

INSIDE



Stop the revolving door

Human resources expert Colin Thompson talks about the high cost of employees turnover and offers four suggestions to help you with your worker retention. He also reminds us that money isn't everything when it comes to attracting and keeping the best employees.

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THE WORKPLACE



"Come together, right now ..."

- The Beatles, Abbey Road album, 1969

Three ways to ignite the fire at your workplace

Forty-nine years ago, the Beatles released a new song titled "Come Together," written by John Lennon and Paul McCartney. Following the release, John told an interviewer the lyrics were simply "gobbledygook." This crazy mash-up of odd lyrics is at times incoherent, peculiar and, of course, genius.

The genius of the Beatles has been attributed to many things. Some credit their individual talent, perfect timing and even the guidance of a world-class manager in George Martin. Their skyrocketing success can also be attributed to a team commitment, beautiful collaboration and good old-fashioned hard work.

Most people don't know much about the story of the Beatles prior to 1964 when they arrived in the United States. In the early 1960s, the lads from Liverpool were invited to be the house band at a club in Germany. They stayed in Hamburg for months on end. During this time, they would perform as many as seven days a week. Not only that, they would play eight-hour sets. Day after day, night after night, week after week, they would "Come Together."



JOE TATE

It is estimated that by the time McCartney, Lennon, Harrison and Starr came to America, they had played live together more than 1,200 times. It can be argued that no other bands before or since have put in this amount of work. The Beatles became extraordinary through their willingness to improve and believe in something better.

History often repeats itself and similarities to 1969 are with us today. As the Beatles rode their song "Come Together" to the top of the U.S. *Billboard* charts, the unemployment in America dipped below 4 percent nationally. Nearly five decades later, we see our current unemployment rates matching the rates of 1969. Our challenge is to combat the issues created by prolonged shortages in qualified staffing. Companies are faced with high turnover and low engagement while grasping for methods to attract and retain talent. The workplace feels like gobbledygook. To prevail, we must believe in something better. We must lead the charge to come together.

Consider the following three ideas

as you strive to galvanize your team, increase loyalty in employment and catch your employees doing something right. It is time to roll up our sleeves and get to work.

Culture is King

"Employees quit bosses, not companies."

While there may be truth in this sentiment, today's employees are attracted and retained through cultural power. Creating and enhancing culture is quickly becoming a defining attribute for companies as millennials and others are seek a cultural match in their employer. Jay Wilkinson, founder and CEO of Firespring, has shared his advice in creating a purpose-driven business model. His concepts include:

- 1. Be transparent in everything,** including sharing company financials and leadership training with all employees.
- 2. Hire for culture first.** Use questions and processes to detect and avoid the haters and the trolls. When hiring, think culture first, then skills fit.
- 3. Openly invite your people to**

see TATE page **F6**

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LONELINESS IN THE WORKPLACE

The advent of remote work has made gathering at the water cooler a thing of the past

Over the past several decades, connections with our work colleagues have become increasingly virtual and electronic in nature. Whether “shooting the breeze” occurs in a cubicle or via instant messaging with an associate sitting across the room — or whether it occurs with no face-to-face interaction at all, because of the many people now working remotely — the social phenomenon of gathering around the water cooler has dwindled.

And the result of this social shift? It’s making employees lonely, and impacting employees across the board, from entry level to executives.

Blame the evolution of communication channels, whereby work is so often now completed virtually via text and email — with a video chat or phone call falling into the category of a last resort.

In businesses’ continuing quest for increased productivity, meetings are structured around bullet-point agendas and small talk is limited to the moments before the meeting organizer arrives. What’s more, there’s that issue of teammates working remotely, in an-

other office or even another country.

All of this has fostered a slow-creeping but nevertheless growing trend, with the result being the shrinking social dynamics of the American workplace. What’s arisen is a new business reality that’s being coined “corporate loneliness.” And it’s crushing morale and productivity and impacting employee happiness at work. So, what can leaders do?

Is workplace loneliness really an addressable issue?

While little formal research has been done on how this loneliness affects productivity in the workplace, there’s an increased awareness that it is real. Earlier this year, British Prime Minister Theresa May created a new Minister for Loneliness post, and one of America’s foremost physicians, former U.S. Surgeon General Vivek Murthy, identified workplace loneliness as an “emerging health issue” that business leaders need to address.

Humans are by nature social animals and feel most fulfilled when verbally communicating; using non-verbal cues; or learning, feeling valued, trust-

ing and sharing a laugh with others face to face.

What actions can be taken?

At first, it would seem that HR executives and other business leaders are in a bit of a quandary. How can they embrace the competitive advantages digital communication channels provide, while supporting the essence of what makes their valued employees, well, human?

It’s easy to assert that office environments are already suitably vibrant and teeming with social contact and interaction opportunities. However, those studying the phenomenon suggest there is a genuine difference between the passive human “touch points” the digital world has established — comprised of witty out-of-office notifications or the latest memes being shared over company email — and quality human relationships.

To achieve those quality human relationships, here are steps companies can take:

• **Foster collaborative teams.**

While it’s easy to rely on apps like Slack to help coordinate team pro-

ductivity in the workplace, it’s important to build in some face-to-face interaction as well. Launches and project completion celebrations are great for pulling members of the team together. So are post-mortems. The idea is that the players get to know one other, connect faces to online personas and participate in handshakes and smiles. Encourage your teams to meet so that individuals can get to know one another in the flesh.

Make it a point to celebrate individual employee milestones. Birthdays, engagements, marriages, births, a new hire’s first day and final days before retirements are events that should not pass unheralded.

These milestones are perfect opportunities to gather employees together and acknowledge people’s accomplishments, outside the office as well as in. Monthly staff meetings are a great time to commemorate these life events. Make the act of recognition an integral part of your company culture.

BUSINESS COMMUNICATION

Creating the perfect pitch

Every memo, guide, letter, article, post and advertisement your company publishes is a pitch. You are giving your potential readers — customers, prospects or employees — information and hoping they will take an action such as giving you their contact information, following your directions or just thinking of you when they need your expertise. For example, if you are sending an email congratulating a colleague on receiving an award, you might add, “Keep us in mind if you want help writing your next acceptance speech.”

Since there is no more definitive pitch than a business proposal, use these proven proposal strategies to strengthen all your written business communication:

Give them what they want. You need to know something about the people you are pitching to if you are going to convince them to take your proposed action. Without an actual request for proposal (RFP) in hand, which generally spells out exactly what a customer wants, you need to figure what will appeal to your audience. There are many ways to do this, including reviewing websites, posts and industry research. You also can set up a time to talk to members of the audience you are pinpointing. Once you know what business problem they face, you are ready to let them know how your service, product or process supplies a solution that meets their needs.

Fine-tune your pitch. Good proposals require you to think about the benefits of your solution, but how does that translate to other communications? For all pitches, you need to decide what you want your readers to do, such as buy your product or give you their contact information. To convince them, you need to know what benefits these actions offer and make them clear. Will it be time-saving, money-saving or happiness-inducing? If so, tell them how, as in, “No interest will accumulate if you pay now.” Once you have listed your benefits, quantify them where possible. For example, don’t say, “Our data collection app is the best.” Say, “Our customers’ sales increased by an average of 20 percent over a year’s time once they installed our data collection application.”

Stand out in the crowd. You created your process, product or service because you felt there was a need for it. Let your readers know what makes your offering special and why they

should care. For example: “The only certified fiber laser reviewer, The Hudson Group, cited our laser equipment as 100 percent reliable — a claim no other company can make.” Here’s another proposal trick that can work for a pitch. Maybe you know that a competitor is terrible at security. Don’t come right out and say that. Instead, note and substantiate the high quality of your security, as in, “Two thousand customers rely on our fail-safe security system and none has ever experienced a data breach.”

