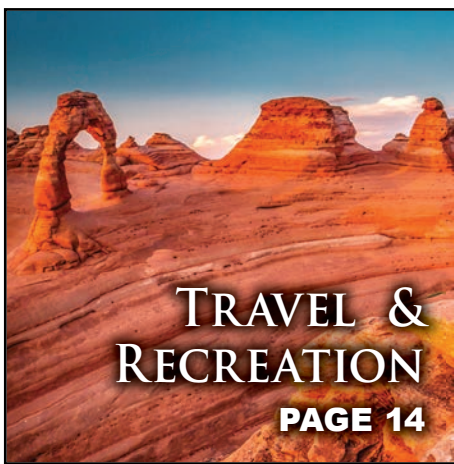


Focus



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Orn B. Bodvarsson, economics professor and dean of the Bill and Vieve Gore School of Business at Westminster College, describes the current and future economies during a Bank of Utah economic forecast event in Salt Lake City. Utah, like the nation, has enjoyed an economic expansion during the past decade.

Utah's economy mirrors nation's, economist says

Brice Wallace
The Enterprise

Think “Utah” and “party,” and one might logically think “Republican.” But Orn B. Bodvarsson instead concludes “economy.”

The state has been enjoying an economic party — outpacing the U.S. and other states — since the depths of the economic crisis of 2009-10, and Bodvarsson sees reasons to believe the celebration will continue.

“It will be over for Utah when it is over for the nation, but, because we are doing so well with employment growth, I would wager that Utah’s party may last a little longer and not wind down as much,” Bodvarsson, economics professor and dean of the Bill

and Vieve Gore School of Business at Westminster College, said during the Bank of Utah’s annual economic forecast event in Salt Lake City.

He suggested that Utah’s economic condition mirrors that of the nation’s. “So, if you want to get a sense for the future of Utah’s economy, you need only look at the leading economic index for the United States,” he told the crowd. Any shock the nation’s economy will be felt by Utah’s, he added. “We mustn’t delude ourselves from thinking that we’re immune to outside forces.”

That state/national connection has been in place for several years, despite some people believing Utah is immune from many

see FORECAST page 4

Jobless rate up to 2.5 percent with yearly adjustment

The annual year-end adjustment to population estimates also brought an adjustment to Utah’s unemployment rate, bumping it up one-tenth of a percentage point to 2.4 percent. Although slightly above December’s lowest-ever rate of 2.3 percent, the January number is more than a full percentage point below the nation’s unemployment rate of 3.5 percent.

The seasonally adjusted rate for January meant that approximately 40,000 Utahns were unemployed and actively seeking a job.

Meanwhile, the Utah Department of Workforce Services (DWS) reported that the state’s nonfarm payroll employment has grown by an estimated 2.9 percent, adding 44,900 jobs to the economy since January 2019. Utah’s current employment level sits at 1,568,600.

“Utah begins 2020 on a solid economic foundation and Utah’s job market remains vibrant,” said Mark Knold, chief economist at DWS. “Job postings are plentiful. Employers are aggressively seeking labor. This is a Utah labor market hitting its maximum stride.”

Utah’s private-sector employment grew by 3 percent year-over-year with the addition of 38,300 positions. Eight of the 10 private-sector major industry groups measured in the establishment survey posted net job increases in January. The largest private-sector employment increases were

see EMPLOYMENT page 4

Initiative launched to preserve affordable housing

A coalition of Utah heavy hitters, including the Clark and Christine Ivory Foundation, Intermountain Healthcare, Utah Nonprofit Housing Corp. and Zions Bank, have launched an effort to address the state’s housing shortage and affordability. Aimed at saving affordable housing that already exists, the effort is called the Utah Housing Preservation Fund.

“We know just how challenging it is to build new affordable housing,” said Clark Ivory of the Clark and Christine Ivory Foundation. “What we have to do is save our existing housing for those who need it most. The Utah Housing Preservation Fund represents a collaborative and inno-

vative private-sector-led effort to effectively address our state’s housing affordability challenges. We’re excited to move forward and engage with more partners in the community.”

In the fund’s first phase, the immediate objective is to preserve 100 of the state’s most affordable housing units in the coming month with an initial \$20 million investment.

The partners in the effort said they share a common vision to grow the Utah Housing Preservation Fund’s capacity to \$100 million and beyond, eventually preserving 500-800 units. Units acquired through the preservation fund will be

managed by the Utah Nonprofit Housing Corp., which will also work with housing authorities, service providers and other organizations statewide to secure stable and healthy housing for those most at risk for or experiencing homelessness.

To launch the fund, Utah Nonprofit Housing Corp. is under contract to acquire 54 units of deeply affordable housing from Housing Connect, Salt Lake County’s housing authority. This initial acquisition will not only preserve this affordable housing for existing residents, but also allow

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Alianza Inc., developer and marketer of a suite of cloud communications products for service providers, has moved into its new corporate headquarters at the Valley Grove development in Pleasant Grove. Company officials said that the move was made necessary because of the firm's 25 percent per year growth over the past four years. The 29,000-square-foot office is especially designed to promote team cooperation in an open company culture. "Our new headquarters reflects Alianza's purpose of connecting people with each other in new and innovative ways," said Brian Beutler, CEO and founder of Alianza. "I'm excited about our awesome new home and how it will enable employees to connect with each other, our customers, partners, and the community around us."

Utah's InMoment announces merger with Lehi's MaritzCX

Two Utah companies involved in the customer experience industry have announced an agreement to join forces. In-Moment of South Jordan and MaritzCX of Lehi will combine under the InMoment banner with the latter operating as MaritzCX, An InMoment Company.

The combined company will immediately support over 2,000 brands with a global team of 1,500 employees located in 20 offices spanning North America, Europe and Asia.

"In this world of rising consumer expectations, it is imperative for businesses to have an experience program that can continuously monitor, understand, analyze and improve the total customer experience with true agility," said InMoment CEO Andrew Joiner. "We are bringing together two world-class companies that will deliver a truly unique value to our cli-

ents in their ongoing quest to win over customers. I couldn't be more excited about our future as we bring together these two amazing companies to redefine 'what's possible' in our industry — meeting clients where they are today and innovating together to create the future."

The combined company, backed by Madison Dearborn Partners, a Chicago-based private equity firm, serves a list of clients that includes 90 percent of the world's automotive companies, 80 percent of top banks, nearly 20 percent of the top 50 retailers and 40 percent of the top hospitality companies, In-Moment said in a release.

"Combining the strengths of MaritzCX and InMoment is exciting for our clients, for our employees and for the market," said MaritzCX president and CEO Mike Sinoway. "This industry needs a new and disruptive approach if we truly wish to transform the way businesses look to improve experiences and results. The combined company will offer a transformative approach to enhancing the customer experience."

"Winning companies are those with access to the right customer knowledge, at the right time, that drives the right action to fundamentally improve the delivered customer experience," said John Lewis, executive chairman of In-Moment and Madison Dearborn Partners executive partner. "However, that's all easier said than done. Companies can often underestimate how challenging it is to knit together the systems in a way that creates tangible value to consumers and also deliver economic value to the enterprise. The only way to 'crack the code' is to marry talented domain experts with leading-edge technology to create tailored systems that can deliver on the bigger vision. You need both sides of the equation — and that is exactly what we are getting by bringing these two companies together."

Joiner will lead the combined organization as CEO and John Lewis will continue to chair its board of directors. Leadership from both organizations will make up a combined leadership team.

The transaction is expected to close in early March.

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Asphalt Ridge now operating at break-even

Petroteq Energy Inc., the oil shale producer and developer of the Asphalt Ridge extraction plant near Vernal, has announced that it has exceeded a production rate of 300 barrels per day, a goal that the company says means the plant is now operating on a break-even basis.

The Asphalt Ridge facility resumed operation on Feb. 19, following maintenance shutdown to adjust the process and install new equipment. Valkor Engineering, the company installing the plant, said it also used the shutdown to evaluate what it needs to expand the facility to its future production goal of 4,000 barrels per day.

Petroteq said the current plant configuration gives it the flexibility to produce a wide range of oils in order to cater to the needs of its customers. The plant is currently producing oil that meets the specifications for West Texas intermediate, also known as Texas light sweet, a grade of crude oil used as a benchmark in oil pricing. This grade is described as light crude oil because of its relative-

ly low density and sweet because of its low sulfur content.

Petroteq also said it has completed additional staff training in anticipation of implementing dual shift operations as a result of anticipated increased production resulting from various engineering improvements during the recent shutdown.

Crude oil from Asphalt Ridge is being refined into naphthas, diesel fuel, gas oils and asphalt at Foreland Refining Corp.'s Eagle Springs Refinery located in central Nevada.

"The company has been working with our engineering partners to improve production levels while still maintaining our high-quality oil," said Alex Blyumkin, executive chairman of Petroteq. "We have also been conducting engineering and process testing that is critical in moving us toward our target expansion of 4,000 barrels per day in capacity. The work carried out this last month has been extremely beneficial in terms of increasing productivity."

Arbiter buys FamilyID

Arbiter Sports, a sports and activities management software company based in Sandy, has acquired Boston-based FamilyID, a developer of programs for online registration for school and community programs. "The FamilyID acquisition extends Arbiter's offerings and its reach, creating a best-in-class solution for state associations, schools, athletic departments, youth sports and community programs, simplifying program registration, scheduling and payments," Arbiter said in announcing the acquisition.

"FamilyID is an industry icon that sets the standard for online activity registration, ease-of-use and customer service," said Kyle Ford, president and CEO of

Arbiter. "As we evaluated a partnership with FamilyID, we were impressed with how the company's culture, mission and values mesh with ours. The addition of an established online student registration platform, and the world-class FamilyID team, will help us deliver outstanding all-in-one solutions for the school, athletics and community markets."

"This is an incredible opportunity for FamilyID to join a company that shares our values, vision and priorities," said Rochelle Nemrow, founder and CEO of FamilyID. "We're accelerating our ability to deliver more for our customers. FamilyID will now be part of a more comprehensive solution with an even brighter future."

Founded in 2014, Arbiter products help athletic departments and sports leagues simplify the process of scheduling games and assigning and paying officials. The company employs about 100 people in its Utah operation.

Cramer named new president of Lodging Dynamics

Lodging Dynamics Hospitality Group (LDHG), a Provo-based hotel management company, has announced that its board



Victoria Cramer

of directors appointed Victoria Cramer as president. The outgoing president, Joel Sybrowsky, while stepping down from day-to-day responsibilities, will continue in his role as vice-chairman of the board and a significant owner in the company. These leadership changes are ef-

fective immediately, the company said.

Cramer has been the company's chief operating officer and previously served as vice president of sales and revenue management.

"Since her initial hiring, Victoria has brought leadership, enthusiasm and a wonderful sense of mission to the company," said Sybrowsky on hiring his replacement. "As I looked to reduce my day-to-day responsibilities to focus on DCC, our sister development company, I needed a leader to continue building our culture of improving dignity in our employees, custom-

ers and guests while enhancing the relevant bottom line for each."

"I'm excited to continue my career with LDHG, my relationship with Joel and the rest of the team," said Cramer regarding her appointment. "LDHG has made significant progress in the past two years, and I could not be more pleased to continue playing a role with the first-class team we have put together. We have been doing epic stuff. We have made significant improvements; this is an exciting time because the best is still to come!"

A hotel industry veteran, Cramer has spent a significant portion

of her career in executive roles at Marriott International and Choice Hotels International. Other experience includes founder and CEO of VPStrategies, a consulting firm, where she developed vital strategies for The Summit Group, Cisco Systems, Abbott Labs and Microsoft.

Cramer is a wife, mother of twins, two-time breast cancer survivor, competitive cyclist and author of *Living Life Loudly: How Will You Face your Speed Bump*.

Lodging Dynamics is an operator of premium-brand hotels, including Marriott International and Hilton, Hyatt and IHG.

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FORECAST

from page 1

economic forces, he said.

