

**Focus**

**MANUFACTURING**  
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West Point in the Liberian capital of Monrovia is home to approximately 75,000 people who live on a peninsula between the Mesurado River and the Atlantic Ocean. Besides having no running water or sewage system, there are no addresses. The average dwelling size in West Point is approximately 8 feet by 8 feet.

## Utah firm donating technology to battle African Ebola outbreak

**John Rogers**  
*The Enterprise*

The toughest part of dealing with an epidemic such as the Ebola outbreak currently ravaging West Africa is keeping physical track of everything. That includes victims, outbreak locations and clinics. And in the underdeveloped communities of Africa, that's no easy task.

But a Draper-based company that specializes in geospatial location technology with the ability to provide mapping capabilities has found itself in the midst of the

Ebola crisis and is providing its services free of charge. Addressing Homes LLC has been developing location technology over the past seven years specifically for the purpose of providing uniform addressing capabilities to undeveloped regions.

Liberia — now the epicenter of the Ebola crisis — was the inspiration behind Addressing Homes' location technology. Places such as the slums of the Liberian capital of Monrovia have no organized street systems and addresses within these areas simply do not exist. Thousands of

see **EBOLA** pg. 4

## Don't expect to 'go viral,' exec tells OR attendees

**Brice Wallace**  
*The Enterprise*

Fritz Brumder believes in the power of the moving image to move people, but he recently cautioned that companies looking to use videos to make a splash in the business world should not expect nor aim for them to "go viral."

Brumder, cofounder and chief execu-

tive officer of Brandlive, a platform combining live video, social media and instant e-commerce, said the goal of video should not be to get tons of views from a huge, random group.

"It's really important you understand success in video is not about creating viral videos. It's just about getting it in front of the right audience," he said during an educational session at the Outdoor Retailer Summer Market in Salt Lake City.

"So, by putting your video on YouTube, you're going to expand the capability of your audience, but you still really need to target it at specific people, and success for whoever that specific audience is might only be 250 people watching it."

Brumder's presentation was subtitled "Connecting Retailers to the World at the Speed of Life," and he said video is perfect

see **OR MARKET** pg. 4



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## Overstock bringing IT jobs back to Utah

The Governor's Office of Economic Development (GOED) and Overstock.com have announced that the company will grow its employee base by bringing 333 additional jobs to Salt Lake County. These IT positions, that in the past have been contracted out of state, will be brought back to Utah over the next 10 years.

"Overstock.com's decision to bring hundreds of IT jobs to Utah showcases the confidence the company has in Utah's top-notch workforce," said Gov. Gary R. Herbert. "Utah is known as a software and IT hub thanks to the continued investment and growth of companies like Overstock.com."

"Overstock.com has benefited enormously from being headquartered in Utah," said company CEO Patrick Byrne. "The state's strong economy and a workforce

that is educated and tech-savvy have been key factors in our growing to a \$1.5 billion company. We look forward to hiring many more qualified IT professionals in Utah as we continue to grow and invest in this state."

Founded in 1999, Overstock.com is a public company and online retailer offering discount brand name, non-brand name and close-out merchandise, including furniture, home décor, bedding and bath housewares, jewelry, watches, apparel, designer accessories, electronics and computers, sporting goods, and many other products. The company also sells hundreds of thousands of current run books, magazines, CDs, DVDs and video games.

Overstock.com has indicated that they will be creating 333 new jobs over the next 10 years. The to-

tal wages, including medical benefits, in aggregate are expected to be at least 200 percent of the county average wage. The projected new state wages over the life of the agreement are expected to be approximately \$300,843,588. Projected new state tax revenues, as a result of corporate, payroll and sales taxes, are estimated to be \$11,406,215 over 10 years. The Overstock.com expansion has the potential to result in an expected capital investment of \$2,650,645.

"Utah's competitive tax structure, highly-skilled workforce and unparalleled quality of life provide a premier foundation for success for quality companies such as Overstock.com," said Jeff Edwards, president and CEO of Economic Development Corporation of Utah.

As part of a contract with Overstock.com, the GOED Board of Directors has approved up to a maximum tax credit of \$2,281,243 in the form of a post-performance Economic Development Tax Increment Finance (EDTIF) incentive, which is 20 percent of the new state taxes Overstock.com will pay over the 10-year life of the agreement. Each year as Overstock.com meets the criteria in its contract with the state, it will earn a portion of the total tax credit incentive.

## BEBR publishes tourism analysis at county level

A recently-released study published by the Bureau of Economic and Business Research (BEBR) at the University of Utah's David Eccles School of Business shows that despite setbacks during the year, Utah increased overall in tourism in 2013.

Jennifer Leaver with BEBR said the study is the first of its kind for the state, focused on a county level. She said the detailed breakdown allows researchers to see precisely where tourism is a vital industry in the state, and where tourism is seeing growth or decline.

Rich, Utah, Washington, Wasatch and Davis counties showed the greatest cumulative tourism increases over the year, while Carbon, Uintah, San Juan, Juab and Weber showed year-over-year decreases or flat performance. Leaver said a major reason for the state's tourism success has been a result of campaigning ads.

BEBR published 29 separate travel and tourism county profiles, each of which provides the county's statewide ranking, attractions and visitation, a table and charts depicting trends in tourism-related tax revenues, taxable sales, employment, wages and hotel-performance measures. In addition, BEBR created a document ranking Utah counties by share of leisure and hospitality employment to total employment and a profile comparing Utah to the rest of the country.

"I know the office of tourism has had a very successful 'Mighty-5' campaign that they began to run in the spring of 2013," Leaver said. "There was also an increase in skier visits in 2013 from last year — which could be based on a lot of marketing and word of mouth."

Though the state did well overall, Leaver said the government shutdown of fall 2013 did have an effect on tourism. "It's a fairly busy month in October for tourism, especially in southern Utah. So, it wasn't long enough to be a huge impact but it definitely had

an impact, and in some areas more than others," she said.

"Each of Utah's 29 counties has something unique to offer visitors," said Leaver. "In 2013, every county in Utah showed percent increases from the previous year in at least one tourism-related area, while Box Elder, Cache, Daggett, Duchesne, Grand, Iron, Rich, Utah and Washington counties experienced year-over percent increases in all reviewed tourism-related areas."

Utah showed positive year-over increases in almost all tourism-related areas, including tax revenues (8.5 percent), taxable sales (6.0 percent), leisure and hospitality jobs and wages (4.1 percent and 5.5 percent), total skier visits (3.6 percent), hotel performance indicators (0.2 to 2.9 percent) and Salt Lake City International airline passengers. The only statewide tourism-related indicator that showed year-over declines was national park visitation. According to the 2013 National Park Visitor Spending Effects report, the long-term park closures due to Hurricane Sandy damage from October 2012 through July 2013 and the government shutdown in October 2013 significantly contributed to the visitation decline.

"The government shutdown was unfortunate, but 2013 was still a strong year for tourism in Utah," said Natalie Gochnour, an associate dean at the David Eccles School of Business. "The state benefitted from strong tourism growth rates that created economic opportunity throughout the state. The Utah economy is larger and more prosperous because of this important industry."

In order to make the best possible comparison between Utah's 29 counties, especially considering the complexity of the tourism industry, Leaver focused on leisure and hospitality sector data (arts, entertainment, recreation, accommodations and food service) as it was the most complete and available county-wide data.

### MINING/GEOSCIENCES OPENING

**Rio Tinto Services, Inc.** has the following opening in South Jordan, UT: **General Manager, Mining and Geosciences** (Job #6594.145): Develop and manage regional plans for Rio Tinto Services, Inc.'s Mining and Geosciences function in alignment with regional Technology & Innovation (T&I) Productivity Improvement strategy. Up to 30% travel required to various, unanticipated domestic and international locations. To apply, mail resumes to Attn: Kim Jensen at Rio Tinto, 4700 Daybreak Pkwy., South Jordan, UT 84095. Refer to job #6594.145.



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### TECHNICAL POSITION OPENING

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# New Mayfair call center will mean 500 new jobs

Online home goods company Wayfair has announced plans to open a second Utah facility. Boston-based Wayfair will open a 45,000 square foot customer service center in Orem this month. The company currently operates a warehouse and customer service center in Ogden.

“We are laser focused on providing an unparalleled customer experience across all of our brands,” said Niraj Shah, CEO and co-founder of Wayfair. “The new Utah customer service center will allow us to scale current operations to meet the needs of our growing customer base.”

Located in the Canyon Park Technology Center in Orem, Wayfair’s new customer service center

is expected to create 500 new jobs over the next three years. The company plans to hire phone and e-mail customer service representatives as well as service managers, trainers and recruiters.

Since opening its first warehouse and customer service center in Ogden in late 2012, Wayfair has created more than 400 jobs in the state. Wayfair is currently hiring for positions in the Orem facility and qualified applicants are encouraged to review and apply to open positions by visiting wayfair.com/careers.

Wayfair offers a large selection of home furnishings and décor across all styles and price points with 7 million separate items and 12,000 brands.

## Forbes list touts Utah cities

There’s one thing that remains consistent when it come to news about Utah’s business climate — the news seems to always be good. Five Utah cities have been recognized by *Forbes* as great places to do business and have a career.

On *Forbes* just-released 2013 list, Best Places for Business and Careers, Provo was ranked No. 3, Salt Lake City was ranked No. 8 and Ogden came in at No. 11. Meanwhile, Logan ranked No. 4 and St. George ranked 26 on the magazine’s list of Best Small Places for Business and Careers.

*Forbes* based its rankings on 12 metrics relating to job growth, costs of living and doing business, income growth, educational attainment and projected economic growth. Researchers also considered migration patterns, cultural and recreational opportunities and colleges and universities nearby.

Provo’s No. 3 ranking came as a result of ranking seventh in cost of doing business and third in job growth. *Forbes* noted the city’s importance as a place for technology development.

Salt Lake ranked 39th for cost of doing business and 30th in job growth. *Forbes* emphasized Salt Lake’s outdoor recreation tourist industry based largely on skiing, as well as its industrial banking and transportation industries.

Ogden ranked No. 4 in cost of doing business and No. 41 in job growth. *Forbes* noted that the IRS has a significant presence in the city and is its largest employer. It also mentioned the presence of

the Business Depot Ogden, a business park with more than 1,000 acres.

### Enterprise

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## OR MARKET

from page 1

for driving commerce, building a brand and/or educating people about a product or service.

"Video doesn't always have to be something that goes viral," he said. "Video is just a really good tool to personalize people. If you're selling people and [yourself] as a service authority, then you should use video to communicate that to your customers. Or, if your product is really your star and you need to show and demonstrate all the features and benefits of your product, video is also a really good way to communicate that."

The impact of video, he said, likely was discovered during the 1960 televised presidential debates between John F. Kennedy and Richard Nixon. Radio listeners believed Nixon won the debates, but JFK captivated the TV audience.

"This really was the first kick-off point that ushered in a completely new era of somebody, essentially a politician, who is building a brand, and we realize that Kennedy is able to craft an image and a representation that the public was able to digest much better via video. That was able to put him in the best position and the best possible light," Brumder said.

Video essentially changed the speed of access and interac-

tion with others. Jackie Kennedy's televised 1962 tour of the White House helped personalize her, and the advent of music videos in the 1980s helped do the same for music artists. In the 1990s, the "Survivor" reality TV series turned "nobodies" into household names. Now, technology allows people to connect with video via Skype and allows people to combine the power of video and the Internet.

Technology allows video to create an online retail experience or a virtual sales meeting. Brumder showed examples of companies using the Internet to show a live video of product managers speaking to and interacting with an audience of sales associates and field representatives. The product managers provided information about new products, and audience members were able to get answers to their questions in real time as they were posted on the same web page by using a social media component.

What's more, lower on that same web page was a way for audience members to buy the products, resulting in the page combining live video, e-commerce and social media interactivity.

Brumder said videos can be as short as 20 to 45 seconds on a "product details" tab of a web page. They can be two to five minutes if used for marketing. Education and brand-building videos could be much longer. The live session described above could be 45 minutes or more.

Not counting the message to be conveyed, companies wanting to use video face lots of options regarding devices, video formats, levels of tools and exporting/distribution methods, he said. He suggested starting small, with perhaps a prototype video that could be shown inside a company's retail store, where the company can survey shoppers about the video and its message. The company then can refine the message based on that feedback.

