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Lighter cars now easier?

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'Most important thing in 50 years'



City Creek's retractable glass roof contributes to the center's year-round appeal and its popularity with Salt Lake City shoppers.

Open just over a year, Salt Lake's showpiece mall attracts attention from New York paper

John M. Rogers

The Enterprise

It's been open a little over a year. Its cost was rumored to be in the billions. And now, none other than the *New York Times* has featured it in its business section.

It's Salt Lake City's fancy new City Creek Center mall.

There's no question that the LDS Church-built project has pumped new life into a downtown that was foundering. Closed stores and shops lined every street and very little in the way of new development was even being talked about.

Now behemoth new office towers are rising and, by most accounts, downtown Salt Lake City has come back to life.

"The center has added 2,000 jobs and brought more than 16 million visitors into downtown," according to the Economic Benchmark Report of 2013, paid for by the real estate firm CBRE and quoted by the *Times*. Taking into account the improving economy, the report credits the mall, at 50 S. Main St., with helping downtown retail sales increase by 36 percent, or \$209

million, in 2012.

The Church first revealed the plans for City Creek in October 2006. The center was to be constructed on the site of two 30-year old malls, Crossroads and ZCMI Center, that were losing sales to suburban shopping centers. City Creek opened to the public in March 2012.

The *Times* article quotes Bruce Bingham, a partner with Hamilton Partners, a Chicago-based real estate developer and owner of the recently completed office

see CITY CREEK pg. 14

Zakaria makes Enterprise debut

CNN foreign affairs commentator and *Washington Post* columnist Fareed Zakaria makes his debut today as a regular columnist in the Opinion section of *The Enterprise*. The best-selling *New York Times* author and editor at large of *Time* magazine has been described by *Esquire* magazine as "the most influential foreign policy adviser of his generation."

In 2010, *Foreign Policy* named him one of the top 100 global thinkers. Since 2008, he has hosted Fareed Zakaria GPS, which airs Sundays



Fareed Zakaria

worldwide on CNN. Zakaria's in-depth interviews with the Dalai Lama, heads of state including Barack Obama, Manmohan Singh, King Abdullah II, Dmitry Medvedev, Moammar Gadhafi and Lula da Silva, as well as countless intellectuals, business leaders, politicians and journalists, have been broadcast in more than 200 million homes around the world. His cover stories and columns — on subjects from globaliza-

see ZAKARIA pg. 14

Medicare exchange firm to hire 700 for temp openings

Brice Wallace

The Enterprise

Towers Watson, a professional services company that operates the nation's largest private Medicare exchange, will hire 700 people who will work through year-end during the Medicare open enrollment season.

The positions include full-time, temporary benefit advisors; customer service representatives; data processing employees; training specialists; compliance representatives; operations supervisors and managers who will work at the company's operations center at 10975 S. Sterling View Drive, Suite A1, South Jordan.

The hiring will be in Towers Watson's Exchange Solutions business segment, which Towers Watson obtained when it acquired Extend Health last year. The segment, including time under the Extend Health name, has had its service center base in the Greater Salt Lake City area for more than eight years.

"We are expanding and hiring 700 people in the Greater Salt Lake area, mainly for our operations center in South Jordan," said Bryce Williams, managing director of Towers Watson's Exchange Solutions. "We've also expanded in that [South Jordan] facility and taken essentially the vast majority of

see TOWERS pg. 14



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Brighton Bank's midtown branch schedules relocation

Brighton Bank is relocating its midtown Salt Lake City office currently located at 1735 S. 300 W. The office will move three blocks north to 1420 S. 300 W. and is scheduled to open July 29.

The new location affords a more visible and accessible office for the mid-valley community, according to bank officials. The renovated facility offers 24-hour ATM service and an expanded staff providing the bank's usual array of personalized consumer and business banking services. Until the renovation is complete, the current

branch remains open as usual.

Celebrating its 35th year, Brighton Bank was founded in 1978 and operates five branches along the Wasatch Front specializing in SBA, commercial and business lending including a full variety of the latest electronic banking services. Robert M. Bowen, president and COO, said that the bank's success is built upon an exceptionally strong commitment to customer service, long-term personal relationships and the consistency and experience provided by a dedicated team of employees.



The interior of the six Togo's sandwich restaurants coming to Utah will appear similar to this company store in California.

Togo's signs deal to bring six restaurants to state

California-based Togo's Eateries Inc. has signed its first multi-unit franchise agreement in Utah. The sandwich chain plans to develop six new restaurants over the next several years in the Salt Lake City area, with the first location scheduled to open in the first quarter of 2014. The agreement is part of Togo's plans to grow the brand to 400 restaurants along the West Coast.

"As the best franchise opportunity in the sandwich category, our brand has made great strides in expanding to new markets along the West Coast and we're thrilled to now build a presence in Utah," said Tony Gioia, chairman and CEO of Togo's Holdings LLC. "We look forward to introducing locals to our seriously stacked sandwiches that are sure to satisfy the biggest appetites in Salt Lake City."

