems designs,” she said. “Not so much are they involving HR and thinking about HR and employment law considerations.”

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We talk about it plenty. Now it's time to

DOUBLE DOWN ON CYBERSECURITY

Cybersecurity breaches are on the rise and growing at an alarming rate. We all remember the big names from the 2017 breaches, like Equifax, which had the personal data of 145 million accounts hacked. Yahoo released a report on previous breaches: 3 billion accounts hacked in 2013 and another 1 billion accounts in 2014. Verizon reported that 14 million subscribers may have been affected by a cyber-attack. This list goes on and on.



DAVID
BLACK

But big corporations aren't the only targets. It is estimated that 58 percent of all cyber-attacks are targeted toward small businesses. Still not convinced if cybersecurity is right for your business? Here are a few statistics from SmallBizTrends that may shock you:

- Only 14 percent of small businesses self-rate their ability to mitigate cyber risks, vulnerabilities and attacks as highly effective.
- About 60 percent of small companies go out of business within six months of a cyberattack.
- Almost half (48 percent) of data security breaches are caused by acts of malicious intent. Human error or system failure account for the rest.
- Fifty-eight percent of small businesses are concerned about cyber-attacks, yet they are not allocating any budget towards risk mitigation.

And, according to UPS Capital:

- Cyberattacks on small businesses cost between \$84,000 and \$148,000 each to address.
- Ninety percent of small businesses don't use any data protection at all for company and customer information.

Cybercrimes are increasing; the criminal business of stealing data and information is booming. It is estimated it will cost businesses \$6 trillion annually by 2021. Right now, it is said that a business will fall victim to ransomware every 14 seconds.

Malicious email is the No.1 meth-

od as an entry point for a cyberattack. A 2018 report from Verizon DBIR said that 92.4 percent of all malware is delivered via email. According to Symantec, 88 percent of malicious emails use malware-laden attachments to deliver their attacks. With email being the primary source of delivery for cyber-attacks, having the proper protection in place is vital to the survival of your business.

Although these statistics are daunting, don't fret. Implementing the proper tools and processes to protect you and your customers from attacks is easy and cost-effective.

The late great coach of the Green Bay Packers, Vince Lombardi, said, "The best defense is a good offense!"

This quote, often used in sports settings, couldn't be more relevant to cybersecurity. Being proactive rather than reactive will pay dividends in the long game. Don't let them bring the fight to you. Rather, you should be proactive in your strategy by putting the tools and processes in place to stay ahead of would-be attackers before they have a chance to steal your data. Criminals — like the slime they are — will always follow the path of least resistance. Putting more security checks in place adds more resistance!

The techniques used by attackers, are evolving every day — becoming more advanced and harder to detect. Because of this, legacy antivirus software alone is an obsolete solution and needs to be upgraded to include additional levels of protection, such as multi-factor authentication or a password management tool.

Multi-factor authentication is used often in our daily lives. Every time you enter your password when swiping a debit card, when you answer a unique question to log in to a site you've previously made an account for or when you show your identification when paying by check, these are forms of multi-factor authentication.

Many common threats involve trying to obtain a user's login credentials for the purpose of gaining access to your systems. Implementing a two-factor authentication strategy, such as needing to input a code sent to a mobile device or email, in addition to inputting a password, can thwart the most common phishing and social engineering attempts we all face on a daily basis. This can help further secure your domain, Office 365 and other tools you use.

Let's face it, we as users are lazy by nature. We don't like to remember long, complicated passwords. Even worse, we often use the same simple password for multiple websites or applications, if not the same password for all accounts. Let me say this just once, **"Do not reuse passwords!"** If one of your accounts becomes compromised, these nefarious individuals will use that password to try and access every account associated with your name. The solution is simple: Invest in a password manager tool.

Using password manager tools such as LastPass, DashLane or Keeper can help you remember and randomize your passwords for everything you login to. So, if a social media or email account password is stolen, cybercriminals can't use the same credentials to login to your bank account, etc. Using a password manager is one of the best ways to protect your digital identity.

