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Billboard companies struggling with pair of legislative bills

By Brice Wallace
The Enterprise

Billboard companies are seeking legislative authorization to convert their existing signs to digital displays. A pair of identical bills has passed out of committees despite opposition from people who believe billboard regulation should remain at the local level.

SB136, sponsored by Senate Majority Whip Wayne Niederhauser, R-Sandy, was passed out of the Senate Government Operations and Political Subdivisions Committee. HB87, sponsored by Rep. Melvin Brown, R-Coalville, was passed out of the House Transportation Committee. Brown said having two bills encourages the stakeholders to continue to work out their disagreements. Once they agree, one bill will be adjusted and move forward.

One major sticking point is a component that prohibits municipalities or counties from prevent-

ing billboard owners from updating vinyl signs to electronic or mechanical changeable-message signs, although cities and counties may impose a midnight-to-6 a.m. curfew on digital signs that are facing and within 150 feet of a home. The signs also would face illumination standards. The bills would prohibit cities from using eminent domain to prevent a billboard conversion.

Dewey Reagan, president of Reagan Outdoor Advertising, told the House committee that most cities have either banned or capped the number of billboards while at the same time having their own electronic displays or allowing businesses to use digital signs. Some have full animation, scrolling text and bright screens, none of which are allowed for digital billboards, he added. He said he favors state regulation rather than local zoning ordinances that allow cities to be "both referee and play

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Salt Lake City airport to be completely revamped in 10 years



The airport at dusk. Photo courtesy of the Salt Lake City Department of Airports, Michael Schoenfeld, photographer.

By Brice Wallace
The Enterprise

A decade from now, fliers using Salt Lake City International Airport will see a completely revamped facility.

A \$1.8 million airport redevelopment project, expected to take eight to 10 years, will result in a single terminal sporting a long east-west corridor, more concession options and gates able to accommodate all types of planes.

Airport spokesperson Barbara Gann told the Utah Board of Tourism Development that the project is needed to address seismic risk, provide "right-sized" facilities, solve operational problems, improve customer service, accommodate growth and maintain competitive costs.

"We were never designed to be a large hub airport," Gann said.

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Orem manufacturer plans to double size of campus in 2013



Moxtek plans to construct an 83,000 square foot building at its current five-building Orem campus.

By Barbara Rattle
The Enterprise

Moxtek, an Orem-based manufacturer of high-tech components for X-ray and optical systems, is planning to more than double the size of its corporate campus.

Currently occupying five buildings measuring about 20,000 square feet each at 1231 N. State St., the company has received approvals from Orem City to construct an 83,000 square foot, two-story, state-of-the-art structure just west of its current facilities.

While the project still must

still be approved by Moxtek's parent and grandparent companies abroad, which is expected in April, plans call for the building site to be improved this year and for construction to begin in 2013.

"In 2011 we acquired some property west of our current building. There are some auto shop buildings and other structures on it and those will be torn down," said CFO Nathan West. "The building will be adjacent to State Street, run along State Street as close to the street as we can be."

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Pipe and fittings firm to bring distribution to Lindon

By Barbara Rattle
The Enterprise

Aquatherm, a Lindon-based firm that acts as the North American distribution arm of a German manufacturer of environmentally friendly, energy-saving plastic pipes and fittings, is preparing to launch a distribution center, also in Lindon.

Currently operating from about 15,000 square feet at 500 West and 500 South, the company received approval from the Lindon City Planning Commission on Feb. 14 to launch a 40,000 square foot distribution center at the same address.

"Everything is manufactured in Germany and we have a number of other warehouses around the country; we're closing some of those down and bringing everything to a central location so we will ship from Lindon to most



of the western United States and western Canada," said Greg Allen, the firm's director of logistics.

He said warehouses in Texas and Michigan will eventually be phased out and their operations will remain in place with operators of warehouses in New England and Virginia to continue to serve the easternmost one-third of the country.

Aquatherm sells its products primarily to plumbing supply wholesalers. Most shipments are small and will be handled by companies such as UPS, Allen said, while larger items will likely

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BILLBOARDS

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in the billboard advertising game. ...”

Jeff Young, senior vice president of Young Electric Sign Co., which has about 400 workers at a digital billboard manufacturing factory in Logan, told the Senate committee that digital boards are in “huge demand” and companies only want to employ advancing technology. “We don’t quite understand why we can’t improve the systems we have so that it reaches more people and becomes more effective. ... There are umpteen features and benefits that come from employing this technology that we see,” Young said.

Michael Wardle, Young’s general counsel, said digital billboards allow small companies to get exposure in high-traffic areas at a lower cost because that sign space is shared as messages are rotated. As for homes, Wardle said limitations in the bill address concerns. “We do not feel that the deployment of this technology will negatively impact residential areas,” he said.

Rob Saunders of Saunders Outdoor Advertising said his company has only one digital sign, in Davis County. It has garnered positive feedback and allows businesses to change their messages quickly. “We are not asking for more signs,” Saunders said. “We simply want to be able to use

the technology that all other businesses currently are able to use.”

But Jodi Hoffman, representing the Utah League of Cities and Towns, and Gary Crane, attorney for Layton City, spoke in opposition of the bill. Hoffman said the league concedes that industry should be allowed to convert to digital signs along interstate highways, but maintains that local planning and zoning authority, rather than state statutes, should regulate signs along surface streets or in or near residential neighborhoods.

Hoffman said digital boards are essentially 20-by-60-foot TV screens, and having them near homes, “we’re just not ready for that.”

In the House hearing, Melissa Johnson, mayor of West Jordan, said HB87 is “too broad” and “doesn’t balance property rights” of billboard owners and homeowners. “This isn’t just about the property rights of one individual,” she said. “This concerns the property rights of every adjoining individual. Whether it’s a residence or another business, we need to give those people the opportunity to have their say as well.”

In the Senate hearing, Senate Majority Leader Scott Jenkins, R-Plain City, praised the curfew element in the bills. “I can have a billboard next to me and it wouldn’t bother me, but if that thing was on all night long, it would drive me nuts,” Jenkins said.

Sen. Luz Robles, D-Salt Lake, said the billboard-regulation matter is “a tough issue.” Depending on its outcome, it could have a big impact on the beautification of cities, she said.

In the House hearing, Brown said HB87 is designed to “protect a viable private enterprise” and to “protect their opportunity to compete with some of the things that are happening in their environment.”

Rep. Stephen Handy, R-Layton, described the matter as “an uncomfortable situation” because he favors local control but understands the need to balance that with private property rights.

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“We were an origination/destination airport. The airfield is used differently when it’s a hub. We’re also designed to serve 12 million passengers and we’re serving 20 [million]. So you can see the difference and why we need to start expanding.”

The oldest parts of the airport, Terminal 1 and concourses A and B, are 51 years old. Terminal 2 and Concourse C are 34 years old. The newest elements are Concourse E and the International Terminal, at 16 years. “We’re dealing with aging facilities that aren’t serving us well,” Gann said.

Construction will start in 2013 on rental car service facilities and in 2015 on the new terminal. The terminal and concourse will open in 2018. Only terminals B, C and D will remain, although a decision about their future likely would be made between 2022 and 2026. If they are demolished, there is a possibility of a second, northern concourse being built and connected to the other concourse with a “people mover.”

Gann noted that the airport will remain open during all elements of construction and demolition. The goal is no disruption of service, although passengers will see some changes to roads, buildings and access, she added.

When the project is complete, travelers will arrive and depart from different levels and find that all 74 gates will handle all types of aircraft — from smaller, regional jets to large planes used by mainline carriers. The airport currently has 86 gates, but 30 use “ground loading.”

“So this [project] is really not about expansion as much as it’s about efficiency,” Gann said.

Board chairman Joel Racker said the changes will come about sooner than most people fathom. “When Barbara says eight to 10 years, I know that seems like a long ways out, but when they announced City Creek, it seemed

like that was forever away when that thing was going to be done, and now it’s opening next month,” he said. “So it’s crazy how fast time goes by and with the discussion of another potential Olympic bid, it’s really scary how fast time flies.”

The project will be funded with \$631 million in airport cash, \$557 million in general airport revenue bonds backed by passenger facility charges, and other sources.

Project details are available at slairport.com.

AQUATHERM

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be delivered by LTL (less-than-truckload) carriers.

Aquatherm, which has been operating in Utah since about 2005, has been growing at a clip of almost 100 percent per year, Allen said. It currently employs 12 people in Utah; Allen said that number could rise to 25 with the addition of the distribution center.

For more than 35 years, Aquatherm GmbH has produced piping systems that have been installed in more than 70 countries worldwide. The company was founded in Germany in 1973 by Gerhard Rosenberg, who, in the cellar of his home, developed the first under-floor pipe heating system.

The Lindon-based American arm of the company, Aquatherm Inc., was selected as one of American’s “Most Promising Companies” by *Forbes* magazine in 2011. Using financial data from 2008 to 2010, the polypropylene pipe company’s annual revenues more than doubled during the 2011 fiscal year, according to the magazine.



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SLC's Lorraine Press sold to Virginia-based communications firm

By Barbara Rattle

The Enterprise

Salt Lake City-based Lorraine Press, a graphic communications solutions provider founded in 1947, has been sold to Lewis Creative Technologies, a 90-year-old marketing communications firm based in Richmond, Va.

By establishing a manufacturing and shipping operation in Salt Lake City, Lewis will be able to save significant shipping time and costs for its many customers west of the Mississippi, the company said in a written statement.

"We believe that there is an ideal fit between Lewis Creative Technologies and Lorraine Press," said Christopher Lewis, CEO of Lewis. "Both companies have long histories of innovation, quality, and customer service. We are looking forward to taking our combined operations to the next level."

Lorraine Press provides website design, development and maintenance services; an assortment of marketing services from data analysis/customer profiling to direct mail; and a wide variety of printed communications solu-

tions.

Keith Bax, vice president of marketing, said Lewis maintains an approximately 100,000 square foot facility in Richmond, where the firm has a staff of roughly 75. He said it has not yet been decided whether Lorraine Press will retain its name.

"We're actually sort of moving through that process right now and haven't really made any final decisions about a name change," he said. "We understand obviously that there's some recognition in that area for the Lorraine Press name and we're weighing what that brand value is right now."

He declined to say how many people Lorraine employs or how many square feet it occupies.

"We sort of made a conscious decision not to release the sale information in Salt Lake City but it seems like the cat is sort of out of the bag now," Bax said. "But Lorraine's location is not going to change, at least for the foreseeable future. We don't expect any wholesale personnel changes short-term. We're trying to not rock the boat too much right out of the gate."

Essential oils firm to establish packaging facility in Lindon

By Barbara Rattle

The Enterprise

Orem-based dōTERRA, a direct-selling company that markets essential plant and flower oils in addition to products containing them, received permission from Lindon City last week to establish a bottling and packaging center at 814 N. 2800 W.

Jon Fairbanks, the firm's new oil production manager, said the facility will contain four production rooms, each measuring about 720 square feet. For the past two-and-a-half years, Fairbanks operated Mountain View Packaging in North Orem, and dōTERRA was its largest client. Fairbanks said dōTERRA essentially bought him out in January and brought the efforts of Fairbanks and his team of approximately 25 employees in-house.

dōTERRA, a Latin derivative meaning "gift of the earth," will celebrate its fourth anniversary in April and has offices in Taiwan, Japan and the United Kingdom, Fairbanks said. It has upwards of 100,000 direct-selling independent sales consultants worldwide, he added.

"They have a retention rate for their distributors that is four, five, six times what the normal

retention rate is for distributors in a MLM type company," he said, estimating the company has about 200 employees in the United States and some 100 internationally.

"dōTERRA really prides itself on having the highest quality essential oils, so they have suppliers and get oils from all over the world and make sure that it's tested. They're very concerned about educating not only their distributors but everyone about essential oils and how they can be used and they have big push on trying to integrate the use of essential oils in the medical community," Fairbanks said.

One oil blend, called OnGuard, has been involved in several medical research studies which indicate the product kills MRSA (Methicillin-resistant Staphylococcus aureus), a virulent, difficult-to-treat and often deadly staph infection.

In addition to single-bottle essential oils and oil blends, the firm also markets products such as toothpaste, skin care items, nutritional supplements, weight loss products, bath and shampoo products, hand washing products and diffusers.

Anti 'zapping' legislation aims to prevent businesses from failing to remit taxes

By Brice Wallace

The Enterprise

A bill approved by a House committee aims to zap "zapping."

HB96 would prohibit the sale or use of software programs, often called "phantomware," or so-called "automated sales suppression devices" that falsify the records of electronic cash registers and other point-of-sale systems. By manipulating or eliminating transaction records, a business can avoid remitting taxes.

The bill's sponsor, Rep. Patrice Arent, D-Salt Lake, told the House Public Utilities and Technology Committee that "zapping" alters cash sales and destroys the underlying electronic records. Cash-heavy businesses — restaurants, convenience stores or movie theaters — can use a "jump" drive to manipulate records at the end of the day by "recalculating" cash sales. She said a person buying lunch for a group could have purchased five sandwiches and three soups but "suddenly, it would become two sandwiches and one soup" through zapping. The restaurant owner would avoid paying taxes on the difference.

One study, she said, indicated Utah is losing \$147 million annually from zapping. "These are taxes that are already being paid," she said. "They're being paid, when you go to have lunch, by the customer. They just aren't making it to the tax commission and others."

"This is not just a Utah problem," said Marc Johnson, a member of the Utah Tax Commission.

"It's not even a United States problem. It's an international problem. ... It is huge worldwide. This is not just a problem for the retailers and the tax commission. Honest taxpayers are getting scammed. They're paying money for taxes and the retailers who have these zapping devices are taking their cash — trust fund money — and absconding with it, so it's an offense against the taxpayers and private citizens as well."

Johnson said zapping devices have been outlawed in other states. "It's simply a scam," he said of phantomware. "It's a scamming device. There's just no legitimate use for it that we're aware of."

Several committee members asked how Utah will be able to determine whether a business used the zapping software or devices. Arent said audits or sting operations most likely would uncover violations. She said that in New York, regulators set up a fake restaurant and solicited cash register vendors. Seventeen of the 20 interested companies tried to sell zapping software. An audit of 424 restaurants in Canada revealed that one-third used zapping software, she said.

"I know of no one using it in Utah," Arent said. "We have reason to believe, based on the fact that we've found it in so many other places, that it's probably being used in Utah. We certainly want to discourage any more use. ..."

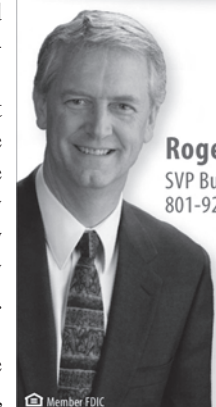
Dave Davis, president of the Utah Retail Merchants Association,

expressed support for the bill. "If they [retailers] adjust those sales, in essence, they're absconding with their consumers' money that is supposed to be going to the tax commission," Davis said.

