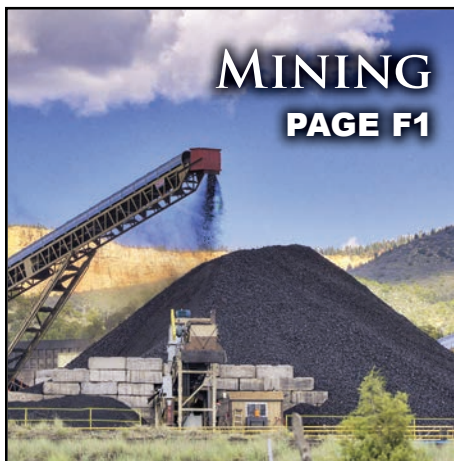


## Focus



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## Better engagement would mean better outcome for Utah farmers

**Brice Wallace**  
*The Enterprise*

"Connect" was the theme of the recent Utah Farm Bureau Federation convention, and the event's general session featured several calls for better engagement.

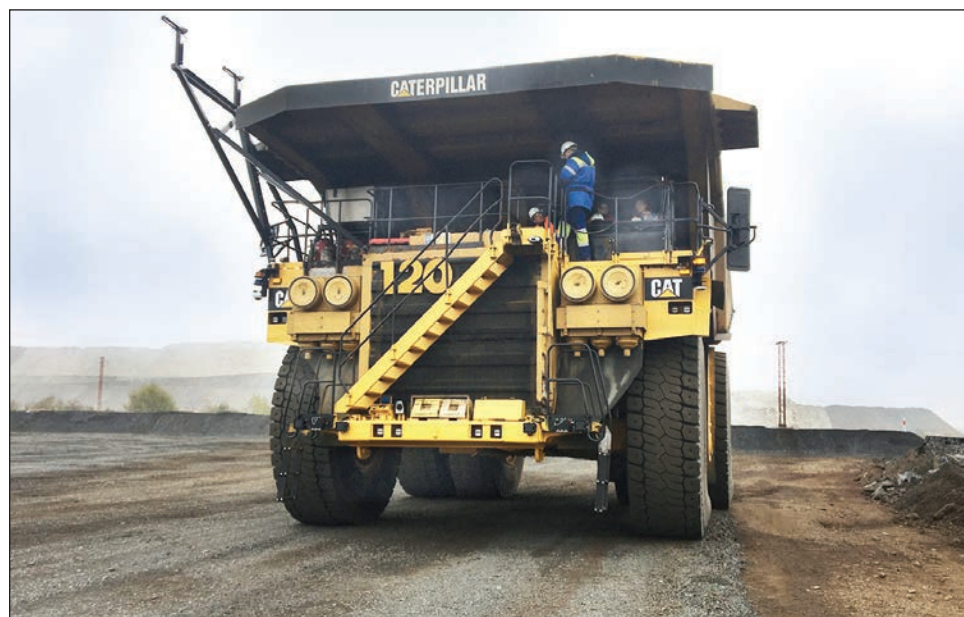
Leaders of the federation, the Utah Department of Agriculture and Food and the Utah Department of Natural Resources (DNR) stressed that communication among those agencies, and with federal and state lawmakers and others, can be better and could lead to improved outcomes for Utah's

farmers and ranchers.

Regarding issues at the national level, Brian Steed, executive director of the DNR, told the crowd that "you guys are getting out-voiced by people who don't have your best interests at heart" and called for better communication with members of Congress.

"Engage with them," Steed said during the convention, held in Layton. "You all wear the white hats in the story of America. Everyone understands that agriculture is an

see FARM BUREAU page 2



Engineers from Utah's ASI Mining and the Ferrexpo Yeristovo Mine test newly installed autonomous operation equipment and software on a giant haul truck at the iron mine in Ukraine.

## Cache Valley firm automating iron mine trucks in Ukraine

Washington isn't the only place that news about Ukraine is being made. A Utah company is deeply involved in the automation of an iron ore mine near the mining town of Horishni Plavni in central Ukraine. ASI Mining, a subsidiary of Autonomous Solutions Inc. (ASI), located in Mendon in Cache County, has started work on a project to retrofit and automate a fleet of 15 haul trucks at the Ferrexpo Yeristovo Mine.

"This project is one of the first major autonomous haulage deployments in Eastern Europe. It represents a major milestone for the accessibility of automation at sites across the world," said Patrick Hald, general manager of ASI Mining. "Autonomous mining is no longer a luxury available only to the largest mines."

ASI Mining successfully completed an initial test in October by converting, and autonomously operating, a Caterpillar 793D haul truck. Ferrexpo plans to expand automation to a total of 15 trucks within the next two project phases, subject to market conditions and cash flows.

Alexander Tubaltsev, chief miner at Ferrexpo Yeristovo Mining, said, "We selected ASI Mining because it is one of the world's leading providers of robotics and automation and has already completed a significant number of successful deployments with major corporations in the mining and automotive industries. Ferrexpo

see ASI page 14

## There might be another recession, but we're not ready

When the next recession hits, as much as half of today's business workforce won't be ready. That's according to new research from Provo-based VitalSmarts, a leadership training company. VitalSmarts surveyed business leader who say nearly half of their employees don't have the necessary skills to weather a financial downturn.

The recession-readiness study asked 1,080 employees and executives to rate their company on five general skills which were thought to be most important to weathering a financial downturn. The skills examined were open dialogue, change mastery, productivity, universal accountability and leadership.

Although the 89 executives in the study rated all five skills as important to a company's success during a recession, in their assessment, 47 percent of their employees are not sufficiently agile, persistent or self-starting to handle a recession. Similarly, 52 percent also believed their employees lacked the skills to engage in open, productive dialogue in a way that would be needed. On the upside, executives had relatively less concern about their employees' productivity in a financial downturn.

"As the threat of a recession looms, executives question whether their people have the skills to adapt, candidly speak up and hold others accountable," said David Maxfield, author of the bestselling book *Crucial Accountability* and vice president of research at VitalSmarts. "Unfortunately, our research shows leaders who find their teams and organizations to be on the short side of these skills during a recession may not only struggle to weather the recession well, they may struggle to weather it at all."

And it turns out, leaders weren't the only ones fearful of how their skills stack up against a financial downturn. When the 964 employees were asked about their observance of these five skill sets, they felt even their boss and other key members of the organization struggled to practice the skills.

Specifically, 52 percent of employees said their bosses did not have the skills needed to successfully navigate a recession. Only an average of 7.3 percent of employees were confident their senior leaders could plan, communicate or lead the sustainable

see RECESSION page 14





# Franklin Covey founder Hyrum Smith dies

Hyrum W. Smith, renowned speaker, entrepreneur, author and philanthropist who co-founded Franklin Covey Co. nearly four decades ago, has died of cancer in St. George. He was 76.

“We extend our deepest heartfelt sympathies and condolences to Gail and the family,” said Franklin Covey CEO Bob Whitman. “The world lost a truly great and remarkable human being in Hyrum.

He made significant contributions to our company, to our community and to our lives. He truly achieved his ‘deeply held desire to make a positive difference on this planet.’ His legacy will continue to influence the lives of millions around the world. And, his enduring impact will be missed, but not forgotten.”

Smith leaves behind his wife, Gail, his children and grandchil-

dren, and an incredible legacy that has impacted millions of lives, Franklin Covey said in a release.

Among his contributions was the financing of the Tuacahn Center for the Arts near St. George, to which he donated \$23 million.

“He’s a bigger-than-life kind of guy,” said Kevin Smith, Tuacahn CEO and nephew of Hyrum. “He had a big heart. He’s very enthusiastic, very optimistic.”

## EverWoke 'Startup of the Year'

Lehi’s EverWoke, developer and marketer of a cloud-based trucking logistics automation platform, has been named Startup of the Year for 2019 by *Logistics Tech Outlook* magazine. Selection was based on industry innovation and the ability to tackle the industry’s toughest problems, the magazine said

“Our mission is to create predictability, transparency and efficiency in trucking logistics to improve the lives of everyone in the industry. We are excited to have been chosen Startup of the Year as a validation of our uniqueness and that our solution addresses the needs of the transportation logistics industry,” said founder and CEO Cameron Williams.

EverWoke was founded in 2018 by Williams and boasts a leadership team that is over 75 percent women.

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## FARM BUREAU

from page 1

extraordinary part of American history, but people are forgetting that it’s a very important part of the nation’s future, so please be engaged.”

That same approach also should happen at the state level, he said, noting that at one time, the majority of Utah state legislators attended the farm convention to be informed about issues important to farmers and ranchers. “That’s no longer the case,” he said.

As for the DNR, he said it does communicate well with the farm bureau and added that individuals should also contact him about issues.

“I can’t fix what I don’t know about. I can’t,” Steed said. “If you have an issue, I may not be able to fix it, but I can certainly try. And I can assure you that I won’t be able to do anything if I don’t know what’s going on, so that level of engagement is very, very helpful.”

Kerry Gibson, commissioner of the Utah Department of Agriculture and Food, joined in the call for a better relationship with the DNR. “We cannot afford to make enemies out of our natural friends,” he said. “There are people out there in this whole kind of scheme of things that want us to not exist ... that [think] they don’t need what we do, but they want us to not exist.”

“We have to figure out how to work together,” he said of sportsmen and agricultural producers. “We have to be allies in this thing. We share more in common than we have as differences.”

Already, the two departments have made progress toward better communication, he said. “I am proud to say that today we’re talking in a positive way and are communicating in a way that is productive, even though we don’t agree on everything.”

Gibson stressed that “we do have to be louder” when spelling out the priorities important to farmers.

“We are being out-voiced, even in this state. It’s natural, because so many of us are so busy trying to make a living that we don’t have the time to advocate like we think we’d like to. We have to be loud in a respectful way, but we have to develop those skills that allow us to communicate with them and be more effective. I feel like we’re making progress but we have a lot to do,” he said.

Steed suggested a calm approach works better than one that is too aggressive.

“Going up and yelling and kicking people in the shins, it makes you feel a lot better, but it may not help the problem,” Steed said. “So approach it in a way that you’re going to win people over rather than turn people off.”

Gibson also said there is a gap between agricultural producers and consumers that has widened, and that communication can help close that gap.

“I think I’m starting to understand even more so that we’re not only an agricultural organization, but part of our mission and part of our goal is to help educate each and every person in the state of Utah to why agriculture is important to them, and it generally reflects back to the fact that they all like to eat food, they need to eat food. So it connects producers to consumers in a way that is very important.”

“One of the challenges with that is that ... that gap is further apart than it has ever been. People don’t understand why we as agriculture producers do what we do. They don’t really care.”

People on each side of the issues need to better understand the other, he said.

“I’m proud to be one of the people standing on the soapbox, trying to talk to our urban population about why agriculture is important to us in our daily lives,” Gibson said. “And frankly, I’m not going to rest until every man, woman and child in this state hears why you matter to them, because you matter to them whether they know it or not.”

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# Qualtrics' 190,000-sq.-ft. expansion includes huge daycare facility

New details have been announced by Qualtrics about the doubling of the size of its co-headquarters in Provo, including an on-site, tech-focused daycare for more than 250 children.

