

## OF NOTE



### Take another big bite

Last week, Apple reported earnings and profit significantly higher than Wall Street analysts had expected and as a result, its stock prices spiked. Apple's revenue was up 9 percent to \$91.8 billion for the quarter that included the holiday season. Earnings were partially powered by iPhone revenue, which was up 8 percent on the strength of new iPhone models, to \$55.97 billion.

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## Speaker: Silicon Valley issues = opportunity for others, like Utah

**Brice Wallace**  
*The Enterprise*

Silicon Valley has a unique blend of innovation and entrepreneurship that has made it a technology phenomenon for 75 years. But a longtime resident and executive there recently told a Utah audience that other places — like Utah — could be the same.

Russell Hancock, president and CEO of Joint Venture Silicon Valley, described the good and bad of the San Francisco Bay Area to a crowd in Park City. The bad includes high housing costs pricing people out of the market and losing tech talent to other places. Those issues for Silicon Valley represent opportunities elsewhere, he said.

"Now, I'm not here to be a booster and

say that Silicon Valley should command all this talent and keep the advantage into perpetuity," he said in a keynote presentation at the Summit Conference, a gathering of corporate directors and officers. "I'm here to tell you there is a changing tide and there is an opportunity for the rest of the world to participate in this phenomenon.

"And who could imagine a better outcome? Why not have multiple regions, why not have numerous — hundreds upon hundreds — of regions all thriving, all using this kind of formula for their approach to economic growth?"

A recent survey by Joint Venture Silicon Valley, which provides analysis and action on issues affecting the Bay Area's

**see OPPORTUNITY page 4**

## Utah job growth best in America; unemployment lowest on record

The economy seems to be booming nationwide but Utah is leading the pack. The state's unemployment rate dropped to its lowest point ever in December, tied with two other states for the nation's best at 2.3 percent. The new number means that approximately 37,900 Utahns were unemployed and actively seeking work during December.

Meanwhile, the national unemployment rate remained stable at 3.5 percent.

"Utah culminates 2019 with a resil-

**see EMPLOYMENT page 14**



A Utah Office of Tourism campaign titled "More Mountain Time" was one of three that received Hospitality Sales & Marketing Association International Gold Adrian Awards for marketing excellence at the group's recent awards gala in New York City.

## Utah tourism honored for its travel marketing

The Hospitality Sales & Marketing Association International (HSMIA) has honored the Utah Office of Tourism with three Gold Adrian Awards for marketing excellence for its winning entries in the 63rd annual Adrian Awards, the largest global travel marketing competition. The Utah Office of Tourism submitted three entries and all three submissions are taking home top awards for inte-

grated marketing from among 1,100 total entries in the competition.

"It's an honor to be recognized among so many talented marketers from across the country for telling the Utah story effectively," said Vicki Varela, managing director of the Utah Office of Tourism. "Our goal is to encourage responsible visitation, and to help travelers understand how accessible

a Utah adventure can be. Adrian honors affirm that we have created messages that resonate."

The Utah Office of Tourism entered its travel marketing campaigns in the competition for the following:

**see AWARDS page 14**



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## Checketts named CEO of Lehi-based Dsco

Dsco, the Lehi-based developer and marketer of inventory management software for drop shipping by online retailers, has announced that Vance Checketts has been appointed its CEO and named to the company's board of directors. Founder Jeremy Hanks will leave the CEO position and become the full-time executive chairman.

Since joining Dsco as chief operating officer in August 2018, Checketts has overseen all operations and played a defining role

in developing and executing the company's strategy to address the accelerating demand for Dsco's products and services, the company said.

"Working closely with Jeremy and the team over the past 18 months has been the perfect culmination of all my previous work experience," said Checketts. "I couldn't be more excited about our progress to date, and the expanding opportunities ahead of us."

"Dsco was founded to bring modernity, standardization and a

partnership mindset to the retail supply chain," said Hanks. "Over the past 18 months, Vance has done an exceptional job with our team helping us continue to exceed customer expectations in this time of hyper-growth. I am confident in Vance's ability to lead the company as we continue to grow and disrupt the industry."

In the past year, Dsco has achieved important milestones across key growth metrics, most recently tripling its peak season volume year-over-year, a Dsco release said. In 2019, Kohl's, REI and other large enterprises joined the list of retailers on the Dsco platform, which also includes Nordstrom, Neiman Marcus, Finish Line and Luxottica.

Checketts has 25 years of experience in the technology sector, in both Silicon Valley and Silicon Slopes. He was previously vice president and general manager at Dell EMC, responsible for large teams in Utah and elsewhere. Checketts serves on several community and industry boards, including Junior Achievement, STEM Action Center, Silicon Slopes and the Women Tech Council.

## Ogden among 50 best U.S. cities for starting a business

In a new study released on Inc.com and conducted by innovation policy advisory and research firm Startup Genome, Ogden has been named as one of the 50 best U.S. cities for starting a business in 2020. These 50 cities, called Surge Cities in the study, are said to be where the next great business centers will be located in the coming decade.

At No. 32 on the list, Ogden finds itself in the company of other booming hubs such as Austin, Texas; San Francisco; Denver; and Seattle, among other locations. To determine the cities selected for this list, key indicators were analyzed, including job creation, population growth, rate of entrepreneurship and wage growth.

"Ogden has a long history as an independent and welcoming community, with a legacy of innovation driving economic growth," said Mayor Mike Caldwell. "We are proud that our community continues to grow, becoming a powerhouse full of creators, makers, innovative companies and booming business. It's only up from here. What a tremendous way to start the decade."

Ogden was ranked No. 10 for high-growth company density and No. 16 for population growth. Ogden's proximity to Hill Air Force Base provides a ripe landscape for aerospace and advanced manufacturing industries to flourish, the report said.

Companies such as Barnes Aerospace and Enve Composites have attracted top talent in their fields, Caldwell said. Several companies homegrown in Ogden, such as Funded Today and Trust Brands, have also been named among Inc.com's fastest-growing companies in the U.S.

"People who come to Ogden fall in love with all we have to offer," said Caldwell. "If you're looking for job opportunities, unforgettable scenery, and a diverse and creative community, it's all here in Ogden."



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## SLC-based Kellerstrass Oil purchased

Salt Lake City's Kellerstrass Oil Co. has been purchased by Calgary, Alberta, Canada-based Parkland Fuel Corp. Parkland made the acquisition through its wholly owned United States subsidiaries, known collectively as Parkland USA.

Based in Salt Lake City, Kellerstrass is a regional retail lubricants dealer and commercial fuel business with branches in Utah, Idaho and Wyoming. In addition to its trucking, routing and

distribution operations, Kellerstrass brings a strategic 17-car rail spur and storage assets, commercial card locks and an 84-location dealer business. Parkland said the acquisition will complement and strengthen its existing Rockies Regional Operating Center.

"We continue to deliver on our growth strategy and expand our U.S. footprint," said Doug Haugh, president of Parkland

USA. "We expect this acquisition will support the growth of our North America diesel platform, create supply efficiencies and deliver logistical benefits. We are delighted to enter the Idaho market and expand our presence in Wyoming and look forward to welcoming the Kellerstrass team to Parkland."

The transaction is subject to customary closing conditions and is expected to close in the first quarter of 2020.

## Wisconsin firm acquires SLC's Pilkington Finishing

Pilkington Metal Finishing LLC of Salt Lake City has been purchased by Green Bay, Wisconsin-based Pioneer Metal Finishing LLC. Financial terms were not disclosed. Pilkington is a portfolio company of Aterian Investment Partners of New York City.

Founded in 1981, Pilkington is a metal finishing business serving customers across a range of industries, including aerospace and defense, medical devices, general industrial, consumer goods and others. Pilkington's core capabilities include anodizing, powder coating, wet coating, non-destructive testing and heat-treating services. Pioneer serves similar industries and the combined company will now have locations across North America, Pioneer said in announcing the transaction.

"The acquisition of Pilkington by Pioneer is highly strategic and represents a continuation of Pioneer's strategy of acquiring leading metal finishing businesses across North America," the release said. "The Pilkington acquisition provides additional scale and further entrenches Pioneer into the aerospace and defense and medical end markets. Additionally, Pioneer and Pilkington have a rich cultural fit and will utilize each other's complementary capabilities and footprint to continue providing best-in-class quality and service to support their customers."

