

Focus

MEET & EAT
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Picturesque Steamboat Springs, Colorado, has taken exception to Visit Salt Lake's new advertising campaign touting the city and its ski resorts as Ski City USA. Steamboat has called itself Ski Town U.S.A. since 1959 and has filed a federal lawsuit to keep Salt Lake from using its new designation.

Colorado resort sues over SL's Ski City USA name campaign

John Rogers
The Enterprise

There's a ski slope battle brewing in the Rocky Mountains and it has nothing to do with the sport itself. Colorado's Steamboat Ski and Resort Corp. has filed suit in federal court to protect its decades-old designation as Ski Town U.S.A. The suit follows a cease and desist letter sent to a group of organizations in Salt Lake City over its recent

announcement calling the area Ski City USA. The targets of the action are Visit Salt Lake, Alta Ski Lifts Co., Brighton Resort, Solitude Ski Corp. and Snowbird Resort.

"Visit Salt Lake has clearly infringed our Ski Town U.S.A. trademark in their Ski City USA advertising campaign and we feel obligated to take action to protect it," said Steamboat senior vice president of sales and

see SKI CITY pg. 4

Local home prices stay on upward climb

Home prices in the Salt Lake City area continue to rise, according to the latest report by a leading real estate analytics firm. Local home prices increased by 5.4 percent in August compared to August of last year, as reported in the CoreLogic Home Price Index (HPI).

When prices for distressed sales are excluded, the news is even better. Those prices increased by 6.2 percent month-to-month, according to the report.

Home prices nationwide, including distressed sales, increased 6.4 percent in the same time period. This change represents 30 months of consecutive year-over-year increases in home prices nationally. Utah has seen similar home price increases during the 30-month national appreciation.

At the state level, including distressed sales, all states showed year-over-year home price appreciation in August. The HPI reached new highs in a total of nine states, plus the District of Columbia. These states are Alaska, Colorado, Iowa, Louisiana, Nebraska, North Dakota, Oklahoma, Texas and Wyoming.

Despite the steady rate of increase in home prices, current selling rates are still 8.6 percent below peak prices recorded before the Great Recession.

EDCU report shows record job creation, retention

Brice Wallace
The Enterprise

A barometer of economic activity in Utah showed record results during the past fiscal year as the Economic Development Corporation of Utah (EDCU) announced its work will lead to 8,326 new jobs and 733 retained jobs in the state.

At the organization's annual meeting last week, Jeff Edwards, president and chief executive officer, said EDCU had a hand in 36 projects involving companies either relocating to or expanding in the state.

"I'm very happy to tell you that we had

another year of excellent performance as we seek to bring new high-quality jobs and increased capital investment to our state," Edwards told the gathering. "As you can see ... we had some remarkable results."

Among the most prominent projects are those involving Cardon Outreach, with 690 jobs in Salt Lake County; Allstate, 650 jobs in Ogden; Varian Medical, 1,000 jobs in Salt Lake City; Cabela's, 600 jobs in Tooele County; and Oracle, 351 jobs.

In addition to the jobs component, the 36 projects will result in capital investments of more than \$677.5 million and the absorption of 1.9 million square feet of real estate. Eight projects are considered headquarters,

including regional headquarters.

Edwards noted that EDCU has 181 projects it considers "active." More than half are related to manufacturing, but the information technology sector also is showing growth.

"It's a remarkable set of events, especially when we look back over the last few years, where we were going," he said. "Our project load still remains very heavy, as it's been for the last three years. ... We're so proud to have a part in bringing in these companies and helping them to expand in Utah."

see EDCU pg. 4




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Overstock.com has released plans to build a 230,793-square-foot office complex near Bingham Junction in Midvale. A groundbreaking was held last week and opening is set for summer 2016.

Overstock unveils planned 'Peace Coliseum'

Think "office building" and it's not likely that "Roman Coliseum" and "peace sign" comes to mind.

But Overstock.com plans to change that as it builds a three-story "Peace Coliseum" building at its new corporate campus in the View 72 at Bingham Junction Office Park in Midvale.

The 230,793-square-foot building is expected to open in summer of 2016 and is designed to be a glass-and-steel version of the iconic Roman structure, while from the air it will appear as a peace sign.

The company had a groundbreaking event for the new campus Oct. 10 at 7295 S. Bingham Junction Blvd.

"The coliseum aspect speaks to the fact we're [in it] for the long term," said Patrick Byrne, Overstock's chief executive officer. "We're bold, we're proud, we're established. The peace sign is a reflection of the duality of man."

"It's exciting to be at a point where we can build this new cam-

pus to unite our employees," said Stormy Simon, the company's president. "It will be the coolest place to work in the land."

The online discount retailer has said its warehouses will remain in West Valley City; Hebron, Kentucky; and Jonestown, Pennsylvania.

In addition to the new office building, the campus will include an amenities building, open green space and a parking structure. Initial estimates of the project's cost have approached \$100 million. The building will be located on 750,000 square feet of land. The new building will feature amenities including a café, fitness center, health clinic and daycare. The company is considering building a greenhouse to provide fresh, organic produce to be served at the café.

"The building will include contemporary design and will be constructed to the U.S. Green Building Council's LEED Silver certification with the possibility

of Gold," Byrne said. "The building's state-of-the-art heating/cooling system will utilize heat from the data center to heat the building in the winter and is one of the most energy-efficient systems for providing cooling in the summer. Because the building is adjacent to a Utah Transit Authority TRAX light rail and bus station, it will be exceedingly convenient for employees to take public transportation."

The project developer is Gardner Co., the contractor is Okland Construction and the architect is EDA Architects Inc.

The new building won't be the first time for Overstock.com to be linked to a coliseum. The Oakland stadium that is the home of baseball's Athletics and football's Raiders was renamed Overstock.com Coliseum in 2011 under a six-year naming rights deal. Overstock.com sells internationally under the name O.co, and the stadium was later renamed O.co Coliseum.

Traeger to bring 164 new jobs

Traeger Wood Pellet Grills, an Oregon-based company specializing in wood-fired outdoor grills, will expand by 164 jobs in Utah over the next seven years.

The announcement last week followed the company being approved for a \$503,537 tax credit for the expansion project by the Governor's Office of Economic Development (GOED) board.

The \$5.2 million capital project will be located either in Salt Lake or Utah counties. The company already has some sales and marketing activities at an office in Springville.

Traeger designs, markets and distributes wood pellet grills across the U.S. and in Canada. It sells its grills through a dealer network, online and through a direct sales force at select retailers, tradeshows, fairs, rodeos and other outdoor events.

The company, founded in 1985 and headquartered in Wilsonville, Oregon, also owns mills that manufacture the wood pellets used as grill fuel.

Theresa Foxley, GOED's managing director of corporate recruitment and business services, said Oregon was Utah's main competition for the project.

"Building on our brand roots and strong operations in Oregon, we are excited to expand our presence here in Utah," Jerry Andrus, chief executive officer, said in a prepared statement. "We would like to thank GOED for their hard work and support, and we look forward to adding to the state's growth."

The project is expected to result in \$44.6 million in new total wages over seven years and \$2.5 million in new state tax revenues over that period.

"Traeger Pellet Grills is a growing company, and we are glad it has selected Utah to help it continue on its positive growth trajectory," said Q. Val Hale, GOED's executive director. "Utah has a strong outdoor lifestyle industry that is only made stronger by the expansion of companies like Traeger."



Park Lane complex sold

Park Lane Village Partners LLC has sold its Park Lane Village Apartments to Covey Park Lane LLC. The 324-unit property, situated on 13 acres, is located at 500 N. Broadway in Farmington.

The complex is located next to the new Station Park Shopping Center and includes a clubhouse and workout facilities, a swimming pool and hot tub, water play zones and an outdoor fire pit with seating.

Both the buyer and seller were represented by Kip Paul of Cushman & Wakefield Commerce. The property's above-

typical grade construction and finishes were completed by ICO, a division of Utah home builder Ivory Homes.

"High-end apartment complexes such as Park Lane Village are in high demand from buyers and investors from not only in Utah, but also from around the country," Paul said. "Interest in this property was extremely strong. We executed 103 confidentially agreements with parties from Florida to Alaska. Interestingly, more than 50 percent were from California and only 19 percent were from Utah."

Henrie to replace DiCarlo as chief operating officer at GOED

The Governor's Office of Economic Development (GOED) has announced that Kimberly Henrie has been named its new deputy director and chief operating officer. As deputy director, Henrie assists GOED's recently appointed executive director, Val Hale, in the administration of the agency in the creation, growth and recruitment



Kimberly Henrie

of business, tourism and film in the state of Utah.

"With her extensive background in budgeting and planning, higher education and industry, as well as her experience with the legis-

lature, Dr. Henrie will contribute greatly to the administrative efforts of GOED," Hale said. "Dr. Henrie is coming in at an exciting time for the state, a time where the economy is strong and businesses are recognizing that Utah is the right place to expand their businesses. I am confident she will help lead Utah on continued upward eco-

nomical growth."

Before joining GOED, Henrie served as the assistant vice president of budget services and financial planning at Salt Lake Community College, where she oversaw the administration of the college's operational budget, which included monitoring legislative budget-related actions. She was previously

assistant commissioner for budget and planning for the Utah System of Higher Education.

Henrie received her doctorate degree in educational leadership and policy from the University of Utah. Henrie replaces Sophia DiCarlo as deputy director. DiCarlo left GOED run for the Utah House of Representatives.



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Rather:

Journalism has 'lost its spine'

American journalism has “lost our spine, we’ve lost our guts,” longtime journalist Dan Rather said last week in Salt Lake City, adding “and that’s not good for the country.”

During an on-stage interview at the Economic Development Corporation of Utah (EDCU) annual meeting, Rather said American journalists are “hesitant” to do strong stories, especially investigative reports.

“It’s very important for you to understand that I do not except myself from this criticism, that in many important ways, American journalism and particularly the electronic services — I’m talking about television, primarily — we need a spine transplant,” said Rather, who served 24 years as anchor of the “CBS Evening News” and now is managing editor and anchor of “Dan Rather Reports” on cable TV channel AXS TV.



