

THIS WEEK

Greater SL home market picking up speed
See page 3.

Global clothing retailer H&M to open in City Creek
See page 4.

• **Industry Briefs** •
Begin on page 5.

• **Calendar** •
See page 13.

Florida firm to open Utah distribution center; will HQ follow?

By Barbara Rattle
The Enterprise

A Florida-based manufacturer of components for the window and door, fencing, and pool and patio industries is preparing to open a distribution center in Utah County and is mulling the idea of moving both its headquarters and its manufacturing operations here.

Weldon Industries, based in Tampa, plans to break ground in the coming weeks for a 67,000 square foot office/warehouse facility at approximately 601 W. 700 S., Pleasant Grove. The company will occupy a little less than a third of the structure, which will take about six months to complete, while the remaining space will be made available for

lease to other tenants, said Mark Weldon, president and CEO of Weldon Industries.

Weldon, who moved with his family to Park City roughly two years ago, said distributing products from Florida to the West — including Salt Lake City, where he said the company has “lots of customers” — is difficult, so it was natural to open up a distribution center in the western U.S.

Design-Build Contractors Inc., Alpine, will act as general contractor. The building was designed by Pleasant Grove architect Curtis Miner.

The Utah facility will complement Weldon Industries’ 75,000 square foot operation in

see WELDON page 4

Larry H. Miller projects to complete South Towne Auto Mall in Sandy



LHM Auto plans to move its used car dealership within the automall and to relocate its Sandy Ford dealership there.

By Barbara Rattle
The Enterprise

The Larry H. Miller Automotive Group is preparing to expand a used car operation and move a Ford dealership, actions that will complete the South Towne Auto Mall in Sandy, which has been a work in progress since the early 1990s.

LHM auto president Tony Schnurr said plans call for the LHM Used Car Supermarket

to be moved from its current location at 10910 S. Automall Dr. to about four acres of vacant property between John Stockton 12 Honda and a structure that formerly housed Karl Malone Toyota, which has since moved to Draper. An approximately 10,600 square foot new building will be constructed at the site for the used car operation, which will have

see LHM page 4

SLC sign firm completes second acquisition in less than seven months



Allied Electric Sign, which purchased a Utah County firm last summer, has acquired Intermountain Electric Signs, Ogden.

By Barbara Rattle
The Enterprise

Allied Electric Sign & Awning, Salt Lake City, has completed its second acquisition in less than seven months.

Fresh from purchasing Springville-based Bona Signs for \$1.5 million last summer, Allied has picked up Ogden-based Intermountain Electric Signs — a company it had tried to acquire in 2009 — and plans to double its approximately \$1 million annual revenues.

Allied board chairman Duane Millard, who founded Allied in 1993 in partnership with his daughter, Monica Collard, now the firm’s president and CEO,

said Allied has taken advantage of the fact that many electric sign companies have suffered during the Great Recession.

“Allied had a bad 2009, worst year in our history, followed by the best year in our history in 2010, but this is not what happened in the mainstream,” Millard said. “Most other sign companies did not do really well in 2010 or 2011, so what happened is we began purchasing the assets of sign companies. We purchased some major assets of a company in Las Vegas, the assets of another one here in Utah, then the land and operating assets of Bona.”

Millard said a news story in see ALLIED page 2

Program to feature intimate look at Utah business elite

Imagine being able to sit down with more than two dozen of Utah’s top business leaders to talk about their secrets of success, including their philosophies on ethics and business.

That’s exactly what University of Utah finance professor Cal Boardman had the opportunity to do. Over the course of two years, Boardman interviewed such Utah business luminaries as Jon Huntsman, Ezekiel Dumke Jr., Robert Garff and 23 other Utah executives to learn firsthand their approaches to doing business. Utah has been ranked No. 1 for business by *Forbes* magazine the last two years in a row.

Boardman’s 40 hours of videotaped conversations have been distilled into a one-hour documentary presenting personal stories that are insightful, inspiring, candid and unexpectedly moving.

“Ethically Speaking: Perspectives From Utah Business Leaders,” airs Feb. 16 at 7 p.m. on KUED-TV.

KUED’s Erik Nielson used Boardman’s interviews as the basis of the documentary, which includes additional interviews with Clayton Christensen, Harvard Business School professor and author of *The Innovator’s Dilemma*; Carl Richards, certified financial planner, illustrator and author of *The Behavior Gap* who blogs for the *New York Times*; Donald Herrin, U of U professor of family and consumer studies; and Kristina Diekmann, U of U professor of business ethics.

As Nielsen watched the interviews, he saw some common themes. In “Crucible Stories,” business leaders talk about transformational moments in their lives. see PROGRAM page 2



PROGRAM

from page 1

For Rodney Brady, past president of Weber State University, it was a teacher who told him to list everything he wanted to achieve in life. For Ezekiel Dumke Jr., it was a visit to the Hoover Dam, which his father built. For Marilyn Tang, founder/owner of Certified Handling Systems, it was getting a loan from her then-boyfriend when banks refused to give her a loan to start a business because she is a woman.

"Philosopher's Dilemma" includes an interview with the late Obert C. Tanner, who spent his mornings teaching philosophy at the University of Utah and his afternoons at his jewelry plant. His successful O.C. Tanner Co. sprang from his desire in 1927 to give his students more than a piece of paper when they graduated. He had pins made for them. "As my business grew," he says, "I found myself being a capitalist."

He had to reconcile that with being a philosopher, which he did by maintaining a profound respect for his employees, according to former O.C. Tanner Co. CEO Kent Murdock. "He believed in sharing and give-ability."

A sociological study that followed four generations of men found that the way they treat people and their sense of altruism carried over from one generation to the next. In the film's segment on "Fathers," Robert Garff calls his father, who was the founder of Ken Garff Automotive Group, "my hero. He was always helping

the underdog and was very compassionate."

Rob Campbell of Wheeler Machinery Co. recalls an important lesson he learned from his father. "I wasn't going on vacation because I said I'd be missed. Dad filled a bucket of water and said, 'Put your hand in it. Pull it out. See a hole? They'll be fine without you.'"

Heidi Redd, owner of the Dugout Ranch, credits her father with allowing her to "pursue my adventures" while Barbara Zimonja, former president/CEO of Premier Resorts International, says she was influenced by her grandfather telling her, "You may get married, but you'll always have your own checking account."

In the "Money for Giving" segment, Jon Huntsman, founder/CEO of Huntsman Corp., reveals a difficult childhood marked by poverty, hardship, his mother's illness and death and his father's toughness. At age 13, he helped support his family, who sometimes lived on scraps from the meat market. He paid for transportation and all family medical costs, in addition to his own costs. He described his upbringing as "pathetically harrowing and difficult and sad."

Huntsman's official biographer Jay Shelledy calls him a remarkable individual, "driven by family, his religion and giving back." When he was first married and still struggling, he would take \$50 out of his \$300 paycheck to help families less privileged.

"Many men and women build businesses and enterprises for the sake of enriching them-

selves," says Huntsman. "That's never been of great interest to me. My greatest interest has been helping the needy and those who suffer, the homeless, abused women and children, underserved young men and women who need scholarships, and, of course, cancer victims."

Many of those interviewed focused on the importance of integrity, with Stephen Covey, author of *The Seven Habits of Highly Effective People*, calling it "the source of your security." Peter Freed, owner of Lagoon, integrated the amusement park in the late 1940s, long before integration was common, simply because he saw it as "the right thing to do."

The "Empowerment Through Innovation" segment looks at those who found a new way of doing business. Jet Blue co-founder David Neeleman created the first ticketless airline with agents working from home, which saved the company a huge amount of money.

What makes a successful business? Fred Tannenbaum, former president of Steel Encounters, claims it's by "doing more than you have to." For William Mouskondis of Nicholas & Co., "the secret of success is passion;" for Jim Loveland of Xactware, the secret is to "balance business life with family life;" and Rob Campbell sums it up with, "I want this place to be better because I was here."

The program will be rebroadcast on other days during February. Check KUED listings for details.

ALLIED

from page 1

The Enterprise last August caught the eye of Jay Bingham, one of the owners of Intermountain Electric Signs, who contacted Millard in September about selling him the Ogden firm.

"We had just purchased Bona and I was not in the mood or the mode and had no inclination, having just spent \$1.5 million on [Bona]," Millard said. "But I looked at it and said from a broad strategic point of view there is something to be looked at here, seriously. Why not broaden our footprint so we have a central operation in Salt Lake and a south operation and a north operation?"

Allied took possession of Intermountain and its 14,000 square foot building on Jan. 3 and has since been busy revamping the structure, investing between \$10,000 and \$15,000 in new paint, carpeting and plumbing, among other improvements. Millard said all of Intermountain's approximately 12 employees have been retained, as have its former owners, who will continue in sales and marketing capacities.

"We think that by March that unit will already be profitable," he said. "Intermountain had sales of about \$1 million, which we plan to double over the next two to three years."

Millard credited a portion of Allied's success to having an "extraordinary reputation," but attributed much of the firm's accomplishments to president and CEO Collard, his daughter. The pair went into business in 1993 when Millard "retired" at age 50 from a successful career at a variety of companies and pooled assets with Collard, then 24, to buy Allied Griffin and Awning. The pair later purchased Northwest Sign and Lighting, in addition to five tent and special event rental companies that were later sold, most of them to Diamond Rental.

When Allied "hit bottom" in June 2009 and father and daughter feared for the firm's life, Millard said they put their heads together and reckoned that "we had an extraordinary reputation, our credit line was paid off and we had excellent credit because our quality is so high. And we believed the U.S. would come back, and who would be on top in this industry if we really had that solid foundation under us? We trimmed down, but we kept every one of our people. We had to cut down on our capital budget. For a couple of years we went to auctions and bought trucks that other companies were having to get rid of, even though our overall fleet was aging. We automated more, leaned down and went after business, and I'll be darned if 2010 wasn't the best year in our history. Our fiscal year ended March 31, 2011; now we're in the following year and still doing well."

Millard said his research has found that the most likely person to succeed a father in a family-owned business is — perhaps surprisingly — a female who has worked at least several years elsewhere, "so that when she comes in she has her own perspective, her own respect for the free enterprise system and is not a 'yes' person to her father, but rather a partner. That's what Monica has been and it's been a remarkable journey. Her sales frequently equal that of the entire sales department. Now that we have 10 salesmen that's going to be a little more difficult, but her sales for the 2011 calendar year were about \$2 million."

Allied, whose revenues before the Intermountain purchase were about \$5 million annually, is licensed to do business in Utah, Colorado, Idaho and, perhaps most importantly at this point in time, Nevada.

"We do a lot of business in Las Vegas," Millard said, "and who knows? That could be where the next major expansion could be."

support what you love

support your children's museum

A gift of

\$10

will cover a week's worth of books in the Kids' Eye View House.

Just

\$25

ensures that there are balls in the Beehive for an entire week.

A gift of

\$50

covers the cost of one Curiosity Shop early childhood class.


discovery gateway
children's museum

Visit us online or call us at **801-456-5437 ext. 115** to make a donation.

444 WEST 100 SOUTH | SALT LAKE CITY
801-456-KIDS | WWW.DISCOVERYGATEWAY.ORG

SUGAR HOUSE OFFICE SPACE

2257 South 1100 East
Salt Lake City, UT 84106

Sugar House \$16 / RSF / Year
500-12,000 Sq. Ft. Available

Call 801-486-8157 or email
gary@garyayork.com for
property information and
features.