The company will add over 150,000 square feet of office space and 40,000 square feet for the daycare facility, bringing the total campus size to 355,000. The expansion, set to open in the spring of 2021, will include a three-story, outdoor terrace equipped with conference areas, meeting spaces, and views of the six-acre gardens, as well as two new parking structures.

Connected with that expansion, on Nov. 14 the Governor's Office of Economic Development (GOED) board approved a tax credit incentive of up to \$32.8 million over the next decade, tied to the creation of 2,245 jobs during that time. In its expansion announcement released on its corporate website a full week after the GOED board meeting, Qualtrics was more conservative, saying that the \$45 million Provo project would add more than 1,000 jobs over the next five years.

With co-headquarters in Seattle, Qualtrics is an experience management company that specializes in software that enables companies to collect and analyze data on customers, brand, employees and products to increase insight into business operations and the effectiveness of product offerings. Founded in 2002 in Provo, Qualtrics was acquired by Germany-based SAP for \$8 billion in a transaction completed in January.

The company has about 3,000 employees worldwide, including 11 offices and more than 700 employees overseas. It has a total of 25 offices and serves more than 11,000 organizations in more than 100 countries.

The daycare, to be called Cloud Village, will feature a technology-focused, age-appropriate curriculum to enhance, engage and accelerate the development of each child in STEM (science, technology, engineering and math), the company said.

"We are passionate about Utah and are excited to more than double the size of our current tech campus here," Ryan Smith, co-founder and CEO, said in announcing the expansion. "Qualtrics continues to be a hyper-growth company as we add both customers and employees at an incredible rate.

"We couldn't be more excited about introducing a new kind of on-site daycare as a central piece of our expansion. Part of our mission at Qualtrics is to rid the world of bad experiences, and

the launch of the on-site daycare is an important step in providing needed support to working parents."

Cloud Village will be across the street from the expanded co-headquarters, allowing parents to spend time with their children, at their convenience, throughout the day. It will include three floors of technology-infused learning centers for children ages 3 months to 5 years. Technological features include coding camps for the 5-year-olds, interactive smart boards

where teachers can help children learn basic computing skills with hands-on participation, digital creation tools that unlock creative and critical thinking skills, and virtual storytelling to teach kids about cultures from around the world, the company said.

"At Cloud Village, we will be focused on developing both the minds and character of children attending the daycare," said Ann Whittaker, who will manage the daycare. "Our goal is for the children to look forward to coming

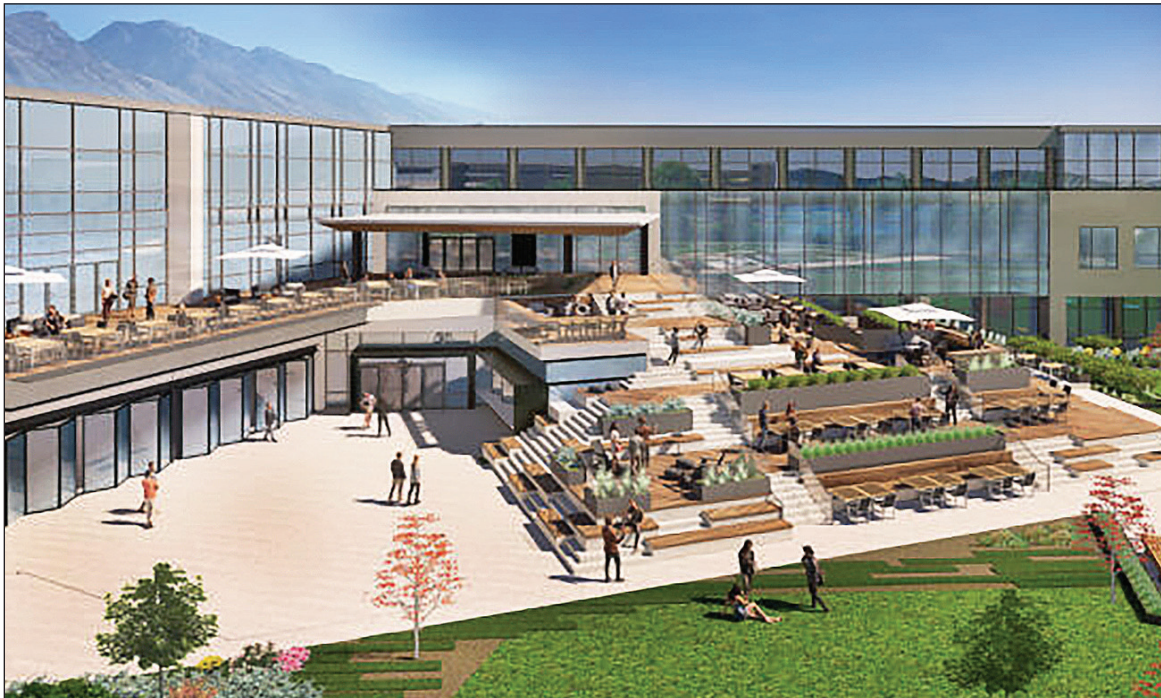
to our facility every day to foster their love of learning and exploration. With the help of innovative technology, teachers will be able to deliver superior care and children will be able to enjoy the learning process."

Qualtrics in 2012 had only about 200 employees. That year, it was approved for a GOED incentive totaling about \$10.8 million over seven years and tied to the creation of about 1,080 jobs.

For the latest state incentive, for the 2,245 jobs over 10 years,

GOED documents indicate the new jobs are expected to pay an average of \$87,000 a year. New total wages over five years are expected to reach nearly \$1.5 billion, and the project is projected to generate new state tax revenue of \$131.1 million during that time.

The Provo expansion is just part of Qualtrics' growth plan for the next few years. The company has said it plans to add more than 8,000 employees by 2023. Already this year, it has announced new offices and expansions, including a Qualtrics Tower in Seattle, which will accommodate more than 2,000 employees; a new office building in Dublin, Ireland, for 350 new employees; and a 25,000-square-foot office in Chicago for 200 employees.



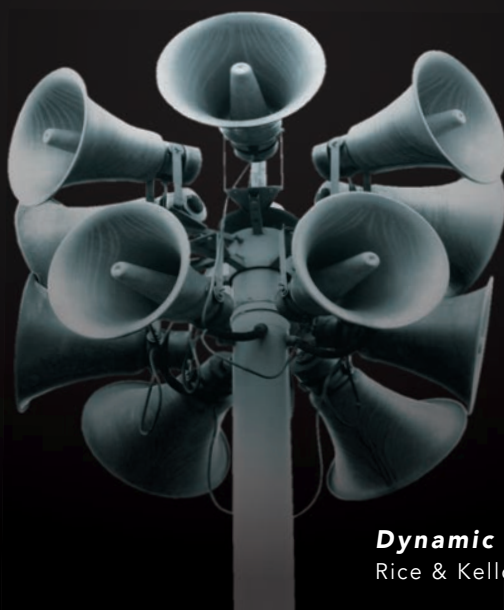
*When Qualtrics expands its Provo headquarters, the rebuild will include an on-site daycare center called Cloud Village, which will serve more than 250 children who will be immersed in technology-focused curriculum to enhance, engage and accelerate the development of each child, the company said.*

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# Make sure you eliminate employee misperceptions about holiday gifts

At this time of year, gift-giving is customary. Recipients include, of course, family and friends, as well as those who contribute to the success of our businesses. Valued customers, vendors and others who support and sustain us often receive gifts during the holidays. Many companies give year-end gifts or bonuses to their employees in the form of cash, gift cards or merchandise.

For all of its positives, gift-giving to employees often carries subtle and perhaps unintended messages. These include employee misperceptions about why the gift is being given, the value of the gift, entitlement expectations and how the gift fits in the context of company success.

Here are four keys to avoiding those misperceptions:

## 1. Misperceptions about why the gift is being given.



**RICH TYSON**

Virtually all misperceptions regarding holiday gifts extend from this one. So, what is your intention for giving a holiday gift or bonus? Is it simply to acknowledge the season? Is it to generally recognize your people for their work and the successes they have created in the past year? Or, is it to express gratitude to specific individuals for their contribution?

Start with your own answers to these questions. Then, discuss them with your management team. Before deciding on what the gifts should be, be clear on why you will give them. And, when they are given, make sure that you communicate clearly the message you want to transmit, as well as what you do *not* mean to convey. If you simply want to wish everyone a Merry Christmas, be sure that everyone knows that your gifts are not connected in any way to perfor-

mance. Or vice versa, if that is the case.

**2. Misperceptions about the value of the gift.** Will all employees receive the same gift or Christmas bonus? Or will some receive more than others? Is your bonus a function of a formula based on company profits?

Employers often correlate bonuses to their employees' respective salary levels, especially when the intent of the bonus is to share in company financial success. If that applies to your company, be sure that this is clearly communicated to all employees.

Recognize that this type of bonus system often creates grumbling among front-line employees (the rich getting richer, while the rest of us are thrown a bone). In that regard, scheduling such bonuses during the holidays may not be good timing. Consider moving them to another time of year.

On the other hand, gifts of the same value, unless considered generous, are often viewed as trivial, especially when the company has enjoyed financial success.

The best way to eliminate these misperceptions is to address them openly, first with

your executive team, and then with other employees.

**3. Misperceptions regarding entitlement.** In the early years of the new millennium, several of my clients enjoyed significant financial success and gave large year-end bonuses to their employees. As you might imagine, this was perceived very positively. However, at the end of 2008, economic recession had substantially constrained the finances of these companies, forcing them to eliminate the bonuses. Many of their employees reacted with despair and even anger. They had come to expect big bonus money, basically relying on it as part of their compensation. They felt entitled to it and when it went away, they were hurt. Leaders must be crystal clear regarding gifts, especially performance-oriented bonuses. What good times bring, bad times can — and will — take away.

**4. Misperceptions regarding the broader message that gifts send.** Because of the positive message holiday season gifts generally send, we have observed that some employees interpret that positivity with an "all is well" pro-

nouncement. One client company executive boldly stated that their Christmas bonuses were evidence of their "competitive unassailability" at their companywide Christmas party. I shuddered when I heard him say this. The message that many of his employees received was that it was OK to "rest on their laurels." And that is what they did. In less than two years, the company had become a skeletal version of itself.

Holiday gifts are generally meant to acknowledge the season and reinforce the sense of unity, of common purpose among team members, not to imply the achievement of ultimate business success.

On an individual basis, we should recognize that the greatest gift we give our employees is not their holiday bonus. It is how we interact with them on a day-to-day basis throughout the year. Where we are sincerely and continuously engaged in counseling together with employees, misperceptions regarding holiday gifts are almost always avoided.

Richard Tyson is the founder, principal owner and president of CEObuilder, which provides forums for consulting and coaching to executives in small businesses.

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# Here are the reasons that salespeople don't make more sales

Things don't go well for some salespeople. Simply put, they say they want to sell, but their numbers tell a different story. What's missing? What needs to change?

The answer may rest in how they view their job. We can call it "task tunnel vision." It's common throughout business organizations — including sales — and here's how to spot it: "That's not what I'm hired to do. I want to sell. Just leave me alone and let someone else do all that other stuff."