Dan Rather

“We’ve lost our guts. We’ve lost our courage. We’ve lost the quintessential character of American journalism of ‘Listen, I don’t give a damn who’s against it; I’m going to tell you what I know and I’m going to fit as much of the truth as I can and you’re going to find it out.’ We’ve become hesitant. ... There’s a greater tendency now [to] just get in the middle and move with the herd because that way you won’t take any risks.”

He used an analogy of two turkeys going over a cliff, leading the whole flock to do the same. “So it is with the press now,” he said.

One reason is media consolidation. Rather said that no more than six very large international conglomerates control more than 80 percent of the national distribution of news, a situation he described as “unhealthy.”

Another is that “very big media is in bed with very big government ... to their mutual benefit, not for the benefit of the audience,” he said. As a result, “we have far less deep-digging investigative reporting now; at the very moment when I would suggest to you that we need more, we have the least we’ve had at least since sometime before World War II.”

The same is true for first-class, sustained international reporting, he said.

The sense that news is a public service has been “drained” from journalism, particularly electronic news, he said.

“It’s easier to put five people in a room, shouting at one another about what we should do in Afghanistan, rather than have a bureau and report on the ground about what’s happening. It’s a whole lot cheaper to talk about what the Kardashians may or may not be doing on any given day than it is to talk about what we should do about ISIS, what we should do about an emerging China as a combined economic and military superpower. It’s a whole lot easier, it’s less risky, and those who own the principal distribution points like it that way because it doesn’t cause any trouble,” Rather said.

In contrast, a deep investigate report on a power center in Washington, D.C., makes media corporation leaders shutter because they are often seeking to have legislation or regulation passed or rejected.

The current situation in journalism affects not only people in the press but also society as a whole, he contends. People learn as early as a seventh-grade civics class that “a free press, a truly independent press, a fiercely independent press if necessary, is the red, beating heart of democracy and freedom. And it’s shrunk in recent years, the last 15 or 20 years,” Rather said.

But no one, he said, has figured out in the Internet age how to financially sustain expensive investigative reporting and foreign reporting.

Still, Rather — who described himself as “an optimist by nature and by experience” — said the industry will turn around.

“I have great faith in the people in the country, I have faith in the country, that we’ll get this squared away. It’s just a bad period,” he said. But that must start by recognizing the need for a free, fiercely independent press and having reporters unafraid to chase stories that could be injurious to their careers or their companies, he said.

The owners of the distribution points for journalism, Rather said, must ask not only what is good for the company, the stockholders and the employees, “but also what’s good for the country.”

Speaker gives solutions to feminine 'segregation'

Brice Wallace

The Enterprise

Segregation is still strong in the United States, only it now involves women in the workplace, according to a workforce researcher who spoke recently at Weber State University.

“Vertical segregation” is keeping women from climbing the ranks in today’s corporations, leaving women in less-powerful roles while men retain the traditional power positions, Wendy Fox Kirk told the crowd at the 11th annual Women Empowered Conference, an Ogden Weber Chamber of Commerce Women in Business event.

Kirk displayed a pair of company websites that symbolize vertical segregation. In one, for a CPA firm, photos of the male executives dominate the upper part of the web page, with a smattering of women’s photos relegated to the bottom. In another, for a cellular services company, women’s photos are more prominent, although scrolling down reveals the company leader was strategically placed at the bottom of the web page.

“They’re engaging in sexism — full stop, OK? But they’re doing it unconsciously, I suspect,” Kirk said of the CPA firm. “They’re not really fully aware. Otherwise, they wouldn’t be so brash-faced as to put it on their website for us all to see.”

As for the cell company, “They know — they *know* — what they’re doing,” she said.

“Vertical segregation is alive and well. Sometimes it’s unconscious and sometimes it’s conscious,” said Kirk, who has conducted workforce development research primarily in the United Kingdom and is a management consultant and WSU business administration instructor.

Men tend to be in highly paid, highly valued work, while women often are in a private sphere, such as in the home, that are less-valued and unpaid, she said. Even in employment situations, things are skewed. In the U.K., teachers once held a place of high status and high pay, but as more women have

entered that realm, pay, power and status have diminished, she said.

Kirk cited stats showing that in the financial services industry, women account for 54 percent of the labor force, 12.4 percent of people in executive roles, and 18.3 percent of boards of directors, but there are zero CEOs. “Shocking. Absolutely shocking,” she said.

“There’s been a lot of movement,” she said of women’s advancements in the corporate world. “I’m not going to portray a picture of ‘it’s all dreadful and it’s all men’s fault,’ OK? That’s not the point that I’m making. It is still quite dreadful. It’s not quite as bad as that.

“It’s not ‘all men are evil, all men want to control us.’ It’s about the structure and processes of society. If the structure and processes of society benefited me, I might not want to give up that power.”

Kirk noted other studies that indicate that more women prefer a male boss over a female boss, only 30 percent of U.S. workers have a female boss; women bosses don’t promote women; male managers with working wives are more likely to promote women; male CEOs with female first-born pay women better; and as a woman’s body mass index (BMI) increases, her income decreases.

“We’re still measured by the way we look, much more than men,” she said of the BMI statistic.

In her study of women in the workplace in the U.K., most women reported no experiences of gender bias, but the more she spoke to them, the more they recounted actual discriminatory experiences, which she described as “hideous horror stories.”

The general perception is that the normal leadership role is one occupied by a man. If a woman is in leadership, she often is perceived to be a poor fit for the role, Kirk said.

“We expect men to be in leadership,” she said. “And any deviation from that norm, the norm characteristics, we don’t tend to go, ‘Oh, what a great leader and she’s a woman.’ We go, ‘That person isn’t a good leader because

she doesn’t have the main gender characteristics.”

Few women use the aggressive rhetoric associated with modern leadership thinking, instead preferring to describe leadership in terms involving brokering, relations, influence, negotiation, inspiration, shaping and organization, she said.

Women often apply for higher positions only when asked and speak in modest terms when assessing their ability to take on a higher role.

Women who leave “female-ness” roles and move into “male-ness” roles are “damned if you do and you’re damned if you don’t, OK? So you may as well do,” she said.

But what can women do to overcome those obstacles? Women could develop better skills in order to be more like men. Or society, through legislation and policy, could change the structures that ensure equality.

Kirk proposed a mix of the two. She encouraged women to accept compliments rather than expressing modesty about accomplishments. She suggested women build their networks, surrounding themselves with people who believe in equality, and to work only for companies that value diversity.

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SKI CITY

from page 1

marketing Rob Perlman in a news release. "Steamboat Ski Resort is well known around the globe as Ski Town U.S.A. and the Visit Salt Lake campaign creates confusion."

Steamboat spokeswoman Loryn Kasten confirmed that prior to the lawsuit, a cease and desist letter was sent to Visit Salt Lake

on Sept. 26.

The Ski Town U.S.A. trademark is registered with the United States Patent and Trademark Office by Steamboat Ski and Resort Corp. and the Steamboat Springs Winter Sports Club. They have used the term since 1959.

In a prepared statement on Wednesday, Visit Salt Lake disagreed with Steamboat's assertions: "Visit Salt Lake's Ski City USA campaign does not create

confusion and does not trade on the goodwill of Steamboat Ski Resort or its Ski Town U.S.A. trademark. To the contrary, the Ski City USA campaign seeks to differentiate the two experiences rather than capitalize on any existing brand. Ski City USA celebrates and promotes the fact that there is a distinct alternative to the 'ski town' experience, one that will forever change ski-related travel for a large segment of winter enthusiasts."

A few weeks ago, Visit Salt Lake announced its new marketing campaign to position the Utah capital as Ski City USA. Visit Salt Lake plans called for the organization to spend \$1.8 million on a national advertising campaign meant to draw visitors to the city as well as the nearby ski resorts. The tagline "Once you've stayed in Ski City, you'll never stay in a ski town," has particularly irked the Steamboat ski industry offi-

cial.

The suit claims that the Ski City USA campaign violates Steamboat's intellectual property rights by creating "confusion" and trying to "take advantage of our registered trademark for their own commercial purposes." "In this way, the Ski City USA campaign specifically targets not only Colorado consumers and residents, but also its businesses and industries," the lawsuit stated.

The lawsuit quotes, Scott Beck, president and CEO of Visit Salt Lake, as having said that the Ski City USA campaign "is absolutely aimed at luring skiers away from Colorado."

The lawsuit asks the court to order the defendants to surrender any materials related to Ski City USA so they can be destroyed. Steamboat also wants to recover costs and attorney fees related to the lawsuit and wants the profits obtained through the use of Ski City USA and any resulting damages that Steamboat has incurred. It is asking to recover three times the amount of actual financial losses.

EDCU

from page 1

EDCU was founded in 1987 as a private, nonprofit organization. It is a public/private partnership, working with state and local government and private industry to attract and grow companies and spur the development and expansion of local Utah businesses. Among its services, it helps companies during their site selection process by providing accurate data, local contacts and logistical support. Many projects advance to the Governor's Office of Economic Development (GOED) for consideration of incentives to help ensure the project in Utah.

In the future, Edwards said, EDCU expects an increase in competition from states "finally feeling the effects of the national recovery, which we here in Utah have been enjoying for the last three years." He also said that economic recovery has not been uniform in Utah "and there are still areas of the state that are slow to recover. We're doing our best to work with the GOED rural team to find the right opportunities to help change that."

He also predicted national and international opportunities for Utah to leverage its strength in the aerospace, finance, information technologies, life science, energy and outdoor products sectors.

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The advertisement features a basketball player in a white Utah jersey with the number 30, jumping to shoot a basketball. The background is a blurred crowd of fans in red and white, some with their arms raised. The text is overlaid in large, bold, black and red fonts. The Utah logo, a red 'U' inside a black circle with a white outline, is in the top left corner.



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Industry Briefs

AGRICULTURE

• **Matt McConkie** of Mountain Green recently broke the state record at the **Utah Giant Pumpkin Growers'** weigh-off, having grown a pumpkin weighing 1,731. The previous record was 1,600 pounds, also held by McConkie. The competition is in its 25th year and featured 45 competitors from Utah and Idaho. Runners-up this year included **Mahamed Sadiq** of Ogden, 1,386.5 pounds; **Andrew Israelson** of Taylorsville, 1,246 pounds; and **Ross Bowman** of Brigham City, 1,204 pounds. Bowman had two others over 1,000 pounds each.