"We are very excited about the Pilkington family joining the

Pioneer family," said Kevin Stevick, CEO of Pioneer. "Pilkington has a fantastic business with a strong, dedicated customer base and a group of highly talented people that align with Pioneer's values and culture."

"We feel right at home with the Pioneer team, who really understand the metal finishing business," said Van and David Pilkington, owners of Pilkington, in a statement. "It's a great cultural fit because we share the same commitment to our customers, our employees and to best industry standards. We are highly complementary of the folks at Pioneer and Aterian, who have been welcoming, transparent and straightforward throughout this entire process. Working together we're fully enabled to meet the growing demand for metal finishing services here in the West."

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## Lehi direct marketer Zija Int'l. bought by Arizona's Isagenix

Isagenix International has acquired Lehi-based nutrition supplement company Zija International. Founded in 2005, Zija direct-markets products in the health, wellness and beauty sectors. The company employs about 350 in its formulation, manufacturing and business operations.

Isagenix markets systems for weight loss, physical performance, well-being, personal care and beauty as well as a financial stability package, also through the direct sales model. It was founded in 2002 in Gilbert Arizona and reached \$1 billion in sales in 2018.

"We are pleased to welcome Zija to the Isagenix family," said Jim Coover, Isagenix co-founder and chairman. "Our companies share common cul-

tures and goals, and we look forward to the positive impact this acquisition will have for all parties."

When the acquisition is completed, Zija distributors will become part of the Isagenix network, which consists of more than 500,000 members in 14 markets globally. "This addition will help strengthen Isagenix by expanding its associate and customer base, enhancing its plant-based product portfolio and reinforcing its global footprint," the company said.

"This comes at a promising time for both Zija and Isagenix," said Travis Ogden, Isagenix CEO. "It brings great synergies to both companies and in joining forces, our aligned missions to impact world health will be stronger than ever."

## OPPORTUNITY from page 1

economy and quality of life, indicated that 60 percent of respondents were planning to leave the Bay Area. "Again," Hancock said, "that represents opportunity."

Hancock said he often is asked about replicating Silicon Valley elsewhere. "And I would like you to know that the answer to this question is very complicated, fraught with nuance and complexity," he said.

Silicon Valley, he said, has created a complex ecosystem where "two rare species" — innovation and entrepreneurship — can thrive. No other place has all of the attributes of that habitat, he said.

Those attributes include a results-oriented meritocracy, a culture that rewards risk and tolerates failure, strong capital markets, strong labor markets, favorable government policies, a major university with ties to industry, and strong quality-of-life characteristics.

Asked what Utah's Silicon Slopes needs in order to re-create the Silicon Valley, Hancock said, "I think you're already doing it."

He encouraged Utah to review those Silicon Valley attributes "and have a soul-searching exercise with yourselves to ask if you are, in fact, building that kind of a culture."

"You need to capitalize on one of your biggest assets, which is you actually do have developable land, and, by the way, a fabulous workforce. People rave about the workforce in the Wasatch Front. It's really quite amazing."

The developable land in Utah is in contrast to that of the Bay Area, bounded by water, hills and protected lands,

he said. "That, by the way, represents another opportunity for Utah and for other regions that are thinking about their technology futures," he said.

Another contrast is in infrastructure development. "We just haven't mastered the art of planning, what you're doing so effectively with your FrontRunner and the other kinds of infrastructure that you're building out," Hancock said.

"Our future, our development, our maturity is quite interesting," he said of Silicon Valley, "and it's becoming very clear that we have a lot to be learning from places like [Utah]." He complimented Utah for "your ability to put together regional planning that seems to work, and for it to be broad and inclusive, and for it to be effective, at least by what I'm observing and what I'm hearing."

Among other elements Utah already has in place is quality of life. People in Silicon Valley have a "work hard, play hard" mentality and a setting that accommodates both. "I'm standing in a place which I consider to have an amazing quality of life," he said. "It's wonderful. ... There's a fabulous quality of life that is, for certain, one of your greatest assets."

Despite its pluses, Utah is lacking an element that binds all of the necessary elements. He likened it to six-packs of soda that have a "plastic-y" thing that holds it all together. Joint Venture Silicon Valley tries to be that in the Bay Area by bringing together leaders, analyzing data, reviewing trends, addressing challenges and mobilizing people.

"To the extent that a region like this [in Utah] does that, you would have a leg up on us, let me tell you, because we have not

solved our big, macro regional problems," Hancock said.

Those problems are "externalities that we are grappling with" as a result of Silicon Valley's tremendous success. They include the nation's highest home prices, as well as income inequality and income disparity, he said. Those issues have caused some large media outlets to question whether Silicon Valley can sustain its success.

"They're onto something, this is for sure," Hancock said. "We've entered a strange, new world. The world we lived in was one where our Silicon Valley companies and the people who led them were viewed as heroic or virtuous. ... These were standup people who were building great companies and bringing us products that we wanted. We wanted these products. They were changing our lives, making our lives better, changing the world as we know it."

"Today, Silicon Valley is being viewed with suspicion, distrust. It's being held up as a problematic place that's generating products and platforms that might actually be hurtful or vindictive or deleterious, available to foreign actors who can use them for nefarious purposes, changing electoral outcomes and other things like that. So, suddenly, Silicon Valley has this black eye and people are thinking of it very, very differently."

Still, he said, it's an open question as to whether another location can put all the vital positive elements in place to mimic what Silicon Valley has created. "I think you can," Hancock said.

"I think that it's possible that Silicon Valley's comparative advantage may finally be shifting. I could be wrong. People have predicted the demise of Silicon Valley for 40 years, and it still hasn't happened."



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# Four keys to architecting a passionate corporate culture

James L. Heskett, professor at Harvard Business School, states that a company's culture "can account for 20 percent to 30 percent of the differential in performance when compared with 'culturally unremarkable' competitors." Understanding this, CEOs, business owners and entrepreneurs should make culture development an essential part of their leadership responsibility.

At CEObuilder, we have found that those who became successful architects of high-performance cultures employed these four keys:

**1. Recognize that your company's culture begins with YOU. You will create it intentionally — or you will create it unintentionally.**

How do you define success? What do you most value? Do you have what author Simon Sinek calls a "just cause?" He defines a just cause as:

- For something, in affirmative and optimistic terms.
- Inclusive, open to all who would like to contribute to it.
- Service-oriented, for the primary benefit of others.
- Resilient, able to endure political, technological and cultural change.
- Idealistic, big, bold and ultimately unachievable.

Your just cause comprises your *why*. It provides a compelling sense of your organization's values, expectations and the environment that comprises your culture.

**2. Recognize that your customers will never love your company until your employees love it first. In that regard, consider ways to make it both a "heliotropic" and "multiplier" organization.**

By definition, heliotropism is the directional growth of plants toward sunlight. In business, heliotropism is a similarly attractive force. Professor Kim Cameron of the University of Michigan has defined heliotropism as the tendency of employees to engage in highly productive work as the result of leaders who deliberately focus on improving their relationships with them.

Heliotropic leadership is the embodiment of the Golden Rule: Your actions show that you care about people. You are kind, compassionate and forgiving. You smile more and you frown less. You are optimistic in spite of the challenges that inevitably come your way. You establish this as a key element of your culture — and it creates the sunny environment that attracts high contribution from your team members.

Richard Branson has said, "There's no formula for a great company culture. Just treat people the way you would like to be treated."

Kindness without a focus on results and accountability, however, is insufficient to create a high-performance culture. The challenge is to do this in ways that enhance the heliotropic effect, not diminish it. That's where being a multiplier comes in.

To be a multiplier, author Liz Wiseman suggests that you liberate employees to do their best work while relentlessly challenging them to do so, that you encourage rigorous debate regarding issues and op-

portunities and that you invest in forward-thinking and new ideas. Multiplier companies set high goals and standards; they are intensely engaged in achieving organizational outcomes as well as employee growth and development, while avoiding the stress and burnout typical of what Liz calls "diminisher" companies.

**3. Reinforce your culture by documenting and sharing the unique stories that define it.**

Marshall Ganz, a professor at Harvard's Kennedy School of Government, has made a study of the "power of narrative." His research shows that stories are a powerful source of creating a compelling culture.

