

OF NOTE



Uinta Basin Energy Boom

The oil boom in eastern Utah has made Duchesne County the nation's second-fastest-growing county for its size and Vernal the sixth-fastest-growing "micropolitan area" in America.

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Nu Skin fined, vows cooperation with Chinese

John Rogers
The Enterprise

Nu Skin Enterprises has been fined \$524,000 and has agreed to some additional mandates of the Chinese government in a settlement of claims against the company first leveled by a newspaper in January. The state-run *People's Daily* had published accusations of illegal product sales and misleading sales tactics amounting to "brain-

washing," prompting an investigation by China's State Administration for Industry & Commerce (SAIC).

In addition to the fines, Nu Skin China was asked to enhance the education and supervision of sales representatives. The company had previously announced steps to correct the issues raised in the SAIC reviews. Several Nu Skin representatives were also fined individually in a total amount of \$241,000.

In a release last week, Nu Skin said that

the company had "voluntarily suspended business promotional meetings and applications for new sales representatives to fully cooperate with the regulatory reviews. The company is working diligently to enhance sales representative training and supervision, and will seek direction from the Chinese government with respect to resuming normal business activities." Nu Skin has a 40,000-person sales force in at least 19 of China's 32 provinces and municipalities.

"We continue to believe in the potential of China's large and growing market," said Dan Chard, president of global sales and operations at Nu Skin. "We remain commit-

see **NU SKIN** pg. 19



The tram at Snowbird Ski Resort would be a key element in the "One Wasatch" plan that calls for connecting seven resorts in the Wasatch Mountains, allowing single ski pass access to 750 ski runs and over 100 ski lifts.

'One Wasatch' plan would enhance Utah skiing's world-class standing

Brice Wallace
The Enterprise

It's only in the concept stage, but ski industry executives are envisioning a connection among seven of Utah's resorts.

Representatives from Ski Utah and seven resorts say an over-the-snow connection with chairlifts and ski runs – dubbed "One Wasatch" – "would provide a skiing and riding experience unrivaled anywhere in North America."

The connection would give a person

holding a single lift ticket access to over 18,000 skiable acres, 100 lifts and more than 750 runs.

"Connecting seven of Utah's finest ski resorts while preserving both our water quality and a pristine backcountry experience is not an impossible task," said Nathan Rafferty, president and chief executive officer of Ski Utah. "With thoughtful planning and sincere cooperation, One Wasatch would add significantly to what is already one of the greatest ski destinations in the world."

see **SKI PLAN** pg. 6

Tourist visits continue to climb in Utah

With the arrival of spring, people have begun to plan vacations and weekend getaways and increasingly, according to a new study published by the Bureau of Economic and Business Research (BEBR) at the University of Utah's David Eccles School of Business, they are taking those trips to the mountains and deserts of Utah.

BEBR recently released a state of the tourism industry report that provides an overview of tourism, travel and recreation-related spending, employment, wages, visitation, sales, tax revenue and industry performance in Utah.

"There have been steady increases in visitor spending and tourism-related jobs, wages, sales and tax revenue for the past three years," said BEBR research analyst Jennifer Leaver. "Utah's national parks and places have reported annual growth in visitation since 2007, despite the most recent recession."

Based on preliminary 2013 numbers, Leaver anticipates moderate growth from 2012 to 2013 in tourism-related sales and tax revenues, modest growth in the leisure and hospitality job sector, and slight

see **TOURISM** pg. 19



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Well-being in Utah Co. highest in U.S.

People living in the Provo-Orem area in Utah feel pretty good about themselves and the area in which they live. So says the results of a survey conducted by well-being improvement company Healthways and management consulting firm Gallup. The Gallup-Healthways Well-Being Index ranks the Utah valley communities top in the nation for its sense of well-being.

The group's analysis of the state of well-being for communities, states and congressional districts in the United States is published annually. Two Colorado communities, Boulder and Fort Collins-Loveland join Provo-Orem in the top three. Huntington-Ashland (W.Va.)-Ashland (Ky)

was the bottom-ranked community.

The analysis is based on data of real-time changes in well-being throughout the world. Americans' perceptions on topics such as physical and emotional health, healthy behaviors, work environment, social and community factors, financial security, and access to necessities such as food, shelter and healthcare are analyzed to create a composite well-being rank for each community. The report provides overall well-being rankings for the 189 largest U.S. communities as well as rankings for all U.S. states and congressional districts. The report also includes insights on well-being influencers, including but not limited to smok-

ing, obesity and job satisfaction.

"Increased well-being is vital to improving the physical, emotional and financial health of Americans, and communities that score high in well-being have achieved success in creating environments where people can live their best lives," said Dan Witters, research director of Gallup-Healthways. "Well-being goes far beyond physical wellness and traditional health risk factors, and we commend the top communities for cultivating and supporting environments where people are motivated to achieve their goals, enjoy what they do, feel safe and financially secure, and have the supportive relationships and good health they need to get things done each day."

Holland & Hart expands SLC office

The Salt Lake City law firm Holland & Hart LLP has absorbed Crapo Smith PLLC, a local state and local tax firm. David J. Crapo, John T. Deeds and Pamela B. Hunsaker will join the Holland & Hart team, creating the largest state and local tax legal team in the state.

The addition of Crapo, Deeds and Hunsaker to the Holland & Hart state and local tax law practice brings the total number of attorneys in the tax group to 17. The addition of the three Crapo attorneys increases the size of Holland & Hart's Salt Lake City office to a total of 92 attorneys, including a team of six state and local tax law practitioners.

"The arrival of David, John

and Pamela strengthens Holland & Hart's state and local tax law team, allowing the attorneys from both firms to more effectively and completely serve clients in Utah," said Eric Maxfield, managing partner of Holland & Hart's Salt Lake City office. "Both firms have outstanding tax attorneys with common traditions of excellence in client service."

Crapo practices primarily in the area of state and local taxation and has extensive litigation experience. He has served as chair of the Utah Tax Review Commission. He earned a J.D. magna cum laude from the J. Reuben Clark Law School at Brigham Young University and a B.S. cum laude

in accounting from BYU.

Hunsaker's practice focuses on state and local tax issues and she has represented clients before Utah's local taxing jurisdictions, the Utah State Tax Commission and Utah's appellate courts. She also received her J.D. and B.A. in public relations from BYU.

Deeds' primary practice is in the area of state and local taxation. While in law school, he worked in the Tax and Revenue Division at the Utah Attorney General's Office. He received an LL.M. from Georgetown University Law Center and his J.D. from the University of Utah's S.J. Quinney School of Law, graduating with high honors.

Mitchell to keynote Bank of Utah Economic Outlook

Bank of Utah is hosting its fourth annual Economic Outlook event for bank customers and community business leaders featuring John W. Mitchell, former chief economist for U.S. Bank and professor of economics at Boise State University. Mitchell will provide his analysis of the economy, with an emphasis on Utah and the western United States, at three venues in Salt Lake, Ogden and Logan on April 2 and 3.

"We're very pleased to be bringing such a distinguished economist to Utah to share his take on the critical issues and trends in business pertaining to our economy that he's observed over his 44-year career," said Bank of Utah president Douglas L. DeFries. "We've long admired John and drawn upon his expertise on the economy through the years. We truly hope business owners and operators will join us for our free educational event that is meant to strengthen and support our local economy."

The bank's Salt Lake City Economic Outlook breakfast will be held April 2 at the Grand America Hotel, 555 S. Main. An Ogden breakfast featuring Mitchell is slated April 3 at the Ogden Eccles Conference Center, 2415 Washington Blvd. Registration and a breakfast buffet begin at both events at 7:30 a.m., with the keynote speaker beginning at 8 a.m. A lunch event will be held on April 3 in Logan at the Riverwoods Conference Center, 615 Riverwoods Pkwy. A buffet will begin at noon, with Mitchell speaking at 12:30 p.m. The events are open to business leaders and pre-registration is required by calling (801) 409-5172. Space is limited.

Mitchell received his Bachelor of Arts from Williams College and his master's and doctor's degrees from the University of Oregon. He is a fellow of the College of Arts and Sciences at the University of Oregon and a member of Phi Beta Kappa. Mitchell was a professor of economics at Boise State University for 13 years, before joining U.S. Bancorp in 1983 as chief economist.

Rossignol building changes hands

Cottonwood Newpark Two has sold the office building occupied by Rossignol USA at Kimball Junction to an investment group led by local real estate investor David Nadler. The 30,382 square foot, Class A building was built in 2007 as the North American headquarters for Rossignol. The extensive use of glass walls contrasting with the wood beams and concrete floors combine to provide an ar-

resting high-tech mountain resort design. The Rossignol Building itself is a testament to creative contemporary mountain architecture.

The building is located at 1413 Center Drive and is bordered by the Swaner Nature Preserve on the east, the Newpark Hotel and Town Center to the south, and the Redstone Shopping Center on the southwest.

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Rocky Mountain Power plans major solar power generating project

Rocky Mountain Power has announced plans to build a solar farm in Utah that will provide enough electricity for 500 homes. The project will have about 9,000 panels and will be partially funded by the company's Blue Sky program — a voluntary program in which Rocky Mountain's customers pay more to support renewable power sources.

"This is the first utility-sized solar project to be funded in part by Blue Sky customers and we plan to do more," said Rocky Mountain Power president Richard Walje. "We are committed to providing a bright energy future to customers by bringing them even more renewable energy choices."