JOHN GRAHAM

Whether salespeople recognize it or not, they are like many others who are self-defining when it comes to their job. They erect an impenetrable mental wall that stops them from venturing outside their self-imposed prison. All they want to do is make sales. Ironically, their mindset has the opposite effect; they fail to get the order.

The way to break free from task tunnel vision is to focus on what customers look for in a salesperson:

**1. Customers expect a salesperson to be their advocate.** The role of the salesperson is more necessary today than ever. It's a fact. With everyone having incredibly instant access to information, it may seem counter-intuitive to suggest that salespeople are needed more than ever — except that it isn't.

There is nothing worse than making a purchase only to discover that it's not what we wanted, even though the promise of the Internet is to make us better informed so consumers won't make buying mistakes. The sheer volume of returns from online purchases alone, puts that idea to rest.

Confusion and doubt make the salesperson's role more critical than ever. With the complexity and plethora of today's products and services, what customers need (and deserve) are advocates — those whose job it is to help them sort things out so they can make decisions that are in their best interest.

This isn't to suggest that salespeople pretend they're "consultants." That's not only fakery, it's also what makes customers suspicious of salespeople and gives them a bad name.

Some may think that the role of customer advocate is too much to ask of those who sell — and it may be for some salespeople. It isn't, however, for those who believe trust is the basis for earning the order. It's an opportunity to be more than a huckster, a true professional.

**2. Customers expect answers to their questions.** Whatever else the Internet may have done, it's made us more inquisitive. As one

marketing director said, "People are always searching for answers. And whoever provides the best answers to the most questions at the end of the day will be the winner."

If this is true, then why are so many salespeople in such a rush to launch their sales spiel? Are they just in a hurry or are they afraid that customers will start asking questions?

It's time to drop the sales presentation and to turn it into a customer-focused FAQ session. It might start this way: "Here are some questions customers ask, along with my answers." When you let customers know you value questions, it's easy to shift into asking them for theirs. When this happens, sales presentations become interactive learning experiences that satisfy both the salesperson and the customer.

**3. Customers expect to be offered choices.** Researchers have long shown that too many choices lead to being overwhelmed. If you've ever gone to a paint store, no one needs to tell you about "choice paralysis." After about five minutes looking at paint chips, you want to get out of there.

However, being faced with too few options makes us want more before deciding. We may even feel we're being forced into doing something we may come to regret. Yet, this is what happens when salespeople skew presentations so they lead straight to one conclusion. When this happens, customers don't buy — they rebel.

So, ask yourself how many choices can you get your head around without getting overloaded. Some say about six or seven. But even with that number, the task is to narrow the field down further. This is when the salesperson's job is to help his or her customer make an appropriate decision. The scenario might go something like this:

- "Let's go through the options. What are the advantages and disadvantages of each one?"
- "Would you eliminate any? OK, we have several left. Let's discuss and make a choice."
- "Are you comfortable going with this choice?"

This is a quick way to narrow down the options to two or three so the customers can settle on the one that's best for them.

While making sales is the goal, how you get there may be the most important part of the journey.

John Graham of GrahamComm is a marketing and sales strategy consultant and business writer. He is the creator of "Magnet Marketing," and publishes a free monthly e-bulletin, "No Nonsense Marketing & Sales Ideas."



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## COMMUNICATIONS

• **AT&T** has opened three Studio Stores in the Salt Lake City area: 1140 Brickyard Road, in the Brickyard Shopping Center, Salt Lake City; 556 S. 1750 W. at the Walmart Shopping Center, Springville; and 1865 W. Pleasant Grove Blvd., Pleasant Grove. The company now has 61 retail locations in Utah. The Studio Store design offers a smaller footprint than a traditional store.

## CONSTRUCTION

• **Sundt Construction Inc.** has promoted **Jeff Williamson** to president of the transportation group.



Jeff Williamson

Williamson has more than 30 years of experience in the construction industry. He began his career as a field engineer in 1986 and has worked in both the field and the office at all levels of the business. Prior to joining Sundt, Williamson served for 15 years as a regional vice president for a large civil contractor in the Southwest. Upon joining Sundt in 2011, he assumed the role of senior vice president and heavy civil division group manager. That group has performed more than \$2 billion worth of work across Arizona, Texas, New Mexico and Utah and expanded into the Intermountain Region by opening an office in Salt Lake City.

## CONTESTS

• **ChamberWest** is reaching out to members for award nominations for its 2020 Annual Awards Gala, set for Feb. 20. The chamber will present awards in the following categories: Business

of the Year, Small Business of the Year, Best Place to Work, Best New Business of the Year and Volunteer of the Year. Nominations are due Dec. 13. The nomination form and additional details are at <https://files.constantcontact.com/8872d0f4101/b5c1f493-fc65-46c2-891a-4aa3f27aa87b.pdf>.

## ECONOMIC INDICATORS

• **In-home care costs** in Utah continue to rise, according to the findings of a "cost of care" survey undertaken by **Genworth**. In Utah, the cost of homemaker services, which includes assistance with "hands-off" tasks such as cooking, cleaning and running errands, increased 9.09 percent during the last 12 months, to \$54,912 for 44 hours per week for 52 weeks. The cost of a home health aide, which includes "hands-on" personal assistance with activities such as bathing, dressing and eating, increased 9.09 percent, to \$54,912 for the same amount of time. Genworth contacted 53,901 long-term care providers nationwide to complete 15,178 surveys for nursing homes, assisted living facilities, adult day health facilities and in-home care providers.

## EXPANSIONS

• **Sundance Catalog**, a Salt Lake City-based company that retails men's and women's apparel, jewelry, footwear, accessories and home furnishings, has opened a retail location in the University Village in Seattle. It is one of three new stores to open across the country this year.

• **Simplus**, a Salt Lake City-based Salesforce quote-to-cash advisory, implementation and managed services company, has opened international offices in London and Dublin to better serve its customer base and partners in Europe.

• **Perfectly Posh**, a Salt

Lake City-based pampering and self-care products company, has opened for business in the five U.S. territories: Puerto Rico, Guam, the U.S. Virgin Islands, American Samoa and the Northern Mariana Islands. Individuals living within those territories are eligible to buy products directly from the website, start their own business as a Perfectly Posh "influencer," and participate in promotions, military discounts and business incentives.

## INVESTMENTS

• **HandsFree Labs Inc.**, a Vineyard-based hands-free footwear technology company, has received an investment from **Nike Inc.** Financial terms were not disclosed. The partnership includes an intellectual property license and extends the reach of HandsFree Labs' patented portfolio of Foot Activated Shoe Technology (F.A.S.T.) solutions, which allow consumers to step in and out of shoes without using their hands. In addition to its investment from and licensing partnership with Nike, HandsFree Labs will roll out its technology through licensing deals with other footwear categories and manufacturers.

## LAW

• **Durham Jones & Pinegar**, Salt Lake City, has hired five people: **Blake K. Behnke** as an associate in the firm's Business & Finance section; **Brent N. Bateman** as a shareholder in the Real Estate section; **Lacey Chase** as an associate in the Intellectual Property section; **Larry R. Laycock** as a shareholder in the Intellectual Property section; and **Adam B. Beckstrom** as an of counsel attorney in the Intellectual Property section. Behnke advises a variety of corporate and pass-through entities on both tax and



Blake Behnke



Brent Bateman



Lacey Chase



Larry Laycock

general corporate matters, including business formations, mergers and acquisitions, debt and equity offerings and general matters of business and finance law. He previously worked in Washington, D.C., in KPMG's national merg-



Adam Beckstrom

ers and acquisitions tax practice. Bateman's practice focuses on zoning, land use, impact fees, roads, property rights, real estate and environmental matters. He also is a trained and experienced mediator. He spent more than 12 years at the Utah Office of the Property Rights Ombudsman. Chase's practice focuses on complex patent, copyright and trademark litigation. In addition, she has experience helping clients in obtaining copyright and trademark protection, and is familiar with enforcing and monetizing those intellectual property rights. She has worked at two major intellectual property law firms. Laycock's practice encompasses patent, trademark, copyright, trade dress, trade secrets, false advertising, unfair competition and related complex litigation. He also has a wealth of experience in addressing transactional matters. Beckstrom's practice focuses on complex litigation, with an emphasis on intellectual property disputes. He also has experience helping clients obtain copyright and trademark protection. Having completed two degrees in biomedical engineering, he specializes in science and technology. Beckstrom most recently worked in the intellectual property practice of a major international law firm based on the West Coast.

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deducting underwriting discounts and commissions. Purple did not sell any shares of Class A common stock in the offering and did not receive any proceeds from the offering. The underwriters have a 30-day option period to purchase up to 1.5 million additional shares of Class A common stock from the selling stockholders.

## PHILANTHROPY

• **The Road Home**, a non-profit provider of emergency shelter, housing and other homelessness services in Salt Lake County, has received a \$5 million grant from the **Day 1 Families Fund**. It is part of the fund's grants totaling \$98.5 million to 32 nonprofits assisting families experiencing homelessness. The grant will fund the creation of a novel data integration system that will allow case managers to better assist clients. It will bolster the efforts of The Road Home's housing navigation team that works to secure housing, as well as help seed a \$3 million capital campaign to fund a new administrative headquarters for The Road Home in Salt Lake City that is currently under construction. The Bezos Day One Fund was launched in 2018 with a commitment of \$2 billion and a focus on two areas: funding existing nonprofits that help homeless families, and creating a network of new, nonprofit tier-one preschools in low-income communities.

• **Smith's Food & Drug** has announced a \$60,000 food donation to **Utah Food Bank** to help feed families in need this holiday season, and the company is asking customers to join its efforts. Through Feb. 1, customers may "round up" their grocery total to the nearest dollar at checkout. All of the donated change will then be used to create more meals for families. In addition, the grocery stores will host a food drive providing non-perishable items to the Utah Food Bank. To kick off the "Round-Up" campaign, Smith's donated 480 turkey breasts, 1,400 pies and 17,000 loaves of bread.

## REAL ESTATE

• **MVE + Partners** has broken ground on **Dixon Place**, a 59-unit, Class A development at 1034 E. Elm Ave. in Salt Lake City's Sugar House neighborhood. Designed for developer **Lowe Property Group** of Salt Lake City, the six-story, mixed-use community includes 49,039 square feet of rentable space. The boutique apartment complex will offer 35 one-bedroom and 24 two-bedroom units. The 2,200 square feet of ground-floor commercial

see BRIEFS next page

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# Industry Briefs

from previous page

space will house developer Lowe Property Group's headquarters, and MVE + Partners will design the interiors of this space in addition to the entire apartment community. The community occupies 87,874 square feet. It is expected to be completed by the second quarter of 2021. In addition to Dixon Place, MVE + Partners, in partnership with Lowe Property Group, will break ground on three additional multifamily projects in Salt Lake City in 2020.