Some CEOs, like Tony Hsieh of Zappos, have gone so far as to create a *Culture Book* which contains stories from employees regarding the company's unique culture. This is valuable in defining their culture, as well as helping them attract and retain the right talent for their teams. When a newcomer reads their *Culture Book*, they undoubtedly know whether they fit.

**4. Your culture must connect and infect your people. You are the CIO — the chief influence officer — in your company.**

The aforementioned Tony Hsieh has said, "We believe that it is really important to come up with core values that you can commit to. And by commit, we mean that you hire and fire based on them. If you are

willing to do that, then you're well on your way to building a company culture that is in line with the brand you want to build."

William Wang, founder of Vizio, observes, "Everyone on the team has an essential role. My role is to create the wave and everyone on the team keeps the wave going."

Recognize that, at the end of the day, your culture is simply a shared way of doing business with a passion. It is that passion that will be the measure of your success as the architect of your company's culture.

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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# Industry Briefs

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

## CONTESTS

• Nominations are being sought for the **2020 Utah Leopold Conservation Award**, which recognizes landowners who inspire others with their dedication to land, water and wildlife habitat management on private, working land. **Sand County Foundation** presents the Leopold Conservation Award to private landowners in 20 states for extraordinary achievement in voluntary conservation. In Utah, the \$10,000 award is presented with **Utah Farm Bureau Federation**, **Western AgCredit** and **Utah Cattlemen's Association**. Nominations may be submitted on behalf of a landowner, or landowners may nominate themselves. The application can be found at [www.sandcounty-foundation.org/ApplyLCA](http://www.sandcounty-foundation.org/ApplyLCA). The application deadline is Aug. 1. Applications are reviewed by an independent panel of agricultural and conservation leaders. The Utah award will be presented at the Utah Farm Bureau Federation's annual meeting in November. Details are at [www.leopoldconservationaward.org](http://www.leopoldconservationaward.org).

## ECONOMIC INDICATORS

• **Utah** is ranked No. 2 among states for **police officers finding high-paying jobs**, according to **Security.org**, using data from the U.S. Bureau of Labor Statistics. The rankings were determined by analyzing employment, job opening trends and wage information for police and sheriff's patrol officers, corrections officers, and detectives and investigators. Utah was No. 1 in projected aver-

age police employment change for 2016-2026, at 23.2 percent; 48th for average police employment per 1,000 jobs, 3.086; and 28th in average annual police wage, \$60,293. The top-ranked state is Nevada. The worst-ranked state is New Jersey.

## GOVERNMENT

• **Salt Lake City Mayor Erin Mendenhall** has appointed **Katherine Lewis** as city attorney, and the city council unanimously consented to the appointment. The city attorney acts as the chief legal officer of the city and is responsible to the mayor and the city council for the proper administration of the legal affairs of the executive and legislative branches of city government. Lewis has served as a senior city attorney for Salt Lake City since 2013, where she represented the city's Economic Development Department, Redevelopment Agency, Real Estate Division, Building Services Division and Arts Council Experience. Prior to working for the city, Lewis spent seven years as a real estate and finance attorney for Parsons Behle & Latimer.



Katherine Lewis

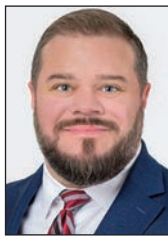
• The White House has appointed **Susan Beckman** as regional director of the **U.S. Department of Health and Human Services** for Region VIII, which encompasses Utah, Colorado, Montana, North Dakota, South Dakota and Wyoming. Beckman has more than 23 years of leadership and management experience in health and human services. She is a former Colorado legislator, representing the Littleton area. She also was an Arapahoe County commissioner.



Susan Beckman

## LAW

• **Dorsey & Whitney LLP** has hired **Kenneth Logsdon** for the firm's Finance & Restructuring Group in Salt Lake City as a partner. Logsdon has expertise in leveraged lending transactions, including senior debt, mezzanine and borrower side transactions. His practice focuses on all aspects of debt capital markets and corporate finance.



Kenneth Logsdon

He also provides counsel to national and regional banks, non-bank lenders, private equity funds, and both privately owned and publicly traded companies. Logsdon joins the firm from **Holland & Hart**, where he was a partner in the Salt Lake City office. Prior to joining **Holland & Hart** in 2014, he was a commercial finance associate with **Katten** in Chicago. His education includes a B.S. from **Utah Valley University**.

## NONPROFITS

• The **National Quality Forum** has named **Dr. Shannon Connor Phillips** to its board of directors. She will serve on the board for three years. The nonprofit organization is focused on driving measurable health improvements. The federal government relies on NQF for bringing honest, consensus-based insights from a diverse array of stakeholders to inform and develop healthcare quality policy and public reporting programs. The organization also works with groups and health systems to improve healthcare value and outcomes across the country. Phillips is chief patient officer at **Intermountain Healthcare**. She has 15 years of experience as a physician healthcare executive.



Shannon Phillips

• **Sutherland Institute**, a Salt Lake City-based conservative, nonpartisan think tank, has announced that **Frantz Belot** has joined its board of directors. Belot is co-founder of **Tyfoom**, a mobile-first platform that documents and improves communication, productivity and training. He is also a co-founder of **Tech Trep Academy**, a tuition-free, public school program. From 2011 to 2015, he worked with **Imagine Learning**, which provides a complete suite of adaptive digital curriculum and assessment solutions for Pre-K-8 in language develop-



Frantz Belot

ment. Belot earned his Ph.D. from **Brigham Young University** in educational leadership.

## REAL ESTATE

• **Richmond American Homes of Utah Inc.** has announced the grand opening of the **Meadows at Lakeside** community at 1598 S. 1725 W., Lehi. It offers four floor plans in ranch and two-story home styles.

## RECOGNITIONS

• **ChamberWest** has announced the finalists for its **2020 Annual Awards Gala**, set for Feb. 20 at the **Maverik Center** in West Valley City. Finalists for **Business of the Year** are **Complete Recovery Corp.**, **Concentrix** and **Jacobsen Construction**. Finalists for **Best Place to Work** are **Cyprus Credit Union**, **Ace Recycling & Disposal** and **Maxtec**. Finalists for **Small Business of the Year** are **Hamlet Homes**, **TalentTeam** and **Naag Tag**. Finalists for **Volunteer of the Year** are **Paul Howard**, chair, **Leadership Institute** (Chick-fil-A West Valley); **Ben Horsley**, past chair, **Legislative Affairs Committee** (Granite School District); and **Mace Molen**, chair, **Ambassadors**.

## RESTAURANTS

• **Stanza Italian Bistro & Wine Bar**, Salt Lake City, has named **Kayla LeBlanc** as its private dining coordinator. LeBlanc has experience in the culinary arts, event planning and customer service.



Kayla LeBlanc

She started as a barista and managed a small Italian restaurant and operated a bistro and catering service in the Utah State Courts building. Most recently, she served as an assistant pastry chef working with **Amber Billingsley** and **Chef Jonathan LeBlanc** in the kitchens of **Stanza**.

## RETAIL

• **Premier Needle Arts**, North Salt Lake, has appointed **Ursula Morgan** as chief marketing officer of the **Crafts Group** and **Lynn Blevens** as brand director. Morgan previously led the digital innovation



Ursula Morgan



Lynn Blevens

Handi Quilter Inc.

## SPORTS

• **J.P. and Jenn Whiting** of Lehi have opened their first **Exercise Coach** location at 9730 S. 700 E., Suite 110, Sandy. Exercise Coach is a "smart gym" fitness studio that relies on computers and robotics instead of dumbbells, treadmills and other equipment. J.P. Whiting has worked in dental software sales for 16 years. Jenn Whiting has been a department administrator/project manager for five years and also a real estate agent. The Whitings plan to open two additional units over the next three years.

• **POWDR**, Park City, has announced a long-term partnership with **Mammut**, an outdoors brand, that makes Mammut the official uniform and apparel provider for more than 8,000 people working at 10 of POWDR's mountain resort locations, including **Snowbird**. The partnership begins with the 2020-2021 season, continues through 2026, and also includes POWDR's heli-skiing operation, **Powderbird**, located at **Snowbird**. Financial terms were not disclosed. As part of the agreement, Mammut and POWDR also will collaborate on consumer marketing initiatives and events, and POWDR ski patrol and mountain guides

see BRIEFS next page

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# Making winning proposals: What to do before, during and after presenting

To put the importance of proposals in proper perspective, they are far more than a vehicle for conveying your message. They *are* your message. Sadly, proposals that could be winners are often rejected. They may be filled with information, but the

message gets lost and they fail to capture the recipient's imagination.