One key thing to note is that no matter how well a company utilizes firewalls, antivirus and other tools to secure its data, the human element still leaves networks of every size vulnerable to attacks. Investments in cybersecurity should not end at software and tools. Cybersecurity awareness training for all personnel is just as important as the software and tools — if not more important.

Having a people-centered approach to cybersecurity in your business will be your best asset to ensure your employees are educated and empowered to understand what the risks are

and to make better decisions. Do not rely on technology alone to protect your data.

Get with your IT professionals to conduct training or bring in a cybersecurity specialist to speak with your team about best practices and how your company can be more security-minded. Having cyber-aware employees could be your saving grace in keeping hackers out of your network.

If you don't have a cybersecurity policy in place, create one. For your cybersecurity policy to be successful, it needs to be documented, reviewed and distributed throughout your company. After assessing your company's cybersecurity policy and identifying the risks, make the necessary changes to ensure your policy is up to date, effective and clear to all personnel. Review and update your policy on a regular basis as technology is always changing.

Keeping up to date with current cybersecurity trends and best practices is vital to the success of your defense system. Be vigilant by having the capabilities in place to detect cyberattacks and vulnerabilities. Be cyber-aware, ensuring your employees have access to your cybersecurity policy and understand the requirements. Be resilient by being prepared to effectively respond to incidents so your business can return to normal operations quickly, with minimal impact.

The time to act is now. Be proactive. Don't let your business become a cyberattack statistic. Every company, no matter its size, needs to invest in cybersecurity as one of their top priorities — your business depends on it. Having the right policies in place with the proper execution is key to protecting your business from falling victim to cybercriminals.

David Black is the director of business development for Wasatch I.T., a Utah provider of outsourced IT services for small and medium-sized businesses.

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FIVE CHANGES YOU CAN MAKE TODAY TO IMPROVE YOUR WEBSITE

Your website is one of the most essential marketing tools in your toolbox. It is the advocate of your business that never sleeps, giving your customers and potential customers information they need to convert. While at one time just having a website was enough, the digital world has greatly shifted.

To succeed online, your website needs to be built to be conversion-friendly. This means reducing as much of the friction as possible for site visitors before they take action and convert. Take a look at your website today. If you are unhappy with your current site, before investing in a new site, consider making these five changes to improve conversions and bring in more customers.

Assess What is Most Important

What is the primary goal of your website? If doesn't line up with the primary goals of your business, reassess the website messaging. For a beauty school, it could be enrolling more students, while for a plumbing company it may be obtaining return customers.

For every business and website, there are likely secondary goals as well. Taking the beauty school example, secondary goals may include getting salon visitors, promoting blogs that educate your potential students and showcasing student work. While all of these are important and have their place on the website, it's critical to not let these secondary goals interfere with the primary objective of your website.

Look at the calls to action, content and overall messaging of the website. Is your primary goal clear? If not, consider rewriting and rearranging, especially on the homepage, to serve the primary purpose of your business.

Write Specific Content That

Speaks to Your Audience

Have you ever been in a conversation where you just aren't being heard? The person you're talking to talks all about themselves without ever letting you engage in the conversation and everything you say is a segue for them to one-up you with a bigger and better story? Don't let your website visitors leave feeling like this. They need to be represented in the conversation.

Talk about the advantages your visitors will have from investing in you and your product. Speak more about them and their achievement potential with the help of your business rather than speaking solely of the business's achievements. While these achievements still have their place on your website, and should be talked about, they should not overshadow speaking to your customers.

Write headlines to your customers that are clear. Vague headlines can confuse website visitors on what exactly you offer. If you aren't a household name, the first thing your visitors read on your site should clearly tell them who you are.

In the case of the previously mentioned beauty school, "Start a rewarding career in the beauty industry, apply to beauty school" is a far more powerful call to action than "your life, your future starts here." While both are customer-centric, one very clearly states that you are investing in yourself through beauty school while the other ambiguously suggests investing in yourself.