## RECOGNITIONS

• Nine Utah companies are listed on **Deloitte's 2019 Technology Fast 500** list. They are No. 18 **Podium**, Lehi; No. 64 **Acima Credit**, Sandy; No. 102 **SimpleNexus**, Lehi; No. 259 **Lucidchart**, South Jordan; No. 308 **ObservePoint**, Provo; No. 314 **Signs.com**, Salt Lake City; No. 378 **Lendio**, Lehi; No. 382 **Domo**, American Fork; and No. 465 **Instructure Inc.**, Salt Lake City. To be eligible for recognition, companies must own proprietary intellectual property or technology that is sold to customers in products that contribute to a majority of the company's operating revenues. Companies must have base-year operating revenues of at least \$50,000 and current-year operating revenues of at least \$5 million. Additionally, companies must be in business for a minimum of four years and be headquartered within North America.

• **Impartner**, a Salt Lake City-based channel management solution company, has been named the No. 1 global winner on **Research In Action's** vendor selection matrix for partner relationship management (PRM). Impartner earned the highest market position among top 20 global vendors based on over 100,000 data points from 1,500 manager surveys, analyst opinions and vendor evaluations. Impartner also scored No. 1 on a parallel report for channel marketing and enablement (CME) SaaS and software, which shows rankings for those companies that provide both PRM and marketing support. In creating the research, the top 20 vendors in the channel marketing and enablement space, selected by the survey respondents, were all evaluated using the technology research company's survey-based methodology for comparative vendor evaluation.

• **Xant**, formerly InsideSales.com, has been named the enterprise leader in the latest **G2 Grid** report for outbound call tracking

platforms. The Xant Playbooks product ranked first in the grid, receiving the highest scores for market presence and customer satisfaction. In addition to outbound call tracking, the Provo-based company has also been named a leader in the sales engagement, sales analytics and email tracking categories.

• **Brigham Young University** is ranked No. 27 and the **University of Utah** is No. 51 in **Bloomberg Businessweek's** listing of the "2019-20 Best B-Schools." The rankings are based on survey responses from 26,804 MBA students, alumni and recruiters. The UofU also was ranked No. 10 for its undergraduate program and No. 17 for its graduate program for 2020 by **U.S. News and World Report**. The school jumped five places in the undergraduate ranking and seven places in the graduate ranking. The **U.S. News** undergraduate business school rankings are based on a survey of deans and senior faculty members at each of the 504 undergraduate business programs accredited by the Association to Advance Collegiate Schools of Business. For the **U.S. News** graduate business school rankings, they surveyed all 475 MBA programs accredited by the Association to Advance Collegiate Schools of Business International.

## RETAIL

• **EoS Fitness**, a fitness industry company with more than

75 locations in four states, has announced plans to open several locations in 2020 in Utah, to reach a total of nine gyms in the state. The new gyms will be located in **Murray, Taylorsville, Bountiful** and **Orem**. While several of the Utah locations have been updated, the **Roy** location will be completely remodeled in collaboration with development partner **Barclay Group**. Also, the current EoS Fitness in **Syracuse** will soon be replaced by a state-of-the-art facility located in the same shopping center. The new Utah gyms will average 50,000 square feet of fitness space.

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## SPORTS

• The new **Ikon Pass** mobile application is available in app stores, expanding the on-mountain experience for skiers and riders at 41 global Ikon Pass destinations. The app is free and available for download in the U.S. Apple App store and the U.S. Google Play Store. The pass program is in its second season. The Ikon Pass offers access to 41 iconic winter destinations across the Americas, Switzerland, Japan, Australia, Chile and New Zealand. Participating Utah destinations are **Deer Valley Resort, Solitude Mountain Resort, Brighton Resort, Alta Ski Area** and **Snowbird**.

## TRANSPORTATION

• **Salt Lake City International Airport** has added a service called **Aira** — Artificial Intelligence Remote Assistant — to assist blind and low-vision passengers better navigate the

airport. Aira connects low-vision passengers to highly trained people instantly who interpret their surroundings through their cell phone's camera or special glasses that have an embedded video camera paired with a smartphone. A passenger accesses Aira through a free phone app that is downloaded on their mobile device. The phone app or special glasses allows an Aira agent to see the blind person's surroundings in real-time. SLC implemented the program in February and has been working with Aira to fine-tune the system. This required the airport buy a block of minutes for about \$8,000 and define a geo-fenced area to allow users to access the system while at the airport. The geo-fence currently surrounds the airport's three terminal buildings and will be updated when The New SLC Airport opens in September 2020. Since the program was implemented, usage has averaged about 112 minutes per month.

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# Calendar

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

## **Dec. 2, 7 p.m.**

**“An Evening with Wendy Bird,”** an Access Salt Lake event and featuring the international speaker and performance coach. Location is The Event Hall at Access Salt Lake, 175 W. 200 S., No. 100, Salt Lake City. Free. RSVPs can be completed at [accesssaltlake.com/events](http://accesssaltlake.com/events).

## **Dec. 3, 9-11 a.m.**

**“Jump Start: Intro to Entrepreneurship,”** a Women’s Business Center of Utah event. Location is the Women’s Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at [wbcutah.org](http://wbcutah.org).

## **Dec. 3, 11 a.m.-1 p.m.**

**Women in Business Luncheon,** a ChamberWest event that is the Holiday Jingle & Mingle Luncheon. Location is Western Gardens Center, 4050 W. 4100 S., West Valley City. Cost is \$30 (participants are asked to bring a \$15 gift for the gift exchange). Details are at [chamberwest.com](http://chamberwest.com).

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

**Business Alliance Networking Luncheon,** a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. No RSVP required. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

## **Dec. 3, noon**

**Silicon Slopes Fall 2019 Entrepreneurship Lecture Series** titled “Starting and Growing a Food Business,” presented by Andrew and Shauna Smith, CEO and president and co-founders of Four Foods Group. Location is Utah Valley University, Clarke Building, Room 101C, 800 W. University Parkway, Orem. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## **Dec. 3, 5-7 p.m.**

**Holiday Open House,** hosted by the Salt Lake Chamber, Downtown Alliance, Women’s Business Center of Utah and Women’s Leadership Institute. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Free, but registration is required. Details are at [slchamber.com](http://slchamber.com).

## **Dec. 4, 9-11 a.m.**

**“Starting Your Business 101,”** a Small Business Dev-

elopment Center (SBDC) event. Location is the Salt Lake SBDC, Salt Lake Community College’s Miller Campus, Corporate Partnership Center, Building 5, 9690 S. 300 W., Sandy. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

## **Dec. 4, 3:30-5 p.m.**

**“Business Connections,”** a ChamberWest event. Location is Megaplex Theatres, 3620 S. 2400 W., West Valley City. Free for members, \$50 for nonmembers. Details are at [chamberwest.com](http://chamberwest.com).

## **Dec. 5, 7:30-9 a.m.**

**Chamber Speaker Series,** an Ogden-Weber Chamber of Commerce event. Location is Weber Center, 2380 Washington Blvd., Ogden. Free for chamber members and first-time guests. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

## **Dec. 5, 8-9 a.m.**

**“The Hub of Opportunity: Creative Land Use for People with Disabilities,”** a ULI (Urban Land Institute) Utah event. The Hub of Opportunity is an innovative mixed-use, transit-oriented project scheduled to open in spring 2020. Panelists are Tricia Pilny, president/CEO, Parallel Strategies (moderator); Stephanie Mackay, chief innovation officer, Columbus Community Center; Troy Hart, real estate development manager, HousingConnect; and Paul Drake, senior manager, real estate and transit-oriented development, Utah Transit Authority. Location is Columbus Community Center, 3495 S. West Temple, Salt Lake City. Cost is \$35 for members, \$50 for nonmembers. Details are at <https://utah.uli.org/events>.

## **Dec. 5, 8 a.m.-2:30 p.m.**

**“Managing the Ill or Injured Workers under the ADA, FMLA and Workers’ Compensation,”** an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$205. Details are at [employerscouncil.org](http://employerscouncil.org).

## **Dec. 5, 11:30 a.m.-1 p.m.**

**Lunch & Learn,** a Murray Area Chamber of Commerce event. Location is Prohibition Utah, 151 E. 6100 S., Murray. Cost is \$19 for members, \$25 for guests. Details are at [murraychamber.org](http://murraychamber.org).

## **Dec. 5, 3-5 p.m.**

**Public Policy Forum,** a Utah Technology Council event focusing on important issues regarding government’s impact on business. Location is NICE inContact, 75

W. Towne Ridge Parkway, Sandy. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## **Dec. 5, 6-7:30 p.m.**

**“Start Smart,”** a Small Business Development Center (SBDC) event. Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

## **Dec. 5, 6:30 p.m.**

**“Tax Benefits from Charitable Giving, Estate Planning,”** presented by Billy Peterson, financial advisor and owner of Peterson Wealth Services in South Ogden, and sponsored by Ogden City and the Ogden Union Station Foundation. Topics include maximizing donations to charities and nonprofit organizations and reducing tax bills at the same time. Location is Gallery 51 at Union Station, 2501 Wall Ave., Ogden. Reservations are available by calling (801) 645-9646 or emailing [jfrancis@unionstation-ogden.com](mailto:jfrancis@unionstation-ogden.com).

## **Dec. 6, 7:30-8:30 a.m.**

**“Eggs & Issues,”** a Murray Area Chamber of Commerce event. Location is Anna’s Restaurant, 4700 S. 900 E., Murray. Free (pay for what is ordered from the menu). Open to the public. Details are at [murraychamber.org](http://murraychamber.org).

## **Dec. 6, 8-10 a.m.**

**First Friday Face to Face,** a West Jordan Chamber of Commerce event. Location is Megaplex Theatres, second floor, The District, 3761 W. Parkway Plaza Drive, South Jordan. Details are at [westjordanchamber.com](http://westjordanchamber.com).

## **Dec. 6, 8:30-11:30 a.m.**

**“Grow Your Business: Idea Validation,”** a Small Business Development Center (SBDC) event. Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

## **Dec. 6, 11:30 a.m.-1 p.m.**

**Second Annual “Best of Holladay” Awards Ceremony and Chamber Holiday Party,** a Holladay Chamber of Commerce event. Location is City Hall, Big Cottonwood Room, 4580 S. 2300 E., Holladay. Details are at [holladaychamber.com](http://holladaychamber.com).

## **Dec. 6, 11:30 a.m.-1 p.m.**

**Holiday Open House,** a South Valley Chamber event. Event features samples from local restaurants and vendors and the opportunity to buy gift cards and goods from their booths. Location

is River Oaks Golf Course, 9300 Riverside Drive, Sandy. Free. RSVPs can be completed at [Eventbrite.com](http://Eventbrite.com).

## **Dec. 6, 11:30 a.m.-1 p.m.**

**WBN Christmas Luncheon,** a Utah Valley Chamber event. Location is Thanksgiving Point, Garden Room, 3003 Thanksgiving Way, Lehi. Cost is \$30. Details are at [thechamber.org](http://thechamber.org).

## **Dec. 6, noon-1 p.m.**

**Silicon Slopes Live,** a lunch and live recording of the Silicon Slopes podcast and featuring Peter Ord, founder, and Todd White, vice president of sales, both from Beynd. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at [siliconslopes.com](http://siliconslopes.com).

