

THIS WEEK

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Boeing to bring another 100 jobs to Salt Lake City

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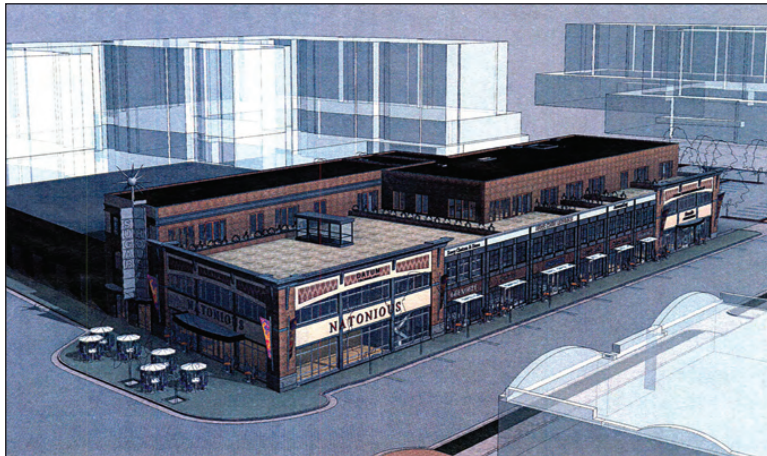
State, county, city chip in to help Outdoor Retailer

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\$12.2 million project slated for Sugar House neighborhood of SLC



Artist's rendering of what a portion of the old Granite Furniture building will become.

By Barbara Rattle

The Enterprise

Mothballed for years after the bottom fell out of the real estate market, a portion of the Granite Furniture block in the Salt Lake City neighborhood of Sugar House is once again poised for development.

Salt Lake City's redevelopment agency last week approved a 10-year, \$1.5 million loan to Boulder Ventures Development Inc., a California firm that plans to convert the northern portion of the

old furniture store into office and retail space. Boulder Ventures, which is moving its headquarters to Sugar House, plans to create a multi-family development on the southern end of the site within about four years.

The first phase, of which the RDA loan will be a part, will consist of creating a three-story retail and office building in the northern portion of the former furniture store. The ground level

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Retailer retains Utah HQ, doubles size of distribution center

By Brice Wallace

The Enterprise

Pedersen Worldwide, the parent company for retail brands Del Sol and Cariloha, has established stronger Utah roots with a renewal of its global headquarters lease in Sandy and a new lease for a larger worldwide distribution center.

The company, with operational roots dating to 1994, has more than 100 Del Sol stores worldwide. According to Pedersen, it is the world's largest retailer of clothing that changes color in the sun. The sister brand, Cariloha, has 19 stores that sell clothing and other merchandise made from bamboo.

"Staying in Sandy with the headquarters made a lot of sense, although we've grown significantly in the past five-plus years we've been here and we needed to expand the distribution center, which houses our fulfillment, inventory, shipping and some of

our production," said Scott Brady, associate vice president of communications. "We've stayed here in Sandy and renewed and reconfigured a lot of space and done some build-out work to accommodate our growing employee base in our corporate office, and we'll be doubling the size of our distribution center."

The five-year lease for the new distribution center is for a site at 1475 S. 5070 W. in Freeport West's Landmark Industrial Park. The facility will have 47,800 square feet, more than double the 20,000 square feet used at the company's current warehouse at 9929 S. 500 W., Sandy, in the Pheasant Hollow Business Park. Pedersen will occupy the new center by July.

"This will be a huge help for the growth and inventory storage needs we have," Brady said. "We'll have the space to accom-

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Radio telemetry firm to undergo major expansion in North Salt Lake

By Barbara Rattle

The Enterprise

Marshall Radio Telemetry, a North Salt Lake firm that manufactures tracking devices for use with falcons, hounds and pointing dogs, is preparing to undertake a major expansion as a result of having entered into a new market — miniature tracking devices for use by autistic children and people with Alzheimer's.

Currently located at 896 W. 100 N., the firm plans to take occupancy this year of a 22,000 square foot building at 845 W. Center St. that is four times the size of its present facilities. Company president Robert Bagley said an approximately 6,000 square foot structure will be added to the site to accommodate even more manufacturing.

The major expansion comes as a result of Marshall Radio partnering with the nonprofit Project Lifesaver International, a



Marshall's tracking device for falcons, one of its first products, weighs a mere three grams.

Florida organization founded by a group of former search and rescue police officers who have become frustrated with technologies currently used to locate missing persons.

"They had tried GPS, but the battery life is an issue with GPS and in a lot of cases people are in apartment buildings, or they might be in a parking garage or

see MARSHALL page 4

California boot retailer to open first Utah store



Boot Barn is "looking strongly" at opening addition stores in Utah. Its first location is in Riverdale.

By Brice Wallace

The Enterprise

Boot Barn, a California-based retailer of western and work wear, will open a store in Riverdale in April.

The 7,700 square foot store will be the company's first in Utah and will be at 320 S. Freeway Park Dr., near I-15 and West Riverdale Road. It will open April 20 and have 12 employees.

"The store will carry a very robust selection of western apparel and footwear and work wear,"

said Amy Inabinet, the company's director of marketing. "Boot Barn is the nation's largest work and western retailer."

Merchandise will include boots, hats, jeans, shirts, outerwear, protective work wear, belts and accessories for both the western and work customers. Among the brand names offered will be Wrangler, Ariat, Justin, Carhartt, Wolverine, Levi's, Resistol, Timberland PRO, Cinch, Dan Post and Tony Lama.

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PEDERSEN

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moderate our employees and accommodate the inventory we have for both the retail brands under one roof.”

Brady added that the company has 33 employees at the center, but that figure should grow by five to 10 annually.

Pedersen had considered other sites before opting to remain at its global headquarters at 280 W. 10200 S., Sandy, with a five-year lease renewal. “We looked at other sites but we wanted to stay here,” Brady said. “It made a lot of sense. We’ve really turned the building into our culture for both the retail brands. We made some changes to the building with the color scheme and office space and conference rooms and adding awards to the walls. We’ve made it our own. And it’s a good location for our employees here, from a standpoint of commuting and the proximity to other businesses.”

Pedersen has witnessed major growth the past five years. The company has seen its headquarters employee count rise from about 70 to nearly 90 during that time. “We plan to grow in key areas, including our marketing depart-

ment, which includes the store design and graphic design departments, and our online team,” Brady said. “Looking five years ahead, we’ll probably grow by 10 to 20 employees.”

Outside Utah, the company has 995 employees. It usually adds 15 to 20 stores annually, each with seven to 10 workers. “We expect to have 150 to 200 added every year with those stores,” Brady said.

Del Sol sprung from humble beginnings — sales of color-changing clothing and accessories from a retail cart at Fashion Place Mall in Murray — to cruise ship ports and to a full-size store in St. Thomas in 1997. Now, coming off 2011, when the company had a record year for store openings with 26, it’s already four stores ahead of that growth pace this year. Revenue growth in 2011 was 14 percent above what the company experienced in 2010, and this year’s figures are 20 percent ahead of 2011’s. “We’re on pace to have another record year,” Brady said.

Aiding that growth will be an exclusive certified partnership with Disney in which Del Sol stores worldwide will sell color-changing Disney products such as Disney princess hair clips and nail polish. “It’s exciting for store owners and for the end customers, who not only love the Disney brand but also the magic of color change. It’s a match made under the sun,” he said.

Likewise, the Cariloha brand is experiencing growth. Begun in 2008 and inspired by the Caribbean culture and the Hawaiian “aloha,” Cariloha originally offered island-leisure brands similar to those sold

in other stores. But the brand’s image was overhauled after the stores switched entirely to bamboo-based products in late 2008 and into 2009, and some stores saw sales climb in 2009 to levels between three to four times that experienced in 2008.

Cariloha, with 19 stores, mostly at cruise ship ports, is seeing revenue growth this year that is 75 percent ahead of 2011’s figures.

“It’s become an increasingly popular item in the marketplace because of its ‘green’ factor, being environmentally friendly, and other features,” Brady said. “The fabric is very soft. It has antibacterial qualities, it repels odors and it’s very cool. The fabric keeps the person three degrees cooler than normal cotton fabric. And we offer other kinds of bamboo products, including bedding and bath goods. For many customers, it’s a way for them to take their vacation home with them. It’s not something that involves color change and it’s not high-end jewelry or watches, but it’s something unique.”

NAI West vice president Jack Woodward and associate broker Nick Teseros represented Pedersen in the headquarters lease renewal transaction. NAI global corporate solutions vice president Jason Smith and account executive Erik Simper assisted as Pedersen’s corporate real estate partner. Spencer Summerhays and Jake Boyer represented the landlord, the Boyer Co.

NAI West senior associate Luke Burbank, with Smith and Simper, represented Pedersen in the distribution center transaction. Brad Ross and Mark Deward represented Freeport West.

SUGAR HOUSE

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— 18,000 square feet — will be retail space, largely restaurants, said Boulder Ventures’ vice president of finance Bill Rothman. The firm has letters of intent from tenants who are interested in occupying 12,000 square feet of the retail space. Rothman said he hopes some tenants will be open by Christmas.