But, he warned, do not expect immediate success. Refinement will almost always be needed.

"Has anybody had people in their management team or in strategy sessions say, 'We really need to create a viral video' or 'Wouldn't it be great if we created a video and it had a million views?' Has that happened? [Suc-

cess] doesn't happen the first time, usually. It doesn't happen the second time. You've got to create a bunch of video content in order to get to that point," Brumder said.

"The good news is that if you get the format down right, you can produce a lot of video content and see just what the market responds to, and if they really like something, you can develop that into a further concept."

Brumder said the goal of the Outdoor Retailer session was to get people to understand the power of video and to believe that anyone can do it.

"If you're looking to create a video strategy, those are important concepts to know and understand, that, if you think about it the right way and you build your strategy the right way, you can broad-

cast for very little time, money and budget, and the content creation tools are at your fingertips. You just need to know which ones to use and how to edit that a little bit."

And, he added, customers might even expand upon a company's message by showing or using a company's product or service in selfie photos or their own video.

"Everybody now needs to be conscious of this trend that has happened from that JFK and Nixon interview and the White House video and all the way to today," Brumder said, "and that is not only as a brand or as a retailer do you have the ability to broadcast and create high-quality content and send it to as many people as you want, but every single individual consumer has that capability."

## EBOLA

from page 1

people can live in a single square mile and locating — and relocating — Ebola victims is virtually impossible.

Addressing Homes has developed portable devices called AimObservers that use "Mobile Mapper" technology to produce an instant latitude and longitude location for any dwelling, structure or pathway down to an 8.8-foot square at any point in the world. For countries such as Liberia, the technology allows for development of a physical address (and ultimately a global addressing system) to enable emergency services and postal communications. The system will also allow commerce to formally emerge and progress.

"This is the right technology at the right time to assist Liberia and other West African countries in getting the current Ebola crisis under control," said Addressing Homes chairman Michael Olsen.

Following its most recent visit to Liberia, the company has

partnered with Liberian officials to contribute devices for use in identifying the location of Ebola victims and mapping patterns of occurrence as well as finding and mapping the location of the clinics that are equipped to give help.

The families of Ebola victims are placed in immediate quarantine, which they fear so greatly that they are purposely disposing of the dead bodies in the streets to disguise the locations of outbreaks, according to published reports. By mapping the locations of outbreaks (and the locations of clinics), officials in Liberia and in the World Health Organization (WHO) are better equipped to accurately identify trends and route victims more quickly to clinics that can provide them help.

Addressing Homes is working on the current initiative with James Dorbor Jallah, assistant to the president of Liberia and national coordinator for the Ebola Response Task Force, to contribute the mobile location devices free of charge. Company executives are pleased to note that the assistance also serves to build awareness of

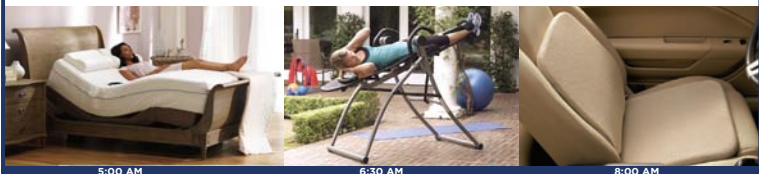
the need and benefit for creating a global addressing system for the region as well.

In addition to supporting WHO, Addressing Homes is working to establish the patent-pending Global Addressing System to support Liberia and all underdeveloped regions with consistent addressing information that can speed their progress in many additional ways, such as facilitating voting, national ID and postal services and for fostering the advancement of education and commerce of every kind.

"The potential to change the world through the technology Addressing Homes has developed is on the scale of Albert Einstein's theories and Thomas Edison's discovery of electricity," said Jallah.

Addressing Homes LLC is an organization created by AIMTEC (Aerial Imagery Mapping Technology), a technology company that has been developing geospatial technology since 2004 for the purpose of developing a single global addressing system to serve all nations and regions worldwide.

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# Industry Briefs

## ACCOUNTING

• **Steven R. Smith** has been elected managing partner of **Wisam, Smith, Racker & Prescott LLP**, Salt Lake City. Smith cofounded the firm and managed its audit practice prior to becoming managing partner. He specializes in auditing, strategic planning, mergers and acquisitions, and systems consulting. He graduated from Utah State University with a degree in accounting. Smith replaces **Bruce R. Wisan**, who has retired. Wisan was an original founder of the firm on Jan. 1, 1985.



Steven R. Smith

## ARTS/ENTERTAINMENT

• **The Leonardo**, Salt Lake City, has announced that entrepreneur and civic philanthropist **Dinesh Patel** has been elected as chairman of the board. Patel is a partner emeritus at Signal Peak Ventures (formerly vSpring Capital), a venture capital fund with over \$450 million under management. He previously was cofounder, president and CEO of TheraTech Inc. and founded or cofounded Ashni Naturaceuticals Inc., Salus Therapeutics Inc. and OneCare.



Dinesh Patel

work with architects, contractors and owners to provide overall sales support.

## ECONOMIC INDICATORS

• Utah was in the top 10 in several rankings, including first in the Economic Growth Potential category, in the **2014 Business Facilities Rankings Report**. Utah was second only to Louisiana in the Best Business Climate rankings. It also was ranked fourth in Credit Quality, sixth in Employment Leaders, ninth in Best Infrastructure, ninth in Best Business Tax Climate and 10th in Natural Gas Production Leaders. Details are available at <http://businessfacilities.com/2014-business-facilities-rankings-report/>.

## ENVIRONMENT

• **Friends of Alta** recently selected **Katie Vitti**, a recent Westminster College graduate, as its 2014 Summer Bill Levitt Fellow. Vitti will work with Jen Clancy, executive director, on environmental stewardship efforts, conservation monitoring, research and community education outreach projects. She graduated in May with a B.A. in Environmental Studies. Friends of Alta is a land trust organization whose mission is to protect the environment of Alta, including watershed and wildlife habitat areas of the headwaters of Little Cottonwood Creek; to preserve Alta's unique character and heritage; and to encourage stewardship and sustainability of Alta's environment and community.

## LAW

• **Engels J. Tejada** has joined **Holland & Hart LLP** as of counsel in the firm's Commercial Litigation practice group in its Salt Lake City office. Tejada represents businesses and individuals in state, federal and bankruptcy courts in complex commercial litigation. In addition to his litigation experience, Tejada negotiates and drafts loan workouts, settlement



Engels Tejada

## MEDIA/MARKETING

• **JDHgroup**, Salt Lake City, has hired **Brian Higgins** as a marketing specialist. He joins the design team to spearhead the marketing direction of JDHgroup. He has worked in the design, interaction and collaboration industries, including commercial architecture, graphic design, film production, events and communication.

## NONPROFITS

• **Catherine Parrish Lake** has been selected to the advisory board of the **Salt Lake County Center for the Arts**, which owns and operates Abravanel Hall, Capitol Theatre and the Rose Wagner Performing Arts Center. Lake is a partner at Stoel Rives LLP, based in Salt Lake City. She practices in the firm's Technology and Intellectual Property group, where she focuses on helping businesses and individuals develop, protect and utilize intellectual property rights. She also advises clients on alcohol licensing issues and franchise laws.



Catherine Lake

## PHILANTHROPY

• The **Usana True Health Foundation** donated \$1.5 million RMB (renminbi) to aid in relief efforts following the 6.5 magnitude earthquake that struck the Yunnan province in southwestern China on Aug. 2. Contributions will go to the China Foundation for Poverty Alleviation, a nonprofit organization focused on managing domestic- and overseas-donated funds and materials. The \$1.5 million RMB donation includes cash and premium products provided by Usana Health Sciences. The money will be transferred to CFPA and supplies such as food, water, tents and other urgent needs will be delivered to the Yunnan Civil Affairs Bureau, and 200,000 boxes of Usana Probiotics are to be delivered to the disaster area once the roads are repaired.

• Twenty-five sponsors and more than 100 volunteers contributed to the participation of 40 children and their families in the

17<sup>th</sup> annual **"Catch a Special Thrill for Kids"** fishing event at Strawberry Reservoir at the Soldier Creek Marina on Aug. 9. The event was hosted by the Bureau of Reclamation's Upper Colorado Region. C.A.S.T for Kids provides an opportunity for children with special needs and their families, as well as disadvantaged children and their parents/caretakers, to spend a day on the water with volunteer anglers learning to fish.

## RECOGNITIONS

• **A. Scott Anderson**, **Alan Hall** and **Kirk M. Ririe** have been named 2014 inductees into the **Utah Technology Council (UTC) Hall of Fame**. They will be honored at a black-tie event Nov. 7 at the Grand America Hotel in Salt Lake City. Anderson is president and chief executive officer of Zions First National Bank. He assumed those roles in 1998 after starting at Zions Bank in 1991 as executive vice president of retail banking. He is serving or has previously served on a variety of local boards, including the UTC Board of Trustees from 2003-14. Hall is an entrepreneur and investor. Most recently, he founded and became CEO of Tempus Global Data. He serves as cofounder and managing director of Mercato Partners and was founder and CEO of MarketStar Corp. He also founded Grow Utah, a nonprofit fostering entrepreneurship, and is a founding board member of World Trade Center Utah. He served as UTC chairman from 2008-13. Ririe founded Idaho Technology Inc., since renamed



A. Scott Anderson



Alan Hall



Kirk Ririe

BioFire Diagnostics, in 1990. It recently merged with global French company bioMerieux and split into two companies: BioFire Diagnostics and BioFire Defense. Ririe is now CEO of the latter. He joined the UTC board in 2011.

• **Gov. Gary R. Herbert** recently was presented the **Champion of Small Business Award** from **Thumbtack**. Utah was the top-rated state in this year's Thumbtack-Kaufmann Foundation small-business friendliness survey. Thumbtack.com surveyed 12,632 small businesses across the United States, asking questions about the friendliness of states towards small business and about small-business finances. Thumbtack.com evaluated states and cities against one another along multiple metrics. The company is based in San Francisco and has an office in Sandy.

• **Extra Space Storage Inc.**, Salt Lake City, recently was recognized as a **2014 Best of Business** winner by *Inside Self Storage*. Industry professionals have voted the company as the **Best Third-Party Management Company** the past three years. Approximately half of Extra Space Storage's 1,071 properties are joint-venture operated or managed. Its operates in 35 states; Washington, D.C.; and Puerto Rico.

• **NetDocuments**, Salt Lake City, has appointed **Matt Duncan** as chief executive officer. He has been with the company for more than 10 years in a variety of roles, including sales, management and business development. Most recently, he served as the general manager of the UK/EMEA region.

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## SERVICES

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## CONSTRUCTION

• **Steel Encounters** has hired **Kristine Moore** for its Salt Lake City Architectural Sales Division. Moore has more than 20 years of architectural product experience and will



Kristine Moore

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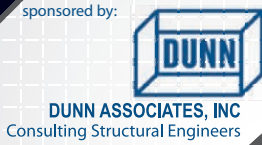
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As structural engineers we can be exposed to many different building materials. Building structures can be constructed of concrete, steel, masonry, wood or a combination of several materials. Each material has benefits and weaknesses. Sometimes building codes dictate the materials that must be used to satisfy other aspects of the code. Building heights, combustibility, occupancies and other constraints such as unique architectural design features also dictate the allowable materials the structural engineer can use.



RON DUNN

Often the general public may assume concrete and steel buildings are much more secure, important and difficult to design and build than wood structures. After all, you yourself have successfully nailed together several pieces of wood, perhaps framed a garage or porch, so how difficult can it actually be?

Wood has always had limitations, which could be discovered through experience. Failure was not usually a catastrophic event. If it broke, you installed a larger member next time. Rules of thumb were developed and global assumptions were somewhat sufficient until the late 1970s. Several seismic events in the '70s caused the building codes to more aggressively codify the design of wood and the impacts of earthquakes on wood structures. The conventional provisions of the code that relied on tables, assumptions, geometry constraints and general framing practices no longer effectively captured all of the wood structures being built.

During my 30-plus-year career I have seen the design of wood structures significantly evolve both in allowable strength of the wood material itself to implementing the increased knowledge gained from past damaging events. However, a scary thought is that everyone still thinks they can design and build significant wood structures.