To make sure your proposals get the attention they deserve, it helps to view them in three phases: before, during and after the presentation. Each one plays a part in moving your proposal closer to winning the business.

## Preparing your proposal

Proposals should be easy to follow. But watch out — what's clear to you can be a mystery to others. Stay away from jargon, too. The ability to explain something simply earns you points.

How you structure your proposal makes a difference. Whether someone is reading or listening to it, organize it so the main points stand out. Of all proposal outlines, "problem-solution" works well because it keeps the focus where it belongs: on the customer.

The *problem* expresses your understanding of what the customer wants to correct, implement or improve. It's your grasp of the situation, so it's critical to get it right because your credibility is at stake. If you fail to read the problem correctly, you're done.

So, take it seriously and present a clear, thoughtful and complete understanding of what the customer wants to accomplish. The way you handle the problem lets the customer know if you want to solve it or just sell them something.

If you've described the problem accurately, the customer will pay close attention to your *solution*. You want it to be viewed as thoughtful, efficient and cost-effective. A good way to do this is by proposing options — preferably three. This way you avoid putting all your eggs in one basket, which makes it easy to get your proposal turned down. With options, you can argue the benefits and limitations of each one in terms of good, better and best or low-, medium- and high-cost, for example.

Offering options has another plus. It opens the door for involving the customer in a helpful give-and-take, rather than putting you in the position of defending just one solution. That's not all. Options can also help uncover issues the customer may not have considered.

## Presenting your proposal

For presenters, their pro-

posals can be more important than how they present it. This is a huge mistake. They're a whole package. In the customer's mind, *you and your proposal are one*.

If one is weaker than the other, the proposal suffers. It's your show, so do everything possible to position it to your advantage. Here's how to do it:

## • Set the stage.

Don't allow your customer to guess where you're going. Make it clear you understand the customer's problem and lay it out clearly. Then, indicate that you and your solution reflects your company's competence for solving it.

• **Maintain eye contact with your customer.** You want to make your presentation an engaging experience for you and the customer. This is why handing out hardcopy is a mistake — do it at the end. You want the customer to listen carefully and not be distracted by flipping back-and-forth through the proposal, looking for the cost

information. When you lose eye contact, you lose control. If you use PowerPoint, don't replicate your proposal, maintain eye contact by using only a few key words on each slide.

## • Communicate confidence.

Your proposal is designed to be persuasive. You've built your case as your presentation moves from understanding the problem to an on-target solution and then to the climax of asking for the order. At no point in the presentation is confidence more critical than it is here. This is where the last impression is the lasting one.

If the customer perceives your presentation as the expression of who and what you are, you're well on your way to winning.

## Following-up after presenting your proposal

Follow-up is often a presentation's forgotten phase. Yet, it's the most important. The show's over. You worked to maintain control and now you've lost it. Your presentation's fate is now in the customer's hands.

Sure, you'll find a way to

thank your customer for the opportunity to make a presentation. Even though you should do it because it's only polite, it seems rather weak and ineffective. Some way or other, you want to do more, but not something inappropriate. But now is not the time for a sales pitch. *Stay on message.* Since it's likely your customer is considering several proposals, the task is making yours stand out. Simply and clearly in a few sentences (keep it short), reaffirm the accuracy of your problem analysis, along with the benefits of your solution. No waffling. You believe in your proposal, so stand by it.

From start to finish, from preparation to presentation to follow-up, make sure it's a seamless process that can make your proposal a winner.

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



JOHN GRAHAM

## BRIEFS

from previous page

will utilize Mammut Barryvox beacons, probes, shovels, ropes, avalanche airbag systems and other technical accessories.

## TECHNOLOGY/LIFE SCIENCES

• **Code Corp.**, a Salt Lake City-based data capture innovation company, has appointed **Bruce Scharf** as vice president of product. Scharf will be responsible for setting strategy; scaling product teams; and developing the roadmap for future Code products, markets and technologies. He has more than 20 years of experience in the data capture industry and has secured numerous patents. Prior to Code, he was vice president of engineering at Microscan.

• **Pronto**, a Lehi-based engagement platform company, has named **Tim Pales** as chief revenue officer and **Carli Tegtmeier** as vice president of sales.

Pales will be responsible for driving revenue, building and running the global sales, overseeing customer success, developing the sales team and helping them achieve their goals and objectives. Prior to joining Pronto, he was a regional vice

president of sales at Qualtrics. Tegtmeier will be responsible for driving higher education revenue, sales strategy and working with clients to get broader adoption and making a positive impact on the industry and her clients' overall success. Before joining the Pronto team, Tegtmeier was the vice president of sales at Instructure.




Bruce Scharf



Tim Pales



Carli Tegtmeier



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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.*

## **Feb. 4, 8:30-11 a.m.**

**“Pay the IRS Less Without Going to Jail,”** a Small Business Development Center (SBDC) event. Location is Salt Lake Community College, 9750 S. 300 W., Sandy. Details are at <https://clients.utahsbdc.org/events.aspx>.

## **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](http://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](http://employerscouncil.org).

## **Feb. 4, 6-8 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>.

## **Feb. 5, 9-10:30 a.m.**

**“Mental Wellness Training: Tourism & Service Industries,”** a Park City Chamber Bureau event designed for managers and supervisors and featuring experts from the University of Colorado teaching about recognizing when an employee may need extra support, common warning signs, and how to best help someone you may be concerned about. Location is Park City Hospital, Blair Education Center, 900 Round Valley Drive, Park City. Free for chamber members. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

## **Feb. 5, 10-11:30 a.m.**

**Brunch Event,** a Holladay Chamber of Commerce event. Location is Pig & A Jelly Jar, 1968 E. Murray Holladay Road, Holladay. Details are at [holladaychamber.com](http://holladaychamber.com).

## **Feb. 5, noon-1:30 p.m.**

**“Trade Wars or Truce? Legalties of Doing Business with China in 2020,”** a World Trade Center Utah event in partnership with Harris Bricken. Speakers are international attorneys Dan Harris, Rob Lamb and Jonathan

Bench. Location is World Trade Center Utah, 60 E. South Temple, Suite 300, Salt Lake City. Free. Details are at [wtcutah.com](http://wtcutah.com).

## **Feb. 5, noon-1:15 p.m.**

**“Technology Stacks of Local Software Companies,”** a Silicon Slopes event. Speakers are Josh Hanks, software engineer, Olo; Nate Farnsworth, senior software engineer, Space Dynamics Lab; Sam Christensen, software engineer, Rent Dynamics; and Darrel Brown, senior software engineer, Centeva. Location is Centeva, 155 Church St., Logan. Free. Details are at [siliconslopes.com](http://siliconslopes.com).

## **Feb. 5, 3:30-5 p.m.**

**Business Connections and Axe Throwing,** a ChamberWest event. Location is All-Star Bowling & Entertainment, 3601 S. 2700 W. (Valley Fair Mall), West Valley City. Cost is \$15 for members, \$20 for nonmembers. Details are at [chamberwest.com](http://chamberwest.com).

## **Feb. 5, 4-5 p.m.**

**Walkable Wednesday,** a ULI (Urban Land Institute) Utah event featuring Woodward Park City, a new action sports destination and ski resort. Location is Woodward Park City, 3863 Kilby Road, Park City. Free for ULI members, \$15 for nonmembers. Details are at <https://utah.uli.org/events>.

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

**“Business After Hours: Nonprofit Night,”** an Ogden-Weber Chamber of Commerce event. Location is the GOAL Foundation, 2440 Washington Blvd., Ogden. Free for chamber members and first-time guests, \$10 for nonmembers. Details are at [ogdenweberchamber.com](http://ogdenweberchamber.com).