Secure prime office space
now as Sugar House looks
forward to light rail and
major developments in the
near future.

THE ENTERPRISE

[USPS 891-300]

Published weekly by Enterprise

Newspaper Group Inc.

825 N. 300 W., Suite C309,

Salt Lake City, UT 84103

Telephone: (801) 533-0556

Fax: (801) 533-0684

Website: www.slenterprise.com.

For advertising inquiries,

e-mail david@slenterprise.com. To contact the

newsroom, e-mail barbara@slenterprise.com.

Subscriptions are \$55 per year for online only, \$65

per year for print only and \$75 per year for both the

print and online versions,

or \$1.50 per copy. Opinions expressed by

columnists are not necessarily the

opinion or policy of The Enterprise

Copyright 2012 Enterprise Newspaper Group Inc.

All rights reserved

Periodicals postage paid at

Salt Lake City, UT 84199.

POSTMASTER: Send address

corrections to P.O. Box 11778,

Downtown Station

Salt Lake City, UT 84147

Bill would create two-year task force on business development

By Brice Wallace
The Enterprise

A bill passed out of a House committee would create a two-year task force to look at issues affecting Utah business development.

The House Workforce Services and Community and Economic Development Committee passed out HB28, which would create a 13-member Economic Development Task Force consisting of legislators and representatives from the business community.

The task force would recommend how economic production in Utah can be increased, how more exports and high-paying jobs can be created, how Utah can attract more business, and how regulatory and other barriers to economic production or development can be reduced or eliminated. It would provide an interim report this November and a final report in November 2013.

The bill's sponsor, Rep. Brad Wilson, R-Kaysville, described Utah as "a very prosperous state" that last year enjoyed "a banner year" for recruiting companies to the state. But, he said, "there are some areas that I think we have an opportunity to improve upon." He cited Utah as being not as com-

petitive "as we could be" regarding its regulatory environment and cost of doing business. The task force would focus primarily on helping existing Utah business to be more prosperous and ensure that the cost of doing business in Utah is as small as possible, he said.

The result might be actions that support the needs of the business community or "better yet, get out of their way," Wilson said, adding that "the cost of regulation on this economy is significant." Changes in regulations could come in the form of laws or administrative rules, he said.

The task force would consist of three senators; five House members; one person from the Governor's Office of Economic Development, appointed by the governor; single members from the Utah Manufacturers Association and Salt Lake Chamber; and two people from the business community, one appointed by the Senate president and one by the House speaker.

The task force will cost \$46,000 over two years.

The Workforce Services and Community and Economic Development Interim Committee recommended the bill.

Study: Greater SL home market picking up speed

The Greater Salt Lake market is beginning to pick up speed with annual new home starts increasing 1.7 percent compared to last quarter, according to a new report by Metrostudy, a national housing data and consulting firm that maintains the most extensive primary database on residential construction in the U.S. housing market.

Annual new home closings are down 16.8 percent from last year at this time, however, they have increased 0.9 percent from last quarter's pace.

"Metrostudy anticipated an increase would come in the second half of the year as traffic and contracts increased during the summer, along with the growing economy, low interest rates and the absence of closeable inventory," said Eric Allen, director of Metrostudy's Utah/Idaho region.

"While detached inventory appears to be well managed, the attached market remains weak in housing, more specifically condos," Allen said.

At the end of 2011, there were 2,046 new detached single family homes in inventory, a 7.1 month supply. Finished vacant inventory decreased another 12.7

percent from last year to 568 homes, a two-month supply. There are 2,452 attached (for sale) units in inventory, a 23.1 month supply.

"While overall new home starts have decreased from 2010, (due to the slowdown in the attached homes market), detached starts have increased for the past three quarters, a good indication that builders still have confidence in the market," according to Allen.

"The consensus among market professionals seems to be that the worst is behind us. Assuming the economy continues with slow improvements, and resales, foreclosures and home values remain relatively static, Metrostudy expects builders to continue increasing production through 2012."

Buy local FIRST
KEEP UTAH INDEPENDENT

Applications sought for Utah Entrepreneur of the Year

Ernst & Young LLP is calling for nominations for the Ernst & Young Entrepreneur of the Year 2012 Awards, recognized as one of the most prestigious business award programs in the country. The deadline for applications is March 9, with the Utah Region Awards ceremony scheduled for June 7 at The Grand America Hotel.

Now in its 26th year, the program has honored the inspirational leadership of such entrepreneurs as Jeff Bezos of Amazon.com, Michael Dell of Dell Inc., Herb Kelleher of Southwest Airlines, Fred Smith of FedEx, Larry Page and Sergey Brin of Google, Richard Schulze of Best Buy, Andrew Mason of Groupon, Mindy Grossman of HSN Inc., and Reid Hoffman and Jeff Weiner of LinkedIn.

Award winners are selected in a number of industry categories by a panel of independent judges, including previous winners of the award, leading CEOs and private

capital investors and other regional business leaders. Entrepreneurs may nominate themselves or be nominated by peers and other business leaders.

Awards are given to entrepreneurs who have demonstrated excellence and extraordinary success in such areas as innovation, financial performance, and personal commitment to their businesses and communities. Self-nominations are encouraged, and

there is no fee. Application forms must be received by March 9.

Entrepreneurs eligible for consideration include not only company founders, but also leaders of multi-generation family businesses and transformational public and private company CEOs. Additionally, the nominee's company must be at least two years old.

More information is available at www.ey.com/us/eoy.

Guarding Your Business or Home 24 Hours A Day

4 CAMERAS
Free Installation with Purchase Before 2/23/12*

~~List Price: \$2,295.00~~
Sale Price: \$1,618.76
You Save: \$676.24

CALL TODAY 801-463-3733

iPhone iPod BlackBerry
Now available for Mobile Viewing
*Some Restriction Apply. Call for details

ACCREDITED BUSINESS A+
Home of: **SmartWatchPro**
TRI-CITY Alarm Company

If you're 50 or older, talk to your doctor about colon cancer testing. No excuses, okay?

American Cancer Society
© 2005 American Cancer Society, Inc.

Hope. Progress. Answers.®
1.800.ACS.2345
www.cancer.org

CREDIT CARD TRANSFER WHAMMY

Transfer balance* to a Visa card and enter to win \$1000!

WIN \$1000⁰⁰
winner will be announced on Facebook

DOUBLE WHAMMY:
Use your Platinum Rewards Visa and earn double points on all balance transfers and purchases!

HeritageWest CREDIT UNION
HeritageWestCU.com
435.833.7200

*Annual percentage rate subject to credit qualifications. To enter the drawing, you must transfer a new credit card balance (minimum of \$500) to a SouthWest, HeritageWest, or Utah Central Visa by January 31, 2012. Promotion good December 1, 2011 through January 31, 2012. For outside balances transferred to a Rewards Visa, you will earn 2 points per \$1.00 transferred. You will also earn 2 points per \$1.00 purchased on a Rewards Visa during the promotional period. Odds of winning depend on number of entries received. A random drawing will be held to select a winner for each Utah division of Chartway. Winner will be announced on Facebook on February 15, 2012. Employees, officers, directors of Chartway, its related companies and agents, and household members of each are not eligible. By participating, winner consents to the release of his/her name as the winner of the award, unless such use is prohibited by applicable law. Some restrictions apply. Membership eligibility subject to verification. No purchase necessary. For full disclosures and complete details, including how to enter without transferring balance contact SouthWest (800) 371-2665, www.SouthWestFederal.com; HeritageWest (800) 662-9522, www.HeritageWestCU.com; Utah Central (800) 999-6395, www.utahcentral.com. (Divisions of Chartway Federal Credit Union)

LHM

from page 1

the ability to display up to 300 vehicles, a greater capacity than it now has. Schnurr said weather permitting, ground will be broken for the used car facility in April, and it should be operable no later than the end of November.

LHM Auto is also planning to move its Sandy Ford store from 200 W. 9000 S. to the former Karl Malone Toyota building in the automall. The existing structure's showroom, repair facility and service drive will be reconfigured.

"Ford wants to make sure that the design and the guest experience features are up to their current standards," Schnurr said.

Plans call for the Ford project to begin this year. A sizable repair center situated behind the

current Ford dealership on 9000 South will be retained to continue to accommodate commercial fleet customers. The fate of the Ford dealership building on 9000 South is still being determined, Schnurr said. "Right now we're contemplating a bunch of different options."

"We think moving the Ford store into the automall, to be around the other auto dealerships in South Towne, is a very good idea," according to Schnurr. "That also gives the used car supermarket, which does a very nice job for us, the ability to go up and get a brand new facility right on State Street adjacent to Mark Miller's Subaru dealership. It also completes the South Towne Automall since that's the last vacant piece of property."

Jacobsen Construction to celebrate 90 years in business

Jacobsen Construction Co. will celebrate its 90th birthday Jan. 30 at 11:30 a.m. at the Grand America Hotel in Salt Lake City.

"We are very pleased to again honor nearly 500 plus current employees who are working so very hard to deliver hundreds of projects in Utah, in our adjoining and other states, and to countries beyond our borders," said Douglas C. Welling, Jacobsen president and chief executive officer.

Jacobsen is currently building in 23 states, including Alaska and Hawaii.

"We are at work on 15 projects in Hawaii alone," Welling said.

A construction manager and general contractor, Jacobsen is currently licensed in 31 states and has built in 39 over the years. Its commercial markets include health care, public and institutional buildings, private office, hospitality and retail projects, industrial and mining processes, and religious temples and meeting houses.

Some of the most recently completed projects include Utah State University's Agricultural Science Building, the University of Utah College of Nursing, Iron Horse Transit Center Park City, and The Regent condominium tower and the for-lease apartments at City Creek Center.



Apparel retailer H&M will open its second Utah store in the City Creek Center in downtown Salt Lake City in March. H&M, short for Hennes & Mauritz, is a Stockholm-based, value-oriented fashion retailer that carries women's, men's and children's apparel, accessories and maternity clothes. It has collaborated with a number of major designers, including Versace. The firm opened its first Utah store last November at the Fashion Place Mall in Murray. It measures 23,000 square feet. While H&M representatives could not be reached for comment, California-based general contractor Timberwolff Construction has been issued a \$1.1 million tenant improvement building permit for H&M at 50 S. Main St. H&M has about 2,000 stores in some 35 countries. (A Hong Kong store is pictured.) Other retailers for which tenant improvement building permits at City Creek have been issued in recent days include The Gap (\$560,000), Ann Taylor (\$25,000) and Mr. Mac (\$350,000).



Artist's rendering of Weldon's future Pleasant Grove distribution facility, designed by Curtis Miner of Pleasant Grove.

WELDON

from page 1

Tampa. Overall, the \$15 million-a-year company, founded in 2004, has more than 100 employees, some 70 of them in China. Weldon said he hopes the Chinese operation can be shuttered and that work can be moved to Utah; he is considering seeking incentives from both the state and local municipalities.

"The costs have gotten so high in China," Weldon said. "There's a duty that people pay and the government collects. Every time their currency gets stronger, everything at Walmart and everywhere else, by the time it gets to the end consumer, ends up

costing so much more. The bottom line is a mass exodus out of China that's been taking place for quite a while."

Expanding in Florida also poses problems, according to Weldon.

"The property tax system that they have there is just way too expensive for the people of the state. When property taxes and insurance make up more than 40 percent of the monthly expense for housing, housing stops," he said. "Utah seems as a state to overall have their act together, which is nice. It seems to be run a whole hell of a lot better than Florida. Park City is a beautiful little enclave and it's a great place to raise a family."