"I don't agree with that. We are actually much more dependent on national economic forces than we think. ... There's a higher correlation than we might think between the state and national economies.

"Utah's economy is far more dependent on the U.S. economy than we think. As the U.S. economy has marched forward, so have we. When the crisis hit the nation in 2009 and '10, it hit us."

But Utah has been riding high during the longest economic expansion in U.S. history, which in turn is part of an overall global expansion. Since the depths of the last crisis in 2009-10, U.S. real GDP is up 27 percent, household consumption spending is up nearly 30 percent, and the national unemployment rate is at the lowest point in more than 50 years. Also, hourly pay is up nearly 35 percent and corporate profits have risen over 150 percent. The S&P 500 is up 270 percent since 2010.

Meanwhile, inflation is only 2.3 percent. "We've definitely slain the beast of inflation," said Bodvarsson, who made similar presentations for Bank of Utah in Logan, Ogden and Provo.

But it is all winding down? Bodvarsson said that to keep things in perspective, consider that the U.S. economic growth rate, while decelerating, nonetheless is stronger than it was five years ago.

As for Utah, "we're actual-

ly in pretty darn good shape," he said, predicting real GDP growth of 3 percent in the state and an unemployment rate of 2.5 percent or so for 2020.

Utah has benefited economically by having a tax- and regulation-friendly environment; a group of industries geared more toward high-growth/leading-edge industries compared with the nation; population growth; a stable, business-friendly political environment; and a perception of being a "destination of choice," he said.

Still, Utah has economic issues. One is a disparity in economic success. "Not all parts of the state are sharing in the gains," he said. "In fact, that's something I'm very concerned about."

Describing it as "a tale of two Utahs," Bodvarsson noted that several rural counties have had little job growth and four have actually lost jobs during the state and national expansion.

"That's very concerning for a state that overall has very high growth rate in employment. Why are the gains not being spread across the counties? What is wrong?"

He acknowledged he had no answer.

"When we have so much county-by-county variation in growth rates, that has the capability of holding us back in our overall growth for the future," he said.

Another trouble spot is housing prices, but, again, he urged people to keep things in perspective. While Utah's median housing price is \$361,000 and rising — compared with the U.S. median of \$280,000 — other Western mar-

kets have higher median prices. Portland, for example, comes in at \$416,000 and San Jose's is \$1.24 million.

"So we can't claim that we're up to California levels. Compared to California, we are still pretty reasonable," he said. "Really, compared to most of these other cities, really we're in not bad shape. ... So while housing prices are going up in Salt Lake City, let's put things in perspective. Nationally, we're still relatively reasonable.

"The test is whether housing prices are creating outmigration. That's the case in California. My observation is that hasn't quite happened yet in Utah, but it could, particularly if we get up to sort of Portland levels."

Bodvarsson's talk came after a few days of the U.S. stock markets starting taking huge hits because of concerns over the coronavirus.

"Now, some of you may be wondering, just given the last few days, might that expansion be starting to wind down, might it even possibly be over abruptly? ... It's very easy to become a little myopic when you have a run on the stock market and [when] there's feelings of panic in the global financial markets, it's easy to get myopic," he said.

"But we need to think long term and we need to think about the fact that, indeed, we have had a very, very long run and the events of the last few days haven't changed the long-term trend. You'd have to have many more days of disruptions before [having] a long-term trend."

Coronavirus postpones Qualtrics meet, others make adjustments

An abundance of caution over the global outbreak of COVID-19 (Coronavirus) has caused Utah tech giant Qualtrics to postpone its annual user conference originally scheduled this week in Salt Lake City.

"The health and safety of our customers, employees and partners is our highest priority. Given the state of coronavirus (COVID-19) globally, we are rescheduling X4 to early fall," the company said on its website last week. The company said it would announce new dates for the conference, which was expected to draw more than 10,000 attendees, in coming weeks. Qualtrics is targeting early fall for the rescheduled meetings.

In other local coronavirus-related moves, American Fork-based tech company Domo has

moved its in-person conference scheduled for this month to an online event and The Church of Jesus Christ of Latter-day Saints has postponed leadership meetings that would normally be held in connection with the faith's general conference in early April.

Brigham Young University has placed a travel ban on China and South Korea for all students and employees until further notice and has recalled some study-abroad students. The University of Utah announced that it will halt university travel to China, Iran, Italy, Japan and South Korea for students, faculty and staff until the end of the spring semester. The school will also suspend all university-affiliated student programs and travel in all international locations for the spring 2020 semester.

HOUSING

from page 1

Housing Connect to reinvest the proceeds of the purchase to further stabilize their public housing portfolio and generate more than 100 additional units serving households earning 30 percent of the area median income or below.

"We're thrilled to have the support and partnership of key community partners to help make housing more attainable for those in need," said Marion Willey, executive director of Utah Nonprofit Housing Corp. "A preservation fund has been a missing link in our state's affordable housing efforts, and it's tremendous to see the private sector lead out on this critical initiative."

The unique model of the Utah Housing Preservation Fund also brings a greater focus on serving the residents that call these units home, the partnership said. Targeted home renovations will be completed on properties purchased by the fund to ensure that residents have a healthy and safe living situation. Additionally, residents will have the opportunity to participate in a voluntary survey designed to identify healthcare needs and encourage healthy behaviors.

"Intermountain Healthcare is committed to addressing the social determinants of health in our community," said Dr. Marc Harrison, Intermountain Healthcare president and CEO. "Stable, healthy housing is a foundational part of wellness. The Housing Preservation Fund provides Intermountain Healthcare with a unique opportunity to address

this critical social determinant of health and to help Utahns live their healthiest lives possible.

According to fund organizers, Utah is facing a severe housing shortage and affordability challenge that requires new and innovative approaches and partnerships to keep housing in reach for many Utah families. Rising housing prices affect every household in Utah and the overall housing shortage is causing instability for Utah families in communities statewide, the group said. This is at crisis levels for many low- and moderate-income families.

"Many factors contribute to Utah's housing crisis, including population growth and our strong economy," said Scott Anderson, president and chief executive officer of Zions Bank. "Investing in Utah's future requires an investment in housing, which is the key to preserving our enviable quality of life. The private sector must be involved and work with the public sector in a coordinated response. Zions Bank is actively engaged in ensuring the success of the Utah Housing Preservation Fund and we are committed to bringing people together to find innovative, sensible and cost-effective solutions."

EMPLOYMENT

from page 1

in leisure and hospitality services (11,100 jobs), education and health services (7,900 jobs) and construction (7,400 jobs). The fastest employment growth occurred in leisure and hospitality services (7.5 percent), construction (7.3 percent) and information (7.1 percent).



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Here are ways to crack the prospect code and win more sales

Why do so many meetings with prospects fizzle out and go nowhere? Is it just the way it is, so we should just accept it? Or, is it possible that our “this is what went wrong” explanations are merely excuses for failing to turn prospects into customers?



JOHN GRAHAM

As sure as Friday is pizza night, salespeople are drawn to prospects like kids to puddles of water. No argument. But what about the other way around? How much thought do salespeople give as to whether or not prospects are drawn to them? Is it possible that the drive to make the sale blinds them to the possibility that prospects may reject them?

The key to getting prospects to buy what you're selling starts with getting them to buy you. It requires cracking the “prospect code” and here's how to go about it:

Abandon the urge to impress. Sure, you want prospects to like you, but efforts to impress them can make the wrong impression. It sends the message you are *overly* impressed with yourself. In other words, you come across as being less interested in understanding their situation and more interested in selling yourself.

All this occurs when salespeople use confusing terminology, dominate the conversation, speak too fast and make prospects feel inadequate. It's the perfect prescription for rejection.

Set the stage for success. Productive sales calls don't just happen. They are carefully choreographed to give the salesperson an edge in getting the order. The first step is disarming the customer, neutralizing a prospect's natural reaction to become defensive, to clam up or even to get away.

The task is to figure out and focus on what customers want, what they are looking for and what satisfies them. Why is this important? They are trying to decide if the salesperson cares or just wants to make a sale.

Issue a challenge. It may sound odd or strange, but this is what it takes for prospects to clarify their thinking and commitment to making a prudent purchasing decision — and avoid experiencing buyer's regret.

It's time to ask what some may consider a risky question. “Are you sure this is what you want to do?” is a necessary question, one that helps prospects

clarify their thinking. If the answer is “no” or “I'm not sure,” then it's time to stop and probe until the concerns and doubts are explored and resolved to the prospect's satisfaction. This is how trust develops and what it means to be a sales consultant.

Stay with them. No one wants to feel ignored, abandoned or rejected. Yet, this happens when a salesperson makes

an “exit” after deciding a prospect isn't going to buy. When this occurs, prospects react negatively and get even by badmouthing the salesperson and the company.

Even so, it's easy to avoid. Let them know you appreciate the opportunity to help them, but you also recognize it doesn't always work out. Do it correctly and there's a good chance should they leave they will be back or re-

fer others.

Second-guess yourself. It's tough to recover when you're put on the defensive while making a sales presentation. Even if you're fast on your feet, it's difficult to think clearly, let alone to organize an effective response.

The way to avoid getting caught with the unexpected is to second-guess yourself. Lay out possible objections and anticipate

possible responses and disagreements that could undermine your proposal. Show their deficiencies and why your position is the best solution.

Focus on why, not what. Salespeople like to talk about *what* customers get when making a purchase — long-lasting,

see GRAHAM page 22



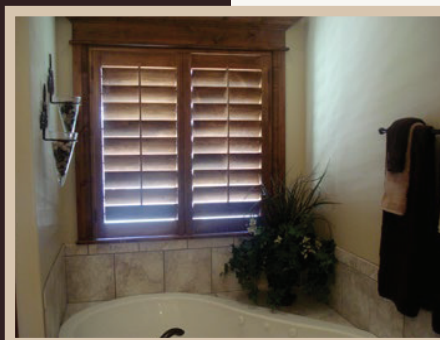
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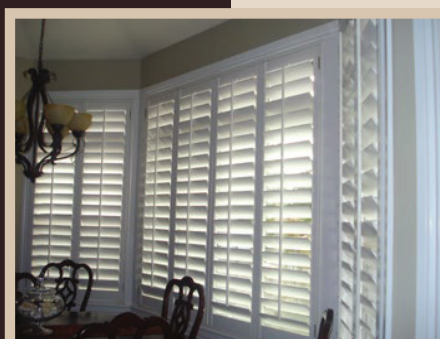
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BANKING

• **Goldenwest Credit Union**, Ogden, has promoted **Tonya Froerer** to senior vice president of mortgage services. She is responsible for leading the 40-person mortgage services team. Froerer has spent 20 years at Goldenwest in various roles. In 2006, she took the leadership role at the Roy office when she was named branch manager. Other positions include assistant vice president starting in 2012 and vice president in 2015. In 2018, she was named vice president of mortgages services across the organization.



Tonya Froerer

CONTESTS

• The top 20 teams have been announced in the **2020 Utah Entrepreneur Challenge**, a college business model competition. The student startup teams advance to the final round of the statewide competition. Teams are competing for \$100,000 in cash and prizes, including a \$40,000 grand prize. The next step will be online video voting, which is open to the public March 16-27. The winners will be determined at the final awards event on March 28. The competition is managed by the **Lassonde Entrepreneur Institute**, a division of the David Eccles School of Business at the University

of Utah. The top teams are (alphabetically) **Auxilium Automation**, Brigham Young University; **BidMyCrib**, Utah Valley University; **Concord Research Group**, Westminster College; **ControlAlt**, BYU; **Decheque**, University of Utah; **Denali Drone Services**, Weber State University; **Disani Global Health**, UofU; **Gaia Technologies**, UofU; **Harmony**, Salt Lake Community College; **Hops and Hounds**, Westminster; **My School Dance**, UofU; **PaddedSoul**, Dixie State University; **Parq**, UofU; **Piing Watch**, BYU; **Pyramid Security**, Utah State University; **Reese & Co.**, Southern Utah University; **Sawtooth**, UofU; **The Girls Co.**, BYU; and **The Guitar Hacks**, Snow College; and **Vitapul**, UofU.