## **Feb. 5, 6:30-8 p.m.**

**“Simple Steps,”** 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>.

## **Feb. 6, 8-9:30 a.m.**

**“The Alarming Truth About Mental Health & Addiction at Work,”** a South Valley Chamber event. Speaker is James Hadlock, co-founder and chief evangelist at BluNovus. Location is Mountain America Corporate Headquarters, 9800 S. Monroe St., Suite 806, Sandy. Free. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## **Feb. 6, 8:30 a.m.-noon**

**“Marketing Rebellion 2020,”** a Murray Area Chamber of Commerce event. Location is Embassy Suites, 10333 S. Jordan

Gateway, South Jordan. Cost is \$25 for members, \$39 for early-bird, \$49 at the door. Details are at [murraychamber.org](http://murraychamber.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](http://employerscouncil.org).

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

**“Coffee With Clancy: Avoiding Common Legal Mistakes with Running a Business,”** 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 Dana Ball, a former litigation attorney. Location is Athena Beans Coffee House & Bistro, 111 W. 9000 S., Sandy. Free. Details are at [www.wbcutah.org](http://www.wbcutah.org).

## **Feb. 6, 6-8 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>.

## **Feb. 7, 7:30-8:30 a.m.**

**“Eggs & Issues,”** a Murray Area Chamber of Commerce event. Location is Mimi’s Café, 5300 S. State St., Murray. Free unless ordering breakfast. Open to everyone (chamber membership not required). Details are at [murraychamber.org](http://murraychamber.org).

## **Feb. 7, 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. Details are at <https://clients.utahsbdc.org/events.aspx>.

## **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](http://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](http://thechamber.org).

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

**“Investigations in the Work-**

**place,”** 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).

## **Feb. 8, 8-9:30 a.m.**

**Legislative Round-Up,** a South Jordan Chamber of Commerce event. Location is Jordan Valley Medical Center, West Jordan Campus, Outpatient Tower, 3584 W. 9000 S., West Jordan. Details are at [southjordanchamber.org](http://southjordanchamber.org).

## **Feb. 10, 9:30 a.m.-2 p.m.**

**Women in Business Day at the Capitol,** a South Valley Chamber Women in Business event. Location is Utah State Capitol, 350 State St., State Office Building Auditorium (first floor), Salt Lake City. Cost is \$20 for members, \$25 for nonmembers. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## **Feb. 11, 8 a.m.-4 p.m.**

**“Managing Conflict,”** part of the Salt Lake Community College Frontline Leader Workshop Series and designed to cultivate skills to increase proactive communication and decrease the presence of conflict in the workplace. Location is SLCC’s Miller Campus, 9750 S. 300 W., Sandy. Cost is \$250. Details are at <https://www.slcc.edu/workforce/courses/frontline-leader.aspx>.

## **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](http://employerscouncil.org).

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

**Lunch Event,** a Holladay Chamber of Commerce event. Location is Tandoor Holladay, 4828 S. Highland Drive, Holladay. Cost is \$10.95. Details are at [holladaychamber.com](http://holladaychamber.com).

## **Feb. 11, 6-8 p.m.**

**“Get More Leads and Sales By Taking Control of Your Online Reputation,”** 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>.

## **Feb. 12-March 4, 8 a.m.-noon**

**“Lean Six Sigma: Green Belt,”** a Salt Lake Community College Workforce Training course on Wednesdays to teach

waste reduction strategies and learn process improvement skills using Lean Six Sigma initiatives. Location is SLCC’s Miller Campus, 9750 S. 300 W., Sandy. Cost is \$1,450. Details are at <https://www.slcc.edu/workforce/courses/index.aspx>.

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

**“Meet the Money: Funding Options for Utah Small Business,”** a Small Business Development Center (SBDC) event. Panelists are Bryce Hansen of the Salt Lake SBDC (moderator), Neely Evanoff of Kiva SLC/Women’s Business Center, Brandon Orr of Utah Microloan Fund, and David Soper or Rob Leonard of Hillcrest Bank. Location is Kiln Salt Lake, 26 S. Rio Grande St., Suite 2072, Salt Lake City. Cost is \$5. Details are at <https://clients.utahsbdc.org/events.aspx>.

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

**“Let’s Do Lunch,”** a South Valley Chamber event. Location is Spitz, 62 E. 12300 S., Draper. Registration can be completed at [Eventbrite.com](http://Eventbrite.com).

## **Feb. 12, 5:30-7 p.m.**

**Women in Business,** a Murray Area Chamber of Commerce event. Speaker is Leta Greene, AKA Hotness. Location is The Cascades at Riverwalk, 1012 Jordan River Blvd., Midvale. Open to everyone (chamber membership not required). Cost is \$20. Details are at [murraychamber.org](http://murraychamber.org).

## **Feb. 12, 6-8 p.m.**

**“Overcoming Resistance to Change” Workshop,** a Silicon Slopes event. Speaker is Ksenia Bitter, partner at Change One Consulting. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at [siliconslopes.com](http://siliconslopes.com).

## **Feb. 12, 6:30-8 p.m.**

**“Simple Steps,”** 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>.

## **Feb. 13, 11:30 a.m.-1 p.m.**

**“Lunch & Learn,”** a Murray Area Chamber of Commerce event. Speaker is Mark Thorsen, general manager of Fashion Place Mall. Location is Twigs Bistro & Martini Bar, 6223 S. State St., Murray. Cost is \$20 for members, \$25 for guests. Details are at [murraychamber.org](http://murraychamber.org).



# Succeeding in Your Business

## My Entrepreneur of the Year nomination, Part 2 of 2

Entrepreneurs are today's American heroes — and that's a good thing. But too many people have an unrealistic picture in their heads of how things are going to go. They think that being a successful entrepreneur means they will be universally loved and rewarded, both financially and psychologically, and that everything will go on without a hitch as long as they find the right idea.

Anyone who's ever run their own business — especially a startup in an emerging industry or field of technology — can tell you it doesn't work like that. Being an entrepreneur is not about being loved, being secure or being happy. There are days, weeks, months and years of sheer terror and existential despair as the obstacles and road-

blocks come at you one after the other, leaving you hardly any time at all to react, much less prepare for the next tsunami of even bigger challenges.

You may find yourself having to do all of the things my reader in last week's column had to do, namely:

—Hit up relatives and total strangers for money.

—Hit them up again when the money runs out.

—Max out your credit cards.

—Put your house at risk by taking out a second or third mortgage (if your spouse will let you).

—Put your marriage and family ties at risk.

—Do things yourself because you can't afford to pay others to do them.

—Make bad and costly mis-

takes, over and over again.

—Make contractual commitments without having all the facts you need.

—Spend most of your time putting out fires, most of them of your own making.

Startups are not for sissies. There's a reason many really successful entrepreneurs are in their teens and 20s: They have no fear of death and nothing to lose in the way of assets, they can pull multiple all-nighters and they are too dumb to worry about failure because they've never experienced it. After a certain age, it's impossible to walk the tightrope without looking down. After a certain age, your arthritis won't let you walk the tightrope at all.

Even if you are successful, there are lots of people who will hate you because you are disrupting their safe, secure little

lives and threatening their livelihoods with your new way of doing things. Think about the taxi drivers who are currently trying to shut Uber down or the parcel delivery companies watching the skies for Amazon's coming fleet of drones. These people will want to shut you down and, in extreme cases, even try to kill you. If you want to be loved, become a teacher. Or a motivational speaker.

Starting your own business — of any kind — requires the strength and focus of a bull elephant in heat; the faith of a saint; the courage of a Medal of Honor recipient; and the self-confidence, if not arrogance, of a presidential candidate. Being nice is something that may have to wait until after you've succeeded.

As for the reader who sent me last week's email, I have

only one piece of consolation (and, no, it's not the much-overused "Keep calm, and carry on").

It is this: Think about the story you have just told me, and think of how amazing it will be to tell it to your grandchildren decades from now, after you have (somehow) pulled through these tough times — after you have opened your 50th outlet and paid back all those tight-fisted investors, after your business is a household name and you are universally recognized as "the" industry leader, after business schools begin writing case studies about you, after you sign a \$2 million book deal for your biography (ghost-written, of course), after your spouse comes back on board or you have dumped him or her for a spouse who really gets you and supports what you are doing, and after you have taken all those nasty words people have called you and shoved them back down their throats.

Somebody once said that "success is the best revenge," and it's true. What gets you through the tough times as an entrepreneur is often not hope, not faith but simple rage. Rage against the people who didn't believe in you. Rage against the people who tried to stop you. Rage against the people who held you back. Rage against the people who said, "You can't do that."