This is the first Blue Sky solar project that will provide renewable energy for all Rocky Mountain Power customers in Utah. For more than a decade, the company's Blue Sky program has provided way for customers to support renewable energy development in the western United States. Utah currently has more than 38,000 Blue Sky customers. Blue Sky funding awards have also helped to make more than 100 smaller renewable energy projects possible in Utah.

"A growing number of Utah customers want to buy electricity from renewable energy sources, especially in-state projects," said Walje. "We've listened and with support from our Blue Sky customers we're able to build a solar project in Utah to help respond to that desire. This is in addition to the renewable energy we buy from wind and solar projects in Utah. Our company is also the second-largest, rate-regulated utility owner of wind resources in the country."

The exact location of the so-

lar farm will be determined later this year after studies are completed. Rocky Mountain Power considered locations in the Salt Lake City area but is now looking at other company-owned sites that will make the project less expensive to build and can produce an estimated 15 to 20 percent more energy.

If approved by the Utah Public Service Commission, the solar project is expected to be online in June 2016. The project will initially provide two megawatts of power but may be expanded later to produce five megawatts. In order to provide the best value for its customers, Rocky Mountain Power will seek bids from qualified providers to construct the project and initially lease the facility in order to receive federal tax benefits.

Separately, the Blue Sky program will accept funding applications for renewable energy projects from April 9 to June 30. Blue Sky dollars available for awards are limited, vary year to year and are offered on a competitive basis. Residential customers are not eligible to apply.



A site has yet to be determined for the 9,000 panel solar farm planned in Utah by Rocky Mountain Power.

FSA encourages early signup for disaster programs

The U.S. Department of Agriculture's (USDA) Farm Service Agency (FSA) Administrator Juan M. Garcia has recommended that farmers and ranchers who plan to participate in FSA programs register in advance. Producers are encouraged to report farm records and business structure changes to a local FSA Service Center before April 15.

Enrollment for the disaster programs authorized by the 2014 Farm Bill, including the Livestock Indemnity Program (LIP) and the Livestock Forage Disaster Program (LFP), will begin by April 15.

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As water becomes more expensive, so will the cost of development in Utah



Water — like that stored in Deer Creek Reservoir at the head of Provo Canyon — will be increasingly critical to continued development in Utah's future.

Brice Wallace
The Enterprise

Utah's long-term forecast is likely to feature higher temperatures, more-extreme weather patterns, less snowpack and early snowpack runoff.

And among the ultimate ramifications is less water, causing development to become more costly, according to panelists at a recent NAIOP Utah meeting.

Steve Schnoor, director of the land, water and energy group at Kennecott Utah Copper and also on the board of directors of the Utah Water Users Association, said Utah is the second-driest state in the country but the population continues to grow. Hotter weather, extreme weather, less snowpack and earlier runoff "is kind of the world we're going to live in," he said, adding that Salt Lake City gets 85 percent of its water from snowpack.

"From an industry perspective, what that means is prices are going to go up. Prices for water [and] connection fees are going to go up. With that, there's estimations that prices will go up anywhere from double in the next 20 years to triple."

Some water conservancy districts already are planning for annual increases of 5 percent to 6 percent, "and that's conservative," he said.

"That's something that's certainly going to impact us all. ... Not only are you going to see prices go up, but there could be some local price-gouging or unique situations as you get into some of the more rural areas that might be more water-constrained."

Jim Ehleringer, biology professor at the University of Utah and member of innovative Urban Transitions and Arid-region Hydro-sustainability (iUTAH), said water issues will become more prominent with the growing population, expected to reach perhaps 6 million in the Salt Lake Valley by 2050.

"We're adding people. We're not adding land. We're not adding water. So this leads to what people consider to be the pending water crisis," he said.

Ehleringer said people need to be better educated about water issues. "If you fly into Salt Lake City, you don't see a desert. You don't see an arid land. You see a beautiful urban forest. So how we manage and how we use water are things in which we're trying to ed-

ucate people about how to 'slow the flow.'"

Several panelists mentioned aging infrastructure as a contributor to water woes. Ehleringer said models for capturing water will change over time.

"Your customers expect that when you open up the tap, water comes out," he said. "So it's up to the management to figure out how they're going to solve this without adding more infrastructure, which is dams, and in a world in which we have a change in snow terrain."

Climate change likely will result in drought frequency changes — the West already is in its 11th year of drought — as well as longer springs and summers and higher water evaporation rates. That will force companies to consider more water-wise developments, such as xeriscaping, he said.

"The challenge we have, the challenge you have, is, if you are a business or you are a home, you want this to be attractive. You want this to be attractive to the people that live there or you want this to be attractive to the customers or to people visiting. That represents a challenge," he said.

"How can we work with the public [and] how can we work with biologists to identify those kinds of vegetation that give you a similar or the same satisfaction as a Kentucky bluegrass lawn out in front? So part of this is changing values, changing concepts and really it's education."

Among the ideas for capturing water are "green" infrastructure elements, such as bio-retention wells, "green" roofs and pervious pavement.

Schnoor said industry needs to be a leader in water-wise activities, in part by being proactive with infrastructure and looking for new water resources. "Quite frankly, if you look at our water demands as we go forward, conservation is not going to cut it. So that's not going to be all that we can do," he said.

Currently, he said, Utahns pay about a half-cent for a gallon of water, while the national average is about one cent.

"Even though we're in a water-constrained area, water is cheap for us and so we'll, as a state, probably bear more of a burden [in the future] because of that catch-up factor," Schnoor said. "We've had the luxury of having cheap water for quite a while."

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Zions Bank trade confab will feature talks by Lieberman and Calderon

Former U.S. Sen. Joe Lieberman and former Mexican president Felipe Calderón will headline Zions Bank's 13th Annual Trade and Business Conference on May 21 at the Salt Lake Marriott Downtown at City Creek. Calderón served as president of Mexico from 2006–2012, and Lieberman was U.S. senator from Connecticut from 1988–2012 and Democratic candidate for vice president in 2000.

The half-day conference runs from 8:30 a.m. to 1:30 p.m. The cost of the event is \$35 and includes lunch.

"Our goal is to feature top-notch speakers who can help local businesses think of new ways to innovate, compete and grow jobs in an increasingly global environment," said Zions Bank president and CEO Scott Anderson. "We've designed this annual Trade and Business Conference to appeal to all leaders of small and medium-sized enterprises, not just those currently involved in trade."

The conference comes at a time when companies based in the Intermountain West are growing overseas. In 2013, Utah exported goods in excess of \$16 billion, according to World Trade Cen-

ter Utah. Of the 3,353 companies that exported from Utah in 2011, 85.9 percent of those were small to medium-sized businesses that generated 12.5 percent of the total Utah's 2011 merchandise exports, according to the latest available data from the U.S. Department of Commerce International Trade Administration.

During the event, Zions Bank will also honor the recipient of the 2014 Global Pacesetter Award — a distinction given annually to a Utah company demonstrating international success.

As the leader of Mexico during challenging economic times, Calderón drove reforms that catapulted Mexico into a powerful player in the global economy. With his experience as an influential policymaker, both in Mexico and on the world stage, Calderón offers a unique perspective on the transforming world economy.

Lieberman will share remarks about America's role in a global economy, competitiveness and business growth. In his more than 20 years as a member of the U.S. Senate, he earned a long and distinguished record as a national leader who works across party lines to find common ground and who

gets things done for America. He served as chairman of the Homeland Security and Governmental Affairs Committee, and as a member of the Senate Armed Services Committee was a strong advocate for using America's military might to defend U.S. interests and values when they were seriously threatened.



Philippe Calderón
Former president of Mexico



Joe Lieberman
Former U.S. Senator

UESP selects banks for its funds

The Utah Educational Savings Plan (UESP) has announced that Sallie Mae Bank and U.S. Bank will be the repository banks for UESP's FDIC-insured underlying investment. UESP was among the first of the educational savings plans - dubbed 529 plans — to offer an FDIC-insured investment option along with the tax advantages of a 529 plan.

Beginning April 9, existing and future contributions to and earnings on UESP's FDIC-insured accounts will be allocated between Sallie Mae Bank and U.S. Bank at 90 percent and 10 percent, respectively, potentially increasing the amount of FDIC insurance coverage for UESP account owners. The annual percentage yield for the FDIC-insured accounts will be a blended rate based on recognized benchmarks for short-term interest rates.

"Allocating the FDIC-insured accounts between two banks means more flexibility, more security and more diversification for college savers seeking conservative investments," said Lynne Ward, UESP executive director. "The banks for UESP's FDIC-insured investment have been care-

fully selected to offer an FDIC-insured investment competitive with other similar investments in the market."

Headquartered in Utah, Sallie Mae Bank is an affiliate of SLM Corp., the nationwide financial services company specializing in education and known as Sallie Mae. It had approximately \$11 billion in total assets as of Dec. 31, 2013. "We are pleased to support UESP in its mission to help families save for future higher education expenses," said Paul Thome, president of Sallie Mae Bank. "As college costs continue to rise, saving for those expenses in advance is more important than ever."

U.S. Bank is the fifth-largest commercial bank in the United States and had \$364 billion in total assets as of Dec. 31. "For 150 years, U.S. Bank has helped families save for the things that matter most to them," Damon Miller, Utah market president for U.S. Bank, said. "U.S. Bank and UESP share a mutual commitment to this tradition when it comes to college savings."