Don’t leave them wondering

email or phone. Make it clear and easy for them to do so.

Stick to a plan. Before you begin writing, estimate how long it will take you or you and your team to write a piece. Figure in research, reviews, rewriting, and publishing steps. A top-down approach works well for business writing so, depending on the length of the piece, you might want to start with an outline and fill it in — that way, you won’t miss an important point, add unneeded information or lose track of the goal of your communication.

Review it. Building in reviews for your writing from the outline to the final draft will help keep it clear and fo-

understandable? Are your benefits clear and convincing? Did you substantiate your claims? Oh, and can you use that reference? Better check before you include it. Finally, did you give the reader a clear action to take?

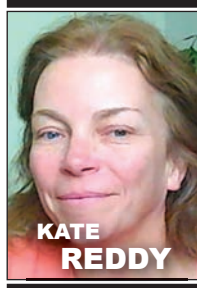
Be consistent. Whether you are a one-person shop and do all your own writing or you have a team involved, ensure consistency among written pieces with a style guide. Maybe style guides are foreign to you or you haven’t used once since college. Whatever the case, choose and follow one. Many businesses use *The Chicago Manual of Style*. Articles such as this one follow *The Associated Press Stylebook* (AP). Take the time to write down your style decisions for things such as capitalization, punctuation and acronyms, and share it with your team as needed.

Don’t be dense. Good business writing gets to the point quickly. We all have been guilty of padding our writing with phrases such as “on a daily basis” instead of “daily.” A good editor can help you avoid padding, jargon your audience might not understand, unnecessary phrases such as “we believe,” clichés, overused adjectives such as “great” and filler words such as “very.” Pay attention to your editor’s comments and add this sort of information to your style decisions.

Proof it. Now, suppose you finished writing and you spelled out your benefits, quantified them, told your audience what to do and listened to your reviewers. That’s great, but what if the link you included doesn’t work? What if you used “it’s” when it should be “its”? Maybe you took a great deal of time to make your piece eye-catching and convincing, but your typos distract your readers and you don’t get the results you want. Before you make your writing public, ask a reliable person to proofread your piece.

Always add value. Applying proven proposal strategies to business writing adds value for your readers. If you want to make your pitch a hit, take the time to understand your audience, clearly state and quantify the benefits they stand to gain by working with you, get your writing reviewed and make it easy for your readers to take a desired action.

Kate Reddy is a co-owner of McKinnon-Mulherin, a Salt Lake City firm that helps clients create quality corporate communication, from articles and proposals to presentations, training programs and employee handbooks.



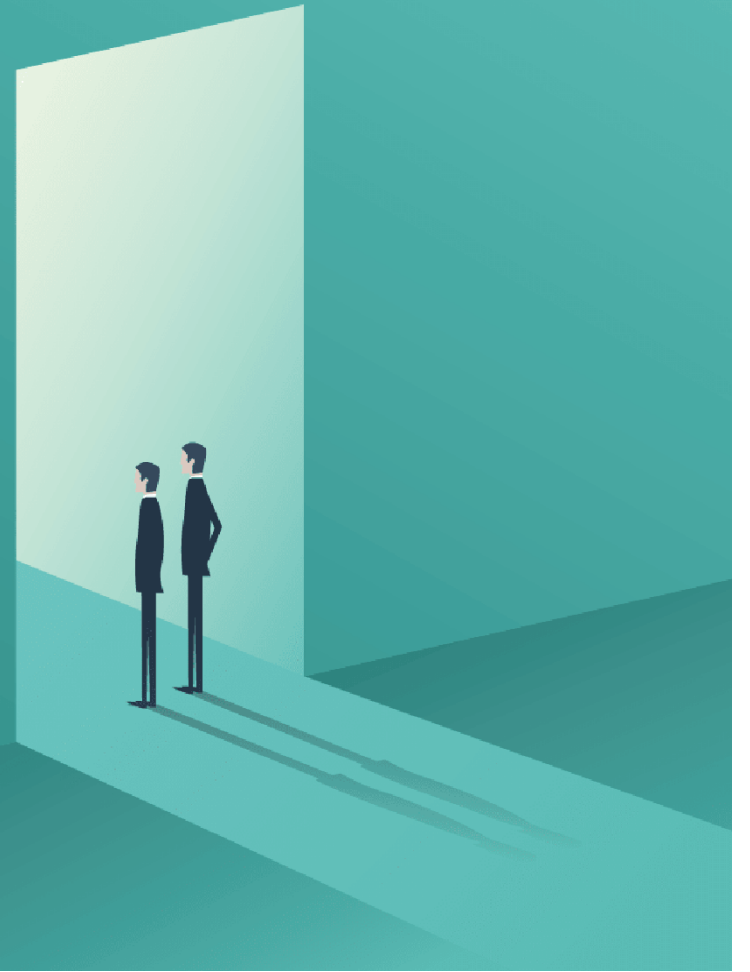
KATE REDDY



what to do. Once you convince your audience that what you are pitching will benefit them, give them a straightforward action to take after reading your piece. Maybe you want employees to log on to a server to start a training program or prospects to contact you by

cused. Internally, reviewers might be in departments that have to deliver or support a solution or employees who have to use a new process. Externally, it may be a person not close to your offering who can give you an objective review. Ask for specific feedback. Is your pitch

MANAGING EMPLOYEE TURNOVER



4 steps to stop the revolving door

It's a fact of life when you run a small business: Your limited resources make everything you have critical to survival. And when unemployment remains significantly low, small businesses and startups alike face the reality of increased employee turnover while big business budgets and benefits lure away the best talent.

That makes the cost of turnover even higher for small businesses — both physically and fiscally.

It turns out that money isn't everything when it comes to employee turnover. Companies that retain top talent traditionally take a more holistic approach to the problem and build programs that work for all employees. Done right, your retention plan can keep costs in check far better than a reactive program of counteroffers and short-term departures. Here's how:

Step 1: Calculate Turnover Rate.

Turnover is a ratio of the number of employees who left during a specific time period and the average number of employees your company had during that same time period. The formula:

Number of departed employees / Average number of employees X 100 = Turnover rate

Time period: The specific date

range you want to review to determine turnover rate.

Number of employees who left:

How many employees left during the designated date range, excluding those who retired.

Average number of employees: This is the number of employees per day during the time period divided by the number of days in that time period.

If a workplace had 100 employees from April 1 through April 25 and then dropped to 80 employees on April 26, the "average number of employees" calculation would look like this:

$(100 \times 25) + (80 \times 5) / 30 \text{ days} = 96.7$

Actual turnover rate calculated. Once you have all of your data available, apply it to the formula to find your turnover rate. The following would be the April turnover rate: $20 / 96.7 \times 100 = 20.68$ percent turnover rate.

Step 2: Create Turnover Goals

What does your 20 percent turnover rate really mean? It means that one-fifth of your workforce is on their way out. If that seems like a lot to lose, you're right. It's time to set a goal.

Start by setting long-term reduction goals. When it comes to turnover, be reasonable. If you're at

20 percent today, don't try to be at 5 percent by next Monday. You'll either be cheating with the numbers or setting yourself up for failure. Instead, target an industry average or a few points below average, at first, or try reducing turnover by a specific percentage over the course of a year.

What's right for you? It's not practical to go from 25 percent turnover to 5 percent in a single month. But you may be able to reduce your annual turnover from 25 percent to 15 percent. Try setting a small goal this year and see if the plan is making a difference, then set a bigger goal next year.

Target a short-term win. You want to see results ASAP, but it could take longer to see the effect on your turnover rate. Include short-term wins to keep momentum high.