Proof From Actual Customers

When you see a new restaurant, you likely don't visit without first doing research. You ask around to see if anyone you know has been there and

read reviews online. If people are this dedicated to reviewing and researching to avoid disappointment for one evening eating out, you can guarantee they are doing this with larger investments as well. If you're asking users to spend more than \$10 over their lifetime at your company, they'll be doing their research before committing.

It is estimated that about 73 percent of consumers are more likely to trust a local business after reading a positive review. Add authentic reviews from real customers to your website. Encourage happy customers to leave real reviews on trusted review platforms as well. Seeing the proof that your business is trusted by real customers will help potential customers do the same.

In addition to third-party review sites, feature reviews from real customers on your site. Customers know that businesses manage their own website, and that a bad business could write fake reviews on its site. Because of this, it is imperative that you only use real, authentic reviews.

If you have the permission and the resources, include a photo of the reviewer or use video testimonials on your site. This will increase credibility with potential customers.

Make Pages Easier To Read

It's daunting to land on a website with one big paragraph of text to read through. Many users will see a page like that and bounce immediately. Break up the page in a way that makes sense for your business goals, but also keeps users engaged in the content you are providing.

For good digital content structure, it's important to break things up into smaller paragraphs, bulleted lists, an appropriate amount of white space and relevant images whenever possible. Balance out the pages of your website

with the right amount and formatting of text and images.

Avoid using fonts, text colors and background colors that make the text difficult to read. Paragraph text on the page should be at least 16 pixels. Make information easily consumed on your website to gain more customers. With mobile traffic often accounting for most of the website traffic, make sure your mobile site is easy for users to navigate and consume information.

Keep It Simple

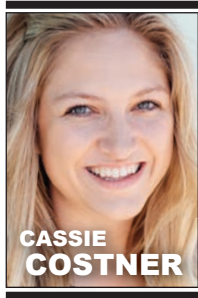
Simplicity is key. When there's too much happening on a page, visitors get overwhelmed and bounce. Walking the line between delivering enough information without overwhelming can be difficult but is critical. There are multiple places where simplicity will help turn website visitors into customers.

The main navigation is where visitors can easily navigate to the most important pages of the site. If the navigation is either too confusing or too crowded, visitors won't know where they should go. Reserve the main navigation for the most important pages you want visited.

Simplicity throughout your website will help reduce points of friction with your visitors, turning them into customers.

Your website should be the biggest advocate for your business, and when doing marketing, it should be the destination for all traffic. Following these five steps will help make sure that when visitors get there, your business is accurately represented while still encouraging your visitors to turn into customers.

Cassie Costner is the website project manager and conversion rate manager at Oozle Media in Sandy, a company specializing in digital marketing and website development for small to medium-sized businesses.