ASSOCIATIONS

• The **National Association of Women in Construction (NAWIC) Salt Lake Chapter 90** has selected new officers for 2014-2015. **Cheryl Kay**, a Big-D Construction project assistant, has been elected the chapter's president for the second consecutive year. Other officers are **Paula Sorensen** of Arco Electric Inc., vice president; **Brenda Baxter**, R&O Construction, secretary; and **Kathy Bonnett**, CCI Mechanical Inc., treasurer. The board of directors consists of **Jana Cochell**, Big-D Construction; **Karla Steele**, Associated Representatives; **Jennifer King**, M.C. Green & Sons Inc.; and **Tonya Timothy**, GeoStrata Engineering.

• **Francis M. Wikstrom** has been elected president of the **American College of Trial Lawyers**. Wikstrom is a senior litigation shareholder with parsons Behle & Latimer, Salt Lake City. He was installed as president at the group's annual meeting in London. He is the first Utah lawyer to serve as president. The American College of Trial Lawyers is an invitation-only organization dedicated to maintaining and improving the standards of trial practice, the administration of justice, and the ethics of the profession.

• The **CCIM (Certified Commercial Investment Member) Utah Chapter** is accepting nominations for the **Utah CCIM Business Excellence Awards 2015**. Nominations will be accepted through October. The awards program has 11 categories, three finalists per category, one award recipient, and top performers categorized in bronze, silver and gold levels (top five, 10 and 15 revenue generators) within their respective firms. Winners will be announced in March. The process includes two rounds of judging involving the Utah CCIM Chapter

board and a judging panel of nearly 100 business and civic leaders. The CCIM Excellence awards committee has announced that **John Price**, formerly of JP Realty, will be the 2015 Excellence Awards "Hall of Fame" recipient. Price is an investor in real estate, a philanthropist and a Hinckley Institute resident scholar at the University of Utah. He also appears regularly on media news programs to discuss current affairs in Africa and the Middle East.

experience.

GOVERNMENT

• The **U.S. Census Bureau** recently announced 10 new members to serve on its **National Advisory Committee on Racial, Ethnic and Other Populations**. One of the new members is **Jacob James Fitisemanu**, the outreach coordinator for the Utah Department



Jacob Fitisemanu

of Health Office of Health Disparities. He is engaged in the Pacific Island community as chair of the Utah Pacific Islander Health Coalition, board member of the Mana Academy charter school and a program specialist for the Queen Center organization. The committee advises the Census Bureau on a wide range of variables that affect the cost, accuracy and implementation of the Census Bureau's programs and surveys, including the once-a-decade census. The 32-member group advises the bureau on topics including housing, children, youth, poverty, privacy, race and ethnicity, as well as lesbian, gay, bisexual, transgender and other populations.

ing group vice president of the Retail Cabinet Group. He currently sits on the board of directors for Knappe and Vogt and Dayton Superior Corp.

• **Wilson Electronics LLC**, St. George, has hired **Lonnie Arima** as vice president of sales and marketing.



Lonnie Arima

Arima most recently was vice president of channel sales and marketing at Here, a division of Nokia. He also had held senior sales and marketing roles at Western Digital Corp., Iomega Corp. and Apple.

MEDIA/MARKETING

• **Snapp Conner PR**, Salt Lake City, has hired five people: **Apollo Burgamy**, account executive; **Steven Jenkins**, PR coordinator; returning team member **W. Craig Snapp**, PR associate and writer; **Elizabeth Hoxie**, PR coordinator; and **Trina Brinkman**, director of speaker development and speaker bureau services.



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PHILANTHROPY

• **Clearlink** had more than 1,200 employees gathered to raise money recently for a sustainable clean water system in Rwanda. Some of the money was raised through the Clearlink Walk4Water, in which more than 300 employees participated in the walk, in 15-mile rotations, between Las Vegas and and Clearlink headquarters in Salt Lake City. The employees raised money by reaching out to friends and family and holding barbecue fundraisers, sports tournaments and bake sales. In more than 100 days, the company raised more than \$40,000, which will be directed to Charity:Water, an international organization with the mission of mission bringing clean and safe drinking water to every person in the world.

• The **Utah Minority Bar Association** — through donations from community businesses and



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organizations, law firms and individuals — along with matching funds provided by the **S.J. Quinney College of Law**, the **University of Utah** and the **J. Reuben Clark Law School**, recently awarded more than \$38,000 in scholarships at its annual scholarship and awards dinner. The funds were awarded to 14 **Brigham Young University** and **University of Utah** law students who have demonstrated service and leadership to Utah's minority community. The event commemorated the 50th anniversary of the Civil Rights Act of 1964.

REAL ESTATE

• **Coldwell Banker Residential Brokerage**, Bountiful, has named **Tami Fowers** managing broker of its Bountiful-South Davis office. Fowers, a Realtor, will oversee a sales team of 35 real estate professionals in the south Davis County area. She has 20



Tami Fowers

years of experience in real estate, focusing on new construction. Before joining Coldwell Banker Residential Brokerage, Fowers was the broker owner of Titan Real Estate and broker for Richmond American Homes. She also worked as a problem resolution officer for the Department of the Treasury.

RECOGNITIONS

• The **Economic Development Corporation of Utah (EDCU)** honored two people at its annual meeting last week. The **Thayne Robson Public Sector Leadership Award** was awarded to the late **Dennis Nordfelt**, who served as superintendent of the Utah Highway Patrol and as police chief and mayor in West Valley City. The **Nick Rose Private Sector Leadership Award** was presented

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BANKING

• **TAB Bank**, Ogden, has announced the formation of a full-service direct equipment leasing and finance program. It will now be able to provide direct financing on many types of equipment to companies from a wide array of industries, as well as offer vendor programs on a nationwide basis. The new product offering is in addition to TAB's existing truck and trailer financing programs for the transportation industry as well as the bank's current third-party lease originator financing product. The bank has hired **Grant Finch** as business development officer to create and cultivate new business opportunities for the new product offering. He will be responsible for identifying cross-sell opportunities within the bank's existing A/R Financing and Asset-Based Lending portfolios as well as offering the product to small and medium-sized businesses across the country. Finch has more than 30 years of equipment finance and leasing experience. He previously owned an equipment finance company, NBF Capital LLC, and worked for Wells Fargo Equipment Finance, First Security Leasing and Valley Bank Leasing.

CONSTRUCTION

• **BHB Engineers**, Salt Lake City, has opened a satellite office in Meridian, Idaho. The office will be managed by **Darren Truchot**, who has joined the firm as an associate. Truchot has more than 17 years of structural engineering

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MANUFACTURING

• **Headwaters Inc.**, South Jordan, has appointed **Tom Chieffe** to its board of directors. Chieffe has over 20 years of building products experience and currently serves as the chief executive officer of RSI Cabinets, a division of RSI Home Products Inc. Prior to joining RSI Cabinets, he was an operating executive for Oaktree Capital; served as president and CEO of Associated Materials Inc.; and held various executive positions with Masco Corp., includ-

Industry Briefs

FROM previous page

to **R. Don Cash**, former chief executive officer of Questar Corp.

• **Jeff Kluge**, vice president and consultant with Leavitt Group's Salt Lake City office, GBS Benefits Inc., recently was recognized as a



Jeff Kluge

"40 Under 40 Regional Broker Leader" by *Business Insurance* magazine. Kluge is among 10 people to receive the honor in the

Western Region. The award recognizes leadership, service and expertise in insurance brokers. Kluge has over 15 years of experience in the insurance industry. He currently is a co-owner of GBS Benefits Inc.

• The **Utah Minority Bar Association** (UMBA) presented several awards at its recent scholarship and awards dinner. Members of the legal profession and community were recognized with the following awards: **Pete Suazo Community Service Award**, **Narda Beas-Nordell**, for her passionate advocacy on behalf of Utah's Native American and other minority populations; **UMBA**

Honorees of the Year, Young Lawyers Division and Women Lawyers of Utah, for their ongoing community service and consistent support of the mission of UMBA; **Jimi Mitsunaga Excellence in Criminal Law Award**, Salt Lake Legal Defender Association, for its attorneys' excellence in the practice of criminal law; **Law Firm of the Year, Stoel Rives**, for its efforts in promoting diversity within the firm and its consistent support of UMBA; and **Distinguished Lawyer of the Year, Angelina Tsu**, for her dedication to community service and service within the state bar and her support of UMBA's mission.

• **Zions Bank** has been listed among the top teams in *American Banker* magazine's October 2014 **"Most Powerful Women in Banking."** It is the fifth time Zions' senior-level women have been recognized by the publication as a top team. According to the magazine, Zions is one of five banks "where women are playing outsized roles in setting strategy and driving results." Women comprise 40 percent of Zions Bank's corporate officer positions, and female executives make up 36 percent of the bank's Executive Committee. Also, **LeeAnne Linderman**, Zions Bank's execu-

tive vice president of retail and omnichannel banking, was ranked No. 14 on magazine's list of the "25 Most Powerful Women in Banking" and was also featured in an article about her efforts to create Veteran Mothers, a new nonprofit benefitting homeless veteran mothers. Linderman has been individually listed among the women's rankings in the magazine seven times.

TRANSPORTATION

• **England Logistics**, Salt Lake City, has appointed **Lance Evenson** as vice president of finance and business development. The position supports the



Lance Evenson

budgeting and forecasting and corporate planning analysis of the England Logistics' headquarters. Evenson most recently was vice president of finance for Provo Craft (Cricut) for six years. He also has worked at Albertsons, Arthur Andersen, Cadence Design Systems Inc., TD Ameritrade (Investools Inc.) and Ally Financial Inc. Evenson's education includes an MBA from the University of Utah.

Deer Valley buys Solitude

Utah's ski resort scene took another turn recently with the announcement that Deer Valley Resort has purchased Solitude Mountain Resort. Deer Valley will take full ownership of Solitude on May 1, and the coming ski season will go forward as planned, according to company officials.