"It creates an uneven playing field. Those legitimate operators that are out there are, in essence, operating at a 6 to 7 percent disadvantage based on the fact that there may be bad actors out there using this software."

The bill would require an intent to defraud in order to be a violation. The first offense would be a third-degree felony. Subsequent offenses would be second-degree felonies. Also, anyone convicted would face a fine of up to twice the amount of taxes that otherwise would have been due.

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Small Business Financing



Credit for small businesses

By Eric Myers

Is credit still tight and tough to come by for small businesses? Many will tell you that it is. Why? Why was it reported in 2011 that large banks only approved approximately 10 percent of the loan applications they approved? As many know, the banking and lending environment has changed in many ways in recent years. New regulations have been put in place to ensure that banks make good loans and take on acceptable credit risks. The economic downturn has also created a level of uncertainty for many small-business owners. Some industries have forever changed and will not likely return to the way things were before. Certain customer segments have modified their mind-set and approaches to acquiring the goods and services that maintain their businesses and livelihoods. Political uncertainty regarding policy from taxes to health care has also played a large role in changing the current economic landscape. Many business owners are still reluctant to expand, grow, hire new employees, increase production, boost marketing and advertising activities or engage in other opportunities until the economic smoke has more fully cleared and they can clearly see what the future will hold. The demand for credit and traditional bank financing that supports these activities has decreased further, explaining the low level of bank-approved loans in recent months.

However, obtaining credit from a large, traditional bank is not the only option to obtain financing for small-business owners. Small banks were much more generous in their approval of loan applications in 2011, reporting an approval rate of 50 percent. Even better than this are those banks and lenders that provide alternative financing to their customers. My bank approved 59 percent of loan applications we reviewed in 2011 and many of our peers in the alternative lending industry did even better. The acces-

sibility and increased awareness of alternative forms of financing such as asset-based lending, factoring, purchase order financing, merchant card advances, and more was one of the growing trends and stories in 2011.

Traditional bank financing from a traditional bank will continue to be an avenue that many small-business owners will seek in the coming months and years as the economic recovery continues to unfold and reaches more industries and areas of the country. I fully expect that the approval rate for those who seek this type of credit facility will increase to a degree in 2012. This is also due to the fact that companies will continue to strengthen and become more profitable, putting them in a better position to qualify for these types of loans.

Alternative lending will continue to be a great solution, however, for small-business owners who need financing and who do not qualify for a traditional bank loan. As mentioned, there are many viable options available for businesses to get the cash flow they need to continue and expand their operations in today's economic environment. For more information regarding these types of lending programs, one can contact their local commercial lender, the Commercial Finance Association (www.cfa.com), or the International Factoring Association (www.factoring.org).

Eric Myers is the director of marketing at TAB Bank, Ogden. He has been selling and marketing financial products for the last 20 years. Myers can be reached eric.myers@tabbank.com. TAB Bank provides custom working capital solutions — accounts receivable financing, lines of credit, equipment loans and asset-based loans — to transportation and non-transportation companies in all stages of business life cycles during any economic conditions.

Vertical construction begins on 50-acre outlet shopping center in Lehi

By Barbara Rattle

The Enterprise

Vertical construction has begun in Lehi for Outlets at Traverse Mountain, a 50-acre shopping center that will be located directly south of the Cabela's sporting goods store.

Phase one should be complete late this year and will consist of about 225,000 square feet. All told, the development will contain 400,000 square feet and feature between 130 and 140 stores, according to Steven L. Craig, president and CEO of Newport Beach-based Craig Realty Group, the developer of the center.

"We're under way," he said. "We got off to a nice start; the weather's been very, very cooperative. It's probably to our benefit, and maybe to the tourism detriment, but we've been able to accomplish all the grading ahead of schedule because the ground never froze. We're now putting in footings and are slightly ahead of schedule. We're going to delivering space to our first group of tenants on Aug. 30 and they'll then spend the next 60 to 90 days building out their stores and we'll simultaneously be finishing the [first phase of the] project. We're expected to open late October. There will still be stores working to complete their [build out] as different people start at different times. We'll have a staggered store opening and will probably look to some sort of grand opening event late in the year."

Craig said he was unable to reveal the names of any of the tenants in the project, but did say the average store size will be about 3,500 square feet, and all should be open by Dec. 1.

"I think what people are really going to appreciate is the

amazing attention to detail that we put into it," Craig said. "It's covered canopy, so it's protected from the elements, but on a sunny day you'll also have kind of a solar screen canopy that gives you a little bit of sun protection. We have heated walkways. We will have by far and away the world's best restrooms. We've got a wonderful lobby that you walk into for customer service that's just a greatroom with a huge fireplace and a very inviting experience, far superior to what you see when you go to Park City. We spent the time to grade the site so it's very flat, it's very accessible to all types of people, whether it be grandparents or people pushing strollers. It's a very shoppable experience."

In recent weeks, Layton Construction has been issued several building permits for the project valued at about \$18 million. As a general rule, building permit valuations represent about half the actual cost of construction.

"We're really excited to be a part of the entire Traverse Mountain community," Craig said. "There are a number of new businesses that are coming into the area — Adobe, there's going to be a new Hyatt Place hotel that's going to be breaking ground probably in the spring to serve not only our shopping center and Cabela's but also the tech corridor that's there. We're seeing a lot of activity with other companies that have come to talk to us about different aspects that are very curious as to what we're going to do, because they want to kind of think their plans through relative to what we're doing. This community of Lehi and Highland and Alpine is really coming together as a really well planned area."

190 people, all but two of them in Utah.

Ray West (no relation), the firm's business development director, said Moxtek was founded by a Brigham Young University chemistry and physics professor in 1986. The firm's X-ray components are most commonly found in X-ray analysis equipment used to determine the composition of a material. Its optics components are used primarily in projectors. The firm, which sells its products globally, was purchased in 2004 by Polatechno Co. Ltd., a Japanese firm that consists of a joint venture between Nippon Kayaku Co. Ltd. and Arisawa Manufacturing Co. Ltd.

Moxtek employs roughly

MOXTEK

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"We've had record growth the last two years and we're on track to do another record year in 2012," West said. "We hired about 30 employees last year and this new facility will require hiring too, probably 20 to 30. It will increase our production capacity, if we use the whole building, by 50 percent."

The new building will also be used not only to expand existing business, but to perhaps enter into new business sectors as well, although West declined to elaborate.

Moxtek employs roughly

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• Legislative Roundup •

• Companies that conduct vehicle safety inspections would be affected by a bill passed out by the House Revenue and Taxation Committee.

HB298, sponsored by Rep. John Dougall, R-American Fork, would lessen the number of required inspections during the vehicle's first 10 years. While an earlier version of the bill would have essentially eliminated inspections, HB298 calls for vehicles to be inspected in years four, eight and 10 and annually after the 10th year. Current law calls for inspections every other year for vehicles less than 8 years old and annually thereafter.

A portion of vehicle registration fees would be placed in the Public Safety Restricted Account and would be used to hire six highway patrolmen.

The bill would take effect July 1, 2013. Emissions tests would not be affected by HB298.

• A Senate committee has passed out a bill designed to protect renters.

SB173, approved by the Senate Business and Labor Committee, calls for a property owner to provide to a potential renter a written inventory of the condition of the rental unit before the owner and renter enter into a rental agreement. Before the rental term begins, the owner would be required to provide the renter with his or her name, address and telephone number, and for anyone authorized to manage the unit or act on behalf of the owner, in writing.

The owner also would have to provide to the renter a copy of the rental agreement and a copy of rules and regulations applicable to the rental unit.

If an owner fails to deliver the rental unit as provided in the rental agreement, the renter could terminate the agreement through a written notice to the owner and get back any prepaid rent and any security deposit. If they choose not to terminate the agreement, the rent would be abated until the unit is provided.

SB173 is sponsored by Sen. Ben McAdams, D-Salt Lake.

• A House committee has passed out a bill that would delay implementation of legislation about electronic transmissions of medical prescriptions.

The House Health and Human Services Committee passed out HB122. Sponsor Rep. Evan Vickers, R-Cedar City, said physicians are lagging behind pharmacies in implementing systems and need more time, so the bill pushes back e-prescription mandates from July 1 of this year to July 1, 2013.

HB122 also requires practi-

tioners to offer patients a choice about which pharmacy will receive the e-prescription transmission. It requires transmitting the e-prescription using the drug prescribed by the physician. It also requires the e-prescribing entity to provide the physician with insurance formulary information, if it is available.

• A bill that codifies that Voice over Internet Protocol, or VoIP, is outside of Utah Public Service Commission regulation has passed out of a Senate committee, but its sponsor acknowledges that issues about taxes, fees and other issues about Internet communication need to be addressed.

The Senate Revenue and Tax Committee passed SB229 to the full Senate. It exempts VoIP providers from regulation by the PSC. Ted Boyer, the commission's chairman, testified that the commission does not currently regulate VoIP providers.

The bill's sponsor, Curt Bramble, R-Provo, said the bill is "a work-in-progress," with intent language to be added when the matter comes before the full Senate. The bill is not intended to address the assessment of taxes, 9-1-1 fees, telecommunication relay service fees and other fees, but Bramble said he believes an interim legislative committee needs to tackle that issue. Bramble described the current tax policies as "arcane" and added that VoIP has a different tax treatment than other telephone services coming into a home over the same wire.

Senate Minority Leader Ross Romero, D-Salt Lake, voted against the bill, saying further refinement of the bill should happen in committee rather than on the Senate floor.

• A House committee has adopted a joint resolution encouraging employers to make accommodations to meet the needs of their employees who are breastfeeding their babies.

HJR4 calls on employers to provide unpaid break time and appropriate space for employees who need to breastfeed or express their milk for their infant children.

The resolution's sponsor, House Minority Whip Jennifer Seelig, D-Salt Lake, told the House Health and Human Services Committee that many studies have confirmed the benefits of breastfeeding.

"This resolution, of course, is not a mandate on anyone. ... There is definitely a plan for this resolution to be used to increase healthy family outcomes," she said.

Seelig acknowledged that federal law has several breastfeeding-related requirements for

businesses but they apply only to companies with 50 or more workers. The Utah resolution is aimed at encouraging activities for all employers.

• A bill requiring pharmacists to counsel people about their prescriptions stalled in a House committee but likely will be discussed during interim committee meetings later this year.

HB165, sponsored by Rep. Marie Poulson, D-Salt Lake, failed to advance out of the House Health and Human Services Committee after gaining support from some in the industry and criticism from others.

The bill would have required pharmacists to counsel patients about the proper use of a prescription drug through in-person face-to-face discussion or through video conferencing over a secure data connection for each drug at the time it was dispensed. Mail order pharmacies would have been required to provide counseling by phone or video conferencing.

Currently, retail pharmacies are required to offer counseling to customers getting prescriptions, and the patient can either accept or decline that offer.

Poulson cited several statistics indicating people often are not fully informed about their prescriptions and the associated risks, that prescriptions are often used improperly, that people fail to ask their pharmacists about the risks, and that adverse drug reactions affect 1.5 million people in the U.S. annually.

Marketing research firm to double in size

By Barbara Rattle

The Enterprise

Lighthouse Research, a Riverton-based full-service marketing research firm providing broad spectrum quantitative and qualitative services, is doubling in size.

Currently operating from approximately 5,500 square foot quarters at 1292 S. 12700 S. that feature three focus-group rooms, the company has purchased and is renovating a two-story structure at 375 E. 500 S., Salt Lake City, that will contain four focus-group rooms. Joe Anderson, company president, said the company will occupy the first floor of the Salt Lake City building, about 5,000 square feet, while the second level will be used for storage and props.

Focus groups consist of a group of individuals who are observed, candidly, by marketing professionals as they test and discuss products and marketing campaigns. They are even used for mock court trials.

Anderson credited the company's success to being rated a "Top Facility" — the only one in Utah — by Impulse Research Corp., a Los Angeles-based rater of marketing focus operations worldwide.

"We achieved [the rating] several years ago and have maintained it every year," Anderson said. "This top rating has kind of catapulted us to be the premier research center in Utah."

In addition to focus groups,



Lighthouse does "just about every type of research you could possibly imagine, from one-on-one interviews, door-to-door interviews, telephone/online interviews, and in person when we have them in group settings," Anderson said. "We have clients that are Fortune 500 companies that look to us for research. We do a lot of research here and we also travel into different communities throughout not just Utah but throughout the U.S. and abroad."

Anderson said companies are already booking the Salt Lake City facility "even though we haven't even said anything yet. We're probably booked there for the first couple of months. And we're going to be hiring, opening up quite a few jobs."



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Even if it came up short, Utah would still benefit from another Olympic bid, exec says

By Brice Wallace
The Enterprise

Even if Utah would come up short in trying to land a future Olympics, it would benefit from the exposure its bid would provide, according to Jeff Robbins, president and CEO of the Utah Sports Commission.

Robbins, also a member of the Utah Board of Tourism Development, also said during a board meeting that Utah has many advantages against other U.S. candidate cities expected to vie for the Games.

Robbins is a member of an exploratory committee formed by Gov. Gary Herbert to explore whether Utah should bid for the 2022 or 2026 Winter Olympics. The committee will take three to four months to examine budget and financing, transportation, environment, venues, potential competitors, public support and economic impact, among other issues. The U.S. Olympic Committee may choose as soon as next year whether to submit a candidate city to the International Olympic Committee. The IOC is expected to pick a host city in 2015 for the 2022 Winter Games.

"From my standpoint, whether you win, lose or draw in the end, there is no loser in Utah" should the state bid for the Games, Robbins told the tourism board. "You have significant worldwide recognition, you have a platform to tell your story, why you should

bid regarding film, tourism, sport, business relocation. It's a platform to now talk about all the great things going on here."

Robbins noted that Utah also has received much publicity simply from the exploratory committee's formation. The day after the committee was announced, he said, a Google search of "Salt Lake 2022 bid" had garnered 21 million Internet hits.

"I think it's exciting. Win, lose or draw, I don't see a downside, because the money [for the committee's work] is not going to be that much to do it, it's going to tell our story and give us all a chance to be relevant in the marketplace once again. I don't know what else you could do to get 21 million Google search hits back in a day," he said.

Should Salt Lake City bid, its U.S. competitors are expected to be Denver and the Reno/Tahoe area. But Robbins said Denver, which he described as "kind of ahead of the curve," could be hurt by the fact that it returned its bid to host the 1976 Games and the area likely would face \$2 billion or more in infrastructure improvements, including some along environmentally sensitive sites along the Interstate 70 corridor. Utah's costs likely would be about half of that, he said.