Add a tactical target of getting feedback. You may already conduct exit interviews with departing employees, but are you getting true answers about why people are leaving? Employees often fudge answers for leaving for fear of retaliation or future ineligibility for rehire. Address those concerns with smart solutions:

- Explain why exit interviews help. Their responses will be used to improve the workplace.

- Set up anonymous surveys for departing employees. Emphasize that the information will not be linked to them.

- Have an anonymous third party conduct exit interviews instead of an internal team.

Use survey responses to help create short-term milestones, like the development of management trainings and the implementation of "stay interviews" designed to curb turnover before it starts.

Set Milestones

Review your data. You may be able to spot trends in departures by looking at monthly turnover year-over-year. Are employees more likely to leave during specific months or seasons? Are there business activities that trigger departures, like a big sales season or an event that has everyone on high alert?

Independent studies indicate that non-workplace events, including personal activities, can trigger employee departures. A 2016 *Harvard Business Review* study showed an increased likelihood of turnover following these events:

- Work anniversary of joining the company (6 percent increase).
- Work anniversary of starting current role (9 percent increase).
- "Big" birthdays, like 40th or 50th (12 percent increase).



COLIN THOMPSON

OFFICE PLANT SERVICE PROVIDERS

Ranked by Number of Utah Employees



List Development Laneace Gregersen | laneace@slenterprise.com

	Company Name Address	Phone Web	No. of Utah Employees	No. of Utah Locations	Year Est.	No. of Utah Accounts	Services	Local Executive
1	Cactus & Tropicals 2735 S. 2000 E. SLC, UT 84109 12252 S. Draper Gate Drive Draper, UT 84020	801-485-2542 cactusandtropicals.com	125	2	1975	1,000	Design, plants, floral, events, container gardens, holiday, service	Scott Pynes
2	Paradise Palm Interior Plantscapes & Indoor Garden Store 307 E. 300 S. SLC, UT 84111	801-582-3212 paradisepalm.com	11	1	1977	200+	Plantcare services, sales, retail, living walls, design	John Mueller
3	Plant Jungle 2194 E. Fort Union Blvd. SLC, UT 84121	801-453-9500 plantjungle.com	10	1	1998	85	Live plants, silk plants, plant walls, moss walls, patioscapes, retail store	Bonnie Dallimore
4	Intermountain Plant Works 3672 S. 900 E. SLC, UT 84106	801-268-1771 intermountainplantworks.com	7	1	1976	100+	Interior plantscape design, sales, rentals, installation & maintenance	Rick Klass
5	Foliage Inc. 740 W. 1700 S. SLC, UT 84104	801-474-0300 foliageutah.com	6-8	1	2001	100+	Design, installation & maintenance of interior plants	Rob Ward
6	Wasatch Greenscapes 3267 E. 3300 S., Ste. 513 SLC, UT 84109	801-648-2650 wasatchgreenscapes.com	3	1	2014	55	Interior plant maintenance for home & office	Alexander Spencer
7	Plant Gallery 3240 S. 2300 E. SLC, UT 84109	801-792-5206 plantgallerytropicalpalants@facebook.com	*	1	1997	75	Office plant maintenance, sales, consulting	Steve Forbush



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TATE from page F1

live the culture where they will be by your side on the journey. Detect and remove those employees (even the high performers) who fail to live the values.

We must lead and show the way. Reach out to each person and motivate them to excellence. Moving your culture forward through small steps will be noticed. Employees know when they are part of something special. One person can make a difference.

Social Impact

As the American workplace evolves, it is becoming increasingly clear that employees expect employers to go beyond simple financial and health benefits. Employees seek alignment with personal goals, including a commitment to social responsibility.

Corporate citizenship is being prioritized by companies that have come to understand the vital role of social impact in attracting and retaining talent. Social impact is proving to be financially sound for companies, the community and the world.

Companies small and large are making significant social impact. Three local examples illustrate the shift. Rust Automation, a company of just 45 employees has created year-round support of social initiatives from serving

meals at the Ronald McDonald House and the Road Home to annual food and donation drives where 100 percent of employees participate.

Qualtrics has started a grassroots funding source to eradicate cancer in a program called "Five for the Fight." When presented with the opportunity to support the Utah Jazz, they did so with an expensive logo on the uniform, a logo devoid of the Qualtrics name.

Finally, Academy Mortgage focuses on the individual nature of social impact in their "One Thing" campaign, a personalized approach allowing thousands of employees to donate time through their volunteer time-off policy, whereby each employee can accrue and then use paid voluntary time to give back locally or globally. For instance, their team has developed ongoing relationships with a small village in Ecuador where they have built a technical school. Employees traveling to Ecuador have done so on their own dime.

Business impact *is* social impact. No business is too small to make a difference. The only mistake you can make on the road to positive social impact is the failure to act.

Making Lemonade

Your exit interview process is hurting your business.

It is likely that your HR group has created a laborious process to survey each exiting employee. Scheduled inter-

views, questionnaires and documented responses are the norm. Documents are then filed away and typically forgotten. The process can be clinical and impersonal.

When faced with probing exit questions, employees are left to wonder why these questions were not asked during employment? Are we showing care too late? Even when executed flawlessly, the interview can result in wasted time, providing unreliable and often useless information.

Consider this alternative: The One-Question Exit Survey" can be implemented in one week and the process takes just minutes.

Step One, ask this question: "Which current employee had the biggest positive impact on you while you were employed with us?" Employees may hesitate to limit the answer to one name, but rules are rules — they must choose *one* person, an active employee.

Step Two: Once you have the name, dig for the details. Find out what was done to create the positive impact. Listen, take notes and clarify the details. How did they make you feel? What did they do to help you? What hurdles did they help you navigate? Record the details, express gratitude for their service and wish them well.

The next step is easy. Wait! Wait for the employee to complete their

notice period. Once the exiting employee has resigned, visit directly with the named employee.

The final step: Let the fun begin. Share in detail the positive comments from the person who left, share their glowing praise. State boldly that they had the most significant positive impact on the departed employee. Personal stories of support will resonate and turn the negative employee departure into a positive, lasting event.

The one-question exit interview is a wonderful morale-builder, allowing you to be the bearer of good news. Make someone's day while reinforcing their value to the company. Through this simple process, we can all make lemonade out of lemons.

"He say, one and one and one is three." In three simple and small steps, you can move the needle. You can:

- **Change your culture** by believing in something better.
- **Change the world** and your employee view by making positive social impact.

- **Change the hearts of your employees** using the one-question exit survey designed to recognize the hidden contributions of your employees.

With your commitment, we can "Come Together, right now, over me."

Joe Tate is a human resources consultant for GBS Benefits in Salt Lake City.