Get yourself good and righteously angry (but not so angry that you stop thinking clearly) and you will find the resources within you to get through your current slough of despond.

If you need further inspiration, remember the words of the Norwegian playwright Henrik Ibsen: "He is most right who stands most alone." Picture yourself years from now telling your success stories on a television talk show or at a business convention. Picture the look in the eyes of your audience members as they give you the adulation and hero worship you are not getting from anyone right now.

And get back to work.

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

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## CALENDAR

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### Feb. 13, noon-2 p.m.

**2020 Summit County Economic Update and Entrepreneurial Spirit Luncheon**, a Park City Chamber event featuring a meal; networking; keynote speaker Monica Mehta; and a mid-season economic update from Bill Malone, Park City Chamber/Bureau president. Mehta is author of *The Entrepreneurial Instinct: How Everyone Has the Innate Ability to Start a Successful Small Business*. Location is The Chateaux Deer Valley, 7815 Royal St. E., Park City. Cost is \$35 through Feb. 5, \$45 thereafter, \$300 for a table of 10. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

### Feb. 13, 1-3 p.m.

**"Bring Some Sanity to Your Health Insurance Renewal: How to Develop a Winning Health Plan,"** presented by Hays Cos. of Utah and designed for employers who are serious about optimizing recruitment and retention while minimizing costs to build a sustainable health plan. Speakers are Dave Ross, executive vice president and director of underwriting services at Hays Cos.; and Erik Templin, employee benefits practice leader at Hays Cos. Location is Loveland Living Planet Aquarium, 12033 Lone Peak Parkway, Draper. Free. Details are at (801) 505-6500.

### Feb. 13, 3-5:30 p.m.

**"I'm Just Not That Into New: Adaptive Reuse and the Direction of Downtown,"** a ULI (Urban Land Institute) Utah event. Panelists are Teri Klug, ULI Utah WLI chair and director of outreach, Visit Salt Lake (moderator); Salt Lake City Mayor Erin Mendenhall; Ellen Winkler, co-founder and partner, Industry; Jessica Norie, president, Artspace; Joanna Smith, CEO, The Wave; and Missy Greis, owner, Publik Concepts. Location is The Wave, 32 E. Exchange Place, Salt Lake City. Cost is \$35 for members, \$60 for nonmembers. Details are at <https://utah.uli.org/events>.

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

### Feb. 13, 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>.

### Feb. 13, 7-8 p.m.

**Riverton City Peak Awards**, a partner event between the South Valley Chamber and Riverton City and featuring a Riverton State of the City address by Mayor Trent Staggs and presentation of the Peak Awards. Location is Old Dome Meeting Hall, 1452 W. 12600 S., Riverton. Free. Details are at [southvalleychamber.com](https://southvalleychamber.com).

### Feb. 14, 7:30-8:30 a.m.

**"Eggs & Issues,"** a Murray Area Chamber of Commerce event. Location is Mimi's Café, 5300 S. State St., Murray. Free unless ordering breakfast. Open to everyone (chamber membership not required). Details are at [murraychamber.org](https://murraychamber.org).

### 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](https://ogdenweberchamber.com).

### Feb. 14, 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. Details are at <https://clients.utahsbdc.org/events.aspx>.

### Feb. 14, 11 a.m.-1 p.m.

**"Sweet Success: Growing into a Small Business,"** a Women's Business Center of Utah event. Location is Kiln, 26 S. Rio Grande St., Suite 2072, Salt Lake City. Cost is \$35. Details are at [wbcutah.org](https://wbcutah.org).

### Feb. 15, 8-9:30 a.m.

**Legislative Round-Up**, a South Jordan Chamber of Commerce event. Location is Jordan Valley Medical Center, West Valley Campus, Administration Conference Room, 3460 Pioneer Parkway, West Valley City. Details are at [southjordanchamber.org](https://southjordanchamber.org).

### Feb. 15, 11:30 a.m.-1 p.m.

**Second Friday Casual Lunch**, a ChamberWest event. Location is Applebee's, 3736 W. 7800 S., West Jordan. Cost is the purchase of lunch. Details are at [chamberwest.com](https://chamberwest.com).

### Feb. 18, 8 a.m.-4 p.m.

**"Managing Conflict,"** part of the Salt Lake Community

see CALENDAR page 13



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## Opinion

# Trump's Labor Department provides clarity on joint employment

Three years into the Trump administration, we see a clear pattern forming. The Obama administration implemented labor rules that make the labor market less flexible, often at the expense of smaller businesses, but in ways that made unions happy. The Trump administration then takes these rules away. The latest example is the dismantling of the Obama Labor Department's joint employer rule.

As the new Secretary of Labor Eugene Scalia and the Office of Management Director Mick Mulvaney explained recently in *The Wall Street Journal*, "When joint employment exists, two separate companies are responsible for ensuring that workers receive the federally mandated minimum wage and overtime pay. Two companies are responsible for ensuring the proper records are kept. And two companies can be taken to court if it's alleged that those responsibilities have not been met."

The question is: When is there actually joint employment? From 1958 to 2015, joint employment was said to exist when two employers are "not completely dissociated" from each other. This needlessly vague phrasing was only worsened

by the Obama administration's attempted clarification. A 2015 ruling by the National Labor Relations Board, followed by a 2016 legal interpretation adopted by the Labor Department, expanded joint employment to any business with "indirect influence" over another company's employment terms and conditions.

That was a big deal for a wide range of franchise, subcontract and supplier business models. These diverse business forms were forced into a one-size-fits-all model of "joint employment," thus opening them up to legal troubles caused by their contractors and franchisees.

For instance, under this rule, Subway — the biggest franchisor by far in the United States in terms of number of stores at 23,647 — can be sued for the lack of labor compliance at any of its independently owned stores across the country. Even if you have little sympathy for big business, think about all the self-employed contractors and subcontractors affected by the rules.

As Walter Olson of the Cato Institute wrote at the time, "What do advocates of these changes intend to accomplish by destroying the economics of business

relationships under which millions of Americans are presently employed? For many, the aim is to force much more of the economy into the mold of large-payroll, unionized employers, a system for which the 1950s are often (wrongly) idealized."

This classification is also very costly. A study by economist Ronald Bird for the United States Chamber of Commerce concluded that the expanded rule costs businesses between \$17.2 billion and \$33.3 billion a year — mostly to protect themselves against legal actions rather than on tighter labor compliance.

Bird also documented how the Obama rule forced many national brands to distance themselves from their franchisees out of fear of being sued and shifted many training and software responsibilities to the franchisees. Unfortunately, franchisees, which are smaller businesses, are often not as well equipped to handle such responsibilities or do so at costs as low as those achieved by larger companies. Thus, their total cost of doing business rises. Despite franchisee efforts to shield themselves from abusive legal actions, there has been a 93 percent increase in lawsuits against franchise businesses since the rules made such lawsuits more lucrative.

Enter the Trump administration and its

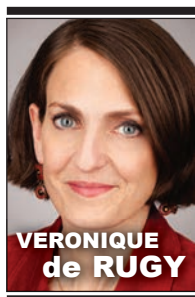
new rule, which specifies that a company cannot be considered a joint employer simply because it has the contractual power to control workers employed by another party. Instead, there has to be "some actual exercise of control." This is good news because stable and predictable rules, compared to unstable and vague ones, are clearly more conducive to all aspects of life, including the franchise business.

Not surprisingly, after spending millions of dollars fighting for the Obama-era rules, unions are upset by this recent change. The Obama rule had opened up deeper pockets for lawsuits to pick, and, more importantly, from a financial standpoint, opened the unions up to many more potential members.

But for now, we celebrate. As Olson recently wrote on the Trump rule, "This is an important win for economic freedom, as well as for the legal reality that a supply or contractual relationship between two firms is by no means the same thing as a merger between them."

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

# We're seeing normalization of Trumpism and end of globalization

Donald Trump's recent speech at Davos at the World Economic Forum went over relatively well. That's partly because Davos is a conclave of businessmen, and they like Trump's pro-business message. But mostly, the president's reception was a testament to the fact that he and what he represents are no longer unusual or exceptional. Look around the world and you will see: Trump and Trumpism have become normalized.