"We already have the venues in place; the infrastructure's in place," Robbins said.

"You've got a lot of different

issues that we wouldn't have," Robbins said of possible Denver and Reno/Tahoe bids. "We would have to tweak and modify and change, sure, but certainly not create and build. So that's the challenge probably that they have in front of them," whereas Utah's challenge would be having hosted it fairly recently, in 2002. "We think we have as many pluses on our side of the ledger as they have minuses on their side."

Utah also has changed since the 2002 Games, in a positive way, he added.

"While the exploratory committee has not made a decision and there's some work to do, I think those of us who have been involved with this for a while believe we certainly have the assets. The downtown's built out, we're going to have [light] rail coming from the airport that we didn't have, there are hotel assets, we've got other places now to host something so there are other venues in the mix. It's an exciting time."

Tourism board chairman Joel Racker said international competitors also might have trouble with bidding. "We've got the infrastructure, the world economy is kind of in the tank and a lot of nations are not in the positions to throw hundreds of millions of dollars to build the infrastructure, when we've got a lot of things going for us," Racker said.

Committee rejects Internet tax alert legislation

By Brice Wallace
The Enterprise

A House committee rejected a bill that would have forced Internet businesses to alert customers while online about the tax implications related to their purchases.

The House Revenue and Taxation Committee voted down HB385, which called for Internet, catalog and phone sales companies to alert customers that their transactions may be subject to sales or use taxes. It would not have applied to online auction websites or sellers with total gross sales in Utah of less than \$100,000.

Currently, taxes for online purchases are required to be reported on individual tax returns.

The bill's sponsor, Rep. Wayne Harper, R-West Jordan, said the measure was about educating consumers about purchases made through out-of-state online companies.

"What we're trying to do is provide education and make sure that we're starting to level that playing field between bricks-and-mortar [stores]— the companies who are here, that hire our kids, that donate to the Little League teams, that help the Boy Scouts and the Girl Scouts on fund-raising, that provide all the jobs here and pay the property taxes — do not have a competitive disadvantage to a company who is not located here who are selling the identical merchandise in the state of Utah, by giving them a 6.875 percent advantage on the cost of the product," Harper said.

Rep. Steve Eliason, R-Sandy, said states are losing billions of dollars in uncollected taxes from such transactions. "It's simply a matter not of raising the tax rate but collecting what is due," he said. "This [bill] is a step in the right direction. Until Congress passes the Marketplace Fairness Act, states will continue to produce a patchwork of legislation" to address the issue.

In supporting HB385, Dave Davis, president of the Utah Retail Merchants Association, said one study indicated that Utah has \$180 million in uncollected sales

tax annually because people fail to report the taxes on their individual returns. He also said the bill would "send the appropriate message" to the federal government that national legislation is needed to address the issue.

"This [bill] is all about transparency and to get rid of this wink and nod campaign that is, 'Look, this might be subject to tax and you as a consumer need to understand that you might need to pay use tax on this,'" Davis said.

While Harper said eBay and Overstock.com would not be affected by the bill because they have operations in Utah, he noted that eBay affiliates would be. Still, representatives of both companies denounced the bill.

Mark Griffin, Overstock.com's general counsel, said requiring the tax-implication alert is "not a little notice." It would put "legalese" between an online customer's decision to buy a product and the customer completing that purchase. "And on the Internet, that's everything," he said.

Putting doubt in a customer's mind about taxes or suggesting they consult professionals about such tax matters would be a distraction that would hurt Internet commerce, he said. "The more things that are interposed between the interest [to buy] and that decision to purchase and to click 'Submit' cause the purchase rate to go down," he said.

Griffin favors a federal government solution to a patchwork of state measures "and those who propose these types of bills without a uniform solution are actually angling, in a thinly veiled attempt, to kill Internet commerce," he said.

"This is not a veiled attempt to kill online commerce," Harper countered. "It is a clear, wide-open attempt to level the tax policy between like retailers."

Gary Thorup, a tax attorney representing eBay, said federal action is needed because having a patchwork of state requirements "won't engender simplicity or uniformity but will result in litigation in all 50 states."

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• Earnings Roundup •

Huntsman

Chemical manufacturer Huntsman Corp., with headquarters in Texas and Salt Lake City, reported net income of \$105 million, or 44 cents per share, for the fourth quarter of 2011. That compares with \$30 million, or 12 cents per share, for the same period in 2010.

Fourth-quarter revenues totaled \$2.6 billion, up from \$2.4 billion a year earlier.

For the full year 2011, the company reported net income of \$247 million, or \$1.02 per share, compared with \$27 million, or 11 cents per share, for 2011.

Revenues in 2011 totaled \$11.2 billion, up from \$9.2 billion in 2010.

“Our adjusted EBITDA (earnings before interest, taxes, depreciation and amortization) of \$1.2 billion represents the best year we have accomplished with our current business portfolio,” Peter R. Huntsman, president and CEO, said in announcing the results. “This took place despite earnings pressure from foreign currency movements within the year and lower demand trends and aggressive customer destocking within the fourth quarter.”

Ancestry.com

Ancestry.com Inc., based in Provo, reported net income of \$18.3 million, or 40 cents per share, for the fiscal fourth quarter ended Dec. 31. That compares with \$12.6 million, or 25 cents per share, for the same quarter in 2010.

Revenues totaled \$104.2 million, up from \$82.7 million in the year-earlier quarter.

For the full year, the company reported net income of \$62.9 million, or \$1.29 per share, which compares with \$36.8 million, or 76 cents per share, in 2010. Revenues in 2011 totaled \$399.7 million, up from \$300.9 million in 2010.

“Our fourth quarter represented a strong end to a very productive 2011 for Ancestry.com, a year in which we generated \$400 million in revenues, \$145 million in adjusted EBITDA [earnings before interest, taxes, depreciation and amortization] and greater than 20 percent growth in our subscriber base,” Tim Sullivan, CEO, said in announcing the results. “We believe we are making great strides on building out our product, and we are particularly excited about some of the innovations we expect to deliver in 2012 as we continue working to enrich the family history experience for our subscribers.”

Ancestry.com is an online family history resource, with a flagship website and several localized sites. It has more than 1.7 million subscribers.

Myrexis

Myrexis Inc., based in Salt Lake City, reported a net loss of \$7.5 million, or 29 cents per share, for the second fiscal quarter ended Dec. 31. That compares with a loss of \$7.9 million, or 31 cents per share, for the year-earlier quarter.

The company stopped contract research services activity last March, so it had no research revenue for the most recent quarters. Research revenue was \$23,000 in the year-earlier quarter.

In announcing the results, Robert J. Lollini, president and CEO, noted that the company had reorganized, cutting 15 employees, or about 20 percent of the company headcount. “Continuing our commitment to control cash burn, since March 2011, we have reduced our headcount by 57 percent, resulting in estimated annual cost savings of over \$9 million,” he said. “We continue to seek out potential strategic partnerships to maximize the therapeutic and commercial value of our

drug candidates and evaluate other strategies to enhance shareholder value.”

Myrexis is a biotechnology company focused on developing small-molecule therapeutics.

LifeVantage

LifeVantage Corp., based in Salt Lake City, reported net income of \$8.6 million, or 5 cents per share, for the fiscal second quarter ended Dec. 31. That compares with \$5.4 million, or zero cents per share, in the same quarter a year earlier.

Net revenues totaled \$25.3 million, up from \$7.5 million in the same period a year earlier.

In announcing the results, Douglas C. Robinson, president and CEO, noted that the company had record second-quarter revenue and operating income and its operating margins doubled. “We plan to continue to strengthen our infrastructure by adding headcount for all areas of our business and increasing our marketing investments as we build the necessary platform to continue our profitable organic growth,” he said.

LifeVantage produces dietary supplements.

Park City Group

Park City Group, based in Park City, reported a net loss of \$385,000, or 3 cents per share, for the fiscal second quarter ended Dec. 31. That compares with a loss of \$22,000, or zero cents per share, for the same quarter a year earlier.

Revenues totaled \$2.6 million, compared with \$2.7 million a year earlier.

“We’re seeing an acceleration of customers deploying more of our solutions deeper into their supply chains,” Randall K. Fields, chairman and CEO, said in announcing the results. “In addition, we’re increasingly confident of a significant win in an additional vertical market given our

growing sales pipeline.”

Park City Group is a software-as-a-service provider.

Dynatronics

Dynatronics Corp., based in Salt Lake City, reported net income of \$46,334, or zero cents per share, for the fiscal second quarter ended Dec. 31. That compares with \$67,839, or 1 cent per share, for the same quarter a year earlier.

Sales in the quarter totaled \$8.3 million, up from \$8.2 million in the year-earlier quarter.

“As a result of our increased investment in R&D over the past two years, we expect to introduce

a record number of new products this year, including several high-margin therapy devices as well as other specialty rehab equipment,” Kelvyn H. Cullimore Jr., chairman and president, said in announcing the quarter’s results. “Once the products are introduced, R&D expenditures are expected to return to more traditional levels, triggering annual savings in the range of approximately \$300,000 to \$400,000.”

Dynatronics manufactures, markets and distributes medical devices, orthopedic soft goods and supplies, treatment tables and rehabilitation equipment.



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Another birthday. Bah, humbug or a day of celebration?

24,090. That's how many days I've been alive. You? I'll save you the math. I just celebrated my 66th birthday. (I know. I don't look it.)

For the past 16 years, I have been angry at birthdays — didn't want any more — and didn't want to have any acknowledgement. Didn't want any celebration. But, people always encouraged me to anyway.

This year I decided to go from grumpy to grateful — from stoic to celebratory. And it was a joyful decision. I have so much to be thankful for. It's a shame to waste another second lamenting my age.

Celebrate the day and the days. Celebrate the year and the years. Celebrate with family and close friends.

I'm so happy to be with my family and in good health.

I'm so happy to reflect on achievements and create the vision for new milestones to pass this year and in the coming decade.

How do you celebrate your birthday? Many people celebrate the wrong way. They party to a stupor. Drunk, hung over, stoned, high and in general overindulgent to a point that they "need a day to recover."

Let's take it deeper ...

How do you celebrate the sales you make?

How does your boss celebrate the sales you make?

Are they two different celebrations?

Most salespeople have a plan or a quota for the month, the quarter and the year. To accomplish this task (goal) is often more arduous than most salespeople are able. Sales have to take place on a regular basis.

When salespeople make a sale, there's a celebration. Sometimes a very small one. Sometimes a negative one.

Here's the scenario:

Salesperson: (in an elated tone) "Hey boss, I just made a sale!"

Boss: "You still need three more before you hit your goal."

Salesperson: "Thanks boss, you (expletive deleted)."

The boss could have just as easily said, "GREAT! Way to go! Tell me all about it." Your boss could have embraced your success, celebrated the moment and helped you discover what went right so you could repeat the process and have a great attitude toward the inevitable next sale.

Which celebration would you rather have? Which boss would you rather have? Which boss do you have? Which boss are you?

Here's what I discovered this birthday: celebration, and the type of celebration, is both a choice and an attitude.

I choose happy, and I try my best to make others around me happy. You?

If your boss is grumpy, it might

make you grumpy. That's what I was the past 16 years on my day of birth. I wasn't snippy about it, but people knew it was not my choice to celebrate a birthday as I was aging. And it only took me 16 years to figure out that I was completely, utterly wrong.

Not only was I gloomy, I made others around me gloomy. In spite of the fact that people called me, in spite of the fact that people gave me gifts or took me out to dinner or "surprised" me with a party, I still wasn't happy on the inside. I wasn't my normal gung-ho, laughing, smiley self. So I made a choice through my own self-realization that I couldn't stop my birthday from occurring, so why not make it a happy time with my family and the people I love?

The good news is I have gone from 364 days of celebration to 365 days of celebration. You and your boss may not be the same.

You will make more sales if you celebrate the sale and the day, every time. And your boss will be perceived as a great boss if he or she celebrates with you.

For the past three years, we have been discouraged as a country and a corporation from celebrating. Please join me in celebrating everything and every day. Please join me in finding all the good in whatever happens rather than nagging on what didn't happen or what still needs to happen.

It boils down to the choice between four simple words: discourage or encourage? Criticize or harmonize?

Which words and actions do you think work best?

While the choice may seem obvious, the actual implementation and communication are often the opposite. In fact, they are more often the opposite.

Want to grow your business?

Want to make more sales?

Want to make more profit?

Want to increase productivity?

Want to have better morale?

Want to keep your customers loyal?

Want to keep your employees loyal?

It's real easy — celebrate more.

Happy Birthday!

Jeffrey Gitomer is the author of *The Sales Bible*, *Customer Satisfaction is Worthless*, *Customer Loyalty is Priceless*, *The Little Red Book of Selling*, *The Little Red Book of Sales Answers*, *The Little Black Book of Connections*, *The Little Gold Book of YES! Attitude*, *The Little Green Book of Getting Your Way*, *The Little Platinum Book of Cha-Ching*, *The Little Teal Book of Trust*, *The Little Book of Leadership*, and *Social BOOM!* His website, www.gitomer.com, will lead you to more information about training and seminars, or e-mail him personally at salesman@gitomer.com.

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Eight ways to give yourself a sales edge

By John Graham

Ironically, at the very moment when consumers and business buyers are better informed than ever, there's also a greater need for competent salespeople. That may seem like a contradiction since the traditional role of a salesperson was to inform the uninformed.

While that is long passed, there seems to be confusion about what it means to be in sales today. Is it to provide "solutions," to be a "facilitator" or to serve as a "customer resource?"

With such confusion, it's easy to understand why an increasing number of those in sales feel a need to practice obfuscation when it comes to letting others know what they do. "Sales" is the one word they do everything possible to avoid using. LinkedIn profiles, for example, are filled with exercises in creative writing when it comes to titles that are designed to cover up what people really do.

There's everything *right* about being in sales. To try to hide being a salesperson from customers is self-defeating because it creates distrust and undermines credibility.

The major issue today in sales is how to get ahead of the competition. Here are eight ways to give yourself a sales edge:

- **Relaxed customers buy more.** There's a lesson for every salesperson in a recent study in the *Journal of Marketing Research*. It reveals that relaxed shoppers behave differently. They will pay up to 15 percent more for their purchases than customers who are stressed, which suggests that the right buying environment can make a difference.

- **Willpower focus.** Salespeople aren't alone in having trouble staying on track. Yet, success in selling requires careful planning, excellent organization and efficient follow up. All of which require willpower. Should you check your e-mail or finish the sales report? Should you go see a prospect or call on a "buddy-type" customer? Should you play a computer game or draft the proposal?