Fortunately, wood structures generally do quite well with respect to collapse prevention dur-

ing a seismic event. However, wood structures can usually be quite damage-intensive. This is because wood moves during an earthquake. With this movement, cladding, sheetrock and other attached material must absorb the movement and crack or become disconnected. Successful design significantly mitigates this damage. All of the design and components of the lateral force resisting system that is designed into a wood structure essentially remain dormant until that seismic event.

Fast-forward to today. I recently spent a day reviewing a very large multi-story wood project which a bank is preparing to lend money on. The buyer loves the project and wants the bank to lend them the money. This bank simply wants to determine risk and exposure. This project was completed within the past year so it is essentially new. My cursory review, and that of a trusted colleague, resulted in the same findings. The structure satisfied all the gravity criteria, yet it is approximately 35 percent under-designed with respect to lateral resistance. It does not meet the code in which it was to be designed. This is a case where the design professionals had inadequate experience with this type of project. The contractor as well had very little experience outside of smaller wood framed structures. However, the original developer may have saved a lot of money! The result is the bank will not lend the money, the sale will not go through, the report will stay with the project and the owner essentially has an economic loss. This loss came without the damaging consequences of an earthquake.

Wood can be a significant structural material and as such must be respected in design. Wood is amazing in what it can do. It does not have to be expensive to be well designed and it's every bit as complicated to correctly design as concrete and steel. You can pay now or pay later.

## What can you do to prepare for a small-business loan?

With the economy leveling out in slow, steady growth, many businesses are thinking about how to grow. After a few years of focusing on the basics to keep strong enough to weather the economic storms, business owners are ready to move forward at a good time for expansion, when the market isn't yet up to pre-recession levels.



RICHARD GRAY

However, many businesses don't have the capital they need for growth, which, combined with low-interest rates, makes it a good time to consider a small-business loan. I've shared these helpful tips before, but the value of doing these things is often underrated. I would recommend reviewing the following to prepare for financing:

**Get to know your loan officer.** It's important to develop a relationship with your lender and the loan officer you work with. When your lender knows who you are, they can help you find the financing option that fits your business the best. Find a lender that cares about your business and wants to know more than just the numbers.

**Prepare or update your business plan.** Lenders want to be sure you have a plan for your business' success, and they want to know what it is. Update your company's goals and financial projections and your lender will have something to use when they consider how financing will help you in the long- and short-term future. Your business plan should address the best- and worst-case scenarios. You should include the following elements outlined by the U.S. Small Business Administration:

- Begin with a statement of purpose. You should be able to explain your business in 25 words or less.
- Illustrate how your business will work and why it will be successful. List the owners.
- Describe the company's products or services, the custom-

ers, the market and the competition. List the managers and their credentials.

- Supply three years of projected financial statements. Include income, loss and cash-flow projections.
- Provide supporting documents, such as references from creditors and potential clients and suppliers, and evidence of insurance.

**Evaluate your financial fitness.** This is an area where your loan officer will be helpful to you. You may not even know what it means to be in good financial shape for a loan. Every business and every borrower has a different situation, so there isn't a set, simple checklist. Some lenders will look at length of time in business or net worth, but you can find lenders, especially at community banks, that will look at your business beyond the numbers. It will come down to whether or not the applicant is likely to — and capable of — repaying the loan. Some questions to consider:

- Does the business make conservative or risky financial decisions?
- Is the business owner conservative with personal finance?
- Will the business owner sign a personal guarantee?
- Is there a strong base of capital available for collateral for the loan?
- What is the business' margin of error for the expected growth?
- What is the back-up plan in case of a situation that threatens the business' financial structure?
- Have you developed at least two ways to repay the loan?

**Know the types of financing available.** There are different types of loans commonly used by small businesses. A few months ago, I talked about the benefits of buying your office space, and mentioned some of the types of financing available.

**SBA-guaranteed loans** are

**see GRAY pg. 20**

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## BRIEFS

from page 5

### TECHNOLOGY/LIFE SCIENCES



Russ Warner

• **Converus**, Lehi, has hired **Russ Warner** as vice president of marketing and operations and **Neal Harris** as vice president of



Neal Harris

worldwide sales. Warner previously was chief executive officer of ContentWatch and also has worked at Novell, WordPerfect and Altiris. Harris previously worked for several high-tech start-ups and major technology suppliers, including Jive, Cisco, Brocade/Foundry Networks and Ascend.

# What's the easiest way to make a sale? Start at the top!

If you've never been to the Guggenheim Museum in New York City, you're missing an exceptional experience and an incredible lesson in sales.

When you enter this Frank Lloyd Wright-designed building, you'll be immediately amazed by the rotunda exposing the entire museum. Art is everywhere and a giant ramp wraps around six floors of art treasures.

The question is, where do you start?

The answer is simple: start at the top.

Same in sales.

I first wrote about this process 21 years ago in 1993. There was no Internet. Your cell phone was in a bag or hard-wired into your car. No email. Life was simple, but getting to the CEO was hard.

I wrote about starting at the top and gave recommendations about how to contact the CEO's secretary to get the appointment.

I asked the obvious (sales) questions: Why would you walk

uphill when you can walk downhill? Why would you start at the bottom when you can start at the top?

Those same questions still apply today.

Isn't it easier to make a sale when you start with the CEO? And today there are a dozen or more different ways to get to that same CEO than there were 21 years ago.

**PICTURE THIS:** You walk into a crowded museum (or a crowded sales environment) and you saunter over to an uncrowded elevator. You enter an empty elevator car and push the top floor button. Boom! Easier than you thought — same in sales — AND the CEO's office is the LEAST crowded office in the building.

**THINK ABOUT THIS:** If you start on the first floor, at the lowest and easiest point of entry, whoever is in charge has to call upstairs to their daddy on the second floor to find out if they can do business with you.

And depending on the size

and deal, the guy on the second floor may have to call his daddy on the third floor. And of course the guy on the third floor may have to call his dad on the fourth floor, and so on up the ladder.

And of course the salesperson has to climb UP the ladder instead of walking down or climbing down the ladder — complaining all the way.

Or worse, sometimes that salesperson will send me an email saying, "The guy at the bottom won't let me talk to his boss" and wants to know how to get around him. The easy answer is: never start with him to begin with.

**REALITY:** Which is more powerful, having to claw your way up the ladder and beg for permission or beg for the sale? Or having the CEO come down and tell that guy on the first, second or third floor who he's going to be doing business with?

That's the difference between bottom-up and top-down.

**GREAT NEWS:** Enter social media, the Internet, blogging, YouTube and a host of other search

avenues. And enter your online reputation. All of these elements will determine whether you can earn a meeting at the top or not.

**REAL WORLD SCENARIO:** "Hi, My name is Jeffrey Gitomer. I'd like to schedule a brief appointment with the CEO. Would you mind Googling me while I'm on the phone to determine my worthiness, look at my accomplishments and perhaps check on my reputation? Now the administrative assistant Googles you to see if you deserve the meeting.

In the old days YOU had to convince the admin to get a meeting. Today, the Internet does the convincing for you. Gotta love it — unless you have no social media presence, no Internet presence, no Google presence, no blog and no reputation to speak of. Salespeople, including you, can no longer B.S. their way into a C-level meeting. You either earn it, or you burn it.

Next week I'm going to talk about the five things that CEOs are interested in. **HERE'S A HINT:** They have nothing to do with your

product, but they have everything to do with the CEO, or his appointee, buying your product.

But today's lesson is not, "see you at the top." The lesson is: "start at the top."

**FOOTNOTE:** I tweeted this AS I was walking down the ramp. "@gitomer: Reputation is not about who you know, reputation is about who knows you! #gitomer #personalbrand #reputation." More than 50 re-tweets and favorites. Gotta love it.

**FREE GITBIT:** Interested in the article I wrote 21 years ago? It has great ideas and insights about getting to meet the CEO. Just click this link: <http://www.gitomer.com/articles/View.html?id=15149>.

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

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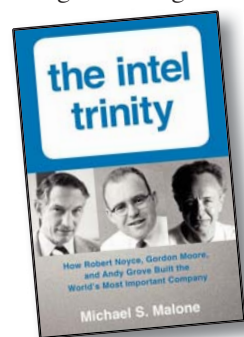


## Covert reviews three fascinating books for late summer reading

Each month, 800-CEO-READ reviews the best recently released business books. Jack Covert, 800-CEO-READ's founder, long-time president and coauthor of *The 100 Best Business Books of All Time*, began the series in the year 2000, and it is now penned by 800-CEO-READ's editorial staff and management. 800-CEO-READ is a leading direct supplier of book-related resources to corporations and organizations worldwide, and specializes in identifying trends in the changing business market.

***The Intel Trinity: How Robert Noyce, Gordon Moore, and Andy Grove Built the World's Most Important Company*** by Michael S. Malone, Harper Business, 560 page, \$34.99, Hardcover, July 2014, ISBN 9780062226761.

The Mark Zuckerbergs and Steve Jobs of the world have received an enormous share of the past decade's business and cultural limelight, and with good reason: they, along with a growing number of Silicon



Valley tech innovators, have altered how we as individuals exist within a larger cultural context, how we gather and digest information, and how we interact with one another. Often overlooked, though, are the pioneers of the very industry

in which these innovators exist, pioneers who built a company on which Facebook, Apple, Google and every other major tech company still rely. That company is Intel, and in his new book, *The Intel Trinity: How Robert Noyce, Gordon Moore, and Andy Grove Built the World's Most Important Company*, veteran Silicon Valley author and journalist Michael S. Malone sets out to give due credit to the company, and in particular the three men most responsible for Intel's unprecedented success, the innovators that are more responsible than anyone for Silicon Valley as we know it.

*The Intel Trinity* opens with a brief but critically important set of chapters dedicated to the 10-year period from 1957 to 1967 that began when a group of men dubbed "The Traitorous Eight" left Shockley Transistor to found and grow Fairchild Semiconductor, a company that became the incubator for the talent that splintered off into scores of future Silicon Valley tech start-ups and venture capital institutions. Two of the Traitorous Eight (a name given to them by William Shockley after the Eight left his company) were Robert Noyce and Gordon Moore. Andy Grove would join Noyce and Moore at Fairchild and later become one of the most important businessmen of his generation.

Whereas most tech bios revolve around one central figure, this book drives home that perhaps the world's most important company doesn't, and couldn't, have just one genius leader. Intel's eventual success relied on three very different personalities complementing one another and compensating for each other's deficiencies.

"Noyce was the beloved and charismatic but often indolent and unreliable Father. Grove was the brilliant but truculent Son in a perpetual Oedipal battle with Noyce, while always protecting Moore, a Son for whom reaching even the highest pinnacles of success and fame was not quite enough. And Moore, the embodiment of kindness and decency, was the very Holy Spirit of the digital age, but also ethereal and unwilling to make the tough choices. It was an unholy Trinity, but also a perfect fit."

After providing in-depth back stories for Noyce, Moore and Grove, stories that inform what each leader brought to Intel and why their individual personalities were crucial, *The Intel Trinity* weaves through five distinct periods of Intel history: The Start-Up Era, The Microprocessor Wars, The Industry Titan Era, The Global Giant Era and finally, the Post-Founders Era that continues to the present. Through these periods, Malone deftly reveals a company that wasn't always sure about its own future. Intel had to endure great internal manufacturing struggles while holding at bay external challenges from hungry, smart and driven competition. But when the Trinity successfully transitioned Intel from a memory chip business to a microprocessor company and landed the contract everyone in Silicon Valley wanted — IBM — Intel assured its future as "The World's Most Important Company."

Malone's book has girth and is filled with a healthy dose of superlative ("the World's Most Important Company" is in the book's subtitle, after all), but the 500-plus page count is by no means excessive and the superlatives are warranted. Overall, it's a brisk and engaging read about the men who almost single-handedly spawned our modern tech industry.

...

***How the World Sees You: Discover Your Highest Value Through the Science of Fascination*** by Sally Hogshead, HarperBusiness, 428 pages, \$29.99, Hardcover, July 2014, ISBN 9780062230690.

The massive amount of research that went into Sally Hogshead's new book *How the World Sees You* is staggering. For the past decade, she's been scouring books and source materials, conducting polls and surveys with hundreds of thousands of people, and working with teams in the real-world social labs of companies like AT&T, General Electric and Cisco to discover how fascination works in both the business and the broader world.