"Solitude is an incredible resort and provided a huge opportunity for us to expand our offerings right here in Utah," said Bob Wheaton, Deer Valley Resort president and general manager, in a press release. "We are ecstatic to be able to add the resort to the Deer Valley family."

The announcement comes a month after Vail Resorts Inc., which owns the Canyons Resort, purchased Park City Mountain Resort. David DeSeelhorst, owner and general manager of Solitude Mountain Resort, said the decision to sell the resort was made shortly before the announcement but there was no "particular need or timing magic" that prompted the change in ownership.

"There's some clear interest on both parties to work together quickly and we had really a common vision for what we thought Solitude should be," DeSeelhorst said. "From our standpoint, we are very excited to be able to pass the resort on to Deer Valley, who we believe will be able to take what we have built here at Solitude to the next level."

DeSeelhorst says the family plans to continue doing business in the ski industry, though he had "no plans at this point in time."

The sale includes the land where the resort operates, as well as lodging and other facilities. Deer Valley and Solitude officials did not disclose the sale price.

No major changes in Solitude staffing or lift ticket prices are expected this year, though price rates will undergo evaluation later on, according to Deer Valley officials. Deer Valley plans to continue allowing snowboarding at Solitude and to keep the Brighton connection in place.

During the coming season, Solitude will remain under the operation of its current ownership.

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Legal Matters

Here are some things to know when seeking early-stage financing

Successful outdoor industry companies often require capital to help fund operations and growth. Companies obtain access to capital by selling equity or by obtaining debt financing. The availability of financing often depends on the company's stage of development. Below are insights into both options, which are available to any company operating in any industry.

Equity Financing. The offer or sale of a company's securities is regulated by the federal securities laws through the U.S. Securities and Exchange Commission (SEC). In addition to complying with the federal securities laws, a company must also comply with the state securities laws in each state in which the offer or sale of securities is made. Section 5 of the Securities Act of 1933 generally requires that a registration statement be in effect for a security prior to any sale of such security. Section 4(2) of the Securities Act provides an exemption from the registration



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requirements of Section 5 of the Securities Act for transactions by the issuer not involving any public offering of securities. Using authority delegated by the United States Congress, the SEC promulgated rules and regulations to create a safe harbor for companies wishing to rely upon Section 4(2) of the Securities Act. Similarly, the SEC promulgated a safe harbor for small offerings exempt under Section 3(b) of the Securities Act. These safe harbors are found in Regulation D of the Securities Act.

Items to Consider in Selling Equity Securities. Before an outdoor products company decides to offer or sell equity securities, several items should be considered, including the following:

1. Type of Investor. Over the lifecycle of an outdoor products company, a company may seek equity funding from a variety of different sources, including:

• **Founders.** The individuals starting the business typically

invest some of their own capital to fund the initial stages of the company.

• **Friends and Family.** The friends and family of the founders often invest in the company based on the personal relationships that such people have with the founders.

• **Angel Investors.** Angel investors are individuals who do not have a personal connection to the company or the founders but desire to make an investment based often-times on their prior experience in the industry in which the company is focused. Angel investors can be very helpful to an early-stage company because of the experience that they have in the industry that allows them to help the company to navigate around troublesome pitfalls and other obstacles. The investments made by angel investors are often referred to as the "seed funding round."

• **Venture Capital Funds.** Venture capital funds specialize in managing money by making investments in early-stage companies with the expectation of producing a high rate of return for the fund's investors. The venture capital investment typically occurs after the seed funding round and

is often referred to as a "growth funding round" or "Series A funding round." An investment by a venture capital fund provides the early-stage company with credibility because of, among other things, how selective venture capital funds are in making investments. Similar to angel investors, the industry experience and connections of venture capital funds can be very valuable to an early-stage company.

The founders and friends and family are typically given common stock of the company (or its equivalent in a limited liability company) while venture capital funds, and in some instances angel investors, typically require that preferred stock be given in exchange for their investment.

Companies need to be aware that angel investors and venture capital funds are hesitant to work with companies that do not have a clean capitalization table. Companies often fall into the trap of accepting small investments from a number of well-meaning friends and family members. Companies also often issue stock options and other equity instruments to the employees of the early-stage company because

the company may not have a lot of cash with which to compensate its employees. These stock options often have varying vesting schedules and other terms that may be convoluted. An early-stage company is well advised to limit the number of investors during the initial financing rounds of the company's existence.

2. Accredited vs. Nonaccredited Investor. The exemptions established by Regulation D allow for companies to offer and sell securities to individuals and entities that are not considered accredited investors. However, as a practical matter, companies should be careful in making an offer or a sale of securities to a nonaccredited investor.

3. Disclosure Provided to and Documentation Executed by Investors. A company should ensure that adequate disclosure is provided to potential investors to allow such investors to make an investment decision. A company selling its securities needs to make sure that it provides sufficient information to the investors to allow them to understand all of the material facts concerning the

see FINANCING page 13

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ATTORNEYS AT LAW



Calendar

October 12-15

COMS 2014, presented by Micro and Nanotechnology Commercialization Education Foundation (MANCEF) and the University of Utah Center for Engineering Innovation, in partnership with nanoUtah. Event is the 19th edition of the international conference on commercializing micro- and nanotechnology, with a focus on energy and health solutions. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$900 (\$300 for a single day), \$450 for students. Details are at coms2014.com.

October 14, 7:45-9 a.m.

ACG (Association for Corporate Growth) Utah Breakfast Meeting. Speaker is Jonathan Johnson, chairman of Overstock.com. Location is Little America Hotel, 555 S. Main St., Salt Lake City. Registration can be completed at <http://www.acg.org/utah/events/monthlybreakfast-meetings.aspx>.

Oct. 14, 11:30 a.m.-1 p.m.

"Setting Up & Optimizing An Adwords Campaign," a Sandy Area Chamber of Commerce member-to-member workshop. Event will walk attendees through the process of setting up an Adwords campaign (PPC) on Google, and cover a list of pitfalls that can ruin profitability. Presenter is Tony Passey, digital marketing processor at the Davis Eccles School of Business at the University of Utah and CEO of PoleVault Media. Location is Salt Lake Community College's Miller Campus, Miller free Enterprise Center Building, Room 223, 9750 S. 300 W., Sandy. Free. Details are at sandychamber.com.

October 14, 3 p.m.

Emerging Workforce Study Briefing, a Salt Lake Society for Human Resource Management (SHRM) event. Location is Weber State Career Center. Reservations may be made at SLSHRM.org.

October 15-16

Biannual Seminar for Architects, hosted by BHB Engineers. Event is for architects studying for the structural portion of the Architect Registration Examination. Multiple engineers from BHB will make presentations. Free. Details and reservations are available by emailing Amber Craighill at amber.craighill@hbhengineers.com.

October 15, 8-10 a.m.

"To Be or Not To Be ... Nosy: Off-Duty Employee Conduct and Issues for Technology Companies," a Utah Technology

Council (UTC) clinic. Elizabeth Dunning, a partner in Holland & Hart's Employment Group, will discuss the use of social media and other employee off-duty conduct that may affect a company's reputation and employee morale, and what employers can — or should — do about it. Location is Holland & Hart LLP, 222 S. Main St., Suite 2200, Salt Lake City. Free for UTC members, \$30 for nonmembers. Details are at www.utahtech.org or (801) 568-3500.

October 15, 8:30-10 a.m.

Morning Jump Start, a Salt Lake Chamber Women's Business Center (WBC) event. Event is designed for people getting into business, have businesses in early start-up stage or people looking to improve an existing business. Speaker is Deb Bilbao, business consultant at the WBC. Location is the Salt Lake Chamber, 175 E. University Blvd. (400 South), Suite 600, Meeting Room A, Salt Lake City. Free. Details are at slchamber.com.

Oct. 16, 11:30 a.m.-1 p.m.

Networking Luncheon with Broadview University, a West Jordan Chamber of Commerce event. Speaker Jeff Myhre, CEO of Broadview, will discuss how to partner with Broadview for a more educated workforce. Location is West Jordan City Hall Community Room, 8000 S. Redwood Road, West Jordan. Free. Details are at westjordanchamber.com.

Oct. 16, 11:30 a.m.-1 p.m.

Chamber Luncheon, a Davis Chamber of Commerce event. Speaker is Derek Miller, president and chief executive officer of World Trade Center Utah. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Cost is \$20 for chamber members, \$25 for nonmembers. Details are at davischamberofcommerce.com.

October 17, 7:30-8:30 a.m.

"Eggs & Issues," a Murray Area Chamber of Commerce event. Speaker is Kami Anderson and Richard Clark, candidates for Murray School District. Location is Mimi's, 5300 S. State St., Murray. Free unless ordering from the menu. Details are at murray-chamber.org.

October 20-21

"Africa's Future in the Global Economy," co-sponsored by the Council of American Ambassadors and the Hinckley Institute of Politics. Location is the Spencer Fox Eccles Business Building Auditorium, 1655 Campus Center Drive, Salt Lake City. Details are at www.hinckley.utah.edu.

October 21, 7:30-9 a.m.

Women's Business Center Business Women's Forum (BWF) October Breakfast, a Salt Lake Chamber event. Topic is "From Blogging to Business," featuring a panel discussion featuring Salt Lake City bloggers from fashion, lifestyle and food. Cost is \$15 for BWF members, \$20 for nonmembers. Details are at slchamber.com.

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

MountainWest Capital Network (MWCN) 2014 Utah 100 Awards, which recognize Utah's fastest-growing companies. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$125 for MWCN members, \$140 for nonmembers. Details are at www.mwcn.org.

October 21-22

"Energy Excursion: Utah's Coal Economy," presented by the Salt Lake Chamber and the Utah Office of Energy, featuring a trip to Utah's coal country and southeastern energy-producing counties. The policy-centered excursion's itinerary will feature a look at unique energy, outdoor recreation and tourism, regulatory, water and rural economic development issues. Cost is \$500. Details are available at slchamber.com.

October 22, 7:30-9 a.m.

Breakfast of Champions, a Sandy Area Chamber of Commerce event. Speaker is Jon Aubrey, executive vice president of AmeriBen/IEC Group, discussing "Lessons Learned from the Life of Steve Jobs." Location is Jordan Commons Office Tower, ninth floor, 9350 S. 150 E., Sandy. Free. Details are at sandychamber.com.