Above the retail will be roughly 32,000 square feet of office space; Boulder Ventures will take between 3,000 and 5,000 square feet of the top floor as its new headquarters. Several proposals are out regarding the balance of the office space, and Rothman said he hopes to have letters of intent in hand within the next week or two.

Phase one will also include construction of a surface parking lot where the southern portion of the former furniture store now sits. It will accommodate roughly 145 cars. Total first phase project cost is about \$12.2 million. Rothman said Boulder Ventures has term sheets from two major banks and is finalizing details.

“We got really good support from the financial community on this project,” he said.

Architect on the project is Richardson Design Partnership. General contractor will be Ralph L. Wadsworth.

Whether the iconic Granite

Furniture sign will be retained remains a question.

“We are seriously considering part of the Granite sign, at least the little globe part on the top; we’re still playing around with that piece,” he said. “A lot has to do with not only the aesthetics of the building, but also the quality of the sign and whether it can hold up.”

The RDA’s support was vital in moving the project forward, according to Rothman.

“That’s a huge thing. They were really instrumental in helping us with this,” he said. “We’ve been doing this for a long time, and it’s rare that you get the city people actually talking in support of your project. We are very happy about that, gratified and humbled by it.”

Rothman said Boulder Ventures hasn’t been keen on publicity for the Sugar House project because “we’re camera shy. We know the history of this property and we know there have been a lot of promises and some people have derisively called this Sugar Hole instead of Sugar House. ... We’re very cognizant of our reputation of doing what we say we’re going to do.”

The most recent non-bank owner of the property was California-based Red Mountain Retail Group, which had major plans for the site. When the financial crisis began, Red Mountain lost its funding and the Granite property was taken over by a California bank that was later seized by the federal government and its assets sold to U.S. Bank. Boulder Ventures bought the site from U.S. Bank last September.

Companies with the same principals as Boulder Ventures developed Jordan Landing and are currently involved in two others in the Salt Lake Valley. One firm is joint venturing with the Utah Transit Authority to create a transit-oriented development in West Jordan while the other is the master developer of the new eBay campus in Draper.

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Truck leasing, rental and sales firm to build larger facility in Salt Lake City



Artist's rendering of Schow's new facility, which will replace a smaller operation in West Valley City.

By Brice Wallace
The Enterprise

Schow's, a truck leasing, rental and sales operation owned and operated by two Idaho brothers, will soon have a new home for its Utah operations.

Groundbreaking took place last week on a Schow's Truck Center that will be the home for Nationalease, CIMC and used truck sales. The center is expected to be ready in August. The 63-year-old company began its Utah operations in 2001 when it bought the Salt Lake City Nationalease location from AMI Leasing.

"When we started, we leased a facility from C.R. England, and we moved into West Valley three years ago, to a little bigger facility," said Michael Rawlins, general manager of the local operation, which does business as Nationalease of Utah. "Now we're ready to commit for the long haul. We bought a piece of property and will build a new facility there and put down roots and stay here."

Operations currently are at 2343 S. 5370 W., West Valley City. The new facility will be at 1269 S. Legacy View St., near 5600 West in Salt Lake City.

Schow's is owned and operated by Steve and Don Schow, who have co-owned businesses in their hometowns of Rupert and Heyburn, Idaho, for most of their lives. They currently own several Carquest part stores; a Westernstar, JCB, Nationalease and CIMC dealership in Heyburn and Idaho Falls, Idaho; and a Freightliner, Westernstar and JCB dealership in Nampa, Idaho.

Their Nationalease in Utah began as a small rental-truck

operation. In 2003, it was billing out about \$45,000 each month. That figure has climbed to nearly \$600,000 monthly and the company has expanded into leasing and a used-truck business that sells 20 to 30 vehicles per month. The operation has 15 employees but that is expected to climb.

"This new facility will give us a new, better look and allow us to grow," Rawlins said. "We're projecting we'll be able to hire five to 10 more employees over the first year or year-and-a-half. This will also give us more space. We currently use about 15,000 square feet and this [new facility] will be 18,000 square feet. But the main thing is it will give us four-and-a-half acres versus the three we're currently in, and with trucks and trailers, it's all about space."

The new facility also will be an official dealer for CIMC refrigeration trailers.

The move represents a \$2 million investment. "That's a low number, really, because we bought the property for investment six years ago. Six years ago, things looked a little uncertain, but I figured that if we were ever going to stay here, we needed to get the property tied up. We've just been waiting for the right opportunity to step forward. ... We hope to grow to a second location in Salt Lake City and start dividing up our different businesses into their own facilities. We've got a lot of hope and a lot of plans for the Salt Lake City area," Rawlins said.

"It's all because we've got a great team of people here. They're people with a lot of experience in the industry and who really make this place work."

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BOOTS

from page 1

“Our boot selection is probably going to be the largest of this type of product anywhere in the area,” Inabinet said. “People who live in the western United States celebrate rodeo, celebrate outdoors, celebrate hard-working, solid, traditional values that parallel Boot Barn’s values. There is a bunch of ranching and farming and agriculture there and we’re there to support those people. We support cowboys who ride in rodeos or who live off the land, people who work outside and work with their hands, people on telephone poles or working in infrastructure or pouring concrete. We’re there for those people.”

On the other end of the

customer spectrum are people looking for fashion items. Boot Barn carries exotic goods such as ostrich-skin boots. Apparel is as traditional as western, cowboy-cut Wrangler jeans for about \$25 and as fashionable as jeans with “bling and sparkle on the back pockets” for about \$95.

Inabinet said the firm is known for its customer service. “We know about the products we sell,” she said. “We know about the lifestyles of our customers. We live where they live. We celebrate the events they celebrate. We go to 4-H events. We go to agriculture awards programs. We go to the rodeos they go to. We’re sitting right next to them.”

Based in Irvine, Calif., Boot Barn has been in operation since 1978 and it also offers online shopping at bootbarn.com. Its

Riverdale store will be its 87th in nine western states.

“We’re working our way east. We’re doing the best we can to get to the places we see a good need. We continue to grow and expand, and we want to do it right. We’re taking measured steps to be sure we’re in the right spot and can be focused on customer service,” Inabinet said.

As for additional stores in Utah in the future, Inabinet said the company is “looking strongly” at possibilities in the state. “We’re looking to round out a nice collection of stores in the state of Utah. We’ve got 12 in Wyoming and one in Montana. We’re looking at some additional stores across the West, and Utah is a nice opportunity for us to fill in,” she said.

Boot Barn will have grand opening activities and offers May 4-6, including \$20 off boots over \$100, \$5 off shirts and 20 percent off all Carhartt products.

MARSHALL

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on a bus, and you can readily lose those signals,” Bagley said. “They needed a simple, reliable product. Radio direction finding is what we do; we were able to give them a wristband with a battery life more than double that of GPS and with five times the range.”

Marshall Radio sells the wristbands for \$200 and the associated receiver for about \$1,100. End-users pay nothing to utilize the technology, Bagley said, and law enforcement/search and rescue organizations can obtain financial assistance for acquiring the wristbands and receivers through Project Lifesaver, which has received federal grant monies.

Bagley said Project Lifesaver will be ordering 6,000 of Marshall’s wristbands this year; 250 just recently were shipped. He noted that the average cost to search for a missing person using a police department helicopter is \$1,500 per hour and the average search time using this method is nine hours. The average search time with a Marshall device is 30 minutes, he said.

“By starting with falcons and falconry, it really helped us as a company to develop the discipline and orientation to really make these devices tiny, high powered, lightweight, efficient — all those

things that in a bigger application people wouldn’t be pressured to do. To put a little transmitter on a falcon’s feather, it has to be three grams. We’ve learned a lot over the years and were really ready for this,” he said.

Marshall lays claims to major market shares in falconry largely in the Middle East, but also throughout Europe, South Africa and Australia. Falcons are used for both racing and hunting. Marshall devices are also used on hunting dogs, both hounds and pointers.

Marshall is also in the process of developing a GPS combination device that will incorporate the best aspects of GPS and radio telemetry, he said.

“So if you ever lose the GPS satellite signal, say a dog goes into a cave or he’s in a metal granary, some adverse situation, you still have your telemetry signal. That will of course play back into the Alzheimer’s application, where you can get [the person’s location] on a Google map, but if you ever lose the overhead connection they can still follow the beep. That’s another year, two years away.”

Founded in 1997, Marshall Radio Telemetry employs 30 people. Bagley said plans call for that number of double within two years.

“We’ve been growing at a rate of 25 or 30 percent a year for the last several years and last year was 50 percent,” he said.

Boeing to bring another 100 jobs to Salt Lake City

The *Seattle Times* reported last week that Boeing’s production of the horizontal tail for the 787-9 aircraft will be relocated beginning early next year to the firm’s plants in Salt Lake City and Italy.

The newspaper quotes company spokesman Doug Alder as saying the Salt Lake City facility will gain more than 100 jobs by 2014. The jobs will be in assembly and integration.