CASSIE COSTNER



WEBSITE DEVELOPERS

Ranked by Number of Employees



List Development Laneace Gregersen | laneace@slenterprise.com

	Company Name Address	Phone Website	Number of Employees	Notable Clients	Specialties	Year Est.	Top Executive
1	Riester Advertising Agency 1441 Ute Blvd., Ste. 360 Park City, UT 84098	844-602-3344 riester.com	130	PacifiCorp, Rocky Mountain Power, Park City	Digital marketing, website design, development, integration	1989	Tim Riester CEO/President
2	The Summit Group 117 W. 400 S. SLC, UT 84101	801-595-1155 summitslc.com	80	Microsoft, Unified Purchasing Group, Sony Mobile, Savage Services, Exxon Mobil	API integrations, customized WordPress site development, e-commerce, UX/UI, SEO, digital magazine	1982	Bill Palous Todd Wolfenbarger
3	Penna Powers 1706 S. Major St. SLC, UT 84115	801-487-4800 pennapowers.com	43	*	Web audits, site development, SEO, email marketing	1984	Mike Brian/CEO
4	Love Communications 546 S. 200 W. SLC, UT 84101	801-519-8880 lovecomm.net	40	Google Fiber, Arctic Circle, City Creek Center, Utah Office of Tourism, BioFire, Visit Salt Lake	Branding, advertising, digital, public relations, web development, media	1999	Tom Love President
5	Oozle Media 11339 S. 700 E., Ste. 300 Sandy, UT 84070	801-562-8557 oozlemedia.com	38	Bellus Academy, Superior Water & Air	Marketing/websites for education, dental, home services	2008	Chris Linford CEO
6	Red Olive 9980 S. 300 W., Ste. 300 Sandy, UT 84070	801-545-0410 redolive.com	38	Novell, Coca-Cola, OGIO, Dental Select, IM Flash, Utah First Credit Union, Edge Homes	Web, apps & digital marketing	1999	Matthew Moeller
7	Convirtio 6995 S. Union Park Center Midvale, UT 84047	888-851-3319 convirtio.com	25	AMSCO Windows, General Motors, Lionsgate Entertainment	Content marketing, search engine optimization, social media marketing, web design/development	2015	Braxton P. Tulin
8	SEO.com 65 E. Wadsworth Park Drive Ste. 200 Draper, UT 84020	800-351-9081 seo.com	25	Taylor Andrews, Kaleidescape	WordPress, PHP, Laravel, app development, web development	2008	Boyd Norwood
9	ThoughtLab 56 E. Broadway, Ste. 200 SLC, UT 84111	801-355-2696 thoughtlab.com	22	SkyWest, eBay, Wish.com, Blendtec, Grant Thornton, cityhomeCOLLECTIVE	Web design, development, branding & digital marketing	1999	Mike Harker
10	i4 Solutions LLC 707 W. 700 S., Ste. 201 Woods Cross, UT 84087	801-294-6400 i4.net	17	Utah State Board of Education, Jordan Wilcox, Telemundo Utah	Websites, Internet marketing, Internet design, hosting, email	2001	Brandon Anderson Mike Rivera
11	Your Design Guys 1305 N. Commerce Dr., Ste. 100 Saratoga Springs, UT 84045	1-888-720-0170 yourdesignguys.com	15	Big O Tires, Jamberry, Clean Green Carpet Cleaning, H&O Technologies	Custom website design, Wordpress development, copywriting, conversion rate optimization	2012	Chris Wren
12	Revity 8 E. Main St. American Fork, UT 84003	801-216-4154 gorevity.com	11	Elevated Billing Solutions, Paul Mitchell Schools, Vivint Solar	Custom web development - PHP, JavaScript, Plus Marketing	2015	Jarrett Webster Founder
13	Letter23 LLC P.O. Box 571614 Murray, UT 84157	801-983-9266 l*etter23.com	10	Elko City, Live Earth, Robertson Harness	Advertising, marketing, website, public relations	2000	Kelly Casaday
13	modern8 Corp. 145 W. 200 S. SLC, UT 84101	801-355-9541 modern8.com	10	Jacobsen Construction, UofU, LDS Church, FFKR	Marry brand strategy with design	2001	Alysha Smith
15	Swivelhead Design Works 8813 Redwood Rd., Ste. A West Jordan, UT 84088	801-566-3152 swivelheaddesign.com	3	Intermountain Healthcare, Village Baker, Lingotek	Design of websites, catalogs, brochures, apps, billboards	2001	Matt Doyle

Doing business in Europe?

There is a brand new data privacy law to deal with

On May 25, the European Union (EU) started enforcing a law called the European General Data Protection Regulation (GDPR). Under the GDPR, European regulators have broad powers to regulate any entity that employs people in Europe, has a facility or work site in Europe, markets its products to people in Europe, monitors how Europeans utilize a website or processes information from Europe on behalf of another organization. Given the GDPR's broad reach, most organizations will have to

organizations receive that information and whether that information transfers out of the EU to other countries.

Furthermore, if information is processed automatically, the individual must be informed. For example, if a company employs the use of analytics to track customer activity on its web-

see GDPR page F11



TSUTOMU JOHNSON

comply with the regulation. Failure to do so can result in fines ranging from 20 million euros to four percent of global revenue, whichever is greater.