We know your needs are a little more complicated.



Vision plus imagination is the recipe for greatness. No single design or building fits everyone's needs—nor do the preconceived ideas of an architect. So we facilitate. We open a dialogue to help understand and accomplish your expectation in the most functional, sustainable and aesthetic way possible. Give GSBS Architects a closer look. Together, we'll figure out exactly what you need, and then we'll make it happen from scratch.

801.521.8600

www.gsbsarchitects.com



THE Enterprise

UTAH'S BUSINESS JOURNAL

WHY SHARE? GET YOUR OWN COPY!

Call To Subscribe
801-533-0556



American Heart Association® | American Stroke Association®

Learn and Live®

• Industry Briefs •

ACCOUNTING

• **Wisan, Smith, Racker, & Prescott LLP** (WSRP), a full-service CPA firm, has relocated to 155 N. 400 W., Suite 400, Salt Lake City, in the historic Salt Lake Hardware Building originally constructed in 1909. Founded in 1985, WSRP has a satellite office in Las Vegas.

ASSOCIATIONS

• The **Downtown Junction Association**, a division of Downtown Ogden Inc., The Downtown Business Association, has elected officers for 2011-2012. **Shawn Hancock** of I-Fly/Flowrider will serve as president, and **Kirk Chuggs** of Holmes Clothing as vice president.

• **Julie Jakob**, CEO of Jakob Marketing Partners LLC, was recently named the 2012 chairperson for the **Holladay Chamber of Commerce**. Jakob Marketing Partners was named the 48th fastest growing company in Utah in 2010 and the 29th fastest in 2011 by Mountain West Capital Network's "Utah 100." It was also recognized by *Inc.* magazine in 2011 as one of nation's fastest growing companies, at No. 937.

• The **Salt Lake Chamber 2012 Public Policy Guide** is now available for download at www.slchamber.com/policyguide. The document outlines the business community's positions on the top policy issues impacting the state and national economies. The 2012 Public Policy Guide was recently presented to legislative leadership and to every member of the legislature on the first day of the session. Hard copies of the 25-page Policy Guide are available upon request.

BANKING

• **America First Credit Union** released a new **mobile banking application** during third quarter 2011 and already nearly **75,000 of its members are using it**. The early adoption rate is occurring as more than 40 million U.S. consumers, predicts analyst firm The Yankee Group, are expected to be using mobile banking by 2012. Mike Salerno, manager of e-services for America First, said America First members' mobile app adoption rate in two months is the same rate the U.S. mobile banking sector achieved in two years, according to research firm Celent.

• **Bank of Utah** has added **Zack Matson**, a mortgage loan officer with 19 years of experience, to its Orem branch. Matson will serve as a senior mortgage loan officer, bringing with him an extensive clientele. Matson previously operated his own mortgage brokerage and was also employed

at Envision Lending Group for six years and Bank of American Fork for 18 months.

• In an independent customer satisfaction survey conducted by the University of Utah, 93 percent of customers surveyed rated Ogden-based **TAB Bank's customer service as "highly satisfactory" or above** and all respondents rated TAB six or above on a scale of one to 10 in satisfaction. The same survey also asked respondents to rate TAB's sales experience, and 96 percent view the experience as positive. Fifty-seven percent rated the experience as great, exceptional or outstanding.

• **Bank of American Fork** has hired **Brent Skidmore** as a new mortgage loan officer at its Lehi branch. Skidmore has more than 30 years of experience in the mortgage industry. Prior to joining Bank of American Fork, Skidmore was a branch manager with National City Mortgage and a mortgage loan officer with Countrywide Bank and Bank of America.

COMPUTERS/ SOFTWARE

• American Fork-based **BidSync**, a national leader in government e-procurement, e-sourcing software and bid notifications, said the City of **Hartford, Conn.**, recently decided to return to using BidSync eProcure and Builder bid management system for all of its electronic sourcing needs. Tailored to help government entities such as cities, counties and states meet their procurement needs, BidSync eProcure is a Web-based system that helps track and manage details for all types of electronic bidding.

• **Less is better when it comes to viewing online ads.** A Poll Position national scientific telephone survey asked, "When you go online to view free content, what do you think is the acceptable duration of an online advertisement you must view before seeing free content?" A majority of those polled said they think **15-second ads are an acceptable duration**. Fifty-four percent said 15 seconds is acceptable, 12 percent said 30 seconds, 4 percent said 45 seconds, 3 percent said 60 seconds and 27 percent had no opinion. A breakdown of survey participants by age, race, gender and political affiliation in crosstabs for the poll is at <http://media.poll-position.com.s3.amazonaws.com/wp-content/uploads/Poll-Position-Crosstabs-Online-ads.pdf>.

CONSTRUCTION

• The **Living Planet Aquarium** board of trustees selected **Beecher Walker Architects** and **Layton Construction** for

the development, design and construction of the new Living Planet Aquarium, to be built in Draper. The new 130,000 square foot aquarium will be located off Interstate 15 near 12300 South and will be the permanent home for the nonprofit attraction. The aquarium has raised nearly \$7 million and has obtained the support of the City of Draper to bond \$11.7 million to complete the new aquarium. The \$18 million project will support 317 construction jobs in Utah and generate \$1.7 million in tax revenues for the state.

• A ribbon cutting on Jan. 19 at Hill Air Force Base celebrated **completion of the first phase of the Falcon Hill Enhanced Use Lease project**, followed by a groundbreaking signifying the beginning of the project's second phase. During phase 1, **R&O Construction**, Ogden, completed a 35,000 square foot security force-

es squadron building, or SFS. All base security operations for Hill will be consolidated there with new office space and warehouse for the security vehicles, plus a centralized emergency communication center. The center is a joint operation between the base's fire department, security forces and medical emergency response team. The SFS provides force protection, physical security, law

enforcement and combat arms training for the five wings of the Ogden Air Logistics Center. Also nearing completion by R&O is a five-story office building to be occupied by Northrup Grumman, plus a new west gate. After the ribbon cutting ceremony, ground was broken on a new three-story office building or Building 1580,

continued on next page



Everything for the
Contractors

We rent the best


4343 Century Drive
Salt Lake City, UT 84123

801- 262-5761

www.centuryeq.com

**Construction Management
Design-Build
LEED® Construction**

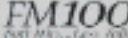
Predictable Outcomes.

Layton 
CONSTRUCTING WITH INTEGRITY

www.LaytonConstruction.com
(801) 568-9090

JOIN THE... **At Work
Perk**
CLUB TODAY!

Sponsored by:

 **The Gateway**
1234567890
 

**California Pizza Kitchen - 20% off
entire order**

**Franklin Covey - \$15 off
any \$75 purchase**

**At Work
Perk**

At The Gateway, we believe that when you work hard, you deserve some perks. That's why The Gateway, FM100 and The Enterprise have created an exclusive "Office Worker At Work Perk Card" for all of you hardworking people. (Fill out your At Work Perk Card application at The Gateway Concierge desk.)

Flash your card and get savings and discounts at participating shops and restaurants at The Gateway.

Just keep your card in your wallet and look for special deals throughout The Gateway. FM100 will be e-mailing you ever Monday with the "Perks of the Week." Log on to www.fm100.com or check out The Enterprise for the most up to date list of specials.

Turn in your completed form to The Gateway Concierge, located across from Urban Outfitters or to any participating retailer to be eligible for monthly drawings.

from previous page

which signals the beginning of the second phase that will be built just south of the Northrup Grumman facility, also to be constructed by R&O.

EDUCATION/TRAINING

• Officials at the new **Natural History Museum of Utah** were expecting to have 265,000 visitors during the first year at its new Wakara Way location. They might want to revise that projection. Sarah George, the museum's executive director, recently told the Utah Board of Tourism Development that **early visitorship has far exceeded expectations**. Open since mid-November in upper Research Park, the museum had 57,098 visitors in November and December, above the 45,000 predicted for those months. The museum, under the name Utah Museum of Natural History, was at the George Thomas Building on Presidents Circle at the University of Utah for 42 years. George said that during its final year at that site, the museum attracted 90,000 visitors.

• The **Great Salt Lake Institute at Westminster College**, Salt Lake City, has created a new **undergraduate research initiative focused on exploring the science of Great Salt Lake's extreme ecosystem**. Building Research, Innovation and Novel Experimentation (BRINE) will expand on existing faculty/student research, support new lake projects and create a network of interdisciplinary scholars. To achieve the goals of BRINE, the institute recently received a \$250,000 grant from the W.M. Keck Foundation.

The foundation's Undergraduate Education Program promotes distinctive learning and research experiences in science, engineering and liberal arts.

• **Salt Lake Community College** has named **Rick Bouillon** its new dean for the School of Technical Specialties. Bouillon has worked for SLCC since 1999 in capacities that included interim dean, regional director and director of business outreach. The School of Technical Specialties includes all of the college's apprenticeship programs — 15 in all — and other workforce development courses such as aviation technology, automotive technology, cosmetology and construction.

FINANCE

• **Primary Residential Mortgage Inc.**, a Salt Lake City-based mortgage lender, has formed a new **Enterprise Risk Management group** to help manage risk through the entire loan origination process and ensure that the company has the appropriate monitoring and evaluation policies. Twenty-five year mortgage banking industry veteran **H. Burton Embry** has been named senior vice president-Enterprise Risk Management. In addition, **Shelly Hill** has been promoted to compliance director. Previously, Hill was PRMI's state compliance manager, a position she's held since April 2011. Primary Residential Mortgage is licensed in 49 states and the District of Columbia.

GOVERNMENT

• The **Utah Governor's Office of Economic Development**

recently approved **more than \$400,000 of grants** in support of new technologies that universities and licensees are seeking to commercialize to help build companies, create jobs and drive economic development in the state of Utah. The state invests approximately \$1.6 million a year in support of university technology commercialization. The grants will help contribute to Gov. Gary Herbert's overall target of accelerating the creation of 100,000 new Utah jobs in the next 1,000 days.

• The **Utah State Tax Commission will no longer print and mail individual booklets and forms for individual income tax returns**. Last year, 77 percent of Utah taxpayers filed state income taxes online, said Charlie Roberts, Tax Commission spokesperson. All forms and publications are available online at incometax.utah.gov. In order to file state individual income tax returns, the following information is needed: Copy of federal tax return; all applicable W-2, 1099, K-1 and TC-675R forms with withholding information; and tax deduction and credit documents. For those using Taxpayer Access Point (TAP) for the first time, the Social Security number or individual taxpayer identification number and federal adjusted gross income from the previous year is required.

HOSPITALITY

• The new **Hampton Inn & Suites University-Foothill**, located at 1345 S. Foothill Dr. in Salt Lake City, is **now open**. The site, formerly occupied by the Scenic Motel and an aging office building, now also includes new

retail and office space. The new Hampton Inn & Suites includes 81 rooms and suites, pool and hot tub, fitness facility, meeting space, business center and large breakfast and lounge area. The hotel is managed by Pearson Hospitality Group. Dee's Inc., known for its chain of local restaurants, is the owner and developer of the hotel and associated retail.

HUMAN RESOURCES

• **Utah's nonfarm wage and salaried job count** for December 2011, as generated by the U.S. Bureau of Labor Statistics, **expanded by 3 percent** compared to December 2010. This is a 12-month increase of 36,300 jobs, and raises total wage and salary employment to 1,235,400. The seasonally adjusted unemployment rate is Utah's other primary indicator of current labor market conditions and registers 6 percent. Last month, the rate was 6.4 percent, and just three months ago 7.4 percent. Such a rapid decline is partly attributed to employment gains and partly attributed to people leaving the labor force. Approximately 80,300 Utahns are considered to be unemployed.