The first 787-9 horizontal tail will be delivered out of the Seattle

facility in the fourth quarter of this year, Alder said. The first one out of Salt Lake will be delivered in the first quarter of next year, according to the *Seattle Times*.

Last July, Boeing opened a new assembly line in the Salt Lake City fabrication plant to produce the vertical tailfins for the 787 Dreamliners being built in its new Charleston, S.C., plant.

With the addition of the horizontal tail for the 787-9, Salt Lake will have both major pieces of the Dreamliner tail. Alder said the Utah site currently has 522 employees and could grow to 650, according to the *Times*.

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State, county, city chip in to help Outdoor Retailer

By Brice Wallace
The Enterprise

The state, Salt Lake County and Salt Lake City are chipping in to help meet Outdoor Retailer's space needs this summer.

The Governor's Office of Economic Development Board last week approved a one-time "economic opportunity" incentive for Visit Salt Lake for a 100,000 square foot tent to be used by Outdoor Retailer for its summer market tradeshow at the Salt Palace. The state portion of the tent rental is \$482,510, to be added to \$102,000 from the city and \$343,000 from the county.

As the Outdoor Retailer tradeshow has grown, so has their need for exhibit space and hotel rooms.

"This [tent] is important for Outdoor Retailer's success immediately, to be honest with you, getting ready for the summer show," board member Jerry Oldroyd said. "We've tried to work with Outdoor Retailer, and one of the things that we've attempted to do was to help them find additional space as a stop-gap until something can be done either with the convention hotel or expansion or we work out whatever arrangement we can."

"This came in front of the Incentives Committee, and we felt that it was absolutely essential to maintain the relationship with Outdoor Retailer to try to accommodate their space [needs]. Outdoor Retailer is an enormous benefit to the state of Utah. ... It's something that's vitally important to the convention center, it's important to the economy, and it certainly is critical to our outdoor products ecosystem."

Speaking in Salt Lake City in January, Lori Jenks, vice president of operations for Nielsen Expositions, which owns and operates the Outdoor Retailer events, said that without more hotel rooms, Salt Lake City stands to lose the Outdoor Retailer summer and winter tradeshow and their combined \$70 million annu-

al economic impact. Contracts are in place to keep the shows in Salt Lake through 2014, but Jenks said Nielsen Expositions is working with the Outdoor Industry Association on an analysis of potential cities to host the shows thereafter.

Last year's summer market had 4,500 booths. A tent pavilion accommodated 250 booths but 250 more exhibitors had to be turned away because of a lack of exhibit space, Jenks said. Putting some exhibitors at the South Towne Expo Center in Sandy has been considered, but Nielsen does not want to divide the tradeshow participants.

One long-term option being considered to help Outdoor Retailer is a convention hotel.

Scott Beck, president and CEO of Visit Salt Lake, said the tent is only a short-term fix. He said his organization is working with Nielsen and the outdoor industry for a long-term solution.

"What this tent really is allowing us to do is create a bridge to allow them time to come back to us with specific specifications on what the future of the show is going to look like and allow us time as a destination to vet the very best way to meet those growing needs and ensure that we can stay relevant for this show long term and well into the future," Beck told the GOED board.

The state, city and county several years ago — prior to the Salt Palace's most recent expansion — paid for a tent rental for an Outdoor Retailer summer market.

Jenks said in January that about 20,000 people converged on Salt Lake City for the most recent Winter Market, and even more will come in August for the summer show. The OR events bring together manufacturers and retailers of outdoor products. They are not open to the public. The summer and winter OR events began 30 years ago in Las Vegas and moved from Reno to Salt Lake City in 1996.

Upscale consignment shop opens in Salt Lake City

By Brice Wallace
The Enterprise

Manhattan Finds, a new upscale consignment boutique, has opened at 149 S. Main St., Salt Lake City.

The shop offers new and gently used designer clothing and accessories. It is open Monday through Saturday.

"We will have upscale consignment clothing for men and women, as well as accessories — including shoes, jewelry and purses — that are high-end and that are gently used," said owner Jenni Attermann. "These are things you would buy in the big city. They're for people looking to have the finer stuff for less money."

She cited as an example a pair of Jimmy Choo shoes that typically would cost \$700 elsewhere but would cost about \$200 at her store. "We just want to give people high-quality clothing and other items, introduce some big brand names and be able to let people buy those things at prices they can afford," Attermann said.

She added that the target customer age group is 20 to 25 and older.

The opening of Manhattan

Finds represents a \$50,000 investment. She has one employee for the 900 square foot store and hopes that shoppers downtown — particularly at City Creek Center — will wander over and discover her shop.

"I just think it's a good spot to be in right now," Attermann said. "Downtown is really coming alive. I think people are going to be shopping down there a lot. There's a really good vibe and it will have a lot of upscale shopping."

Manhattan Finds is the first retail venture for the Salt Lake City native. "It's been a lot of

work but I'm also having a lot of fun. It's what I've wanted to do. I feel like I'm getting to do what I enjoy and what my passion is," she said.

"I've been a stay-at-home mom the past 16 years. I've traveled with my husband to Manhattan and traveled to L.A. and other places and I've always loved to go into the consignment stores, and that kind of inspired me. When you go consignment shopping, you always find something different, something unusual. That's the fun of consignment shopping. And it's also recycling, which is the thing to do right now."

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Unified Fire Authority buys 82,000 square foot building

The Unified Fire Authority, a Salt Lake area organization that serves the communities of Alta, Cottonwood Heights, Draper, Herriman, Holladay, unincorporated Salt Lake County, Riverton and Taylorsville, has purchased a building that will serve at its new logistics center.

Currently located in about 38,000 square feet of leased space at 2561 S. 600 W., the authority has purchased an approximately 82,000 square foot building at 6726 S. Navigator Dr., West Jordan, where it plans to be operable in June, according to public information officer Capt. Cliff Burningham.

Roughly 7,800 square feet of the new facility will serve as office space, with the rest being devoted to warehousing, he said. The

authority's logistics warehouse will be located there, providing day-to-day commodities — from laundry soap to personal protection equipment — to the authority's many fire stations. Also making the move will be a Federal Emergency Management Agency (FEMA) office and an urban search and rescue team, one of 28 federal teams disbursed around the country. Its largest local sponsor is the authority, in partnership with the Salt Lake City Fire Department and the Park City Fire District, Burningham said.

"What this [new location] gives us that we have not had in the past is indoor storage for our reserves, fire apparatus, engines, ladder trucks, ambulances as well as our seasonal and other special vehicles that we don't necessarily use on a daily basis in a fire station," he said. "That's a big win for us."

He said purchase of the building was budget neutral, as it would have cost the same amount to lease than to purchase. The authority purchased the West Jordan structure with the assistance of Commerce Real Estate Solutions.

Vest Pocket Business Coalition hires director

The Vest Pocket Coalition, Salt Lake City, has hired Matt Monson as its new executive director. Monson comes to Vest Pocket with experience promoting local business with Local First Utah, and prior to that as a local business owner. He is an adjunct fashion professor at Salt Lake Community College and is

the creator of the Salt Lake City Fashion Stroll.

Monson also holds a B.S. degree in communication technology and marketing from the University of Utah.

The Vest Pocket Coalition is committed to strengthening Utah's independent entrepreneurial culture.



Construction is under way at the Lotus Apartments, a contemporary 84-unit apartment complex to be located at 338 E. South Temple in Salt Lake City. Developed by Lotus Equities, the facility will be comprised of four-and-a-half levels of one and two bedroom units above a two story parking structure. Designed by architect Eric Tuttle of Tuttle and Associates, the project will feature an outdoor pool, a roof plaza equipped with outdoor seating and barbecues and four stories of landscaped walls. Each unit will offer a garden tub with granite surround, and granite countertops in kitchens and baths. Kier Construction is serving as general contractor. Completion is scheduled for May of 2013.

230-unit storage facility to be built in Magna

General contractor Knowlton General, Bountiful, plans to break ground in May for a 230-unit self-storage facility in Magna.

Magna Safe Storage will be located on 1.85 acres at approximately 7266 West and 3500 South and should take five to six months to build, said Brian Knowlton, general manager of Knowlton General. Units in the approximately \$2 million facility will range from about 10 x 10 feet to 12 x 40 feet, he said. While none will be climate-controlled, some will be large enough to accommodate recreational vehicles and all will be fully secured with cameras and keypad access. There will be a manager on site. While the facility will not be open 24 hours per day, it likely will close at 10 p.m. during the winter months, midnight during clement weather, Knowlton said. Rental rates will be competitive.

Financing is being provided by Brighton Bank. Knowlton General has constructed several self-storage facilities along the Wasatch Front.

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• Industry Briefs •

ARTS/ENTERTAINMENT

• The **Salt Lake Film Society** is looking to **replace all 1,100 seats in the six theaters** at the Broadway Centre Cinema, located at 111 E. Broadway in downtown Salt Lake City. The theater is used by an estimated 250,000 annual moviegoers. Upgrading the seats, however, is dependent upon raising \$54,000 by the end of March. Matching funds for the required cost of upgraded seats have been secured, and supporter George Smith of US Development is assisting with the installation costs, making every dollar contributed reach twice as far. Donations in any amount are currently being accepted, and contributors who give more than \$500 will be thanked by having their name placed on a seat in the Broadway Centre Cinema's largest auditorium. Other donation levels offer benefits that include free annual society memberships, T-shirts and more. Donations can be made at Broadway Centre Cinema, online at www.saltlakefilmsociety.org/creature-comforts/ or on the society's Facebook page.