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ADVERTISING AGENCIES

Ranked by Utah Gross Sales 2017



List Development Laneace Gregersen | laneace@slenterprise.com

	Company Name Address	Phone Web	Gross Utah Sales 2017	No. of Utah Full-Time Employees	Year Est.	Services Offered	Owner/Manager
1	TA 240 S. 200 W. Farmington, UT 84025	801-451-5365 thomasarts.com	\$50M	134	2003	Strategy, creative, digital, full-service advertising agency	Dave Thomas
2	Love Communications LLC 546 S. 200 W. SLC, UT 84101	801-519-8880 lovecomm.net	\$26.9M	38	1999	Full-service advertising, digital, marketing, public relations firm	Tom Love
3	Richter7 150 S. State St., Ste. 400 SLC, UT 84111	801-521-2903 richter7.com	\$25.6M	18	1971	Advertising agency	Tal Harry CEO
4	R&R Partners 837 E. South Temple SLC, UT 84102	801-531-6877 rrpartners.com	\$19.6M	27	1974	Advertising, marketing, public relations & public affairs	Chad Harris VP/Managing Director
5	Penna Powers 1706 S. Major St. SLC, UT 84115	801-487-4800 pennapowers.com	\$15.5M	38	1984	Advertising, content, PR, branding, digital communications agency	Michael Brian CEO
6	FUEL Marketing LLC 2005 E. 2700 S., Ste. 180 SLC, UT 84109	801-484-2888 fuelmarketing.com	\$13.1M	18	2003	Advertising, marketing, media & public relations company	Donna Foster Brad Plowman
7	RUMOR Advertising 807 E. South Temple, 3rd Floor SLC, UT 84102	801-355-5510 rumoradvertising.com	\$12.2M	20	1997	Strategy, media, digital, web development & design	Shane O'Toole Founder/CEO
8	Fluid Advertising 1065 S. 500 W. Bountiful, UT 84010	801-362-9991 getfluid.com	\$4.4M	30	1997	Fluid accelerates business growth through innovative marketing & advertising	Phil Case Manager Partner Ryan Anderson Partner
9	Holmes & Co. Advertising 34 S. 600 E. SLC, UT 84102	801-355-2211 holmesco.com	\$1.6M	8	1989	Full-service advertising & consulting agency	Lisa Holmes Owner/CEO
10	BWP Communications 654 W. 100 S. SLC, UT 84104	801-359-2766 bwppcommunications.com	\$920K	7	1995	Advertising, marketing, brand development, strategic communications	Brett Palmer President
11	modern8 Corp. 145 W. 200 S. SLC, UT 84101	801-355 9541 modern8.com	\$800k	8	2001	Brand design agency	Alysha Smith
12	Boncom 55 N. 300 W. SLC, UT 84180	801-237-2400 boncom.com	*	65	1980	Good work for good causes	Andrew Bagley
13	MRM/McCann 60 E. South Temple, Ste. 1400 SLC, UT 84111	801-257-7700 mrm-mccann.com	*	200	1985	B2B marketing & advertising	Stephanie Mace EVP/General Manager
14	Red Rider Creative 510 S. University Ave., Ste. 200 Provo, UT 84601	801-226-1289 redridercreative.com	*	15	1998	Full-service ad agency	Clark P. Taylor CEO
15	Saxton Horne Communications 85 E. 9400 S. Sandy, UT 84070	801-304-1066 saxtonhorne.com	*	70	1995	Advertising agency	Gail Miller



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LONELINESS

from page F3

It will help lonely employees understand that others do see them as actual people, not just a name on an email header.

• **Develop a company mentoring program.** In an attempt to satisfy the professional development needs of all generations in the workforce, many companies have started building employee mentoring programs that match rising stars with experienced

professionals. In a structured and well-managed program, mentors and their protégés share knowledge, help each other grow, and (in the best relationships) definitely share a few laughs as mentor and mentee get to know each other on a personal level. It's that kind of personal knowledge that helps a mentor provide the best guidance based on an understanding of how career decisions will impact the mentee as a person. Employee mentorship programs promote personal bonds that eliminate loneliness and create a feeling of community in the workplace, which in-

creases employee engagement, retention and professional growth.

• **Offer informal social spaces at work.** In workplace environments that feature "hoteling" and "hot seating," it's important to provide informal spaces where both resident and nomadic workers can step away when necessary. These lounges provide an arena for face-to-face communications, whether it's business-related or just a quick social chat during a coffee break.

This can be as simple as throwing a couple of bean-bag chairs into a break room or setting up a corner with couch-

es and loungers. The idea is to create safe, neutral spaces — away from the rigid conformity dictated by cubicle etiquette — where employees can flex a bit, socialize, brainstorm or take care of personal matters.

In an age when communication takes place on a mobile screen, via the written word or through data sent wirelessly around the world, promoting genuine engagement and battling corporate loneliness will cut down on employee turnover and create the type of culture that will attract top talent at all experience levels.

Fresh Air in the Workplace

Commercial spaces have quite clearly evolved and advanced in the past decade, paying homage now more than ever to going green. New and current developments include architecture and design that have set themselves above the rest in environmental standards, including LEED design. Older buildings are renovating using upcycled products, LED lights and sustainably produced materials. There is much more planning on behalf of own-



AJA
MACHEEL

your space: The 1970s Ficus that drops its leaves, the lucky bamboo that's overgrown and leggy, those vines that creep around the cubicle or the plant that the CFO has had for 20 years.

However, as architects, designers and owners begin this intentional integration, a more modern approach can be taken that doesn't have to be an afterthought. The truth is, if there isn't enough green space in your workplace, your employees will bring in their own. A beautifully designed new office can quickly clutter as personal plants begin to arrive. There are, however, some great new trends that can take care of the aesthetic, the well-being of your employees, and the inclusion of green space in the workplace.

First and foremost, choose living foliage. For all of the reasons listed above, live plants should always be the primary option. Artificial foliage looks, well, artificial. So, make the investment in the right plant for the right space and it will pay off.

If there isn't much floor space for the foliage you wish to have, consider going vertical. A vertical plant installation can create green space and also serve as an art piece. Plant wall systems have significantly evolved in the past decade to eliminate the need for electricity or drainage. This means that having a plant wall in your commercial space can be as easy as hanging a picture. When considering a plant wall, remember to consult with professionals to solidify a lasting and long-term palette of foliage.

Moss walls and air plants are also



very modern and low-maintenance possibilities for a vertical art piece. The creative possibilities can be customized and are endless. Also, the sound absorption from a moss wall is significant — an added benefit. Many international airports, towers and high-profile buildings are using vertical green space as a way to make an impact and set themselves apart.

Long rectangular floor planters are



a great way to divide space. These are often used with hedged or spiked foliage to create a nice clean look. Consider these in lobbies to divide desks or for privacy. Sometimes it is necessary to create a barrier in front of glass walls or doors so your guests don't have any run-ins. A nice linear planter can create that division while still allowing the open space above.

Smaller items for desks and reception can be unique conversation pieces instead of grocery-store flowers. Air plants can cluster on the counters in ornate dishes without even needing a pot. Terrariums create interest while someone waits in the waiting room and serve as a great conversation piece. A bright office can have cacti and succulent gardens in an eclectic collection of containers that gives a "found" feeling to soften an industrial space. If the classic white Phalaenopsis orchid may seem underwhelming, consider a tropical bromeliad or anthurium that has wild colors that will give a clean space an architectural pop.

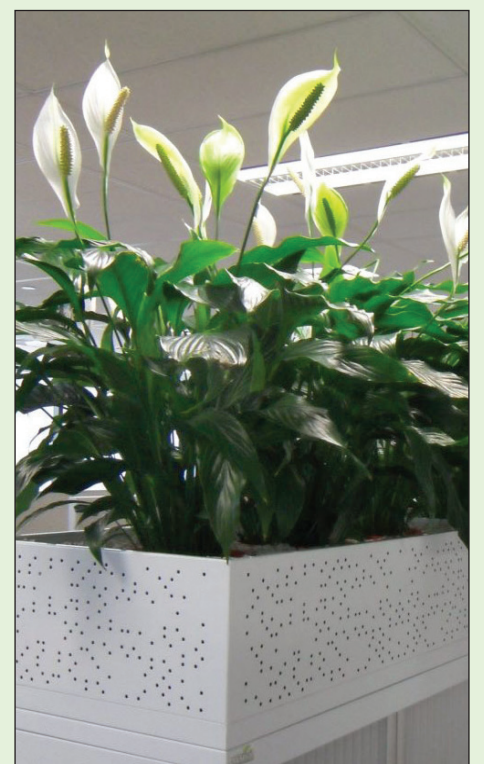
When high ceilings, lots of windows and open floor plans are big, go big. Choose a tall tree or architec-



tural plant that has character and will make a statement. Smaller plants in large spaces miniaturize the interiorscape. Opting to pair the size of the plant with the size of the space creates a cohesive and intentional effect.