• The application deadline is May 1 for a **business model competition** with \$25,000 in prizes. A partnership between the **Governor's Office of Economic Development** and the **Lassonde Entrepreneur Institute**, the speed pitch competition is open to all Utah-based startups that meet certain criteria. After a qualification round at the institute, finalists will pitch to a panel of experts and summit audience members June 18 at the Utah Economic Summit in Salt Lake City. Participating startup companies must be headquartered with the state of Utah. The company's cumulative revenue, debt, grant or third-party financing must not have topped \$1 million before May 1. Rules and exceptions are up to the discretion of the event organizing committee. Details are available by contacting lassonde@utah.edu.

• The application deadline is March 6 at 11:59 p.m. for the **RevRoad** annual entrepreneur competition. RevRoad, Provo, will host the competition March 21 at 8:30 a.m., allowing entrepreneurs to pitch in front of some of Utah's top business leaders and investors. Each participant must complete an application process as well as two rounds of live pitches for a panel of 18 judges, gathered from business and university leaders. Three finalists will be selected. The champion will receive \$10,000. Second- and third-place finishers will receive \$2,500 and \$1,000, respectively. The Fan Favorite will receive \$1,000. The event is free and open to the public and will be at 1555 N. Freedom Blvd., Provo.

CORPORATE

• **Lipocine Inc.**, a Salt Lake City-based clinical-stage biopharmaceutical company focused on metabolic and endocrine disorders, has closed on a registered direct offering of more than 10 million Class A units, each consisting of one share of its common stock and one-half of a common warrant to purchase one share of its common stock, at a price of 59.5 cents per Class A unit. Total gross proceeds to the company is about \$6 million, before deducting placement agent fees and other estimated offering expenses. The company intends to use the net proceeds from the offering for working capital and general corporate purposes. **Roth Capital Partners** acted as sole agent for the offering.

DIRECT SALES

• **Kristine F. Hughes**, co-founder and board member of **Nature's Sunshine Products**, Lehi, died Feb. 23 at the age of 81. For nearly 48 years, she helped revolutionize the herbal and natural wellness industry and gave rise to the modern supplement industry. With her husband and family, she began encapsulating herbs and selling them to health food stores, the first step toward a building a company that has spread to more than 40 countries worldwide. She served as an officer in the company since 1980, served as CEO from 1996-97 and served in various capacities as a mem-



Kristine Hughes

ber of the board of directors for 35 years, including chairperson from 1984-2012 and vice chairperson from 2013-19.

INVESTMENTS

• **Lendio**, a Lehi-based marketplace for small-business loans, has announced it has secured \$55 million in capital, including \$31 million in equity led by Mercato Partners' **Traverse Fund** and a \$24 million debt facility from **Signature Bank**. The equity round was oversubscribed by existing investors, including **Napier Park Financial Partners**, **Comcast Ventures**, **Blumberg Capital**, **Stereo Capital** and **Runa Capital**. The company said the funding will enable it to increase the scope and precision of its loan marketplace while expanding new bookkeeping and lender services functions.

• **Homie**, a Salt Lake City-based real estate technology company, has completed its \$23 million Series B equity round of financing. The funds will be used to expand to new markets and continue the build-out of its end-to-end home buying and selling platform. The company currently operates in Utah and Arizona with plans to expand into three new markets in 2020.

NONPROFITS

• The board of trustees of **The Road Home**, a nonprofit provider of emergency shelter, housing and other homeless services in Salt Lake County, has selected **Michelle Flynn** as executive director. Flynn has served as The Road Home's interim executive director. She has 30 years of local, state and national experience in homelessness, human services, affordable housing and community development initiatives. She served as The Road Home's associate executive director for the past 15 years of her 25-year history with the organization.



Michelle Flynn

PHILANTHROPY

• **Mountain America Credit Union** recently donated \$17,000 to the **American Red Cross** through the three-point shot program at **Brigham Young University**. The credit union donated \$50 for every three-point shot made by BYU men's

basketball this season. The credit union also donated \$500 for each field goal made by BYU football during the 2019 season, or \$10,500, for a total donation of \$27,500.

• **Mountain America Credit Union** and the **Utah Jazz** have announced that **The Adoption Exchange** is the season's fourth recipient of "Pass it Along," a program featuring fan-nominated opportunities that rewards five local charitable organizations with \$5,000 each. With the donation, "Pass It Along" has contributed \$175,000 to local nonprofits since its inception in 2013. The Utah office of The Adoption Exchange is dedicated to helping waiting children in Utah find safe, loving and permanent homes. The agency also assists adoptive families by providing resource information and referrals, support, advocacy and education.

REAL ESTATE

• **Urban Utah Homes and Estates**, a hyperlocal boutique real estate brokerage in Salt Lake City, is moving to The Gateway, across the street from the Dakota Building. Babs De Lay, principal broker/owner, has had an office at the Dakota Building since 2001 and moved to a space three times the original size about a decade ago. The office had formerly been a Ruby Tuesday's restaurant during the 2002 Olympics but had sat vacant for years before De Lay purchased the 6,000-square-foot space next door to the former office. De Lay kept the original restaurant bar, which sat 30 people, for clients and nonprofits to use as a meeting and party space offered at no charge.

see BRIEFS next page



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Industry Briefs

from previous page

RECOGNITIONS

• **ChamberWest** recently announced its list of winners at its 2020 Annual Awards Gala. **Small Business of the Year** is **TalentTeam**. The **Best Place to Work** is **Maxtec**. **Business of the Year** is **Concentrix**. **Volunteer of the Year** is **Ben Horsley**.

• **England Logistics**, a Salt Lake City-based freight brokerage firm, has been recognized as a "Training Top 125" recipient for 2020 by **Training** magazine. The annual award identifies organizations that excel in employee training and development. England Logistics is ranked No. 68 and has made the list for the third consecutive year. England Logistics provides training programs ranging from division-specific coaching to overall professional growth.

• **Alpha Wealth Funds**, a Park City-based investment advisory firm, has two of its three hedge funds included in the list of the top 10-performing hedge funds in the world in 2019 by **BarclayHedge**, a leading independent alternative database vendor. The **Insiders Fund** was named the fourth-best-performing hedge fund in the long-short equity category. **Theta Investments** was named the ninth-best-performing fund in the options category.

• **Nav**, a service offering financing to business owners and with offices in Salt Lake City and Silicon Valley, has named **Philip Klayman**, founder of Three Tree Coffee, as the grand prize winner of its quarterly Small Business Grant. The \$10,000 grant will be used to automate the company's packing process and unlock new growth opportunities. Three Tree Coffee opened

in Statesboro, Georgia, in 2015.

RETAIL

• **Overstock.com Inc.**, Salt Lake City, has appointed **Joel Weight** as chief technology officer for its retail shopping site. Weight is a nine-year veteran of Overstock's family of companies, most recently serving as chief operations officer at **Medici Ventures**, Overstock's wholly owned subsidiary and blockchain accelerator.



Joel Weight

He previously was chief technology officer at Medici Ventures. He also worked at Access Development, SunGard Higher Education and eXeSys. He received his bachelor's degree in computer science from the University of Utah.

SERVICES

• **Insperty Inc.**, a Texas-based provider of human resources and business performance solutions, has opened a district office with sales and service capabilities at 6510 S. Millrock Drive, Suite 200, Holladay, and named **Corbitt Mizell** as district manager. Mizell will be responsible for helping to



Corbitt Mizell

oversee area sales efforts. He has more than 20 years of sales and management experience. Prior to joining Insperty, he served as an area sales manager for a telecommunications company. Mizell's education includes a bachelor's degree in management from Brigham Young University.

TECHNOLOGY/LIFE SCIENCES

• **Space Dynamics Laboratory**, North Logan, has appointed **Liz Young** to its board of directors. Young has served as a member of SDL's guidance council since 2014 and will continue to serve in that capacity. Young is a consultant within the space and intelligence industry and



Liz Young

advises a variety of organizations on system engineering and program management, including NASA's Artemis program. In 2011, Young retired at the rank of rear admiral from the U.S. Navy, where she served for 20 years at the National Reconnaissance Office. She led the NRO's Systems Engineering Directorate and was credited with helping the NRO through a historic six satellite launches in less than a year. Young also served as the program executive officer for Navy Space Systems.

• **Workfront**, a Lehi-based work management application platform company, has appointed **David Burggraaf** as chief technology officer. He will oversee product engineering, operations, security and IT, and serve on the company's executive leadership team. Burggraaf has



David Burggraaf

FamilySearch and Microsoft. Before joining Workfront, Burggraaf was senior vice president of engineering at Instructure, served as senior vice president of product engineering at FamilySearch, and spent 12 years at Microsoft as an engineer and engineering leader on the Windows, BackOffice, Exchange and Enterprise Tools product teams.

TRAVEL & TOURISM

• **Visit Salt Lake** has appoint-

ed **Devan Hamilton** as national sales manager for its eastern region, responsible for booking meetings of 200-1,500 attendees originating from the East Coast. Hamilton most recently was a senior sales manager at the Hilton Salt Lake City Center,



Devan Hamilton

holding that position since 2015. He also worked as a sales manager and a convention services manager at the Radisson Hotel Salt Lake City Downtown. He received his bachelor's degree in hospitality management from the University of Utah. Also, VSL and members of Salt Lake's hospitality community recently opened a remodeled visitor center at 90 S. West Temple, Salt Lake City. The center has been re-engineered to serve visitors with information about where to go and what to do in town. The center is now paperless and uses new information kiosks. Visitors build a daily itinerary of complete descriptive information for each stop with websites and contacts, and then email their itinerary to follow along and explore. Video montages play drone footage, events, cityscapes and live social feeds. The center also has some of its original, iconic items.

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Succeeding in Your Business

Fool me once, shame on you; fool me twice ...

"A couple of years ago, I was employed as the marketing director for a small, family-owned business. For several years in a row, this company saw huge increases in annual sales as a result of my efforts. Unfortunately, the owner died and the owner's son who took over the business fired me for no reason and put his girlfriend in my position. I got another job and am doing very well, but I just got a phone call from my old company making me an offer I 'can't refuse' if I return to my old job. The girlfriend is no longer with the company, although the son is still CEO and they've hired a new manager so I don't have to report directly to the guy who fired me. The salary



CLIFF
ENNICO

and benefits they're offering are very attractive, and I like the new manager a lot — he seems to be a real straight shooter. I'm tempted to accept their offer, but I'm worried that history will repeat itself. Is there any way I can protect myself against that happening again?"

Years ago, when I worked on Wall Street, we had a saying: "Fool me once, shame on you; fool me twice, shame on me." You are an extremely brave soul to even consider returning to a company that treated you like dirt.

Having said that, small companies are extremely volatile, and things can change overnight. The fact that the company has reached out to you means it does respect your earlier perfor-

mance and has high hopes that you will repeat that performance. But it needs to know you ain't gonna come cheap.

First, you should insist on a written employment agreement — no handshake deals. In most states, you are an "at-will" employee if you don't have a written agreement. This means the company can fire you at any time for any reason — or no reason. In light of your prior experience, that kind of agreement won't be acceptable.

Second, insist on receiving an extremely generous severance package if you are ever terminated for any reason other than so-called good cause. You can't bar an employer from firing you if the economy turns sour, the business changes or the employer just can't afford to keep you onboard. But you CAN make it

hurt. Don't be afraid to ask for a full year's salary with full benefits. If there's a bonus or commission involved (which there probably will be, since you're a sales guy), ask to receive your full bonus for two years following your termination "without cause" for all business the company generates from customers you brought onboard before you were terminated.

Third, have your lawyer look very carefully at the definition of "good cause." You can't prevent an employer from firing you if you are stealing from the company or convicted of a felony. But the definition should be as narrow as possible. Watch out for language allowing you to be terminated for good cause if you are insubordinate, since an employer can easily invoke this clause by making unreason-

able and outrageous demands upon you. "Insubordination" should be defined as "employee's refusal on at least two (2) occasions to follow reasonable directives of his immediate supervisor after written notice specifying in reasonable detail the conduct expected of employee." That way, if you are fired for insubordination, there will be a written record on which you can base a legal action for wrongful termination.