## **Dec. 9, 11:30 a.m.-1 p.m.**

**“Utah Gubernatorial Candidates,”** a Wasatch Business Series event. Location is Residence Inn by Marriott, 171 E. 5300 S., Murray. Open to everyone. Cost is \$20 (prepayment is required). Details are at [murraychamber.org](http://murraychamber.org).

## **Dec. 9, 5-7 p.m.**

**Second Annual WIB Christmas Party,** a South Jordan Chamber of Commerce event. Location is Lucienne Salon Spa Boutique, 10690 S. River Front Parkway, South Jordan. Cost is \$15 for members, \$20 for nonmembers. Attendees are asked to bring an auction item (all funds go to the Jordan Education Foundation Christmas for Kids program). Details are at [southjordanchamber.com](http://southjordanchamber.com).

## **Dec. 9, 5:30-7:30 p.m.**

**“Unlock the Financial Power of Your Business Ideas,”** a Small Business Development Center (SBDC) three-day training event. Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Details are at <https://clients.utahsbdc.org/events.aspx>.

## **Dec. 9, 6-7 p.m.**

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

## **Dec. 10 and 17, 8 a.m.-4 p.m.**

**“The Leadership Secrets of Santa Claus,”** part of the Salt Lake Community College Frontline Leader Workshop Series. Dec. 10 is at SLCC’s Miller Campus in Sandy. Dec. 17 is at the Westpointe Campus in Salt Lake City. Cost is \$250.

Details are at <http://www.slcc.edu/workforce/courses/frontlineleader.aspx>.

## **Dec. 10, 10-11:30 a.m.**

**“How to Become a Leader People Will Follow,”** a West Jordan Chamber of Commerce event. Location is Mountain America Credit Union, 3065 W. 5400 S., Taylorsville. Free for chamber members, \$10 for nonmembers. Details are at [westjordanchamber.com](http://westjordanchamber.com).

## **Dec. 10, 11:30 a.m.-1 p.m.**

**Holiday Soiree,** a South Valley Chamber Women in Business event. Location is La Caille, 9565 Wasatch Blvd., Sandy. Cost is \$50, \$400 for a table of 10. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## **Dec. 10, 6:30-8 p.m.**

**WordPress Workshop,** a Small Business Development Center (SBDC) event. Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

## **Dec. 11, 5-7 p.m.**

**Business After Hours,** an Ogden-Weber Chamber of Commerce event. Location is Fat Cats, 2261 Kiesel Ave., No. 1, Ogden. Free for chamber members and first-time guests, \$10 for nonmember guests. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

## **Dec. 11, 6-7 p.m.**

**“Successful Marketing Campaigns,”** a Utah Marketing Association event that is part of a five-part series of monthly workshops. Location is Impact Hub Salt Lake, 150 State St., No. 1, Salt Lake City. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## **Dec. 12-13**

**19th Annual Summit Director & Officer (D&O) Training Conference,** presented by Diversified Insurance Group and designed for board chairs, corporate directors and senior executive officers of publicly traded, pre-IPO and private companies to gain insight and receive instruction from nationally recognized experts and thought leaders on best practices and strategies to improve boardroom performance. Location is Montage Deer Valley Resort, 9100 Marsac Ave., Park City. Cost is \$600. Details are at <https://www.summitconf.org/registration>.



# Succeeding in Your Business

## It's important to lock up your suppliers when selling online

"I have been selling merchandise on eBay and Amazon for some time. I would like to build a 'brand' for the merchandise that I sell, but I'm being told that the only way to do that (since I'm not the manufacturer of these goods, only the distributor) is to get an exclusive distributor agreement with each manufacturer so that I am the only person selling these goods on eBay and Amazon.

"What do you think of this idea? If it's a good one, how do I go about negotiating contracts with these manufacturers?"

Generally, it's hard to build a brand online when you are not the manufacturer of the merchandise you sell. Most new sellers on eBay and Amazon make the mistake of selling goods that are all over the



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map. While this may be a good way to get started in online sales and learn the ropes, you won't be able to grow an online selling business unless you specialize in a merchandise niche and have merchandise that isn't easily available elsewhere.

Manufacturers will probably be hesitant to deal with you unless you have an established track record of selling online and you show them you are creditworthy and have the expertise and sophistication to maintain their brand image online. Most large manufacturers won't want to deal with you at all (they deal only with other big companies), but smaller, family-owned businesses may give you a shot.

If your manufacturers are

willing to give you the exclusive right to handle their merchandise online, here are some of the key points you will have to negotiate with each of them.

**The Scope of Your Exclusive Territory.** Will you be the manufacturer's exclusive distributor for the whole web? Only eBay? EBay and Amazon? You should seek as broad a territory as possible. Also, since people can access the web anywhere in the world, you should not accept any sort of geographic boundaries on your activities (for example, "online sales to customers in the continental United States"), as there is no practical way to enforce them.

**The Terms of the Agreement.** Once you establish an online brand for a manufacturer, it's a sure bet the manufacturer will be approached by other online vendors offering to do a better job than you. To protect

your investment, you should ask the manufacturer for as long a term as possible (I recommend at least five years) and options to renew for additional periods.

**Will You Be Allowed to Carry Competing Merchandise?** Just as you want an exclusive for online sales, your manufacturer may want an exclusive that prohibits you from carrying their competitors' merchandise. You should seek to keep these as limited as possible: For example, if a jewelry designer asks you not to deal with "any other jewelry designer," you can respond by offering not to deal with "any jewelry designer who specializes in Celtic-inspired designs."

**Will You Be Required to Purchase Minimum Quantities of Merchandise?** In a true distributorship, you buy goods from the manufacturer at wholesale prices and then resell them online,

keeping the difference as your profit. Some manufacturers will grant you an exclusive only if you agree to buy minimum quantities of merchandise each month or quarter. Keep these as low as possible and negotiate a credit for any merchandise you return to the manufacturer that was in your inventory for an unreasonably long time.

**Will the Manufacturer Require You to Sell at Specific Prices?** It is illegal for a manufacturer to dictate your resale price or set a maximum resale price for their goods. The law is hazier on whether a manufacturer can set a minimum resale price. If a manufacturer engages in a minimum advertised price, or MAP pricing, you may have to go along with it. Just be sure that you retain the

see ENNICO page 15

## CALENDAR

from page 9

### Dec. 12-13

**"Attracting Equity Capital to Your Project,"** a ULI (Urban Land Institute) Utah event featuring presentations, expert panel discussions, instructive dialogues and real-world illustrations to provide insight into how different capital sources view a deal, and what drives the capital funding decision. Location is Salt Lake Marriott Downtown at City Creek, 75 S. West Temple, Salt Lake City. Cost is \$795 for ULI members, \$1,050 for non-members. Details are at <https://americas.uli.org/event/attracting-capital-to-your-project-2/>.

### Dec. 12, 8 a.m.-noon

**"Advanced I-9 Practice,"** an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at [employerscouncil.org](http://employerscouncil.org).

### Dec. 12, 11:30 a.m.-1 p.m.

**Lunch & Learn,** a Murray Area Chamber of Commerce event. Speaker is from the Wasatch Front Regional Council. Location is Brio Tuscan Grille, 6173 S. State St., Murray. Cost is \$25. Details are at [murraychamber.org](http://murraychamber.org).

### Dec. 12, 11:30 a.m.-1 p.m.

**Annual Holiday Party and Networking Luncheon,** a Davis Chamber of Commerce

event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Cost is \$20. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### Dec. 12, 3-4:30 p.m.

**"Master Class: Small-Business Vision Board Workshop,"** a Women's Business Center of Utah event. Location is the Women's Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$15. Details are at [www.wbcutah.org](http://www.wbcutah.org).

### Dec. 12, 6-8 p.m.

**"Business Essentials,"** a Small Business Development Center (SBDC) event. Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

### Dec. 13, 7:45-9 a.m.

**Women in Business Networking,** an Ogden-Weber Chamber of Commerce event. Location is Weber Center, 2380 Washington Blvd., Ogden. Free for WIB members. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### Dec. 13, 8-10 a.m.

**Utah County Speednet,** a Utah Valley Chamber speed networking event. Location is SCERA Center for the Arts, 745 S. State St., Orem. Free. Details are at [thechamber.org](http://thechamber.org).

### Dec. 13, 8:30-11:30 a.m.

**"Grow Your Business: Business Foundation,"** a Small Business Development Center

(SBDC) event. Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

### Dec. 13, 11:30 a.m.

**Second Friday Casual Lunch,** a ChamberWest event. Location is Pins & Ales, Valley Fair Mall, 3601 S. 2700 West, West Valley City. Details are at [chamberwest.com](http://chamberwest.com).

### Dec. 13, noon-1 p.m.

**Silicon Slopes Live,** a lunch and live recording of the Silicon Slopes podcast and featuring Dell Loy Hansen, president and CEO of Wasatch Group and owner of Real Salt Lake. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at [siliconslopes.com](http://siliconslopes.com).

### Dec. 17, 8 a.m.-noon

**"Recognizing and Addressing Workplace Conflict,"** an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at [employerscouncil.org](http://employerscouncil.org).

### Dec. 17, 11:30 a.m.-1 p.m.

**Business Alliance Holiday Party,** a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. No RSVP required. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### Dec. 17, 11:30 a.m.-1 p.m.

**Wasatch Business Series**

event featuring U.S. Rep. Ben McAdams. Location is Residence Inn by Marriott, 171 E. 5300 S., Murray. Cost is \$20 before Dec. 13, \$20 after Dec. 13 or at the door. Details are at [murraychamber.org](http://murraychamber.org).

### Dec. 18, 7:30-8:30 a.m.

**Coffee Connection,** a Holladay Chamber of Commerce event. Location is 3 Cups, 4670 Holladay Village Plaza, Suite 104, Holladay. Details are at [holladaychamber.com](http://holladaychamber.com).

### Dec. 18, 8-10 a.m.

**M.A.C.H. Speed Networking,** a Murray Area Chamber of Commerce event. Location is Residence Inn, 171 E. 5300 S., Murray. Details are at [murraychamber.org](http://murraychamber.org).

### Dec. 18, 5:30-6:30 p.m.

**Small Business Development Center (SBDC) Workshops,** including "Quickbooks Workshop" and "Tax Planning." Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Details are at <https://clients.utahsbdc.org/events.aspx>.

### Dec. 19, 8:30-10:30 a.m.

**"Unemployment Insurance in Utah: Appeal Hearing Workshop,"** an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$99. Details are at [employerscouncil.org](http://employerscouncil.org).

### Dec. 19, 9-10 a.m.

**"Coffee With Clancy: Mak-**

**ing Intellectual Property an Asset for Business Growth,"** a Women's Business Center of Utah event featuring Clancy Stone, business advisor for the northern region for the Women's Business Center of Utah; and Tom Briscoe, registered patent attorney and IP strategist at Kunzler Bean & Adamson. Location is Publik Coffee Roasters, 975 S. West Temple, Salt Lake City. Free. Details are at [www.wbcutah.org](http://www.wbcutah.org).