• The **Work Data Loss Institute**, a database development company, recently announced the release of its 2012 **State Report Cards for Workers' Compensation**. Utah performed the best of all the states, receiving an A+ along with Arkansas and Minnesota.

• The **Utah Labor Commission** is requesting **applications for grant projects or initiatives demonstrating a commitment to workplace safety**. Proposals can include, but are not limited to, development of workshops and training, implementation of specialized safety programs, increasing effort and resources for existing programs and collaborative workplace safety training between organizations. For more information, visit www.laborcommission.utah.gov.

LAW

Business lending is our business.



Ron Bagley
Business Lending Expert
(801) 924-3606

BANK of UTAH

• Shareholders at **Parsons Behle & Latimer** have elected **Raymond J. Etcheverry, Hal J. Pos, Laura S. Scott, Michael R. Kealy** (Reno office) and **Michael P. Petrogeorge** to the 2012 board of directors. Etcheverry will continue serving as chairman of the board, president and CEO. Pos continues as vice chairman, vice president and treasurer. Scott and Kealy continue as vice presidents. Petrogeorge is newly elected to the board and serves as vice president and secretary. Etcheverry is a member of the firm's litigation department and practices in the areas of antitrust, intellectual property, securities, class action defense and other complex business litigation. Pos is a member of the environmental, energy and natural resources department and concentrates on environmental and mining matters. Scott is a member of the litigation department and concentrates her practice on real estate and banking litigation. Kealy is a member of the litigation department and practices commercial litigation and personal injury. Petrogeorge is a member of the litigation department and concentrates his practice on real estate litigation and complex commercial litigation.

MEDIA/MARKETING

• Just **9 percent of senior marketers believe traditional ad agencies are doing a good job of evolving and extending their service capabilities in the digital age**. As 2012 kicks off with new budgets, significant accounts up for review and the Super Bowl right around the corner, the CMO Council's study identifies current significant impacts on agency relationships, compensation models and factors contributing to agency change and review. Traditional agencies are more likely to be challenged in their retention of client relationships, as 48 percent of the 250-plus surveyed report they are hiring specialized digital marketing providers to implement new social, mobile and interactive strategies. Fifty-eight percent remain unsatisfied with the current process of measuring their agencies' advertising effectiveness. The analysis included best-practice discussions with more than 20 leading brand advertisers, including Colgate-Palmolive, Coca-Cola, Kia Motors, Safeway, The Hershey Company, Dunkin' Donuts, Crayola, Allstate, Wyndham Worldwide, Ricoh, Ocean Spray, PepsiCo, L'Oreal, Best Buy, Weight Watchers, Welch's, The North Face, Farmers Insurance, Sports Authority and Renault.

REAL ESTATE

• The **CCIM** (Certified Commercial Investment Member) Utah chapter held its first **Business**

GAIN MARKET SHARE. LEARN HOW.

THE Enterprise

UTAH
Focus

801.533.0556 ext. 237 • www.slenterprise.com

Excellence Awards Jan. 21 in Salt Lake City. The organization recognized the accomplishments of leaders in the commercial real estate section. It also inducted **F. Orin Woodbury**, founder of Woodbury Corp., to a newly created Business Excellence Hall of Fame. **MHTN Architects** won the Architectural Design of the Year Award for the David Eccles School of Business. **Okland Construction** was named Contractor of the Year. **Hamilton Partners** won the Development/Redevelopment of the Year Award for the 222 S. Main St. building. The Green Lender of the Year Award went to **City Creek Reserve Inc.** and **Mark Gibbons**. Lender of the Year accolades went to **The Clawson Group** and **J.R. and Johnny Clawson**. Industrial Broker of the Year was **Rad Dye** of CBRE. **Kip Paul** of Commerce Real Estate Solutions is the Investment Broker of the Year. **Brandon Fugal** of Coldwell Banker Commercial won the Office Broker of the Year Award, while **J.R. Moore** of CBRE took home Retail Broker of the Year honors.

- **Coldwell Banker Residential Brokerage** has named **Brian Gottfredson** manager of the company's Union Heights office. Gottfredson has enjoyed a successful 30-year career as a top-producing agent and manager for real estate brokerages and property development companies in Utah and California. He will oversee a sales team of nearly 150 real estate professionals.

RESTAURANTS

- A full rack of **barbecued baby back ribs**, along with a choice of coleslaw or potato salad, are on sale at the **Market Street Grill Markets** for \$10.99. The special runs through the XLVI Super Bowl on Sunday, Feb. 5. The meal, which comes with a choice of one pint of potato salad or coleslaw, is regularly \$15.99.

RETAIL

- **Macy's** is hiring for sales positions in cosmetics, women's shoes and general selling and support positions in merchandising and receiving for its new **City Creek Mall store** in Salt Lake City slated to open on March 22. Employment for the City Creek store will begin on Jan. 30. Open job postings are now available on Macy's website; interested candidates can apply online at <http://www.macysjobs.com>. Roughly 155 people will be hired.

- **Nordstrom Inc.** has named **Linda Hostetler** as store manager of the new Nordstrom at City Creek Center in Salt Lake City. The new store will open March 22. Originally from Australia, Hostetler began her career with Nordstrom in 1999 when she helped open the Norfolk, Va., store

as a beauty advisor and shortly thereafter was promoted to assistant cosmetics manager. In 2001, Hostetler took on a new opportunity as the cosmetics department manager while opening the Tampa, Fla., store. She then became the cosmetics regional merchandiser for the Texas stores in 2004 and later added four stores in the Midwest region. As a regional merchandiser, Hostetler helped support four new store openings. In 2009, she took on her first store manager position, and also her current role, when she opened the Southlake Rack store in Texas.

- Seventy Utah schools will benefit from **Harmons Grocery Stores' 23rd Annual PTA Day** in-store fund-raising effort scheduled for Feb. 9. The locally owned grocer hopes to raise \$50,000 or more by inviting the community to buy their weekly groceries at one of Harmons' 15 stores that day. Harmons will donate 5 percent of net sales for the day to participating local schools and will feature special pricing on groceries to make it more enticing for families to shop. Local school children will decorate the stores, and parents and teachers will bag groceries and coordinate games and activities for families from noon to 7 p.m. on Feb. 9.

- Utah shoppers donated more than 5,000 meals to local food charities, including the Utah Food Bank and Park City Christian Community Center through **Whole Food Market's Grab 'n' Give program**, which ran two months ended on Dec. 31, 2011. Every holiday season, Whole Foods Market gives shoppers an opportunity to feed the hungry by choosing \$5 breakfast bags, \$10 lunch bags, \$10 dinner bags or a full-day bag for \$25, all filled with nonperishable food to donate. Utah Whole Foods Market stores joined forces and identified local nonprofit organizations that would benefit from the program to fill food pantries and help families in need. The program, in its fourth year, raised more than \$125,900 this season from four Utah locations, including Cottonwood Heights, Park City, Sugar House and Trolley Square.

SECURITY/DEFENSE

- **Pinnacle Security**, an Orem-based residential and commercial security provider, was recently announced winner of the **Electronic Security Integrators (ESI) Forum 2012 Best Practice Award for Production Management (Design/Installation)**, for its Dashboard and MySales websites. The annual ESI Forum Best Practice Awards Program recognizes outstanding business processes in the electronic security integra-

continued on next page

THE Enterprise

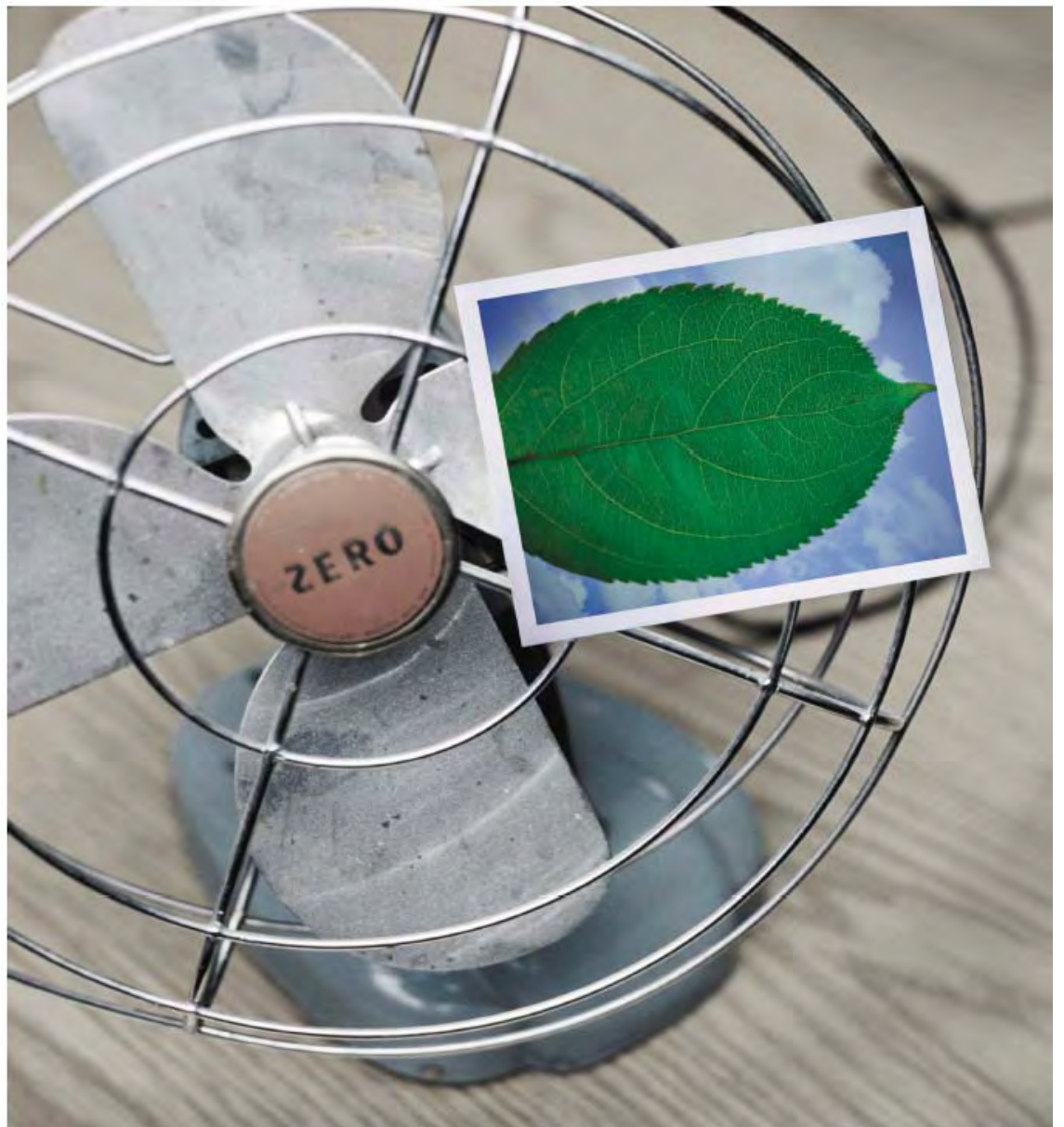
UTAH'S BUSINESS JOURNAL

Socializing for Business



like us on
facebook

www.facebook.com/TheEnterpriseUT



TREES LOWER TEMPERATURES and reduce air conditioning costs by up to 15%. To help us plant more of them . . .