It was in "a dusty old journal" that she learned fascination was "one of the oldest and most feared words in written language."

"Tracing back the Latin roots, it means 'to bewitch.' [...] Since the dawn of written history, ancient and modern civilizations have precisely described the same force of influence. From Renaissance scholars to Sigmund Freud, scholars have used the word

## There are ways to avoid long lines at the airport

I'm quite sure the most dangerous part of an airplane trip is the drive to the airport. But if you survive the drive, probably the most exasperating experience involves waiting in line.

First, you check in. Instead of waiting in a long line in front of the airline counter or trying to deal with an automated machine that can't find my reservation, I check in with a skycap. It only costs a couple of bucks per bag, but most importantly, it's calming. The skycap finds the reservation, checks the bags and issues a boarding pass. He deals with the frustrations. It's worth it and I love it.

Next comes the security line. At Salt Lake International the lines in Terminal A or B can seem interminable. If my flight is in the morning and the lines are long, I go to the International Terminal. There the line is usually no more than eight or 10 people long, and the TSA (Transportation Security Administration) agents are less testy — they haven't had to deal with as many belligerent people. Besides, I enjoy the walk.

Another great option is the TSA PreCheck line, an expedited screening where passengers do not have to remove belts, shoes, lap tops or noncompliant liquids from bags. This is particularly convenient for those who do a large amount of flying. Usually, passengers only need to go through a metal detector rather than the full body scanner. Due to this expedited screening the lines move much quicker and you can often be through in a few short minutes.

Basically, the TSA PreCheck program involves a risk assessment of a passenger. You fill out an application online or at an enrollment center. After a background check, you are interviewed and fingerprinted. Once approved, you are eligible for the PreCheck program. The cost is \$80 and it is valid for five years. For more information about TSA PreCheck enrollment, go to <http://www.tsa.gov/tsa-precheck>.

Another option is the Global Entry program, which will give you access to PreCheck lines plus expedited lines through U.S. Customs and Immigration when arriving from a foreign destination. This, of course, is very advantageous if you do a lot of international travel. You can enroll by filling out an application online. After a background check you will have an interview with an immigration officer where you will be fingerprinted. The cost is \$100 and Global Entry is valid for five years. More information about global entry is available at [http://www.cbp.gov/global-](http://www.cbp.gov/global-entry/about)

entry/about.

If you participate in one of these programs you will be given a Known Traveler Number (KTN). You enter this number in all of your flight reservations to qualify for the PreCheck lines. Having a KTN does not guarantee you will get PreCheck, but it gives you the highest chance of qualifying.

Global Entry means you don't go through regular customs and immigration lines when you come back from an international destination. If you've gone through JFK, Atlanta, ORD (O'Hare in Chicago), LAX or a few others, you are well aware this can take way more than an hour. Global Entry means you place your hand on a scanner that reads your fingerprints and you are on your way. No more than a couple of minutes.

You can qualify for PreCheck lines in other ways as well. Active duty military can put their DOD identification number in the Known Traveler field in airline tickets. If you are part of a frequent flyer program, your airline may randomly choose you to participate in the program based on your travel history. If you are over 75, you will most likely be chosen for PreCheck. Also, on a case by case basis, based on a risk assessment of your destination, time of day, etc., you may be randomly chosen for the PreCheck lines.

Now that you are through security, your final line is to get onboard the airplane. This has only been a big issue with the advent of baggage fees. Why? The consequence has been a huge growth in carry-on luggage. If you are last on the plane, there's no room in the overhead bins. If you can't (or don't want to) solve this problem by flying first class, you need to get a credit card from the carrier you use most frequently. If you are like me, that means a Delta Skymiles credit card. This little piece of plastic not only gets me miles for everything I purchase with it (which is actually just about every single thing), it gets me, and everyone flying with me, one free checked bag. It has also transferred me up the list in order of boarding — I've moved on up from Zone 4 to Zone 1, and my Zone 4 wife gets to move with me.

Now, if you are like my high-flying, frequent-traveling oldest daughter, you have so many Skymiles, Delta cannot shower you with enough perks. She always boards first and I don't think she realizes there are more than six or eight rows of seats on an airplane.





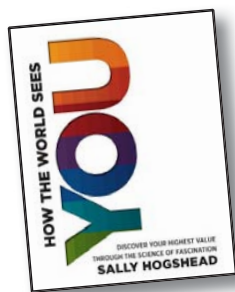
# not **Strictly Business**

## COVERT

from previous page

*fascination* to describe the same hypnotic power of persuasion. [...] But then, abruptly, in the twentieth century, the exploration of fascination just stopped. Fascination was toppled from its mighty throne by a new form of persuasion ... modern marketing.”

It is ironic that it is Hogshead that is reviving the exploration of fascination, because she comes from that very world of modern marketing that dethroned it. Her first life was in advertising, and she was *very* good at it—rising to the top of that profession in her early 20s. I suppose you could say that, with



this book, you are her new advertising client. But, instead of developing the campaign, she will be teaching *you* how to advertise yourself in the best, most authentic, honest and effective way—individually or as an organization.

The book includes an online assessment tool, and like any assessment tool (Myers Briggs, Social Styles, StrengthFinder, etc.), there is a philosophy and a construct behind it, but this is not your typical assessment book. Coming from the mind of Sally Hogshead, it's positively overflowing with good energy, great stories, interesting characters and compelling writing. Part I of the book explores why you must know *how the world sees you*, revisits the seven Advantages detailed in her previous book, *Fascinate: Your 7 Triggers to Persuasion*

and *Captivation*, and sends you off to take the Fascination Advantage assessment. Part II explores different Personality Archetypes, and teaches you how to identify, navigate and organize them to improve your organization's teams and personal results. In Part III, you'll create a tagline for your personality — or your “anthem” — a two- or three-word phrase for yourself or your organization that will help you define yourself quickly and cut through the triple-threat of distraction, competition and commoditization that surrounds us all in the modern world.

The book is more than the sum of its parts, though. It is not just a tool or set of exercises — it is a process. And Hogshead puts it perfectly when she says: “This process is not about *changing* who you are. It's about seeing what you're already doing right, so you can do it on purpose.”

The book will help you differentiate yourself and your business from others, to put what is unique and exciting about you on the table for the world to see.

With Sally Hogshead's help, people *will* care, because you're going to fascinate them.

...

*The Alliance: Managing Talent in the Networked Age* by Reid Hoffman, Ben Casnocha, Chris Yeh, Harvard Business Review Press, 193 pages, \$25, Hardcover, July 2014, ISBN 9781625275776.

As I read *The Alliance: Managing Talent in the Networked Age*, I wondered if I was really the right person to be reviewing this book. In the first few pages, I learn that referring to your company as a “family” isn't appropriate; and that the assumed employee/employer fidelity founded on a

sort of professional monogamy is archaic. (“It's just business” has become the ruling philosophy. The result is a winner-take-all economy with no loyalty or long-term ties that has generated widespread disillusionment.”) Truth is, the staff at 800-CEO-READ does refer to itself as family, and the majority of our employees have been with the company 10 years, and some are quickly reaching 20 years of employment.

That doesn't mean, however, that there isn't a lot for us to learn from Hoffman, Casnocha and Yeh, veterans of Silicon Valley. The authors stress that, while the old rules may no longer apply across the board, there does have to be some order to the chaos. And that order stems from an agreement — an *alliance* — between employee and employer that is mutually beneficial.

“In an alliance, employer and employee develop a relationship based on how they can add value to each other. Employers need to tell their employees, ‘Help make our company more valuable, and we'll make you more valuable[...].’

Employees need to tell their employers, ‘Help me grow and flourish, and I'll help the company grow and flourish.’ Employees invest in the company's success; the company invests in the employees' market value.”

The authors call this mutually beneficial arrangement a “tour of duty,” which implies that there is a start and finish to their work at any individual company. As such, the

authors advocate considering the company a team rather than a family.

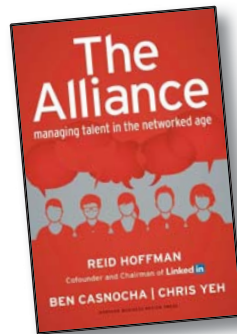
“Teams win when their individual members trust each other enough to prioritize team success over individual glory; paradoxically, winning as a team is the best way for the team members to achieve individual success. The members of a winning team are highly sought after by other teams. ...”

All the while, the employee must continue to bring value to the company. One way to do this, beyond expertise, is by being connected and mining ideas and trends from those connections. (It's no surprise that Hoffman is the cofounder of LinkedIn.)

“Make a candidate's network strength an explicit priority when hiring,” advise the authors. As you network and move along that network, you can also use Corporate Alumni Networks as a safety nets of sorts.

“Improving the microcosm of workplace relationships can have a major impact of society — job by job, team by team, company by company. The alliance may seem like a small thing next to macroeconomic proposals ... but it's a small thing we can all adopt today that will generate big cumulative returns in the years to come.”

In a business culture that seems to change in the blink of an eye, changing the way we regard how employee/employer relationships can create positive experiences with shorter-term employment makes sense. Still, Hoffman, Casnocha and Yeh encourage us to understand that “when the right talent meets the right opportunity in a company with the right philosophies, amazing transformations can happen.” And that alliance is *always* mutually beneficial — regardless of how long your employees stick around.



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# Calendar

## August 18, 7 a.m.-noon

**Ogden Weber Chamber Golf Classic Tournament.** Location is Mount Ogden Golf Course, 1787 Constitution Way, Ogden. Cost is \$175 per player, \$700 per team. Details are at [www.ogdenweberchamber.com](http://www.ogdenweberchamber.com).

## August 19-20

**NAIOP 2014 Commercial Leasing CORE Course,** for leasing agents, developers, asset managers, owners and those interested in better understanding the leasing process. Designed specifically for the Utah development community. Nine hours of Utah CORE Real Estate Continuing Education can be achieved by attending the entire course over two half days. Location is Ballard Spahr LLP Conference Room, 201 S. Main, Suite 800, Salt Lake City. Cost is \$125 for NAIOP members and \$175 for nonmembers. Full agenda and other details are available online. Registration can be completed at <http://bit.ly/2014NAIOPcoreCourse>.

## August 19

**“Setting Goals to Maximize Employee Performance”** and **“Evaluating Performance to Maximize Results,”** a set of Employers Council (EC) events. “Setting Goals to Maximize Employee Performance” will be from 8-10 a.m. “Evaluating Performance to Maximize Results” is set for 10:30 a.m.-12:30 p.m. Location is Swaner Preserve & EcoCenter, 1258 Center Drive, Park City. Cost per individual course is \$89 for EC members, \$109 for nonmembers. Cost for both courses is \$150 for EC members, \$190 for nonmembers. Registration form can be downloaded at [http://ecutah.org/2014\\_tt\\_performance.pdf](http://ecutah.org/2014_tt_performance.pdf).

## Aug. 19, 11:30 a.m.-1 p.m.

**“The Meaning of Wellness,”** a Sandy Area Chamber of Commerce workshop. Presenter is Camille Kennard, medical social worker, life coach and founder of Flourish Wellness Consulting. Location is Jordan Commons Office Tower, ninth floor, 9350 S. 150 E., Sandy. Free. Details are at [sandychamber.com](http://sandychamber.com).

## Aug. 19, 11:30 a.m.-1 p.m.

**Business Alliance Luncheon,** a Davis Chamber of Commerce event. Location is Northfront Business Resource Center, 450 S. Simmons Way, Kaysville. Cost is \$13. Details are at [www.davischamberofcommerce.com](http://www.davischamberofcommerce.com).

## August 20, 8-10 a.m.

**Multi-Chamber Speed Networking,** featuring the Murray Area, ChamberWest, South Salt

Lake, Sugarhouse and West Jordan chambers. Location is Staybridge Suites, 747 W. Blue Vista Lane, Midvale. Cost is \$20, \$30 after Aug. 19 or at the door. For details and registration, contact Jevine Lane at (801) 450-6406.

## Aug. 20, 11:30 a.m.-1:30 p.m.

**Small Business Forum,** a Salt Lake Chamber event. First-ever quarterly event is designed to help improve the bottom lines for small businesses by highlighting best practices from peer companies. Featured presentation is “Winning Web Strategies to Increase Sales,” presented by Asenath Horton, founder and principal at The City Launch, followed by a small-business panel. Location is Salt Lake Chamber, 175 E. University Blvd. (400 South), Suite 600, Salt Lake City. Free. Details are at [slchamber.com](http://slchamber.com).