The Utah Educational Savings Plan manages more than \$6.9 billion in assets.

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SKI PLAN from page 1

Representatives of Alta Ski Area, Brighton Resort, Canyons Resort, Deer Valley Resort, Park City Mountain Resort (PCMR), Snowbird Ski and Summer Resort and Solitude Mountain Resort, in announcing One Wasatch, stressed it is a concept rather than a plan. They have no specific timelines or chairlift alignments. Currently, the goal is to establish the One Wasatch vision by providing information, outlining the implementation process, encouraging dialog

and getting feedback.

"Imagine a European-style ski experience with over 100 lifts to ride in a single day, combined with the majestic beauty of the Wasatch Mountains and 'The Greatest Snow on Earth,'" said Dave Deesehorst, general manager at Solitude. "Utah will become an unrivaled world class ski destination."

"The One Wasatch concept would be great for tourism, outdoor recreation and skiers within the state of Utah," said Bob Bonnar, general manager at Snowbird. "I'm hopeful and confident that with the appropriate studies, process and through careful consider-

ation, the dream of One Wasatch can become a reality, while at the same time preserving our wilderness areas, water quality and the significant backcountry areas we all highly value."

The concept calls for the seven ski areas to be connected with as few as six chairlifts, requiring as little as 1,000 acres of private land. The three connections are estimated to cost less than \$30 million and could be completed in a typical summer construction window.

The concept calls for connecting the resorts in a few steps: connecting Big and Little Cottonwood

canyons, connecting Big Cottonwood to Park City, connecting PCMR and Canyons Resorts, and dropping the rope between Deer Valley and PCMR.

The One Wasatch website, www.ONEWasatch.com, indicates that a handful of North American ski areas are connected but not on the scale of One Wasatch. The only "real" comparisons are in the European Alps, it says.

Onno Wieringa, Alta's general manager, said Alta and Snowbird created a connection in 2002. "Our collective skiers go back and forth between resorts, resulting in a grand, varied skiing experience

that our skiers enjoy," Wieringa said. "One Wasatch would give skiers even more choices and variety, resulting in an unparalleled ski experience."

Randy Doyle, GM at Brighton, said the One Wasatch concept has been developed over many years "and whose time has come."

"It will provide the opportunity for an experience unmatched anywhere in the country, if not the world," Doyle said. "With careful planning and collaboration, the positive impacts from One Wasatch can benefit everyone."

Mike Goar, GM at Canyons, said One Wasatch "could change the face of Utah skiing forever."

Bob Wheaton, GM at Deer Valley, said the concept would allow Deer Valley to offer "an even superior" ski destination. "Our Utah resorts are already blessed with unparalleled access and snow, and by adding a few connecting lifts between seven resorts, we are able to create a ski experience unlike any other," he said.

Jenni Smith, GM at Park City Mountain Resort, said the resorts could "distinguish ourselves as a ski market unlike any other in North America."

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Walker funds to finance 533 low income units

Housing projects throughout the state will soon see new funding in the form of low interest loans and grants thanks to the latest approval from the Olene Walker Housing Loan Fund Board. At the Feb. 28 funding meeting the board approved \$7,753,538 to help build 533 affordable housing units across the state. Olene Walker Housing Loan Fund finances are used as gap financing for affordable housing projects that may not have been possible otherwise.

The fund supports construction and rehabilitation of affordable housing units statewide with federally and state funded low interest loans and grants. The fund is managed by the Housing and Community Development Division under the Utah Department of Workforce Services with a special focus on multifamily developments for lower income populations.

"The Olene Walker Housing Loan Fund is excited to be a partner in the funding of affordable housing in Utah," said Gordon Walker, director of the Housing and Community Development Division. "We continue to see a need for different types of affordable housing across the state and projects like these help us fill the gap."

Industry Briefs

ACCOUNTING

• **Deloitte** has named **Mark Faas**, a partner at Deloitte & Touche LLP, as managing partner of its Salt Lake City practice. Faas will oversee more than 120 employees and be responsible for the strategy and direction of Deloitte activities in Salt Lake City. He also will continue to serve as the lead client service partner for several key clients. Faas joined the company 15 years ago. His clients, both public and private, have included large multinational organizations spanning the manufacturing, retail and mining industries. From 2003 to 2006, Faas was a partner in Warsaw, Poland, where he was responsible for reporting on large multinational corporations with operations in Poland and Europe. Faas replaces **Tom Rich**, a Deloitte & Touche LLP partner, who is retiring.

ASSOCIATIONS

• **Cannon Tarbet**, national sales manager at Visit Salt Lake, recently was presented the eighth annual **Dianne Nelson Binger Sales Leadership Award**, presented to Visit Salt Lake's top salesperson. Visit Salt Lake said Tarbet booked more than 25,000 hotel room nights in 2013, contributed sales leads representing more than 208,000 room nights to member hotels, made contact with 257 new prospective clients, conducted seven sales trips and hosted 26 site inspections. Tarbet joined the Visit Salt Lake sales team in 2011 after working at various Salt Lake hotels for 15 years and is responsible for booking single hotel and resort meetings from the central part of the country.



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CONSTRUCTION

• **R&O Construction**, Ogden, has announced that **Slade Opheikens** has been named president. Opheikens has been chief operations officer for the past three years, overseeing the day-to-day operations of the company. He succeeds **Dale Campbell**, who held the position for 10 years and will continue to lead the company's business development efforts as executive vice president.



Slade Opheikens

• **Stephen B. Smith**, principal and director of planning at **GSBS Architects**, Salt Lake City, is retiring April 1. Smith is one of the few people in Utah who is both an architect and planner. His career spans more than 40 years. Among ongoing plans is the Salt Lake City Open Space Plan created more than 20 years ago. It recognized the original waterways, drainages and Shoreline Trail and used them to create paths throughout the city.

Today that plan continues to be implemented with connections to Bridging the Gap at Parley's Canyon, the Parley's Creek Trail and pathways to the Jordan River. More recently, Smith completed the Fairbourne Station Master Plan in West Valley City and created the master plan and design for the Promenade four-acre urban park. He was the principal architect in charge of many schools, technology buildings, libraries, business and industrial structures and he led planning efforts for Utah's judicial systems and state libraries and for many neighborhoods, communities, public lands and campuses throughout Utah. Smith received his Master of Architecture from the University of Utah.

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EDUCATION/TRAINING

• **Western Governors University** has introduced a new bachelor's degree program designed for students interested in application and software design. The B.S. in Software Development program is accepting new enrollees, who may start their coursework on the first day of any month, beginning June 1. The online, accredited, competency-based program will provide knowledge of software engineering, software development, project management and mobile application development. Details are at www.wgu.edu/SoftwareDev.

HEALTHCARE

• **Utah Partners for Health** (UPFH) recently celebrated the grand opening of the **Mid-Valley Health Clinic**, 8446 S. Harrison St., Midvale. UPFH received funding from the U.S. Department of Health and Human Services in September 2013 to support a new clinic that will provide access to quality preventive and primary health care for more than 5,700 patients, including those who are uninsured. The funding was made available through the Affordable

Care Act. The clinic, adjacent to the Copperview Recreation Center, opened in November. It offers comprehensive preventive and primary care services, including adult well checks, well child checks, immunizations, vision screenings, health education, and diabetic treatment and care. UPFH also continues to operate its mobile clinic, which provides care services at 24 sites throughout Salt Lake and Tooele counties. The mobile clinic has been serving Utahns since 2007 and anticipates serving nearly 4,500 patients this year.

HOSPITALITY/FOOD SERVICE

• The Home2 Suites by Hilton Thanksgiving Point has appointed **Felicita del Carmen Zapata** as director of sales of the new **Home2 Suites by Hilton** hotel located at 3051 W. Club House Drive, Lehi. The four-story, 103-suite hotel is scheduled to open in June. Zapata will be in charge of building relationships and assessing the needs of local businesses, working with the general manager to facilitate marketing efforts, and overseeing sales efforts that assure the success of the hotel. Zapata previously was front office manager of the Embassy Suites West Valley City. Prior to that, she was the assistant general manager for the Hilton Garden Inn in Salt Lake City, assistant general for the Hilton Garden Inn Sandy and assistant general manager of the Homewood Suites Hilton in Midvale for seven years. Her hospitality career began at the Embassy Suites in Salt Lake City, starting at the front desk and advancing to assistant general manager.

LAW

• **Snow, Christensen & Martineau** announced that **Matthew W. Starley** has been elected a shareholder in the firm. Starley joined the firm in June 2008 after practicing law for nearly four years in Nevada. He practices from the firm's St. George office. His practice focuses on commercial litigation, contracts, technology, intellectual property, real estate and insurance defense.



Matthew Starley

PHILANTHROPY

• **MyWay Mobile Storage**, Salt Lake City, has donated mobile SafeBox storage units to

help **Ronald McDonald House Charities of the Intermountain Area** (RMHC) during its "The House that Love Built" expansion and renovation projects. The units will be used throughout the projects, to be completed by year-end. The expansion, at 935 E. South Temple, has been under construction since July 2013. In addition to more than doubling the number of rooms available, the new house has a larger kitchen, expanded play area, theater room, exercise room and sanctuary for a peaceful retreat. The 40,000-square-foot building expansion features 40 large rooms to accommodate families that often include the patient and their siblings as more specialty pediatric care is now delivered outpatient. Once families are moved in, renovation will begin on the current 19,645-square-foot main building. By the end of the year, the campus will feature 72 guest rooms, including eight long-term suites, child-centered spaces and enhanced space for families. The expansion project is the most significant in RMHC's 25-year history.