Organizations ignore the GDPR at their peril. Although the GDPR is focused on Europe, the scope is broad enough to capture most organizations in Utah. Regulators can fine an organization's European operations, revoke business licenses and fine processors who work with organizations based in Europe. For example, if an organization in Utah uses a third-party logistics organization in Europe, regulators could fine the third-party logistics organization, which could pass that fine along to the Utah organization via operating agreements or other contracts between the two organizations.

What can an organization do to comply? At minimum, organizations must do the following:

- Develop notice and consent forms for the information they process.
- Develop a process for responding to inquiries from European citizens.
- Conduct privacy impact assessments.
- Prepare a record of processing and adopt privacy principles.

Notice and Consent Forms

In Europe, privacy is a fundamental right and is afforded stronger legal protections than in the United States. Because privacy is a fundamental right, organizations doing business in European markets must provide a privacy notice explaining what information the organization gathers, why it gathers that information, what other



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TECHNOLOGY COMPANIES

Ranked by Number of Utah Employees



List Development Laneace Gregersen | laneace@slenterprise.com

Company Name	Address	Telephone Website	Number of Utah Employees	Local Contact
1 Vivint Smart Home	4931 N. 300 W. Provo, UT 84604	801-377-4116 vivint.com	7,000	Liz Tanner Director of P.R.
2 HealthEquity	15 W. Scenic Pointe Drive Draper, UT 84020	866-346-5800 healthequity.com	5,000	Ashley Dreier Chief Information and Technology Officer
2 IM Flash Technologies	4000 N. Flash Drive Lehi, UT 84043	801-767-4000 imflash.com	5,000	Brian Verwer Director of Public Affairs
4 Micro Focus	1800 S. Novell Place Provo, UT 84606	801-861-7000 microfocus.com	4,700	Judy King
5 Nu Skin Enterprises	75 W. Center St. Provo, UT 84601	801-345-1000 nuskin.com	3,000	Lance Broderick IT Director
5 Zendesk	1 S. Pinckney St., Ste. 610 Madison, WI 53703	888-670-4887 zendesk.com	3,000	Victoria Evans Field Marketing Manager
7 eBay	583 W. eBay Way Draper, UT 84020	408-376-7400 ebay.com	2,500	Laura Dooley Senior Manager, North America Government Relations
8 Thermo Fisher Scientific	1726 Hyclone Drive Logan, UT 84321	435-792-8500 thermofisher.com	2,499	Sam Marcheschi
9 L3 Technologies, Communication Systems- West	640 N. 2200 W. SLC, UT 84116	800-874-8178 www2.l3t.com/csw	2,144	Andrew Ivers CSG Sector President
10 Microsoft	3400 N. Ashton Boulevard Suite 300, Lehi, UT 84043	801-341-5800 microsoft.com	2,000	Jeff Pinkston Engineering Manager
10 Oracle Corporation	9350 S. 150 E., Suite 600 Sandy, UT 84070	801-601-9000 oracle.com	2,000	Mark Sunday Chief Information Officer & S.V.P.
12 Ancestry	1300 W. Traverse Parkway Lehi, UT 84043	801-705-7000 ancestry.com	1,603	Meg Quigley Director, Corporate Communications
13 Adobe	3900 Adobe Way Lehi, UT 84043	385-345-0000 adobe.com	1,500	Zosh Kuball
14 Comcast Business	9602 S. 300 W. Sandy, UT 84070	801-401-3262 comcast.com	1,400	Wolf Lewis Director of Enterprise Sales
14 Overstock.com	799 W. Coliseum Way Midvale, UT 84047	801-947-3100 overstock.com	1,400	Jonathan Johnson President of Medici
16 Ivanti	688 W. 10000 S., Suite 500 South Jordan, UT 84095	888-253-6201 ivanti.com	1,248	Steve Daly President & CEO
17 Dell EMC	11747 Lone Peak Parkway Suite 200, Draper, UT 84020	801-449-8300 dell EMC.com	1,200	Vance Checketts Vice President & General Manager
18 AT&T	4393 Riverboat Road Taylorsville, UT 84123	801-313-8436 att.com	1,000	Tara Thue Director of Legislative Affairs
18 Progressive Leasing	256 W. Data Drive Draper, UT 84020	877-898-1970 progleasing.com	1,000	Mark Olson V.P., Marketing & Field Sales Development
18 PwC LLP	201 S. Main St., Suite 900 SLC, UT 84111	801-531-9666 pwc.com	1,000	Stephanie Hewlett Assurance Technology Partner
21 Qualtrics	333 W. River Park Drive Provo, UT 84604	801-374-6682 qualtrics.com	950	Jeff Harvey Director of Strategic Partners
22 Anaplan	50 Hawthorne St. San Francisco, CA 94105	415-742-8199 anaplan.com	750	Ashley Ronkowski Field Marketing Manager
22 NetflixCS	5376 Amelia Earhart Drive SLC, UT 84116	801-462-0787 netflixcs.com	750	Jeff Hensien Head of Customer Service
24 3M Health Information Systems	575 W. Murray Blvd. Murray, UT 84123	801-265-4200 3m.com	500	Dan McMaster Global Business Director
24 Nav	12936 S. Frontrunner Blvd. Suite 550, Draper, UT 84020	855-226-8388 nav.com	500	Tiffany Chambers Director of Talent
24 Vivint Solar	1800 Ashton Blvd. Lehi, UT 84043	801-216-3927 vivintsolar.com	500	Erica Dahl V.P. of Public Policy and Government Affairs
24 ZAGG	910 W. Legacy Center Way Suite 500, Midvale, UT 84047	801-263-0699 zagg.com	500	Kim Rogers V.P. of Investor Relations