ASSOCIATIONS

• The Utah chapter of the **Society of Marketing Professional Services** will hold its **annual charity golf tournament** at the Valley View Country Club on June 8. Proceeds will benefit the Children's Justice Center of Salt Lake County. To view details of this event, including sponsorship opportunities and registration, visit <http://www.smpsutah.org>.

BANKING

• Members, employees and the board of directors of **Pocahy Family Credit Union**, Pocatello, have voted to merge with **Mountain America Credit Union**. Pocahy Family Federal Credit Union is a \$15.3 million institution with 2,250 members. The merger is scheduled for April 1. However, Pocahy Family members can convert their accounts to Mountain America early.

• **Wells Fargo** is celebrating 160 years of doing business with donations and volunteer activities across Utah and the country. The bank is **donating \$160,000 to nonprofit organizations in Utah** and Nevada. In Utah, Wells Fargo is giving \$80,000 to five local charities: Alliance House: \$16,000; Boys & Girls Clubs of Greater Salt Lake: \$16,000; Friends of the Coalition: \$16,000; Holy Cross Ministries: \$16,000; Rape Recovery Center: \$16,000.

• **Seacoast Commerce Bank**, based in Chula Vista, Calif., has **opened a Small Business**

Administration loan production office at 2825 E. Cottonwood Parkway, Suite 500, Salt Lake City. Eric Wadley will manage the office. Wadley, SBA business development officer, has more than 17 years of banking experience, predominately in the SBA lending industry, all in Salt Lake City. Wadley is a lifetime resident of Utah and a graduate of the University of Utah. The office primarily will handle loans in the Salt Lake City/Park City area south to St. George. David H. Bartram, Seacoast's executive vice president and SBA division manager, said Seacoast's primary focus is helping small businesses looking to buy, refinance, construct or expand their own facility. Loans range from \$100,000 to \$4 million and are across all industries except for financing motels or gas stations. Bartram said the company selected Utah for an office because of Wadley's talent and success, plus the fact that Utah "has not had the highs nor the lows" in real estate prices in recent years compared to other parts of the country. Seacoast has a centralized processing center in San Diego and has other loan production offices in Bellevue, Wash.; Phoenix; Las Vegas; Dallas and five locations in California. It is the nation's 18th-largest SBA lender.

COMPUTERS/ SOFTWARE

• Lindon-based Internet security firm **DigiCert Inc.** received the **"Best Practices" award** from global analyst group Frost & Sullivan for Customer Value Enhancement. DigiCert was recognized above other companies in its industry for its focus on flexible, value-added features for its customers as well as industry leading customer support. DigiCert's customer-centric focus leads to a high repeat customer rating and strong customer loyalty and ratings. DigiCert secures connections on the world's most popular Web pages and is the world's third-largest issuer of high-assurance digital certificates.

CONSTRUCTION

• Architectural and structural systems solutions company **Steel Encounters Inc.**, Salt Lake City, has promoted **Ann Tarancon** to engineering supervisor. She brings more than 31 years of experience to the role, 15 of them with Steel Encounters. Previously, Tarancon owned a specialty subcontracting firm, as well as working as a drafter, estimator, project engineer and project manager.

• On March 13, West Valley City-based **Hunt Electric** reached **two million man-hours worked without a lost-time accident.**

Hunt Electric employees have worked over four consecutive years without any job-related injuries that have resulted in time off. March 13 also marked the day Hunt Electric received news of being granted this year's Associated General Contractors of Utah's Platinum Level Safety Award. It is the highest level of award given by the AGC, honoring construction firms that are 25 percent below the combined averages of the OSHA Total Recordable and Lost Time Incidence Rates, and the average (1.0) EMR.

• **FMI**, the largest provider of management consulting and investment banking to the engineering and construction industry, released its first quarter **2012 Construction Outlook Report**. FMI's forecast for total construction put in place in 2012 is a 5 percent increase compared to 2011, or \$826.3 billion. The last time construction put in place was at this

level was 2000-2001. Projections indicate a 4 percent increase in nonresidential buildings for 2012, topping \$341 billion, with slightly higher growth in 2013 to \$361 billion.

ECONOMIC INDICATORS

• **Forbes** magazine ranked **Heber City** No. 5 on its list of **America's fastest-growing small towns**. Heber's population rose 14.6 percent to 23,530 between 2007 and 2010, and residents have a median income of \$65,204. Heber City was the only Western U.S. location listed in the top five and the only Utah municipality in the top 10.

• The **Ogden-Clearfield** area has been rated the **second worst in the nation in terms of how much female employees make** by the 24/7 Wall Street, which reported that women's pay as a percentage of men's in Ogden-Clearfield is 64.4 percent. According to the report, the median income for men in the area is \$51,766, while that of women is \$33,331. "Utah, on the whole, performs poorly compared to other states with regards to equal pay, ranking third-worst in the country," according to the report.

• **Utah is the eighth best state in which to earn a living**, according to MoneyRate.com's 2012 Best States to Make a Living list. Virginia tops the list while Hawaii is at the bottom. According to **MoneyRate.com**, Utah's adjusted average income is \$39,250 while Virginia's is \$43,677 and Hawaii's

is \$22,394. MoneyRates.com used four factors in its analysis: unemployment rates and average annual wages from the U.S. Bureau of Labor Statistics, state income tax rates from the Tax Foundation and cost of living data from the ACCRA Cost of Living Index. Starting with each state's mean annual wages, the figures were adjusted in accordance with tax rates, unemployment rates and cost of living figures. The resulting number is the adjusted average income figure used in the rankings.

• **Utah** has an estimated **66,300 women-owned firms**, employing 57,400, according to the American Express OPEN State of Women-Owned Businesses Report, a comprehensive study released March 21 analyzing data from the U.S. Census Bureau. Nationally, the number of women-owned businesses has increased by 54 percent since 1997. Utah is ranked 15th (57.9 percent) in growth of the number of firms over the past 15 years and fourth (123.6 percent) in growth of firm revenue between 1997 and 2012.

ENVIRONMENT

• Natural gas usage is expanding in Utah thanks to a combination of grants and loans the Department of Environmental Quality's **Division of Air Quality** awarded to several entities, including Salt Lake City and the University of Utah. DAQ has awarded a total of \$249,440 in grants and another

continued on page 9



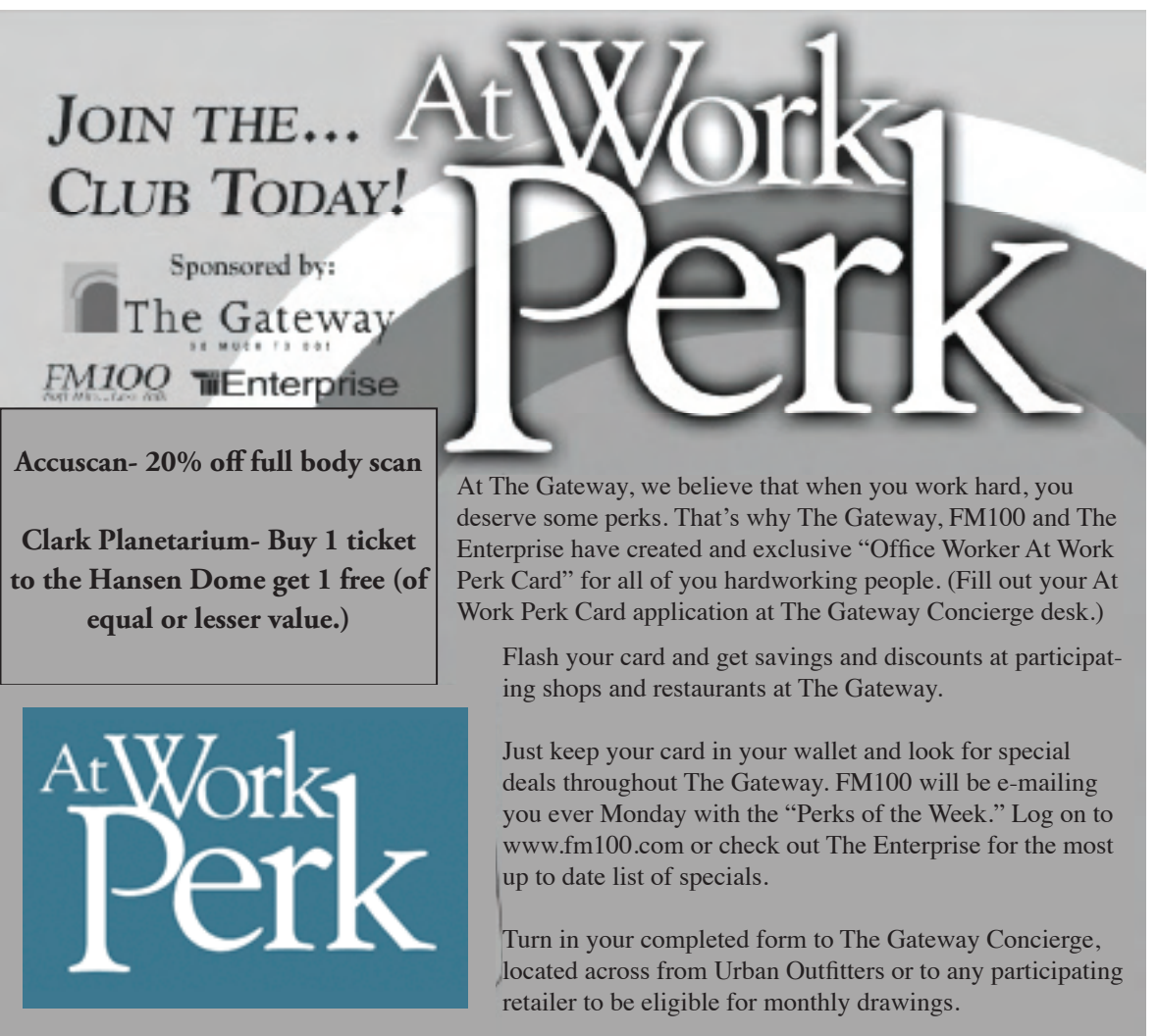
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Ten practical recommendations for terminating an employee