Finally, consider a "no-jerk-around" clause in your employment agreement. This is a provision (common in large-company CEO and senior executive employment agreements) that allows YOU to pull the trigger and terminate the agreement if there's a change in the company's management and your position is downgraded within one year thereafter. So, let's say the CEO gets a new girlfriend, fires the straight-shooter manager who brought you onboard, demotes you to assistant janitor and reassigns you to an office with a seat that flushes. A no-jerk-around clause would enable you to quit and collect a huge severance while you look for other work.

It's an aggressive tactic, yes, and the company probably won't like your asking for it, but I think it's reasonable in light of your history with this company. You can soften its impact by including very specific language to describe the situations that would lead you to invoke the no-jerk-around clause, so the company has clear guidance on what NOT to do to you.

It may be true that the devil you know is always better than the devil you don't know, but you are being asked to leave a nice, comfortable position and return to a company that treated you like garbage. You have every right to play hardball in your negotiations, so don't sell yourself short.

If the company wants you back badly enough, it will pay your price.

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

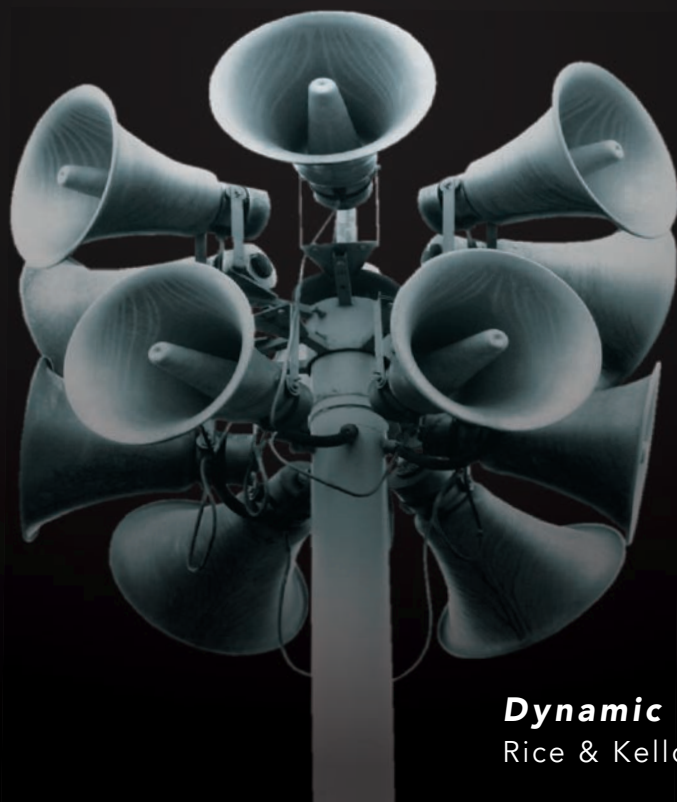
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Calendar

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

March 9, noon-1:30 p.m.

Luncheon with Princess Reema bint Bandar bin Sultan bin Abdulaziz Al Saud, ambassador of Saudi Arabia to the United States, a World Trade Center Utah event, in partnership with the Governor's Office of Economic Development and the Salt Lake Chamber. Location is World Trade Center Utah, 60 E. South Temple, Suite 300, Salt Lake City.

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: Making Sense of Modern Marketing," 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.

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.

March 10, 11:30 a.m.-1:30 p.m.

"The Alliance Working in Utah: The Impact and Importance of U.S.-Japan Relations," a World Trade Center Utah event, in partnership with the Utah Council for Citizen Diplomacy, Sasakawa Peace Foundation USA and World Affairs Councils of America. Location is World Trade Center Utah, 60 E. South Temple, Suite 300, Salt Lake City. Free. Registration can be completed at Eventbrite.com.

March 10, 11:30 a.m.

"When Bad Things Hap-

pen (And You Still Need to Pay the Bills)," a ChamberWest Professional Growth Series event. Speaker is Julie Cluff, founder of Build a Life After Loss. Location is Summit Vista, 3390 W. Signal Peak Drive, Taylorsville. Cost is \$30. Details are at chamberwest.com.

March 10, 1:30-3 p.m.

"Using Digital Media to Invite Your Customers Back More Often," a BP Media event. Presenter Boyd Petersen will discuss getting your current customers to come back more often, getting them to refer you more often and how getting prospects to sign up for newsletters or text messages can cut your costs and get you more business. Location is Club 90, 9065 S. Monroe St., Sandy. Free. Details are at bpmedia.com/seminars.

March 11, 11:30 a.m.-1:30 p.m.

Wasatch Business Series March Lunch. WBS is a collaboration of the Holladay, LGBTQ+, Murray, Sugarhouse and South Salt Lake chambers of commerce; the Millcreek Business Council; and the Utah Independent Business Coalition. Speaker is Peter M. Ferriello, senior wealth advisor with Molloy & Hardy Inc. Wealth Advisors. Location is Kimi's Oyster & Chop House, 2155 Highland Drive, Salt Lake City. Cost is \$22. Registration can be completed at Eventbrite.com.

March 11, 11:30 a.m.-1 p.m.

"Let's Do Lunch," a South Valley Chamber event. Location is Thai Basil Restaurant, 2778 W. 12600 S., Suite 105, Riverton. Cost is \$15 for members, \$25 for nonmembers. Details are at southvalleychamber.com.

March 11, noon-1 p.m.

"Startup Stories," a Kiln event featuring Dennis Steele and Eric Rea, co-founders of Podium. Location is 2701 N. Thanksgiving Way, Suite 100, Lehi. Details are at kiln.co/events.

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.

March 11, 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>.

March 12, 11:30 a.m.

"What's Up, Up North?" a ULI (Urban Land Institute) Utah event focusing on the state of development in Davis and Weber counties. Speakers are Chris Roybal, economic development director, Northern Utah; Ogden Mayor Mike Caldwell; Brigham Mellor, Farmington economic development director; and Thaine Fischer, owner of Fischer Regan Enterprises. Location is The Monarch, 425 25th St., Ogden. Cost is \$35 for ULI members, \$50 for nonmembers (\$15 extra day of the event). Details are at utah.uli.org/events/.

March 12 and 19, 11:30 a.m.-1 p.m.

Sales Academy, a South Valley Chamber event. Presenter is Cameron Baird, COO at Griffin Hill, and the academy uses the Griffin Hill curriculum. March 12 is "What Are the First 60 Words & Understanding the Needs of the Prospect." March 19 is "Presenting Good Solutions, Getting the Close & Following Up." Location is Hale Centre Theatre, 9900 S. Monroe St., Sandy. Cost is \$50 for members, \$100 for nonmembers. Registration can be completed at Eventbrite.com.

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

Women in Business Luncheon, a Davis Chamber of Commerce event. Speaker Terra Cooper, director of marketing and events at the Davis Chamber, will discuss "Build a Memorable Bio." Free professional photos will be taken for use in online profiles and more. Location is Davis Tech Business Resource Center, 450 S. Simmons Way, Kaysville. Cost is \$20 for members, \$30 for guests. Details are at davischamberofcommerce.com.

March 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>.

March 13, 7:30-8:30 a.m.

"Eggs & Issues," a Murray Chamber of Commerce event. Speaker is Randy Pond of Murray City code enforcement. Location is Mimi's Café, 5223 S. State St., Murray. Free (pay if ordering breakfast). Meeting open to everyone. Details are at murraychamber.org.

March 13, 7:30 a.m.-12:30 p.m.

"2020 Beware The Ides of March," in which eight presenters will discuss using proven tactics to build a stronger business, pre-

vent tax overpayment and protect your business and personal assets. Location is Megaplex Theatres at The District 3761 W. Parkway Plaza Drive, South Jordan. Cost is \$50 (group discounts are available). Details are at bit.ly/2020Ides.

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.

March 13, 9 a.m.-5 p.m.

Women in Data Science — Salt Lake City, a Global Women in Data Science (WiDS) conference regional event featuring talks from prominent local women in data science and machine learning, as well as a career panel, "lightning" talks and networking opportunities. Location is 26 S. Rio Grande St., Suite 2072, Salt Lake City. Details are at kiln.co/events.

March 13, 11:30 a.m.-1 p.m.

Second Friday Casual Lunch, a ChamberWest event. Location is Wasatch Pizza, 2250 W. 5400 S., Taylorsville. Cost is the purchase of lunch. Details are at chamberwest.com.

March 13, noon-1 p.m.

Silicon Slopes Town Hall, featuring DJ Dorff, ECO of Executech. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at siliconslopes.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, 8-9:30 a.m.

"Better Your Business" Breakfast Seminar, a Utah Department of Workforce Services event. Speaker Brenda Yamagata of Yamagata & Associates will discuss "Forecasting the Future: Affirmative Action and the Year Ahead." Location is the Department of Workforce Services, 5735 S. Redwood Road,

Taylorsville. Free. RSVPs can be completed at jenjones@utah.gov.

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, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

March 17, 11 a.m.-1 p.m.

"Business Women's Forum: Cultivating Strength, Bravery and Confidence." Speaker Robyn Reynolds, chief marketing communications officer at University of Utah Health, will discuss her atypical journey to professional growth and engage attendees in exercises to identify their own strengths and core beliefs. Location is Hilton Garden Inn Salt Lake City Downtown, 250 W. 600 S., Salt Lake City. Cost is \$30 for members, \$40 for nonmembers. Details are at slchamber.com.

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.

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.

March 18 and 25, 8:30-10:30 a.m.

"Basics of IT" Academy, a South Valley Chamber event. Speaker is Ben Rees, employee development manager at Executech. March 18 is "The Basics of IT." March 25 is "What Cybersecurity Means for Your Organization." Location is Salt Lake Community College's Miller Campus, MFEC 223, 9750 S. 300 W., Sandy. Cost is \$50 for members, \$100 for nonmembers. Registration can be completed at Eventbrite.com.

March 18, 8:30 a.m.-4 p.m.

Administrative Professionals Conference, a Utah Valley University event designed to empower admins, enabling them to further excel within their frequently chaotic work. Theme is "Finding Beauty in the Chaos." Location is UVU's Sorensen Student Center. Details are at thechamber.org.

CALENDAR

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March 18, 10-11 a.m.

Brunch Event, a Holladay Chamber of Commerce event. Location is Caputo's Deli & Market, 4673 S. 2300 E., Holladay. Details are at holladaychamber.com.

March 18, noon-1 p.m.

"Lunch & Learn: Instagram for Business," a Park City Chamber/Bureau event for members only. 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/>.

March 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. Free. Details are at <https://clients.utahsbdc.org/events.aspx>.

March 18, 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>.

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 19-21

Annual Conference of the Utah Plumbing & Heating Contractors Association (UPHCA), featuring speakers, continuing education classes, exhibitors and networking opportunities. Location is Dixie Event Center, 1835 Convention Center Drive, and Hilton Garden Inn, 1731 S. Convention Center Drive, St. George. Details are at www.uphca.org.

March 19, 8:30-10:30 a.m.

Sandy/Draper Industry Breakfast, a Silicon Slopes event. Speaker is Lt. Gov. Spencer Cox. Location is Salt Mine Productive Workspace, 7984 S. 1300 E., Sandy. Details are at siliconslopes.com.

March 19, 9 a.m.-noon

Presenter Evolution Ser-

ies, featuring three half-day training sessions on consecutive Thursdays. Speaker Mike Brian, author of *Presenter Evolution* and CEO of Penna Powers, will lead students and professionals through his approach to presenting and public speaking. Sessions are "Presenter Skills Development" on March 19, "Cadence Planning" on March 26, and "Connect with Storytelling" on April 2. Location is Salt Lake Community College's Miller Free Enterprise Center, 9750 S. 300 W., Sandy. Details are at <https://pennapowers.com/workshops/>.