Psychologist Roy Baumeister, the author of *Willpower*, says we can train ourselves to be more disciplined. "People exert less self-control after seeing a messy desk than after seeing a clean desk," he says. "You may not care about whether your bed is made and your desk is clean, but these environmental cues subtly influence your brain and your behavior, making it ultimately less of a strain to maintain self-discipline."

You might even call it tending to business.

- **Stop reading sales books.** Salespeople are drawn to anything that promises to make them the "greatest." Since it never happens, it's time to stop buying sales books. Most never get read, anyway.

This doesn't mean to stop learning. What you need is the stuff that gives you something to think about. Here are three: *Eat People and Other Unapologetic Rules for Game-Changing Entrepreneurs* by Andy Kessler; *The Presentation Secrets of Steve Jobs* by Carmine Gallo; and *You Are Not So Smart, You Have Too Many Friends on Facebook, Your Memory is Mostly Fiction and 46 Other Ways, You're Deluding Yourself* by David McRaney.

If they sound like fun, they are. They have nothing to do with selling and everything to do with closing more sales.

- **Talk to yourself.** The one problem that keeps salespeople from greater success is listening to everyone else. What someone else thinks tells more about that person and nothing about you. The only conversations that count are

those you have with yourself.

It's all about asking yourself the right questions: "Why did I freeze during the presentation?" Probably a lack of preparation. "Why am I afraid to apply for the job I really want?" Probably don't want to be turned down.

Don't let junk fester. Talk to yourself about it — and see what happens.

- **Go out on a limb.** This may not be one of the "Top 10" sales ideas. But that's why it's important. After being CEO of JC Penney for only six months, Ron Johnson, Apple's retail genius, announced a total makeover that knocked the breath out the nation's retailers. Others acknowledge that his plans are bold, brash and brilliant. His view is that nothing less than a total transformation can make the grade. He even had the audacity to suggest that spending \$2 billion on advertising and promotion was too much!

It only took a day or so for doubters and naysayers to come out from under the rocks, skewering his plans with their tin swords. It's true that ideas need testing, but thinking small and tinkering won't do the job today. Remember, the same folks who said Apple wouldn't be successful with retail stores are at it again with JC Penney's plans.

Going out on the proverbial limb can be liberating — for salespeople, as well as everyone else.

- **Be impatient for your customers.** Everything in sales is about urgency, a quality that's measured by what an individual customer expects. The day after the Neiman Marcus package arrived by FedEx, the robo call confirmed that it had been delivered. A Kindle book is ready to read in less than 60 seconds. These are the type of experiences that are transforming customer expectations and dare not be ignored by salespeople.

Customer decisions are made on factors other than price and quality, although both are important. Staples gets it right, which it has for years. "Easy" is their magic word and they deliver on the promise, so why take a chance elsewhere? That's the way your customers, think, too. If it isn't easy, they're gone. Being impatient on their behalf should be a top priority for every salesperson.

- **Know where you're going.** This includes this afternoon, later tonight, tomorrow, as well as next week, next year and far down the road. A few people do it, but many salespeople don't. A life insurance agent who had been in the business for 30 years said, "This morning, I did the same thing I've done my whole career. I get up and try to figure out who I can talk to today." Too many salespeople work the same way, opportunistically. They wait for something to happen; sometimes it does, but most of the time it doesn't.

The challenge is how to get from here to there. And is "there" the right goal? What's the upside and what would keep you from getting there? What's realistic and what's fantasy?

Many event plans fail, not for a lack of enthusiasm but because no one spent the time to do a simple SWOT analysis. They never bothered to look at the strengths, weaknesses, opportunities and threats. It takes work to think about what can go wrong. It's what we don't anticipate that gets us in trouble.

- **Stay skeptical.** When the owner of a small company announced that the doors were closing, the employees were shocked. Ironically, their reaction was equally shocking to the owner. In the same way, salespeople are

see GRAHAM page 21

Renaissance manufacturing, part one

Ahhhh, the “common wisdom” in America ... so easy to pass on to associates, to family and to friends.

The common wisdom is that we have lost our ability to “make things” in this country — lost it to China, Mexico, etc. Our nation is now a place where we simply trade information with each other and serve each other hamburgers.

The common wisdom is so often wrong.

The Numbers

The American manufacturing sector added an estimated 50,000 net new jobs during January, the best performance in a year. Manufacturing job gains in January were second only to a larger estimated gain in professional and business services jobs. In addition, the Institute for Supply Management noted in its latest monthly release that new factory orders rose to a nine-month high in January. These manufacturing job gains are particularly important given ongoing weakness in financial services and government sector employment.

The January gain of 50,000 jobs followed an estimated 32,000 manufacturing job rise in December. It is anticipated that the sector will add a few hundred thousand net new jobs this year, marking the third year in a row of gains, following years of job losses.

No question, the manufacturing sector has been hit very hard in recent decades. Total manufacturing employment peaked in 1979 at 19.6 million people. With job gains of the past few months, and the addition of 338,000 net new jobs during the past year, total employment is roughly 11.9 million, down 39 percent from the peak, even as the population has risen sharply. U.S. manufacturing jobs accounted for 25 percent of American employment in 1970, versus 9 percent today.

Note, however, that much of the reason for the decline is that U.S. manufacturing workers are so much more productive than they used to be. A study of a “manufacturing return” to the U.S. by Jones Lang LaSalle Research noted that it took 1,000 workers in 1960 to do what 184 workers can do now (The Agurban).

The U.S. ranks with the Chinese and the Germans as the three major manufacturing powers in the world, with U.S. manufacturing exports exceeding \$1 trillion annually. The U.S. is particularly strong in exporting machinery of all types, chemicals, fuel, and transportation equipment (*The New York Times*).

Autos Rebound

Again, the common wisdom. We can't make a quality car in this country anymore, having lost our way to the Japanese, the Germans and the Koreans. Wrong again. The quality of U.S.-made cars by the Big Three ranks with the best in the world. Note: my last three cars (I lease them) were two Chrysler 300s and a Jeep Grand Cherokee, among the best cars I have ever had the privilege to drive.

Recent American auto sales have run at a 14.2 million annual rate, the best in a number of years. Most of the strength in January manufacturing employment was in this durable goods sector (goods designed to last more than three years).

China's Small Share

The common wisdom now suggests that most manufactured goods we buy are made in China. Again, wrong.

The vast majority of goods and services sold in the U.S. — 88.5 percent — are produced here, notes the Federal Reserve Bank of San Francisco in a report entitled “The U.S. Content of ‘Made in China.’” Obviously, part of the issue here is that nearly 70 percent of consumer spending is on services, which are primarily produced locally.

Imported goods account for much of the rest, with those from China amounting to 2.5 percent of GDP. Even this figure is misleading. When one accounts for “U.S. content” of wholesale and retail margins, only 1.2 percent actually represents China-produced content (The Agurban).

So Many Openings

I have noted before the frustration felt by manufacturing managers in their inability to fill open positions. An estimated 600,000 positions for skilled workers are currently available and unfilled, accounting for 5 percent of all manufacturing jobs. A majority of manufacturers note that the inability to fill open positions has hampered opportunities to expand output (www.nadca.com).



Jeff Thredgold

I have discussed before the fact that one new wrinkle in the job frustration game is the inability of tens of thousands of skilled workers to move from point A to point B to fill such positions. Too many skilled workers are buried in their homes, with mortgages that exceed the value of their homes. This is particularly true in the Upper Midwest. Fewer firms are willing to absorb major financial hits to get the skilled workers they need.

Perception

Manufacturing jobs of all types will be available in coming years in significant quantities across the nation; that much seems clear. Millions of manufacturing workers are in their 40s and 50s, with relatively few younger workers joining manufacturing ranks in recent years.

One of the challenges in coming years will be the need to change peoples' perceptions of manufacturing employment. Too many young people today, as with the previous generation, have visions of attending college and then making their fortune on Wall Street. Finance jobs are sexy. Working in a manufacturing plant is typically not.

When a daughter or a son brings their new boyfriend or girlfriend home to meet mom and dad, the parents want to hear about medical school or finance or law, not goals about being an eventual bigwig in a manufacturing firm. Sad but true.

I have talked ad nauseam for years about the need to tie manufacturing job needs with local high school and community college training programs. Some good programs exist, while others are largely a waste of taxpayer funds. Unfortunately, where are cuts likely to be when school districts are under enormous funding pressures? You guessed it.

A major image building effort is needed, with the school system playing a significant role. Too many high-school students are pushed toward the college or university environment. Not enough are directed toward apprentice programs and training programs in manufacturing.

Even as manufacturing activity has blossomed in recent years, fears remain. A European financial implosion could trim a key market for U.S.-made goods. Manufacturing owners and managers fear the costs of Obamacare and the administration's strong support of unionized workers. Many manufacturers still fear the Chinese.

The China Syndrome

Next week's column will focus on the challenges of shifting jobs to China, and why rising costs of doing business there provide a real opportunity for American firms to expand jobs at home or bring jobs back. Stay tuned.

Jeff Thredgold is the only economist in the world to have ever earned the CSP (Certified Speaking Professional) international designation, the highest earned designation in professional speaking. He is the author of *econAmerica*, released by major publisher Wiley & Sons, and serves as economic consultant to Zions Bank.

Dealing with default

The economy continues to improve, but many businesses are still struggling — some to the point of being unable to repay a loan.

If you are experiencing or may potentially experience loan default by missing regular payments, there are three critical steps you should take:

Talk to your lender. The worst thing you can do is keep your lender in the dark. Inform him or her of your situation and see if you can negotiate the terms of your loan contract. Some loan terms up for discussion could include changing the terms of payment (such as paying less per month but for a longer period of time with a higher interest rate), late-payment forgiveness with a promise that future payments will be on time, or refinancing at a lower interest rate.

Make a plan. A key factor in helping your lender determine his or her willingness to work with you is a recovery plan that should be generated by you. This written plan should include a situational analysis of the current state of your business, as well as an outline for how you plan to improve operations in order to come current on any outstanding loan payments. This proves to your lender that you are serious about holding up your end of the bargain. It also gives the lender something tangible to provide to loan committee in order to advocate for you.

Cut costs. One of the most common elements of a recovery plan includes detailing how you will cut costs. Is it time to move to a smaller office, liquidate inventory or restructure? Reducing expenses is never easy, but is necessary to increase cash flow that can be redirected toward debt repayment.

It's important to remember that a lender expects troubled borrowers to show integrity and make every effort to repay their loan. When I was a young man early in my business career, my father told me the story of a building contractor and two partners that had a powerful impact on my life. When the business failed, the two partners declared bankruptcy and left the area. The remaining partner was left to face his creditors alone. He ended up developing a small business selling a product to contractors. When my father visited with him about 30 years later, the 90-year-old man said, “I am a free man. I just paid off the last of my debts.”

Working hard to repay a loan despite financial difficulties is not only admirable but can save you trouble down the road. Some of the problems you may run into if you default on a loan include:

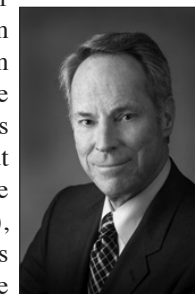
Drop in credit score. Each missed payment negatively impacts your business credit score. Your personal credit score may also be affected, depending on the type of business structure you have in place.

Increased interest rates. Your business interest rates (and possibly your personal interest rates) on existing loans may increase if your credit score dips. This could potentially affect your current loan agreement and will definitely affect any future loans.

Foreclosure or seizure of collateral. Loan default allows the lender to seize any property or collateral included in your loan contract in an effort to recuperate losses. In fact, lenders don't even have to wait until you default; they can begin the seizure process as soon as a loan covenant is broken. Loan covenants may include a variety of obligations, including a business owner's agreement to meet certain profit goals or to not incur additional debt.

There are many reasons a business owner defaults on a loan, but only one good way to deal with the situation: talk to your lender, and do it now. The worst thing you can do is run away from the situation and keep your lender out of the know. Banks don't want to foreclose on your property or get rid of your inventory, and are often willing to employ creative problem solving to avoid loan defaults.

Dale Gunther is vice chairman of the board of People's Utah Bancorp, the holding company for Bank of American Fork, which is an Equal Housing Lender and Member FDIC. At the start of his 16-year tenure as CEO at Bank of American Fork, the bank had two branches and \$80 million in assets; it now has 13 offices and more than \$880 million in assets. Gunther has served as chairman of the Utah Bankers Association and currently serves as an American Fork City Councilman. This article should not be considered legal or investment advice. Seek legal and investment advice from your own qualified professional.



Dale Gunther

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Cruising the Panama Canal

A Panama Canal cruise is on almost everybody's "bucket list," and probably should be added to yours if it isn't one of your must-see destinations already, although, I have to admit that it's still only on my own list — I haven't actually done it, yet.

The first thing you should know about such a cruise is there are two types: one that goes into the canal from the Atlantic Ocean, and goes as far as Gatun Lake, then turns around and comes back out and winds up back in Florida; the other type goes all the way through the canal and winds up on the opposite side of the United States from whence it started. The type that doesn't go all the way through the canal is usually somewhat shorter and therefore will cost a little bit less.

Here's a good website for checking out all cruises: www.columbusvacations.com. There may be others I don't know about, but you can use this one free of charge and it covers virtually every popular cruise line and itinerary in the world. On the left hand side of the home page near the top you will find a box titled "Search the Web's Largest Cruise Database," and you can select from itineraries all over the world, by cruise line if you have a preference,



Don Shafer

and by the month you want to go. Using that tool, I found a few 10-day cruises starting and ending in Fort Lauderdale that will be doing what I just described (going into Gatun Lake and then turning around and coming back out) this March with lead prices beginning at \$799 per person. Eighty dollars per day is a fantastic deal.

The advantage of the second type of cruise is that by going all the way through from Atlantic to Pacific, or vice versa, you actually go through the Gaillard Cut, or Culebra Cut, which is an artificial valley that cuts through the continental divide in Panama — the part of the Panama Canal that is actually a canal. Construction of the cut was one of the great engineering feats of its time, and the huge effort required to com-

plete it has proved to be justified because of how the canal has aided shipping, as well as the strategic interests of the United States. Without it, ships would have to sail all the way around the bottom of South America in order to get from one coast of the United States to the other. Also, by going all the way through the canal, you are able to pass under the Centennial Bridge and the Bridge of the Americas, the latter supposedly bridging North and South America, although it may be just a few miles off.

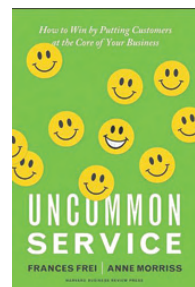
Either type of cruise is usually a tremendous bargain. By using that cruise search-engine again, I found a 14-day Norwegian Cruise Line cruise from Miami to Los Angeles (which has the advantage of low airfares from LA to SLC) for only \$1,399 per person, a 15-day Celebrity cruise from San Diego to Fort Lauderdale for just \$1,249 per person, and a Princess cruise from LA to Miami of 14 days for the great starting price of \$1,219 — all this April.

