

## 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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# Focus

## TRAVEL & RECREATION

### RED EMERALD STRATEGIC PLAN 2020-2023



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



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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

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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	<b>Park City Mountain Resort</b> 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	<b>Powder Mountain Resort</b> 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	<b>Alta</b> 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	<b>Snowbasin Resort</b> 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	<b>Snowbird Ski &amp; Summer Resort</b> 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	<b>Deer Valley Resort</b> 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	<b>Solitude Mountain Resort</b> 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	<b>Beaver Mountain</b> 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	<b>Brian Head Ski Resort</b> 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	<b>Eagle Point</b> 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	<b>Sundance Mountain Resort</b> 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	<b>Cherry Peak</b> 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	<b>Nordic Valley</b> 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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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:

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

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

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,

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



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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	<b>Parris RV</b> 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	<b>Weller Recreation Inc.</b> 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	<b>Ray Citte RV</b> 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	<b>Access RV</b> 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	<b>Monarch Honda and Powersports</b> 398 W. 800 N. Orem, UT 84057	801-224-4070 monarchhonda.com	\$5M	Motorcycles & ATVs	20	2	Honda, Zero, Husqvarna (motorcycles)	1976
6	<b>Robertson Marine LLC</b> 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	<b>Motor Sportsland</b> 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	<b>Marine Products</b> 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



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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.