OPTIMIZING THE REAL ESTATE / TECHNOLOGY MIX

Do you really need more meeting rooms, or would more-informed technology choices help your team be more effective with less real estate?

What's your home screen average? Looking at your mobile device, how many of those apps do you really use on a daily basis, and how often are you using each of them?

The statistical analysis of your screen-tapping patterns reveals much about your personal and professional priorities. This data, combined with additional input on how and when you use some of the more-neglected apps on your mobile device, provides an interesting picture of what motivates you, what makes you more efficient and what tools are required to ensure your productivity.

Now think about your office in the same way. Which of the meeting rooms are used most often, and which communication and control technologies are accessed consistently in each of those spaces?

Analysis of enterprise usage patterns can provide more than a philosophical treatise on how team members operate in the modern workplace. It could actually save you money and boost return on investment in technology.

Data Enhances Enterprise Design

A new trend in enterprise audio/visual design is helping companies optimize their real estate/technology mix in ways that boost team members as well as the bottom line. An array of analytics tools and methods are providing valuable insights on how people prefer to work and which tools enable the most effective use of collaborative spaces.

Now that everything is on the network, there is a centralized means to collect technical information on how equipment and applications are used. A mix of data, sourced from hardware and software, as well as environmental controls for lights, shades and thermostat, can be cross-referenced to create a picture of popular meeting styles. Even the number of participants can be included in the equation, based on the number of wireless network connections accessed at a given point.

The anonymized data is not meant to track specific behavior, but rather analyze general trends. This analysis can help determine how teams like to work, accounting for a number of subtle technology use indicators and creating a complete picture of how rooms are actually used.

Once these data points are processed, enterprise usage analysis can

produce surprising recommendations. On occasion, in an office setting where team members are frustrated by a lack of meeting room availability, the solution might not always be the addition of more technology. Rather, data might indicate a need for more



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de JONG

types and shapes of meeting spaces. The problem can be solved by reconfiguring underutilized real estate for smaller meeting areas and "huddle rooms" to serve the quick, regular meetings and calls among team members.

Sometimes it's just that simple. Provide more rooms equipped with the most frequently used tools and productivity and team member happiness increases.

Additionally, usage analytics can also provide more-granular pieces of intelligence to guide future technology purchasing decisions. Is the in-room audio system being used? Or will laptop speakers or headphones be good



enough? Are meeting rooms occupied more frequently than individual desks? Maybe a hot-desking setup would suffice. On a larger infrastructure scale, questions on data storage and management can also be answered with a look at where information is stored, how it's accessed, where it's transported and so on.