“Would you rather get a bullet to the head or five to the chest and bleed to death?”

This is what Billy Beane (played by Brad Pitt) in the movie “Moneyball” tells his staffer, Peter Brand (played by Jonah Hill), on how to fire someone.

Unless you are Donald Trump on “The Apprentice,” firing an employee may be the hardest thing you will have to do as a manager. Before terminating an employee, get advice from a human resources expert or employment lawyer to make sure you are compliant with state and federal laws, as well as company policies, whether

set by common practice or formally laid out in an employee handbook. Assuming this person is an “at will” employee, here are 10 practical recommendations for terminating an employee.

• **Don’t put off the decision.** Sometimes employees who really *should* be fired for legitimate, non-discriminatory reasons keep their jobs because the employer is too afraid of being sued, especially if the employee has a reputation for being difficult. However, problem employees are costly in terms of lost productivity and reduced morale of other employees. Exercise particular caution and consult an employment attorney or human resources expert when deciding to terminate “high risk” employees, including employees in a protected class (e.g., over the age of 40, female, minority, disabled); who have complained or filed a claim; are on medical, military, or other protected leave; and who show violent tendencies.

• **Check your paper trail.** Unless the employee is being terminated for gross misconduct such as theft, the use of intoxicating substances at work, harassment, or discriminatory conduct, lay the proper groundwork before terminating an employee. Provide honest performance evaluations at

regular intervals, conduct fair and thorough counseling and discipline before terminating an employee for misconduct, follow your company’s progressive discipline procedures, if any, and document every decision. If you provided glowing evaluations to a problem employee, it is better to not suddenly terminate the employee for a relatively minor mistake after years of good evaluations. Why? The employee has no reason to believe termination was due to poor performance; therefore, a likely conclusion is that there was an improper motive for the decision. Instead, start accurately documenting the employee’s performance problems from this day forward. No matter how justified you are in terminating an employee, doing so does you absolutely no good if you do not have any evidence to support your decision. Finally, document the actual termination.

• **Meet face to face.** Do not fire an employee using any electronic method — no texts, e-mails, IMs, voicemails or phone calls. Not only is it discourteous but also incites angry employees to sue you to regain their dignity. Hold the meeting in a private office or conference room, ensuring there

will be no telephone or other interruptions. Be respectful, assertive and professional.

• **Have a witness.** Have a witness present, preferably another member of management, when an employee is terminated in case the employee becomes hostile or later misconstrues your words or makes false accusations. Consider having both a man and a woman at any termination meeting.

• **Keep it short.** A termination meeting is not the time to make small talk. Any small talk will provoke resentment when the employee relives the conversation later. Generally the meeting should last between five and 15 minutes.

• **Get right to the point.** Simply state the employee is terminated effective immediately. Do not lie to employees about why they are being terminated, since a lack of straightforwardness may provoke suspicion. You can use euphemisms such as “The company has decided let you go” if you desire, but vague clichés promote misunderstandings. For example, if you tell an employee he is being “laid off,” he may think there is a chance of getting his job back when business picks back up. Explain that the termination is “for cause,” and do not cite “job elimination,” “economic reasons” or “lack of work” when discharge is for poor performance. Your desire to avoid confrontation can later be used as evidence of pretext in a discrimination lawsuit.

• **Don’t apologize.** If you say you are sorry for having to terminate the employee, the employee may interpret that as you thinking you are in the wrong. Express

regret that things did not work out, but do not apologize for taking an action the company has deemed best. Though you may genuinely feel badly, avoid apologies.

• **Explain financial matters.** Know your state’s unique laws about when final paychecks must be paid, what must be paid and how an employer can dock an employee’s pay. Utah requires final wages be paid within 24 hours if the employer terminates the employee (next pay period if the employee resigns). While not legally required, pay the employee at the time of discharge to lessen the sting of bad news.

If the employee is a “high risk” employee, consider offering a severance agreement wherein the employee signs a release of liability in exchange for a severance payment. You cannot force an employee to sign a release, but you can give them a strong financial incentive to do so. Have an attorney draft the severance agreement (takes about one hour) because it must contain specific language to be valid. Give the employee an opportunity to consult their own attorney if they desire.

• **Collect and protect company property.** At the termination meeting, ask for office keys, key cards, credit cards, badges, cell phones, laptops and any other company-owned equipment or supplies. Have your IT team terminate the employee’s access to your electronic systems such as e-mail, Intranet, company cell phone, and so forth, during the termination meeting or slightly before to prevent sabotage and proprietary information being stolen by an upset employee. Either

have the employee’s personal belongings mailed or accompany the employee to their work area to pick up any personal items before escorting the employee to their car. It is best to minimize the contact the employee has with your other employees at the work site to avoid disruption and help maintain the employee’s dignity.

• **What to tell others.** Tell the other employees about the termination right away, but keep the details confidential and maintain the terminated employee’s privacy. Saying, “Joe no longer works here” may be an appropriate way to communicate the news. Reassure the remaining employees that their jobs are not in danger, reassign responsibilities and offer to talk with employees in private if they have specific concerns.

It is impossible to anticipate every scenario you, the employer, may face, and answer all potential questions about terminating an employee, but these recommendations will help make the termination process more professional, less painful, and minimize legal exposure.

Katherine E. Judd is an attorney at Clyde Snow & Sessions. She represents businesses and private individuals in a variety of litigation matters including employment, contract and civil disputes. Before joining Clyde Snow, Judd clerked for the Hon. Dee Benson at the United States District Court for the District of Utah. Prior to becoming a lawyer, Judd was employed in human resources at General Electric and Yellow Freight (now YRC) where she gained extensive experience with employee issues and compliance with state and federal regulations.



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GOVERNMENT

• Salt Lake City Mayor **Ralph Becker** is inviting the public, business owners, builders and developers to a free workshop and conference on March 29 from 8 a.m. to 12:30 p.m. at the Grand Hall at Utah Fair Park to **explore the ways the new, multi-use corridor of North Temple**, soon to be home to a new TRAX line, **may contribute to the future development of North Temple.** Becker will join local and regional speakers in presenting on Transit Oriented Development issues and

participants will also be able to take part in a moderated panel discussion focused on the future of the North Temple business district. The event is free and open to the public. Participants can register for the event online at www.slccgov.com/ntc. More information on the conference can be found at www.slcclassic.com/northtemple or by calling (801) 535-6230.

HEALTH CARE

• **IASIS Healthcare** has released a **mobile app** for smart-

phones and iPads that instantly provides users with up-to-date ER wait times at all IASIS hospitals, along with physician directories and GPS-enabled directions. The app is available for free download at Apple's App Store and Google's Android Apps Market. IASIS Healthcare operates four hospitals in Utah – Salt Lake Regional Medical Center, Davis Hospital and Medical Center, Jordan Valley Medical Center and Pioneer Valley Hospital, a campus of Jordan Valley Medical Center.

HOSPITALITY

• **Country Inns & Suites By Carlson** has selected **Grant Dahlstrom**, general manager of the Country Inn & Suites By Carlson Bountiful, with the **2011 General Manager of the Year Award.** The award is presented to the general manager who has provided the highest standard of leadership, particularly in the areas of sales and profit achievement, guest service, green initiatives implementation, charitable giving and community

continued on next page

\$100,000 in loans from the **Clean Fuels Grant and Loan Program** to help six entities purchase natural gas equipment or expand natural gas refueling stations along the Wasatch Front. One of the grant recipients, Momentum Recycling, a small, family-owned business, will use its \$35,308 grant to purchase CNG vehicles for their recycling collection services. Allied Waste received \$30,000 to purchase a CNG refuse vehicle that provides recycling collection services to organizations in the Salt Lake Valley. Salt Lake City Corp. received \$70,000 to purchase one CNG street sweeper and one aerial tower truck. Transfuels LLC got \$70,000 to purchase LNG refueling equipment. The University of Utah received \$44,132 to purchase four CNG buses. Uintah Commercial Investment, dba CNG America, received a loan of \$100,000 for the purchase of CNG refueling equipment.