So, while you are keeping up with the times and trends within your business, don't forget to do the same with your interiorscape. When plants are considered in advance or implemented as a design standard before or after a commercial space is occupied, the landscape of a building can be transformed and the people within it will feel a profound benefit.

Aja Macheel is an interiorscape designer at Cactus & Tropicals in Salt Lake City. She has 20 years of experience in the horticultural industry in Hawaii and the Pacific Northwest.



ers, tenants and industry professionals involving green ideas that have proven to benefit their stakeholders' health and well-being.

Plants remove harmful pollutants from the air — indoor and out. This mitigates sick days and unhealthy air in the office, and also ensures fresh breathing within those stuffy office spaces. The aesthetic of adding plants to your workspace is beneficial as well. Working productivity increases, employees feel more passionate and invested in their space, and noise or echo can easily be absorbed by plant leaves.

Just like the ebb and flow of modern design, plants in all forms have always been considered and used in the office. Some plants become essential to the space, while other plants seem to disorganize and clutter the workplace. Integrate a plant design into your space intentionally and the overall design will benefit.

There is, of course, a stereotype of office plants that could merit some hesitation while considering them in

STAFFING & RECRUITING FIRMS

Ranked by Number of Utah Employees Assigned Per Week



List Development Laneace Gregersen | laneace@slenterprise.com

	Company Name Address	Phone Web	No. of Utah Temps Assigned Per Week	No. of Full- Time Utah Employees	No. of Utah Offices	Industries Served	Benefits Available
1	Synergy Staffing Partners 5578 S. Redwood Road, Ste.B Taylorsville, UT 84123	801-266-9675 synergystaffing4u.com	1,600	20	2	Light industrial, manufacturing, distribution, administrative clerical & professional direct-hire	Medical insurance
2	Employbridge 3981 S. 700 E., Ste. 9 SLC, UT 84107	801-264-6765 employbridge.com	1,500	44	7	Manufacturing, distribution, call center	We have better worklife, offer free education
3	Spherion 204 E. 900 S., Ste. 101 SLC, UT 84111	801-261-8880 spherion.com/utah	1,300	36	5	Technology, light industrial, clerical/call center, professional	Medical
4	Remedy Intelligent Staffing 525 W. 5300 S., Ste. 210 SLC, UT 84123	801-685-8100 remedystaffing.com	255	9	2	Light industrial, heavy industrial, office, professional	Medical, dental, vision, better worklife skill training
5	Perelson Temporary Staffing 2180 S. 1300 E., Ste. 350 SLC, UT 84106	801-532-1000 perelson.com	225	12	1	Administrative, accounting, call center, volume	Health benefits, PTO
6	APEX Staffing LLC 145 E. 1300 S. SLC, UT 84115	801-328-8567 apexjobs.net	220	4	1	Construction, heavy & light industrial	Health insurance, 401(k), profit sharing
7	Vital Signs Staffing LLC 3761 S. 700 E., Ste. 150 SLC, UT 84106	801-892-8300 vitalstaffs.com	50	6	1	Clerical, professional & medical staffing	Holiday & vacation pay
8	Kelly Services 181 E. 5600 S., Ste. 140 SLC, UT 84107	801-266-0067 kellyservices.us	*	46	19	Aerospace, contact center, light industrial, manufacturing, pharmaceutical, warehouse, distribution	Health, dental, short- term disability, holiday & vacation pay
9	The Franklin Co. 655 E. 4500 S. Murray, UT 84107	801-261-3282 franklin-tech.com	Varies	Varies	1	Construction, mining, chemical, gas	Varies
10	Utah Employment Services 2292 S. Redwood Road SLC, UT 84119	801-978-0378 utahemploy.com	*	8	1	Trucking, manufacturing, recycling, electrical, painting, nutritional, meat	Vacation, health insurance, sick leave, paid holidays
11	Sanford Rose Associates - Newman Group 1100 E. 6600 S., Ste 410 SLC, UT 84121	801-908-8000 sanfordrose.com	Direct hire & contract/ hire	6	1	Commercial insurance, business operations, finance & accounting, construction & engineering	*



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TURNOVER

from page F5

- Attendance at gatherings like family or class reunions (16 percent increase).

You can't stop an employee from going to a family reunion, but you can take preemptive measures to help keep employees happy. Consider setting a goal of meeting with at least 75 percent of your employees shortly before their work anniversary each year to create a growth plan for the next year and help them implement it. While it's simple, just having something to strive for can make a huge difference in employee retention.

Step 3: Develop Your Retention Roadmap

Creating retention techniques that

help increase job satisfaction should be an employer's No. 1 goal in reducing turnover. Start with the following:

Education. Do your employees know all of the benefits your organization offers? Internal PR-style campaigns can draw attention to benefit plans and employee perks, which may make employees think twice before nibbling at jobs offering similar packages.

Stay interviews. Don't wait until employees are on their way out to get their opinions. Conduct "stay interviews" to learn what keeps your key employees in your workforce and how they feel their talents and skills could be used more effectively.

Interpersonal relationships. A 2014 jobseeker.com survey found that 52.6 percent of employees admitted that they "did not trust their boss." Encourage managers to get to know their

employees and vice versa. Try one-on-one lunch meetings or be completely informal with conversations throughout the week about non-work-related topics.

Step 4: Implement Your Strategy

Get off to a good start by getting buy-in early. Share ideas with key stakeholders and include them in discussions about the data and details. This is doubly important for plans that require a budget.

Be prepared. Ensure you have the research to justify your plan. Gather detailed reports with your turnover rate and other metrics to help sell your ideas.

Review your progress. Remember to review your progress against the milestones you identified and look at stats month-over-month. Your first few months may not reflect an immediate turnover reduction, but that's to be ex-

pected. An employee who leaves during Month Two of your retention plan may have already had plans to leave even before you started your retention program.

Adapt and grow. If your plan isn't working as well as planned, find out why. Use surveys and your HR data to understand more about why employees might be leaving. Talk to your HR provider to ensure your goals were realistic. Then modify your plans where needed.

Be sure to review and modify your retention plan on a regular basis. As the market and your workforce change, you'll need a plan that keeps in step with both.

Colin Thompson is the director of human resources at stratus.hr, a Sandy company that provides HR services in lieu of an in-house HR department.

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Worried about cybersecurity? Start with your own employees

Imagine you're the CEO of your company. As you walk into the office one morning, you pass someone on your accounting team. They inform you they wired the \$200,000 "you" requested to an account in Europe. Confusion and frustration quickly boil. How? Why? What? You didn't request that. How did that happen? Then the next step: blame.

All too often, we see some sort of data security problem result from human error. Some studies find up to 90 percent of all data breaches are caused by human error or human behavior. Unfortunately, remediation or proactive efforts to avoid data breaches are often not focused in the right areas — user education.

Instead, blame gets shifted to IT preparedness through the network and infrastructure and time, effort and money often goes into investing into IT infrastructure or paying any security company or security program claiming it can protect your company by subscribing you to some sort of software program.

While both areas may benefit from improvement or upgrades, network improvements do not resolve the issue that cause the majority of all data breaches — the users. Until we can patch and update people, this problem will not be resolved by merely upgrading infrastructure.

You can have the best network, hardware, programs and even the best IT

team, but none of that matters if someone clicks something they shouldn't or falls victim to a phishing, parody or hacked-account scam. The emphasis must turn to training and educating users about their role in data and network security. It is not only the hackers to fear or blame, it is your own team — your own employees. The people you pay to run your business are the very ones most likely to bring it down.