Davos was once the place where countries clamored to demonstrate their commitment to opening up their economies and societies. After all, these forces were producing global growth and lifting hundreds of millions out of poverty. Every year, a different nation would become the star of the forum, usually with a celebrated finance minister who was seen as the architect of a boom. The United States was the most energetic promoter of these twin ideas of economic openness and political freedom.

Today, Davos feels very different. Despite the fact that, across the world, growth remains solid and countries are moving ahead, the tenor of the times has changed. Where globalization was once the main topic, today it is the populist backlash to it. Where once there was a firm conviction about the way of the future, today there is uncertainty and unease.

This is not simply atmospherics and rhetoric. Ruchir Sharma of Morgan

Stanley Investment Management points out that since 2008, we have entered a phase of "deglobalization." Global trade, which rose almost uninterrupted since the 1970s, has stagnated, while capital flows have fallen. Net migration flows from poor countries to rich ones have also dropped. In 2018, net migration to the U.S. hit its lowest point in a decade.

The shift in approach can best be seen in the case of India. In 2018, Prime Minister Narendra Modi came to Davos to decry the fact that "many countries are becoming inward focused and globalization is shrinking." Since then, his government has increased tariffs on hundreds of items and taken steps to shield India's farmers, shopkeepers, digital companies and many others from the dangers of international competition. The Office of the U.S. Trade Representative recently called out India for having the highest tariffs of any major economy in the world.

Indian officials used to aggressively court foreign investment, which was much needed to spur growth. Recently, with India's economy slowing badly, Jeff Bezos announced a \$1 billion investment in the country. (Bezos owns *The Washington Post*.) But the minister of commerce and industry scoffed at the move, saying Amazon wasn't "doing a great favor to India" and besides, was probably engaging in anti-competitive, "predatory" prac-

tices. Often, protectionist policies help favored local producers. Malaysian Prime Minister Mahathir bin Mohamad recently criticized some of Modi's policies toward Muslims. The Indian government effectively cut off imports of Malaysian palm oil. In a familiar pattern, one of the chief beneficiaries was a local billionaire long associated with Modi.

*The Economist* notes that Europe, once one of the chief motors for openness in economics and politics, is also

rediscovering state intervention to prop up domestic industries. And if you think the Internet is exempt from these tendencies, think again. The European Center for International Political Economy tracks the number of protectionist measures put in place to "localize" the digital economy in 64 countries. It has been surging for years, especially since 2008.

see ZAKARIA page 15



FAREED  
ZAKARIA





## CALENDAR

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College Frontline Leader Workshop Series and designed to cultivate skills to increase proactive communication and decrease the presence of conflict in the workplace. Location is SLCC's Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$250. Details are at <https://www.slcc.edu/workforce/courses/frontlineleader.aspx>.

### **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. 18, noon-1 p.m.**

**"Lunch & Learn: The Essentials of Branding: It's More than a Logo,"** a Park City Chamber/Bureau event for members only. Speaker Hilary Reiter of Redhead Marketing & PR will discuss "The Essentials of Branding: It's More Than a Logo." Location is Blair Education Center, Park City Hospital, 900 Round Valley Drive, Park City. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

### **Feb. 19, 8:30-11 a.m.**

**"Customers Forever: Keep More Customers, Make More Money,"** a Small Business Development Center (SBDC) event. Location is Salt Lake Community College, 9750 S. 300 W., Sandy. Cost is \$10. Details are at <https://clients.utahsbdc.org/events.aspx>.

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

**2020 Nubiz Economic Forecast.** Speakers are Örn Bodvarsson, dean of the Bill & Vieve Gore School of Business, Westminster College; Gene Goldman, chief investment officer and director of research, Cetera Financial Group; and Brad Mortensen, president, Weber State University. Location is The Monarch, 455 25th St., Ogden. Cost is \$49. Details are at [ogden-weberchamber.com](http://ogden-weberchamber.com).

### **Feb. 19**

**Small Business Development Center (SBDC) Workshops**, including "Quickbooks" and "Tax Planning" at 5:30-6:30 p.m. and "Simple Steps" at 6:30-8 p.m. Location is the Orem/Provo SBDC, Utah Valley University, 815 W. 1250 S., Orem. Details are at <https://clients.utahsbdc.org/events.aspx>.

### **Feb. 20, 7-8 a.m.**

**"Breakfast on the Hill,"** a

Utah Valley Chamber event with Utah County legislators. Location is State Capitol Building, Hall of Governors, 350 S. State St., Salt Lake City. Free (registration is appreciated). Details are at [thechamber.org](http://thechamber.org).

### **Feb. 20, 8 a.m.-5 p.m.**

**Employer Tax Workshop**, a Small Business Development Center (SBDC) event. Location is Salt Lake Community College, 9750 S. 300 W., Sandy. Cost is \$12. Details are at <https://clients.utahsbdc.org/events.aspx>.

### **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 [wbcutah.org](http://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. 20, 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).

### **Feb. 20, 5-8:30 p.m.**

**Annual Awards Gala 2020**, a ChamberWest event. Theme is "Calling All Troops: Operation ChamberWest." Hall of Fame Award recipient is West Valley City Mayor Ron Bigelow. Location is Maverik Center, 3200 S. Decker Lake Drive, West Valley City. Three finalists and winners in five award categories will be announced. Details are at (801) 977-8755 or [chamber@chamberwest.com](mailto:chamber@chamberwest.com).

### **Feb. 20, 6-8 p.m.**

**"The Ins and Outs of Google My Business,"** 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>.

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

**35th Annual Investor's Choice Venture Capital Conference**, a VentureCapital.org event. Luncheon keynote speaker is Jon Huntsman Jr., former Utah governor and former U.S. ambassador to China and Russia. 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. 21, 8-10:30 a.m.**

**Third Friday Speed Networking**, a South Jordan Chamber of Commerce event. Location is Megaplex at the District, 3761 W. Parkway Plaza Drive, second floor, South Jordan. Cost is \$10. Details are at [southjordanchamber.org](http://southjordanchamber.org).

### **Feb. 22, 8-9:30 a.m.**

**Legislative Round-Up**, a South Jordan Chamber of Commerce event. Location is Riverton Hospital, 3741 W. 12600 S., Riverton. Details are at [southjordanchamber.org](http://southjordanchamber.org).

### **Feb. 22, 9:30 a.m.-4:30 p.m.**

**"Spice Kitchen Incubator:"**

**Food Entrepreneur Roundtable 2020,"** providing an opportunity to meet with and learn from food industry experts on topics related to business startup and scale-up. Location is Utah Cultural Celebration Center, 1355 W. 3100 S., West Valley City. Cost is \$15 for Spice Kitchen participants, \$20 for the general public. Details are at [wbcutah.org](http://wbcutah.org).

### **Feb. 26, 7:30-8:30 a.m.**

**Coffee Connection**, a Holladay Chamber of Commerce event. Location is Coffee & Cocoa, 6556 S. 3000 E., Cottonwood Heights. Details are at [holladaychamber.com](http://holladaychamber.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. 26, 6:30-8 p.m.**

**"Simple Steps,"** 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>.

### **Feb. 27, 11:30 a.m.-1 p.m.**

**Sandy Peak Awards 2020**, a South Valley Chamber/Sandy City event. Keynote speaker is Kristin Cox, executive director of the Utah Governor's Office of Management and Budget.

Location is Salt Lake Community College's Miller Campus, Karen Gail Miller Conference Center, Sandy. Details are at [southvalleychamber.com](http://southvalleychamber.com).

### **Feb. 27, 11:30 a.m.-1 p.m.**

**"Lunch & Learn,"** a Murray Area Chamber of Commerce event. Speaker is Ron Haycock, a management accountant at Pratt & LeFevre Corp. Location is Twigs Bistro & Martini Bar, 6223 S. State St., Murray. Cost is \$19 for members, \$25 for guests. Details are at [murraychamber.org](http://murraychamber.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. 27, 6-7 p.m.**

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

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

**"PHR/SPHR Study Programs,"** an Employers Council event over five consecutive Fridays. Location is Employers

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## CALENDAR

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Council, Utah office, 175 W. 200 S., Suite 2005, Salt Lake City. Cost is \$1,695. Details are at [employerscouncil.org](https://employerscouncil.org).