Most of the all-the-way-through-the-canal cruises are in the spring, when companies are moving ships from the Caribbean to Alaska, or in the fall, when the ships are leaving Alaska and going back to the Caribbean for the winter months.

This coming Sept. 28, see SHAFER next page

Books about customer service, Apple, worth picking up

(Editor's note: Each month Jack Covert, founder of 800-CEO-READ, reviews the best recently released business books. Jack is also the coauthor of *The 100 Best Business Books of All Time*, recently updated and expanded, and released in paperback. 800-CEO-READ is a leading direct supplier of book-related resources to corporations and organizations worldwide, and specializes in identifying trends in the changing business market).



Uncommon Service: How to Win by Putting Customers at the Core of Your Business

By Frances Frei & Anne Morriss
Harvard Business Review Press,
272 pages, \$29.95, Hardcover

As a service company, when we receive feedback about a negative situation, we immediately act to resolve the conflict and then try to put a process in place to avoid such a thing happening in the future. Most books on service describe ways to do this: how to react to or plan for customer service breakdowns.

Uncommon Service: How to Win by Putting Customers at the Core of Your Business asserts that service is not about reacting, but building customer satisfaction into the business model itself, so that employees and the systems they work within provide excellent service as a matter of routine.

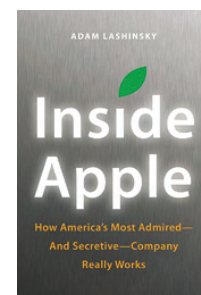
What is surprising about the case stories in *Uncommon Service* is that the authors focus on how the companies are really bad at something, and how that serviced the great things they did in ways that allowed them to be unapologetic about the bad things. Commerce Bank, for example, chose (proven) nice service people over smart financial service people. The cost of the employees was higher than the super smart ones, so unlike other banks which hired super smart people, Commerce Bank kept their fees high, didn't budge on them and banked (no pun intended) that word-of-mouth of their great ser-

vice would end up making them successful — and it did. The bad (higher fees) serviced the good (awesome service).

As the authors explain:

"This point is crucial to understanding how to design uncommon service. In our experience, the number one obstacle to great service — number one by a long shot — is the emotional unwillingness to embrace weakness. But it couldn't be clearer that to win in one area, you must lose in another. Progress requires sacrifice. Some part of your service offering must be thrown under the bus. [...] Choosing bad is your only shot at achieving greatness. And resisting it is a recipe for mediocrity."

This is not how most of us think, yet the authors make some very interesting and data-backed observations to support their theory. In typical *Harvard Business Review* fashion, the book is packed with lengthy case studies, making it an interesting and convincing read that will help you find your opportunity to choose "the bad" while achieving your own uncommon service success.



Inside Apple: How America's Most Admired — and Secretive — Company Really Works

By Adam Lashinsky
Business Plus, 223 Pages, \$26.99,
Hardcover

Apple, one of the most iconic companies of this century, has created many life-changing products (products we mostly didn't know we needed until they made them, and now can't live without), yet we know little about the inner workings of this organization — other than what Apple wants us to know.

One thing I found particularly illuminating is Apple's ability to say no. This company, with over \$108 billion in revenue and 30 years of business, can fit its entire product line on an average-sized conference room table. Its marketing and communications team

see BOOKS next page

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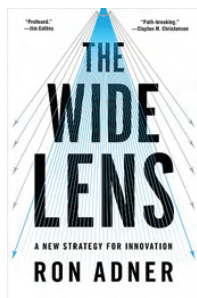
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BOOKS

from previous page



Of all that's been written and espoused on innovation over the past several years, it seems a key consideration has often been overlooked, one that Dartmouth College professor Ron Adner has gleaned from years of studying the subject. Adner has now detailed his findings as well as his prescription for greater success at innovation in *The Wide Lens*, in which cites many examples of companies that failed to check the "innovation blind spot" of their innovation ecosystem and consequently failed with innovations that should have been wild successes.

In the case of Philips Electronics, the invention of HDTV in the mid 1980s was thwarted by a lack of television programming recorded in HD — cameras and even a broadcasting standard were not yet in place. Sony had a similar blind spot when it developed the first e-reader, only to realize that e-books were not yet readily available for purchase. Ditto Johnson Controls, which developed a new generation of electrical switches and sensors to dramatically reduce energy use in buildings. The blind spot in its ecosystem was a lack of architects, electricians and others willing to adjust their routines in order to specify the new money-saving technology.

Adner writes:

"Welcome to the world of innovation ecosystems—a world in which the success of a value proposition depends on creating an alignment of partners who must work together in order to transform a winning idea to a market success. A world in which failing to expand your focus to include your entire ecosystem will set you up for failure. *Avoidable failure.*"

Through more than 10 years of study, Adner has developed blueprints and systems to assess a company's innovation blind spots, its innovation ecosystem, and its odds of success. The most effective way to set a wider lens, according to Adner, is to create what he calls a Value Blueprint, which identifies the players and intermediaries, clarifies the project and identifies risks and ways to assess and move around those risks. Though Adner acknowledges there will be unseen challenges and unknowns, the Value Blueprint will help take the foreseeable challenges out of a project's execution.

The Wide Lens opens the readers' eyes to the bigger picture

and expands the mind to the possible pitfalls that have come to stand in the way of the success of many innovative products and services, including vehicle tires that can be safely driven on after a blowout, the electric car, and inhalable insulin. Had a wider lens been employed at the time of the creation of these valuable innovations, the world might be a better place. Don't miss out on your opportunity to see your innovation go from conception to success by engaging a wider lens.

SHAFER

from previous page

NCL has a 14-day cruise on the Norwegian Pearl from Los Angeles to Miami for a mere \$1,099 per person, and the NCL Jewel class ships are all just a few years old and offer that famous "freestyle dining" which I personally love. According to *Fodor's*, "These ships have more than a dozen dining alternatives, a variety of entertainment options, enormous spas with thermal suites ... and expansive areas reserved for children and teens. Pools have waterslides and a plethora of lounge chairs ... Norwegian Pearl and Norwegian Gem introduced the line's first rock-climbing walls, as well as Bliss Lounge, which has trendy South Beach decor, and the first full-size 10-pin bowling alleys on modern cruise ships."

Sounds to me like a great way to go through the Panama Canal. And what a bargain price!

If you want to go in the summer, I found a very rare all-the-way-through-the-canal 16-day cruise this coming July with Princess that starts in New York and goes to Saint Thomas and Aruba, then on down and through the Panama Canal, to Costa Rica, ending in Los Angeles. However, it doesn't give any prices — just a number to call. But wouldn't it be fun to go to New York and see some Broadway shows, board the ship and wind up in Tinseltown?

Don Shafer has been hosting radio travel shows in Salt Lake City for more than a dozen years, and was taught everything he knows by travel experts he has interviewed. Although some have called him "The Travel Doctor," he holds a Ph.D. in a totally unrelated field, religion.



• Calendar •

• Feb. 21, 11 a.m.-1:30 p.m.: **MountainWest Capital Networks 2012 Entrepreneur of the Year Awards Luncheon.** Josh James,

Domo Technologies chairman and CEO and founder of Omniture, will be honored this year. Domo helps transform the way executives manage their business and get value from the tens of billions of dollars that are spent on business intelligence systems. Domo's founding team consists of some of the most sought after talent in the industry with experience that includes Amazon, American Express, Ancestry.com, eBay, Endeca, Facebook, Google, LinkedIn, MLB.com, Omniture, and Salesforce.com, among others. Location is the Little America Hotel, 500 S. Main St., Salt Lake City. Free to MWCN members, nonmembers pay \$55. Register at <http://www.mwcn.org/store/display/2093/37/entrepreneur-of-the-year-award-2012-josh-james>.

• Feb. 23, 7:30-9 a.m.: **Utah Technology Council Legislative Leadership Breakfast.** House Speaker Becky Lockhart and Senate President Michael Waddoups will speak. Location is the Salt Lake City Marriott City Center, 220 S. State St., Salt Lake City. Cost is \$30 for UTC members, \$60 for nonmembers. Register at www.utahtech.org.

• Feb. 28, 1 a.m.-noon: **"Leading Organizational Transformation - Evolve to a Higher Level of Sustained Performance,"** sponsored by The Employers Council. John Lee, president of Alpha Quality Consulting, will provide an understanding of the art and science of leading change. Topics to be covered include why transformation is necessary; basic model of organizational transformation; fundamental elements of organizational transformation: personal transformation, cultural transformation and tools transformation; what a functional organizational culture looks like; who is responsible for cultural change; and how to become influential enough to change organizational culture. Location is the Radisson Hotel, 215 S. West Temple, Salt Lake City. Cost is \$129 for council members, \$209 for nonmembers, and includes a full breakfast buffet beginning at 7:30 a.m. in addition to materials and parking. Enrollment is limited. Download the registration form at <http://ecutah.org/2012springleadership.pdf>.

• March 6, 7 p.m.: **"What's Next? Unconventional Wisdom on the Future of the World Economy,"** presented by Westminster College and the Utah Council for Citizen Diplomacy. The lecture will be presented by Lyric Hughes Hale, an accomplished China analyst and speaker. She is the editor in chief of EconVue Inc. Location is the Vieve Gore Concert Hall in the Emma Eccles

Jones Conservatory at Westminster College, 1840 S. 1300 E., Salt Lake City. Free.

• March 9, 7:15 a.m.-4:30 p.m.: **2012 Association for Corporate Growth Utah Intermountain Growth Conference and ACG Capital Connection.** Breakfast keynote speaker will be George Feiger of Contango Capital Advisors. Lunch keynote speaker will be Urban Meyer, former Florida Gators and Utah Utes coach and two-time BCS National Championship winner (subject to Ohio State schedule). The event will provide opportunity for business owners, executives, development officers, intermediaries and service providers in Utah to network, learn about how to maximize growth opportunities and to meet with the principals of more than 30 Utah-focused private equity groups and mezzanine lenders representing billions of dollars of growth and buyout capital, including Serent Capital, Sorenson Capital, Valor Equity Partners and Weston Presidio. There will be a number of workshops. Location is the Grand America Hotel, 500 S. Main St., Salt Lake City. Cost ranges from \$200 to \$250 based on early-bird registration and the registrant's affiliation with certain other industry groups. Register at <http://www.acg.org/utah/2012conferenceagenda.aspx>.

• March 13, 8-9 a.m.: **"The State of the Economy,"** sponsored by Bank of Utah and the Economic Development Corp. of Utah. Guest speaker will be Lt. Gov. Greg Bell. Bank of Utah president Douglas L. DeFries will host the event and provide his perspective on the economy. Location is the Marriott City Center, 220 S. Main St., Salt Lake City. Free for Bank of Utah customers. Those who are not Bank of Utah customers pay \$20. A breakfast buffet will begin at 7:30 a.m. Self-parking will be free. Register at https://www.bankofutah.com/economic_breakfast.html.

• March 21, 11:30 a.m.-1 p.m.: **Society of Marketing Professional Services Utah Chapter Networking Event.** Those in the architectural, engineering and construction industries are encouraged to attend. Speakers will include Todd Provost from the Utah Transit Authority and Terry Johnson from the Utah Department of Transportation. Location is the Little America Hotel, 500 S. Main St., Salt Lake City. For cost information and to register, visit www.smpsutah.org.

• April 8, 6 p.m.: **Salt Lake Chamber 125th Anniversary Gala.** Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$100 per person. A reception will begin at 6 p.m. followed by dinner and a program at 7 p.m. For more information, visit www.slchamber.com.

The Wide Lens: A New Strategy for Innovation
By Ron Adner
Portfolio, 231 pages, \$29.95,
Hardcover



When it comes to golf tournaments, be prepared and keep it simple

By Brent Moyes

During my almost 20 years in the golf business, and especially over the last 10 years at Eaglewood, I have helped administer and coordinate hundreds of corporate golf events. I have learned much from working with so many great people from the different businesses we have served. Here are some words of advice on how to create a successful event and even a less stressful experience for you, the tournament coordinator.

The first two things to consider are to *be prepared* and *keep it simple*. Being prepared means to start early, up to a year in advance to reserve the course on the date you desire. If you are seeking sponsor

money, sponsors are more likely to have money available if they can budget for it. So ask them well in advance. This will also help you determine how much, if any, you may want to charge your participants. I recommend charging at least a minimal amount per team, especially if you are running a charity event. This will get people to commit to be there and avoid no-shows. Many golf courses may still charge fees for players who do not show. Getting sponsors early also allows you time to acquire signage in time for your event.

Stay in touch with the golf course tournament representative. He or she can help you with details that may apply specifically

see *TOURNAMENT* page 17

How to choose the right golf tournament format

Format can make or break your golf tournament.

I have seen many golf tournaments over the years fail because they had the wrong format or used the same format year after year and it became old for the golfers and they lost interest. The format is essential to insuring that your golfers have a great time and will return year after year.

The proper format is determined by the caliber of golfers in your tournament. Different skill levels warrant different formats. The best way to find out the skill level of your golfers is to do a



Phil Immordino

survey of last year's participants. When doing a survey, find out their handicaps or scoring average and ask if they have a favorite format. If you have a new event, consider asking your committee the type of golfers that they will be inviting. This should represent the caliber of golfers that you will have in your event.

If you have beginners or once-a-year golfers, they seem to enjoy the scramble format. The scramble format allows beginner golfers to feel a part of the team and contribute to the tournament. In the scramble format, each player hits the ball. The best shot is chosen and then the other three pick up their ball and play from the best shot until they finish the hole, documenting one score per hole.

Advanced golfers prefer a best ball format. This allows each golfer to play his/her ball throughout the match. You then take the best score on each hole. This gives the better golfer the opportunity to play their ball throughout the whole game.

When you have a mixed group of golfers, you need a format that caters to all groups and allows them to enjoy the game. A modified scramble can accomplish this. This format has each golfer hit their tee shot. The group picks the best one and plays their own ball in from there. You then take the best score or the average total score on each hole. This allows everyone to feel like they contribute and does not put pressure on any one golfer.

Scoring formats can work towards your advantage. Many organizers let scoring of tournaments and handicaps get in the way of having fun. The only time that you should worry about handicaps is when you have some major prizes on the line or a major title at stake.

My philosophy is to have as many winners as possible. One of the best ways to do this is to have several flights of golfers and three places in each flight. Dividing golfers into flights can keep the playing field even and allows everyone to feel that they have a chance to win.