This doesn't mean all breaches are caused by the intentional or malicious acts of employees. While there is a segment of cyber breaches that are caused by disgruntled current or past employees, it very often is the action of a non-malicious user. I recently attended a cybersecurity event, where, in one session, the majority of the individuals in the room were IT directors. The topic of cyber training for users was discussed and I was stunned at how few IT directors were providing any cybersecurity trainings for their companies. This is unacceptable. Without a change, companies will continue to unnecessarily fall victim to cyberattacks.

Your IT team, whether internal or outsourced, should be providing this training. If they aren't, it's time to reconsider your arrangement. If they do offer this training, but you haven't taken them up on the opportunity, get it scheduled ASAP. Many companies simply do not realize the importance and priority

cybersecurity education training must take in an organization. It is important to incorporate regular staffwide trainings as well as training of any new employees upon hire. At a minimum, cyber education training should cover three main areas:

Overview of any use policies existing in the organization

Do you require multi-factor authentication? Are employees required to lock their machines when they step away? If an employee takes a machine home, are they allowed to leave it in their car if they stop at dinner on the way home? Who must have an encrypted device? If regulated under any additional laws, such as HIPAA, what does this mean for individuals job roles? Must any request for money to be sent out of the organization require a second in-person confirmation?

Passwords

Do employees use password managers? Are employees reminded of the importance of not reusing passwords across multiple sites? Are all users logging into programs and machines with different usernames and passwords? Where are the passwords being stored? Are employees using strong, complex passwords? Are all users required to have their own login credentials (username and password) for any device or program?

Recent hacking trends

Do your employees know what the latest hacking attempts look like? With-

out knowing what the trends are — and being reminded regularly — it is much easier to fall victim to clicking a link in an email from "Amazon" regarding your order status that would immediately infect your computer, opening an email attachment that claims to be an invoice that could spread ransomware throughout your entire network, or entering their username and password into a site looking like — and claiming to be — the Microsoft O365 portal after receiving an email informing you your account has multiple unsent emails and providing the link to resolve the issue, all to get your actual username and password to log into the real portal providing the hacker access to all emails, sensitive data and confidential company information. A correct login username and password can negate all security measures.

In the end, you employ your biggest threats. Taking a proactive, education-based approach to inform your team regularly is key in minimizing your chances for a cyber breach. Educate, remind and re-educate often. You can't protect your company from everything, but user education can significantly reduce your chance of a data security breach. It is the simplest, most inexpensive step to help better protect your network, data and company.

Bahar Ferguson is president of Wasatch I.T., a Utah provider of outsourced IT services for small and medium-sized businesses.



BAHAR FERGUSON

Employee Cybersecurity Habits in the Workplace Key Research Findings



63%
of employees use their work mobile device for personal activities



94%
of employees connect their laptop/mobile to public Wi-Fi networks



49%
of employees have at least 10 logins, but only 34% have at least 10 unique logins



45%
of employees receive no cybersecurity training from their employers

SOURCE: COMPTIA REPORT "CYBERS SECURE: A LOOK AT EMPLOYEE CYBERSECURITY HABITS IN THE WORKPLACE"

Hey, hiring managers: Here's why you should always be interviewing

Traditionally, as hiring managers, we all start scouting for qualified candidates to interview only when we have a spot to fill. In this article, I'm offering the concept that you owe it to your business to **always be interviewing**.

Current protocol dictates that we interview for the following reasons — and **ONLY** when these situations occur:

- **Someone leaves unexpectedly.** We all know two weeks is never enough time to fill a key role, so business pain results.
- **We have to let a non-performer go.** This provides a *little* more breathing room, but, as we have all experienced, recruiting to replace someone who is handling some of the load, often keeps us from making a timely termination. We linger in the hope that the employee will miraculously improve.
- **When our growth has outstripped our staff's ability to meet business demands.** This inevitably leads to staff stress, unplanned overtime and key objectives not being met. When this goes on long enough, unhappy staff situations arise, making our go-to people susceptible to being scouted by a competitor.

These are the most common situations that come up. Only at this critical tipping point do we start recruiting — and then from scratch.

Here's my advice: *Always be interviewing.*

Develop a plan to meet with a certain number of candidates for your key positions — those positions you know are hardest to fill and essential to the success of your company. Interviewing doesn't mean you are committing to hire. It means that you can build your bench for future hires by meeting with the right people when they are willing to talk to you.

Don't meet with just anyone. Define what makes a candidate interview-worthy in your workplace. Specific titles, companies, degrees, certifications, etc.

Decide how many interviews fit into your schedule and your general hiring plan. Mine is two weekly interviews; yours could be two monthly.

Stick to your plan. Create calendar items to review resumes and specific dates and times for the meetings to take place. Be somewhat flexible depending on the candidate's schedule.

Don't limit interviews to the work week. Come in on a Saturday if that works best for focus and real attention.

When they aren't a match. It's

OK to say, "You're not the one." Don't leave them hanging for an answer, wondering what went wrong. They can be a great source of future referrals when you treat them right.



PEG NEWMAN

Right Person, Wrong

Timing. When you meet the right person, someone who is employed, they'll wait for the opportunity with you. Keep in touch with them, keep them engaged, until you can make

an offer and bring them onto your team. This is the exact goal of the interviewing plan.

Final thoughts on the valuable benefits to your organization when

you are **always interviewing**:

- It gives you options you didn't have before.
- You'll know what a good hire looks like.
- You'll get better at spotting real talent.
- You can top-grade mediocre performers more easily.
- You'll be a better manager and hold your people to a higher standard.
- You can grow into a new market.
- You can seize opportunities you didn't know were available to you.
- You'll gain market intel you didn't have access to before.
- You'll get better performance

from current staff because they know you have more options.

- You'll develop a better interviewing style.
 - You can improve your systems based on what you learn.
 - There will be less pressure to pay outside your comp range.
 - You'll never be a hostage to poor performance.
 - Staff morale will improve.
- Happy hiring!

Peg Newman is the managing partner at Sanford Rose Associates-The Newman Group, an executive search firm in Salt Lake City specializing in business, technology, obstetrics and gynecology, construction and engineering, manufacturing, accounting, finance and accounting and insurance.

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NOTABLE RELOCATIONS & EXPANSIONS**

Listed Alphabetically



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Company Name Address	Total Jobs	Capital Expenditure	Square Feet	Primary Industry	Location
a2b Fulfillment	75	\$840K	90K	Distribution/Warehousing	Ogden
Aligned Energy	30	\$250M	300K	Data Center	West Jordan
Borsight	95	\$6.3M	35K	Manufacturing	Ogden
Bullfrog Spas	750	\$20M	245K	Manufacturing	Salt Lake County
Centrify Corp.	200	\$4.5M	25K	Information Technology	Murray
Clarus Corp.	558	\$15M	60K	Outdoor Products	Salt Lake County
Cornerstone OnDemand	335	\$4.4M	25K	Information Technology	Salt Lake County
CSS Corp.	300	*	*	Information Technology	Draper
Daily's Meats	35	\$15M	20K	Food Processing	South Salt Lake
East Penn Manufacturing Inc.	60	\$2M	150K	Chemical Manufacturing	Salt Lake City
Essence	125	\$3.1M	12K	Advertising Agency	Salt Lake City
Facebook	50	\$750M	970K	Information Technology	Eagle Mountain
GoHealth	363	\$900K	60K	Medical Manufacturing	Lindon
Goldman Sachs	700	\$6M	100K	Finance	Draper
Lending Club	860	\$40M	130K	Finance	Lehi
Merit Medical Systems Inc.	2,433	\$500M	*	Medical Manufacturing	South Jordan
Moog Systems	120	\$2.2M	*	Medical Manufacturing	West Valley City
PCC Structural Inc.	50	*	665K	Metal Manufacturing	West Haven
PillPack	200	*	*	Medical Manufacturing	Salt Lake City
PolarityTE	1,015	\$50M	178K	Biotechnology	Salt Lake City
PowerBlanket	130	\$3M	140K	Manufacturing	Salt Lake City
Sarcos Robotics	293	\$2.3M	60K	Engineering/Robotics	Salt Lake City
Tata Chemicals North America	40	\$50K	25K	Chemical	Sandy
WeWork	5	\$20M	150K	Shared Workspaces	Lehi



TEMPORARY WORKERS

An advantage for employers during skilled labor shortages

The employment landscape has changed. Long gone are the days when employees remained at a company for decades, earning a pension, then eventually retiring with a gold watch. Nowadays, employees stay, on average, a little more than four years at a single employer, according to the U.S. Bureau of Labor Statistics (BLS).