## August 20, 3-5 p.m.

**“The Perfect Plan to Make Social Media Work for You,”** a Salt Lake Chamber event. Presenter is Cat Killfoil, president of the Social Media Club of Salt Lake City, head of brand strategy at Friendemic and blogger at Ski Utah. Location is the Women’s Business Center at the Salt Lake Chamber, 175 E. 400 S., Suite 600, Meeting Room A, Salt Lake City. Cost is \$10. Details are at [slchamber.com](http://slchamber.com).

## August 21, 10 a.m.-4 p.m.

**Utah Solutions Summit,** a Salt Lake Chamber event. Summit is an opportunity for Utah business leaders and government officials to discuss the vast and uncertain regulatory burden under which businesses are required to comply. Event will feature two panel discussions in the morning: one focused on local regulations and featuring city officials, county officials and business leaders to discuss the relationship between regulation and economic development, and another focused on state regulation featuring state legislators, state agency representatives and other business leaders to discuss the same issues. Lt. Gov. Spencer Cox will speak to the group at lunch. Afternoon activities feature industry-specific working groups. Location is Little America Hotel and Towers, 500 S. Main St., Salt Lake City. Cost is \$25, with sponsorships available. Details are at [slchamber.com](http://slchamber.com).

## Aug. 21, 11:30 a.m.-1 p.m.

**Davis Chamber of Commerce Luncheon.** Speaker is Maj. Gen. H. Brent Baker Sr., commander of the Ogden Air Logistics Complex at Hill Air Force Base. Location is Northfront Business Resource Center, 450 S.

Simmons Way, Kaysville. Details are at [www.davischamberofcommerce.com](http://www.davischamberofcommerce.com).

## Aug. 21, noon-1:30 p.m.

**“Success is an Inside Job: Discovering the Proven Success Disciplines of High Achievers,”** a Utah Technology Council (UTC) event. Speaker is Tiffany Peterson, speaker, international coach and founder of The Lighthouse Principles. Location is Thanksgiving Point, Garden Room, 3003 N. Thanksgiving Way, Lehi. Cost is \$45. Details are at [www.utahtech.org](http://www.utahtech.org).

## August 21, 6 p.m.

**Business After Hours,** a Sandy Area Chamber of Commerce networking event. Event will involve attending a Salt Lake Bees game at Smith’s Ballpark, 77 W. 1300 S., Salt Lake City. Details are at [sandychamber.com](http://sandychamber.com).

## Aug. 26, 11:30 a.m.-1 p.m.

**Women in Business Luncheon,** a Sandy Area Chamber of Commerce event. Peter Pillman, a partner with IBI Group, and Nick Duerksen, Sandy’s economic and redevelopment director, will present the Sandy City Master Plan. Location is Hyatt House, 9685 S. Monroe St., Sandy. Cost is \$20 for members, \$25 for guests. Details are at [sandychamber.com](http://sandychamber.com).

## Aug. 26, 11:30 a.m.-1 p.m.

**Women in Business (WIB) Luncheon,** an Ogden Weber Chamber of Commerce event. Location is Timbermine Restaurant, 1701 Park Blvd., Ogden. Cost is \$18 for WIB members, \$23 for nonmembers. Details are at [www.ogdenweberchamber.com](http://www.ogdenweberchamber.com).

## Aug. 26, 11:30 a.m.-1 p.m.

**Murray-Holladay Women in Business Lunch Meeting.** Speaker Jamie Brass, a licensed clinical psychologist, will discuss “Reducing Stress on the Go.” Men are welcome to attend. Location is Make A Wish Foundation, 711 E. Winchester St. (6400 South), Murray. Cost is \$20 with confirmed RSVP, \$25 at the door. RSVPs can be completed at (801) 263-2632.

## August 26, noon-1:30 p.m.

**Salt Lake Chamber’s 127th Annual Meeting.** Meeting will feature recognition of individuals and businesses as Chamber Champions and Outstanding Corporate Partners, and Rob Jibson, the chamber’s immediate past chair. Location is Salt Lake Marriott Downtown at City Creek, 75 S. West Temple, Salt Lake City. Individual seats cost \$60. Details are at [slchamber.com/2014annualmeeting](http://slchamber.com/2014annualmeeting).

## August 26, 2-5 p.m.

**“Developing an International Marketing Strategy,”** a Salt Lake Chamber event. Presenter is Hector Morazan, involved in international sales for more than 18 years. Location is Women’s Business Center at the Salt Lake Chamber, 175 E. University Blvd. (400 South), Suite 600, Meeting Room A, Salt Lake City. Cost is \$10. Details are at [slchamber.com](http://slchamber.com).

## August 27, 7:30-9 a.m.

**Breakfast of Champions,** a Sandy Area Chamber of Commerce event. Speaker is Randy Rigby, president of the Utah Jazz. Location is Jordan Commons Office Tower, ninth floor, 9350 S. 150 W., Sandy. Free. Details and registration are at [sandychamber.com](http://sandychamber.com).

## August 28, 8 a.m.-3 p.m.

**“International Regulatory Conference: Pathways into EU, Australia and BRICs,”** presented by BioUtah. Event will feature national and international speakers sharing insights about regulatory strategies to enter global markets, including the European Union, Australia, Brazil, Russia, India and China. Location is Granite Technical Institute, 2500 S. State St., Salt Lake City. Cost is \$35 for BioUtah members, \$50 for nonmembers. Details and registration are available at [bioutah.org/events-calendar](http://bioutah.org/events-calendar).

## Sept. 5, 7:30 a.m.-3 p.m.

**“Africa Is Calling, Open For Business,”** an African Chamber of Commerce event. Location is Zions Bank, 1 S. Main St., 18th floor, Salt Lake City. Cost is \$25, or \$50 for a single attendee and one-year chamber membership. Details are at [www.accutah.com/events](http://www.accutah.com/events).

## September 5, 9-11 a.m.

**“Networking Without Limits,”** a Salt Lake Chamber event. Jim Woodard of CCI Mechanical Services will discuss “Building Better Business Relationships.” Location is Salt Lake Chamber, 175 E. University Blvd. (400 South), Suite 600, Salt Lake City. Cost is \$15 for chamber members, \$20 for nonmembers. Details are at [slchamber.com](http://slchamber.com).

## September 9, 7:15-9 a.m.

**ACG (Association for Corporate Growth) Utah Breakfast Series.** Speaker is Gregory S. “Greg” Miller, chief executive officer of the Larry H. Miller Group of Companies. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Free for members, \$45 for nonmembers. Details are at [www.acg.org/utah/events](http://www.acg.org/utah/events).

## September 9

**“Better Results Through Effective Delegation and Employee Engagement,”** an Employers Council event. “Delegating with Direction, Resources and Accountability” will be from 8-10 a.m., with “Increasing Employee Engagement” from 10:30 a.m.-12:30 p.m. Events take place Sept. 9 at the EC offices, 175 W. 200 S., No. 2005, Salt Lake City; Sept. 10 at Bridgerland Applied Technology College, 1301 N. 600 W., Logan; Sept. 11 at Comfort Suites Hotel, 2250 S. 1200 W., Ogden; Sept. 23 at Hampton Inn & Suites, 851 W. 1250 S., Orem; and Sept. 25 at Swaner Preserve & EcoCenter, 1258 Center Drive, Park City. Individual courses are \$89 for EC members, \$109 for nonmembers; both sessions are \$150 for EC members, \$190 for nonmembers. Details and registration are available at [ecutah.org](http://ecutah.org) or by calling (801) 364-8479.

## Sept. 11, 8 a.m.-3:30 p.m.

**Second Annual Manufacturing Summit,** presented by the Utah Manufacturers Association. Presentations include “UtahCAN Update,” “Social Media Made Easy,” “How Communities and Activists Can Impact Your Operations,” “How to Actually Engage Employees” and “Life-Changing Leadership.” Best Practice Awards will be presented. Location is Salt Lake Community College’s Miller Campus, 9750 S. 300 W., Sandy. Cost is \$125. Exhibitor space and event sponsorships are available. Details are available at [www.umaweb.org](http://www.umaweb.org) or by calling (801) 363-3885.

## September 11, 3-7 p.m.

**“Business After Hours” Ambassadors Golf Tournament,** a Sandy Area Chamber of Commerce event. Nine-hole event features a 3 p.m. shotgun start, with dinner later in the clubhouse. Location is River Oaks Golf Course, 9300 Riverside Drive, Sandy. Cost is \$20 per person. Hole sponsorships (\$100) are available. Details are at [sandychamber.com](http://sandychamber.com).

## September 15, 1-3 p.m.

**“Academia and Related Export Controls: The Impact & Implications of Compliance and Non-Compliance,”** presented in conjunction with the World Trade Center Utah, Salt Lake Chamber, U.S. Commercial Service and Governor’s Office of Economic Development. Event is designed for academic institutions, labs, federally funded research and development centers and any entity

## Opinion

# Here's a word to progressives: If it ain't broke, don't fix it

New York's mayor, Bill de Blasio, like so many others who call themselves "progressive," is gung-ho to solve social problems. In fact, he is currently on a crusade to solve an educational problem that doesn't exist, even though there are plenty of other educational problems that definitely do exist.

The non-existent problem is the use of tests to determine who gets admitted to the city's three most outstanding public high schools — Stuyvesant, Bronx Science and Brooklyn Tech. These admissions tests have been used for generations, and the students in these schools have had spectacular achievements for generations.

These achievements include many Westinghouse Science awards, Intel Science awards and — in later life — Pulitzer Prizes and multiple Nobel Prizes. Graduates of Bronx Science alone have gone on to win five Nobel Prizes in physics. There are Nobel Prize winners from Stuyvesant and Brooklyn Tech as well.

"If it ain't broke, don't fix it" is a motto that Mayor de Blasio and many other activist politicians pay no attention to. He is also



THOMAS SOWELL

out to curtail charter schools, which include schools that have achieved outstanding education results for poor minority students, who cannot get even adequate results in all too many of the other public schools.

What is wrong with charter schools and with elite high schools like Stuyvesant, Bronx Science and Brooklyn Tech? Despite their educational achievements, they have political problems.

The biggest political problem is that the teachers' unions don't like them — and the teachers' unions are the 800-pound gorilla among the special interests in Bill de Blasio's Democratic Party.

The next biggest political problem is that people who don't pass the tests for the elite public high schools don't want to have to pass tests to get in.

Their politicians have been denouncing these admissions tests for decades, and so have various other ethnic community "leaders." These include spokesmen for "civil rights" organizations, who think their civil rights include getting into these elite schools, whether they qualify or not.

Finally, there are the intelligentsia, who all too often equate achievement with privilege. In times past, such people called Stuyvesant "a free prep school for Jews" and "a privileged little ivory tower."

That was clever, but cleverness is not wisdom. Back in those days, Jewish youngsters were over-represented among the students at all three elite public high schools. Today it is Asian students who are a majority at those same schools — more than twice as many Asians as whites in all three schools. Black and Hispanic students are rare at all three elite public high schools, and becoming rarer.

Many among the intelligentsia and politicians express astonishment that the ethnic makeup of these schools is so different from the demographic makeup of the city. But such differences between groups are common in countries around the world. But in each country there are people who say that it is strange — and demand a "solution" to this "problem."

In Malaysia, for example, before group quotas were established at the country's universities, students from the Chinese minority earned more than 400 engineering degrees in the 1960s, while students from

the Malay majority earned just four.

When a university was established in 19th century Romania, there were more German students than Romanian students, and most of the professors were German. The same was true for most of the 19th century when a university was established in Estonia. In none of these cases did the group that was over-represented have any power to discriminate against groups that were under-represented.

If racism is the reason why there are so few blacks in Stuyvesant High School, why were blacks a far higher proportion in Stuyvesant in earlier times, as far back as 1938? Was there less racism in 1938? Was there less poverty among blacks in 1938?

We know that there were far fewer black children raised in single-parent homes back then and there was far less social degeneracy represented by things like "gangsta" rap. If Mayor de Blasio wants to solve real problems, let him take these on.