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

Chamber Luncheon, a Davis Chamber of Commerce event featuring a legislative debrief with Sen. Todd Weiler. Location is Canterbury Place, 197 E. 500 S., Bountiful. Cost is \$20 for members, \$30 for guests. Details are at davischamberofcommerce.com.

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

Networking Lunch, a Murray Area Chamber of Commerce event. Speaker Donna Wysinger of Abundance Realty will discuss "Leveraging the Chamber." Location is Twigs Bistro & Martini Bar, 6223 S. State St., Fashion Place Mall, Murray. Cost is \$20 for members, \$25 for guests. Details are at murraychamber.org.

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 westjordan-chamber.com.

March 19, 1-5 p.m.

"From Leads 2 Sales 4 Gr8r Profits," in which speakers Clay Neves, Jim Carroll and Boyd Petersen discuss taking you from attracting customers to your sales funnel, using a website to move your prospects along and then how to set more appointments and close more sales by the prospects wanting to do business with you. Location is Stevens-Henager College, 383 W. Vine St., Salt Lake City. Free. Details are at bpmmedia.com/seminars.

March 19, 5-7 p.m.

Business After Hours, a Salt Lake Chamber event. Location is Utah Museum of Contemporary Art, 20 S. West Temple, Salt Lake City. Cost is \$7 for members until March 12, \$10 for members the week of the event, \$15 for nonmembers. Details are at slchamber.com.

March 20, 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.

March 20

Seventh Annual Spring Grants Conference, a Utah Area Chapter of the Grant Professionals Association event featuring information and networking opportunities for people with an interest in grants development or the grants profession. Activities include breakouts about the U.S. Census Bureau and a keynote address by Lisa Arnette, a veteran fundraising professional, on "Persuasive Writing for Grant Professionals." Location is Southern Utah University, Cedar City. Cost is \$75 (\$50 for GPA members). Registration deadline is March 12. Details are at <https://tinyurl.com/grantconf20>.

March 20, noon-1 p.m.

"Silicon Slopes Live," a live recording of the Silicon Slopes podcast and featuring Brad Bonham, CEO of Walker Edison. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at siliconslopes.com.

March 20, 1-8 p.m.

"We Are Utah" Manufacturers Expo, a Utah Manufacturers Association event. Location is Mountain America Expo Center, 9575 S. State St., Sandy. Free. Details are at <https://www.umaweb.org/event/we-are-utah-manufacturers-expo/>.

March 24, 11:30 a.m.-1 p.m.

Women in Business Luncheon, an Ogden-Weber Chamber of Commerce event. Location is The Monarch, 4455 25th St., Ogden. Cost is \$20 for members and first-time guests, \$30 for nonmembers. Details are at ogdenweberchamber.com.

March 24, 11:30 a.m.-1 p.m.

Women in Business, a South Valley Chamber event. Speaker is Col. Angela Michael, senior leader for the Mature and Proven Aircraft Division at Hill Air Force Base. Location is Make-A-Wish Utah, 771 E. Winchester St., Murray. Cost is \$20 for members, \$30 for nonmembers. Registration can be completed at Eventbrite.com.

March 24, 11:30 a.m.-1 p.m.

Lunch Event, a Holladay Chamber of Commerce event. Topic is the health benefits of therapy animals. Location is Tandoor, 4828 S. Highland Drive, Holladay. Details are at holladaychamber.com.

March 24, 5-7 p.m.

Business After Hours Mixer, a Park City Chamber/Bureau event. Location is DeJoria Center, 970 N. State Road 32, Kamas. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

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.

March 25, 7:30-8:30 a.m.

Coffee Connection, a Holladay Chamber of Commerce event. Location is Kokopellis Koffee House, 3955 S. Highland Drive, Millcreek. Details are at holladaychamber.com.

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

"Pay Equity: This Train 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, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$99. Details are at 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, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$145. Details are at 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.

March 26, 6-9 p.m.

"Giant in our City 2020," a Salt Lake Chamber black-tie, invited event. Award recipient is Gov. Gary Herbert. Location is the Grand America Hotel, 555 S. Main St. Salt Lake City. Cost is \$250. Details are at slchamber.com.

March 26, 6-7 p.m.

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

March 27, 8 a.m.-5 p.m.

Lean Manufacturing 101

with Simulation, a Salt Lake Community College event featuring presentations and hands-on activities focused on lean manufacturing principles to reduce waste and improve an organization's bottom line. Location is Salt Lake Community College's Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$300. Registration deadline is March 13. Details are available at mireya.castillo@slcc.edu.

March 27, 11:30 a.m.-1 p.m.

Startup Conversation, a Silicon Slopes event featuring Ryan Westwood, founder and CEO of Simplus. Location is Kiln, 26 S. Rio Grande St., Suite 2072, Salt Lake City. Details are at siliconslopes.com.

March 27, 4-9 p.m.

Silicon Slopes Classic, a free ski and ski race featuring Utah-based companies in support of the Sundance Mountain Sports Education Foundation, a non-profit focused on building character and leadership in student-athletes through mountain sports. Location is Sundance Mountain Resort. Details are available by contacting John Bowers at john@siliconslopes.com or Renea Dietrich at renea@smsef.org.

March 31, 8:30-11 a.m.

"Selling Without Guilt and Stigma," a Small Business Development Center (SBDC) event. Location is Salt Lake Community College, Building 5, 9750 S. 300 W., Sandy. Cost is \$10. Details are at <https://clients.utahsbdc.org/events.aspx>.

March 31, 6-7 p.m.

After Hours Social, a Holladay Chamber of Commerce event. Speaker Jim Santangelo of the Wine Academy of Utah will discuss the terminology and tasting techniques used by the pros. Location is 3 Cups, 4670 S. 2300 E., Holladay. Cost is \$42. Details are at holladaychamber.com.

April 2, 8:30-10:30 a.m.

"I-9: Self-Audit Workshop," an Employers Council event featuring hands-on instruction and examples of how to audit Form I-9s to ensure compliance with USCIS regulations, as well as make corrections the right way. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$99. Details are at employerscouncil.org.

April 3, 8-10 a.m.

First Friday Face to Face, a West Jordan Chamber of Commerce event. Location is Megaplex Theatres, second floor,

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CALENDAR

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The District, 3761 W. Parkway Plaza Drive, South Jordan. Details are at westjordanchamber.com.

April 3, 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.

April 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.

April 8, 5-7 p.m.

"Business After Hours," an Ogden-Weber Chamber of Commerce event. Location is Capstone Classical Academy, 3885 U.S. 89, Pleasant View. Free for chamber members and first-time guests, \$10 for nonmembers. Details are at ogdenweberchamber.com.

April 9, 8:30 a.m.-4 p.m.

"Supervisory Skills Program," an Employers Council event over four consecutive

Thursdays. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$740. Details are at employerscouncil.org.

April 9, 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 La Barba Draper, 13811 Sprague Lane, Draper. Free. Details are at www.wbcutah.org.

April 9, 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.

April 10, 7:45-9 a.m.

Women in Business Networking, an Ogden-Weber Chamber of Commerce event. Location is The Argo House, 529 25th St., Ogden. Free for WIB members. Details are at ogdenweberchamber.com.

April 14, 7:30 a.m.-3 p.m.

Women in Business Spring Conference, a ChamberWest event. Location is Utah Cultural Celebration Center, 1355 W. 3100 S., West Valley City. Sponsorship

opportunities available. Details are available at (801) 977-8755 or chamber@chamberwest.com.

April 14, 8 a.m.-noon

"HR Management Program: Advanced HR Competencies," an Employers Council event over Tuesdays through May 12. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$740. Details are at employerscouncil.org.

April 14, 8 a.m.-4 p.m.

"The Effective and Legal Manager," part of the Salt Lake Community College Frontline Leader Workshop Series and designed to maximize the performance of your team, legally, from the interview and selection process through coaching, developing talent, and disciplining when needed. Location is SLCC's Miller Campus, 9750 S. 300 W., Sandy. Cost is \$250. Details at <https://www.slcc.edu/workforce/courses/frontlineleader.aspx>.

April 14, 9:30-10:30 a.m.

Member Showcase, a Park City Chamber/Bureau event. Location is Park City Chamber/Bureau, 1850 Sidewinder Drive, Suite 320, Park City. RSVP required. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

April 15, 8 a.m.-noon

Cybersecurity Conference 2020, a Salt Lake Chamber event. Location is Jordan Commons Megaplex, Conference Center, 9335 S. State St., Sandy. Cost is \$70 for members, \$80 for nonmembers. Details are at slchamber.com.

April 15, 9 a.m.-3 p.m.

Second Annual Valley Visioning Summit, an Association of Utah County Chambers event. Location is Utah Valley Convention Center, 220 W. Center St., Provo. Cost is \$50. Details are at thechamber.org.

April 15, 1-5 p.m.

2020 B2B Expo, a Davis Chamber of Commerce event. Location is Davis Conference Center, 1651 N. 700 W., Layton. Details are at davischamberofcommerce.com.

April 16, 23, 30

Digital Marketing Academy 2.0, a South Valley Chamber event. Presenters are representatives of Firetoss, who will discuss attribution modeling, SEO, advanced paid media strategies and programmatic advertising. Location is Salt Lake Community College's Miller Campus, MFED 223, Sandy. Cost is \$75 for members, \$150 for nonmembers.

Registration can be completed at Eventbrite.com.

April 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 West Jordan City Hall Community Room, 8000 S. Redwood Road, West Jordan. Free for members, \$10 for nonmembers. Details are at westjordanchamber.com.

April 16, 4-6 p.m.

After Hours, an ACG (Association for Corporate Growth) Utah event. Location is Punchbowl Social, 6 N. Rio Grande St., The Gateway, Salt Lake City. Cost is \$10 for members, \$20 for nonmembers. Details are at acg.org/utah/events.

April 17, 7:30 a.m.-noon

Spring 2020 Nubiz Symposium. Location is Weber State University, Shepherd Building, 3910 W. Campus Drive, Ogden. Cost is \$49. Details are at ogdenweberchamber.com.

April 17, 8 a.m.-noon

"Sticky and Strong: Win-

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Opinion

Paid-leave argument often leaves facts and sound economics optional

Despite recent stock market jitters related to the coronavirus, the U.S. economy is doing well. Wages are growing, especially for lower-income workers, and unemployment is low. Yet calls are intensifying for the federal government to implement paid leave, which may unwittingly hurt those whom the program claims to help. Supporters often resort to the same misleading notions to make their case — misperceptions that must be continuously debunked, lest they lead to unnecessary harm to working families.

Among the most common claims used to make the case for government provision of paid leave is that not every working woman gets paid leave, which supposedly demonstrates a market failure. Still, data show that 63 percent of women today have access to such leave, a 280 percent increase since the 1960s. The women who don't receive this benefit are mostly lower-skilled workers with part-time and hourly jobs employed at small businesses.

Undoubtedly, these women would like to get paid to stay home after the birth of their children, yet that's no more evidence of a market failure than is my not driving a Tesla, even though I'd like to drive one if

it were free. This isn't a reason for government to mandate paid leave (or Teslas) for all workers.

More to the point, such mandates will likely harm low-income workers.

Here's why: Because paid leave is costly, when firms provide this benefit, they change the composition of their employees' total compensation by reducing the value of workers' take-home pay to offset the cost of providing paid leave. While some workers prefer this mix in their pay packages, others don't. In particular, mandated leave would be a hard trade-off for many lower-paid women who would prefer as much of their income as possible in the form of take-home pay.

In fact, polls show that when women learn of the trade-offs inherent in any government-mandated paid-leave policy, their support for such a policy collapses.

Another weak argument that pro-paid leave advocates make is that the United States is the only industrialized country without a national paid leave program. While true, this doesn't mean what paid leave proponents would like you to believe. As we've already seen, absence of federal government action doesn't mean that U.S.

women aren't getting any paid leave. Nor does it mean that women in countries that have such government-mandated programs are doing better than women in the United States.