In 2018, the median years of tenure with an employer for men and women 16 years old or older is 4.2 years. This number has remained largely consistent over the past 10 years. Age does make a difference. Median tenure for men and women ages 16 to 19 was less than a year. Conversely, median years of tenure for men and women over the age of 55 is 10.2 years. Point being, these stats indicate that, on average, workers of all ages do not stay with employers long term.

This reality means that all jobs can be regarded as temporary. While most jobs are categorized as full-time, permanent positions, the expectation by most employers and employees is that the “permanent” part of the job description is rarely realized. This observation isn’t just semantics. More workers than ever hold temporary or free-agent jobs. Whether they do it by choice or necessity is less relevant than the fact that contingent working has become a viable alternative for many people. A poll conducted by NPR/Marist earlier this year found that 1 in 5 jobs in America is held by a worker under contract.

With the historically low national

unemployment rate, the lack of skilled labor and an inability to fill their open positions now threatens many employers’ productivity and profitability. To solve this problem, more and more employers have found that the best candidate is frequently a freelancer or an independent contractor. That means employers must be open to engaging all work styles (e.g., full-time, temporary) to recruit the most talented jobseekers.

Temporary staffing companies have seen this play out in an increase in their placement volume. According to the American Staffing Association (ASA), U.S. staffing companies employed an average of 3.10 million temporary and contract workers per week in the first quarter of 2018, representing the highest number since the organization began tracking this data in 1992.

On the employer side, a 2018 industry study of 2,100 worldwide talent managers across multiple industries and career disciplines found that 72 percent said that using free-agent talent gives their team or organization a competitive advantage, and 60 percent use free-agent labor to bridge a talent or capacity gap.

The rise in the number of people working in temp positions points to a shift in the way people engage with work. Simply stated, permanent work doesn’t work for everyone. This mindset change redefines what is meant by temporary work for both jobseekers and employers. Independent work styles

enabled by temp work provide today’s workers and forward-looking companies with added flexibility, growth experiences and an easier way to tap into the evolving workforce.

Employers must respond to this mindset shift about how some people want to work because it already affects how they recruit temporary workers. Some factors are clearer than others. Pay, for example, is increasing. Positions that may have once been \$10 per hour to start now require a minimum of 30 percent to 50 percent higher per-hour rate, even for unskilled labor. Job qualifications are another area companies are examining. Employers that require a high number of qualifications will miss out on good candidates who end up working for competitors that evaluate job seekers on their fit with the company culture and possess “close enough” skills, then train them to fit the requirements of the position. Time-to-hire is critical, too. Employers who spend more than a handful of days vetting candidates will lose them to timelier job offers.

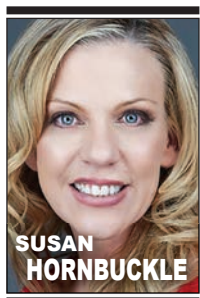
Temporary staffing agencies can help employers navigate this new world of work that entails tailoring a corporate culture to meet work habits and needs of a workforce that spans five generations. It starts with the hiring process and extends into operational benefits. Besides looking at a candidate’s qualifications during the interview stage to assess if they’re a match for the position, staffing agencies deliver time and cost savings to employers by removing the financial overhead that comes with recruiting, running background checks, evaluat-

ing and hiring candidates, completing paperwork and processing payroll or benefits for employees. There’s something more, though. Temporary staffing agencies offer data and analytics that validate the effective use of temp workers. These analytics can include insights into talent pools, compensation, worker productivity, and much more.

The use of analytics will encourage employers to abandon old ways of thinking about their workforce plans and strategy, and help them embrace the value offered by staffing agencies and the independent work styles that come with incorporating temp workers into their workforce.

For employers that are wondering whether temp workers may fit into their staffing mix, here are a few guidelines to help: If finding qualified candidates has become too time-consuming, if candidates regularly choose other employers due to compensation or time-to-hire issues, or if new hires have difficulty adjusting to the culture or workplace, then it may be time to consider a partnership with a temporary staffing agency to assist in creating and implementing a workforce-development plan. And likely, it will include temporary workers that are drawn from large applicant pools, which increases the chances of finding high-quality candidates.

Susan Hornbuckle is the Utah territory vice president for Kelly Services and oversees its staffing and business solutions operations with a focus on staffing for accounting and finance, administrative, aerospace and defense, education, engineering, information technology and light industrial and manufacturing.



SUSAN HORNBUCKLE



OFFICE FURNITURE DEALERS

Ranked by 2017 Total Revenue



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	Company Name Address	Phone Web	Total Revenue 2017	No. of Utah Employees	Products & Services	Notable Projects	Local Executive
1	Henriksen/Butler 249 S. 400 E. SLC, UT 84111	801-363-5881 hbdg.com	\$87M	145	Workplace research, furnishings, specialty storage, technology, installation	Vivint Arena, Skullcandy, Ancestry, Extra Space, Dental Select	Paige Wright President
2	Midwest Commercial Interiors 987 S. West Temple SLC, UT 84101	801-450-8704 mwciutah.com	\$46M	88	Interior design, commercial furniture & finishes	MACU Corp. Headquarters, Intermountain Gardner Transformation Building	Sean Wright President Marshall Tate CEO
3	Interior Solutions 522 S. 400 W. SLC, UT 84101	801-531-7538 interiorsolutions.net	\$25M	50	Kimball, office furniture, DIRTT, design, install	EMI, Western States, Deseret First, Larson & Co.	Kristy Henderson
4	OFS Interiors 4753 Holladay Blvd. Holladay, UT 84117	801-974-1970 ofsinteriors.com	\$10.6M	24	Architectural & interior design, office furniture, installation	Deseret Digital Media, Strala, Pacific Union Financial, Chalk Couture	Jonas Persch
5	Wholesale Office Furniture 8100 S. 1300 W. West Jordan, UT 84088	801-792-0806 wholesaleoffices.com	\$1.8M	5	New & used office furniture	TaskEasy, Copperview Medical, Millrock Park	Jacob Deklerk John Deklerk Robert Deklerk
6	Linda's Furniture 3330 S. Highland Drive SLC, UT 84106	801-487-3992 lindasfurniture.com	\$1.6M	13	Office desks, bookcases, files, credenzas, executive chairs	Design commercial & residential	Robert Slater Todd Asay
7	Wood Revival Desk Co. 2502 S. 3270 W. SLC, UT 84119	801-972-4224 woodrevival.com	\$500K	7	Custom office furniture	*	Charles Hastings
8	CCG 358 S. Rio Grande, Ste. 100 SLC, UT 84101	801-359-6622 ccgslc.com	*	72	Office furniture, interior design, architectural walls, raised access flooring	BioFire, CHG, Ken Garff HQ, Salt Lake County District Attorney's, Huntsman Cancer, Bonneville Real Estate	Carmelle Jensen CEO/President
9	Main Street Office Furniture 3965 S. State St. SLC, UT 84107	801-685-8448 mainstreetof.com	*	18	Office furniture sales, installation, space planning & design	*	Evelyn Tonge
10	MBI Business Designs 750 S. 200 W. SLC, UT 84101	801-322-0444 mbibusinessdesigns.com	*	11	Commercial furniture & space plan design	University of Utah Carolyn & Kem Gardner Building	Rob Graham President
11	SHI Office Furniture 5098 Amelia Earhart Drive SLC, UT 84116	801-355-8811 shiofficefurniture.com	*	15	Office furniture sales, service & installation	Northrup Grumman, Lockheed Martin, Tesla, UofU, Varex	Zack Inman President