• **Overstock.com Inc.**, a Salt Lake City-based online discount retailer, has been named one of the Salt Lake Chamber's first **Clean Air Champions.** The Clean Air Champions program is designed to help Utah businesses enhance their commitment to clean air and benefit their bottom lines. Overstock.com is one of the first 16 organizations to be included on the Clean Air Champions list. The others are Rio Tinto, Hale Centre Theatre, UPS, Salt Lake City, Enterprise Rent-A-Car, Ray Quinney & Nebeker, Economic Development Corp. of Utah, Utah Department of Environmental Quality, Questar, Intermountain Health Care, Federal Reserve Bank, Salt Lake Chamber, Penna Powers Brian Haynes, ARES and USANA. Businesses and organizations can become Clear Air Champions by enrolling in the program at www.cleanairchampion.com and indicating practices already in place or by implementing new clean air programs.

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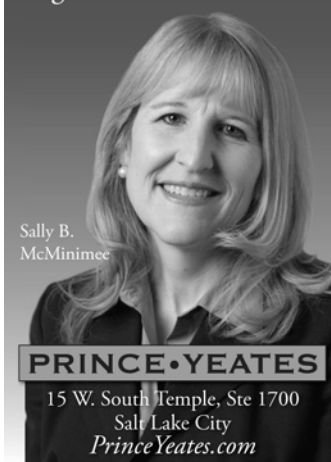
involvement. Dahlstrom started
in the hospitality industry in 1985
working as a front desk clerk at
another hotel company. Having
worked in Idaho, Colorado and
Illinois with various hotel brands
during his career, he has been
with the Country Inn & Suites in
Bountiful since September 2005.

LAW

• **Eric Nielsen**, an attorney in
Snell & Wilmer's Salt Lake City
office, has been appointed as a
member of the **Salt Lake County
Clark Planetarium Advisory
Board**. Nielsen will serve on the
advisory board for a period of
three years. The Clark Planetarium
opened in April 2003, replacing
Hansen Planetarium, with a
grant from the Clark Foundation
in cooperation with Salt Lake
County. Hansen Planetarium
opened in 1965. Nielsen's practice
is centered on IP counseling—in
particular, the design and imple-
mentation of business driven strat-
egies to identify, protect, defend,
enforce and otherwise build value
around IP assets, including pat-
ents, trademarks, copyrights and
trade secrets.

• **Durham Jones & Pinegar**
shareholder **Michael F. Leavitt**
was recently elected as the new
Utah State Bar Commissioner
for the Fifth Division, represent-
ing attorneys in all of southern
and most of eastern Utah. His
term begins July 1. Leavitt is a

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litigator in Durham Jones &
Pinegar's St. George office, spe-
cializing in construction and real
estate disputes, and representing
creditors in bankruptcy. He previ-
ously served as president of the
Southern Utah Bar Association.

• **Jones Waldo** has added
new associate in its St. George
office and a new marketing
assistant in the Salt Lake City
office. New associate **Thad
D. Seegmiller** earned his J.D.
from the University of Montana
School of Law in Missoula and a
business management degree
from Brigham Young University.
Prior to joining Jones Waldo, he
was with Seegmiller Law in St.
George. **Whitney Roseborough**
has joined Jones Waldo as a mar-
keting assistant. Roseborough
previously worked for an Internet
advertising company after earning
her bachelor's degree in com-
munications from Westminster
College, attending on a volleyball
scholarship.

MANUFACTURING

• Provo-based **Tahitian
Noni International** received the
**Worldwide Direct Selling Award
for Best Wellness Product** from
the Obtainer Media Group for
their biotopical line—the Defy Age
Intervention System. The Obtainer
Award for Product Innovation
and Performance—Best Wellness
Product is awarded to companies
with a strong and effective core
product range, and recognizes
outstanding product performance.
The Obtainer Worldwide Awards
consist of 13 categories, and were
created to recognize excellence
and outstanding achievement in
the Direct Selling industry. The
selection jury was comprised of
senior members of the Obtainer
Media Group editorial team.

MEDIA/MARKETING

• **Scott Anderson** has
launched **billwheels.com**, Murray,
in an effort to get advertisers to
place their promotions on the
spare wheel tire covers of SUVs.
SUV owners would rent their tire
covers to advertisers. Anderson
can be reached at (801) 815-7201
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NONPROFIT

• Provo resident and founder
and CEO of Domo **Josh James**
has been elected to the **Save the
Children's** board of trustees.
He will serve a one year term.
James joins a team of 33 trustees
representing the academic, cor-
porate, entertainment, financial,
and political sectors. Save the
Children is an independent orga-
nization serving children in need
in the United States and around
the world.

REAL ESTATE

• **Scott Pirraglio**, a real
estate sales professional in Salt

Lake City, has recently joined the **Keller Williams Realty Salt Lake Market Center**. A native of Park City, Pirraglio has an extensive background in resort hospitality/property management and has been indirectly affiliated with the real estate industry for more than 20 years. The Keller Williams Salt Lake Market Center is located at 1214 E Wilmington Ave., Suite 200.

• **LendingTree LLC**, the nation's leading online source for competitive loan offers, has rated **Utah as having the sixth healthiest housing market in America**. This is according to its Healthiest Housing Index, a state-by-state ranking of housing health. Evaluated and weighed by seven critical housing market elements, the index ranks 48 states and Washington D.C. to evaluate the combined effect of the seven elements using a LendingTree proprietary model. The elements are debt-to-income ratio, unemployment rate, home ownership/vacancy, percentage past due, foreclosure percentage, loan-to-value ratio and equity. North Dakota has the healthiest housing market, according to the index, while

Nevada has the least healthy.

• **Montage Residences Deer Valley** has sold an **unfurnished four-bedroom, five-bath residence for \$8.25 million**, marking the 16th sale in 15 months. The firm said the pace is unrivaled among mountain destinations in North America. The 6,858 square-foot residence is the largest offering and sits atop the Craftsman-style Montage Deer Valley, with ski-in, ski-out access to Deer Valley Resort. The remaining homes for sale at Montage Deer Valley range in size from one to five bedrooms with floor plans from 1,225 to 5,400 square feet, and are priced from \$2 million to \$11 million.

RESTAURANTS

• **Corner Bakery Cafe** is slated to open a **new Draper location** on April 2. It will be located at 264 E. 12300 S., next to Smith's Foods. The first 100 guests through the doors at 7 a.m. will receive free coffee or soda for a year. This location is the first in Draper and the third in the Salt Lake City metropolitan area, all owned and operated by Ron Bagley, president of Cornerstone Foods,

and his partner Russ Wilcox. They have signed an agreement to open a total of eight stores by the end of 2014.

RETAIL

• **Lifetime Store**, a retail factory outlet store showcasing the products of Clearfield-based Lifetime Products, including playsets, sheds, kayaks, basketball hoops, tables and chairs, is celebrating the **re-opening of its store** at 5296 S. Freeway Park Dr. in Riverdale. Special pricing will be in place through the end of the March. The Riverdale Lifetime Store closed on Christmas Eve for an extensive expansion and complete store remodel. The store acquired an additional 1,700 square feet of indoor showroom area and expanded its outdoor display space by 3,500 square feet. Lifetime Store, formerly known as Backyards Inc., opened its first store in 2007 in the Freeport Center in Clearfield. Today, it has five retail locations in Clearfield, Draper, Orem, Riverdale and Salt Lake City.

• **Hapari Swimwear**, American Fork, has opened a **new**

location at 275 W. 200 N. in Kaysville, marking the firm's second location. Hapari was initially founded to offer swimwear that was both flattering and stylish for any body type, and from 2010 to 2011 the company saw 68 percent growth in online sales. The new retail outlet is an opportunity for Hapari to continue its growth through other channels. The company also offers its swimwear through wholesale distribution to other domestic and international retailers.

TRANSPORTATION

• **American Stone**, located at 2100 N. 1200 W. in Lehi, recently **added U-Haul truck and trailer rentals** to its stone landscaping and masonry business. American Stone can now offer its customers

a variety of moving equipment and supplies designed specifically for moving household furnishings, including moving vans, open trailers, closed trailers, furniture pads, appliance dollies, furniture dollies, tow dollies and auto transports. American Stone also will offer sales items to protect their customers' belongings and make moving easier, such as heavy-duty boxes, which are made of up to 90 percent recycled content and are available in a variety of sizes.

• The Woodlands, Texas-based **FleetPride Inc.**, which bills itself as the nation's largest independent aftermarket distributor of heavy-duty truck and trailer parts, has **opened a new 8,000 square foot location** at 3200 S. Bouwhuis Dr. Suite 1, West Haven. FleetPride now has four locations in Utah.

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What has the last 20 years taught be about the next 20?