Flight A:

Handicap: 0-9

Scoring: 70-79

Flight B:

Handicap: 10-19

Scoring: 80-89

Flight C:

Handicap: 20-29

Scoring: 90-99

Flight D:

Handicap: 30-39

Scoring: 100+

Jazz Up Your Event

Don't get stuck in a rut. There are so many ways to put on a fun and exciting golf tournament. We tend to do the same thing that we have always done. A suggestion

see *FORMAT* page 17

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Top Northern Utah Golf Courses

Ranked by Slope

page 1

| Course Name Address | Phone Fax Web | Slope | Rating Par | # of Tournaments Hosted in 2011 | Greens Fees per 18 Holes | Type of Course | Head Professional |
|--|---|-------|---------------|---------------------------------------|-----------------------------|---------------------------|-------------------|
| Red Ledges Club 205 N Red Ledges Blvd, Heber City | 435-657-4054 DND redledges.com | 151 | 76.9 72 | 15 | DND | Private | Jon Paupore |
| Thanksgiving Point Golf Course 3300 W Clubhouse Dr, Lehi | 801-768-7401 801-768-7410 thanksgivingpoint.com vanguardgolf.com | 145 | 77.6 72 | 146 | \$29-\$85 | Public | Mark Whetzel |
| Park Meadows Country club 2000 Meadows Dr, Park City | 435-649-2460 435-658-4353 parkmeadowssc.com | 142 | 74.5 72 | 10 | \$80 | Private | Bobby Trunzo |
| Stonebridge Golf Club 4415 Links Dr, West Valley City | 801-957-9000 801-957-9075 golfstonebridgeutah.com | 139 | 74.2 72 | 79 | \$30 | Public | Clark Garso |
| Cedar Hills Golf Club 10640 N Clubhouse Dr, Cedar Hills | 801-796-1705 801-763-8546 cedarhillsgolfclub.com | 136 | 71.7 72 | 50 | \$24-\$42 | Public | Jim Madsen |
| The Jeremy Golf & Country Club 8770 N Jeremy Rd, Park City | 435-649-2700 435-649-2193 thejeremy.com | 136 | 73.7 72 | 20 | DND | Private | Jake Hanley |
| Oakridge Country Club 1492 W Shepard Ln, Farmington | 801-451-2229 801-451-2229 oakridgecc.com | 136 | 72.6 72 | 9 | \$75 | Private | Richard Mears |
| Riverside Country Club 2701 N University Ave, Provo | 801-373-8262 801-374-1359 riversidecountryclub.org | 136 | 73.1 72 | DND | \$50 | Private | Robert McArthur |
| Willow Creek Country Club 8505 S Willow Creek Dr, Sandy | 801-942-1621 801-944-5088 willowcreekccc.com | 136 | 72.8 72 | 25 | \$95 | Private | Eric Nielsen |
| Hobble Creek Golf Course 94 Hobble Creek Canyon Rd, Springville | 801-489-6297 DND springville.org | 131 | 70 71 | 2 | \$42-\$44 | Public | Sonny Braun |
| Spanish Oaks Golf Course 2300 E Powerhouse Rd, Spanish Fork | 801-804-4053 801-798-5092 golfspanishoaks.com | 127 | 69.5 72 | 25 | \$26-\$28 | Public | Ryan Rhees |
| The Ranches Golf Course 4128 Clubhouse Ln, Eagle Mountain | 801-789-8100 801-768-7410 theranchesgolf.com vanguardgolf.com | 126 | 73.3 72 | 51 | \$27-\$44 | Public | Tele Wightman |
| Wingpointe 3602 W 100 N, Salt Lake City | 801-575-2345 801-575-2392 slc-glof.com | 126 | 71.5 72 | 28 | \$33 | Public | Lynn Landgren |
| Eaglewood Golf Course 1110 E Eaglewood Dr, North Salt Lake | 801-299-0088 801-335-3217 eaglewoodgolf.com | 125 | 71.8 71 | 70 | \$38 | Public | Brent Moyes |
| Mountain Dell Lake Course Interstate 80 Exit 134, Salt Lake City | 801-582-3812 801-581-0649 slc-golf.com | 125 | 69.7 71 | DND | \$35 | Public | Mike Brimley |
| Old Mill Golf Course 6080 S Wasatch Blvd, Salt Lake City | 801-424-1302 801-424-1305 slcountygolf.slco.org | 124 | 69.8 | 71 | 30+ | Public (Salt Lake County) | Brian Schramm |

DND= Did Not Disclose N/A= Not Available

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Top Northern Utah Golf Courses

Ranked by Slope

page 2

| Course Name Address | Phone Fax Web | Slope | Rating Par | # of Tournaments Hosted in 2011 | Greens Fees per 18 Holes | Type of Course | Head Professional |
|--|--|-------|---------------|---------------------------------------|-----------------------------|----------------|-----------------------------|
| River Bend Golf Course 12800 S 1040 W, Riverton | 801-253-3673 801-253-3942 slcountygolf.com | 124 | 70.8 72 | 42 | \$42-\$44 | Public | Brent A. Baldwin |
| Bonneville 954 S Conner St, Salt Lake City | 801-583-9513 801-581-0648 slc-golf.com | 123 | 69.7 72 | DND | \$35 | Public | Steve Elliot |
| Carbon Country Club 3055 N Highway 50-6, Helper | 435-637-2388 435-637-0205 carboncountclub.com | 122 | 68.7 70 | 15 | \$27-\$39 | Public | Tom King |
| Eagle Mountain 960 E 700 S, Brigham City | 435-723-3212 DND eaglemountaingc.com | 121 | 71.3 71 | 15 | \$26-\$38 | Public | Chris Marx |
| Glenmoor Golf Course 9800 S 4800 W, South Jordan | 801-280-1742 DND DND | 121 | 71.1 72 | DND | \$28-\$42 | Public | Mike Booth |
| River Oaks Golf Course 9300 S Riverside Dr, Sandy | 801-568-4653 801-563-7415 sandy.utah.gov/riveroaks | 121 | 69.7 70 | 50+ | \$38-\$40 | Public | Guy Lester/ Mitch Stone |
| Logan Country Club 710 N 1500 E, Logan | 435-753-6050 435-750-0951 DND | 120 | 68.8 71 | 50 | \$52 | Private | Dan Roskelly |
| Mountain Dell Canyon Course Interstate 80 Exit 134, Salt Lake City | 801-582-3812 801-581-0649 slc-golf.com | 120 | 70.2 72 | DND | \$35 | Public | Mike Brimley |
| Sun Hills Golf Course 3185 N North Hills Dr, Layton | 801-771-4814 801-771-3104 sunhillsgolf.com | 119 | DND 71 | DND | \$26-\$40 | Public | Chris Oostyen |
| Ben Lomond Golf Course 1800 N Hwy 89, Harrisville | 801-782-7754 801-737-3082 benlomondgolf.com | 118 | 68.1 72 | 22 | \$26-\$38 | Public | Jeff Cliften |
| Murray Parkway Golf Course 6345 S Murray Pkwy, Murray | 801-262-4653 801-288-2830 DND | 117 | 70.8 72 | DND | \$28-\$42 | Public | Gary Healy |
| Rose Park 1386 N Redwood Rd, Salt Lake City | 801-596-5030 801-359-3420 slc-golf.com | 117 | 70 72 | DND | \$28 | Public | Derek Schmehl |
| Glendale 1630 W 2100 S, Salt Lake City | 801-974-2403 801-973-7194 slc-golf.com | 114 | 69.3 72 | DND | \$30 | Public | Dave Carter |
| The Barn Golf Club 305 W Pleasant View Dr, Pleasant View | 801-782-7320 801-782-5001 thebarnclub.com | 111 | 67.3 71 | 22 | \$40 | Public | Kelly Woodland |
| Remuda Golf Course 2600 W 3500 N, Farr West | 801-731-7200 DND remudagolf.com | 103 | 67.7 72 | 34 | \$24-\$40 | Public | Fred Spinelli |
| Crane Field Golf Course 3648 W 2650 N, Clinton | 801-779-3800 DND cranefieldgolf.com | DND | DND 72 | 20 | \$20-\$29 | Public | Matt Bright/ Wiley Adams |

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FORMAT

from page 12

might be to get out of your routine. Try something new. Here are just a few ideas that can jazz up your event and add additional revenue. Consider some of these ideas to add excitement to your event:

Pro-Am – Have three amateurs play with a golf-pro. This allows golfers to play with a good golfer and they will pay more for it. The key is to find a local pro who you have a relationship with or one who has a passion for your cause. Have the pro recruit some of his/her buddies to join the tournament. If you want many pros to participate, consider offering prize money and you will have more pros than you know what to do with.

Celeb-Am – Allow three amateurs to play golf with a local or national celebrity. This can be fun and get extra exposure for your event. Celebrities can be anybody who is well-known and who others will pay more to play with. This is achieved by inviting celebrities or someone who knows celebrities to be on your committee.

Individual Events – The better golfers like to compete against each other to see how they do in a real competition. This is a unique event that has a completely different feel. When golfers take the game seriously it makes them play better. It will give them an experi-

ence that they will never forget.

Night Golf – This format is played at night with glowing golf balls, and is unique and fun. It is best played on an executive course or short course. You start at dark and everyone plays even, because no one plays well in the dark.

Golf-A-Thon – This format can be a major fund-raiser. Forty golfers raise pledges and play 100 holes of golf in one day. They raise money from their friends and colleagues. If all 40 golfers raise \$25 per hole and play 100, your event will raise \$100,000.

Two-Day events – Try a two-day event. This gives golfers the feeling of playing like the pros. More golf, more fun, and this will give your golfers a unique experience.

Golf can be a great event, but don't let it get stale. Get new and creative each tournament and your golfers will keep coming back.

Choose the right format and you will take your event to the next level.

Phil Immordino has been involved in the golf industry of over 25 years. Currently he travels the country giving seminars on "Increasing Tournament Business," "How to Produce a Successful Golf Tournament" and "Recruiting and Motivating Volunteers." He is also chairman of the Golf Tournament Association of America and can be reached at (480) 867-1491 or pim-mordino@gtaweb.org.

TOURNAMENT

from page 12

to their facility and your outing, i.e., contest holes, access for sponsors, cart staging, etc. If possible, implement a deadline for sign-ups, at least one week prior to the event. This will make your life much easier when it comes time to put your teams together. The host golf course also needs time to prepare for you, so go over all your details with them one week prior to the event. Make sure they have your player list and pairings two days ahead of time. No matter how good you are at pairing teams and players, there will always be a few changes. A couple of simple last minute charges are no big deal, but to rearrange several players or teams can be very stressful and may affect the appearance of the event.

The idea of keeping it simple refers to the actual event, or format of play. Almost 100 percent of corporate or group tournaments utilize the "scramble" format. Although most tournaments aren't necessarily "competitive" events, you may have a few teams that are competitive and will do just about anything to win. Don't forget that the real reason for hosting a golf event is to either raise money for your charity and/or to build relationships with customers, vendors, employees etc. This underlying spirit of camaraderie may be lost if your event gets overly competitive. In that light, I'm not a big fan of the "Red, White and Blue" scramble that requires a team to change which tee box to play from depending on the score of the previous hole played. This gets confusing, especially when playing "contest" holes, where the entire field must play from the same tee. Bottom line, I prefer to see groups play from one designated set of tees.

Selling mulligans is a great way to raise additional money for your charity, but in my opinion should be limited to only two per player. Charge a bit more for each mulligan and remind participants as to where the proceeds will go. Too many mulligans can



slow down the pace of play and can often be abused by some teams who want to win at all costs.

Pace of play is crucial to the success of your tournament. No one wants to spend six hours on the golf course, waiting on every hole, only to spend another hour or two for lunch and prizes after the round. Keeping your format, or rules, simple will help alleviate congestion and slow play. Make your "contest" or "skill" holes simple to follow and don't have too many of them. Be sure to consult with the golf course representative as to which are the best holes to use for your contests. Also, allow the golf course to determine which holes teams should start on for a shotgun start. They know best how traffic flows on their golf course. If you give your pairings to them a couple of days prior, they can get the starting hole assignments and other player lists, such as an alphabetical listing, ready for your registration process.

Brent Moyes is director of golf at Eaglewood Golf Course, North Salt Lake. For a step-by-step plan for setting up and executing a successful golf event, visit eaglewoodgolf.com and look for the "Tournament Coordinator's Checklist" under the "Tournaments" tab. Moyes can be reached at (801) 299-0088.



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Top Southern Golf Courses

Ranked by Slope

| Course Name Address | Phone Fax Web | Slope | Rating Par | # of Tournaments Hosted in 2011 | Greens Fees per 18 Holes | Type of Course | Head Professional |
|--|---|-------|---------------|---------------------------------------|-----------------------------|----------------|-------------------|
| Conestoga Golf Club 1499 Falcon Ridge Pkwy, Mesquite | 702-346-4292 702-346-4480 conestogagolf.com | 147 | 74.9 72 | 20 | \$140 | Public | Rob Krieger |
| Coral Canyon Golf Course 1925 N Canyon Greens Drive, Washington | 435-688-1700 435-688-1765 coralcanyongolf.com vanguardgolf.com | 142 | 73.5 72 | 72 | \$48-\$105 | Public | Casey Fowles |
| Coyote Springs Golf Club 3100 State Rte 168, Coyote Springs | 703-422-1400 702-422-1419 coyotesprings.com | 141 | 75.8 72 | 25+ | \$80-\$175 | Public | Karl Larcom |
| Green Spring Golf Course 588 N Green Spring Dr, Washington | 435-673-7888 435-986-1394 greenspringgolfcourse.com | 138 | 73.5 72 | 3 | \$52 | Public | Nick Neeley |
| Sunbrook Golf Club 2366 W Sunbrook Dr, St George | 435-627-4400 435-674-9836 sgcity.org | 135 | 73.1 72 | 8+ | \$40-\$70 | Public | Reed McArthur |
| The Golf Course at Sand Hollow Resort 5625 W Clubhouse Dr, Hurricane | 435-656-4653 DND sandhollowresort.com | 133 | 71.9 72 | DND | \$100-\$125 | Public | Colby Cowan |
| Falcon Ridge Golf Course 1024 Normandy Ln, Mesquite | 877-270-4653 702-345-2465 golffalcon.com vanguardgolf.com | 131 | 70.3 71 | 105 | \$92-\$110 | Public | Brian Wursten |
| Sky Mountain Golf Club 1030 N 2600 W, Hurricane | 435-635-7888 435-635-6038 skymountaingolf.com vanguardgolf.com | 131 | 70.9 72 | 48 | \$32-\$68 | Public | Kent Abegglen |
| Moab Golf Club 2705 SE Bench Rd, Moab | 435-259-6488 DND moabgolfcourse.com | 130 | 72.8 72 | 15 | \$44 | Public | Robert Jones |
| The Hideout Golf Club 549 S Main St, Monticello | 435-587-2200 435-587-2272 hideoutgolf.com | 126 | 69.7 72 | 6 | \$40 | Public | Tyler Ivins |
| Sunset View Golf Course 1800 N Highway 6, Delta | 435-864-2508 435-864-5015 glofsunsetview.com | 126 | 71.9 72 | 24 | \$30 | Public | Todd Mullen |
| Bloomington Country Club 3174 S Bloomington Dr E, St George | 435-673-4687 435-673-3958 bloomingtoncountryclub.com | 125 | 72.2 71 | 25 | \$60 | Private | Scott Brandt |
| Palms Golf Club 530 E Peppermill Palms Blvd, Littlefield | 702-346-4067 928-347-5356 palmsgolfclub.com | 125 | 72.9 71 | 14 | \$75 | Public | Tom Winchester |
| Cedar Ridge 200 E 900 N, Cedar City | 435-586-2970 435-865-1314 cedarcity.org | 124 | 71.9 73 | 13 | \$22 | Public | John L. Evans |

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• Industry Briefs •

BANKING

• **Blue Dog Business Services**, a Salt Lake City provider of credit card processing and other electronic payment products, has partnered with **Utah Food Bank** to roll out a program designed to help local businesses donate to Utah Food Bank without increasing their philanthropic budget. Businesses that elect to participate in the program will do so at no additional cost to their business. Almost all businesses today accept credit and debit card payments from their customers. This program will allow a significant portion of the credit card processing fees that businesses already pay to be directly donated to Utah Food Bank.