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COMMERCIAL PRINTERS

Ranked by Number of Utah Full-Time Employees



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	Company Name Address	Phone Web	No. of Utah Full-Time Employees	Year Est.	Gross Utah Sales 2017	Services	Owner/Manager/CEO
1	Hudson Printing Company 241 W. 1700 S. SLC, UT 84115	801-486-4611 hudsonprinting.com	175	1909	\$30M	High-quality, high-volume, service-oriented commercial printer	Paul Hudson
2	Peczuh Printing Co. Inc. 355 E. 100 S. Price, UT 84501	435-637-0256 peczuh.com	135	1962	\$23M	Print communications, packaging, mailing, fulfillment	Frank Peczuh Timothy Peczuh Owners
3	VLCM 852 E. Arrowhead Lane SLC, UT 84107	800-817-1504 vlcmtech.com	106	1983	\$110M	Technology solutions provider	Rich Linton CEO/Owner Mike Linton EVP/General Manager
4	Liberty Press LLC 1180 N. Mountain Springs Parkway Springville, UT 84663	801-853-5353 libertypress.com	100	1978	\$27M	Commercial printing	Mark D. Oldham
5	Transcript Bulletin Publishing Co. 58 N. Main St. Tooele, UT 84074	435-882-0050 801-355-6525 tooeleonline.com tbpublishing.com	30	1894	\$4.1M	Printing, publishing, banners & design	Scott Dunn President
6	Carr Printing Co. Inc. 580 W. 100 N., P.O. Box 888 Bountiful, UT 84011	801-295-2321 carrprinting.com	27	1890	\$3.5M	Full-color print, bindery & mailing services	Lloyd B. Carr
7	Maximage Printers 2440 S. 3400 W. West Valley City, UT 84119	801-977-8330 maximage.net	5	1987	*	Quality printing service	Keith A. Klingenberg Owner
8	Bell Printing and Design 901 E. Highway 193 Layton, UT 84040	801-771-1500 bellprinting.com	*	1979	*	Full-service offset & digital printer, with complete bindery solutions. Single- to full-color printing available as well as design	Mike Williams General Manager
9	Sun Print Solutions 2105 W. Printers Row West Valley, UT 84119	801-972-6120 sunprintsolutions.com	*	1941	\$21M	Commercial printing, digital printing, direct mail, packaging	Jeff Isbell
10	Utah Bank Note Co. Inc. UBN Printing Services 4100 S. West Temple SLC, UT 84107	801-262-0074 ubnprint.com	*	1935	*	General commercial printing, business forms, NCR forms	Rob Pannier



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The nature of work is different and **THE WORKPLACE SHOULD BE, TOO**

Over the past several years, what we think of as “the workplace” has been changing in almost every aspect. It’s no longer one place, but many. It’s both face-to-face and virtual, and sometimes also 24/7. In many cases, it’s a lot less institutional and more user-oriented, placing a greater focus on experiences and fostering community.

This breadth and speed of change in today’s workplace is unprecedented. The old approaches used for almost 50 years no longer apply. The new models taking their place in response to these shifts in work are much more complex, but also offer substantial benefits: to truly connect work and place; to more aggressively support “the business of the business”; to use space more wisely and efficiently; and to enable effective adaptability to changes in work practice, social needs, and technology as they happen.

So, what’s changed?

The shift from the industrial age of factory workers to the information age of knowledge workers has fundamentally changed the nature of work, its social structures and worker expectations. Now mix in technology and how it’s enabled unprecedented access to information and each other. “Work” is now more complex and interdependent on others and the outcomes are often not tangible things. In response, the activities the office is designed to support are shifting. Older workplaces are still mostly designed for individual, focused work, even though about half of workers’ time is now devoted to other activities — collaboration, learning and socializing. Having

said that, there are plenty of articles decrying the evils of “open plan” and focused work still does need appropriate support.

Workers now think and behave like consumers, as things like Netflix and YouTube have created new expectations like “on-demand” and “everything I need to know is at my fingertips.”

And the real-world geography of work has changed. We can work at the office, at home and almost anywhere else and because we can, we do. In this new landscape, distinctions between working and socializing are blurring and workers expect much greater choice regarding work location and work-life balance.

We also know so much more about human performance — specifically, what correlates to knowledge worker productivity and the work of teams — factors such as social cohesion, trust and willingness to share information.

Why are these correlations significant? Teams that have developed a strong sense of trust and know what each other knows move with greater speed. Building meaningful connections and confidence in the support of their supervisors make teammates more willing to work in ways that are mutually valuable.

Identifying critical workplace goals

Workplace makers’ goals for the workplace have been pretty consistent over the years: to bring workers together to accomplish the organization’s goals by enabling the effectiveness of those workers, and to do so as efficiently as possible. Space is also

recognized as a meaningful opportunity to express an organization’s brand or culture in compelling ways to support attraction and retention.

In the midst of this, “workplace strategy” has emerged as a powerful discipline, providing organizations a critical connection between strategic business imperatives and the way workplaces are developed and managed over time. Workplace strategy involves creating an ecosystem of spatial and behavioral norms which are designed specifically to support key business processes and organizational management practices, which in turn helps organizations achieve their business goals.

A comprehensive workplace strategy should address four workplace goals:

1. Alignment. The workplace must be in *context*, consistently materializing the organization’s intentions. It must respond to business strategies, economic realities, organization culture, demographic and social changes, all while walking the talk.

2. Effectiveness. Workplace designs should be informed by the critical work activities and experiences of individuals and teams. Logically, performance is enhanced when there is a fit among what people do, how they do it and what the workspace supports.

3. Efficiency. When real estate resources and other assets are used as wisely as possible, the workplace strategy is both efficient and in service of larger business goals. Utilization tracking is emerging as a powerful tool to analyze patterns of use and opportunities to “fix-the-mix” — to match what’s

needed to what’s been provided in the workplace.

4. Agility. Agility helps us future-proof the workplace to easily adapt to change and is taking on greater urgency these days to enable the workplace to keep pace with the two major catalysts of change: technology and the ongoing evolution of a given organization. Whether it means being prepared for the next big thing, responding to unanticipated economic changes, or making planned growth easier to absorb, organizations need to remain nimble and adaptable over time.

What this means for the way we work today

How individuals experience the workplace is relevant not only to their own performance but to that of the organization as a whole. In order for knowledge workers — or people who “think for a living” — to help accomplish business goals, they need to be able to access the expertise of many throughout and even beyond the organization. Work today is far too varied and much less linear to be accomplished with a repetitive, well-charted process as it may have been in decades past.

In short, organizational goals are more interdependent than ever before, and the need for work to touch more hands and minds across departments and disciplines to get accomplished must be supported by space. Workplace strategy should consider how to break down siloes between departments and open the lines of communication.

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