Thomas Sowell is a senior fellow at the Hoover Institution, Stanford University. His website is [www.tsowell.com](http://www.tsowell.com).

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# Abundance vs. scarcity: Which neighborhood do you live in?

Have you ever heard the childhood phrase, "Monkey see, monkey do?" Well unfortunately we're all not too different from that monkey. We as humans subconsciously practice "reflexivity." We tend to adopt the behaviors, attitudes and choices of the people we surround ourselves with, the books we read and the media we consume. That's why, for example, parents worry when their children start spending time with a less than savory crowd — chances are their kids will mirror the actions of their friends.

However, the converse is true: the better company we keep, the greater words we absorb, the better we tend to become. As we look ahead to our future, my guess is we'd all like to move toward a life of abundance. If so, it would do us well to assess the ideas and people we're bringing into our lives, because 10, 20 or 30 years from now, it will all have an impact on who we are.

In the world there are givers and there are takers. We have the haves and the have-nots, the thrivers versus the strivers, and those who contribute to society and those who take from society. The strategic coach Dan Sullivan is a great friend of mine, and he illustrates this by talking about those who live in the abundance neighborhood versus those who live in a scarcity spiral.

He points out that the scarcity spiral begins with envy. When we focus on the achievements or wealth of others and we get jealous or upset because someone else seems more successful, we're in a mindset that somehow they took more than their fair share of happiness or accomplishments, and

that leaves less for us.

That envy can lead to guilt, feeling ashamed that we haven't achieved the same level of success, which can lead to anger and resentment. We think thoughts like, "If you're wealthy and I'm not, that's not fair. They should redistribute the wealth so I can have more! You need to do more for us have-nots!" But this is a zero-sum mentality, believing that one person's gain comes at the expense of someone else's loss. (We all know these kinds of people, those who brighten the room when they leave it, versus enter it.)

But think about it. If I take a breath right now out of the room, does anyone else get bothered that I'm taking an extra breath away from the planet?

No, because there's enough air to spare. There's abundance. Abundance breathes more abundance — but some people don't understand that. They think that if you're successful, if you're happy, they cannot be happy.

If we ever head into that mindset, we've got to pull ourselves out and move over into the abundance neighborhood. The journey to this part of the map begins with gratitude. As we increasingly appreciate the value of everything and everyone we already have in our life, we naturally progress to the next stage, which is creativity and cooperation. We feel freer to add to the world rather than take away, to invent, to collaborate, to produce.

If you think about it, cooperation is actually what they should have named capitalism. Capitalism was named by its oppo-

nent, Karl Marx, who viewed it as capitalizing on people's needs and wants. But actually we're cooperating with each other, because if I can fish and you can grow corn and Suzie can sew the clothes, we cooperate, create an exchange, and that generates abundance.

From creativity and cooperation we move on to exponential growth and greater ingenuity, which only opens doors for more opportunity — all starting with that attitude of gratitude.

As you look at your own life, are you on the tracks toward Scarcityville? Or are you bound for Abundance Land? We are

often a mix of the two, so it's important to identify the positive, assess the negative and make changes so we can live completely in a place of abundance. Those who let scarcity take over end up in that spiral, which they pass on to their children and grandchildren. Wouldn't we rather pass on a legacy of creativity, gratitude and abundance? Let's live brighter lives and extend that to our future generations, so everyone can thrive versus just survive.

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



DOUG ANDREW



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## Opinion

# Despite the bad, there is some good news - like in Indonesia

Wherever you look these days, the world seems on fire. New hot spots like Russia-Ukraine are competing with old ones like Gaza. Festering conflicts like those in Syria and Iraq are getting worse. Even Afghanistan, which seemed in better shape than the other places, had a setback last week. Is there any good news out there?

In fact, some of the most important countries in the world are making remarkable progress, affecting at least 1.5 billion people. Let me give you the good news.

Indonesia is the largest Muslim country in the world. It has more Muslims than Egypt, Iraq, Syria, Libya, Jordan, Lebanon, Saudi Arabia and all the Gulf States put together. It is also crucially located in East Asia

where great power politics and rivalries are heating up. Only 10 years ago, the fear was that Islamic militants were taking over the country and that it was an economic mess and an unreliable crisis spot in the region. The country has defied all skeptics and last month it took a big step forward.

The election of Joko Widodo marks the consolidation of Indonesia's democracy. Jokowi, as he is always referred to at home, defeated an iconic member of Indonesia's old guard, Prabowo Subianto, a former general, former son-in-law of President Suharto, and thoroughly enmeshed in the ways of the past. (Prabowo is contesting the result.) In his campaign, Prabowo used demagogic appeals to nationalism, populism and Islam. Jokowi, by contrast, is a businessman-turned-politician, with a reputation as a competent and honest governor and mayor. He ran on a platform of economic development with virtually no reference to religion. His first steps have been promising, tackling a taboo right at the start — the country's huge fuel subsidies, which are inefficient, distort the market, and are a crippling burden on the national budget.

The other encouraging election this year has been in the second most populous country on the planet, India. First, there was the fact of the election, which is often taken for granted but should be marveled at. In one of the poorest countries in the world, 834 million registered voters got a chance to exercise their democratic rights (and 66.4 percent of them did). The elections were held without violence or controversy, using electronic voting that produced a result within hours. Compare that to the United States, which will again go to the polls this year with dozens of different kinds of ballots, many using paper, and with inefficiencies and inevitable controversies.

India's elections could mark a turning point. The country has been mired in

deadlock and paralysis for years because of a weak coalition government, ineffectual leadership and an obstructionist opposition. So people voted for a single party to take power (the first time in 30 years) and gave the new prime minister, Narendra Modi, a mandate. Modi campaigned brilliantly and effectively, and his message was unrelenting — development, development, develop-

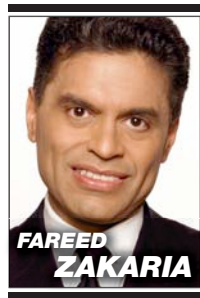
ment. Despite his party's roots in Hindu fundamentalism, he chose to appeal to the country's hunger for economic growth. If Modi can maintain that focus, eschew the Hindu nationalist agenda, and make difficult decisions on cutting subsidies and encouraging economic competition, he will likely return India to a path of high growth, thus lifting hundreds of millions of people out of poverty.

Halfway around the world, Mexico took a big, bold step this week. The Mexican Congress passed the ambitious energy reform proposals of President Enrique Pena Nieto, ending 75 years of state control of the energy sector. They have the potential to be a game changer, bringing investment, new technology and hundreds of thousands of jobs to Mexico. Since his inauguration in December 2012, Pena Nieto has pressed for educational and telecommunications reforms that have also mostly been enacted. These reforms have not been popular and have not produced quick growth. This is understandable because most structural reforms have a negative effect on the economy in the short term — they end subsidies, reduce inefficiencies and allow competition for protected companies. In the long run, however, they boost productivity and growth.

If Pena Nieto continues to have the courage to enact major reforms, Mexico will slowly but surely be transformed into a middle-class country. And the result of that will be a sea change in its relations with the United States, which will finally see Mexico not as a problem but as a partner. It is already happening on the ground. Between 2005 and 2010, there was no net migration from Mexico into the U.S. But perceptions take a while to change — especially in Washington. But once they do, North America — the United States, Mexico and Canada — will become the world's most important, vibrant and interdependent economic unit.

That's what's been happening in the world while the news about rockets, bombs, assassinations and terrorism takes up the front pages.

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FAREED ZAKARIA



## Do your retirement plans sync with those of your spouse?

What does a good retirement look like to you? Does it resemble the retirement that your spouse has in mind? Is it at least roughly similar?

The Social Security Commission currently projects an average retirement of 19 years for a man and 21 years for a woman (assuming retirement at age 65). So sharing the same vision of retirement (or at least respecting the difference in each other's visions) seems crucial to retirement happiness.

What kind of retirement does your spouse or partner imagine? During years of working, parenting and making ends meet, many couples never really get around to talking about what retirement should look like. If spouses or partners have quite different attitudes about money or dreams that don't align, that conversation may be deferred for years. Even if they are great communicators, assumptions about what the other wants for the future may prove inaccurate.

Are couples discussing retirement or not? It depends on whom you ask — or more precisely, what poll you reference.

A 2013 survey of 5,400 U.S. households by Hearts & Wallets (a research firm studying retirement money management trends) found that just 38 percent of couples plan for retirement together. The fourth Couples Retirement Study conducted by Fidelity Investments (released this February) offered similar results. In that study, 38 percent of the working couples polled cited some disagreement on what kind of lifestyle they would retire to, 32 percent disagreed on how much they would need to work in retirement and 38 percent hadn't planned to manage retirement health care costs.

In contrast, Capital One ShareBuilder surveyed 1,008 employed adults this winter and found that, on average, couples discuss retirement 14 times a year. (There was no word on the depth or length of those conversations, however.)

Be sure to talk about what you want for the future. A few simple questions can get the conversation going, and you might even want to chat about it over a meal or coffee in a relaxing setting. Dreaming and planning together, even on the most basic level, gives you a chance to reacquire yourselves with your financial needs, goals and personalities.

To start, ask each other what you see yourselves doing in retirement — individually as well as together. Is the way you are saving and investing conducive to those dreams?

Think about whether you are making the most of your retirement savings potential. Could you save more? Do you need to? Are you both contributing to tax-advantaged retirement accounts? Are you comfortable with the amount of risk you are assuming?

If your significant other is handling the household finances (and the meetings with financial professionals about a retirement strategy), are you prepared to take over in case of an emergency? When one half of a couple is the "hub" for money matters and investment decisions, the other spouse or partner needs to at least have an understanding of them. If the unexpected occurs, you will want that knowledge.

Speaking of knowledge, you should also both know who the beneficiaries are for your IRAs, workplace retirement accounts, investment accounts and life insurance policies, and you both need to know where the relevant paperwork is located.

A shared vision of retirement is great and respect for individual variations on it is just as vital. A conversation about how you see retirement today can give you that much more input to plan for tomorrow.

Mark Lund provides 401(k) consulting for small businesses and investment advisory services for individuals through Stonecreek Wealth Advisors Inc. in Utah.



MARK LUND

## CALENDAR

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doing work that involves foreign nationals and/or foreign persons. It will address key aspects of trade compliance and the consequences and costs of getting it right or wrong in the context of the research community and evolving export control reform. Facilitators are John Priecko, president and managing partner at Trade Compliance Solutions, and David Glynn, of counsel at Holland & Hart LLP. Location is Salt Lake

Chamber, 175 E. University Blvd. (400 South), Salt Lake City. Free. Registration deadline is Sept. 12. Registration can be completed by emailing [agiama@wcut.com](mailto:agiama@wcut.com). Details are available by calling Alia Giama at (801) 532-8080.

### Sept. 16, 7 a.m.-5 p.m.

**“Hot Topics for Export Compliance Professionals,”** a World Trade Center Utah event. Program will focus on evolving regulatory requirements in the context of export control reform (ECR), with a focus on the export

administration regulations and international traffic in arms regulations; dramatic changes as a result of the migration and transfer of items from the U.S. Munitions List to the Commerce Control List; key areas for managing export compliance, exposure, liability and risk; the potential and sometimes devastating consequences of non-compliance and “What Happens When You Are Not Where You Need to Be on ECR”; references, resources and real-world case study lessons learned; and best practices, recommended

approaches, ECR and proven solutions for a variety of real-world export compliance challenges and opportunities. Location is Salt Lake Chamber, 175 E. University Blvd. (400 South), Salt Lake City. Cost is \$195. Registration deadline is Sept. 12. Registration can be completed at [wcutah.com](http://wcutah.com). Details are available by contacting Alia Giama at (801) 532-8080 or [agiama@wcut.com](mailto:agiama@wcut.com).

### Sept. 16, 11:30 a.m.-1 p.m.

**Salt Lake Chamber Business Women’s Forum (BWF)**

**September Luncheon.** Event will feature a panel discussion about work/life balance. Location is Alta Club, 100 E. South Temple, Salt Lake City. Cost is \$30 for BWF members, \$40 for nonmembers. Details are at [slchamber.com](http://slchamber.com).