In fact, while proponents of government-supported paid leave policies like to list the many benefits that women, their children and the companies they work for get from paid leave, these proponents are silent on the costs — of which, unfortunately, there are many.

A National Bureau of Economic Research, or NBER, paper shows that while women in non-U.S. countries in the Organization for Economic Cooperation and Development often have higher labor force participation, the lack of a U.S. paid leave policy leads to women in America being more likely "to have full time jobs and to work as managers or professionals."

Moreover, government-supported paid leave policies don't improve women's labor market outcomes compared with men's. A well-cited NBER paper looks at Denmark's very generous paid leave policy and finds that before having children, women's hours, employment and wages are equal to those of men, but that these metrics all worsen relative to men after having children. Another recent NBER paper expands on

this research and shows that while this divergence also exists in the United States, it's significantly smaller here.

The last misleading claim in this debate is that the levels of benefits being proposed in America aren't anywhere near as high as those mandated in Europe, so the negative consequences of government-mandated benefits in the United States would be smaller than they are in Europe. That's only true if the benefits don't grow over time, which is unrealistic.

European programs didn't start off as big as they are now. The average length of family leave programs in the eurozone increased from 17 weeks in 1970 to 57 weeks in 2016. That's because what starts as a maternity leave program expands to parental leave and then becomes an even broader kind of leave, such as home care for sick family members.

There are many more poor arguments for mandated paid leave out there, many of which, unfortunately, demonstrate that facts and sound economics are, in this debate, too often optional.

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

Sanders' Scandinavian fantasy: It's not what he's trying to sell America

Sen. Bernie Sanders says that his proposals "are not radical," pointing again and again to countries in northern Europe such as Denmark, Sweden and Norway as examples of the kind of economic system he wants to bring to the United States. The image he conjures up is of a warm and fuzzy social democracy in which market economics are kept on a tight leash through regulation, the rich are heavily taxed and the social safety net is generous. That is, however, an inaccurate and highly misleading description of those northern European countries today.

Take billionaires. Sanders has been clear on the topic: "Billionaires should not exist." But Sweden and Norway both have more billionaires per capita than the United States, Sweden with almost twice as many. Not only that, these billionaires are able to pass on their wealth to their children tax-free. Inheritance taxes in Sweden and Norway are zero and in Denmark 15 percent. The United States, by contrast, has the fourth-highest estate taxes in the industrialized world at 40 percent. (Most billionaires make their income through capital gains and the U.S. rate for that is also steep, the sixth-highest in the industrialized world.)

Sanders' vision of Scandinavian countries, like much of his ideology, seems to be stuck in the 1960s and 1970s, a period when these countries were indeed pi-

oneers in creating a social market economy. In Sweden, government spending as a percentage of GDP doubled from 1960 to 1980, going from approximately 30 percent to 60 percent. But as the Swedish commentator Johan Norberg points out, this experiment in Sanders-style democratic socialism tanked the Swedish economy. Between 1970 and 1995, he notes, Sweden did not create a single net new job in the private sector. In 1991, a free-market prime minister, Carl Bildt, initiated a series of reforms to kick-start the economy. By the mid-2000s, Sweden had cut the size of its government by a third and emerged from its long economic slump.

Versions of this problem and these market reforms took place all over northern Europe, creating what is now called the flexicurity model, combining flexible labor markets with a strong and generous safety net. I remember meeting the Danish prime minister, Poul Nyrup Rasmussen, who enacted many of the reforms in Denmark in the 1990s. He emphasized that the first part of the model was key — ensuring employers had the flexibility to hire and fire workers easily, without excessive regulation or litigation.

In addition, he stressed, countries like Denmark had to stay extremely open, erecting no barriers to free trade, to gain access to markets abroad and keep their local companies competitive. When looking

across northern Europe today, one finds many innovative market-friendly policies like educational vouchers, healthcare deductibles and co-pays, and light regulatory burdens. None of these countries, for example, has a minimum wage.

It is true that these countries have a generous safety net and, in order to fund it, have high taxes. What is not often pointed out, however, is that in order to raise enough revenue, these taxes fall disproportionately on the poor, middle and upper middle class. Denmark has

one of the highest top income tax rates in the OECD, 55.9 percent, but that rate is applied to anyone making 1.3 times the average national income. In the United States, this would mean that any income above \$65,000 would be taxed at the rate of 55.9 percent. In fact, the highest tax rate in the United States, 43 percent, applies to income that is 9.3 times the national average, which means that only

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FAREED ZAKARIA



CALENDAR

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ning Campaign Strategies,” a Salt Lake Chamber Professional Development Series event. Speaker is Bill Nixon, chairman and CEO of Policy Impact Communications. Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. “Sticky and Strong” workshop costs \$99 for members, \$149 for nonmembers. Course fee for “Mastering Media Management” is \$350 for members, \$550 for nonmembers (includes three workshops during 2020). Details are at slchamber.com.

April 17, 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.

April 17, 8:30-10:30 a.m.

“Reasonable Suspicion: Briefing for Managers and Supervisors,” an Employers Council event. Location is

Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$99. Details are at employerscouncil.org.

April 17, noon-1 p.m.

“Silicon Slopes Live,” a live recording of the Silicon Slopes podcast and featuring Sam Malouf, president and CEO of Malouf. Location is Silicon Slopes, 2600 W. Executive Parkway, Suite 140, Lehi. Free. Details are at silicon-slopes.com.

April 21, 8 a.m. – 4 p.m.

“The Effective and Legal Manager,” part of the Salt Lake Community College Frontline Leader Workshop Series and designed to maximize the performance of your team, legally, from the interview and selection process through coaching, developing talent, and disciplining when needed. Location is SLCC Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$250. Details are at <https://www.slcc.edu/workforce/courses/frontlineleader.aspx>.

April 21, 8 a.m.-2 p.m.

“Technology Grant Ideathon,” a Utah SBIR Center event in partnership with The Mill, the Veterans Business Resource

Center and the Small Business Development Center that is a hands-on workshop to learn how to effectively search through a solicitation to find a grant opportunity, participate in a group ideation, validate ideas, and prepare a plan of action to get grant funding. Location is The Mill at Miller Campus, Salt Lake Community College’s Miller Campus, Building 5, Corporate Partnership Center, 9690 S. 300 W., Sandy. Cost is \$20. Registration can be completed at Eventbrite.com.

April 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.

April 21, 11:30 a.m.-1 p.m.

Lunch Event, a Holladay Chamber of Commerce event. Speaker Sheryl Gillilan from Holladay Arts will discuss Holladay Arts Council’s goals, events and projects for 2020 and beyond. Location is Taqueria 27, Holladay, 4670 Holladay Blvd. East, Holladay. Details are at holladaychamber.com.

April 22, 8:30 a.m.-12:30 p.m.

“Job Analysis and Effective Job Descriptions,” an Employers Council event. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

April 22, 1-5 p.m.

Business to Business Expo, a Davis Chamber of Commerce event featuring more than 70 exhibitors. Location is Davis Conference Center, 1651 N. 700 W., Layton. Details are at davis-chamberofcommerce.com.

April 23, 6-7 p.m.

After Hours Social, a Holladay Chamber of Commerce event. Location is Lunatic Fringe, 4640 Holladay Blvd. East, Holladay. Cost is \$42. Details are at holladaychamber.com.

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

Coffee Connection, a Holladay Chamber of Commerce event. Location is Coffee & Cocoa, 6556 S. 3000 E., Holladay. Details are at holladaychamber.com.

April 28, 11 a.m.-2 p.m.

Utah Diversity Career Fair,

presented by Galileo Financial Technologies. Event features a diversity and inclusion panel discussion from 10-11 a.m. Location is Utah Cultural Celebration Center, 1355 W. 3100 S., West Valley City. Registration can be completed at Eventbrite.com.

April 28, 11:30 a.m.-1 p.m.

Women in Business Luncheon, an Ogden-Weber Chamber of Commerce event. Location is The Monarch, 4455 25th St., Ogden. Cost is \$20 for members and first-time guests, \$30 for nonmembers. Details are at ogdenweberchamber.com.

April 29, 7:30 a.m.-2 p.m.

South Jordan Business and Entrepreneurial Summit and Expo. Location is Salt Lake Community College’s Miller Campus, Karen Gail Miller Conference Center, 9750 S. 300 W., Sandy. Details are at south-jordanchamber.org.

April 29, 8:30 a.m.-3 p.m.

“Managing the Ill or Injured Worker Under the ADA, FMLA and Workers’

see CALENDAR page 22



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INSIDE



The company trip

Thirty-year hospitality industry veteran Stacy Manzo explores the ins and outs of incentive travel as a recognition for top performers and a reward for management teams. She says that destination selection, travel arrangements and on-site activities require careful advance planning.

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Dealers
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TRAVEL & RECREATION



The Utah Office of Tourism considers Utah a rare gem and has launched a strategy to promote it that way

John Rogers
The Enterprise

According to the Utah Office of Tourism, red emeralds are found in only a few places in the world and only grow to any substantial size in the Wah Wah Mountains of western Utah. "They are distinctive, rare and highly sought-after," the agency says.

And that's why the folks tasked with promoting travel to the state have named the newly released plans for accomplishing their goals the "Red Emerald Strategy."

"The Red Emerald Strategy is an internal guiding document to help us ... prioritize our promotional and product development efforts toward creating Utah travel experiences that are rarefied, distinctive, unique to Utah and highly coveted," the Utah Office of Tourism said in its introduction of the final version of the document last month.

In the plan, the agency sets out its plans that focus "on attracting quality visitation, which means shaping traveler itineraries to promote longer stays, increased

spending, dispersed visitation throughout the state and deeper engagement with local communities." In addition to internal guidelines for the travel office, the Red Emerald Strategy also encourages a community-led vision for tourism development.

The idea behind the strategy plan was first introduced at the Utah Tourism Conference in September 2017, leading to the finalized version

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TRAVEL AGENCIES

Ranked by Total Sales 2019



	Company Name Address	Phone Web	Total Sales 2019	Percentage Business Travel	Percentage Vacation/ Liesure Travel	Number of Utah Offices	Number of Utah Employees	Specialties	Year Established	President/CEO
1	Christopherson Business Travel 5588 S. Green St., Ste. 300 SLC, UT 84123	801-327-7700 cbtravel.com	\$687M	91%	9%	1	117	Business travel management, corporate travel technology	1953	Mike Cameron
2	Hess Corporate Travel 150 N. Main St. Bountiful, UT 84010	801-292-8687 hesstravel.com	\$125M	95%	5%	1	40	Global business travel management	1985	Alan H. Hess
3	Get Away Today 1650 E. 5700 S. South Ogden, UT 84403	855-GET-AWAY getawaytoday.com	\$98.3M	0%	100%	1	55	Disneyland Resort, Southern California, Hawaii, Mexico and cruises	1990	Julie Smith CEO Chuck Smith President
4	Morris Murdock Travel 101 S. 200 E. SLC, UT 84111	801-487-9731 morrismurdock.com	\$82M*	0%	100%	5	40+	Cruises, tours, escorted travel, meetings and incentives	1958	Brian Hollien
5	Columbus Travel 563 W. 500 S., Ste. 180 Bountiful, UT 84010	801-295-9568 columbusvacations.com	\$35M	0%	100%	1	30	Leisure travel, group & incentive travel	2001	Mark Faldmo Larry Gelwix
6	Destinations Inc. 1194 W. South Jordan Pkwy., Stes. B&C South Jordan, UT 84095	801-446-5000 destinationsinc.com	\$25M*	98%	2%	1	28*	Group, meeting & incentive travel	1990	Rick Lambert
7	Cruise & Travel Masters 4376 S. 700 E. SLC, UT 84107	801-268-4470 cruiseandtravelmasters. com	\$21M	40%	60%	1	40	Managers of corporate travel & bucket-list vacations	1984	Toby Nash
8	Snelgrove Travel Centers Inc. 145 W. Gentile St. Layton, UT 84041	801-544-1800 snelgrovetravel.com	\$17.4M	5%	95%	1	21	Vacations & cruises	1991	Richard Snelgrove Owner
9	Clawson Travel 216 S. 1300 E. SLC, UT 84102	801-582-0303 clawsontravel.com	\$15M	75%	25%	1	4	Corporate, group, international, cruises & vacations	1933	Brad Clawson
10	Wren International 320 E. 900 S. SLC, UT 84111	801-364-4481 wrenintl.com	\$13M	95%	5%	1	14	Travel solutions, meetings & incentives, hotel sourcing & contracting, Presidents Club, educational, private travel	1996	Douglas Wren
11	Thomas Travel 535 E. 4500 S., Ste. D200 SLC, UT 84107	801-266-2775 thomastravel.com	\$6.5M	20%	80%	3	10	Leisure travel, escorted tours & packages	1951	Bob Guymon
12	All Points Travel 141 E. 5600 S., Ste.100 Murray, UT 84107	801-466-1101 allpointstravelonline.com	\$3.8M	1%	99%	1	5	Destination weddings, honeymoons, group & family travel	1992	Corina Johnson, Marjorie Donoghue



*Did not disclose. Please note that some firms chose not to respond, or failed to respond in time to our inquiries. All rights reserved.
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EMERALD
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published in February. “This strategy has quickly become the tool for prioritizing our internal efforts and aligning with stakeholders,” the plan says in its introductory paragraph.