• **Cyprus Credit Union**, Utah's oldest credit union, has **completed renovation of its original headquarters building** in Magna. The renovations increased energy efficiency of the building and offers members new drive-up lanes and an additional ATM. Cyprus, founded in 1928, is now headquartered in West Jordan.

• **Bank of Utah**, Ogden, was recognized by the **U.S. Small Business Administration** Utah District Office for **outstanding performance** for its volume of SBA 504 loans in 2011. The SBA reported that Utah's financial community processed 1561 SBA loans, totaling \$435.8 million. Bank of Utah alone financed \$22 million in 2011, which is a 64 percent increase since 2010.

COMPUTERS/SOFTWARE

• Enterprise mobility management provider **Wavelink Corp.**, South Jordan, was named as a **best-in-breed solution for Mobile Device Management (MDM)** by **Forrester Research**. The Forrester Market Overview entitled *On-Premises Mobile Device Management Solutions* was published to help IT professionals understand the MDM vendor landscape and develop a short list of vendor solutions for further evaluation. Forrester interviewed 24 vendors for the report along with nearly 200 customers in order to evaluate the features and benefits of each of the vendors. Among the criteria evaluated were configuration tools, security management, application controls, reporting, contextual policies, platforms supported and deployment architectures.

CONSTRUCTION

• The **Falcon Hill Research Park** (Phase I) at Hill Air Force Base and the **Harmons grocery store** at Station Park in Farmington,

both projects constructed by **R&O Construction**, Ogden, were **award winners** at the Associated General Contractors of Utah Convention. Falcon Hill was honored as the "Industrial Building Project of the Year 2011" while Harmons at Station Park received the "Retail Project of the Year 2011." The awards are judged by the following criteria: (1) Overcoming challenges and teamwork; (2) safety; (3) innovation and contribution to the industry and community; (4) construction quality and craftsmanship, and (5) function and aesthetic quality of the design. Accepting the award for Falcon Hill was Gary Stewart from Hunt Development, Travis Lish from Woodbury Corp., Mark Davis from Architectural Nexus and

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Clint Costley and Will Haymond from R&O. The Harmons award was accepted by Frank Lundquist of Harmons, and Barbara Taylor and Jeff Hawks of R&O.

• **Utah Heritage Foundation** is partnering with the **Redevelopment Agency of Salt Lake City** to **rehabilitate a historic property in the West Capitol Hill neighborhood** at 571 Pugsley Street. Titled "*Preservation at Work*," the project will allow the foundation utilize the project for on-site rehabilitation demonstration. As an extension of its "*Rehab it Right!*" workshop series, education programs provided through "*Preservation at Work*" may include maintaining and repairing historic wood windows, repairing and finishing floors, updating mechanical systems and front porch rehabilitation.

EDUCATION/TRAINING

• **Westminster College**, Salt Lake City, has received a \$3 million gift from the **Sorenson Legacy Foundation** that will allow the institution to significantly expand its art and art education program by establishing a new endowed chair in arts education, expanding the college's arts and teaching curriculum and funding a multi-layered creative arts education program to develop the skills of those who teach art, music, dance, theater and visual arts to elementary school students.

• **Darris Howe**, vice president and state director of the **University of Phoenix**, Utah Campus was honored this month for his efforts helping the young people of Utah through **Junior Achievement (JA) of Utah**. JA's programs teach financial literacy and career readiness with a focus on teamwork and creative thinking in a free-enterprise market.

FINANCE

• The **Legends in Venture Capital Award** was given to venture capitalist **Mike Levinthal** Feb. 9 at the annual **Investors Choice Venture Capital Conference** hosted by Zions Bank and the Wayne Brown Institute. Levinthal has over 30 years of experience in venture capital investing and works as an independent venture capitalist advising and investing in companies in the Intermountain area. His Utah-based investments include Altiris, Orabrush, Radiate Media, Domain Surgical, Zinch and many others.

GOVERNMENT

• **Salt Lake County Auditor Gregory P. Hawkins** is the recipient of the **Certificate of Achievement for Excellence in**

Financial Reporting from the Government Finance Officers Association. This marks the 25th consecutive year the Salt Lake County Auditor's Office has received this recognition.

• The **Internal Revenue Service** has launched **IRS2Go 2.0**, an **expanded version of its smartphone application** designed to provide taxpayers easier access to practical tools and information. The new app, available on the Apple and Android platforms, adds a new YouTube feature, news feed and tax transcript service in addition to existing tools, such as checking on the status of a tax refund.

HEALTH CARE

• The **Centers for Medicare & Medicaid Services**, a division of the U.S. Department of Health and Human Services, has honored **Salt Lake Regional Medical Center** for being **among the first health care providers in Utah to adopt, implement or upgrade a qualified electronic health record (EHR) system** and receive resulting CMS incentives. The use of electronic health record systems leads to improvements in quality and patient care, increased availability of records and data, better clinical decision support and the improved safety and convenience of electronic prescribing. Electronic prescribing can improve patient safety by reducing the possibility of a medication error, and it lets providers accurately send prescriptions electronically to the pharmacy. Other advantages of EHR systems include easier tracking and sharing of lab tests or X-rays, and automatic alerts that direct attention to possible drug interactions or warning signs of serious health conditions.

HOSPITALITY

• The **Salt Lake City Marriott Downtown** **changed its name** to the Salt Lake Marriott Downtown at City Creek effective Feb. 15 in order to more closely align itself with the new City Creek Center in downtown Salt Lake, which officially opens March 22.

INTERNATIONAL

• The **Governor's Office of Economic Development** is seeking companies to participate in a **trade delegation to Chile** for a mining exhibition. GOED's International Trade and Diplomacy Office is organizing the trip to Santiago for Expomin 2012, set for April 9-13. The exhibition is for suppliers with Latin American mining interests. The event is expected to attract 70,000 participants and

1,200 exhibitors from more than 36 countries. "Expomin provides a worldwide platform for buyers and sellers in the mining sector to broker deals and explore new ventures, both in Latin America and across the globe," said ITDO's regional director for the Americas, Miguel Rovira. "Companies that attend will have a multitude of networking and business-related opportunities." GOED will have a booth at the trade show and will invite interested participants to display material at the delegation's booth, where they will also meet with potential clients. ITDO also will coordinate match-making services for non-mining-related companies who are interested in doing business in Chile. Interested companies may contact Aaron Neuenschwander at aneuenschwander@utah.gov and (801) 538-8737 or visit <http://business.utah.gov/international-trade/International/trade-missions/Expomin-2012>.

LAW

• **TraskBritt** has elected shareholder **J. Jeffrey Gunn** as an officer and director of the firm. Gunn received his B.S. in materials science and engineering, followed by his law degree, from the University of Utah. He is a member of the Utah State Bar and is a patent attorney registered to practice before the United States Patent and Trademark Office. TraskBritt's practice emphasizes intellectual property matters, including patents, trademarks, designs, trade regulation, unfair competition, trade secrets and related licensing and litigation.

MANUFACTURING

• **MonaVie**, a South Jordan health and wellness company, has named **Rob Ferguson** as its new chief information officer and **Kale Carlile** as the company's chief operations officer. Ferguson has been with MonaVie almost since its founding. MonaVie has successfully launched 21 global markets with full international e-commerce solutions and infrastructure that support the specific needs and local nuances of each market. Most recently, Ferguson served as senior vice president of technology for the company. Carlile previously served in several management positions with the company, most recently as vice president of operations.

• Park City-based **LightHeaded Beds LLC** has launched a **Disney-themed HeadLightz collection**, with designs from such properties as Disney/Pixar's Cars, Disney Princess and Disney Fairies that

are illuminated utilizing proprietary lighting technology in the headboards of LightHeaded Beds' beds for children. The beds' remote-controlled lighting is dimmable to any desired brightness and employs an integrated timer to provide "night light" and "lights out" features. The light, which when turned on is bright enough to provide reading light, can be timed to turn off after a designated time or fade to off over a designated time for a comforting night light. The Disney-themed HeadLightz collection is now available on www.lighthousebeds.com and retails for \$29.95. LightHeaded Beds are now available in Utah, Idaho, Nevada and California at RC Willey stores, with national distribution planned for 2012.

MEDIA/MARKETING

• **Snapp Conner PR**, South Jordan, has signed **eight new companies to its client roster** — Aribex, eFileCabinet, FranklinCovey, ManagementPlus, MultiLing, Real Property Management, Veracity Solutions and Wavelink. In April, Snapp Conner will celebrate its fifth year in business.

• **Electronic Arts**, one of the world's largest video game makers, selected a video created by **MediaOne of Utah's** digital development team to be a finalist for an **international video competition** for one of the publisher's marquee games. The video, part of Electronic Arts' "Only in Battlefield 3 Community Video Challenge," was conceived, developed, created and submitted by the team in only 12 hours. The online video was a collaborative effort by three MediaOne of Utah employees: John Sloan, Dave Schwan and Derek Jackson. The video, titled "The Rush" was selected to be a Top 10 finalist among more than 500 other entries from the game's creators, Sweden-based DICE Studios. According to the game makers, the video was included because the video is "a cinematic and tense edit where a team playing squad arms one of the valuable M-COM stations and then makes a quick escape in a jeep."

NONPROFIT

• The **Better Business Bureau of Utah (BBB)** has compiled the **top 10 industries for customer complaints** according to its final statistics for 2011. For the year, the BBB provided 1.8 million total instances of service to the public, a new record. The BBB's business reviews were viewed more than 1.6 million times, nearly double the viewings of the previous year. The top 10 industries about which complaints were lodged were burglar alarm companies, untested medical products or supplements,

Web designers, training program firms, payday loan companies, penny auctions, credit card companies, government grant services, exercise equipment dealers and consumer finance and loan firms.

REAL ESTATE

• **Chapman Richards and Associates**, a Holladay real estate brokerage, has launched **Chapman Richards Cares**, a committee of real estate agents working to encourage and organize charitable participation in the Salt Lake Valley through the **Community Foundation of Utah's Corporate Advised Fund program**. All 75 of Chapman Richards' agents — and the professionals they interact with, such as title and mortgage companies — can join in the effort by donating a portion of every transaction to the fund. In addition, the agents participate in community events sponsored by Chapman Richards Cares.

• **Coldwell Banker Residential Brokerage** has appointed two Utah real estate veterans to its management team in Ogden. **Michele Parsons** has been named branch broker of both the Ogden and South Ogden offices, and **Doug Russell** has been appointed assistant manager and branch broker of the Ogden office. Parsons started her real estate career with Coldwell Banker Residential Brokerage in 2005, was named to the Coldwell Banker International Sterling Society in 2008 and earned her broker's license three years ago. Prior to joining Coldwell Banker Residential Brokerage, Russell enjoyed a successful 22-year career as a top agent for Century 21 in Ogden. He has received numerous production and service commendations for his work, including being named both Salesperson of the Year and Realtor of the Year by the Northern Wasatch Association of Realtors. Russell is also a recipient of Century 21's Quality Service Award and is a Lifetime Centurion.

• **Coldwell Banker Residential Brokerage** has hired **Don Russell** as a sales associate in its Ogden office. Previously, Russell worked with Century 21 At Home Realty in Pleasant View for the past three years. Though he specializes in residential real estate, he has a great amount of experience working with large acreage and horse properties from Salt Lake City, north through Davis, Morgan, Weber, Cache and Rich counties to southern Idaho.

• **Utah Community Reinvestment Corp.** (UCRC), Salt Lake City, has hired **Kelly McQuaid** as chief credit and lending officer. McQuaid will lead UCRC's loan production efforts, heading a five-person group dedicated to meeting the affordable

housing finance needs of clients. McQuaid will also be instrumental in development on new products, which will expand UCRC services within community development finance including mixed-use properties, service-enhanced housing and community facilities, and energy efficiency.

• **Salt Lake County average apartment rental rates are up** approximately 2.9 percent year over year from the fourth quarter of 2010, according to **Hendricks & Partners**. Rents dipped slightly from third quarter to fourth quarter based on the firm's survey of street rents for 26,000 units. Vacancy, at 5.1 percent, is down from 7 percent one year ago. Anything below 5 percent is considered to be a tight rental market. Concessions are also down across the county. Most are found in new product in the lease-up stage. Hendricks & Partners is forecasting new construction of about 1,800 units to be delivered during the next 12 months. Next year should see about 2,000 rental units built, dampening rent growth in some submarkets.

RETAIL

• **Fanzz** sports fan stores recently received the **Rising Star Retailer of the Year** award at the annual **Sports Licensing and Tailgate Show** held in Las Vegas. The Rising Star Awards recognize one retailer from each of the 50 states for its progressive approach to marketing, merchandising, customer service and innovative practices. Founded in 1987 in Salt Lake City, Fanzz has grown to be

one of the largest sports apparel and merchandise providers in the western U.S. Fanzz has 73 permanent store locations in 14 states, including 16 openings in 2011. The retailer has vendor relationships with companies such as Reebok, Nike, Adidas, Under Armour, Majestic, New Era, Mitchell and Ness, Zephyr and over 60 others, which allows Fanzz to get the latest MLB, NBA, NFL, MLS, NHL and NCAA products to customers as soon as they are available.