I'm celebrating my 20th year of writing about sales, networking, loyalty, trust, attitude, leadership, business social media and personal development.

My core of information transformed into a body of work that includes 11 books – all bestsellers. I did it while you were watching TV. I chose to write instead of watch.

Last week I began the celebration by talking about what's to come in the evolution of the selling process, and how it will affect you and your sales for the next 20 years. I will continue with more this week and next. If you missed last week, go to Gitomer.com and enter "twenty" in the GitBit box.

Here's the continuation of what's new and what's next:

6. Value-based messages. Any message you're sending must provide value to the customer or it will be deleted. Any tweet. Any blog post. Any business Facebook post. Any YouTube video. Show me the value.

7. Value first. "Value-added" and "value-add" are dead. Those words assume you have to buy something in order to get any value. I am all about providing value in advance of a purchase. (It's been working for 20 years.) There are "experts" who warn against giving "unpaid consulting." Those people are idiots. Value first allows your customers to like and respect you as a person. Here's what I have found to be an unwavering, ultimate truth: The more you give, the more you get. The more information you give away, the more business you receive.

8. Buying motives. My trademarked first rule of selling is, "People don't like to be sold, but they love to buy." If you're looking to be a top 5 percent salesperson, uncovering buying motives is the only way.

9. Business social media. It's the single biggest business imperative of this decade. Here are the minimums that make you a "player." A thousand people who "like" your Facebook *business* page. (Have two pages: one personal, one business.) Five hundred Twitter followers who receive at least one value tweet a day. Five hundred connections on LinkedIn. This makes your profile page look like mine. Twenty-five videos on your YouTube channel that include vital information, ideas, thoughts and testimonials. Now is the time to get serious about this new business strategy. I have, and it's working far beyond my expectation in both exposure and remuneration.

10. Face-to-face. Live networking is still the most viable non-Internet prospecting strategy. Ten hours a week is the minimum.

11. Community social. Attend the ball, the charity event, the fundraiser, the theater and the ball game.

Be seen and known as a community supporter.

12. Find the link. When you meet someone face-to-face, it is important to find something in common. When you do, the relationship deepens and becomes more relaxed at the same time.

13. YouTube. YouTube gives me visibility, credibility and global exposure. For minimal investment. At this writing I have exceeded 2.3 million views on the BuyGitomer channel. Got yours?

14. Internet promotion. What are you waiting for? Your marketing department? Your lawyers? The Internet is looking for human beings, not employees. Change your hat. Master your online presence.

15. Personal website. No longer an option. Register yourname.com tonight. Start your personal website today. Start with a one-page site that presents your philosophy of how you treat customers.

16. Blog. This is a personal way to convey thoughts, ideas and stories. Better than Facebook, blogging is more professional and more personal. If done correctly, you can level the playing field with *The New York Times*. Many people have.

17. E-zine. My weekly e-mail magazine, *Sales Caffeine*, now 10 years old, plays an integral role in conveying my value messages. In a decade, it has transformed from a message into a business. Start sending a weekly, value-based e-mail to your customers this week. Share your ideas. Share your wisdom. Your customers will like you, love you, respect you, refer you and continue to buy from you. Mine have.

18. Reputation. Reputation of the salesperson is MORE IMPORTANT than reputation of the company or the product. What are you known as? What are you known for? What's your image? What's your Google image? What's your social image? All of these elements turn into ranking and reputation. And it is visible to all – good or bad.

Out of space (again). The balance will appear next week. And keep in mind, this is not a "list of things." It's a challenge manifesto. To you.

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

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Jeffrey Gitomer

Use credit strategically as the recovery gains strength

The significant tightening of business credit brought by the recession has begun to lift, with a recent analysis of FDIC data by the Investigative Reporting Workshop finding five straight quarters of increasing overall commercial and industrial lending by banks.

As the credit squeeze eases with improving economic conditions, lenders remain cautious in their underwriting, however, even as interest rates remain at near-record lows. Consequently companies seeking to ride the recovery, as uncertain and erratic as it may admittedly seem at times in the short term, must be strategic in their use of credit.

External Financing

Managing your company effectively and growing strategically as you shift from defense to offense may depend on the quality of credit you can access more than on any other factor. And this often comes down to a question of how you manage your creditworthiness before reaching out to potential lenders to finance an expansion of facilities, capabilities, intellectual property, equipment, inventory or staff. It is a good idea to start by taking a close look at the following:

Once you have actualized an expansion plan to achieve any of these growth measures, take a practical and honest inventory of internal resources needed to take on the additional debt you seek.

Review your staff resources to administer and pay back a lender, including the expertise to fulfill covenants consistently and reliably.

Realistically assess the cash flow your company has available to serve both existing debt and the new debt you seek.

Analyze your leverage ratio, before and after borrowing, as preparation for possible additional borrowing should contingencies or unexpected opportunities arise.

This last consideration deserves underscoring, and some perspective. When business credit tightened initially, many companies found they were overleveraged and had no financial cushion to ride out deteriorating conditions. When sales and cash flow faltered, their debt service became unsustainable. Ensure that your company has sufficient, and sufficiently liquid, reserves to bridge temporary shortfalls.

Also, before borrowing, plan out your exit strategy, which means more than just the simple injunction to borrow only what your company can pay back. Be clear about how your company will pay back the new debt, taking into account possibilities such as appreciation in your collateral value or in cash flow, or the possible availability of a strategic take-out loan at better terms than currently apply. If your company has multiple credit facilities in place, be strategic about allocating resources to pay them down. Paying early may deprive your company of needed strategic reserves.

Finally, strategically match new credit to new needs. Review the initial purposes for which you obtained term loans or lines of credit and reassess how suitable your existing credit exposure remains in light of current needs and plans. Then choose the form of credit that best fits current conditions, your exposure and your business objectives. Work with an experienced business banker to engineer the most appropriate financing for your company's current cash position and future plans.

Work with your banker to determine whether debt or equity is most advisable, given your

ownership structure, management and business type.

Internal Financing

Your company may have internal financial resources available for powering growth. Identifying and using those resources can extend the effectiveness of such external financing as debt.

Strategically use profits. Allocate them to those product lines, services and investments that bring the greatest return. This may sound overly conservative, and to some it may seem to preclude taking prudent risks in new product development and other initiatives. But these are times when careful resource allocation pays off.

Enhance cash flow. Accelerate income by tightening your payment policy with customers, demanding deposits or cash up front, or offering discounts for prompt payments. Consider raising prices or increasing fees – but carefully, to preserve customer loyalty. Decelerate outgoing payments through negotiations or requesting discounts for paying promptly. Calculate and balance the value of the float against the need to preserve the goodwill of your suppliers and vendors.

Craft strategic alliances. Similar companies can form marketing alliances to highlight the value of their products and services, and companies can cross-sell one another's products, enhancing the attractiveness of both to new customers.

Explore non-debt and non-equity financing. You can use accounts receivable funding/factoring, equipment leasing or purchase-order funding to raise capital; retailers can obtain cash advances against future credit card purchases.

Expand products or services. Choose expansions that make strategic sense with your company's existing offerings.

Buy efficiency. Concentrate on your core business and outsource non-income-producing activities from your back office.

Rely on professionals. Financial and business advisors can supply the expertise your company may lack, providing guidance on expansion as the economy recovers, and how to finance it.

Jill Taylor is president of KeyBank's Utah district. In this position, she is responsible for growing KeyBank's client base in Consumer Banking, Business Banking, Private Banking and Commercial Banking. She also partners with the sales managers of KeyBank's Community Development Bank, Key Investment Services and Key Wealth Management Group to ensure the seamless delivery of those products and services to clients in Utah. She can be contacted at (801) 297-5835.

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Jill Taylor



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Learn and Live

To be successful at sales you must first capture the attention of your prospect

Salespeople spend their days contacting, presenting to and selling to buyers. Contrary to what some people believe, buyers are not sitting on the edge of their chairs just waiting for salespeople to stop by and sell their wares. Buyers have important things to do, the least of which is listening to another salesperson's story. Typically, spending time with a salesperson is not on the top of any buyer's prioritized daily task list. Your presentation to a buyer might be the fifth or sixth presentation they have heard that day, and their attention span is well below the threshold of human endurance. They will patiently listen in body, but their mind, interest and feelings are far spent. Still, other buyers may have more pressing matters on their weary minds and their brain cells are in critical overload. We have all been there and, out of sheer habit, persisted with our presentation in the face of utter hopelessness. Then we move on, having performed our sales duty.



Tim Huffaker

I remember as a young father trying to capture the attention of my four-year-old son. He was an active and inquisitive child; his mind went a mile a minute and his attention span was shorter than his nose. I would say something to him or call out his name and get no more response from my actions than if I were talking to a rag doll. I discovered over time that I needed to get his attention and cause him to focus on me before he could hear and comprehend what I was saying. I would reach out my hands and press his little head gently between my open palms, then turn his head so his eyes were looking directly into mine and say, "Listen to my words."

Don't you sometimes wish you could do that with a buyer?