How Does Your Team Collaborate Best?

Office real estate was once a fairly simple design problem. Calculating the total number of employees, divided into departments, provided a fairly clear blueprint of how many desks and meeting rooms were needed. But in these days of remote workers, increasing collaboration among various intra-company teams and a general trend toward the open-plan office, the

equation becomes more difficult.

The fact is, the ratio of desks to meeting rooms and other types of collaborative work spaces will vary by department. Factors such as who is meeting where, with whom, how often and for what purpose will vary greatly.

Here it's important for an ongoing design collaboration to occur between IT, A/V and integrated enterprise technology solution providers. Together, these experts can provide a needs analysis that, when combined with the usage data, can produce an accurate picture of how "collaboration" is defined in your workspace today. Then, given the rapid pace of change, a look into the near future might be in order. What might your enterprise look like as more members of the younger generations move in and some of the foundational team members retire?

An audio/visual technology integrator can also provide ideas about how new collaborative technologies can change the office landscape. Maybe

create optimal working environments that are used often and by many. There's an add-on benefit there, too. The more the technology is used, odds are there will be a decrease in questions, IT requests and downtime due to broken equipment. Make meeting and collaboration spaces fun and useful and you'll boost your ROI on equipment.

Amplify Your Company Culture

As more enterprise spaces are creatively optimized for teamwork, there are also new opportunities to enhance office culture. For incoming generations of employees, as well as for anyone who enjoys more freedom and engagement in the workplace, technology can be a real boon to attracting and retaining talent.

It's possible to be a "cool company" without breaking the bank. It's only a matter of using real estate in creative ways. Once again, look at those usage analytics to figure out which office areas are neglected and have the potential to be optimized as a fun or productive spot to connect with other team members.

Observe how your team members like to meet and socialize. If they congregate in the kitchen, consider that as an opportunity to create more interaction and engagement. Use a video display for fantasy football or other company-created content. Maybe it could even be a scoreboard for the office pingpong table.

If you have an especially creative workforce, consider creating a space that makes it easy for engaged employees to create video content for your brand. The whole company can benefit from these tools, and team members will have fun using them, too.

For those arriving in the workplace straight out of college, technology expectations are particularly high. In addition to interactive displays and communications technologies, they are used to unique offerings like large collaborative displays used for work and entertainment content. They're looking for easy ways to connect with displays and share images, videos, apps and maybe even video games.

Gamification of the workplace continues to be a trend, and here, too, video technology offers some creative solutions. Leader boards provide great

Careful thought should be given to the specialized needs of certain teams, such as research and development and other engineering or production-focused tasks that require advanced tools such as 3D printers, visualization equipment and high-end computational and display equipment. Potentially this type of advanced space could be designed as a "collaboratory" for wider use within the organization.

Data and design can combine to

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Ranked by Number of Utah Employees



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Company Name Address	Phone Website	Number of Utah Employees	Number of Subscribers	Area(s) Served	Top Executive
1 Veracity Networks 170 W. Election Road Draper, UT 84020	801-379-3000 veracitynetworks.com	130	20,000	Utah	Marshall Erb CEO
2 South Central Communications 318 N. 100 E. Kanab, UT 84741	888-826-4211 socen.com	138	12,424	Central & Southern Utah	Michael R. East CEO
3 CentraCom 1502 N. Technology Way Orem, UT 84097	801-854-5000 centracom.com	114	14,000	Utah, Juab, Sanpete, Sevier & Millard counties	I. Branch Cox CEO
4 FirstDigital 90 S. 400 W., Ste. M-100 SLC, UT 84101	801-456-1000 firstdigital.com	100	*	Utah, Intermountain West	Wesley J. McDougal President/CEO
5 ServerPlus 555 S. State St., Ste. 100 Orem, UT 84097	801-426-8283 serverplus.com	83	*	U.S. & International	Layne Sisk
6 XMission 51 E. 400 S., Ste. 200 SLC, UT 84109	801-539-0852 xmission.com	36	*	Utah areas & nationwide	Pete Ashdown
7 InfoWest Inc. 148 E. Tabernacle St. George, UT 84770	435-674-0165 infowest.com	45	*	Utah, Arizona & Nevada	Kelly Nyberg President/CEO
8 Utah Broadband 14015 S. Minuteman Drive Draper, UT 84020	801-953-6706 utahbroadband.com	33	10K+	Wasatch Front & Wasatch Back	Steve McGhie