October 22, 3-5 p.m.

"Go For No: Building Relationships To Win More Sales," a Salt Lake Chamber Women's Business Center (WBC) event. Location is Salt Lake Chamber, 175 E. University Blvd. (400 South), Suite 600, Meeting Room A, Salt Lake City. Cost is \$10. Details are at slchamber.com.

October 22, 4-5:30 p.m.

Recycling Brokerage Tour, a P3 Utah event. Location is Interwest Paper, 3975 Howick St. (210 W.), Salt Lake City, where attendees will learn about the recycling services ecosystems and supporting customers in nine states. Free. Registration can be completed at www.p3utah.org.

Oct. 23, 7:15 a.m.-3 p.m.

Ninth Annual PTAC

Procurement Symposium, presented by the Procurement Technical Assistance Centers (PTAC), part of the Governor's Office of Economic Development (GOED). Theme is "Pencils to Planes: Getting Your Piece of the Government Contracting Pie." Event focuses on government contracting and will feature breakout training sessions, a reverse trade show, keynote speaker Gov. Gary Herbert, and PTAC awards. Featured presenter is Joshua Frank, principal and founder of RSM Federal. Featured speakers are Karen Gunn of the Goldman Sachs 10,000 Small Businesses Program and Natalie Kaddas, general manager at Kaddas Enterprises. Location is South Towne Expo Center, 9575 S. State St., Sandy. Cost is \$50, \$40 per person for people from the same company. Details are at business.utah.gov/ptac.

October 23, 8-10 a.m.

"Create Success: Intellectual Property Protection for Growth Technology Companies." Andrew W. Buffmire and Michael R. Langer, attorneys at Michael Beset & Friedrich LLP, will discuss the increased value of IP assets to a company's worth, protectable IP assets and how they can be protected, the unique qualifications for patent attorneys and why they specialize by technologies, and how to structure a technology enterprise and its IP assets for initial and expanded financing while avoiding the top 10 legal and business mistakes of growth companies. Location is the Economic Development Corporation of Utah (EDCU) board room, 201 S. Main St., Suite 2150, Salt Lake City. Free. Details are at www.utahtech.org.

October 23, 11 a.m.-1 p.m.

"Can We Truly Multitask?" a multi-chamber "Business Matters" luncheon with speaker David Strayer, professor of cognition and neural science. Hosted by the West Jordan, Kearns Township, Taylorsville City, West Valley City, South Jordan, Southwest Valley and Jordan Area chambers of commerce. Location is Conservation Garden Park, 8275 S. 1300 W., West Jordan. Cost is \$20 with pre-paid RSVP, \$30 day of the event (space permitting). RSVPs can be completed at info@westjordanchamber.com.

October 23, 5-7 p.m.

Business After Hours, a Salt Lake Chamber event. Location is the Natural History Museum of Utah, 301 Wakara Way, Salt Lake City. Cost is \$7 for members, \$20

for nonmembers. Details are at slchamber.com.

Oct. 25, 8:30 a.m.-5 p.m.

Big Mountain Data & SQL Saturday, an event designed to help data professionals learn more about new and existing technologies. Location is the University of Utah's Spencer Fox Eccles Business Building, 1768 Campus Center Drive, Salt Lake City. Details are at www.utahgeekevvents.com.

October 25, 6 p.m.

Signature Chefs Gala of Utah 2014. Event features the state's culinary masters during an evening of wine, cocktails and dining to benefit the March of Dimes programs in Utah. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Details are available by calling Tina Baucum at (801) 509-3172.

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

Women in Business Luncheon, a Sandy Area Chamber of Commerce event. Speaker is Becky Kapp of Salt Lake County Aging and Adult Services. Location is Country Inn & Suites, 10499 South Jordan Gateway, South Jordan. Cost is \$20 for members, \$25 for guests. Details are at sandychamber.com.

October 29, 3-5 p.m.

"Ditch Policies, Build a Culture," a Salt Lake Chamber Women's Business Center (WBC) event. Location is Salt Lake Chamber, 175 E. University Blvd. (400 South), Suite 600, Meeting Room A, Salt Lake City. Cost is \$10. Details are at slchamber.com.

October 30, 11:30-1 p.m.

Networking Luncheon, a West Jordan Chamber of Commerce event. Location is the West Jordan City Hall Community Room, 8000 S. Redwood Road, West Jordan. Free for members, \$15 for nonmembers. RSVPs can be complete at info@westjordanchamber.com.

November 1, 6 p.m.

109th Annual Utah Manufacturers Association Awards and Installation Banquet. Activities include a social at 6 p.m., with dinner at 6:45 p.m. Location is Little America Hotel, 500 S. State St., Salt Lake City. Cost is \$100 per person, \$850 for a table of 10. Sponsorships are available. Registration can be completed at uma@umaweb.org.

see CALENDAR page 11

What investment in your business are you really making?

Return on investment (ROI) in business is predicated on the ability of the company to deliver as promised in product, profit and its accompanying service.

It's amazing to me that everyone measures ROI to the penny, and no one measures ROS (return on service) at all.

Most companies are too busy throwing their money away on customer satisfaction surveys when they could eliminate the

survey costs — spend half of that money training people to improve service — and measure the only three things in business that matter: repeat business, profit margins and referrals — all the rest of the “satisfaction” process is an empty waste of time and money.

Let's get real here: When J.D. Power gives the customer satisfaction award to an airline, what could the category possibly be? Least crappy?

The object of service is to

be so amazing that one person tells another person, or one person posts to their Facebook account, or both. How's yours?

The key to profitable repeat business and unsolicited referrals is to create genuine word-of-mouth, and word of mouse, about the company, the products and services and especially the people.



JEFFREY GITOMER

ROI REALITY: Do you want to deliver service that's satisfactory or remarkable?

ROI REALITY: Do you want to deliver service that's satisfactory or memorable?

Return on service can take place in any part of the business. Here are the most prominent examples:

- Provide positive attitude training for everyone in the company.
- Provide specific and customized empowerment service training for everyone in the company

(What is EACH employee allowed to do and say to a customer?).

• The receptionist or telephone operator. This is the customer's first point of contact and sets the tone for the entire transaction.

• Ship an order error-free and backorder-free. Get them what they want fast and seamlessly.

• The delivery and arrival of a customer shipment. Packaging determines image, and the condition of the contents upon arrival proves their worth to the shipper and the care of the shipping department. A HUGE part of re-order consideration.

• The accounting department people. Accounting can play a major role in customer loyalty. The way they talk to an account, the frequency of error, their accuracy of invoicing and the common courtesy they may display when someone is late making a payment.

• Dang automated attendant. No one on earth wants to hear their telephone call answered by

a computer, yet every major company in the world employs these god-forsaken things. There has to be a better way and the person that creates it will make billions.

• The speed, accuracy and outcome of handling a complaint. Complaints go WAAAAY beyond one customer. They go all the way to social media.

You must perform **REMARKABLE** or **MEMORABLE** service for:

- Following up and thanking customers for an order.
- Following up and making certain that the service call went perfectly.
- Making certain that everyone on the inside of the company is well rewarded and well thanked for a job well done.

And for those of you who still possess an ounce of skepticism about ROS after these truths, here are some additional “return” elements to consider:

Many Happy Returns

- Return on training. Especially

for front line people.

• Return on morale. Internal happiness creates customer happiness.

• Return on leadership. The leader sets the tone and the attitude **BY EXAMPLE**.

• Return on friendliness. All things being equal, people want to do business with their friends.

• Return on getting the job done ahead of schedule. Real profit created by exceptional team effort.

• Return on wowwing the customer. Priceless. Period.

• Return on accuracy. Beyond a good feeling all the way to respect — and reorder.

• Return on quality product. This is a given, but creates more word-of-mouth than any other single forum.

• Return on positive social media posts. Social media is the new “satisfaction” survey or report.

- Return on value messages

see GITOMER next page

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There is another option to the Affordable Care Act (ACA) marketplace exchange.

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CALENDAR

from page 9

November 3-4

“USTAR Confluence: Where Research Meets Commercialization,” a symposium to stimulate innovation, collaboration and commercialization and build entrepreneurial excitement. Event will include science and technology leaders, industry sponsors, angel and venture capital investors and government stakeholders. Location is James L. Sorenson Molecular Biotechnology Building, 36 S. Wasatch Drive, Salt Lake City. Details are available at www.innovationutah.com.

Nov. 5, 11 a.m.-3 p.m.

“Hero 2 Hired” Job Fair, for veterans, active duty military members, Guard and Reserve members and military spouses. Event is conducted by the Utah Veterans and Military Employment Coalition; the Utah Committee for Employer Support of the Guard and Reserve (ESGR); Hero 2 Hired; the Utah Department of Veterans’ Affairs; the Utah Department of Workforce Services; the Salt Lake, Davis, and Ogden Weber chambers of commerce; the Department of Labor’s Veterans’ Employment and Training Service (DOL VETS); and the U.S. Department of Veteran Affairs. Location is South Towne Expo Center, 9575 S. State St., Sandy. Free. Details

are available by calling (801) 432-4242 or (801) 432-4536.

November 7, 6-9 p.m.

Utah Technology Council (UTC) Hall of Fame Celebration. Black-tie event will honor individuals with Utah ties who have made global contributions to the information technology and life science industries through new technology, innovation and leadership. Keynote speaker is Marc Benioff, chief executive officer and cofounder of Salesforce.com. Location is Grand America Hotel,

555 S. Main St., Salt Lake City. Cost is \$300 for UTC members, \$450 for nonmembers. Details are at www.utahtech.org.

Nov. 11, 10 a.m.-1 p.m.

Emerging Workforce Study Briefing, a Salt Lake Society for Human Resource Management (SHRM) event. Location is Radisson Hotel, 215 W. South Temple, Salt Lake City. Reservations may be made at SLSHRM.org.

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

Networking Lunch, a Sandy Area Chamber of Commerce event. Location is Sweet Tomatoes, 10060 S. State St., Sandy. Cost is \$15 for members, \$20 for guests. Details are at sandychamber.com.