“The Red Emerald Strategy will establish Utah as an industry leader in responsible visitation, changing the way we market and manage our beautiful destinations,” said Vicki

Varela, managing director of the state tourism office. “The strategy contains objectives drawn from months of partner and stakeholder engagement.”

In referencing the plan’s namesake gem, Varela said, “It’s highly sought-after, exquisite, rare. We made it the Red Emerald Strategy because that’s exactly what we want the tourism experience to be in the state, both for our visitors and for the communities that host our visitors. We want it to be rare and highly valued, highly-sought after,

unique to Utah.”

Varela said a basis element of the plan is promoting Utah as a destination for responsible travel. The hope is that visitors will dive deeply into local culture while taking care to preserve Utah’s natural beauty and landscape. She said the plans call for promoting well-prepared, year-round visitation, focusing on the quality of the tourism experience instead of simply promoting more visitation. The results should be an experience that will bring visitors back for more

future visits.

“One [of the plan’s goals] is a real priority on the quality of the visit, rather than the quantity of visitors,” Varela said. “So a quality visit is where people may stay longer, immerse themselves in everything we have to offer (and) not just bucket-listing through our national parks. Repeat visitors are the best visitors

see EMERALD page 18



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SKI RESORTS

Ranked by Skiable Acres



	Resort Name Address	Phone Web	Snow Conditions Phone Number	Skiable Acres	Number of Ski Runs	Number of Lifts	Average Annual Snowfall	Base Elevation	Summit Elevation	Vertical Drop	Miles to SLC Airport
1	Park City Mountain Resort 1345 Lowell Ave. Park City, UT 84060	435-649-8111 parkcity mountain.com	800-222-PARK	7,300	348	41	360"	6,800'	10,000'	3,200'	32
2	Powder Mountain Resort 6965 E. Powder Mountain Road Eden, UT 84310	801-745-3772 powder mountain.com	801-745-3771	7,000	154	9	500"	6,900'	9,422'	2,205'	55
3	Alta 10230 Highway U210 Little Cottonwood Canyon Alta, UT 84092	801-572-3939 alta.com	801-572-3939	4,700	116	12	560"	8,530'	10,550'	2,020'	32
4	Snowbasin Resort 3925 E. Snowbasin Road Huntsville, UT 84317	801-620-1100 snowbasin.com	801-620-1100	3,000	104	6	300"	6,400'	9,350'	2,950'	45
5	Snowbird Ski & Summer Resort 9385 S. Snowbird Center Drive Snowbird, UT 84092	801-933-2100 snowbird.com	801-933-2100	2,500	168	10	500"	7,760'	11,000'	3,240'	29
6	Deer Valley Resort 2250 Deer Valley Drive Park City, UT 84060	800-424-3337 deervalley.com	800-424-3337	2,026	101	21	300"	6,570'	9,570'	3,000'	36
7	Solitude Mountain Resort 12000 Big Cottonwood Canyon Solitude, UT 84121	801-536-6777 skisolitude.com	801-536-6777	1,200	77	8	500"	8,755'	10,500'	1,745'	35
8	Beaver Mountain 1351 E. 700 N. Logan, UT 84321	435-753-4822 skithebeav.com	435-753-4822	828	48	5	400"	7,200'	8,800'	1,600'	114
9	Brian Head Ski Resort 329 S. Highway 143 Brian Head, UT 84719	435-677-2035 brianhead.com	435-677-2035	665	71	10	360"	9,600'	10,920'	1,320'	35
10	Eagle Point P.O. Box 151 Beaver, UT 84713	855-324-3615 eaglepoint resort.com	855-324-3615	600	39	5	450"	9,100'	10,500'	1,500'	217
11	Sundance Mountain Resort 8841 N. Alpine Loop Road Provo, UT 84064	801-223-4510 sundance resort.com	801-223-4510	450	45	5	300"	6,100'	8,250'	2,150'	55
12	Cherry Peak 11000 N. 3200 E. Cherry Creek Canyon Richmond, UT 84333	435-200-5050 skicherrypeak .com	435-200-5050	200	20	4	322"	5,775'	7,050'	1,265'	99
13	Nordic Valley 3567 Nordic Valley Way Eden, UT 84310	801-745-3511 nordicvalley.com	801-745-3511	110	22	4	300"	5,400'	6,400'	1,000'	51



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EMERALD

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because they understand our fragile environment, especially in our red rock country. They’re willing to engage more with local communities in the ways that work for local communities. It is about long-term responsibility that ensures that our citizens and our communities like having a tourism economy.”

While acknowledging that there

are certain Utah sites that attract visitors from all over the world, Varela said the Red Emerald Strategy calls for directing visitation to more destinations statewide to resolve overcrowding and environmental damage concerns.

“We have some communities that feel over-visited right now. An example is Moab. We have other communities that are hungry to welcome more visitors. An example is Carbon County. The community of Helper, in particular, is showing great leadership to become a really

interesting tourism destination,” said Varela.

“Our mission is to elevate life in Utah through responsible tourism stewardship,” the Red Emerald Strategy booklet says in its introductory pages. It lists the values of the plan as creativity, which imparts meaning and vitality to the tourism promotion work; teamwork, including internal and external cooperation; family; integrity in dealing with co-workers, partners, clients and customers; and respect.

The Utah Office of Tourism

said its vision is a state united in welcoming the world to experience soul-awakening adventure. The goals of the strategy also have an economic bent, as indicated by the listed objectives of the plan that include increasing the average amount each visitor will spend while in Utah, increasing the average length of stay and growing Utah’s share of global markets.

The full Red Emerald Strategy can be accessed in pdf form at <https://travel.utah.gov/wp-content/uploads/STRATEGIC-PLAN.pdf>.

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INCENTIVE TRAVEL:

Owners and executives understand the importance of recognizing top performers and rewarding management teams for their contribution to the growth and success of their companies. They typically find ways to recognize these high contributors with a bonus or public acknowledgment. Some businesses take this recognition to a higher level, offering top performers a spot on a trip to a unique destination. These incentive trips inspire creativity for new ideas and energize employees to work even smarter to earn a spot on the next incentive trip.

Larger companies often invite a

spouse and sometimes the employee's children. They recognize that these individuals are often working long hours or traveling away from their families to be successful at their jobs



STACY
MANZO

and when a spouse is invited to attend an incentive trip, they also have an opportunity to show their appreciation for their spouse's commitment.

I've often been asked about destination selection. Depending on how often the individuals within your company travel and your company's budget, destination selection is entirely at the discretion of the company's owners and executives. To contain cost,

Motivate and inspire your employees with annual trips as your acknowledgment of a job well-done

you may want to choose a destination that is within a two-to-three-hour drive or plane trip. Keep in mind, the more unique the destination, the greater the bragging rights and this is a key motivator for employees to work toward a seat on the next trip.

If your business is cyclical and you are planning annual trips, it may work best to have one or two incentive trips close to home and select a more unique destination every three or four years. Most businesses rotate these more unique trips among Hawaii, Europe, the Caribbean and Mexico. The benefit of staying within the United States is having laws that ensure a higher level of safety, security and convenience. Destination selection is usually consid-

ered 12-14 months prior to the event, as most businesses like to announce where their trip will be the following year. This builds excitement, anticipation and, of course, motivates all employees. Deciding on your location early will also save the company money by contracting with a hotel as far in advance as possible. January through March are very popular months for incentive trips.

The key to planning a successful incentive trip is to identify a person within the company to handle all of the details. This would include coordinating dates, airline schedules, transfers, activities and hotel arrangements. This role is usually handled by someone within the organization that is close to key decision-makers within the company. This may take an extraordinary amount of time and because of that, is the reason some companies choose to hire a travel agent or meeting planner. Once the company decides on the destination, general budget and top three key objectives, it is a good idea to provide this with clarity so the coordinator can manage the planning process. If you select a full-service resort or hotel, they will have seasoned individuals to take care of all on-site planning and banquet needs, including customizing special menus for your group.

If your objectives are to providing networking opportunities, team building/camaraderie, and having each individual return home feeling completely appreciated, it is highly recommended that you hire a destination management company (DMC). These companies help with arrival and transportation logistics to keep your employees engaged and ensure a stress-free experience. They can help to resolve any anticipated travel glitches and DMCs are also experts in elevating events arranged by your hotel or resort personnel to high-end themed events with truly unforgettable experiences. Once you have selected a hotel or resort, they can refer you to the most reputable DMCs within their destination.

Incentive travel is on the rise and so are executive retreats. Executive retreats are at times combined with strategic meetings at the end of the first quarter or the end of the third quarter in preparation for the incoming year. September through October are popular months for these meetings, depending on your company's fiscal calendar. For many destinations, this is also a great time to take advantage of reduced airfare and more favorable

Go

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RECREATION EQUIPMENT DEALERS

Ranked by Gross Sales 2019



	Company Name Address	Phone Web	Gross Sales 2018	Business Category	No. of Utah Employees	No. of Utah Locations	Major Brands Carried	Year Est.
1	Parris RV 4360 S. State St. Murray, UT 84107	801-268-1110 parrisrv.com	\$57M	RVs	85	2	Rockwood, Attitude, Sandstorm, Powerlite, Shadow Cruiser, Stryker, T@B, Columbus, Mesa Ridge, Palomino, Alpine, Avalanche, Cyclone, Weeken Warrior, Puma, Wilderness, Sonoma, Salem, Retro, Terry Classic, Lance, Vintage Cruiser, Gateway, Highlander, XLR, Sandsport	2011
2	Weller Recreation Inc. 936 W. 200 S. Kamas, UT 84036	435-783-4718 wellerrec.com	\$23M	Powersports, snowmobiles, ATVs, UTVs, motorcycles, generators	32	1	Polaris, BRP (Ski-doo, Can-am), Yamaha	1962
3	Ray Citte RV 1677 W. Riverdale Road Roy, UT 84067	801-773-4951 raycitte.com	\$16.5M*	RVs	35	1	Manufacturers Forest River, Outdoors RV & Thor totaling 13 different brands	1946
4	Access RV 550 S. Redwood Road North Salt Lake, UT 84054	801-936-1200 accessrv.com	\$15M+	RVs	40	1	Cherokee, Flagstaff, Cardinal, Palomino, Arctic Fox	1995
5	Monarch Honda and Powersports 398 W. 800 N. Orem, UT 84057	801-224-4070 monarchhonda.com	\$5M	Motorcycles & ATVs	20	2	Honda, Zero, Husqvarna (motorcycles)	1976
6	Robertson Marine LLC 2033 S. Main St. SLC, UT, 84115	801-534-1111 robertson-marine.com	4.2M	Watercraft, fishing boats & outboards	8	1	Ranger boats, Crestliner boats, Mercury Outboards, Yamaha outboards, Minn Kota Motors	2010
7	Motor Sportsland 4001 S. State St. SLC, UT 84107	801-262-2921 motorsportsland.com	*	RVs	75	2	Winnebago, Keystone, Thor, Forest River, Heartland, Pacific Coach, KZ, Starcraft, Columbia Northwest, Aliner	1968
8	Marine Products 949 W. 1700 S. SLC, UT 84060	801-973-4017 marine-products.com	*	Watersports, lifestyle	20	1	Supra, Moomba, Alumacraft boats, Ronix, Radar, Liquid, Force, Hyperlite, Ho, Connelly, Slingshot, O'Neill, Hydrofoil, O'Brien, Mercury, Mercruiser, Yamaha, Brigade, Bic, Yeti and more	1979



*Did not disclose. Please note that some firms chose not to respond, or failed to respond in time to our inquiries. All rights reserved.
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from previous page

rates for accommodations.