• The third annual **Park City Celebrity Ski & Smile Challenge** at Canyons Resort raised over \$380,000 for **Operation Smile**, an international children's medical charity helping children suffering from facial deformities including cleft lip and cleft palate. More than a dozen celebrities participated in the event. Teams of six racers — each consisting of one celebrity skier, one professional skier and four amateur skiers/Operation Smile donors — competed in a friendly challenge to raise funds

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REAL ESTATE

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see BRIEFS pg. 17

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Here are the questions that matter most in a sales presentation

When you're giving your sales presentations, do you really know what the customers are thinking or what they're asking themselves as you're presenting?

I doubt it. You're too busy trying to sell.

Shake the hand. Smile the smile. Show the slides. Talk the talk. Do the demo. Ask the superficial questions. Try the close. Try to overcome "the price is too high." Propose the proposal. Do the sales dance.

Meanwhile, the customer is thinking. He or she is asking himself or herself questions about the validity of your product and your offer. They're thinking about how your stuff might fit into their company. And while you're talking, they may be Googling.

While you are trying to prove a point, they are trying to verify your information. And in these times, they can do it in a nanosec-

ond. And you can't stop them.

While you're talking, they may be wondering if you have a Twitter account. So they do a quick search and find out that you do not. What's that about? How validating is that? If they ask you about it, you'll just brush it off. Suppose the customer is exceptionally Twitter active? How does that make you look?

That's a small tip of the iceberg example of the thoughts that differentiate your sales presentation from the customer's decision to buy. But let me take it deeper.

All customers, not just the decision maker, have a buying process. It's a strategy and a process by which they make a purchase. And that purchase is based around the trust, safety and comfort your customer feels when buying something from you.

In order to gain that trust — and that feeling of safety — they

ask themselves a bunch of questions without ever saying a word. You answer those questions by the words you speak. Your job as a master salesperson is to answer those silent questions in a manner that drives the customer to say, "I'll take it."

The following list of questions is exactly what goes through the mind of a prospective customer during your presentation. The list is long and all customers may not ask themselves every one of these questions. But since you don't know specifically which ones they are going to ask themselves, you better be prepared with answers to all of them.

Here are the questions the prospective customer is asking:

- What do you offer?
- What do you offer that no one else has?
- What do you offer of value?
- How does your product compare to others I have seen?
- Does it really fill my need?
- Can you deliver?

- Is it real-world?
- Will it work?
- Will it work in our environment?
- How will it impact our people?
- How could it impact our success?
- Will senior or executive management buy in?
- Will my people use it?
- How will we produce as a result of the purchase?
- How will we profit as a result of the purchase?
- How will it come together?
- How do we buy it?
- What's the risk factor in buying?
- Will you and your company keep your promises?
- Do I trust you and the people I'm buying from, both as humans and their ability to deliver service after purchase?
- Will you be my main contact after purchase or are you going to relegate me to "the service department"?

- Do I believe you?
- Do I have confidence in you?
- Are you telling me the truth?
- Do I have the trust and comfort to buy now?

HOLY COW! All that? YES! All that and more!

This list of questions is by far the most comprehensive I have put together. The questions address both confidence in product and confidence in the salesperson. The customers are seeking validation and want to believe you. They need what you have and they're going to buy what you offer. The only question is: From whom? Depending on the answers to the above questions, they may not buy from you.

OUCH!

Here are a few more thought-provoking challenges to help you understand the buying process:

see **GITOMER** pg. 15



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Grilled on site
- Pork Back Ribs
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Calendar

March 31, April 1

Education Events about Benefit Corporations, a new form of business recently established by the Utah legislature. Sessions for business owners include noon-1 p.m. March 31 for members of the Utah Valley Chamber of Commerce (lunch provided); 4-5 p.m. March 31 for the Ogden-Weber and Davis County chambers of commerce; and 7:30-9 a.m. April 1 for members of the Salt Lake Chamber (light breakfast provided), featuring Sen. John Valentine; Sen. Pat Jones; Holly Ensign-Barstow, a policy associate at B Lab; and William H. Clark, a partner at Drinker Biddle & Reath LLP. Free. A session for attorneys, titled "Forming a Utah Benefit Corporation," is set for noon-1 p.m. April 1, with a \$20 cost (lunch provided), with Clark presenting. Details are available by contacting Steve Klass of P3 Utah at contact@p3utah.org or (801) 918-8431, or at www.p3utah.org/benefit-corporation-legislation/.

April 1, 11:30 a.m.-1 p.m.

Email Marketing and Social Media Workshop, a Sandy Area Chamber of Commerce event. Presenter will be Lisa Smith, founder of marketing training and consulting company 7-Touch Marketing. 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 <http://sandychamber.com/>.

April 1, 4:15 p.m.

"High Tech Tots: Opportunities and Challenges," a town hall event featuring Libby Doggett, deputy assistant secretary of policy and early learning at the U.S. Department of Education, and a panel discussion by other early learning experts. Location is the Hilton Salt Lake City Center, 255 S. West Temple, Salt Lake City. Free, although seating is limited. Tickets can be obtained at Eventbrite.com.

April 2-3

Fourth Annual Economic Outlook, presented by Bank of Utah. Speaker will be John W. Mitchell, former chief economist for U.S. Bank and professor of economics at Boise State University. Mitchell will provide his analysis of the economy, with an emphasis on Utah and the western United States. Activities include April 2 at the Grand America Hotel, 555 S. Main St., Salt Lake City, and April 3 at the Ogden Eccles Conference Center, 2415 Washington Blvd., Ogden, with both having a 7:30 a.m. breakfast buffet and 8 a.m. keynote presentation. A lunch event will take place April 3 at the

Riverwoods Conference Center, 615 Riverwoods Parkway, Logan, with the buffet at noon and the presentation at 12:30 p.m. Events are open to business leaders. Free. Pre-registration is required by calling (801) 409-5172. Space is limited.

April 2, 8:30-10:30 a.m.

"Financing Your Exports," a briefing about EXIM Bank programs for exporters and other funding support for international business. Presented by the World Trade Center Utah and Bank of American Fork. Presenter will be John McAdams, chief executive officer of Exworks Capital and former chief operations officer of the U.S. Export-Import Bank. Location is World Trade Center Utah, 60 E. South Temple, Suite 300, Salt Lake City. Free. RSVPs can be completed at agiama@wtcut.com or (801) 532-8080.

April 3

Utah Economic Summit, organized and produced by the Governor's Office of Economic Development (GOED) and MediaOne. Speakers include Gov. Gary Herbert; Clayton Christensen, Harvard Business School professor; and Richard Marriott, chairman of the board of Host Hotels & Resorts. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$150. Registration can be completed at www.UtahSummit.com.

April 3, 8-9:30 a.m.

"Stress-Free Digital Marketing for Local Businesses," presented by Radiate 360. Location is Maverik Center, 3200 Decker Lake Drive, West Valley City. Free. Details and registration are at <http://www.radiatemediacom/slc-workshops/>.

April 3, 11:30 a.m. - 1 p.m.

Building Owners and Managers Association (BOMA) of Utah Monthly Luncheon. Speakers will be Kevin Emerson of Utah Clean Energy, Zach Brown of Questar and Chris Helmers of Rocky Mountain Power providing insight into best practices for energy savings. Free for BOMA members, \$35 for member guests, \$50 for nonmembers. Registration is available before March 28 at www.BOMAUtah.org.

April 4, 7:30-8:30 a.m.

Murray Area Chamber of Commerce's "Eggs n' Issues" Breakfast. Event will feature open networking. Location is Mimi's Café, 5223 S. State St., Murray. Free unless ordering off the menu. Chamber membership is not required. Details are at (801) 263-2632 or murraychamber.org.

April 4, 2-5 p.m.

Wayne Brown Institute's Deal Forum, a live pitch event featuring entrepreneurs seeking capital for their ventures. Location is Zions Bank, 1 S. Main St., 18th floor Founders Room, Salt Lake City. Cost is \$15. Details and registration are available at eventbrite.com.

April 6-11

Executive Trade Mission to Qatar & Oman, conducted by the National U.S.-Arab Chamber of Commerce, which has an office in Salt Lake City. The cost is \$4,500 for chamber members, \$5,500 for nonmembers. Details are available by contacting Cynthia Douglass at (801) 867-3020 or cdouglass@nuscacc.org.

April 8, 7:45-9 a.m.

Association for Corporate Growth (AGC) Utah Breakfast Meeting. Speakers will discuss the success of BioFire Diagnostics. Speakers are Randy Rasmussen, director, president, chief operating officer and cofounder, and Robert J. Lollini, chief financial officer and treasurer. Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Details and registration are available at <http://www.acg.org/utah/events/>.

April 10

Intellectual Property Workshop, part of the Utah State University Partners in Business program. Attorneys from Workman Nydegger will discuss the growing importance of intellectual property in business. Location is USU Salt Lake Campus, Granite Education Center. Details and registration are available at <http://partners.usu.edu/html/conferences/intellectual-property-workshop/register>.

April 10, 6 p.m.