### Dec. 19, 11:30 a.m.-1 p.m.

**"Multiplying Lasting Profitable Relationships,"** a West Jordan Chamber of Commerce event. Presenter is Clay Neves of Personal Sales Dynamics. Location is Mountain America Credit Union, 3065 W. 5400 S., Taylorsville. Free for members, \$10 for nonmembers. Details are at [westjordanchamber.com](http://westjordanchamber.com).

### Dec. 19, 6-7 p.m.

**Small Business Development Center (SBDC) Workshops,** including "Intellectual Property" and "Legal Clinic." Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Details are at <https://clients.utahsbdc.org/events.aspx>.

### Dec. 20, 8-10 a.m.

**Third Fridays Speed Networking,** a South Jordan Chamber of Commerce event. Location is Megaplex 20, 3761

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## Opinion

# House's Export-Import Bank reauthorization lacks needed reform

When the U.S. House of Representatives voted to reauthorize the Export-Import Bank recently, special interests got their way in the swamp that is Washington. While advocates for the nation's official export credit agency pretend it supports small businesses, grows exports and sustains growth, the reality is quite different. Ex-Im Bank is better described as a vessel for corporate welfare, mostly for the benefit of large domestic and foreign manufacturers.

This is a sad statement about the state of policymaking in Congress. The House bill that passed with 235-184 in favor of reauthorization is an even worse version of the mediocre reform bill that legislators previously hoped to pass. It makes no real effort to reform the way Ex-Im Bank allocates its deals, which shows that legislators continue to support business as usual at the bank. That means more corporate welfare for huge companies with armies of lobbyists. It also means a return to 40 percent of the bank's activities benefiting the aircraft manufacturer Boeing, which is why many of us call Ex-Im "Boeing's Bank."

This is disheartening in light of growing evidence that Boeing's cozy rela-

tionship with government officials at the Federal Aviation Agency played some role in Boeing's recent failures to fix problems with its software, which ultimately led to two fatal plane crashes.

Business as usual also means that 65 percent of all Ex-Im Bank activities will benefit 10 large domestic companies and large foreign businesses, including state-owned enterprises. In fact, leading the pack of foreign beneficiaries back in 2014 — when Ex-Im Bank last operated at full capacity — was Air China, the Chinese state-owned airline.

That's right. At a time when many legislators pretend we must fight against China's threat of dominance, here you have an agency whose job is to extend cheap financing to the national Chinese Airline in the name of promoting America's No. 1 exporter: Boeing. Never mind that Air China — like other Ex-Im Bank beneficiaries — goes on to compete with American Airlines, whose borrowing cost isn't subsidized by Uncle Sam.

Never mind also that during the last four years, when the bank had too few directors on its board and couldn't serve large companies, these beneficiaries (including

Boeing) still did remarkably well. In fact, without Ex-Im Bank distorting financial markets, we saw much innovation in commercial aircraft and aerospace financing. The last four years also debunked the notion that Ex-Im Bank sustains growth or grows exports. Both were doing great while Ex-Im Bank operated in a diminished capacity.

Some justify Ex-Im Bank's existence by arguing that it could be used to offset China's growing influence as an investor and lender around the globe. I don't think that's a useful goal to pursue, but it's worth addressing. Since the new bill doesn't really reform the agency in any meaningful way, most of the bank's lending activities will continue to take place in higher-income nations, for the benefit of large companies with plenty of access to capital. Meanwhile, China invests mostly in lower-income nations. That's where the vast majority of Ex-Im Bank's deals should be made if the agency wants to compete with China.

The bill also makes no effort to hold the agency more accountable. In fact, it reduces accountability by reauthorizing the government bank for 10 years and increasing its lending capacities. It also reduces accountability by ensuring that the bank can continue to extend corporate welfare to large companies during that time, unlike

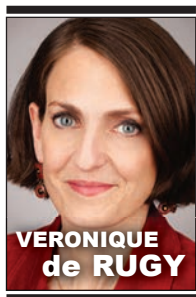
the last four years. Such a provision means that Ex-Im Bank can do whatever it wants for the next decade without Congress ever having a way to limit its powers.

Of course, when you listen to legislators on both sides of the aisle who voted for the bill, they'll tell you that it's all about helping small businesses. Don't fall for it. That's not the majority of what Ex-Im Bank does. On average, no more than 20 percent of its money benefits small businesses when it has a quorum and full authorization.

Thankfully, the House bill is dead on arrival in the Senate. That said, the Ex-Im Bank Senate bill is no better than the House's. So, what does this say about legislators' aspirations when all they can come up with are 10-year, reform-free, reauthorization bills of a government bank that mostly benefits large corporations? Hopefully some legislators will see through this scam, only allow a short-term reauthorization through a continuing resolution and use those few weeks to implement true Ex-Im Bank reforms.

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

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VERONIQUE  
de RUGY

# While impeachment distracts, Trump policies keep wrecking alliances

While impeachment has been dominating the headlines, we are missing a set of stories about American foreign policy that might prove equally consequential. The Trump administration has been doubling down on a policy of unilateralism and isolationism — a combination that is furthering the abdication of American leadership and the creation of a much more unstable world.

Recent talks between Washington and Seoul broke down after the Trump administration demanded a 400 percent increase in what South Korea pays for the stationing of American troops in that country. The annual operating cost of the U.S. military presence there is approximately \$2 billion. Seoul pays a little less than half that. Trump is asking for \$4.7 billion.

Meanwhile, as the American president ruptures the relationship with one of our closest allies, Trump's bizarre infatuation with North Korea's Kim Jong Un continues. Trump has once again called off joint military exercises between the U.S. and South Korea, even as North Korea has launched 24 missiles this year, all in violation of UN resolutions. Trump recently asked for another date with the North Korean dictator, tweeting, "See you soon!" The response from North Korea: yet another dis. A North Korean official said that the country is not interested in having "useless" meetings with Washington.

The frictions with South Korea will likely be replicated with America's staunchest ally in the Pacific, Japan. Trump

has also reportedly asked Japan for a significant hike in its payments to the U.S. These demands are not simply damaging to the ties between key allies, they are also based on bad economics. If American troops were withdrawn from South Korea and Japan, they would have to be housed in the United States — where there would be no burden sharing and no contributions from Seoul and Tokyo. Unless Trump were planning to demobilize these troops and shrink the military — he is actually trying to *expand* it — forward deployment in the Asia-Pacific region makes both strategic and economic sense.

Trump's impulse everywhere is to quit the field. He has done so in the Middle East, ceding American foreign policy to his favorite strongmen, Saudi Arabia's Mohammed bin Salman and Turkey's Recep Tayyip Erdogan. The American withdrawal from northern Syria has handed over a large swath of the country to Turkey and bolstered Russia, Iran and the Assad regime. When Republican senators complained about the abandonment of the Syrian Kurds, who lost 10,000 troops supporting the American-led fight against the Islamic State, Trump's response was to let Erdogan show them a propaganda video claiming that our allies were actually terrorists.

The Trump administration has also given up on support for broad-based norms and values. It withdrew from the UN Human Rights Council, ceding the field to countries like China and Saudi Arabia. The

ACLU has charged that the Trump administration has ended all cooperation with international human rights monitors in the U.S. Trump's tariffs have rocked the free trade system, perhaps irretrievably. The administration recently reversed the long-standing U.S. position that Israeli settlements violate international law.

French President Emmanuel Macron was criticized for his recent statement that NATO is experiencing "brain death." But in a thoughtful interview with *The Economist*, he pointed out that Trump's policy on Syria was undertaken with no coordination with fellow NATO members. Europe's interests in the Middle East are potentially greater than Washington's — refugees flood into Europe, not Ameri-

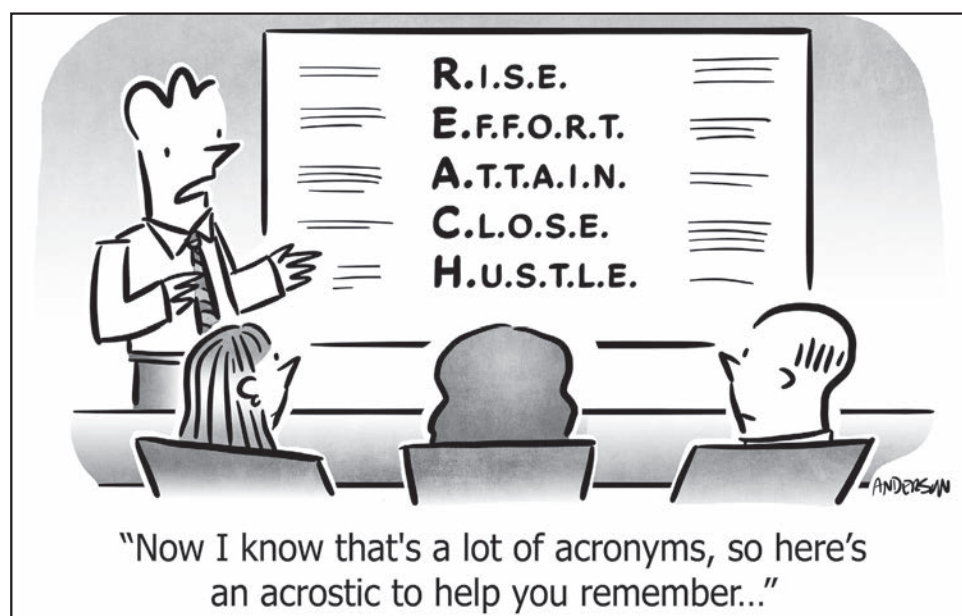
ca — and yet the Trump administration blindsided its allies across the Atlantic.

Macron believes that Europe faces an unprecedented challenge in Trump: "We find ourselves for the first time with an American president who doesn't share our idea of the European project." He noted that Trump often distances himself from Europe's defense even against Islamic terror: "When he says, 'It's their problem, not mine' — we must hear what he's saying. ... I am no longer prepared to pay for and guarantee a security system for them, and so just 'wake up.'" It is ironic and tragic that Europeans believe

see ZAKARIA page 15



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# CALENDAR

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W. Parkway Plaza Drive, South Jordan. Details are at southjordanchamber.org.

## Dec. 20, noon-1 p.m.

**Silicon Slopes Town Hall** featuring Chris Harrington, CEO of Xant (formerly InsideSales.com). Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at siliconslopes.com.

## Dec. 27, 9-10 a.m.

**Pitch Clinic**, a West Jordan Chamber of Commerce event for business development professionals to hone their skills in delivering a powerful elevator pitch. Location is Mountain America Credit Union, 3065 W. 5400 S., Taylorsville. Free for chamber members, \$10 for nonmembers. Details are at westjordanchamber.com.

## Dec. 27, noon-1 p.m.

**Women in Business Brown Bag Lunch**, a West Jordan Chamber of Commerce event. Location is Residence Inn, 7558 S. Plaza Center Drive, West Jordan. Free. Details are at westjordanchamber.com.

## Jan. 3, 8-10 a.m.

**First Friday Face to Face**, a West Jordan Chamber of Commerce event. Location is Megaplex Theatres, second floor, The District, 3761 W. Parkway Plaza Drive, South Jordan. Details are at westjordanchamber.com.