Retreats are high-level meetings where companies have gathered influencers and game-changers to ready their companies for the upcoming year and critically important if their company is evolving. These executive retreats allow executives to spend quality time together. They typically include an arrival reception, two or three half-day or full-day board meetings, and it is also common for these companies to invite their top customers to participate in a customer advisory board and provide an opportunity to thank them personally for their business. These are very high-level

meetings, so you want to be sure to select a resort that is accustomed to providing a higher level of personalized service.

Whether you are planning a corporate meeting or incentive trip, it's best to start by deciding what you would like to accomplish, what you would like your attendees to come away with and a basic agenda. With these ideas and building blocks, determining your budget and finalizing your travel logistics can be determined. This will ensure smooth selection of an airline, transfer transportation and hotel accommodations. If your company would like to invite a motivational speaker, it's also a good idea to secure a commitment a year in advance. If you are merchandizing a theme for

your event, these are items you may want to order with a fair amount of lead time.

It's a good idea to send out a survey to your attendees to gather travel preferences that include travel dates, accompanying travelers, food allergies and any information you may need for gifts, i.e., shirt sizes. Details, such as delivery of personalized hotel amenities, menu options and branded gift items are normally addressed within the final 90 days leading up to your group's arrival. Your meeting planner and hotel representative will guide you.

If you have a more extraordinary itinerary, these details may require more advanced planning. For example, if you want to take your executives on

a golf tournament, waterfall rappelling or private dinner cruise, these are arrangements that will require extra lead time.

The reason most businesses host these annually is because they have proven motivation year-after-year and reaped continued success. Corporate incentive trips and executive retreats are most certainly on the rise and are very easy to plan as long as you have determined your basic building blocks 12-14 months prior to your group's arrival.

Stacy Manzo is a 30-year hospitality industry veteran who trains and develops sales teams to book and plan exclusive executive retreats and incentive trips. She is director of sales and marketing at the Koloa Landing Resort at Poipu on the island of Kauai, Hawaii.

CALENDAR

from page 13

Compensation,” an Employers Council event. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$305. Details are at employerscouncil.org.

May 1, 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.

May 1, 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.

May 5, 10-11:30 a.m.

Brunch Event and Fav Anniversary, a Holladay Chamber of Commerce event. Location is Fav Bistro, 1984 E. Murray Holladay Road, Holladay. Details are at holladaychamber.com.

May 5, 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.

May 7, 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.

May 7, 8:30 a.m.-12:30 p.m.

“Fair Labor Standards Act Essentials,” an Employers Council event. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$145. Details are at employerscouncil.org.

May 8, 7:45-9 a.m.

Women in Business Networking, an Ogden-Weber Chamber of Commerce event. Location is The Argo House, 529 25th St., Ogden. Free for WIB members. Details are at ogdenweberchamber.com.

May 8, 8-11 a.m.

Professional Development Workshop, a Salt Lake Chamber event. Sara Jones, president of InclusionPro, will discuss “The Language of Inclusive

Leadership.” Location is the Salt Lake Chamber, 175 E. 400 S., Suite 600, Salt Lake City. Cost is \$75 for members, \$99 for non-members. Details are at slchamber.com.

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

Utah Veteran Business Conference 2020, a Utah Veteran Owned Business Partnership event. Location is Salt Lake Community College’s Miller Campus, Karen Gail Miller Conference Room, 9750 S. 300 W., Sandy. Cost is \$30. Details are at slchamber.com.

May 13, 8 a.m.-5 p.m.

Lean Manufacturing 101 with Simulation, a Salt Lake Community College event featuring presentations and hands-on activities focused on lean manufacturing principles to reduce waste and improve an organization’s bottom line. Location is Salt Lake Community College’s Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$300. Registration deadline is March 13. Details are available at mireya.castillo@slcc.edu.

May 14, 7:30 a.m.-3 p.m.

2020 Chamber Golf Classic, an Ogden-Weber Chamber of Commerce event. Location is Mount Ogden Golf Course, 1787 Constitution Way, Ogden. Event includes breakfast at 7:30 a.m., shotgun start at 8:30 a.m., and lunch and awards at 1 p.m. Sponsorships are available. Details are at ogdenweberchamber.com.

May 18

Ninth Annual Governor’s Energy Summit, presented by the Governor’s Office of Energy Development, in partnership with Utah Media Group and HBW Resources. Morning keynote speaker is Paul Browning, president and CEO of Mitsubishi Hitachi Power Systems Americas Inc. Lunch keynote speaker is Georgios Papadimitriou, head of Enel Green Power North America. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Early-bird cost is \$129. Details are at governorsenergysummit.com.

May 19, 8 a.m.-4 p.m.

“Effective Presentations,” part of the Salt Lake Community College Frontline Leader Workshop Series and focused on organizing ideas to create and deliver coherent and convincing oral presentations. Location is Salt Lake Community College’s Westpointe Campus, 1060 N. Flyer Way, Salt Lake City. Cost is \$250. Details are at <https://www.slcc.edu/workforce/courses/frontlineleader.aspx>.

May 19, 8 a.m.-3:30 p.m.

Third Annual Wasatch Back Economic Summit. Location is Zermatt Resort, 784 Resort Drive, Midway. Details are at <https://www.visitparkcity.com/members/chamber-bureau-events/rsvp/>.

May 19, 11:30 a.m.-1 p.m.

Lunch Event, a Holladay Chamber of Commerce event. Location is Taqueria 27, Holladay, 4670 Holladay Blvd. East, Holladay. Details are at holladaychamber.com.

May 19, 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.

May 20, 5-7 p.m.

Business After Hours, an Ogden-Weber Chamber of Commerce event. Location is Javier’s Authentic Mexican Food, 755 N. Harrisville Road, Ogden. Free for chamber members and first-time guests, \$10 for non-members. Details are at ogdenweberchamber.com.

May 21, 8 a.m.-4 p.m.

“Employment Law Update — Utah,” an Employers Council event. Location is Employers Council, Utah office, 423 W. Broadway, Suite 200, Salt Lake City. Cost is \$329. Details are at employerscouncil.org.

May 21, 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 non-members. Details are at westjordanchamber.com.

May 26, 10-11 a.m.

“Art of Negotiation,” a West Jordan Chamber of Commerce event. Presenter is Marty Gale. Location is West Jordan Chamber, 8000 S. Redwood Road, West Jordan. Free. Details are at westjordanchamber.com.

May 26, 11:30 a.m.-1 p.m.

Women in Business Luncheon, an Ogden-Weber Chamber of Commerce event. Location is The Monarch, 4455 25th St., Ogden. Cost is \$20 for WIB members and first-time guests, \$30 for nonmembers. Details are at ogdenweberchamber.com.

GRAHAM

from page 5

the latest, solid, fashionable, popular, convenient and so on. But that’s changing. Today, it’s the *why* that motivates customers.

Here’s are examples of how to make *why* work for you:

- A solar energy company says its installations do more than lower energy costs. *They help reduce the carbon footprint.*

- A janitorial services company builds its case for clean facilities: *They reduce lost time due to illness, increase employee satisfaction and help improve productivity.*

- British engineer James Dyson, who invented the Dual Cyclone bagless vacuum cleaner, sells a cordless version. In a TV ad, Dyson explains why: *“It’s right to do something better.”*

Ask the right questions. Salespeople don’t set out to alienate prospects. Yet, it’s easy to “trip” during the “sales dance.” To avoid making a misstep that can turn prospects off, it helps to have them talk about what customer satisfaction means to them and what they expect from a salesperson. Besides providing helpful information, it lets prospects know you want them to become satisfied customers.

It can also help to ask what’s bothersome about salespeople. Urge them to be candid. The more a salesperson knows, the better.

Don’t leave feedback to chance. “We need your feedback” or the various versions of these overworked words are tacked on countless marketing messages. Some call it the electronic “complaint box.” But feedback is too valuable to be left to chance.

Nothing is more important than making sure you and your prospects are on the same page, that there’s no misunderstanding. This is why it’s helpful to think of presentations as an opportunity to ask prospects, “Is something not clear? Am I missing something that’s important to you?”

Rise to the occasion. It’s inevitable to get bored with what we do every day, including those who say they love their work. Even salespeople who take pride in being “always up” get bored. But that’s the challenge. The test is our ability to push aside the “dark stuff” and meet the expectations of others.

If there’s one quality prospects (and customers) look for in a salesperson, it’s vigor — an “alive” feeling. It’s catching and it moves prospects to action. It

should be as much a part of a successful sales presentation as the words said.

What it takes to turn more prospects into customers is cracking the “prospect code.” Get them to buy you before trying to get them to buy what you’re selling.

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 Non-sense Marketing & Sales Ideas.” Contact him at johnrgraham.com.



PUBLIC NOTICE

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**IN THE THIRD DISTRICT
COURT IN AND FOR SALT
LAKE COUNTY
SALT LAKE DEPARTMENT,
STATE OF UTAH**
IN THE MATTER OF THE ES-
TATE OF RUTH PRICE (AKA
RUTH ALLEN PRICE)
Deceased

NOTICE OF AMENDED PETITION AND HEARING

Probate No. 183902538
Judge: Royal Hansen
Notice is hereby given that on or about February 17, 2020, an Amended Petition for Order to Redetermine or Reaffirm Heirs was filed by Petitioner, STAGG FIDUCIARY SERVICES, LLC, as duly appointed Personal Representative for the Estate of Ruth Price, by and through counsel Randall J Holmgren. A copy of the Amended Petition is on file with the clerk of court and may be reviewed upon request.

This Amended Petition has been set for hearing in this Court at the THIRD DISTRICT COURT, 450 South State Street, Salt Lake City, Utah, on **March 25, 2020, at 9:00 a.m., in courtroom N41, before the Honorable Judge Faust.**
DATED this 20th of February, 2020.

/s/ Rachel L Sykes
Rachel L. Sykes
Attorney for Petitioner
Stagg Fiduciary Services, LLC



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ZAKARIA

from page 12

those with incomes over approximately \$500,000 pay this rate.

The biggest hit to the poor and middle classes in northern Europe comes because they, like everyone, pay a national sales tax (value-added tax) of about 25 percent. These countries raise more than 20 percent of their taxes this way. In the United States, the average sales tax rate is 6.6 percent, and accounts for only 8 percent of tax revenue.

One final statistic: A 2008 OECD report found that the top 10 percent in the United States pay 45 percent of all income taxes, while the top 10 percent in Denmark pay 26 percent and in Sweden 27 percent. Among wealthy countries, the average is 32 percent. The basic point is worth underlining because the

American left seems largely unaware of it, and it has only become more true over the last decade: The United States has a significantly more progressive tax code than Europe, and its top 10 percent pay a vastly greater share of the country's taxes than their European counterparts.

In other words, bringing the economic system of Denmark, Sweden and Norway to the United States would mean embracing more flexible labor markets, light regulations and a deeper commitment to free trade. It would mean a more generous set of social benefits — to be paid for by taxes on the middle class and poor. If Sanders embraced all that, it would be radical indeed.

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

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