Once I had my son's attention and his eyes were focused on mine, he had an uncanny ability to hear, understand and take action on my words. As long as I had my young son's attention, we could communicate. As quickly as his attention was lost, communication was lost. I learned a valuable lesson from my child, one that I learned to adapt and apply as a salesperson. If our message is to be understood and acted upon, we must first capture the attention of the buyer. It is not acceptable to believe that just because we are in their presence we have their attention. We may be in their physical presence, but their minds are miles away.

It is not acceptable to reach out and turn the face of a buyer to focus on our eyes. However, we can do the next best thing: we can capture their attention with an appropriate prop and dialogue. We can present them with something that is so compelling they will not blink or think a stray thought until we have explained our "attention-getter." The attention-getter has three main purposes: (1) capture attention (2) provoke interest (3) get them to want to hear more. Imagine, even after listening to half a dozen salespeople in the same day, capturing the attention of a buyer and causing them to mentally engage with every word you speak!

Let me give you an example of what I mean. One of my clients worked for a moving and storage company. A typical home-

owner who was planning to move or relocate would call three or four moving companies to get quotes for the packing and transportation of their household goods. For the most part, homeowners choose a moving company based on lowest price. My client used an attention-getter to capture the attention of the prospect and to focus on quality, not just price and to set themselves apart from all the other companies quoting the move. The attention-getter went like this:

After greeting the homeowner and an introduction, the salesperson would explain to the homeowner the process they would be going through to prepare an estimate for moving their household goods. The salesperson would explain that they needed to walk through the home and identify all large items, calculate cubic volumes and weights, factor in all specialty items, packing times, etc. Once the initial walk-through was completed, they would review the results with the homeowner to ensure nothing had been missed. During the few moments the salesperson was giving this explanation to the homeowner, he was wrapping a champagne glass he had removed from his pocket in some packing material. Then he placed it in a small box, sealed it, and handed it to the homeowner.

Now the homeowner was watching with great interest, but was not too sure of the salesperson's intent. He would ask the homeowner to throw the package outside onto the driveway or sidewalk. There was always a slight hesitation because the homeowner knew what had been placed in the box. The salesperson would insist. After the box was thrown the salesperson would then walk out to the driveway and pick up the package. As he unwrapped the package, he would tell the homeowner about *Bob* and *Fred* who would be doing the packing and handling of their household goods if their company were fortunate enough to earn their business. He would explain that *Bob* and *Fred* would do a much better job packing their property than he had done with the champagne glass. By this time the unbroken glass, to the utter amazement of the homeowner, had been removed from the packing. The inference here was, "if the glass didn't break, your household goods won't break either."

The salesperson had certainly captured the attention of the prospect, causing them to start asking very specific questions about the move. On several occasions the homeowner would go into the kitchen, pick up the phone and cancel the scheduled visits from other moving companies, having decided to use my client, even though a price quote had not yet been prepared.

An attention-getter will open the mind of the buyer and allow your message to be heard, comprehended and acted upon.

Tim Huffaker is the president of The Business Performance Group, a sales training and coaching firm headquartered in Salt Lake City. The company teaches core sales principles and skills, allowing clients to double their sales. Huffaker is the author of hundreds of sales articles and can be contacted at (801) 557-4571 or tim@bpgutah.com.

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What are we doing in Afghanistan?

For everyone who originally supported the U.S. invasion of Afghanistan to oust the Taliban, the question today is how what was once a righteous mission can end in anything but ruin. Blaming the Bush administration's neglect and incompetence for the critical failures of the first several years is fair enough, but it is not easy to argue, let alone prove, that the Obama administration has improved upon the mess it inherited.

The same corruption prevails in Hamid Karzai's Kabul and the same incompetence and lassitude plague the Afghan security forces. The only realistic option, unpalatable as it may be, is negotiation with the Taliban. But recent events have made that prospect even more elusive, as the

Afghan people become still more alienated.

The absence of rioting in the wake of the massacre of 16 civilians — mostly women and children — by an American soldier should not be regarded as anything but the numb resignation of a people who now regard atrocities as ordinary in the conduct of war by both sides. They know that the Taliban regularly perpetrate similar crimes and worse, yet they no longer welcome the presence of the foreigners who came to save them. The state of relations between American troops and the Afghans they are supposed to be training is reflected by the fact that the safety of U.S. personnel can no longer be assured even in govern-



Joe Conason

ment ministries.

Meanwhile, the Afghan government continues to be dominated by a clique bent on kleptocracy rather than democracy. To the extent that the Karzai government represents the popular will, it does so by abusing the Americans and our allies — a meager thanks for the expenditure of blood and treasure that created it and keeps it in power. Protecting the dominant element in Afghan politics only ensures that the United States shares the responsibility for its crimes and the hatred of the people it oppresses.

What keeps the United States engaged is a plausible concern that our departure will permit the Taliban to claim victory, and that our troops are making progress, slow but measurable, in recapturing territory from the enemy.

There is no longer any illusion among Pentagon leaders or in the White House that foreign forces can permanently extirpate the Taliban, desirable as that would be. Instead, the real policy for the past few years, whether troops levels rise or fall, is to establish a basis for reconciliation between Kabul and its armed opponents, and to leave the Afghans prepared to defend themselves from extremism.

Thanks to Lt. Col. Daniel Davis, however, we now know that the progress that has justified the war during the Obama years is largely illusory. Generals like David Petraeus tell the president and Congress that things are going well, but after spending a year on the ground, Davis discovered the opposite — and with great courage revealed his findings.

Haven't we heard this story before? Yes, it all sounds far too familiar — an endless war on behalf of an unworthy and ungrateful regime, bolstered by dubious reports of progress and sustained by fitful attempts at negotiation. Of course, there are important differences between Vietnam, where the United States took over a colonial battle based on deceptions and delusions, and Afghanistan, where we and our allies went in to remove the gang responsible for the murder of thousands of civilians on American soil. More than a decade later, with Osama bin Laden dead, those distinctions are fading rapidly.

Joe Conason is the editor in chief of NationalMemo.com.
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The 'inevitability' vote

Many people may be voting for Mitt Romney because of the view in some quarters that he is the inevitable Republican candidate for President of the United States and the candidate with the best chance of beating Barack Obama, rather than because they actually prefer Romney to the other candidates.

Inevitability has a very unreliable track record. Within living memory, totalitarianism was considered to be "the wave of the future." During the primary season, people should vote for whomever they prefer, on their own merits, not because pundits have pronounced them inevitable.

Regardless of what the polls or the pundits say about Mitt Romney's chances of winning the Republican nomination, the conditions that made him the front runner in the primaries are the direct opposite of the conditions for the general election.

The biggest single reason

why Governor Romney is the front runner is that he has had the overwhelming advantage in money spent and in "boots on the ground" running his campaign in states across the country.

Romney has outspent each of his rivals — and all of his rivals put together. His campaign organization has been operating for years, and it has put his name on the ballot everywhere, while neither Santorum nor Gingrich had a big enough organization to get on the ballot in an important state

like Virginia.

In the general election, President Obama will have all the advantages against Romney that Romney currently has against his Republican rivals. Barack Obama will have boots on the ground everywhere — not just members of the Democratic Party organization but thousands of labor union members as well.



Thomas Sowell

Incumbency alone guarantees the president plenty of money to finance his campaign, not only from enthusiastic supporters but also from businesses regulated by the government, who know that holders of political power demand tribute. And the mainstream media will give Obama more publicity than Romney can buy.

How does anyone ever defeat a sitting president then? They do it because they have a message that rings and resonates. The last Republican to defeat a sitting president was Ronald Reagan. He was the only Republican to do so in the 20th century.

He didn't do it with polls. At one point during the election campaign, President Jimmy Carter led Ronald Reagan with 58 percent to 40 percent in the polls. So much for the polls that so many are relying on so heavily today.

The question is not which Republican looks better against Barack Obama in the polls today, before the general election cam-

paign begins. The question is which Republican can take the fight to Barack Obama, as Reagan took the fight to Carter, and win the poll that ultimately matters, the vote on election day.

The biggest fighting issue for Republicans is ObamaCare. Can the author of RomneyCare as governor of Massachusetts make that an effective issue by splitting hairs over state versus federal mandates? Can a man who has been defensive about his own wealth fight off the standard class warfare of Barack Obama, who can push all the demagogic buttons against Mitt Romney as one of the one-percenters?

Rick Santorum, and especially Newt Gingrich, are fighters — and this election is going to be a fight to the finish, with the fate of this country in the balance. Mitt Romney has depended on massive character assassination advertising campaigns to undermine his rivals. That will not work against Barack Obama.

Even a truthful account of the Obama administration's many disastrous failures, at home and abroad, will be automatically countered by the mainstream media, 90 percent of whom voted for Obama in the 2008 election.

It is truer in this election than in most that "it takes a candidate to beat a candidate." And that candidate has to offer both himself and his vision. Massive ad campaigns against rivals is not a vision.

Some, like President Bush 41, disdained "the vision thing" — and he lost the presidency that he had inherited from Ronald Reagan, lost it to a virtual unknown from Arkansas.

The vision matters, more than the polls and even more than incumbency in the White House.

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

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