"A Giant in Our City," a Salt Lake Chamber event honoring former Gov. Michael Leavitt. Activities include a 6 p.m. reception and 7 p.m. dinner. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Registration can be completed at slchamber.com/giant.

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

"Engaged or Disengaged: Managing Employees To Get Their Maximum Performance," a Sandy Area Chamber of Commerce event. Richard Bell, owner and CEO of Six Star Solutions, will discuss generational differences in the workplace, how to identify those employees who are engaged and those who are disengaged, ways to build a better team, what to look for when hiring employees and how to identify those candidates

who will be more engaged with your customers. 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.

April 17, 8-10 a.m.

"Why and How to Begin, Expand or Locate Your Business in Europe," with a regional spotlight on France. Presented by the Utah European Chamber of Commerce. Location is the Salt Lake Chamber, 175 E. 400 S., No. 600, Salt Lake City. RSVPs can be completed by email at us@uechamber.com.

April 17, 11:30 a.m.-1 p.m.

MountainWest Capital Network (MWCN) Business Forum. Keynote presenter Lew Cramer, chief executive officer and president of Coldwell Banker Commercial, will discuss "International Opportunities Make Good Business Sense AND Lots of Business Dollars." Networking begins at 11:30 a.m., with lunch and program at noon. Cost is \$20 for members, \$40 for nonmembers. Details and registration are at <http://www.mwcn.org/event-registration/>.

April 18, 8 a.m.-3 p.m.

Third Annual Mining and Manufacturing Safety Conference, with the theme "Implementing a Culture of Safety," presented by the Utah Mining Association and the Utah Manufacturers Association. Keynote speaker Meg Johnson will discuss "When Life Gets Too Hard to Stand Just Keep On Rollin'." Luncheon speaker Dan Clark will discuss "Building a Winning Safety Culture." Breakout sessions will focus on employee involvement, industrial hygiene basics, severe injury and fatality prevention, and incorporating safety in process changes. Location is the Little America Hotel, 500 S. Main St., Salt Lake City. Cost is \$125. Details are available at umaweb.org/i/6885_2014SafetyConferencePacket.pdf.

April 22, noon-1:30 p.m.

Utah Technology Council (UTC) Annual Members' Meeting. Event will feature a keynote presentation; the election of UTC board members and trustees for the coming year; and awards for CEO, CFO, CTO, Emerging Exec, HR Exec, Marketing Exec and Sales Exec of the Year, plus Legislator of the Year and Volunteer of the Year. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Cost is \$55 for UTC members, \$90 for nonmembers. Details are at www.utahtech.org.

org.

April 22, 7-9:30 p.m.

Third Annual Governor's State of Sports Awards Dinner, hosted by the Utah Sports Commission. Jack Nicklaus, golf legend, course designer, ambassador and philanthropist, will be the special guest. Joining Nicklaus for a question-and-answer period will be Johnny Miller and Billy Casper, who will receive the Governor's State of Sport Lifetime Achievement Award for their outstanding contributions to golf and sports in Utah. The event also will pay tribute to several Team USA Olympians, many who live and train in Utah, for their accomplishments at the 2014 Sochi Winter Olympic Games. Location is EnergySolutions Arena. Ticket and sponsorship information is available at (801) 328-2372.

April 25-26

Utah Investment & Business Expo. Event is designed to showcase Utah businesses and investment opportunities in the public equity and real estate markets and to introduce businesses and financial services and career and business opportunities to the public to help people plan their financial futures, build their careers or start their own businesses. Keynote speaker will be Bill Child, chairman of RC Willey. Location is South Towne Expo Center, 9575 S. State St., Sandy. More information is available by calling (385) 888-6888 or (801) 688-8929 or visiting www.utahibexpo.com.

April 30, 8-9:30 a.m.

"PR Strategies and Tools," a Utah Technology Council (UTC) event. Todd Wolfenbarger, president of the Summit Group and a UTC trustee, will discuss case studies about how to use strategy and tools to leverage content. Location is Nelson Laboratories, 6280 S. Redwood Road, Salt Lake City. Free for UTC members, \$30 for nonmembers. Details are at www.utahtech.org/events.

May 1, 11 a.m.

Utah Innovation Awards Luncheon, presented by Stoel Rives LLP and the Utah Technology Council (UTC). Winners, finalists and honorable mention recipients in the 12th annual Utah Innovation Awards will be recognized and honored. Innovation Showcase begins at 11 a.m., with awards presentation noon-1:15 p.m. Location is Hilton City Center, 255 S. West Temple, Salt Lake City. Free for UTC members, \$80 for nonmembers, \$550 for table of 10. Details and registration are available at

Utah's first Impact Hub is a place for entrepreneurs to hatch new ideas

On March 24, Salt Lake City became the home of the first Impact Hub in Utah. This collaborative workspace, innovation lab and event venue provides a forum for profit and nonprofit organizations to collaborate in problem solving. A community is already building within the new venue, from political engagement and clean air activists to health and nutrition specialists who have signed on as members.

Soren Simonsen, a former Salt Lake City council member and the cofounder and president of Impact Hub Salt Lake explained Impact Hub as “an incredible business resource in Salt Lake City, connecting the brightest minds among business leaders, both locally and globally, to create resilient communities and a more sustainable world. This is a true 21st century workplace.”

Dustin Haggett, cofounder and CEO of Impact Hub, first experienced San Francisco’s Impact Hub during graduate school. He recalled, “I didn’t know such a community existed and I was impressed by the energy of the people and the variety of projects and

ventures incubating there. Start-up life can be difficult and there is something intriguing about sharing a space with other like-minded entrepreneurs who have an interest in your success. When I realized that Impact Hub is part of a global community I knew we had to open a space here in Utah.”

The Impact Hub in Salt Lake not only provides training opportunities and mentorship through business clinics and events, but also connects members to the global association of Impact Hubs, which has grown to 50 Hubs with over 8,000 members around the world. The first Impact Hub was founded in London in 2005 and the movement continues to expand around the world to locations such as Amsterdam, Johannesburg, Singapore and Mexico City.

Impact Hub Salt Lake’s main facility will be housed in a renovated building, constructed in the 1800s, at 150 S. State St.. Renovations are underway to transform the 13,000 square feet of space into open co-working spaces, 12 private offices, four conference rooms, a communal kitchen and lounge areas for members. Phase 2

(late 2014 to early 2015) will put the finishing touches on the second floor, adding several more offices and an additional 2,000 square feet of working space, all with original

brick walls and hardwood flooring.

During construction of the main facility, a temporary facility has opened at 44 Exchange

Place in downtown Salt Lake. The space is fully furnished and will be open from 8 a.m. to 10 p.m. Monday through Friday.



Impact Hub Utah's permanent home is undergoing remodeling in downtown Salt Lake City.

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CALENDAR

from page 10

eventbrite.com.

May 13, 9 a.m.-4 p.m.

EntreLeadership One Day, presented by Dave Ramsey, nationally syndicated radio talk show host and *New York Times* best-selling author, and other speakers. Event is designed to bring proven and practical lessons to Salt Lake City area business leaders looking to build and grow their businesses and improve leadership skills. Location is Abravanel Hall, 123 W. South Temple, Salt Lake City. Cost is \$149, with discounted admission prices available for a limited time, with VIP seating and group discounts also available. Details and registration are available at (888) 227-3223 or www.daveramsey.com.

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

MountainWest Capital Network (MWCN) Deal Flow Lunch and Book Presentation. Event features the 19th year of

publishing the Deal Flow Report about Utah's capital deals. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Cost is \$55 for members, \$75 for nonmembers. Details and registration are at <http://www.mwcn.org/event-registration/>.

May 21, 8:30 a.m.-1:30 p.m.

13th annual Trade and Business Conference, hosted by Zions Bank. Keynote speakers include Felipe Calderón, who served as president of Mexico from 2006–2012, and Joe Lieberman, U.S. senator from 1988–2012 and Democratic candidate for vice president in 2000. Event will also include honoring the recipient of the 2014 Global Pacesetter Award, a distinction given annually to a Utah company demonstrating international success. Location is the Salt Lake Marriott Downtown at City Creek. Cost is \$35 and includes lunch. Registration can be completed at www.zionsbank.com/conference or by calling (801) 844-8573.