Support your local TreeBank

at www.treeutah.org



from previous page

tion industry. A panel of anonymous industry experts selects the winners. Pinnacle Security's Dashboard and MySales websites allow for instant access to real-time data as it pertains to sales and installations. The websites were given the ESI Best Practice Award because they are a good example of the use of technology for tracking and motivating staff to increase overall job performance.

SPORTS/FITNESS

• The **Gold's Gym** in downtown Ogden invited the public to join their "Dance for the

Men in Blue" Zumba-a-thon to raise funds for the **Ogden Police officers** involved in this month's shooting. During a 90-minute Zumba-a-thon on Jan. 14, Gold's Gym members and the community raised \$1,300.

**TECHNOLOGY/
LIFE SCIENCES**


• Provo-based **Veracity Networks** will be introducing new **high-speed Internet and phone services to the downtown Salt Lake area** in February. The new products will provide technologies for 10,000 homes and businesses that are serviced out of the Salt

Lake Main Telecommunications Central Office. This move will put Veracity Networks in the heart of Salt Lake City and will give local businesses another choice among phone and Internet service providers.

TRANSPORTATION

• **Hinckley Dodge** has named **Matthew McIntosh** as service department manager for the auto dealership. McIntosh has worked for Hinckley Dodge for 23 years is a certified salesman accredited by the National Automotive Dealer Association. He is a graduate of the University of Utah with

I provide litigation counsel and strategic advice for businesses in Utah.



James W. McConkie, III

PRINCE-YEATES

15 W. South Temple, Ste 1700
Salt Lake City, Utah
PrinceYeates.com

for Utah County, is offering a **sneak peek of the nearly completed Utah Valley Convention Center** in downtown Provo. Hard-hat tours and new interior renderings will give interested groups and organizations can view of the 83,578 square foot meeting space before its grand opening in May. To schedule a tour of the Utah Valley Convention Center or to view its interior renderings, visit MeetInUtahValley.com. Personal inquiries can also be directed to 1-888-414-UTAH (8824).

• Following 13 years overseeing the management and operation of Salt Lake's **Calvin L. Rampton Salt Palace Convention Center and South Towne Exposition Center**, **Allison Jackson** is leaving her position and taking a job as manager and operator of Georgia's Jekyll Island Convention Center. SMG, which bills itself as the world leader in venue management, is actively pursuing a replacement. During her tenure in Salt Lake, Jackson oversaw community relations during the 1999 Salt Palace expansion; launched the sales and marketing efforts for the South Towne Exposition Center, completed in 2000; and acted as project liaison between Salt Lake County and the architectural design firm and general contractor for the second expansion of the Salt Palace, completed on time in 2006 and within budget.

• **Visit Salt Lake** has booked the **Episcopal Church's 2015 General Convention**, which will bring 10,000 attendees to Salt Lake. The citywide convention will generate approximately 25,855 room nights and \$9.23 million in direct attendee spending, fully utilizing all components of the Salt Palace.

a bachelor's degree in business management. He was honored by Chrysler Automotive as a Gold Certified Service Manager.

• Since its launch in January 2011, **more than 200 Utah tow truck drivers have received their tow truck driver certification through the Utah Safety Council's online program.** This is the first tow truck driver certification program that is entirely online. The course has been approved by the Motor Carrier Division of the Utah Department of Transportation as meeting the requirements of an authorized program through which to obtain designation as a Certified Tow Truck Driver in the state of Utah. This certification covers topics specific to Utah's laws and driving conditions. The Utah Safety Council is excited to be able to provide this interactive online program for the tow truck drivers in Utah. To access this certification program visit www.utahsafetycouncil.org.

TRAVEL/TOURISM

• **The Utah Valley Convention and Visitors Bureau**, the official destination marketing organization



BPG
SALES TRAINING
INCREASES
PROFITS

Proven • Guaranteed • Endorsed
GephardtApproved.com

Contact Us for Your Free Sales Evaluation
bpgutah.com | 801-484-1285

THE BUSINESS PERFORMANCE GROUP, INCORPORATED



SHEN YUN 2012
神韻晚會 2012

ALL-NEW 2012 SHOW | WITH LIVE ORCHESTRA
Experience the world's premier classical Chinese dance company

FEBRUARY 4
George S. and Dolores Doré Eccles Center
Park City
1-888-9-SHEN-YUN
TicketingBox.com

“A VISUALLY DAZZLING TOUR OF 5,000 YEARS OF CHINESE HISTORY AND CULTURE.”
— San Francisco Chronicle

“BRILLIANT CHOREOGRAPHY... EXTRAVAGANTLY BEAUTIFUL.”
— Broadway World

www.ShenYun2012.com

GET OUT OF LINE



Now you don't have to wait in line for government services and information because now the government is officially online at **FirstGov.gov**. Lose the wait.

FirstGov.gov
The official web portal of the Federal Government

For government information by phone, call 1-800-FED-INFO (1-800-333-4636).

U.S. General Services Administration

Can small businesses navigate the SEC's 'gotcha' regulation?

Sarah Palin popularized the term “gotcha journalism” during her time as Sen. McCain’s vice-presidential running mate. She intended to convey that the press had more interest in catching flaws than getting at the truth. The Securities and Exchange Commission (SEC) is currently the federal watchdog over our once prestigious investment markets and seems to be operating under a similar philosophy, using “gotcha regulation” with little thought of what might be best for America’s investing public, including small businesses in need of capital formation. This is in part due to the current numbers-driven structure of the SEC. However, subject to such a methodology and a lack of proactive anti-fraud education and awareness, business growth may become stifled — especially for small businesses that are often the backbone of any economic recovery.

This analogy occurred to me on a recent trip to Yellowstone National Park. Many people visit Yellowstone National Park each year and make their way to the top of the cliff overlooking spectacular Yellowstone Falls that drops about 300 feet to the frothing water and rocks below. Reported statistics tell us that more than three million people visit Yellowstone Park each year. The Yellowstone Park “regulators” have elected to use their resources to build a sturdy steel fence at the top of the cliff overlooking the falls and install a few easy-to-read signs warning visitors of the dangers.

If we swapped out the Yellowstone “regulators” with the SEC regulators, we might end up with a trail to the cliff-top overlook lined with thousands of tightly packed signs that read, “Surfaces Could be Wet,” “Watch Out for Small Rocks,” or “If You Fall You Could Plunge to Your Death.” They would also allocate money to hire extra park rangers to operate patrol boats, watch for bodies popping up at the bottom, and then rushing the bodies off to a waiting caravan of ambulances bound for the nearest hospital. The SEC’s mandate is to ensure our nation’s

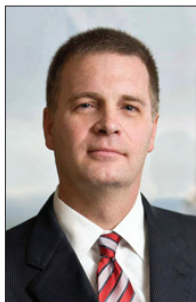
investment markets are free of fraud. But unlike the “regulators” who watch over the lookout at the top of Yellowstone Falls, it seems the SEC is primarily interested in catching violators.

Every year, the SEC tells Congress and the investing public it is the “tough cop on the beat” by pointing to the increasing number of enforcement cases filed each year. Essentially, rather than building a stronger fence at the top of the cliff, the SEC most often hires more staff and builds or leases newer and bigger buildings, only to wait at the bottom of the cliff for victims of fraud. A “stronger fence” in the context of investments is creating programs to educate investors, equipping seniors and helping guide small businesses to be better able to participate in our investment markets with an understanding of the dangers and benefits.

Where can a small business turn for counsel when it wants to raise capital in a regulatory environment that seems to have little interest in doing anything other than catching mistakes? Each state has its own investment regulator and the states individually and collectively are doing a far better job at allocating resources for education and anti-fraud awareness. Even FINRA, the group responsible for regulating stockbrokers and other investment professionals, has a very robust investor education program. Most states will help guide you through the difficult quagmire associated with legally raising capital. We need to be able to communicate with our regulators and see a greater shift toward being proactive. Everybody, including small businesses, should begin with basic anti-fraud awareness. Attending an event like Fraud College on Feb. 15 is a good start (www.fraudcollege.org). There, you can learn, network and meet professionals who understand the process.

You can also avail yourself of many online resources at the state and federal level. Peruse FINRA’s www.saveandinvest.org, the Utah Division

see *GOTCHA* page 11



Brent Baker

Buy Local FIRST

KEEP UTAH INDEPENDENT

LOCAL. INDEPENDENT. UNITED.

LOCAL FIRST UTAH: WORKING TOGETHER TO BUILD A STRONGER CUSTOMER BASE FOR LOCALLY OWNED, INDEPENDENT BUSINESSES.

It’s not always easy being a locally owned, independent business. Competing for customers with large national chains, coping with small marketing budgets, doing it all yourself. But now there’s Local First Utah, a 501 (c)3 non-profit organization whose sole purpose is to support local businesses through public education.

JOIN ABSOLUTELY FREE

Local First Utah is made up of a growing group of businesses identifying themselves as local and independent. There’s no membership fee and you’ll never be required to pay a dime to participate.

WHY JOIN LOCAL FIRST?

- 1. RECOGNITION:** By displaying the Local First window decals and using the LF logo, you’ll be telling customers that you’re locally owned and independent, allowing them to “vote with their dollars.”
- 2. FREE DIRECTORY LISTING:** Every Local First business receives a free listing on our on-line directory at LocalFirst.org. This directory provides a convenient resource for customers and businesses to locate locally owned businesses to patronize.
- 3. VALUABLE MARKETING:** All of Local First’s efforts focus on driving customers to locally owned businesses. Promotions, events, and advertising will all help bring new customers through your door.

FIND OUT MORE

See if you meet the definition of a Local First business and sign up on line at www.LocalFirst.org.

Take A Stand



GOVERNMENT INVESTIGATIONS, CORPORATE COMPLIANCE, AND WHITE COLLAR DEFENSE GROUP
Back Row (left to right): Sarah L. Campbell, D. Loren Washburn, Rodney G. Snow, Brent R. Baker, Jennifer Hunter (paralegal). Front Row (left to right): Katherine E. Judd, Jennifer A. James, Anneli R. Smith, Neil A. Kaplan.

2012 Fraud College Conference



Join us to learn fraud prevention and detection strategies from the experts at a half-day conference open to the public.

February 15, 2012
8:00 a.m. to 12:30 p.m.
University of Utah Union Ballroom

Register for free and learn more at www.FraudCollege.org.



One Utah Center
201 South Main Street
13th floor
Salt Lake City, Utah
(801) 322-2516
www.clydesnow.com

Flying from point A to point BS on any airline

NOTE WELL: I am grateful to all airlines and the services they offer me. This column is not written in anger, nor is there any malice intended. It's just a factual observation from a very frequent customer. And a hope they can do the obvious.

On the airplane this morning, I'm watching the forced media as the plane prepares to take off. The CEO of the airline comes on a video telling me how much he appreciates my business, how much he wishes he could greet me personally, and how great the service is. Blah, blah, blah.

Meanwhile people are waiting an hour to check in and pay baggage fees (except on Southwest). They're waiting another 30 minutes to go through security. Then they're being warned against carrying too much on the plane, herded in

like cattle, given poor to medium service and offered inedible food and undrinkable coffee. And to top it off, on this three-hour flight, there is NO WI-FI on the plane.

I wonder if the CEO has ever flown on his own airline before?