Nov. 18, 8 a.m.-4 p.m.

38th Annual American Express Women & Business Conference and Wells Fargo Athena Award Luncheon, presented by the Salt Lake Chamber Women’s Business Center. Peggy Larsen of the Workers Compensation Fund is

the 2014 Athena Award recipient. Pathfinder Awards will be presented to Patrice Arent, Utah State Legislature; Juanita Damon, American Express; Martha Eining, David Eccles School of Business at the University of Utah; and Denise Winslow, Wells Fargo. Awards luncheon is from noon-1:30 p.m. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Cost is \$75 for conference and luncheon. Details and registration are available at <http://www.slchamber.com/womenandbusiness>.

GITOMER

from previous page

offered to customers on a consistent basis. Weekly value-based messages to customers create life-long desires to stay connected.

- Return on using voice-of-customer in YouTube, blog and Facebook video posts. When you say it about yourself, it’s bragging. When someone else says it about you, it’s proof. Video proof is the new proof.

Big companies hammer their entire workforce to make certain that their customer satisfaction scores are high or higher, when they could be (should be) creating an internal training program that begins with the word "wow," and progresses upward from there.

Jeffrey Gitomer is the author of 12 best-selling books including *The Sales Bible* and *The Little Red Book of Selling*. His new book *21.5 Unbreakable Laws of Selling* is now available as a book and an online course at www.gitomerVT.com.



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Jayne McWidener



"I'm a partner at a CPA firm with 25 employees. We do audits, tax returns, consulting and bookkeeping. Even though we're a very small local firm, we have clients all over the United States and even one in Japan."

Karin Palle



"I work with the Goldman Sachs 10,000 Small Business Program as a business advisor. I am also a business consultant with Advanced Business Consulting. I was the cofounder of Rico Mexican Market and was general manager of Thrifty Car Rental, managing nine locations."

Stacy Felts



"I'm the owner of Advanced Apparel, a full-service promotional products company. It started in 2000 in my garage; we now have 12 employees. In 2006 I got certified through WBENC, which has opened up doors to corporations like Disney, FritoLay and PepsiCo."

Candice Vacher



"I own the Painting with a Twist franchise in Utah. We teach art, but in a fun and entertaining way. We have seven employees who all teach (including two managers and myself), and we also each act as assistants when we have bigger classes."

Kathryn Christiansen



"I'm the founder/CEO of myBusinessBar, the first co-working business center of its kind in Utah. We provide drop-in work stations, meeting rooms, office space, and support services for small-business owners and entrepreneurs — everything from phone answering to mail handling."

Janice Boes



"I'm the president of NAWBO's SLC chapter. I'm also the founder/CEO of Premiere Events; we plan, coordinate and design events, and have five full-time, four part-time and between 10-30 contract employees throughout the year. I'm also involved with the Salt Lake Chamber."



WOMEN IN BUSINESS

F O R U M

Training your team for efficiency

Each month, *The Enterprise*, in conjunction with the Salt Lake City chapter of the National Association of Women Business Owners, conducts a forum session with local women who own and operate their own firms on topics of interest to business owners.

INTERVIEWER: How do you begin your training?

Jayne: When I started, my firm threw an audit binder at me and said, "Just do what they did last year." And after three or four years of training people that way, I decided to design a whole new training program for our audit department—I basically created all of the materials from scratch using one of my real-life clients. We hire mostly right out of universities—people with degrees, but not a lot of real-life experience. But with this new simulation, they can get a pretty good introduction to how we do our job in just 3-4 weeks without risking a real client relationship.

Stacy: We've started doing monthly training sessions where we dedicate an hour to discussing one small subject—for instance, how we package our product. I think everybody should be cross-trained within the company. Even though the salesperson isn't in charge of boxing up the shirts and putting them in the back, they should know what's expected. And you learn interesting things about what they do and don't know—in one of these conversations, one guy who's been with us about a year said, "Well, I didn't know that I was supposed to take out the trash." So part of training means having to explain even those basic, tedious things.

Candice: Originally everyone knows what they do, and then over time they think, "I'll just do it my way..." So every few months, I'll rewrite the job descriptions and have them read and sign it, so I know they know what's expected of them. Occasionally if I see something that's going wrong, like that the brushes aren't getting washed enough, I'll send out an e-mail to everyone: "Hey, you need to wash the brush this way; if you need any help let me know."

Janice: Apparently, many people view event planning as glamorous. So you get these beautiful girls who dream of being an event planner, but they don't realize that means taking out the trash, turning out lights, busing tables, etc. I always throw everyone in on the ground floor. What's really interesting is when you get individuals who are multitasking and start gravitating towards areas of the business that they did not expect. We have so many areas that need to be covered, so we cross-train them so that they can evolve into that perfect position. We also try to keep our employees informed about the industry; for instance, since weddings are our bread and butter, I send all my full-time staff to a trade conference for that. We want to keep up on trends.

INTERVIEWER: What are your experiences with giving feedback to your employees and getting it back from them?

Janice: I think it's vital, and they all have something to say. It's important

to really incorporate your management team in the decision-making. I mean they're running the operation, day in and day out! And when you work it out together, they'll follow through because they feel like you're listening to them. If they don't take the trash out because the trash bags leak, maybe I should be buying a different product! So I get a heartbeat on what's going on.

Jayne: Well, as auditors, our whole life is about criticism! Not only is that what we do for our clients, we all get evaluated and criticized at every step—even the partners! It's a very hard environment; you always feel like you're being cut down. So I try to get feedback from our seniors and say, "What's working?" "What do you need?" and give them a say, so that they're not just being criticized. Having those conversations helps build a good environment.

Karin: I had one lady in Park City banging her head against the wall, wondering how to motivate her employees. I told her to talk to each of them and ask some simple questions: "What do you like about your job?" "What can we do to improve?" "Do you have any suggestions for me to be a better boss?" Sure enough, what they wanted the most was control over the radio. So she was able to use that as a motivator from then on. Sometimes we're so busy giving feedback that we don't listen, and we lose valuable insights that can help us train and motivate our people.



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FORUM

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INTERVIEWER: How important is it to you that they already have a certain skill set, and how much do you anticipate will come with the training?

Kathryn: Because we are the first impression for so many other businesses, my employees are required to be competent with all computer programs, have immaculate grammar, be familiar with a lot of the social media platforms, and have great customer interaction skills. But outside of that, I would rather have somebody that I can train, teach my way or our company's way, so that I've got a fresh perspective.

Stacy: I tend to hire people who have experience; there are a few techniques we teach "our way," but for the most part what we do is the same as everywhere else. We have a two-sided system—I've got office people and factory people. Office people have to know how to use a computer, send a fax, type, etc. For our art department they do have to know how to use Illustrator or Adobe Photoshop, but beyond that we can train them.

Janice: I do a probationary period. Regardless of their position, I throw them in the trenches and into the really hard roles. I want to see what their work ethic is, how they interact with the team, how they take direction, etc. I mean I get so impressed by the level of resumes that I get, but sometimes it's all smoke and mirrors. You flush some of that out when you throw them into the worst jobs, and that's when the cream really rises above. I don't want someone too experienced, who's so set in their ways that they can't evolve and change with our business. I want somebody with talent and basic skills, but who I can train on our culture and our way of doing things.

Stacy: Yeah, I don't give resumes and applications very much weight. I'll know within

the first 10 or 15 minutes of talking to them if they're going to be a fit or not.

Kathryn: I do a probationary period too. Since we run so lean, I've got get them into the job and get a sense of their work ethic from day one. They take out the garbage, answer phone calls, do social media, greet customers, etc. Then I'll get feedback from my clients and tenants who have to interact with them so I can get a feel for their strengths and where I need to push or promote them so they can shine. It's OK to pull back and say "She's not great at this part, but she's fabulous at something else!" Time is money. I need my employees to be productive and to like what they are doing. They are a reflection of both me and my business.

Candice: We hire 75 percent personality. We can teach you the art—it's so simple—but if you can't talk to people and entertain people, it's not going to work out. We do a 90-day probationary period where all you do is assist. That way we can get feedback from the customers and from the other artists, to see if you work out well. And then if you're ready after those three months, we'll put you in a teaching position and see how you do.

Karin: Sometimes people worry so much about technical knowledge that they forget the importance of the personality and the drive. It is all about relationships and the kind of rapport you can build with people. I think a really savvy person can learn anything, I truly do. Unless it's for something like engineering, I don't think skill should come above somebody's business savvy, their willingness to learn and work hard. Too many people lose out on great employees when they focus on that.

Jayne: Anybody can audit. What we really need to know is whether they're a hard worker, whether they can handle the hours, and whether this is what they want to be doing. But when you ask them those questions, they'll always

just tell you what you want to hear—because they don't know! They've never been out in the business world; these kids don't even know themselves! They don't have an answer for "Why do you want to be in public accounting?" They just want a job! So it's really challenging to find those long-term employees.

INTERVIEWER: After what point in their training do you really trust them, and feel like their training is "complete?"

Kathryn: I don't think training is ever complete. I think if you make that assumption and you step away from your business, you're just going to set yourself up for disappointment, failure and complacency. Employees need direction and business owners need fresh ideas and motivation. In our industry, work trends and technology are changing monthly and we have on stay top of it.

Karin: Training is vital both for your employees and yourself. You need to keep up on your own training and then make sure you share your learning with your employees, so they know you're always out there trying to make things better and learn more about what you can give them. Training encompasses everything from hiring, firing, expectations, performance evaluations, etc. — it's not just one thing. People have to understand the full process and how to do it right to develop and grow their business.

Candice: I feel like my business is a two-year old. It's something that I always worry about; it's always in the back of my head. I don't ever want to leave it alone too long, because I want to guide it in the direction I want it to go. You've got to keep working on it; you've got to keep training.



Spring Mobile buys 53-store group

Spring Mobile, a Utah-based retailer of AT&T wireless phones, has announced the acquisition of 53 high-volume retail store locations from Product Center. Representing the company's most significant acquisition to date, the deal positions Spring Mobile as the fastest growing authorized retailer of AT&T wireless products.