## Jan. 7, 11:30 a.m.-1 p.m.

**Business Alliance Networking Luncheon**, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. No RSVP required. Details are at davischamberofcommerce.com.

## Jan. 8, 5-7 p.m.

**Business After Hours**, an Ogden-Weber Chamber of Commerce event. Location is The Monarch, 455 25th St., Ogden. Free for chamber members and first-time guests, \$10 for non-member guests. Details are at ogdenweberchamber.com.

## Jan. 10, 7:45-9 a.m.

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

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

**Friday Forum**, a Utah Valley Chamber event. Location is Utah Valley Convention Center,

220 W. Center St., No. 200, Provo. Details are at thechamber.org.

## Jan. 14 and 21, 8 a.m.-4 p.m.

**“Effective Time Management,”** part of the Salt Lake Community College Frontline Leader Workshop Series. Jan. 14 is at SLCC’s Miller Campus in Sandy. Jan. 21 is at the Westpointe Campus in Salt Lake City. Cost is \$250. Details are at <http://www.slcc.edu/workforce/courses/frontlineleader.aspx>.

## Jan. 14, 9-10:30 a.m.

**“Jump Start: Intro to Entrepreneurship,”** a Women’s Business Center of Utah event. Location is the Women’s Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at wbcutah.org.

## Jan. 14, 7:30 p.m.

**“Browning Presents,”** featuring political commentator David Brooks, hosted by the Telitha E. Lindquist College of Arts & Humanities at Weber State University. Brooks has covered business, crime and politics over a long career in journalism. Location is Val A. Browning Austad Auditorium at Weber State University. Cost is \$15 for adults, \$8 for students and may be purchased at [weberstatetickets.com](http://weberstatetickets.com) or by calling (801) 626-8500.

## Jan. 15, 8 a.m.-noon

**“Improving Behavior: Setting and Achieving Performance Goals for All Workers,”** a Small Business Development Center (SBDC) event. Location is Tooele Technical College, Board Room, 88 S. Tooele Blvd., Tooele. Cost is \$98. Details are at <https://clients.utahsbdc.org/events.aspx>.

## Jan. 16, 9-10 a.m.

**“Coffee With Clancy,”** a Women’s Business Center of Utah event featuring Clancy Stone, business advisor for the northern region for the Women’s Business Center of Utah. Location is Avenues Publik Coffee Roaster, 502 3rd Ave., Salt Lake City. Free. Details are at [www.wbcutah.org](http://www.wbcutah.org).

## Jan. 16, 11:30 a.m.-1 p.m.

**“Multiplying Lasting Profitable Relationships,”** a West Jordan Chamber of Commerce event. Presenter is Clay Neves of Personal Sales Dynamics. Location is Mountain America Credit Union, 3065 W. 5400 S., Taylorsville. Free for members, \$10 for nonmembers. Details are at westjordanchamber.com.

## Jan. 16, 3-5 p.m.

**Public Policy Forum**, a Utah Technology Council event focusing on important issues regarding government’s impact on business. Location is Utah State Capitol, 350 State St., Salt Lake City. Free.

Registration can be completed at Eventbrite.com.

## Jan. 17, 7:30 a.m.-noon

**Utah Economic Outlook & Public Policy Summit 2020**, hosted by the Salt Lake Chamber, in collaboration with the Kem C. Gardner Policy Institute at the University of Utah. Location is Salt Lake City Marriott Downtown at City Creek, 75 S. West Temple, Salt Lake City. Cost is \$80 for members, \$100 for nonmembers (\$10 early-bird member discount before Dec. 20). Details are at slchamber.com.

## Jan. 17, 8-10 a.m.

**Utah County Speednet**, a Utah Valley Chamber speed networking event. Location is SCERA Center for the Arts, 745 S. State St., Orem. Free. Details are at thechamber.org.

## Jan. 21, 11:30 a.m.-1 p.m.

**Business Alliance Networking Luncheon**, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. No RSVP required. Details are at davischamberofcommerce.com.

## Jan. 22, 8-9:30 a.m.

**“Are We Experiencing a Kinder, Gentler National Labor Relations Board?”** an Employers Council event that is part of a five-part Legal Breakfast Briefing Series. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$99 for this session, \$420 for all five sessions. Other sessions are March 25, May 27, Aug. 26 and Oct. 28. Details are at employerscouncil.org.

## Jan. 23, 8:30 a.m.-4 p.m.

**“Supervision: Critical Skills for Effective Leaders,”** an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$225. Details are at employerscouncil.org.

## Jan. 23, 6-9 p.m.

**Annual Vision Dinner**, a South Jordan Chamber of Commerce event. Location to be determined. Cost is \$60. Details are at southjordanchamber.org.

## Jan. 24, 6-9 p.m.

**2020 Business Awards Banquet**, a Davis Chamber of Commerce event. Location is the Davis Conference Center, 1651 N. 700 W., Layton. Details are at davischamberofcommerce.com.

## Jan. 25, 9-10:30 a.m.

**Legislative Breakfast 2020**, a Murray Area Chamber of Commerce event. Location is Intermountain Medical, Doty Education Center, 5151 S. Cottonwood St., Building 6,

Murray. Free, and open to the public. Details are at murraychamber.org.

## Jan. 28, 11 a.m.-1 p.m.

**“Business Women’s Forum: Transformational Learning: The Key to Advancing Your Career as Women.”** Presenter is Susan R. Madsen, Orin R. Woodbury Professor of Leadership and Ethics at Utah Valley University. Location is Hilton Garden Inn Salt Lake City Downtown, 250 W. 600 S., Salt Lake City. Cost is \$27 for members, \$35 for nonmembers. Details are at slchamber.com.

## Jan. 29, 12:30-4:30 p.m.

**“Employment Rules: Key Utah Laws Employers Must Know,”** an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

## Jan. 30-31

**Silicon Slopes Tech Summit 2020**. Event includes keynote presentations, breakout sessions, entertainment and networking opportunities. Location is Salt Palace Convention Center, 100 S. West Temple, Salt Lake City. Cost is \$149 for an all-access pass (through November). Details are at siliconslopesummit.com.

## Jan. 30, 7:30-9:30 a.m.

**Annual Legislative Breakfast**, a Utah Technology Council event featuring a discussion of pressing issues with legislators. Location is Utah State Capitol, 350 State St., Salt Lake City. Free. Registration can be completed at Eventbrite.com.

## Jan. 30, 3-4:30 p.m.

**“Jump Start: Intro to Entrepreneurship,”** a Women’s Business Center of Utah event. Location is the Women’s Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at wbcutah.org.

## Feb. 4, 11:30 a.m.-1 p.m.

**Business Alliance Networking Luncheon**, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. No RSVP required. Details are at davischamberofcommerce.com.

## Feb. 4, 12:30-4:30 p.m.

**“Basic I-9 Compliance,”** an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

## Feb. 6, 8:30 a.m.-4 p.m.

**“Supervisory Skills Program,”** an Employers Council event over four consecutive

Thursdays. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$740. Details are at employerscouncil.org.

## Feb. 6, 9-10 a.m.

**“Coffee With Clancy,”** a Women’s Business Center of Utah event featuring Clancy Stone, business advisor for the northern region for the Women’s Business Center of Utah. Location is Athena Beans Coffee House & Bistro, 111 W. 9000 S., Sandy. Free. Details are at [www.wbcutah.org](http://www.wbcutah.org).

## Feb. 7, 8-10 a.m.

**First Friday Face to Face**, a West Jordan Chamber of Commerce event. Location is Megaplex Theatres, second floor, The District, 3761 W. Parkway Plaza Drive, South Jordan. Details are at westjordanchamber.com.

## Feb. 7, 8-10 a.m.

**Friday Forum**, a Utah Valley Chamber event. Location is Utah Valley Convention Center, 220 W. Center St., No. 200, Provo. Details are at thechamber.org.

## Feb. 7, 8:30 a.m.-3:30 p.m.

**“Investigations in the Workplace,”** an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$205. Details are at employerscouncil.org.

## Feb. 11, 8:30 a.m.-12:30 p.m.

**“Coaching Employees: A Step-By-Step Process,”** an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

## Feb. 11, 9-10:30 a.m.

**“Jump Start: Intro to Entrepreneurship,”** a Women’s Business Center of Utah event. Location is the Women’s Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at wbcutah.org.

## Feb. 12, 5-7 p.m.

**Business After Hours**, an Ogden-Weber Chamber of Commerce event. Location to be determined. Free for chamber members and first-time guests, \$10 for nonmembers. Details are at ogdenweberchamber.com.

## Feb. 13, 5:45-10 p.m.

**2020 Annual Gala & After Party**, an Ogden-Weber Chamber of Commerce event. Location is Peery’s Egyptian Theater and Ogden Eccles Conference Center,



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2415 Washington Blvd., Ogden. Cost is \$100. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### **Feb. 14, 7:45-9 a.m.**

**Women in Business Networking**, an Ogden-Weber Chamber of Commerce event. Location is Weber Center, 2380 Washington Blvd., Ogden. Free for WIB members. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

### **Feb. 18, 11:30 a.m.-1 p.m.**

**Business Alliance Networking Luncheon**, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. No RSVP required. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### **Feb. 20, 9-10 a.m.**

**“Coffee With Clancy,”** a Women’s Business Center of Utah event featuring Clancy Stone, business advisor for the northern region for the Women’s Business Center of Utah. Location is Ritual Chocolate, 1105 Iron Horse Drive, Park City. Free. Details are at [www.wbcutah.org](http://www.wbcutah.org).

### **Feb. 20, 11:30 a.m.-1 p.m.**

**“Multiplying Lasting Profitable Relationships,”** a West Jordan Chamber of Commerce event. Presenter is Clay Neves of Personal Sales Dynamics. Location is Mountain America Credit Union, 3065 W. 5400 S., Taylorsville. Free for members, \$10 for nonmembers. Details are at [westjordanchamber.com](http://westjordanchamber.com).

### **Feb. 20, 11:30 a.m.-1 p.m.**

**Annual Athena Award Ceremony**, a Davis Chamber of Commerce event. Location is Davis Conference Center, 1651 N. 700 W., Layton. Cost is \$20. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### **Feb. 21, 8 a.m.-6 p.m.**

**35th Annual Investor’s Choice Venture Capital Conference**, a VentureCapital.org event. Location is Marriott Downtown at City Creek, 75 S. West Temple, Salt Lake City. Event is preceded by Feb. 20, which includes a ski and snowboard day at Snowbird Ski Resort, 9385 Snowbird Center Drive, Snowbird; and an investor reception 6-8 p.m. at the Zions Bank Founders Room, 1 S. Main St., Salt Lake City. Registration can be completed at [www.ic-2020.eventbrite.com](http://www.ic-2020.eventbrite.com).

### **Feb. 26, 8:30 a.m.-12:30 p.m.**

**“Family and Medical Leave Act Essentials,”** an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at [employerscouncil.org](http://employerscouncil.org).

### **Feb. 27, 3-4:30 p.m.**

**“Jump Start: Intro to Entrepreneurship,”** a Women’s Business Center of Utah event. Location is the Women’s Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at [wbcutah.org](http://wbcutah.org).