### Sept. 17, 8 a.m.-1 p.m.

**10th Annual NAWBO (National Association of Women Business Owners) Chicks with Sticks Golf Event.** Women-only tournament features a nine-hole scramble format. Event begins with 8 a.m. breakfast and registration, followed by a 9 a.m. shotgun start, and lunch begins at 11:30 a.m. Details are at [nawboslc.org/events/golf](http://nawboslc.org/events/golf).

### Sept. 17, 9 a.m.-noon

**2014 Fall Economic Forecast,** presented by IREM Utah and Utah Apartment Association. Speakers include keynote speaker Dr. Lawrence Yun, NAR chief economist, with the real estate market outlook; Douglas Culkin, CEO and president of the National Apartment Association, with the housing/multifamily forecast; and James Wood, director of University of Utah Bureau of Economics, with the Utah market outlook. Location is the Salt Lake Board of Realtors Education Room, 230 W. Towne Ridge Parkway, Sandy. Cost is \$40 for IREM members, \$75 for NAR members and \$85 for guests. Continental breakfast will be provided. Registration can be completed at [irem Utah33.org](http://irem Utah33.org).

### Sept. 17, noon-1:30 p.m.

**Seventh Annual Women Tech Awards Luncheon,** hosted by the Women Tech Council (WTC). Event will honor 17 technology-focused women who are driving innovation, leading technology companies and contributing to the community. From the 17 finalists, award recipients will be announced. Speaker is Liz Wiseman, author of *Multipliers: How the Best Leaders Make Everyone Smarter* and president of the Wiseman Group. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$75 for WTC members, \$85 for nonmembers. Tickets can be purchased at [womentechcouncil.org](http://womentechcouncil.org).

### September 23-25

**Utah Tourism Conference,** co-sponsored by the Utah Office of Tourism, part of the Governor’s Office of Economic Development (GOED), and the Utah Tourism Industry Association. Location is Ogden Eccles Conference Center, 2415 Washington Blvd., Ogden. Cost is \$199. Details are available at [www.visitutah.com/utah-tourism-conference](http://www.visitutah.com/utah-tourism-conference).



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# UTAH FOCUS

The Enterprise 15

August 18, 2014

## INSIDE



### Building a local supply chain

The Utah Manufacturers Association has developed an online tool that can help companies avoid the necessity of going out of state to find materials for their processes.

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### Manufacturing Focus List

Top Manufacturing Counties  
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## MANUFACTURING



# UTAH

manufacturing

## A pretty great state!

Manufacturing has left the U.S.A. and gone overseas, right? And in Utah, there wasn't much manufacturing anyway, am I right? But if it is around, it doesn't have much of an impact, does it?

These common beliefs and questions regarding manufacturing abound. Contradicting these perceptions are the 119,000 Utahns who draw their paychecks from over 3,700 manufacturing companies around the state. To the thousands of suppliers and service providers who count the manufacturers as some of their largest clients, and to the cities, counties and the state of Utah who count manufacturing among their strongest assets, the message is strong: "In Utah, manufacturing matters."

Elsewhere in this special *Focus* Edition of *The Enterprise* featuring manufacturing, you have seen

data listing the top five counties for manufacturing. With this list, top manufacturers in those counties were named. You may have also viewed a graph showing that while manufacturing employment in Utah took a hit

from the recent recession, it is on the rebound. The Utah Department of Workforce Services projects employment growth in manufacturing will grow from 118,657 at present to over 123,000 by 2015, and the long-term projection for the year 2022 shows growth to continue, adding an additional 10,300 jobs.

While the majority of manufacturers and manufacturing jobs are located along the Wasatch Front, the manufacturing industry has a strong impact in other counties outside the Front. Let's take a look at the eight Economic Service Areas defined by the state of Utah:

### 1. Bear River Economic Service Area comprising Box Elder, Cache and Rich counties.

The top five sectors in order are: manufacturing, education, healthcare, retail and government. The average annual manufacturing salary of \$42,667 in this region is \$11,662 higher than the average regional salary.

Manufacturers in this region include companies such as Autoliv, ATK, Vulcraft, Malt-O-Meal, Nucor, Proctor & Gamble, Icon, Schreiber Foods, Thermo-Fisher, Gossner, Pepperidge Farms, Innovar and Campbell Scientific — all among the top 25 employers in the region.

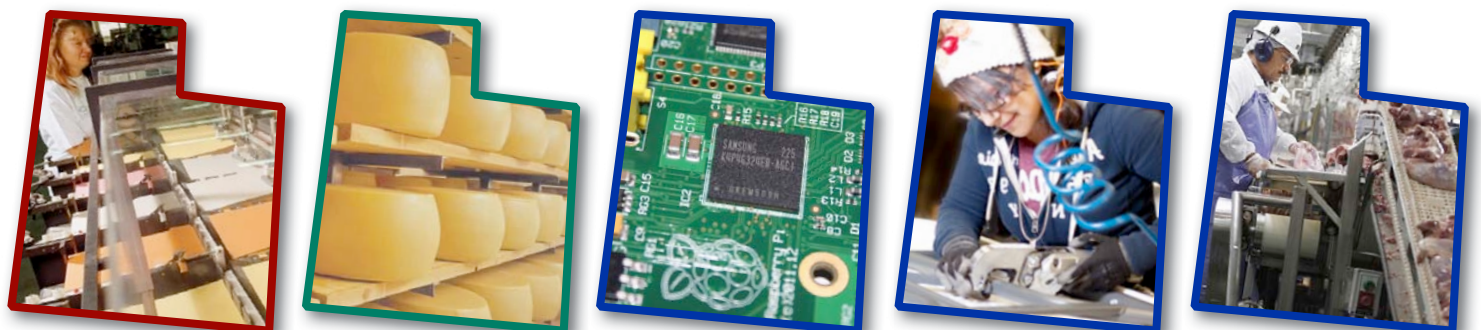
### 2. Wasatch Front North Economic Service Area comprising Davis, Morgan and Weber counties.

Manufacturing is the fourth largest industry in this region behind government, retail and healthcare/social ser-

see OLSEN pg. 20



PAUL OLSEN



# Top Manufacturing Counties in Utah

Ranked by Number of Manufacturing Establishments

County Name	# of Manufacturing Establishments	Total Non-Farm Workforce Manufacturing Workforce	County Average Monthly Wage	Top Manufacturing Establishments in County
	Total County Population		Manufacturing Average Monthly Wage in County	
Salt Lake	1,704	624,370	\$3,851	L-3 Communications Merit Medical Systems
	1.07 million	52,617	\$4,712	
Utah	599	200,435	\$3,102	Nestle Prepared Foods Co. IM Flash Technologies LLC US Synthetic Corp.
	551,891	17,484	\$4,046	
Davis	301	110,728	\$3,258	Lifetime Products Inc. Ralcorp Frozen Bakery Products Inc. Utility Trailer Manufacturing Co. Alliant ATK Space Systems Inc.
	322,094	10,874	\$4,359	
Weber	260	94,677	\$3,028	Autoliv Fresenius USA Manufacturing Inc. Kimberly-Clark Worldwide Inc.
	238,519	12,414	\$4,217	
Cache	225	52,036	\$2,583	E A Miller Icon Schreiber Foods Inc.
	116,909	10,725	\$3,379	
Washington	181	51,449	\$2,540	Deseret Laboratories Inc. Sunroc Corp. Express Group Holdings LLC Ram Manufacturing Co. Inc. Wilson Electronics, Inc.
	147,800	2,622	\$2,959	
Box Elder	79	16,951	\$2,840	West Liberty Foods LLC Autoliv ATK Aerospace Group-Propulsion Nucor Steel-Utah Div of Nucor Corp. Vulcraft
	50,794	1,115	\$4,051	
Iron	70	15,283	\$2,373	The Smead Manufacturing Co. Ampac Corp. Genpak LLC Metalcraft Technologies Inc.
	46,780	1,283	\$3,425	
Summit	58	23,283	\$3,043	Triumph Gear Systems Inc. Skullcandy Inc.
	38,486	777	\$4,805	
Tooele	42	15,428	\$3,636	US Magnesium LLC Detroit Diesel Remanufacturing LLC Morton Salt Inc. ATI Titanium LLC
	60,762	1,677	\$4,451	
Statewide	3,762	1.29 million	\$3,421	N/A
	2.9 million	118,799	\$4,288	



N/A=Not Applicable  
Population data, United States Census Bureau, 2013 Estimate  
All other data: Utah DWS, Q1, 2013

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## What do Utah manufacturing employees make?

The Utah Department of Workforce Services provides wage data for various occupation titles statewide. This table lists common manufacturing positions in the state and the corresponding mean wages.

Title of Position (SOC Code)	State of Utah	National Comparison
General & Operations Managers (11-1021)	\$81,930	\$113,100
Managers of Production / Operating Workers (51-1011)	\$50,330	\$56,170
Industrial Machinery Mechanics (49-9041)	\$43,540	\$47,100
Team Assemblers (51-2092)	\$28,140	\$29,220
Helpers – Production Workers (51-9198)	\$22,980	\$24,240

Sources: Utah Department of Workforce Services and the U.S. Bureau of Labor Statistics





## UCAN: An online supply chain model for manufacturing

Utah manufacturing companies have expressed interest and a willingness to source more of their contracts locally. Logistics, travel lead times and product challenges all indicate a need to continually improve supply chains. I think we're seeing the same thing here as we are nationally — companies eager to determine whether they can reduce costs, shorten lead times and increase quality in their supply chains through more local partnerships.



TODD BINGHAM

local, even regional, manufacturers or suppliers. What we find here is that many small and mid-sized manufacturers simply have limited networking channels to connect with larger companies.

As a result, the Utah Manufacturers Association has developed an online tool to connect the manufacturing community — especially as favorable market conditions bring more manufacturing back onshore.

The Utah Capability Assessment Network or UCAN is a secure, online

portal database system which connects and aligns manufacturers by identifying their capabilities, certifications, capacities and much more. The platform has the ability to fully search this information by any of these data elements, keywords, industry segments or regions, NAICS codes, capacities, machinery, equipment certifications, etc.

This allows each manufacturer to search for in-state manufacturers who are looking for parts, components, processes and sub-assemblies including specific processes, capacities, products, certifications, equipment and key con-

tacts.

Importantly, UCAN also provides the ability to upload project bids and communicate with other manufacturers as well as manage and track the bid process.

A company can literally input its data onto the site, including processes, NAICS codes, equipment, etc., in about an hour. Obviously, the more data it enters, the more searchable it is to the other companies in the UCAN. The companies can then simply update the

see UCAN pg. 20



Wayne was an excellent instructor, coach and mentor to the Utah manufacturing industry. He was much in demand from Logan to St. George.



## IN MEMORIAL WAYNE HARWOOD



1946—2014

Wayne passed away in the early morning of June 30th as a result of a cycling accident.

He is survived by his wife Helen, 5 children and 17 grandchildren.



Wayne and Helen Harwood

More than a teacher of best practices in leadership, manufacturing efficiency, and energy and waste management, Wayne embraced the value of individuals, showing respect and patience to everyone. By this he became a trusted friend and ally.

Those whose lives were touched by his life give this tribute to Wayne and his family.

-Paul Olsen, Potential LLC and The Enterprise



At September's Utah Global Forum, Natalie Kaddis, general manager of Kaddis Enterprises Inc., will share her experiences using the resources available in the state to help manufacturers tap the global market with their products.

## Utah manufacturers want to export and state resources are available

Utah manufacturers can get a pretty good idea how to use the state's existing exporting resources to open the door to the global marketplace for their products at the Utah Global Forum (UGF) this September. And general manager Natalie Kaddas of Kaddas Enterprises Inc. is a living example of how that can be done. Kaddas will share her company's international success story with attendees at UGF.

Kaddas Enterprises specializes in thermoform plastic manufacturing, a process that heats plastic sheets and molds them into finished products. The

company got its start by developing a product line for utility companies to prevent animals from causing power outages. The company's other products have been used for many purposes, including aviation and public transportation.

Kaddas was experiencing limited global-market success in exports, but when it received a State Trade and Export Promotion (STEP) grant, company officials accompanied Gov. Gary R. Herbert on several trade missions and made the necessary connections to increase the company's market to a wider range of countries. In 2013, the company's international sales grew by 900 percent. Today, Kaddas Enterprises exports to seven countries, including Mexico, Venezuela and Norway.

With the hope that it will inspire Utah businesses to expand internationally, Kaddas will share her success story at UGF and encourage attendees to become familiar with and use state exporting resources.