If you make the mistake of calling the airline to book your \$1,000 flight, you're on hold for 10-30 minutes listening to their insipid messages about how great they are, and then you're quoted random fees based on the day you fly and return, and the fullness of the plane. Should you decide to change your ticket, that's another 150 bucks, please.

If they send you an e-mail, there is NEVER a way to respond directly, and NEVER a phone number for the person sending it. Rude.

REALITY CHECK: Can you imagine you or one of your people sending an e-mail message to a customer who spends \$250,000 a year with you with no way to contact you back?

Draw your own conclusions about the sincerity of their message.

And they win the JD Powers award for customer satisfaction. Hello! What's the category: Least crappy?

Loyalty or "forced loyalty?" I have airline reward miles. Lots of them. Does that make me loyal, or am I forced to be loyal based on the city I live in, and available flights? Airlines have no idea what loyalty is, much less how to earn it.

I got a request last Christmas, er, I mean last holiday season, asking me to donate my air miles to THEIR charity. Huh? Why are you asking me to give up the ONE THING I feel is a benefit of doing business with you? Dude, you print the miles, you donate them.

Here are my fantasy airline requests and responses:

- We surveyed 5,000 flying businesspeople and 5,000 flying vacationers and are implementing 100 of their recommendations.

- We're raising all ticket costs by \$50 so bags can fly free. This will both shorten lines and speed up boarding. We will be offering other services included in this fee.

- We're installing Wi-Fi on every plane and it's free.

- We're now serving edible food and drinkable coffee.

- Every employee will be taking Jeffrey Gitomer's YES! Attitude course.

- Every employee will learn and love to execute basic manners. The words "all set" will be replaced with the words "thanks for your business." And all employees will look all customers in the eye when they talk to them.

- All e-mail communications will have a DIRECT response capability.

- There will be full disclosure why planes are delayed.

- We pledge to be friendly. (I don't want to "fly the friendly skies." I want the people in the sky to be friendly. That's the commercial I'm looking for.)

And NONE of these requires major shift in or cost of doing business. In fact, all of these will improve LOYALTY of customers AND employees.

Okay, now that you're nodding in agreement with me, let's look at the situation at your business:

- How friendly are your people?
- What's the attitude (morale) like in your place?

- How much have you invested in training employees on their attitude?

- How fast do you serve customers?

- How fast do you answer the phone?

- How accessible are your executives?

- How many frivolous fees do you have?

- What services are you not offering that your customers want?

It's easy to see the flaws in others. It's much more challenging and difficult to see them in yourself.

EPILOGUE: I don't fight the airlines anymore. I just look at what they do and shake my head. A few months ago I was especially frustrated at their rudeness to an elderly customer and I decided to tweet rather than say anything. Rather than tell one fool my feelings, why not get my feelings to 200 million people through social media?

Here's the tweet I sent: "If you're looking to succeed in business, follow the airlines. Whatever they do, do the opposite. #gitomer #airlines"

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.

© 2012 All Rights Reserved

The power of relationships

I have, over the last several years, had the opportunity to work with a number of businesses, all in the same industry. The same segment of the retail industry, as a matter of fact.

Some of these retailers I worked with concurrently, others consecutively. And the experience has led me to one inescapable conclusion...

If you're not cultivating strong relationships with your clientele, you are leaving thousands — even tens of thousands of dollars — on the table, and risking the prosperity, and probably the survival, of your enterprise.

Here is the uncontestable truth: Good marketing is exponentially better when you have strong customer relationships.

In fact, BAD marketing is exponentially better when you have strong customer relationships, it's just harder to tell.

Case in point. I worked with a half dozen jewelers in North Carolina. I recommended each do very similar, private sale promotions. And when I say very similar, I'm not kidding.

The invitations were almost identical in many ways. The heading at the top of the page was the same. Much of the copy of the letter was the same. Really, the only difference from one to the next was the specific price and item offers contained. But while the merchandise being highlighted was different, the relative values were very similar. Deep discounts, a wide variety, multiple price points.

Now it needs to be said that all of these promotions were successful beyond what these merchants had been used to. Response rates varied between 6.5 percent — which anyone with experience will acknowledge is two or three times "normal" — and a whopping, through-the-roof 40 percent.

And here's the thing. In the three lower-performing shops, the rates were all in the 6.5 to 8 percent range. But the three higher-performing shops got dramatically better results — 16.75, 20, 40 percent.

What caused such a magnificent difference? I contend it was relationship. Quality of customer relationship is a predictor of marketing effectiveness. The better the relationship going in, the greater the response rate will be to any promotional effort.

In the case of the top-performing retailers, each had strong, established relationships with the clients they were inviting to participate in the event. When the invitations arrived, the clients didn't see them as a cheap ploy to get them back in the store. In fact, they felt honored just to be invited to such an exclusive event.

In each of the three lesser-performing retailers, they had previously admitted to me that they had once had good customer relationships, but they had let that slip over the recent several years.

Not only, therefore, did the relationship-based merchants realize a better response rate, but they also closed more sales for more money per sale.

The tale of the tape bears out my main premise. All marketing works better if it is backed up by a strong client relationship that has been pre-established.

Now, lest you think this applies only to retail jewelers, I assure you it applies across the board. I've seen the same phenomenon in manufacturing operations, wholesalers, service companies and professionals.

The question then becomes, how do you establish and maintain those relationships? There are a number of ways:

- Say thank you for the business. And not just at check-out. Send a thank you note.

- Render extra-mile service at every opportunity. And remind the client that you have done so, and what the value of that extra service is, when appropriate.

- Educate clients about your products, services, company and industry, on a regular basis — easily done nowadays through an e-mail or e-zine. But if you want to get a little more elaborate, open a YouTube channel and do it through video.

But here's the single most important thing you can do to cultivate a rock-solid relationship with your already existing customers or clients:

Sell them something else.

That's right. Keep selling to them. If you fail to continue to SELL to your customers, they'll fail to continue to BE your customers.

Selling to them is a demonstration that you care about them. Selling to them is how you tell them you want to bring additional value into their lives. Solving their problems through your products and services is the glue that binds them to you, that makes them value YOU.

I endorse those thank you notes, and the best of my clients include a bounce-back coupon on his thank you notes, to encourage buyers to come back for more.

Birthday and anniversary offers, private sales, several other promotions during the course of each year. Depending on the nature of your business, don't let more than a quarter go by without some kind of solicitation. In most situations monthly offers are appropriate. In some cases, more.

"But Jim, I have 18 stores across five states! How can I possibly build relationships with all those customers?"

I'm tempted to say, "I don't know. You figure it out."

But I won't. Instead, I'll point to Nordstrom. Its salespeople are encouraged to develop relationships with customers. They're trained on how to do it and how to make salesmanship and exceptional customer service blend into one. Which they should be anyway.

If Nordstrom can do it, so can you. It will take training. It will take a consistent and concerted effort. It will take time.

But the time will pass anyway. The question is, are you using the time to improve your relationships — and therefore your marketing — or are you frittering it away?

One more thing ... if you want client relationships set in granite, ask them for and get from them, referrals. Once they refer a friend, you've got them for good and you'll be theirs.

Jim Ackerman is a Salt Lake City-based marketing speaker, marketing coach, author and ad writer. For his speaking services, go to www.marketingspeakerjimackerman.com. Subscribe to his VLOGS at www.YouTube.com/MarketingSpeakerJimA, where you get a video marketing tip of the day, and at www.YouTube.com/GoodBadnUglyAds, where Ackerman does a weekly ad critique and let's you do the same.

©2012, Jim Ackerman, All Rights Reserved



Jeffrey Gitomer



Jim Ackerman

The Danger Zone

The world's economy is "deeply into the danger zone" because of risks from the eurozone, the International Monetary Fund has stated. The IMF predicts the global economy will grow by 3.25 percent (after inflation) in 2012, down from an earlier forecast of 4 percent. Global output is forecast to expand 3.9 percent in 2013, down from a previous forecast of 4.5 percent.

The Washington, D.C.-based IMF suggests that the eurozone is set for a "mild recession" in 2012, with a 0.5 percent reduction in real GDP expected, compared to a previous forecast of 1.1 percent growth. My own forecast would have a deeper European recession.

A British Treasury official noted that "the IMF has downgraded its growth forecasts for all the major economies, reflecting the deterioration in the global outlook since their last forecasts in September," as noted by the BBC.

German growth estimates have been reduced to 0.3 percent in 2012, down from the originally predicted 1.3 percent growth pace last September. Interestingly, the IMF stands by its 1.8 percent growth prediction for the U.S., based somewhat on recent strong domestic data on jobs and manufacturing, notes the BBC.

The IMF noted that Europe's most pressing challenge was to restore confidence and put an end to the crisis in the euro area. The IMF warned that

the "United States and other advanced economies are susceptible to spillovers from a potential intensification of the eurozone crisis."

The IMF warned that overly aggressive austerity measures could backfire. "Going too fast [to cut deficits] will kill growth and derail the recovery," noted an IMF economist. What's needed is a credible, medium-term plan to reduce deficits over time, he said, adding that the United States and Japan have both so far failed to provide such plans (www.marketwatch.com).

Japan is forecast to rebound from a 0.9 percent contraction in 2011 to grow 1.7 percent in 2012, down from a September forecast of 2.3 percent. China is now expected to see growth slow from 9.2 percent in 2011 to 8.2 percent in 2012, and then pick up speed to 8.8 percent in 2013. Overall emerging markets and developing nations are forecast to see 2012 growth of 5.4 percent, down from a September estimate of 6.1 percent. Growth in 2013 is forecast at 5.9 percent.



Jeff Thredgold

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.

GOTCHA

from page 9

of Securities site www.securities.utah.gov/investors/index.html, and the SEC's recent addition www.investor.gov for basic information. Check with the Utah State Bar Association (www.utahbar.org) to find good lawyers who practice in this area. Ultimately, be your own first line of defense against fraud — whether you are a small business ready to grow or an individual looking to avoid a scam.

Attorney Brent R. Baker is a member of Clyde Snow & Sessions' Government Investigations, Corporate Compliance, and White Collar Defense Group. His practice focuses on defending corporate and individual clients in regulatory enforcement investigations and litigation before the U.S. Department of Justice, the U.S. Securities and Exchange Commission, the Public Company Accounting Oversight Board and other federal and state agencies. He also handles a variety of corporate internal investigations. Prior to joining Clyde Snow, Baker also served as in-house counsel for a NASDAQ listed public company and was a shareholder at two major law firms.



Are people really retiring later?

True or false? You may have heard this claim before (or something like it): "Many Americans are being forced to retire later because their savings and investments took a hit in the Great Recession."

Recently, a big-name economist disputed that belief. In a commentary for Bloomberg, former White House budget director Peter Orszag wrote that some of the statistics don't seem to back up this conventional wisdom, but perhaps it all depends on which statistics you cite.

A fact that can't be ignored: In mid-January, a widely reprinted *Washington Post* article mentioned that since the start of the recession, the population of U.S. workers older than 55 has increased by 12 percent to 3.1 million.

Examining this Labor Department finding, the *Post* feature referenced longevity and the loss of traditional pension plans as contributing factors. It presented stories of older workers who didn't think they could easily retire, and quoted respected commentators such as Alicia Munell, director of the Center for Retirement Research at Boston College, who remarked that "some of these people are just clinging by their fingernails to jobs."