### **Feb. 28, 8 a.m.-4:30 p.m.**

**“PHR/SPHR Study Programs,”** an Employers Council event over five consecutive Fridays. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$1,695. Details are at [employerscouncil.org](http://employerscouncil.org).

### **March 3, 9-10:30 a.m.**

**“Jump Start: Intro to Entrepreneurship,”** a Women’s Business Center of Utah event. Location is the Women’s Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at [wbcutah.org](http://wbcutah.org).

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

**Business Alliance Networking Luncheon**, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. No RSVP required. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### **March 4, 2-5 p.m.**

**Utah Valley Job Fair 2020**, a Utah Valley Chamber event. Location is Utah Valley Convention Center, Exhibit Hall A, 220 W. Center St., No. 200, Provo. Details are at [thechamber.org](http://thechamber.org).

### **March 5, 8:30 a.m.-12:30 p.m.**

**“Compensation: Are Your Jobs Priced Right?”** an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at [employerscouncil.org](http://employerscouncil.org).

### **March 6, 8-10 a.m.**

**Friday Forum**, a Utah Valley Chamber event. Location is Utah Valley Convention Center, 220 W. Center St., No. 200, Provo. Details are at [thechamber.org](http://thechamber.org).

### **March 6, 8-10 a.m.**

**First Friday Face to Face**, a West Jordan Chamber of Commerce event. Location is Megaplex Theatres, second floor, The District, 3761 W. Parkway

Plaza Drive, South Jordan. Details are at [westjordanchamber.com](http://westjordanchamber.com).

### **March 6, 11 a.m.**

**World Leaders Forum**, presented by World Trade Center Utah, in partnership with the Tanner Humanities Center, and featuring Reshma Saujani, founder and CEO of Girls Who Code. Location is Kingsbury Hall at the University of Utah. Details to be announced.

### **March 10, 9-10 a.m.**

**“Coffee With Clancy,”** a Women’s Business Center of Utah event featuring Clancy Stone, business advisor for the northern region for the Women’s Business Center of Utah. Location is Millcreek Coffee Roasters, 657 Main St., Salt Lake City. Free. Details are at [www.wbcutah.org](http://www.wbcutah.org).

### **March 13, 7:45-9 a.m.**

**Women in Business Networking**, an Ogden-Weber Chamber of Commerce event. Location is Weber Center, 2380 Washington Blvd., Ogden. Free for WIB members. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

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

**“Americans with Disabilities Act Essentials,”** an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at [employerscouncil.org](http://employerscouncil.org).

### **March 17, 11:30 a.m.-1 p.m.**

**Business Alliance Networking Luncheon**, a Davis Chamber of Commerce event. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free. No RSVP required. Details are at [davischamberofcommerce.com](http://davischamberofcommerce.com).

### **March 19, 11:30 a.m.-1 p.m.**

**“Multiplying Lasting Profitable Relationships,”** a West Jordan Chamber of Commerce event. Presenter is Clay Neves of Personal Sales Dynamics. Location is West Jordan City Hall Community Room, 8000 S. Redwood Road, West Jordan. Free for members, \$10 for nonmembers. Details are at [westjordanchamber.com](http://westjordanchamber.com).

### **March 19, 3-4:30 p.m.**

**“Jump Start: Intro to Entrepreneurship,”** a Women’s Business Center of Utah event. Location is the Women’s Business Center of Utah, 175 E. 400 S., Suite 600, Salt Lake City. Free. Details are at [wbcutah.org](http://wbcutah.org).

### **March 24, 7-9:30 p.m.**

**“Pillar of The Valley” Gala**

**2020**, a Utah Valley Chamber event. Location is Utah Valley Convention Center, 220 W. Center St., No. 200, Provo. Details are at [thechamber.org](http://thechamber.org).

### **March 25, 8:30-10 a.m.**

**“Pay Equity: This Training Isn’t Stopping Any Time Soon, So You Better Be On Board,”** an Employers Council event that is part of the five-part Legal Breakfast Series. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$99. Details are at [employerscouncil.org](http://employerscouncil.org).

### **March 26, 8:30 a.m.-12:30 p.m.**

**“Interviewing: How to Gain a Competitive Edge,”** an Employers Council event. Location is Employers Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$145. Details are at [employerscouncil.org](http://employerscouncil.org).

### **March 26, 9-10 a.m.**

**“Coffee With Clancy,”** a Women’s Business Center of Utah event featuring Clancy Stone, business advisor for the northern region for the Women’s Business Center of Utah. Location in Morgan County to be determined. Free. Details are at [www.wbcutah.org](http://www.wbcutah.org).

## ASI

from page 1

is very proud to be the first to lead this initiative, not only in Ukraine, but also as the first open pit mine in Europe to do so.”

The mining company anticipates that the autonomous mining fleet will deliver significant safety benefits to employees, particularly by eliminating fatigue-induced accidents. The improved safety benefits will also be complemented by expected improvements in productivity and better control over the quality of the company’s ore mix, the company said.

ASI’s Mobius Haulage A.I. will be a key component in the implementation and operation of the project. Mobius leverages advanced multi-vehicle command and control software to set up and manage a coordinated system of

haul trucks. The Mobius Haulage Platform manages autonomous traffic, coordinates manned or unmanned vehicles and regulates the haul cycle in the most efficient way possible, according to ASI.

ASI was founded in 2000 and employs over 200 at its Mendon labs and proving grounds. ASI Mining is recognized for its products and solutions in robotics and autonomous vehicle technology, including autonomous haulage, semi-autonomous blasting, drilling, dozing, loading and other applications. In addition to providing solutions for some of the world’s largest mining corporations, ASI Mining is also an automation partner for several global mining vehicle manufacturers.

Ferrexpo is a Swiss headquartered iron ore company with assets in Ukraine. It has been mining, processing and selling iron ore pellets to the global steel industry for 40 years.

## RECESSION

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changes needed for success.

“Will you survive the next recession, or will you thrive in it?” asked Maxfield’s colleague, Joseph Grenny, co-author of *Crucial Conversations*. “Recession-proof companies have people — from front-line employees to executives — who can hold crucial conversations on how to stay relevant, profitable and accountable. Interestingly, a lot of executives may not be any more prepared than their employees. Employees across the board need to be trained in these skills.”

Maxfield and Grenny outline five competencies central to recession-proofing a business and encouraged leaders to inventory their own and their employees’ ability to practice these skills when under pressure:

• **Open Dialogue:** The skills to engage in candid dialogue to reach alignment and agreement on important matters — especial-

ly when the stakes are high, emotions run strong and opinions differ.

• **Change Mastery:** The skills to master behavior change by identifying the cues, routines and rewards that influence behavior and result in habits that propel or impede success.

• **Productivity:** The skills to manage the constant flow of tasks and interruptions people face at all levels of the organization.

• **Universal Accountability:** The skills to respectfully and effectively hold anyone accountable for their behavior regardless of power, position or authority.

• **Leadership:** The skills to drive high-leverage, sustainable behavior change across entire teams or organizations.

Established in 1989, VitalSmarts develops and markets leadership training programs, including *Crucial Conversations*, *Crucial Accountability*, *Getting Things Done*, *The Power of Habit* and *Influencer Training* along with *New York Times* best-selling books of the same titles.



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## ENNICO

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right to offer clearance prices for merchandise that stays in your inventory for a long time and the manufacturer refuses to take back.

**Will the Manufacturer Agree to Notify Other Distributors of Your Exclusive Rights?** Your agreement should contain a clause requiring the manufacturer to notify all of its other distributors of your exclusive online rights, specifically that they are prohibited from selling the manufacturer's goods on their own websites.

Here's a final question you should ask yourself: How will you deal with retail arbitrageurs and other folks who circumvent your exclusive relationship by buying the manufacturer's goods (legally) at retail and then reselling them online? If this is a serious problem (lots of sellers are doing this), you may have to send them nasty letters ordering them to cease and desist their online selling activities.

If only a handful of items are being sold through retail arbitrage, you may just want to ignore it. After all, that's probably how you got started.

Cliff Ennico (cennico@gmail.com) is a syndicated columnist, author and former host of the PBS television series "Money Hunt."

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## LEGAL NOTICE

### RESMARK SYSTEMS, INC. dba WAIVERSIGN NOTICE OF DISSOLUTION

Pursuant to Utah Code Annotated ("UCA") Section 16-10a-1407, notice is hereby given that the Articles of Dissolution of RESMARK Systems, Inc., a Utah domestic profit corporation dba WaiverSign (the "Corporation"), were filed in the office of the Division of Corporations and Commercial Code, Department of Commerce, of the State of Utah on October 17, 2019.

All creditors of and claimants against the Corporation are required to present their respective claim(s) immediately in writing to the Corporation in accordance with this notice, so that the Corporation can proceed to collect any remaining assets, convey and dispose of its properties, pay, satisfy, and discharge its liabilities and obligations, and do all other acts required to complete dissolution.

Any party with one or more claim(s) against the Corporation should send written notice to the Corporation at the following address describing the claim(s) in sufficient detail and including a copy of any supporting documentation: RESMARK Systems, Inc., 7258 Racquet Club Drive, Salt Lake City, UT 84121.

Pursuant to UCA Section 16-10a-1407(2)(c), unless sooner barred by any other statute limiting actions, any claim will be barred if an action to enforce the claim is not commenced within five (5) years after the publication of this notice.

**RESMARK SYSTEMS, INC.  
dba WAIVERSIGN**

## ZAKARIA

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that they are alone in their fight against Islamic terrorism, given that the only time in history that NATO invoked Article Five — an attack on one is an attack on all — was in response to the 9/11 attacks on New York and Washington.

It's often said that Iran, Russia and China are rogue regimes whose actions are destroying the rules-based international system that the U.S. built and main-

tained over the last 75 years. And those countries have certainly engaged in actions that are illiberal and irresponsible. But the greatest threat to the liberal international order right now is surely the Trump administration, which is systematically weakening the alliances that have maintained peace and stability and rejecting the rules and norms that have helped set some standards in international life.

Fareed Zakaria's email address is [fareed.zakaria.gps@turner.com](mailto:fareed.zakaria.gps@turner.com).

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## CLASSIFIED

### VOLUNTEERS



### International Relief Teams Seeks Skilled Construction Volunteers

International Relief Teams (IRT) is seeking volunteers with construction skills (handypersons or licensed contractors) for one week deployments to U.S. flood affected areas to help those families who cannot financially recover on their own, get back into their homes. Our construction teams are currently working in Louisiana in the aftermath of last year's record floods, and anticipate we will be needed in Texas in the near future.

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

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

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

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

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





# JOIN THE MOVEMENT TOWARD A KINDER WORLD

The mission of Stand4Kind is to promote a culture of empathy and respect by creating non-threatening environments where every student feels that they belong.

Through teaching empathy, leadership, self-esteem, and kindness, we provide a way for schools to reduce suicide and bullying among students.

We emphasize a wide array of programs including mindfulness and mental health training. When participants complete all components of the program, they will have the tools to pro-actively identify ways to build supportive and positive relationships in their school communities.

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