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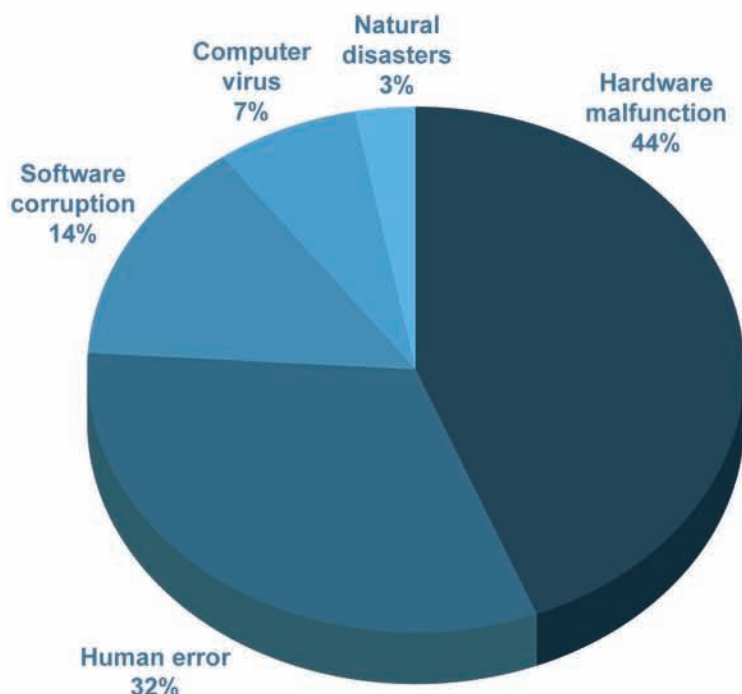
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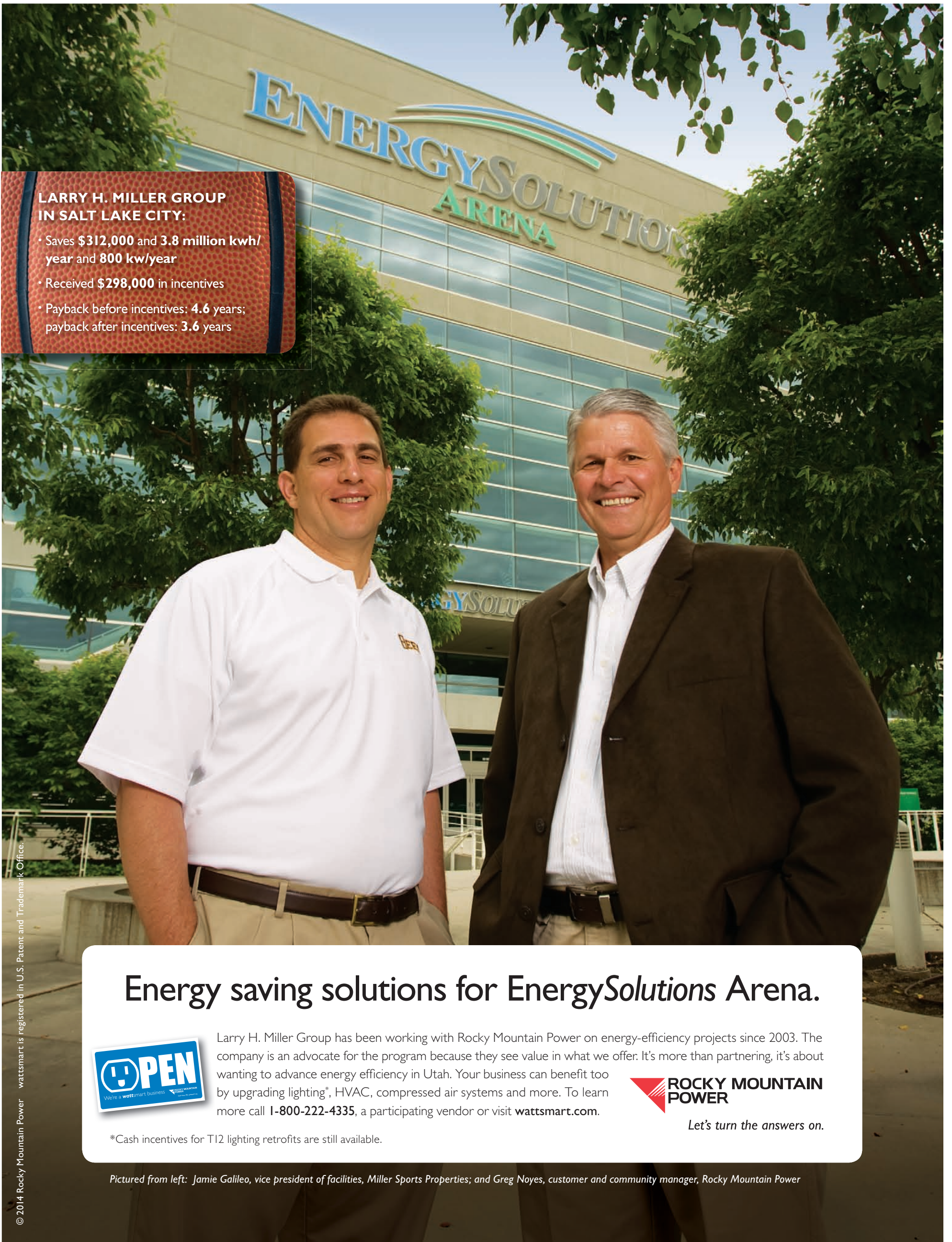


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*Cash incentives for T12 lighting retrofits are still available.

Pictured from left: Jamie Galileo, vice president of facilities, Miller Sports Properties; and Greg Noyes, customer and community manager, Rocky Mountain Power

Opinion

GOP won't attract blacks by simply becoming Democrats

Recently former Secretary of State Condoleezza Rice added her voice to those who have long been urging the Republican Party to reach out to black voters. Not only is that long overdue, what is also long overdue is putting some time — and, above all, some serious thought — into how to go about doing it.

Too many Republicans seem to think that the way to “reach out” is to offer blacks and other minorities what the Democrats are offering them. Some have even suggested that the channels to use are organizations like the NAACP and black “leaders” like Jesse Jackson — that is, people tied irrevocably to the Democrats.

Voters who want what the Democrats offer can get it from the Democrats. Why should they vote for Republicans who act like make-believe Democrats?

Yet there are issues where Republicans have a big advantage over Democrats — if they will use that advantage. But an advantage that you don't use might as well not exist.

The issue on which Democrats are most vulnerable, and have the least room to maneuver, is school choice. Democrats are heavily in hock to the teachers' unions, who see public schools as places to guarantee jobs for teachers, regardless of what that means for the education of students.



There are some charter schools and private schools that have low-income minority youngsters equaling or exceeding national norms, despite the many ghetto public schools where most students are nowhere close to meeting those norms. Because teachers' unions oppose charter schools, most Democrats oppose them, including black Democrats up to and including Pres. Barack Obama.

New York Mayor Bill de Blasio's recent cutback on funding for charter schools, and creating

other obstacles for them, showed a calloused disregard for black youngsters, for whom a decent education is their one shot at a better life.

But did you hear any Republican say anything about it?

Minimum wage laws are another government-created disaster for minority young people.

Many people today would be surprised to learn that there were once years when the unemployment rate for black 16-year-olds and 17-year-olds was under 10 percent. But their unemployment rates have not been under 20 percent in more than half a century. In some years, their unemployment rate has been over 40 percent.

Why such great differences between earlier and later times? In the late 1940s, inflation had rendered meaningless the minimum wage set in 1938. Without that encumbrance, black teenagers found it a lot easier to get jobs than after the series of minimum wage escalations that began in the 1950s.

Young people need job experi-

ence, at least as much as they need a paycheck. And no neighborhood needs hordes of idle young men hanging around, getting into mischief, if not into crime.

Republicans have failed to explain why the minimum wage laws that Democrats support are counterproductive for blacks. Worse yet, during the 2012 election campaign Mitt Romney advocated indexing the minimum wage for inflation, which would not only guarantee its bad effects, but would put an end to discussing those bad effects.

Are issues like these going to switch the black vote as a whole over into the Republican column at the next election? Of course not. Nor will embracing the Democrats' racial agenda.

But, if Republicans can reduce the 90 percent of the black vote that goes to Democrats to 80 percent, that can be enough to swing a couple of close Congressional elections — as a start.

Even to achieve that, however, will require targeting those particular segments of the black popula-

tion that are not irrevocably committed to the Democrats. Parents who want their children to get a decent education are one obvious example. But if Republicans aim a one-size-fits-all message at all blacks they will fail to connect with the particular people they have some chance of reaching.

First of all, Republicans will need to know what they are talking about. There are books like *Race and Economics* by Walter Williams, which show that many well-meaning government programs have been counterproductive for minorities. And there are people like Shelby Steele and the Thernstroms with valuable insights.

But first Republicans have got to want to learn, and to be willing to do some thinking, in order to get their message across.

Thomas Sowell is a senior fellow at the Hoover Institution at Stanford University. His website is www.tsowell.com.

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The Adam Smith multiplier: Focus on your superior strength

How to build the company. How to get the most out of each person on your team. How to maximize your own strengths. These are the issues at the heart of true business growth. Countless seminars, books and courses have been developed to help business leaders uncover the secrets — but actually it's quite simple. And it was laid out in the 18th century by Adam Smith, the author of *The Wealth of Nations*.

Smith is credited for what we call the division of labor, which in essence means that by dividing labor among workers and allowing each to focus on a particular task, we can see a greater universal success. Smith's theories set the stage for the industrial revolution that forever changed the world.



How about changing yours? Mine changed when I learned an important truth from my friend and mentor, strategic coach Dan Sullivan. Sullivan put together a series of his own “multiplier laws,” and in this series he teaches that we each need to identify what

we're superior at. To explain, if you look at the spectrum of our strengths and weaknesses, there are numerous things we're incompetent, to competent, to excellent at and only a few — very few — things we're superior at.

When we stop wasting our time and energy chasing multiple achievements along our competency spectrum and instead focus solely on developing the two or three things we're superior at, true growth begins. Now how do you know what you're superior at? Ask yourself this question: What gives you energy and passion, so much that you could go-go-go and never get tired of doing that one thing?