But is there more to the story? It turns out that Americans were trending toward staying in the workforce longer even before the recession. In 1994, Orszag notes, 43 percent of Americans aged 60-64 were working; in 2006, it was 51 percent. Nearly half of 62-year-olds went and claimed Social Security benefits in 1994, but 12 years later, less than 40 percent of 62-year-olds followed suit.

Orszag mentions another factor that may have kept older employees working during the recession: declining home equity.

Put that alongside diminished IRA and 401(k) balances, and there was every reason to stay on the job these last few years.

However, just because older Americans wanted to keep working didn't mean that they could.

In the 2011 edition of its respected Retirement Confidence Survey, the Employee Benefit Research Institute found that 45 percent of retirees ended their careers earlier than they wanted to, in many cases due to layoffs and health issues.

The *Post* article noted that the jobless rate for workers older than 55 was just 3.2 percent in December 2007 when the downturn began. In December 2011, it was up to 6.2 percent.

The percentage of employed Americans aged 60-64, which has steadily risen during the 1990s and early 2000s, has remained at roughly 51 percent for the past five years.

That brings us to Orszag's central point: "The bottom line is that people's retirement decisions aren't always entirely voluntary."

How about your retirement decision? Do you think you will retire when you want to retire? Are you prepared for retirement financially? A new year is a good time for a new look at the state of your finances and your retirement readiness. With astute planning, you might be able to retire sooner than you think.

Mark Lund is a portfolio management specialist, investor coach, speaker and author of a book on investing titled, *The Effective Investor*. He offers investment management services through Stonecreek Wealth Advisors Inc., an independent fee-only registered investment advisor firm in Draper. Lund can be reached at (801) 545-0696.



Mark Lund

"Partnering with local businesses helps LDS Business College provide its students with real-world experiences. *The Enterprise* fortifies our project-based learning by delivering a practical, weekly dose of how Utah companies grapple with the same pertinent issues we work in class.

"Partnerships formed through information from *The Enterprise* help prepare our graduates to put their skills to work and meaningfully contribute to an organization's success."

... that's Why I Read!



Scott A. Newman
Business Skills Program Director
LDS Business College

ENTERPRISE
NEWSPAPER GROUP

AMERICAN LUNG ASSOCIATION of Utah

VEHICLE DONATION PROGRAM

We'll take the car, you take the tax break!

CLEAN UP THE AIR
CLEAN UP YOUR PROPERTY

1-800-LUNG-USA

Simple, affordable cash management.

Ashley Massey
Treasury Management Expert
801-450-9081

BANK of UTAH

Real money meets real deals

At a time when most businesses are struggling and almost every small business and entrepreneur is wondering how to move forward with their efforts, it seems practically impossible to get access to people who could invest in their mostly unnoticed and under-supported efforts to achieve success. Not any more. A group of entrepreneurs, business owners, lawyers, accountants, investors, and others have formed the Salt Lake City Entrepreneurs Circle, an alliance whose sole mission is to get those in need of help directly in front of those who can provide that help.

On Jan. 11, a group of hopeful (and in many cases disillusioned) entrepreneurs got their chance to pitch their enterprises directly to three of the biggest investor fund managers in the state of Utah. No appointment, no administrative assistant to get past, and no searching for obscure relationships to find someone who knows someone who can introduce them to someone ... just simple face time with the big boys. And the message those entrepreneurs received was as powerful as any they could have possibly heard.

The message was, "We're here, we care, and we're listening." Alan Hall, David Norton and Blake Modersitzki stood in a crowded room with entrepreneurs lined up out the door, patiently listening to each aspirant's pitch in the hopes of finding opportunities with the people who create them. Speaking to the more than

200 attendees at the Entrepreneurs Circle event held at the Founder's Room atop the Zions Bank building in Salt Lake City, these savvy investors had just finished imparting their wisdom to a rapt audience. The purpose of the meeting was simple: if an entrepreneur seeks investment in their venture, don't make the common mistakes 99 percent of entrepreneurs make when they approach an investor.



Patrick Ritter

Hall has an impressive track record of creating and investing in small companies, as demonstrated by the awards he has received during his career. Hall was joined by Dr. David Norton, founder of Iomega, and his partner in Island Park Ventures, an investment fund based in Utah. They were joined by Blake Modersitzki, a partner in Pelion Venture Partners and an avid investor in pre-market emergence enterprises. This powerful trio explained in clear and concise language what the Entrepreneurs Circle group had assembled to hear — how to get money.

Answering questions from group members, the trio laid out what entrepreneurs need to do to receive the attention and support an investment fund can provide to struggling enterprises. The candor and straightforward message they sent was well received and by all indications, taken to heart by every person in the crowded room.

Zions Bank, DooBizz.com, the University of Utah Technology Commercialization Office and

"To tell the truth, fully 70 percent of our criteria in making the decision whether or not to invest focuses on the people involved in the enterprise ... period."

other sponsors provided refreshments, meeting space, organizational support and an opportunity most small businesses rarely receive, while also getting the message out that help is not only available, but in many cases, it is also free. Dr. Richard Swart, host of the event, led a discussion which delved deeply into the method and thinking of what successful investment funds need to know and do before they can provide the needed capital to help emerging companies move up to the next level. Swart is a former business professor at Utah State University.

Modersitzki made perhaps the most impactful statement of the evening when he said, "Good business plans and marketing analysis are certainly very important in what we do as investors, but to tell the truth, fully 70 percent of our criteria in making the decision whether or not to invest focuses on the people involved in the enterprise ... period."

Salt Lake City Entrepreneurs Circle is a local group of independent businesses, innovators, advisors and other professionals whose sole goal is to make the

mystery of achieving success less ambiguous and more straightforward. The group was founded by Swart in January of 2011 with four members and today boasts over 700 members, making it the fastest-growing entrepreneurial group in the United States today. When asked what he attributes the phenomenal growth to, Swart stated, "Obviously, there's a huge need for this type of association in Salt Lake City. There are a large number of entrepreneurial development and investor groups in Utah, however, none of them offer what we do — a real opportunity to participate in an association of business professionals who want to see emerging businesses succeed in Salt Lake City."

Salt Lake City Entrepreneurs Circle is supported by committed volunteers and sponsors who provide business services, advice, contacts and other needed assistance to anyone trying to bring their dream to fruition. The group's membership include service providers (marketers, Web services supporters, accountants, lawyers, etc.) as well as those in need of those services, but whose limited budgets prevent them from accessing those services. Women entrepreneurs represent over 30 percent of the membership and the variety of industries represented ranges from real estate to film production, and even a few struggling writers and artists.

Sean Reyes, candidate for Attorney General in the upcoming election, spoke to the group about how to avoid affinity fraud and about his website, FraudCollege.

org, which helps small investors and business people avoid fraudsters and scam artists who can do great damage to their entrepreneurial efforts.

"We're all here to help; it's that simple," Swart stated after the discussion panel broke to meet with group members individually. "Whether a member needs investment money, access to some free legal advice, a question answered about an accounting issue or any one of the thousand other issues that entrepreneurs face every day, we're in place to make fulfillment of that need easier, faster, and more personal."

Asked about the presence of the discussion panel members and their interest in helping struggling companies, Swart added, "These investment fund managers know how hard it can be to get the money people must have to grow a new business or concept into a viable entity that can hire employees, build infrastructure, and benefit everyone in Salt Lake City and the state of Utah. They've looked at thousands of companies over the last few decades and dealt with just as many entrepreneurs and they wouldn't be here doing this if they didn't believe in what we're trying to achieve through this association."

Salt Lake City Entrepreneurs Circle can be found on the Internet at <http://www.meetup.com/SLC-Entrepreneurs>. The organization meets once each month and also conducts smaller breakfast meetings focused on entrepreneurs involved in start-ups, those seeking investment, and other topical issues. It is open to anyone who registers with the group online and it doesn't charge any fees for attendance at its events.

Patrick Ritter has been a management consultant and adviser for 30 years, working in Asia, Europe, North America and the Caribbean. He also is a member of the Salt Lake City Entrepreneurs Circle.

THE Enterprise

UTAH'S BUSINESS JOURNAL

KEEP YOUR EYE OUT FOR THE

**Focus
&
Focus
REPORT
ISSUES!**

Golf	Feb. 20
Mining	Feb. 27
Real Estate	Mar. 26
Trucking	Apr. 2
Small Biz	May 7
Green	June 18
Law	July 16
Banking	Aug. 6
Travel	Aug. 13
Education	Aug. 20
Healthcare	Aug 27
Technology	Sep. 10

To advertise call David Gregersen at:
801-533-0556 ext. 203

THE Enterprise
UTAH'S BUSINESS JOURNAL

**A little bird
told me...**



follow us on

twitter

@TheEnterpriseUT

• Calendar •

• Jan. 31, 7 a.m.-noon: **2012 Utah Commercial Real Estate Symposium**, sponsored by the Utah chapters of CCIM & NAIOP. Dr. Sam Chandan, president and chief economist of Chandan Economics, will keynote; local commercial real estate professionals will present industrial, investment, office, multi-use/retail and multi-family/apartment market overviews and Zions Bank will present a Capital Markets Update. Location is the second floor ballroom at the Hilton Salt Lake City Center, 255 S. West Temple. Cost is \$95 for CCIM and NAIOP members, \$125 for nonmembers. Register at <http://bit.ly/2012Symposium>.

• Wednesdays, Feb. 1-11 and March 1, 8 a.m.-4 p.m.: **Supervisory Skills Program, Five-Day Certificate Program**, sponsored by The Employers Council. The program is designed to provide participants with thorough knowledge of contemporary skills to be effective in the workplace. The instructor will be Dr. Brent Soffe. Location is the Utah Law & Justice Center, 645 S. 200 E., Salt Lake City. Cost is \$649 for council members, \$700 for nonmembers. Space is limited. Register at <http://ecutah.org/ssp.pdf> or by calling (801) 364-8479.

• Feb. 6, 12:15-1:45 p.m.: **Utah Manufacturers Association Annual Membership Luncheon**. Featured speaker will be Dr. Craig Manning of Griffin Hill, who will speak about "How Manufacturers Can Lead Utah Out of the Recession into Prosperity." Combining scientifically proven curriculum with mental strength consulting, Manning works with business leaders, families, athletes and sports teams to help them develop the winning habits that produce break away high performance. Location is the Little America Hotel, 500 S. Main St., Salt Lake City. Cost is \$40 per person or \$260 for a table of eight. Register with Teresa at (801) 363-3885.

• Feb. 9, 11:30 a.m.: **The Building Owners and Managers Association (BOMA Utah) Outstanding Building of the Year Awards Banquet**. The Outstanding Building of the Year (TOBY) Awards are the most prestigious and comprehensive programs of their kind in the commercial real estate industry recognizing quality in buildings and rewarding excellence in building management. During the competitions, all facets of a building's operations are thoroughly evaluated. Buildings are judged on everything from community involvement and site management to environmental and "green" policies and procedures. Keynote speaker will be Joe Markling, BOMA International's chair-elect. Location is the Little America Hotel, 500 S. Main St., Salt City. Free for BOMA mem-

bers, nonmembers pay \$150. Register at www.bomautah.org.

• Feb. 9, 8 a.m.-5 p.m.: **"How to Raise Money,"** sponsored by the Wayne Brown Institute. This year's event will coincide with the 28th Annual Investors Choice Venture Capital Conference. In attendance will be venture capitalists, angel investors, private equity groups, venture professionals, serial entrepreneurs, service providers and other strategic partners. Location is the Zermatt Resort and Spa in Midway. Seating is limited. Cost is \$50 for "How to Raise Money" only or \$195 for the all-day event. Register at <http://www.venturecapital.org/vc-events>.