"We are focused on making high-quality, affordable AT&T wireless services available to more people in more locations nationwide, and our new stores have significantly increased the rate at which we can do that — particularly in the New York tri-state area," said Jason Ellis, president of Spring Mobile. "We are proud to earn the role as AT&T's fastest growing authorized retail partner and look forward to con-

tinue growing our retail footprint in other markets across the country."

According to Ellis, with the backing of parent company GameStop, Spring Mobile has pursued an ambitious growth strategy aimed at providing customers in underserved markets with choice, value and convenience across a range of superior AT&T wireless voice and data services. With the addition of the new locations, Spring Mobile now operates 298 stores in 26 states.

The 53-store transaction is the third major acquisition Spring Mobile has announced this year. During the past 12 months, Spring Mobile has more than doubled in size, adding almost 200 stores since the fall of 2013.

FINANCING

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business before the investment is made.

4. Involving Competent Advisors. It is crucial for companies to involve competent lawyers, accountants, brokers and other advisors in the offering of securities because the offering of securities is a highly regulated and specialized activity. Often, companies wish to save on costs by not involving the advisors until very late in the process, if at all. These companies risk committing unintentional violations of the federal and state securities laws.

Debt Financing. The major advantage of debt financing (as opposed to equity financing) is that you do not have to give up equity ownership in your company in order to obtain financing. Stated differently, the lender that provides the debt financing will not share in future growth and profits of the company as an equity owner, but will be repaid a specific amount based on the principal amount borrowed plus interest and any fees that are part of the loan arrangement.

Banks are the most common source of debt financing. They are in the business of lending money and obtaining the return of their funds plus interest. Since banks generally do not obtain equity interests in the companies they lend to, they tend to be more conservative in their lending practices than equity investors. The bank will only provide financing where it can conclude that there is a high degree of likelihood that it will be repaid in full on time. The major risk faced by the bank is the risk that the company will default on the loan. While that risk can never be reduced to zero, the bank will

make an effort to reduce the risk of default to a level that is acceptable.

For that reason, most banks will not lend to companies that have less than a three-year track record of profitability. During economic downswings, lending practices may be even more restrictive. The bottom line is that bank financing is generally not available for very early-stage companies. There are exceptions to this rule where, for example, the bank has an established relationship with a principal of the company who has a track record of successfully repaying loans to the bank.

Debt financing can be an attractive vehicle for obtaining working capital without the necessity of giving up equity in the company. Banks will be interested in providing such financing to companies with an established track record of profitability. Companies will be most successful in obtaining such financing if they understand the business of lending money from the perspective of the bank. Companies that are considering debt financing should retain the services of experienced debt finance counsel to assist them with the negotiation of terms and the preparation and review of final loan documents. Maintaining open and clear communication between the company and the bank is the key to a successful business relationship that will allow the company to grow and expand.

This article is an excerpt from a chapter in the Stoel Rives "Law of Outdoor Industries" reference manual.

Robbie Yates and Clint Hanni are attorneys with Stoel Rives LLP. Both practice in the firm's corporate practice and counsel clients on a wide range of corporate and financial matters.

Opinion

Cheap politicians: Let's at least make it harder to bribe them

The recent bribery convictions of former Virginia Gov. Bob McDonnell and his wife are only the latest in a seemingly never-ending series of convictions of government officials.

A little item on the Internet featured government officials in prison, either currently or in recent times. Among them were a mayor of New Orleans, a mayor of Detroit, a mayor of Washington, a governor of Connecticut, a governor of Louisiana, two governors of Illinois and four members of Congress.

However much these and other government officials may have richly deserved being behind bars, the country does not deserve to have its confidence in government repeatedly undermined. A country with 100 percent cynicism about its government cannot be governed. And nobody wants anarchy.

In short, the damage done by government officials who betray the public's trust goes far beyond the money stolen or misused, or whatever particular abuse of power landed them behind bars.

The difference between a government united behind its leaders and a govern-

ment where no leader can take decisive action with an assurance of public support is a difference between a country that can, and a country that cannot, deal effectively with the challenges it will inevitably face, whether at home or abroad.

When President John F. Kennedy took the United States to the brink of nuclear war in 1962 — justifiably, I believe — he did so with more public support than any president could muster today, even though Kennedy had been elected with the thinnest of margins.

His immediate successors — Lyndon Johnson and Richard Nixon — were both big-time liars who lost the implicit trust that previous presidents had enjoyed, and that none has enjoyed since, even when these later presidents were truthful.

Like many other things, public confidence is much easier to maintain than it is to repair. The main beneficiaries are the public themselves, when they have governments that keep faith with them and can better serve them while relying on their support.

Most of the things that have landed government officials behind bars have involved

money.

Without making excuses for those individuals, who were all old enough to know better, the rest of us need to face up to the fact that we are being incredibly penny wise and pound foolish with the salaries we pay for those who control millions of dollars at the municipal level, billions of dollars at the state level and trillions of dollars at the federal level.

A successful economist, engineer or surgeon who leaves the private sector to become a member of Congress would take a serious pay cut. A corporate CEO would have to take an even bigger pay cut to become president of the United States.

If the current mess in Washington doesn't convince us that we need better people in public office, it is hard to know what could. What do we do when we want a more upscale product — a better house or car for example? We pay more to get it!

If we want better people in government, we are going to have to start paying them enough that people would not be sacrificing their families' well-being by going to Washington or a state capitol, or serving as a judge.

It is not a question of whether the people currently serving in Congress, the courts

or as chief executives at the municipal, state or national level deserve a raise. Most of them don't. It is a question of whether we need far better replacements for them.

That means drawing from a wider pool, including people with real knowledge and expertise in the private sector, who currently make a lot more money than we are paying government officials. Cheap politicians turn out to be very expensive politicians, in the way they waste money, even if they are not stealing it.

We could pay every member of Congress a million dollars a year — for a whole century — for less than it costs to run the Department of Agriculture for one year.

The least we can do is make it harder to bribe them. Trying to bribe a millionaire would at least be harder than bribing some government official with a modest salary and a couple of kids going to expensive colleges.

The biggest obstacle to doing so is envy, especially under its more lofty name, "social justice."

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THOMAS SOWELL



FAREED ZAKARIA

Short of a Western democracy, China should consider Singapore

In 2006, Chinese-American scholar Minxin Pei published a book called *China's Trapped Transition*. In it, he invoked the most established "law" in political science — that over time, countries that grow economically tend to become more democratic. (Oil-rich states are the exception.) China had achieved decades of growth, Pei pointed out, and yet had seen almost no moves toward openness. In private and public conversations around the publication of his book, he predicted that problems would emerge in six to seven years — in other words, right about now. So, I asked him, is what we are witnessing in Hong Kong a major crisis?

Pei has learned some lessons about protests. During the Tiananmen Square uprising in 1989, he was a young graduate student from China. He raised money and spoke out in support of the protests back home. But, he says, "I realized that student protests are hard to sustain. The leadership tends to split, and public support wanes. After using excessive force, the Hong Kong authorities now appear to have adopted a strategy of waiting it out and allowing the protests to dissipate." But no matter, Hong Kong's turmoil today has huge implications for China.

The historical case as to why China should be moving toward greater democracy is clear. Scholars have argued that there is a "zone of transition" for authoritarian countries when this happens — between \$5,000 to \$10,000 per capita GDP (in purchasing power terms). China is at the top of the range, around \$10,000. Given China's level of economic, social and educational development, it is highly unusual that China,

among Asian nations, has seen almost no movement toward political reform.

Pei argues that perhaps what explains the Chinese anomaly is that the ruling elites have been united, confident and ferocious in their determination to maintain a one-party system. In Taiwan, after Chiang Ching-kuo's death, the elites split, as they did in South Korea, Indonesia and, of course, the Soviet Union under Mikhail Gorbachev. That split, between a reformist wing and a hard-line wing, has not happened in China.

There is another analogy to the Soviet case. The pressure for reform in Russia in the 1980s was real but limited. It was pervasive in Poland and Czechoslovakia, the most economically developed countries under Soviet influence. And that put pressure on the whole system and on Moscow. Hong Kong is like Eastern Europe, a rich but unfree outpost of the empire.

Pei cautions that the events in Hong Kong are unlikely to spill over into the mainland. "The system of control, patronage and surveillance on the mainland is too strong," he says. (I would add that there is also considerable support for a status quo in China that has quadrupled the average person's income over the last two decades.) But, he argues, the Communist Party could develop rifts on how to deal with the protests and how to ensure that they don't happen on the mainland. The Communist Party is going to have to prepare for a much more systematic program of repression if it intends to continue on a path of no reform. "And things will get even more tense within the party if economic growth starts to slow," Pei adds.

The party is already in the midst of some internal conflict. The purge of former senior leader Bo Xilai may have been a precursor to other rifts. President Xi Jinping seems all-powerful and clearly is trying to clean up the party and its image at home. But his anti-corruption campaign inevitably is unseating powerful figures, creating internal fears and tensions, and pitting factions against each other.

The solution for China is obvious — political reform. This has been seen and advocated by many senior leaders within the party, from Li Rui, Zhao Ziyang and, in more recent times, Wen Jiabao. In two interviews with me (the most recent was four years ago), Wen, premier of China from 2002 to 2012, insisted that political reform had to follow economic reform. But

it never happened because reform threatens the party's monopoly of power.

China will not become a Western-style liberal democracy. But it should consider the example of Singapore, an Asian city-state that has a strong one-party system but also legal opposition parties, reasonably free elections and real independent courts. Chinese leader Deng Xiaoping famously visited Singapore in November 1978 and learned about Singapore's economic system before beginning reforms at home. President Xi Jinping would do well to take a similar trip to the island nation soon.

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Opinion

Understanding risk tolerance

How's your ability to withstand short-term losses? This is the question at the core of any discussion of risk tolerance. Some people are able to ride through turbulence in the financial markets with a shrug while others suffer headaches. Many investment professionals recommend that their clients adopt an investment policy statement (IPS) to do so, and to address matters such as long-range goals and desired returns.



MARK LUND

What life factors can shape your risk tolerance? Two come quickly to mind. The first factor is your age. The second is your time horizon.