Any company leaders with an intent in growing or starting their companies in exporting should attend UGF. It is Utah's premier international event organized to connect Utah business owners with the global market and to showcase what makes Utah great for foreign investors. The event will attract a broad domestic and international business audience and will inspire attendees to start or increase global trade and investment.

The event will be held Sept. 24 in the Salt Palace Grand Ballroom. To register, visit [utahglobalforum.com](http://utahglobalforum.com). Registration is limited and is expected to sell out quickly.



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**OLSEN***from page 15*

vices, comprising 11.3 percent of the workforce. The annual manufacturing wage is \$13,027 higher than the regional average wage.

Among the top 25 employers in this region are manufacturers: ATK, Lifetime Products, Utility Trailer, Lofthouse Bakery, Browning, Autoliv, Fresenius, Kimberly-Clark and Petersen Inc.

**3. Wasatch Front South Economic Service Area comprising Salt Lake and Tooele counties.**

The four industries that pay the most wages in this region are: 1. Manufacturing (\$2.93 billion); 2. professional, scientific and technical (\$2.84 billion); 3. finance and insurance (\$2.45 billion); and, 4. healthcare and social services (\$2.37 billion).

Of all the people employed in Salt Lake and Tooele, one out of 10 works for a manufacturing company. Surprising, isn't it? Just under half of the state's 3,700 manufacturing firms are located in Salt Lake County, so many of the big names are in the news — L3 Communications, Merit Medical, O.C. Tanner, BD Medical and Kennecott (yes, they mine and process — manufacture). But there are literally thousands more that could be mentioned — many machining shops and food manufacturers as well as other medical device manufacturers. Have you heard of Edwards Life Sciences, Haemonetics, Otto Bock or Kairos Autonomi? How about Varian, Advanced Composites, Osborn Specialty Sewing or Hallmark? Companies from Tooele include Cargill, Morton International, Detroit Diesel and ATI Titanium.

**4. Mountainland Economic Service Area includes Utah, Summit, Wasatch and Juab counties.**

Again in this region, manufacturing beats out healthcare, professional, scientific and technical and even information sectors with an annual payroll just over \$800 million. In this region known for software developers and BYU spin-offs are manufacturers IM Flash, Nestle, U.S. Synthetic, Action Target, Barnes Bullets, Blendtec, and Liberty Safe. Skullcandy and Triumph Gear are in ski country.

**5. The Uintah Basin Economic Service Area comprising Daggett, Duchesne and Uintah counties.**

As one might suspect, oil and gas, recreation and accommodation industries dominate this region. Most manufacturing activity is in the form of machine shops supporting oil and gas, and cabinetry work for home and business. A successful liquid herbal supplement company, Cedar Bear, is located in Roosevelt.

**6. Castle Country and Southeast Economic Service Area comprising Carbon, Emery, Grand and San Juan**

**counties.**

Like the Uintah Basin, this region has somewhat remote and historically focused industries — coal and tourism. There is no significant manufacturing in this area. Skilled labor, transportation corridors and material suppliers may be contributing factors.

**7. Central Economic Service Area consisting of Millard, Sanpete, Sevier, Piute and Wayne counties.**

Driving along scenic Highway 89, one would not guess this region to be a spot for manufacturing. And it really isn't except for activity in Sanpete. Applied Composite Technology Aerospace, Freedom Innovations and Christensen Arms are three diverse manufacturers among the top 25 employers in the region. Applied and Freedom both employ advanced composite materials in their products, but the former targets aerospace and the latter surgical appliance (prosthetics) and supplies. Christensen is a small-arms manufacturer.

And we should talk turkey. Moroni Feed, best known for its Norbest products, raises turkeys, but also processes the turkey into many turkey products. And that is a form of manufacturing. Ground turkey, deli turkey products, turkey roasts, turkey ham and pastrami — all food processing manufacturing. Only Snow College and the local school district employ more people than Moroni Feed/Norbest.

**8. Southwest Economic Service area comprising Beaver, Iron, Garfield, Washington and Kane counties.**

Color Country, right? The Shakespeare Festival. Bryce and Zion National Parks. Utah's winter playground.

Two counties in this region buck the moniker: Iron and Washington. While Iron County has recently seen significant losses in manufacturing and leisure and hospitality, its manufacturing base includes four of the top 15 county employers: Genpak, Metalcraft, AMPAC and Smead Manufacturing. Sixty-Six other manufacturers call Iron County home.

Washington County does even better, with three times the manufacturers — 183. These companies are a diverse lot including steel fabrication, aerospace components, electronics for telecom, chemicals, cabinetry, industrial and commercial glass panels and machine shops. California manufacturers have moved facilities to southwest Utah to take advantage of business-friendly Utah versus California. Other firms have opened doors to service southwest Utah as well as Las Vegas and environs.

One thing attracting manufacturers and building is a skilled labor pool coming from a program at the Dixie Applied Technology College (one of the UCAT campuses) called

“Manufacturing Operations,” which teaches best practices in operations, safety, quality and leadership. It can culminate in a Capstone Certificate of Manufacturing Operations and 30 credit hours to Dixie State University.

Let's compare manufacturing against the “stay & play” industry we love about Washington County — accommodations and food services. There are certainly a lot more people employed and a lot more employers in this hospitality industry, but the average monthly paycheck is \$1,961, compared to \$2,959 for manufacturing employees. That's about a thousand dollars a month difference. That could make a big impact on a family's budget. No wonder officials in the Southwest Region are eager to attract manufacturers to their industrial parks.

From this “manufacturing tour” of the state, we can see the importance of manufacturing throughout Utah — weakest in the northeast and southeast territories, but solid top to bottom through the I-15 corridor and even into areas of Highway 89. Around the state, manufacturers cut paychecks that total over \$6 billion annually to almost 119,000 Utahns — about one in every 10 workers. So, far from going away, it appears manufacturing is here to stay. And for every big name company we recognize, there are hundreds of small businesses working hard to make a name and a reputation for themselves. As I said before, “In Utah, manufacturing really does matter.”

Paul Olsen has worked in manufacturing in Utah for over 25 years. He currently works with small to mid-sized manufactures to boost their organization and processes to reach their potential at Potential LLC.

**GRAY***from page 6*

specifically designed to help companies grow and prosper. They are guaranteed by the SBA, meaning the business is more likely to be approved for attractive rates and financing, since the risk is shared between the lender and the SBA. They are less capital-intensive, usually requiring just 10 to 20 percent down, versus 30 to 35 percent down for conventional loans. If you're worried that your business may be too big to qualify for an SBA loan, know that a small business is defined as having fewer than 500 employees and less than \$7.5 million in annual revenue, depending on the industry. Ninety-five percent of Utah companies are eligible. Look for an SBA Preferred Lender, since these types of lenders can approve your loan faster than non-preferred lenders.

**Conventional loans** require a larger down payment than an SBA loan, but with historically low interest rates and property values, now is a good time to consider expanding. A business line of credit is good for short-term cash needs like building up inventory and funding accounts receivable. Business term loans allow a certain dollar amount to be repaid

**UCAN***from page 17*

data as needed. There is also a metric page being developed to assist the company in knowing who has hit its page and requested information about the company.

We've certainly seen the concept in action. In our meetings to develop the UCAN system, one of our large manufacturers was discussing a challenge about the lack of a local supplier for defense-related antenna arrays. In the strategy and portal development meeting, a structural steel company said, “Hey, we can do that. A \$70 million contract was the result.

At another meeting, another large defense contractor talked about its difficulty finding a local cable company. One of the team members said, “Wait, I know an outfit that does exactly that and has the necessary AS 9001 and NADCAP certifications.” A substantial contract was the result.

Demonstrating success is key, but we're confident we've developed a tool that will meet a need. Many companies are simply using firms elsewhere because they can't identify or locate companies with the specific set of skills and qualifications to work with. They know the companies exist locally; they just don't know where to find them.

Todd Bingham is the president of the Utah Manufacturers Association.

in installments over three or more years, and are commonly used for purchasing equipment, vehicles, furniture, renovations, expansion or commercial mortgages.

**Personal lines of credit**, like credit cards or home equity lines of credit, are convenient, but can be risky. Credit cards have high interest rates and can negatively impact personal credit. Home equity loans use the borrower's home as collateral. However, this model allows the company to utilize its capital to grow the business and gives the owners an opportunity to increase and diversify their personal wealth with commercial real estate.

Small-business loans are the key to keep communities growing and people working. If you feel overwhelmed by the loan process, use this guide to prepare. Community banks and other lenders want to lend to Utah's businesses. Loan officers are there to help you figure it all out and grow your business.

Richard Gray is senior vice president of SBA lending at Bank of American Fork and also manages the bank's Murray branch.



*“Influencing the success of the commercial real estate industry by advancing the achievements of women.”*



Angela Dean is a native New Yorker who was transplanted to Utah at the age of 15. She fell in love with the state as well as a local boy and is now firmly rooted in Salt Lake City. Angela founded AMD Architecture in 1997 with the goal of providing quality architecture that is equally responsible to her clients and the greater environment.

As the author of *Green by Design: Creating a Home for Sustainable Living*, Angela shares the environmentally responsible design principles she holds dear. She has been steadily active in the community, supporting local non-profits, serving on several boards, and volunteering in efforts to strengthen our community. Angela is a recent alumni of Goldman Sachs 10,000 Small Business program, serves on SLC Planning Commission and is a member of Utah Women’s Forum among others.

Angela has been a mentor to numerous women in the practice of architecture. Over the past 17 years, she has maintained a staff on all women and offers professional growth opportunities along with flexibility to balance work and family. She has mentored female students at the College of Architecture and Planning and has an open door policy to those interested in learning about the profession. Her commercial experience includes retail, office, medical, multi-family, entertainment, and restaurant design including award winning historic renovations and LEED Platinum certified buildings.

In her down time she enjoys reading, art, travel and exploring our wonderful outdoors (rafting, hiking, skiing, running, biking, bird watching, botanizing) with her husband, daughter and son.

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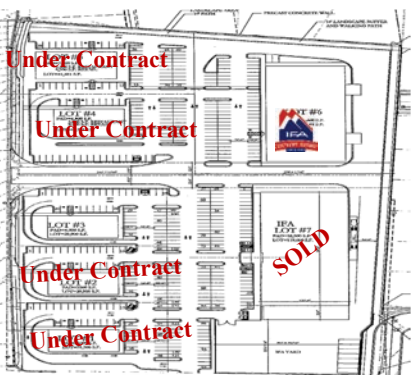
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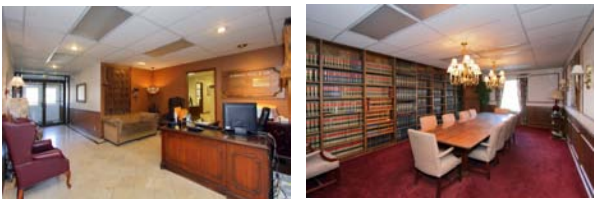


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- Small rehearsal area - 550 sq ft
- Two small rehearsal/classroom areas - 300 sq ft each
- Eight small teaching rooms - 144 sq ft each
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The Gifted Music School is hoping to find this space in the Central Salt Lake City area and is seeking a term of 3-5 years, starting September 1st 2014.

Please contact Eugene Watanabe at 801-815-8838 or [eugene.watanabe@gmail.com](mailto:eugene.watanabe@gmail.com) for more information.

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Contact Sam Sanders - Salt Lake City



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Contact Sam Sanders - Salt Lake City

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THE CHURCH OF JESUS CHRIST OF LATTER-DAY SAINTS



**“TEMPLES ARE MORE THAN STONE AND MORTAR.**

**THEY ARE FILLED WITH FAITH AND FASTING. THEY ARE BUILT OF TRIALS AND  
TESTIMONIES. THEY ARE SANCTIFIED BY SACRIFICE AND SERVICE.”**

**—PRESIDENT THOMAS S. MONSON**

**BIG-D CONSTRUCTION WOULD LIKE TO THANK OUR PARTNERS AND  
TEAM MEMBERS FOR THEIR OUTSTANDING ATTENTION TO DETAIL AND DEDICATION  
TO QUALITY IN THE COMPLETION OF THE OGDEN UTAH TEMPLE RENOVATION.**