When I asked myself this, I realized it was helping people achieve authentic wealth and abundance. And to do that, I knew I loved writing (I've written several best-selling financial planning and authentic wealth books). I enjoy speaking (I travel the country speaking to thousands of people, host my own nationally syndicated radio show, and produce several *Live Abundant* videos each year). And I am passionate about teaching (I lead clarity retreats, authentic wealth seminars and more through my Educational Institute in Utah and California).

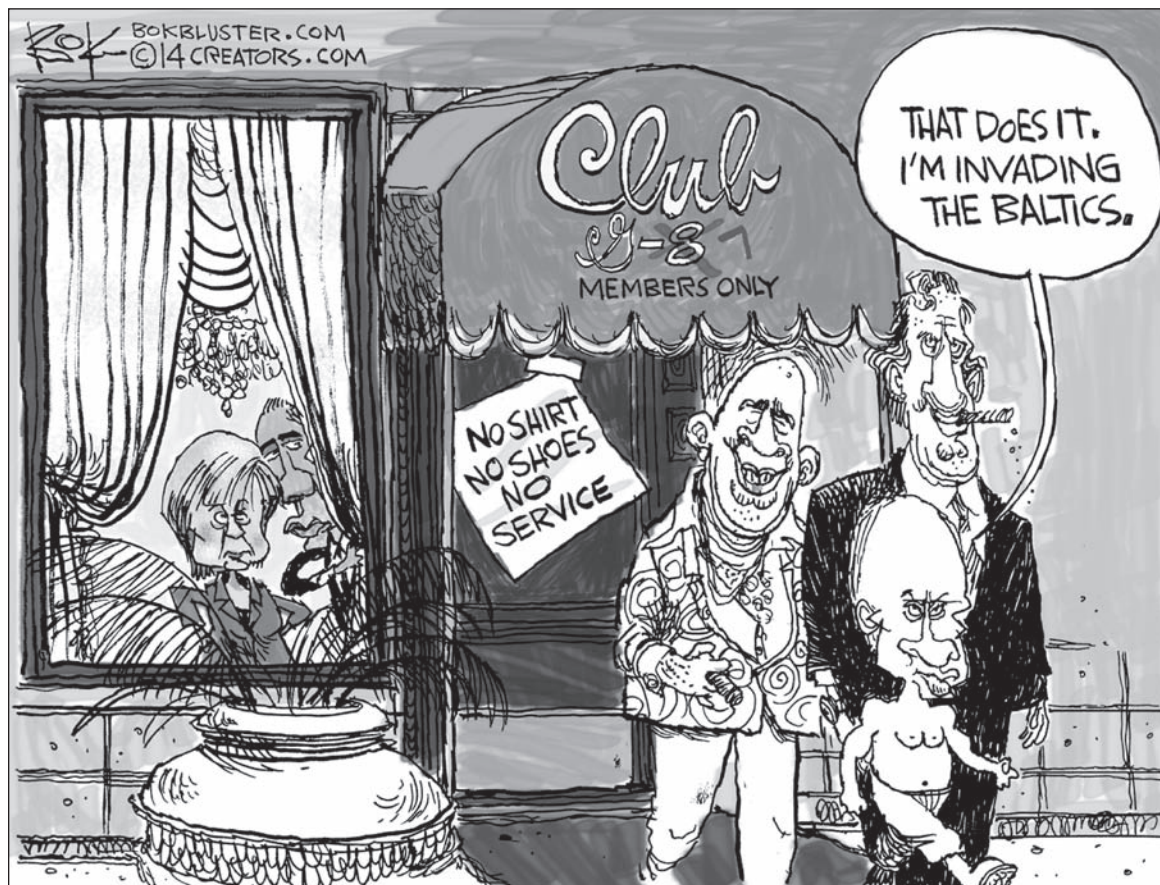
But it's not just your own

superior strengths to keep in mind. Because clearly, for a company to succeed, it takes several moving parts. That's where the division of labor comes in. Identify what you're superior at, then work with others who are superior at all the things you may be merely competent or even excellent at. I hire

people around me with unique abilities. They rise to the top; I rise to the top and together we're better, because TEAM stands for the acronym Together Everyone Achieves More. When you focus on those things that you're superior at and bring out in the best of

others, watch what happens. Your company — and even your life — can be more abundant. Now that's the kind of multiplication we all want!

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



GITOMER

from page 8

1. The first sale that's made is the salesperson. If the prospect doesn't buy you, he's not going to buy your product or service.

2. How's your online reputation? What's your Google ranking and reputation? Not your company — YOU!

3. What's your social media reputation? Not tweeting is a choice, but a poor one. How about LinkedIn? Do you have a business Facebook page?

4. Did you offer proof? Did you use "voice-of-customer" as testimonial proof to your claims?

4.5 Does the buyer have enough peace of mind to purchase?

I have just given you a mind full of sales information — from the mind of the only person that matters in your sales conversations: the customer.

Jeffrey Gitomer is the author of 12 best-selling books including *The Sales Bible*, *The Little Red Book of Selling*, and *21.5 Unbreakable Laws of Selling*. His books are now available as online courses at www.GitomerVT.com.

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Five steps that will dramatically increase your sales in 90 days

When it comes to sales, if you're like most business owners and executives, you likely focus on sales projections and quotas — did your sales team achieve the company's goals for the month, quarter and year? Consider how much your business could grow if your salespeople were performing at their optimum potential. What would it mean to your company if your existing sales force were to increase its productivity by 20 percent, 30 percent or even 50 percent or more over the course of this year? Some business owners and executives may scoff at the prospect that increases like these are realistic. I assure you, they are.

What you don't know is costing your business sales and profitability. For the past 16 years, I have worked with business owners, executives and sales teams here in Utah and across the nation. I have witnessed the big money that has been left on the table — lost sales and profitability — because managers thought they un-



MARK MAXON

derstood more about selling than they actually did.

There are multiple reasons the best companies aren't selling what they have the potential to. In this article, I'll focus on two of them and how to resolve the problem. The first has everything to do with your salespeople's mindset — forget attitude. There are countless individuals who appear to possess a positive attitude and yet they're not achieving the results they should. Mindset trumps attitude all day long. It's a safe bet that most salespeople are working to meet their needs each and every month — their goal is to meet their needs. Big mistake. It's true that having a quota adds to the sales associate's urgency. The fact that their job may depend upon meeting the company's goals adds to the pain of addressing their personal financial obligations. However, fear-driven motivation is not the most effective way to achieve the results you desire.

Your salespeople will reach their true potential when they

learn to stop chasing their needs and instead aspire to realize their dreams. Life delivers what we demand, seldom more. Those who learn to categorize their dreams, as their needs, raise the bar with respect to their expectations and performance. They don't stop producing because they know they've covered the bills for the month. It's far more motivating to be moving toward achieving your dream of owning a new home, driving a high performance or luxury automobile, purchasing the boat you've always wanted or taking the vacation of a lifetime, than it is to pay your bills for the month. And, it's easier to dedicate the time, resources and energy to your business when you're having fun with it.

A sure way to increase your company's sales is to be as concerned with what your salespeople want out of life as you are concerned about the wants and needs of your customer. Nurture your salespeople and they'll take care of your customers. Provide the tools, training and inspiration that lift your people to a higher state of mind (consciousness), and they'll be increasingly motivated to per-

form for you. Some individuals are motivated by money, others the recognition of their performance. Want top producers? Teach your people how to achieve higher levels of performance in life, as well as in business, and you will have their true loyalty and they will have your best interest at heart.

Let's now address the second reason companies aren't achieving their maximum sales potential. Too frequently, management fails to look beyond its industry for innovative ways to increase its sales. Looking to the leaders in your own industry alone for the answers as to how you can improve will typically result in you chasing them. Look outside your industry for creative solutions that will place you at the lead. Seek out sales strategies that have been proven effective in other industries.

Many of the companies I have served through the years were losing sales because they failed to implement a measurable "system based" sales structure. I recommend a five step approach that will have your salespeople closing considerably more business in a matter of weeks. Most sales-

people are weak in one, two, three, if not all five areas of the process. The first is a powerful, attention-getting introduction. The introduction should include who they represent and what you have to offer. Avoid the details (how you do it). Instead paint the picture, focusing on the end result you achieve for your customers — or benefits vs. features, if you prefer. Teach them how to build value that your prospect will identify with. This will establish the "why" — why they want to invite your people to meet with them. Teach your people how to effectively gain the co-operation of the gatekeeper and they'll find themselves in front of more decision makers. Teach your people how to interrupt patterns (using precise verbiage) and they'll greatly increase the likelihood they meet with all the decision makers.

The second step to enhancing the success of your sales team is to have your people consistently follow a carefully developed standardized customer discovery comprised of intelligent questions. Make sure the questions posed re-

see MAXON pg. 19

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BRIEFS
from page 7

commission income earned by its agents. It also finished third nationally for units sold among Century 21 residential offices. The brokerage was honored for its performance at the Century 21 Global Conference in Las Vegas. The brokerage's 250-plus agents had total sales volume of \$393.5 million from 2,083 units sold in 2013. Both the volume and units figure were first among single Utah residential real estate offices across all national brands and independent offices, according to the Wasatch Front Multiple Listing Service (WFRMLS) and Real Data Strategies. According to WFRMLS figures, the brokerage sold 877 single-family residences from its listing inventory, which was more than 280 homes more than its nearest competitor.