As you age, you have fewer years to recoup market losses. So gradually reducing the amount of risk in your portfolio over time has merit. Many financial professionals advocate this, and Wall Street firms have even created investments around this premise, commonly featured in employer-sponsored retirement plans.

Your timeline to retirement can also influence your risk tolerance. If you are sure that you will start tapping into your retirement savings in 2021, your appetite for risk may pale compared to someone whose retirement may start at some vague point in the 2030s. Broadly speaking, your time horizon for any financial goal affects your risk tolerance in investing toward it.

What market factors can shape your risk tolerance? Four stand out. The most obvious one is market risk. One common measure of market risk is standard deviation, which tracks the variance of an investment's return from its mean return during a stated period. Adding and subtracting the standard deviation to a mean return shows the range of returns that may be anticipated 67 percent of the time. If an investment has a high standard deviation, it means that its returns have varied from the mean to a greater extent than one with a low standard deviation. (You could argue that history means nothing with regard to an investment's future performance, and that argument is legitimate – but lacking clairvoyance, we study history.) Across 1926-2012, the S&P 500 had a standard deviation of 19.1 percent.

Beta weighs volatility versus the S&P 500, NASDAQ or other broad benchmark. The benchmark is given a value of 1, and an investment with a beta above 1 would show greater volatility than the benchmark. A 1.1 beta indicates an investment that in

theory should move 10 percent more than the benchmark does. The problem with beta is that some investments have low correlation to the benchmark used.

The impact of market risk can be magnified when a portfolio lacks diversification. Having more eggs in more baskets promotes more insulation against market shocks. Liquidity risk can emerge significantly, especially as you age. Sometimes retirees will invest in certain financial vehicles and realize later (with frustration) that those dollars are "locked up;" they can't get at that money, the investment is illiquid. If they want their money back, they'll have to pay a penalty. Taking that kind of risk may be more than they can handle.

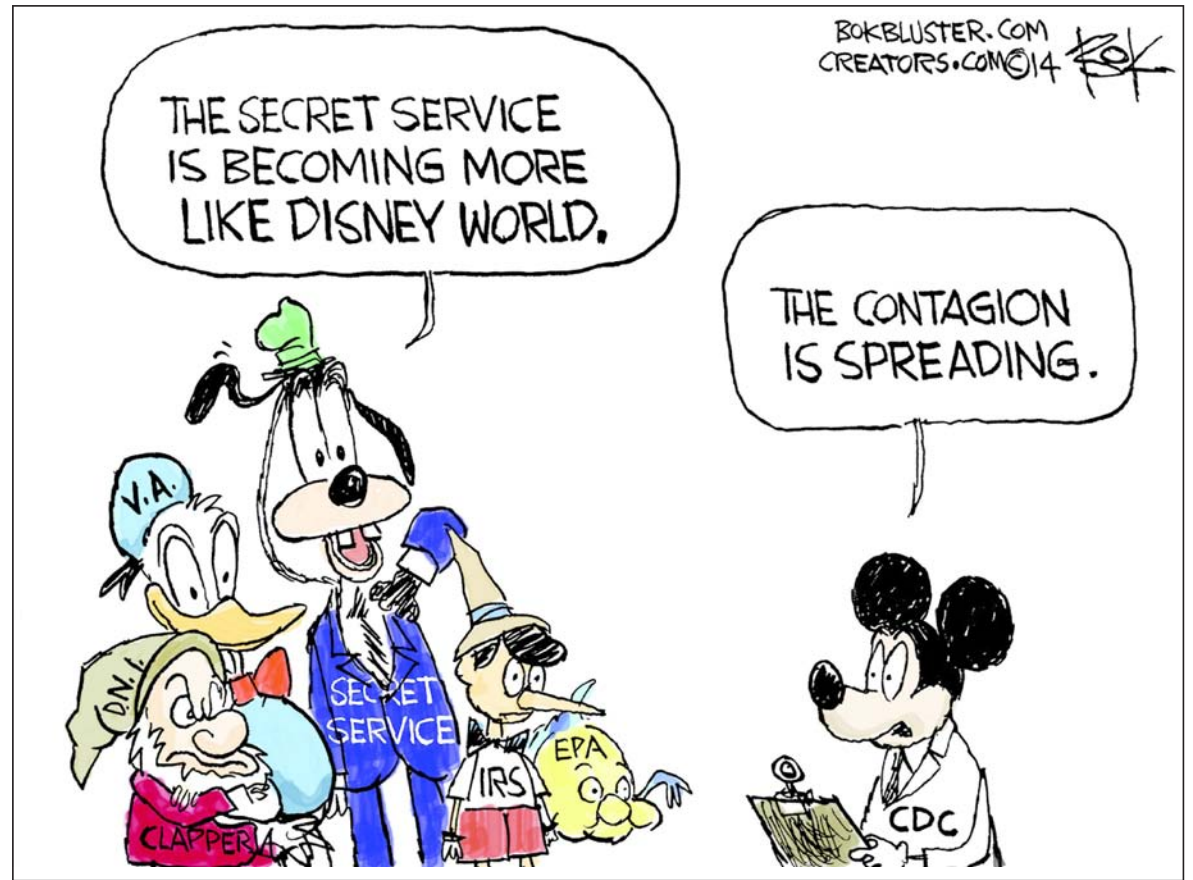
Marketability risk is the cousin of liquidity risk. It isn't a measure of liquidity, but of tradability. If you can sell an investment quickly, its marketability risk is lower. If you can't, its marketability risk is higher. Some people can't tolerate investments that they can't get in and out of.

Finally, you have inflation risk. This is the risk of your purchasing power lessening over time. When you invest in such a way that you can't keep up with inflation, you lose ground economically. Suppose yearly inflation increases to 3 percent soon. That means that a year from now, you will need \$103 to buy what you bought for \$100 a year earlier. In 10 years, you will actually need \$134.39 rather than \$130 to buy what you bought a decade back because of compound inflation. Its effect is just like compound interest.

Look at retirees with conservative portfolios featuring a plethora of fixed-income investments. In a world where stocks are returning 10 percent a year or better, their returns have been a fraction of that. In addition to the opportunity cost they are currently paying, they risk struggling economically if the pace of inflation quickly accelerates.

What kinds of risks do you feel comfortable assuming? This is the big-picture question, the question for today and tomorrow. A discussion with a financial professional may help you confidently determine your answer.

Mark Lund is the author of *The Effective Investor* and provides 401(k) consulting for small businesses and investment advisory services for individuals through Stonecreek Wealth Advisors Inc.



Are you an Uncle Rico or a Napoleon?

Are you an Uncle Rico or a Napoleon Dynamite? When it comes to how we approach our past, present and future, we have choices in how we handle our progress — or lack thereof. My guess is we'd all prefer to move ahead in life with consistent growth and abundance, but that doesn't happen by chance. We've got to take certain steps, or we'll end up languishing along the way.

It's interesting when I go to high school reunions or similar gatherings how many times people seem to be living their lives in the past. Either they beat themselves up for mistakes that they made 20 or 30 years ago, or they hold on to their accomplishments from yesteryear.

They're looking backward instead of forward, just like Uncle Rico from the breakout film of the early 2000s, "Napoleon Dynamite." If you've seen it, you'll recall Uncle Rico sitting on the front porch reminiscing about what might have happened if the high school coach would have just put him in during the fourth quarter. He imagines they would have won that football game, and then taken region, and then state. He would have been recruited and gone on to win the NCAA, then he would have made the pros and had a Super Bowl ring on his finger, sitting in a hot tub with his soul mate. Instead he's living out of a van and selling plastic bowls.

Napoleon Dynamite, on the other hand, looks ahead to the future. Despite his current challenges, he goes after what he wants, supports his friends along the way, and in the end finds the love he was looking for.

Which character do you find yourself resembling? And how will that play out in your future? My good friend, strategic coach Dan Sullivan, talks about how to determine a brighter future with an exercise he calls the Quick Thinker. You simply take about one or two minutes and you identify the future you want, jotting down about three or four bullet points. Next you decide which part of the past gets to come along — leaving the rest behind. Finally, you utilize the present to make the best possible progress.

When I did the exercise, for my future I outlined

that I want:

- Strong family relationships.
- All of our family's relationship with God to continue to grow.
- My wife, Sharee, and I to stay in top physical shape and maintain good nutritional habits.

• To continue to teach and empower my family and others to live abundantly in business, church, community, etc.

From my past, I decided I want the following to come along:

- All of our incredible traditions and heritage we've established as a family.
- The well-oiled machine of predictable results that our company helps

provide.

- The experiences, both good and bad, that we have learned from and that have shaped our future.

I'm going to utilize the present to make the best possible progress by continuing to:

- Focus on what's going right, not what's going wrong in my life.
- Have constant gratitude.
- Always stay in motion and add value to the world.

• Use the best tools possible so that we can adhere to true principles, employ proven strategies and concepts, and grow in an exponential fashion.

This exercise is relatively simple, but it's been powerful in helping me clarify where I've been, where I am, and where I want to go. I urge you to do the same and start claiming a better tomorrow by outlining what you want your future to look like. Decide which part of the past gets to come along. Utilize the present to make the best possible progress toward a brighter, amazing future. And if you repeat this process on a continual basis, you'll move forward toward a life of abundance. Because, like Napoleon, your story deserves to have a happy ending.

Douglas R. Andrew is a best-selling author, radio talk show host and abundant living coach.



DOUG ANDREW

**VARIAN MEDICAL SYSTEMS
IN SALT LAKE CITY:**

- Saves \$323,500 and 4.6 million kwh/year and 480 kw/year
- Received \$546,100 in incentives
- Payback before incentives: 2.7 years; payback after incentives: 1 year



It doesn't take X-ray vision to save energy, but it helps.

It's true, the people at Varian Medical have more important things to think about than saving energy. But the truth is, keeping overall costs down helps them put their money towards those more important things – like advancing X-ray technology to save lives. Through our wattsmart® Business program, Varian is in the process of making energy-efficient upgrades, including replacing T8s with LEDs. All of which means a healthier bottom line for Varian Medical. Your business can benefit too by upgrading lighting, HVAC, compressed air systems and more. To learn more call 1-800-222-4335, a participating vendor or visit wattsmart.com.



Let's turn the answers on.