• Feb. 9, 8-10 a.m.: **"Doing Business in Korea."** The event will consist of a panel discussion on the U.S.-Korea Free Trade Agreement and the risks, benefits and legal implications and cultural issues companies should consider when conducting business in Korea. Panel members will include Jeong Gwan Lee, consul general, consulate general of the Republic of Korea in San Francisco; Robert Mansfield, a partner with the law firm of Snell & Wilmer LLP and honorary consul of the Republic of Korea, state of Utah; Marshall Horowitz, a partner at Snell & Wilmer; and Greg Rigby, owner of Pac Rim Business Solutions. Location is the offices of Snell & Wilmer, 15 W. South Temple, Suite 1200, Salt Lake City. Free. Parking at City Creek or the Joseph Smith Memorial Building will be validated. RSVP by Feb. 7 to Matt Fankhauser at mfankhauser@swlaw.com or (801) 257-1840.

• Feb. 14, 7:15-9 a.m.: **Association for Corporate Growth February Breakfast Program**. Guest speaker will be Scott Tanner, president and CFO of Winder Farms. Before joining Winder Farms, Tanner served as the CEO of Juice-It, a wholesale distributor of healthier alternative fountain drinks, where he helped the newly recapitalized company double sales and bring the business back to profitability. He was the founder and president of 1-800-GOPHERS, which was formed to provide housekeeping, home delivery dry cleaning and concierge and errand services for individuals and businesses. Tanner spent five years as COO and CFO of 1-800 CONTACTS, the world's largest direct marketer and distributor of contact lenses, and a company which he helped take public. While at 1-800 CONTACTS the company grew from just over \$20 million to about \$200 million in sales. Prior to 1-800 CONTACTS Tanner did turnaround work as CFO of Clover Club Foods, a \$100 million Utah-based manufacturer and distributor of salty snack foods in 16 western states. He also spent seven years as a senior manager at

Apple Computer, doing pricing and strategic investments, and earned a CPA while working at the big eight accounting firm Peat, Marwick & Mitchell (now KPMG). Location is the Little America Hotel, 500 S. Main St., Salt Lake City. Free to UCG members, nonmembers pay \$30 to \$45. Register at www.acgutah.org or by calling Linda Blake at (801) 359-8613.

• Feb. 15, 8 a.m.-4:30 p.m. with reception to follow: **Utah Governor's First Annual Energy Development Summit**. The event will provide an open forum for industry, academia and government officials to discuss Gov. Herbert's 10-Year Strategic Energy Plan. Location is the Salt Palace, 100 S. West Temple, Salt Lake City. Cost is \$85 for full-day attendance, \$50 for lunch only. For more information and to register, visit <http://www.energy.utah.gov/>.

• Feb. 17, 9 a.m.-4 p.m.: **Meet the Generals Event**, presented by Mountainlands Area Plan Room and the American Society of Professional Estimators. The networking and vendor display event for those in the construction industry is free and will be held at the Embassy Suites, 110 W. 600 S., Salt Lake City. For more information, contact Mike Luke at (801) 288-1188. Sponsorships are available.

• 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>.

• 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, for-

mer Florida Gators and Utah Utes coach and two-time BCS National Championship winner (subject to Ohio State schedule). The event will provide an 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>.

Help protect our natural treasures.

SCI Foundation

800-377-5399

www.SafariClubFoundation.org

MatchingDonors

Donate Your Car, Boat, RV or Real Estate

You don't have to donate a kidney to save a life.

- We will accept any auto - running or not.
- 100% tax deductible.
- MatchingDonors.com is a 501C3 nonprofit organization.
- 100% of the proceeds will go to help saving the lives of people needing organ transplants.



Call us at 1.800.385.0422

Or donate on line at
MatchingDonors.com



Mitch Daniels: bombast from the past

Why the Republicans chose Mitch Daniels — the Indiana governor who once thrilled right-wing pundits as a 2012 hopeful — to deliver a rebuttal to President Obama’s State of the Union address is puzzling. His uninspiring remarks surely killed the Daniels fad, revived lately as Republicans fret over the unappetizing choices available in their primaries.

By shining the spotlight on Daniels, the Republicans risked losing much more than a political rescue fantasy. He isn’t merely a politician who looks like an accountant; he actually was an accountant — or at least he played one during the Bush years, when he served as director of the Office of Management and Budget. Listening to him drone on about fiscal rectitude just might have reminded voters of the true source of our national problems.



Joe Conason

“Mitch Daniels ... isn’t he the former Bush budget director who said the Iraq War would cost \$50 billion when it ended up costing \$3 trillion? The bureaucrat who promoted the Bush tax cuts when we were fighting two wars? The one whose budget projections were so fraudulent that he predicted federal surpluses in 2004 and 2005? Why the hell should we listen to him criticize Obama?”

That last is a highly pertinent question, although whether most viewers could watch Daniels long enough to ask it may be doubtful. Honest economic analysis shows that the great bulk of the deficits going forward stem from spending and taxation decisions made during the Bush era, which Obama is now doing his best to remedy, by bringing troops home from Iraq and ending the Bush tax cuts.

Daniels came close to admitting that embarrassing truth when he said that the president faced problems not of his making. And during the governor’s speech, there were other brief moments when he sounded as if he might want to return to the hustings as his party’s voice of reason. (That won’t happen, not only because nobody in his party wants to remember George W. Bush, but because his personal life is too peculiar to withstand media exposure.) He made a few bipartisan noises, separating himself from the most extreme anti-Obama rhetoric heard in his party.

On the whole, however, Daniels chose to assault Obama using the familiar language of the Republicans in Congress — and with equal dishonesty. There is no need to dwell at length on what he said when a few examples will suffice.

When he said that the president “cannot claim that the

last three years have made matters anything but worse” — and attacked the administration for spending “borrowed money” to counter the recession — he must have known that every reputable economist believes the Obama stimulus saved the country from depression.

Having written Indiana’s budget when the stimulus money arrived in his state capital, he certainly knows that without the Recovery Act, unemployment, deficits and suffering on the state and national levels would have been far worse. He took nearly \$2 billion that Obama sent to Indiana — the money he said the president “borrowed and blew” — because it saved his state’s budgets and jobs, and made him look good. And he also knows that the Bush administration’s squandering of the Clinton surplus left Obama with little choice except to borrow when the recession struck.

Daniels promised that Republicans would “level” with us about the hard fiscal facts — but he lacked the courage to admit that raising taxes will eventually be part of any realistic solution. It was certainly part of his own solution to difficulties in Indiana, where he balanced state budgets not only by using federal stimulus money, but by raising the sales tax.

He is far from the worst in his party, but he is no political savior. With nothing to lose, he could have served a real purpose by challenging his own party to confront basic facts about spending and taxes that he could not avoid as governor. He is fortunate that this political moment — and his choice of pander over candor — will be instantly forgotten.

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

Copyright 2012
Creators.com.

CREATORS.COM
©12 BOKBLUSTER.COM



A Brass Age?

This may be the golden age of presumptuous ignorance. The most recent demonstrations of that are the Occupy Wall Street mobs. It is doubtful many of these semi-literate sloganizers could tell the difference between a stock and a bond.

Yet there they are, mouthing off about Wall Street on television, cheered on by politicians and the media. If this is not a golden age of presumptuous ignorance, perhaps it should be called a brass age.

No one has more brass than the President of the United States, though his brass may be more polished than that of the Occupy Wall Street mobs. When Barack Obama speaks loftily about “investing in the industries of the future,” does anyone ask: What in the world would qualify him to know what are the industries of the future?

Why would people who have spent their careers in politics know

more about investing than people who have spent their careers as investors?

Presumptuous ignorance is not confined to politicians or rowdy political activists, by any means. From time to time, I get a huffy letter or e-mail from a reader who begins, “You obviously don’t know what you are talking about...”

The particular subject may be one on which my research assistants and I have amassed piles of research material and official statistics. It may even be a subject on which I have written a few books, but somehow the presumptuously ignorant just know that I didn’t really study that issue because my conclusions don’t agree with theirs or with what they have heard.

At one time I was foolish enough to try to reason with such people. But one of the best New Year’s resolutions I ever made, some years ago, was to stop try-

ing to reason with unreasonable people. It has been good for my blood pressure and probably for my health in general.

A recent column that mentioned the “indirect subsidies” from the government to the Postal Service brought the presumptuously ignorant out in force, fighting mad.

Because the government does not directly subsidize the current operating expenses of the Postal Service, that is supposed to show that the Postal Service pays its own way and costs the taxpayers nothing.

Politicians may be crooks but they are not fools. Easily observed direct subsidies can create a political problem. Far better to set up an arrangement that will allow government-sponsored enterprises — whether the Postal Service, Fannie Mae, Freddie Mac or the Tennessee Valley Authority — to operate in such a way that they can claim to be self-supporting and not costing the taxpayers anything, no matter how much indirect subsidy

they get.

As just one example, the Postal Service has a multi-billion dollar line of credit at the U.S. Department of the Treasury. Hey, we could all use a few billion, every now and then, to get us over the rough spots. But we are not the Postal Service.

Theoretically, the Postal Service is going to pay it all back some day, and that theoretical possibility keeps it from being called a direct subsidy. The Postal Service is also exempt from paying taxes, among other exemptions it has from costs that other businesses have to pay.

Exemption from taxes, and from other requirements that apply to other businesses, are also not called subsidies. For people who mistake words for realities, that is enough for them to buy the political line — and to get huffy with those who don’t.

Loan guarantees are a favorite form of hidden subsidies for all sorts of special interests. At a given point in time, it can be

said that these guarantees cost the taxpayers nothing. But when they suddenly do cost something — as with Fannie Mae and Freddie Mac — they can cost billions.

One of the reasons for so much presumptuous ignorance flourishing in our time may be the emphasis on “self-esteem” in our schools and colleges. Children not yet a decade old have been encouraged, or even required, to write letters to public figures, sounding off on issues ranging from taxes to nuclear missiles.

Our schools begin promoting presumptuous ignorance early on. It is apparently one of the few things they teach well. The end result is people without much knowledge, but with a lot of brass.

Thomas Sowell is a senior fellow at the Hoover Institution, Stanford University, Stanford, CA 94305.

Copyright 2012

Creators.com



Thomas Sowell

Only in Utah
White Rim Trail

Only from Humana
HumanaVitalitySM



Only when people feel their best can they perform their best.

You can inspire your employees to embrace and actively work toward a healthier life. Starting today.

Introducing HumanaVitality, a groundbreaking wellness program that helps boost energy, push productivity, and breathe new life into the Utah work force.

Unlike other programs, HumanaVitality is based on proven research. It rewards the healthy choices its members make. It's tailored to each member's health status and lifestyle, so it can support people better in working toward their goals – and reward them better when they achieve them. Big or small, each positive change earns Vitality Bucks[®], which can buy the things people really want.

HumanaVitality is a fun, straightforward, and engaging healthcare benefit for your company. Give your people the right resources to be healthier, and you'll see a healthier bottom line.

Start the change today. Go to [HumanaVitality.com](https://www.humanavitality.com) or call 801-256-6200 or 1-800-884-8328.

The results were compiled using Vitality's global experience. They are not a guarantee of future results for HumanaVitality. Humana Health Benefit Plans are insured by Humana Insurance Company.

GCHH6RXHH

HUMANA VitalitySM