• **Primary Resident Mortgage Inc.** (PRMI) has appointed **Craig Holbrook**

as director of marketing at the corporate headquarters in Salt Lake City. In his new role, Holbrook will work to streamline and improve the support of PRMI's field branches in their marketing needs, as well as develop and execute the overarching marketing strategy for the organization. Holbrook's background includes strategy, marketing and field support. He has held strategic marketing positions with Centex Homes and H&R Block. His education includes an undergraduate degree in pre-law from Brigham Young University.

RETAIL

• **Industrial Supply Co.**, Salt Lake City, has promoted **Kellie Bartz** to vice president of finance. Bartz started her finance career at Industrial Supply 20 years ago and returned in 2012 to take on the role of director of accounting and finance. Prior to returning to Industrial, she worked as the corporate accounting manager at Adobe Systems Inc. and as a senior auditor with PricewaterhouseCoopers.



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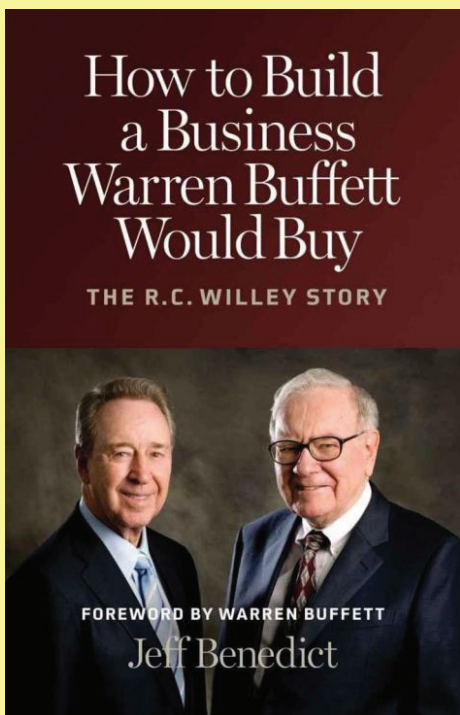
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April 25-26, 2014

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	April 25, 2014, Friday	April 26, 2014, Saturday
9:00 AM - 10:30 AM	Utah Business Forum The Outlook of Utah Economy & Business - Governor's Office of Economic Development (GOED)	Stock Investment Seminars: "Stock Market Quarterly Update" (Fidelity Investments) "Trading Exchange Traded Fund (ETF)" (Fidelity Investments) "Stocks Technical Trading Strategy" (Charles Schwab)
10:45 AM - 12:00PM	Keynote Speech "How to Build a Business Warren Buffett Would Buy" Bill Child, Chairman of RC Willey	"The Revolution of Bitcoin" - Jonathan Johnson III , Executive Vice Chairman Overstock.com
12:00 PM - 1:00 PM	Lunch Break	Lunch Break
1:00 PM - 2:30 PM	Crowd Funding Seminar - Berny Dohrmann , Chairman of CEO Space Venture Capital Forum - Brad Bertoch , President of Wayne Brown Institute Commercial Lending Forum - Terry Grant , Senior Vice President of Wells Fargo	Real Estate Investment Seminars "How to Invest in Real Estate without Cash/Credit" "Turn-key Investment on Income Properties" - Steven Miller , Co-Founder of Strongbrook "How to Buy, Fix & Flip the House" "Hard Money for Quick Flip"
3:00 PM - 4:30 PM	Commercial Real Estate Forum - Brandon Fugal , Chairman, Coldwell Banker Commercial Franchise / Business Opportunity Forum	Real Estate / Mining Project Presentation Land & Farm Investment Opportunities
5:00 PM - 8:00 PM	VIP Reception & Networking Party	
Featured Guest Speakers:	 Berny Dohrmann Chairman, CEO Space	 Brad Bertoch President VentureCapital.org
	 Brandon Fugal Chairman Coldwell Banker	 Terry Grant Sr. Vice President Wells Fargo
	 Jonathan Johnson III Exe. Vice Chairman Overstock.com	 Howie Spielberg Investment Specialist Fidelity Investments



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NU SKIN*from page 1*

ted to working cooperatively with the Chinese government to ensure the healthy, long-term growth of our business.” Mainland China accounted for 32 percent of Nu Skin’s sales last year and 60 percent of its growth between 2011 and 2013.

Specifically, the fine came as a result of the sale of certain products by individual direct sellers that, while permitted for sale in Nu Skin China’s retail stores, were not registered for the direct selling channel, according to a release from SAIC on its website. Nu Skin China was also fined \$16,000 for product claims that were deemed to lack sufficient documentary support. SAIC will also look to increase regulation of the direct sales sector. This could pose a headache for Nu Skin rivals such as Herbalife, currently under investigation in the United States. China banned door-to-door sales in 1998, saying it wanted to end “a decade of rampant pyramid sales abuses.” The country lifted the ban seven years later.

“For the next step, SAIC will work with other departments to increase the level of regulation of the direct sales market and sternly investigate and prosecute any illegal behavior in the direct

sales sector,” the SAIC statement said. Chinese laws allow direct sales under limited conditions, but there are laws banning so-called pyramid selling, when members make more money recruiting new members than selling the actual product.

With the announcement of the settlement, signaling an apparent end to the investigation by the Chinese, Nu Skin shares gained the most in eight months early last week and were trading near \$90 at week’s end. When the *People’s Daily* story broke earlier this year, Nu Skin shares plunged to less than \$45 from highs near \$140.

The market size of China’s direct-selling industry has more than doubled since 2008, rising to 88.9 billion yuan in 2013, according to *Euromonitor*. Amway Corp. — the Ada, Mich.-based seller of vitamins, cosmetics and air purifiers — led the market last year, with a 30 percent share. Nu Skin was fourth, with 6.6 percent, *Euromonitor* said.

Meanwhile, lawsuits by Nu Skin shareholders claiming damages from stock losses attributable to the company’s activities in China show no signs of going away. None of the major law firms representing plaintiffs in various suits against Nu Skin have indicated any intention of backing off.

MAXON*from page 16*

flect your understanding of your prospect’s industry and your people will be perceived as qualified to make the appropriate recommendation.

Step three is to train your people on when and how to properly transition to their recommendation.

Step four is having an effective “Call to Action.” Teach your team when, how and how often to ask for your prospect’s business.

The fifth step is mastering how to isolate your prospect’s concerns (objections) and repeat the concern back to the client. This alone often diffuses consumer resistance, thus securing the sale today. Additionally, you’ll want to know that each and every one of your salespeople has mastered the art of isolating your prospective customer’s concern prior to addressing it.

Though this outline is condensed, it’s a great start in assisting your assessment as to the true effectiveness of your company’s sales strategy.

Mark Maxon is president of The Maxon Group and a national sales trainer, published author, life and business development coach and radio talk show host.

TOURISM*from page 1*

decreases in national parks and places visitation, due in large part to the 2013 government shutdown during southern Utah’s tourism season. Leaver predicts visitation to Utah’s national parks will rebound in 2014 based on the success of “The Mighty 5” marketing campaign, which was launched by Utah’s Office of Tourism last spring.

“Utah has so much to offer,” said Natalie Gochnour, an associate dean at the David Eccles School of Business. “Visitors are drawn to our ski resorts, mountains and parks, as well as to our cultural and historical assets. Utah really has something for everyone.”

The national parks, national monuments, state parks and ski resorts in Utah are major sources of tourism jobs and dollars, a point emphasized by the study. In 2012, Utah recorded 6.6 million national park visits, 5.1 million national monument visits, 5.1 million state park visits, as well as 4 million skier days during the 2012-2013 season.

Some highlights of the report:

- Tourists and travelers spent a record \$7.4 billion in the Utah economy during 2012.

- Utah nonresident visitor spending of \$5.3 billion benefited the Utah economy in a similar

way to merchandise exports. If tourism were an export, it would be the state’s second largest export behind primary metals (\$12.2 billion) and ahead of computers and electronics (\$2.2 billion).

- In 2012, Utah’s tourism industry supported an estimated 129,088 total jobs in the Utah economy.

- Approximately one in every 10 jobs in the state’s economy is in the tourism industry, directly or indirectly.

- Utah ranks higher than California, Texas, Illinois and New York in travel-generated employment share.

- Between 2003 and 2012, total direct leisure and hospitality jobs and wages increased 19 percent and 28 percent, respectively.

- Over 40 percent of total private direct jobs in Daggett, Garfield, Grand, Kane, Summit and Wayne counties are in the leisure and hospitality sector.

- Summit, Washington, Garfield and Utah counties all experienced over 25 percent growth in leisure and hospitality jobs from 2003 to 2012.

- In calendar year 2012, taxable sales in the leisure and hospitality sector totaled \$5.3 billion, a 6 percent increase from 2011.

- Tourism-related tax revenue grew 42 percent from 2003 to 2012, with a 13 percent increase from 2011 to 2012.



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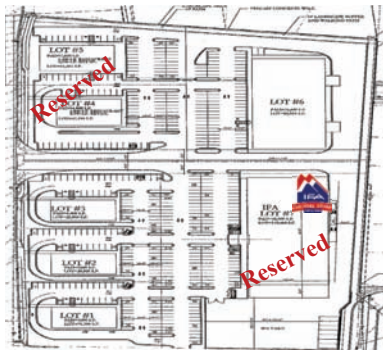
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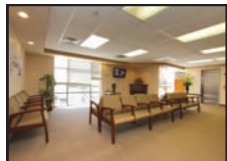
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