### **Feb. 28, 9 a.m.-4 p.m.**

**Entrepreneur and Investor Life Science Summit 2020**, presented by BioUtah and the University of Utah's Center for Technology & Venture Commercialization (TVC) and title sponsor Simpson Thacher. Keynote speaker is David Bearss, CEO of Tolero Pharmaceuticals. CEO panel includes Shawn Fojtik, CEO of Distal Access; Randy Rasmussen, president and CEO of BioFire; and Brandi Simpson, CEO of Navigen. Location is Cleone Peterson Eccles Alumni House, University of Utah, Salt Lake City. Ski Day is Feb. 29 at Deer Valley Ski Resort, Park City. Details are at <https://eilife-sciencessummit.org/>.

### **Feb. 29, 8-9:30 a.m.**

**Legislative Round-Up**, a South Jordan Chamber of Commerce event. Location is University Health Center, 5126 W. Daybreak Parkway, South Jordan. Details are at [southjordanchamber.org](https://southjordanchamber.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](https://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](https://davischamberofcommerce.com).

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

**"Starting Your Business 101,"** a Small Business Development Center (SBDC) event. Location is Salt Lake Community College, Room 114, 9750 S. 300 W., Sandy. Details are at <https://clients.utahsbdc.org/events.aspx>.

### **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](https://thechamber.org).

### **March 5, 7-8 a.m.**

**"Breakfast on the Hill,"** a Utah Valley Chamber event with

Utah County legislators. Location is State Capitol Building, Hall of Governors, 350 S. State St., Salt Lake City. Free (registration is appreciated). Details are at [thechamber.org](https://thechamber.org).

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

**Morning 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](https://ogdenweberchamber.com).

### **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](https://employerscouncil.org).

### **March 5, 5-7 p.m.**

**Speed Networking**, a Park City Chamber/Bureau event. Location is FiveSeeds, 1600 Snow Creek Drive, Park City. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

### **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](https://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](https://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 7, 8-9:30 a.m.**

**Legislative Round-Up**, a South Jordan Chamber of Commerce event. Location is Jordan Valley Medical Center, Administration Conference Room, 2460 Pioneer Parkway, West Valley City. Details are at [southjordanchamber.org](https://southjordanchamber.org).

### **March 10, 8 a.m.-4 p.m.**

**"Effective Business Writing,"** part of the Salt Lake Community College Frontline Leader Workshop Series and designed to help people understand the elements needed to get messages read in this modern

world of competing information and develop essential skills that translate to any form of business writing. Location is SLCC's Miller Campus, 9750 S. 300 W., Sandy. Cost is \$250. Details are at <https://www.slcc.edu/workforce/courses/frontlineleader.aspx>.

### **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](https://www.wbcutah.org).

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

**Intermountain Growth and Ski Conference**, an Association for Corporate Growth (ACG) Utah event. Keynote speaker is Paul Ahlstrom, managing director and founder of Alta Ventures. Location is Marriott City Center, 220 S. State St., Salt Lake City. Details are at [acg.org/utah](https://acg.org/utah).

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

**"Business After Hours,"** an Ogden-Weber Chamber of Commerce event. Location is Hippie Skin, 2424 Wall Ave., Ogden. Free for chamber members and first-time guests, \$10 for nonmembers. Details are at [ogdenweberchamber.com](https://ogdenweberchamber.com).

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

**Women in Business Luncheon**, a Davis Chamber of Commerce event. Location to be announced. Cost is \$20 for members, \$30 for guests. Details are at [davischamberofcommerce.com](https://davischamberofcommerce.com).

### **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](https://ogdenweberchamber.com).

### **March 17, 8 a.m.-4 p.m.**

**"Effective Business Writing,"** part of the Salt Lake Community College Frontline Leader Workshop Series and designed to help people understand the elements needed to get messages read in this modern world of competing information and develop essential skills that translate to any form of business writing. Location is SLCC's Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$250. Details are at <https://www.slcc.edu/workforce/courses/frontlineleader.aspx>.

### **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](https://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](https://davischamberofcommerce.com).

### **March 18, 8-9:30 a.m.**

**Chamber Launch**, a Salt Lake Chamber event. Location is Radisson Hotel Salt Lake City Downtown, 215 W. South Temple, Salt Lake City. Free. Details are at [slchamber.com](https://slchamber.com).

## EMPLOYMENT

*from page 1*

ient and convincing employment picture," said Mark Knold, chief economist at the Utah Department of Workforce Services. "The economy continues adding to multiple years of robust job creation. This dynamic has carried Utah to its lowest recorded unemployment rate. The job market is humming along at a feverish pace and is absorbing as much labor as possible."

Utah's nonfarm payroll employment for December grew by an estimated 3.3 percent over the previous year, having added 50,400 jobs to the economy since December 2018. Approximately 1,599,500 Utahns currently hold jobs in the state.

Utah also leads the nation in total job growth as well as private-sector job growth. The state's total 12-month job growth

### **March 19-20**

**Intermountain Sustainability Summit**, featuring the main summit day March 19 and workshops March 20. Location is Weber State University, Shepherd Union Building, 3910 W. Campus Drive, Ogden. Details are at <https://www.weber.edu/issummit>.

### **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](https://westjordanchamber.com).

tallies 3.3 percent, significantly ahead of the second-place states Arizona and Idaho that are tied at 2.9 percent. Utah's private-sector job growth leads Arizona and Idaho, 3.6 percent to 3.2 percent.

The Department of Workforce Services reports that Utah's private-sector employment grew by 3.6 percent year-over-year with the addition of 46,700 positions. Nine of the 10 private-sector major industry groups measured in the establishment survey posted net job increases in December, with only the other services group adding no net jobs. The largest private-sector employment increases were in education and health services (12,400 jobs), construction (9,700 jobs) and professional and business services (7,500 jobs). The fastest employment growth occurred in construction (9.5 percent), education and health services (6 percent) and leisure and hospitality services (3.8 percent).

## AWARDS

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### **The Voices of Bears Ears.**

Recognizing that visitors were finding Bears Ears information from other sources and that added media attention would elevate search traffic, the Utah Office of Tourism sought to get in front of prospective travelers with an inspirational and educational integrated campaign to cultivate responsible visitation. By following the lead of the San Juan County community, the Utah Office of Tourism produced a video series to build community pride in a shared place that had become a divisive issue due to politics and the spread of misinformation.

**China Red Emerald Initiative.** To address increased visitation and help mitigate crowding in Utah's national parks, the Utah Office of Tourism launched an internal effort called the Red Emerald Initiative, which shifted focus

toward greater tourism management and more strategic, targeted marketing efforts in China, The initiative and campaign focused on high-impact consumer marketing efforts targeting the frequent traveler.

**More Mountain Time.** The Utah Office of Tourism created the "More Mountain Time" campaign to highlight why skiing in Utah is unique and superior to other destinations.

"The Adrian Awards honor innovative travel marketing campaigns that lead the future of hospitality marketing, setting the standard for creativity and flawless execution," said Robert A. Gilbert, president and CEO of HSMIAI. "HSMIAI is proud to recognize these award winners and celebrate their remarkable campaigns and the people behind them at the Adrian Awards Gala."

The awards were presented at the HSMIAI Adrian Awards Gala on Jan. 21 in New York City.





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### CAREERS

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### ZAKARIA

from page 12

It's important not to exaggerate the backlash to globalization. As a 2019 report by DHL demonstrates, globalization is still strong and, by some measures, continues to expand. People still want to trade, travel and transact across the world. But in government policy, where economic logic once trumped politics, today it is often the reverse. Economist Nouriel Roubini argues that the cumulative result of all these measures — protecting local industries, subsidizing national champions, restricting immigration — is to sap growth. "It means slower growth, fewer jobs, less efficient economies," he told me recently. We've seen it happen many times in the past, not least in India, which suffered decades of stagnation as a result

of protectionist policies, and we will see the impact in years to come. Nevertheless, today, nationalism and protectionism prevail.

This phase of de-globalization is being steered from the top. The world's leading nations are, as always, the agenda setters. The example of China, which has shielded some of its markets and still grown rapidly, has made a deep impression on much of the world. Probably deeper still is the example of the planet's greatest champion of liberty and openness, the United States, which now has a president who calls for managed trade, more limited immigration and protectionist measures. At Davos, Trump invited every nation to follow his example. More and more are complying.

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

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### VOLUNTEERS



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Contact Brett for more info: [bschwemmer@irteams.org](mailto:bschwemmer@irteams.org)





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