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personal motivation in the workplace. Here too is an opportunity to reinforce how each team member's piece of a project matters to the overall success of the company. Knowing the "why" of tasks adds meaning to work.

If your company decides to create a dynamic impression from the outset with an integrated video wall in the lobby, there are ways to optimize that piece for internal benefit as well. Find ways to use the video wall for town halls and team building; maybe create skills competitions and invite people to share their work on the big screen.

As audio visual solutions play an increasingly vital role in workplace communications, take a look around the office to see what creative, new ways video and interactive technology can provide more engagement.

Enhancing the experience of your team members definitely benefits the company on many levels, for fun and profit!

Ingolf de Jong is president and owner of Gencomm Inc. in Draper. He serves on the Salt Lake Chamber board of governors and is the chair of the Small Business Committee. He has been in the technology industry since 1979 and has served on a variety of audio/visual industry boards.

GDPR*from page F7*

site, the organization owning that website must inform the user about that process. The GDPR further requires such an organization to provide users with a brief description of the logic underlying the automated process.

Finally, organizations that process data from people in Europe must provide a legal basis for doing so in their privacy notice. Samples of legal basis include the individual's consent, information needed to enter or fulfill a contract with the individual, processing information on behalf of a government entity or for the public good, and a legitimate business interest. If an organization uses consent as its basis for processing, it must keep a record of that consent and provide a point of contact so that individuals can rescind their consent.

Responding to Privacy Inquiries

Under the GDPR, organizations must comply with requests from individuals who wish to exercise their privacy rights. For example, a person in Europe may withdraw his or her consent to process information, request copies of all the information an organization collects about him or her and demand the organization stop processing that information. Organizations in

Utah will need a point of contact to receive such requests, develop processes to identify all the locations and vendors who process an individual's information on the organization's behalf, create a method for providing that information to individuals as well as a method for deleting that information from every location and vendor who received that information.

Privacy Impact Assessments

Before an organization rolls out a new service, device, process, software or hardware, the GDPR requires that organization to evaluate the risks to privacy. Accordingly, organizations must evaluate whether the roll-out could lead to physical, material or non-material damage; identity theft, fraud or financial loss; or identify lost personal control over personal information. To minimize potential risks to privacy, organizations must narrowly tailor their use of information for a specific task, closely monitor how the organization uses information and delete information it does not need.

Record of Processing

If an organization does not already have a record of processing, it must create documents showing which of its locations, vendors and partners process personal information. For each of those, an organization must determine what information is processed, the

legal purpose for gathering information and how long it holds that information, and assign security controls to protect it.

Adopting Privacy Principles

Under the GDPR, organizations need to incorporate privacy concepts like data minimization and pseudonymization into the fabric of the organization's daily operations. Data minimization requires organizations to limit the information they receive, use that information pursuant to the initial reason for gathering information and delete information in a timely manner. An organization can pseudonymize information by obscuring it. For example, organizations can take large data sets such as usernames, credit cards and email addresses and assign random values to those data sets so that people outside the organization cannot interpret that information.

With GDPR comes a raft of complex privacy regulations. Most organizations will have to comply with a portion of the GDPR. Failing to do so can result in steep penalties. If an organization has not yet begun its GDPR compliance process, it should start now.

Tsutomu Johnson is of counsel at Parsons Behle & Latimer in Salt Lake City where he co-developed GDPRIQ, an application that helps organizations develop their GDPR policies and procedures.

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