SERVICES

• Lehi-based **Lingotek The TranslationNetwork**, a provider of collaborative translation solutions, is **expanding its Enterprise Channel Partner Program into Europe**. Three Oracle Enterprise Content Management partners have been selected to integrate and sell Lingotek Inside for Oracle WebCenter Content | Site Studio | Sites.

TRANSPORTATION

• For the third consecutive year, **Bear River Mutual Insurance Co., Central Collision Center** and several local companies have combined resources to **provide a family in need with a refurbished automobile**. A single mother, Beatriz Peralta, and her sons, Edwin Lopez Peralta, 13, and Angel Lopez-Peralta, 3, were presented with a refurbished 2005 six-cylinder Chevrolet Malibu four-door sedan on Feb. 14 at Central Collision Centers in Draper. In addition to Bear River and Central Collision Center, **LKQ**

of Utah, Larry Miller Chevrolet, Lugo Glass, CN Insurance and Akzo Nobel Coatings made donations or provided in-kind services to refurbish the vehicle. Central Collision also gave the Peralta family a \$250 VISA card, Bear River provided more than \$600 from an employee fund drive and **TKO Concrete** added \$500.

GRAHAM

from page 8

often incredulous when they lose an account or fail to land the one they said was "a sure thing." They can't figure out how it happened.

The only way to grasp situations is to stay skeptical, something that demands effort and isn't as much fun as staying blithely naive. Controlling your destiny in sales and everything else depends on continuous questioning: What am I missing? What don't I understand? What do I need to find out? What's not clear?

New solutions and keener insights come from doubt — from an always questioning attitude. This is the stuff that makes for greater success.

A competitive advantage in sales has less to do with your drive, the clothes you wear or who you know than it does with taking total charge of yourself. The eight ways to gain a sales edge can help you get there.

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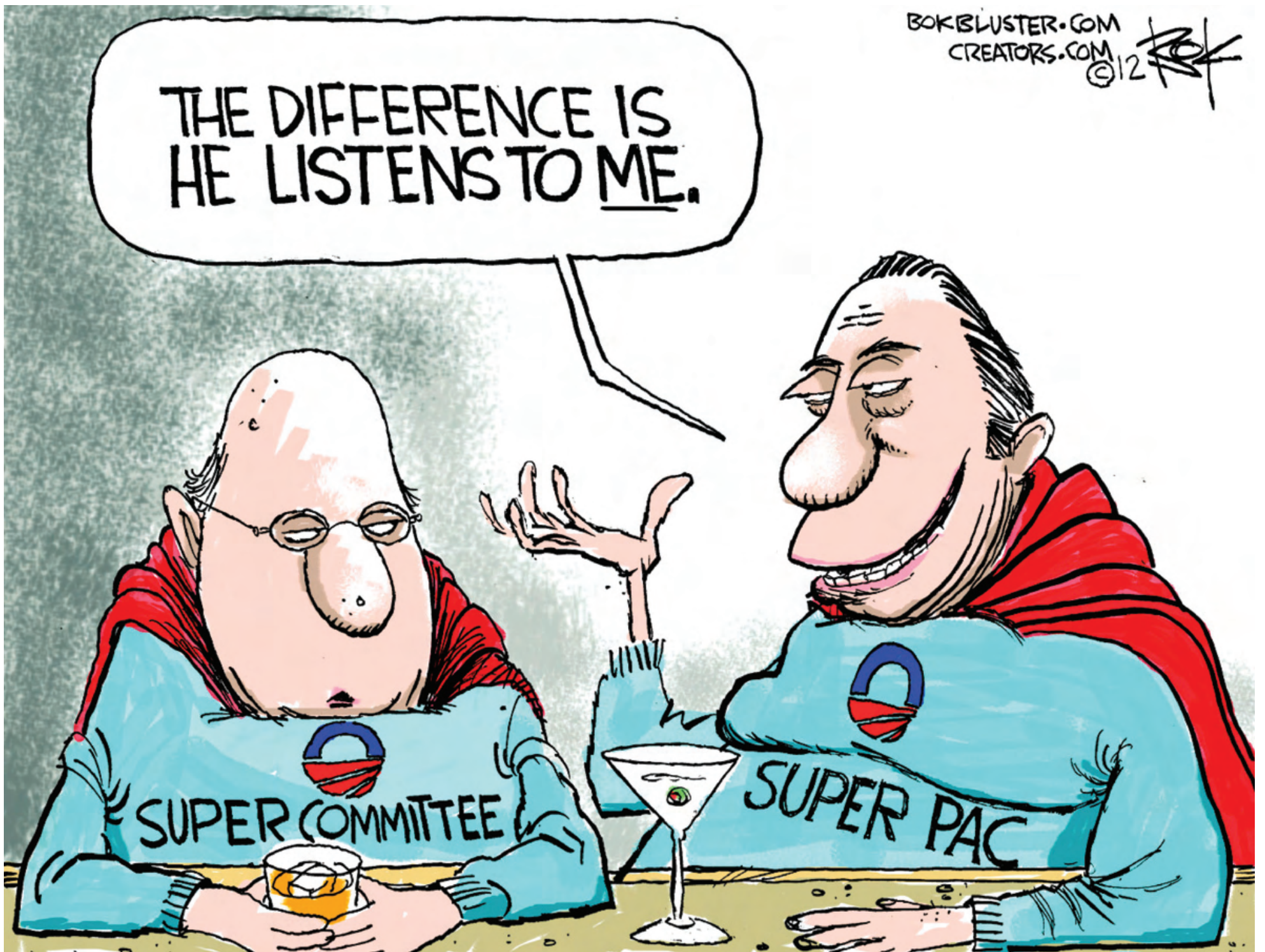
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White Nationalists share spotlight with GOP at CPAC

If the Conservative Political Action Conference can be expected to accomplish anything more than angry bellowing, it is to reliably embarrass every decent and sane conservative in America. Sometimes the problem is a conspiratorial extremist co-sponsor, like the John Birch Society; sometimes the problem is a certifiable kook giving the keynote address, like Glenn Beck; and sometimes the problem is just vicious bullying of gay conservatives, who have been officially expelled from the conference.

But now the annual Washington showcase of the far right is plunging toward new depths of disgrace, by featuring “white nationalists” among its speakers.

To explain the perils of multiculturalism and (nonwhite)

immigration, the CPAC organizers have invited several avowed white nationalists — who will spew their bigotry in the same conference hall that will host speeches by Republican presidential candidates Mitt Romney, Rick Santorum, Newt Gingrich and Ron Paul (and has already been visited by Herman Cain, who complained about the damage being done to the nation by “stupid” people).

According to reports by People for the American Way and the Institute for Research and Education on Human Rights (IREHR), the CPAC contingent this week will include Peter Brimelow, the notorious race-baiting activist who founded VDARE.com, an anti-immigration website that has long been described by the Southern Poverty Law Center as a hate site. Brimelow’s website regularly pub-

lishes the work of white supremacist and anti-Semitic writers.

Joining Brimelow on at least one panel will be Robert Vandervoort, identified by CPAC as executive director of ProEnglish, a group advocating “English-only” policies — but Vandervoort is also the former organizer of the “Chicagoland Friends of American Renaissance,” another white nationalist hate group that is affiliated with the same racist authors who appear on Brimelow’s website. Their panel is called “The Failure of Multiculturalism: How the Pursuit of Diversity Is Weakening the American Identity.”

Actually, Vandervoort was slated to appear on two panels at CPAC, including one titled “High Fences, Wide Gates: States vs. the Feds, the Rule of Law & American Identity,” where he will be joined by Republican politician Kris Kobach, the Kansas secre-

tary of state. As IREHR recently reported, Vandervoort “was at the center of white nationalist activity during his time in Illinois.” His “Chicagoland” outfit often held joint activities with the local chapter of the Council of Conservative Citizens, the group that directly succeeded the White Citizens Councils of the anti-civil rights era in the South and Midwest. In their own nod to diversity, Vandervoort and Kobach’s panel will also include two Latino Republican legislators from Florida, Rep. David Rivera and Rep. Mario Diaz-Balart.

Questioned about the invitations extended to such unsavory figures as Brimelow and Vandervoort, a CPAC spokeswoman told BuzzFeed that the American Conservative Union, which operates CPAC with a coalition of other right-wing groups, accepts no responsibility for their presence. “CPAC is proud

to have more than 150 sponsors and exhibitors this year,” boasted Kristy Campbell, the CPAC flack, in an e-mail. “This panel was not organized by the ACU, and specific questions on the event, content or speakers should be directed to the sponsoring organization. Cosponsors and affiliated events do not necessarily represent the opinions of the American Conservative Union.”

But CPAC did decide to bar participation by the gay conservative groups such as the Log Cabin Republicans, and to remove the tainted John Birch Society as a co-sponsor. The gays bother them and the conspiracy nuts humiliate them, but evidently they feel no imperative to shun the white supremacists.

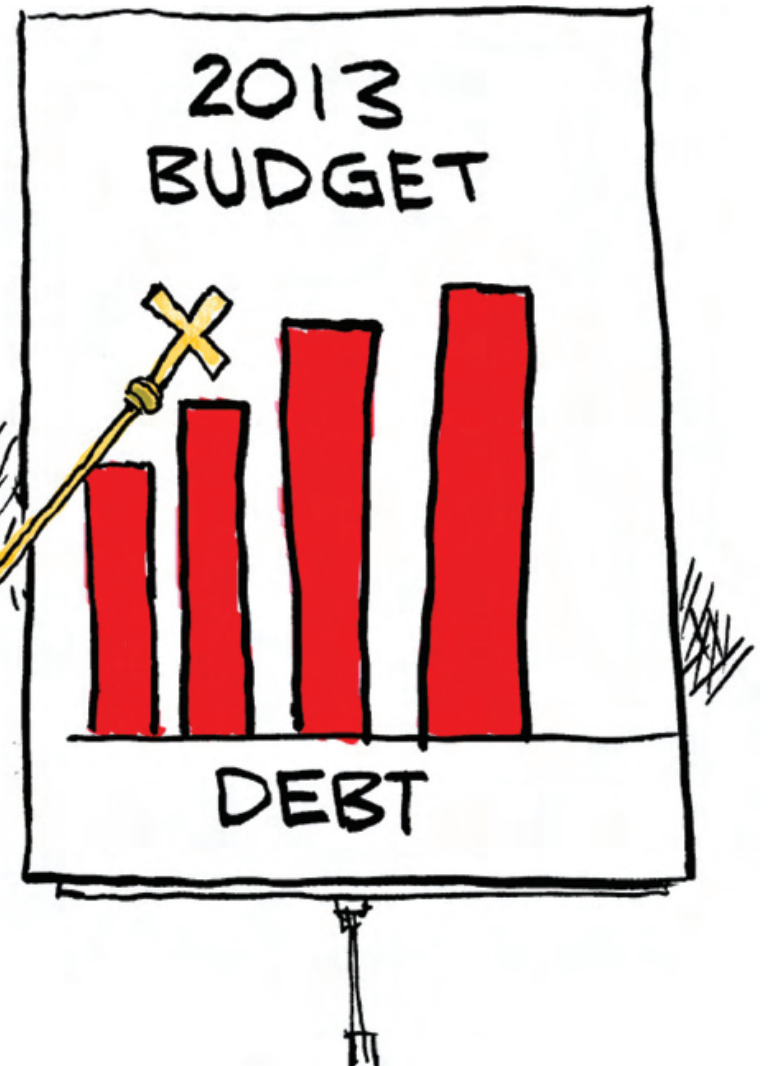
Joe Conason is the editor in chief of NationalMemo.com.

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The 'Progressive' legacy

Although Barack Obama is the first black President of the United States, he is by no means unique, except for his complexion. He follows in the footsteps of other presidents with a similar vision, the vision at the heart of the Progressive movement that flourished a hundred years ago.

Many of the trends, problems and disasters of our time are a legacy of that era. We can only imagine how many future generations will be paying the price — and not just in money — for the bright ideas and clever rhetoric of our current administration.

The two giants of the Progressive era — Theodore Roosevelt and Woodrow Wilson — clashed a century ago, in the three-way election of 1912. With the Republican vote split between William Howard Taft and Theodore Roosevelt's newly created Progressive Party, Woodrow Wilson was elected president, so that the Democrats' version of

Progressivism became dominant for eight years.

What Theodore Roosevelt and Woodrow Wilson had in common, and what attracts some of today's Republicans and Democrats, respectively, who claim to be following in their footsteps, was a vision of an expanded role of the federal government in the economy and a reduced role for the Constitution of the United States.



Thomas Sowell

Like other Progressives, Theodore Roosevelt was a critic and foe of big business. In this he was not inhibited by any knowledge of economics, and his own business ventures lost money.

Rhetoric was TR's strong suit. He denounced "the mighty industrial overlords" and "the tyranny of mere wealth."

Just what specifically this "tyranny" consisted of was not spelled out. This was indeed an era of the rise of businesses to unprecedented size in industry

after industry — and of prices falling rapidly, as a result of economies of scale that cut production costs and allowed larger profits to be made from lower prices that attracted more customers.

It was easy to stir up hysteria over a rapidly changing economic landscape and the rise of new businessmen like John D. Rockefeller to wealth and prominence. They were called "robber barons," but those who put this label on them failed to specify just who they robbed.

Like other Progressives, TR wanted an income tax to siphon off some of the earnings of the rich. Since the Constitution of the United States forbade such a tax, to the Progressives that simply meant that the Constitution should be changed.

After the 16th Amendment was passed, a very low income-tax rate was levied, as an entering wedge for rates that rapidly escalated up to 73 percent on the highest incomes during the Woodrow Wilson administration.

One of the criticisms of the Constitution by the Progressives, and one still heard today, is that the Constitution is so hard to amend that judges have to loosen its restrictions on the power of the federal government by judicial reinterpretations. Judicial activism is one of the enduring legacies of the Progressive era.

In reality, the Constitution was amended four times in eight years during the Progressive era. But facts carried no more weight with crusading Progressives then than they do today.

Theodore Roosevelt interpreted the Constitution to mean that the President of the United States could exercise any powers not explicitly forbidden to him. This stood the 10th Amendment on its head, for that Amendment explicitly gave the federal government only the powers specifically spelled out, and reserved all other powers to the states or to the people.

Woodrow Wilson attacked the Constitution in his writings

as an academic before he became president. Once in power, his administration so restricted freedom of speech that this led to landmark Supreme Court decisions restoring that fundamental right.

Whatever the vision or rhetoric of the Progressive era, its practice was a never-ending expansion of the arbitrary powers of the federal government. The problems they created so discredited Progressives that they started calling themselves "liberals" — and after they discredited themselves again, they went back to calling themselves "Progressives," now that people no longer remembered how Progressives had discredited themselves before.

Barack Obama's rhetoric of "change" is in fact a restoration of discredited ideas that originated a hundred years ago.

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