First-time franchisee Ben Massimino grew up as a fan of Togo's in California and decided to turn his passion for the brand into an investment opportunity. As current president and CEO of a

real estate development company in Park City, Massimino hopes to build his portfolio with the sandwich franchise by developing additional Togo's restaurants in other counties in the state.

"As a longtime Togo's fan, I am thrilled to be the first franchisee to bring a West Coast favorite to Salt Lake City," Massimino said. "There are many transplants from California living in Utah, myself included, who are looking for a fresh dining alternative that serves up quality food at a great price. I have no doubt that Togo's will help to fill this void in the market."

At Togo's, traditional restaurants experienced average annual unit sales in excess of \$633,000, with 50 percent averaging over \$799,000, and 25 percent averaging over \$930,000.

Togo's was founded in 1971 by a college student. It features a proprietary brand of pastrami, 98 percent fat-free slow-roasted turkey, and homemade chicken and tuna salad. It has nearly 250 locations along the West Coast.

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State officials return from two trade missions abroad

Summer is a time for travel, but a pair of recent trips by business and government leaders was focused on boosting trade.

Gov. Gary Herbert led a trade mission to the United Kingdom, Brett Heimburger, the Governor's Office of Economic Development's regional director for Asia, led a delegation looking to develop business partnerships in the Philippines.

While in the U.K., Herbert and Utah trade representatives met with leaders from Wells Fargo, Level39, Rio Tinto and other prominent corporations and capital investment groups.

"For Utah companies, larger markets abroad translate into more jobs at home," Herbert said. "I'm proud of the work we've done these last few days in the United Kingdom. With Utah's

strong U.K. ties, it is essential we not only maintain current relationships, but build new ones that open more doors in the substantial European market."

The United Kingdom is the largest market in the world for Utah exports, totaling more than \$6 billion in 2012, and has the world's seventh-largest economy at \$2.3 trillion.

Among the governor's activities were a meeting with Rio Tinto CEO Sam Walsh, a discussion about foreign direct investment in the state, and a meeting with more than 200 businesspeople, educational leaders and friends of Utah during a reception.

The group in the Philippines included representatives from Utah's information technology, IT, nutraceutical, medical device and agriculture industry sectors.

Activities included business-to-business company matchmaking sessions using the U.S. Commercial Service's Gold Key Service, which locates potential business partners for trade mission companies. The delegation also met with the American Chamber of Commerce-Manila and American companies currently doing business in the Philippines to learn best practices and how to succeed in that market.

"Like Utah, the Philippines has a well-diversified economy supported by abundant natural resources, and their growing population presents a wealth of business partnership opportunity," Heimburger said. "GOED is pleased to work closely with some of Utah's incredibly entrepreneurial business people eager to take their products to this exciting region."



Senior living center underway in Orem

One Eighty, parent company of Leisure Care retirement communities, has begun construction of its new retirement facility in Orem. Located at 250 E. Center Street, the 143-unit community is designed to give independent seniors an option that provides services and conveniences not found at home, while recognizing that residents want to remain engaged in an active lifestyle.

"We are developing an independent community that is much more than just an apartment, but still affords the freedom for residents to live their lives on their own terms," said Dan Madsen, chairman and CEO of Leisure Care. "We envision this community to be a hub of activity where people gather, socialize, and interact throughout the day."

The residents will be connected a number of amenities including

entertainment, art, philanthropic opportunities, area businesses and organizations of interest, and even access to a variety of health related options. With easy to use technology – including iPads and Wi-Fi – residents can stay engaged and connected to their families, friends and community relationships.

Studios, one- and two-bedroom apartments range in size from about 450 to 850 square feet, equipped with high quality finishes, full kitchens, washers and dryers, and outside balconies on many apartments.

Other services available to residents will include a restaurant, pub and smoothie bar, bistro, travel and car-share programs, as well as fitness and memory programs.

Designed by Johnson Braund Architects, the center will be built by Sahara Construction.

Park City firm selected for 'Smart Schools'

The Governor's Office of Economic Development (GOED) board has ratified the selection of iSchool Campus LLC of Park City to deploy the second phase of a whole-school technology program designed to ultimately lead to a more tech-savvy workforce.

The board ratified the recommendation of the legislatively mandated Independent Evaluating Committee (IEC), which guided the Utah Division of Purchasing in the review of potential vendors to provide the equipment and training necessary for the "Smart Schools" program.

The GOED board last year awarded iSchool a \$3 million contract that led to technology and training being implemented

at Gunnison Valley Elementary School, North Sevier High School and Dixon Middle School after those schools were selected by the Utah Board of Education.

The State Office of Education is working with school districts statewide to identify potential schools for participation in the \$2.4 million second phase.

The program involves providing and installing technology, training parents and teachers, and integrating the technology into the schools' curricula. It includes incorporating mobile learning devices for each student, peripherals and networking equipment, including wireless networks.

GOED is administering the second phase of the program. Last

year's money came from GOED's Industrial Assistance Fund. This year, it's from the state's General Fund. Also new this year is that participating schools will need to provide some matching money.

The Board of Education, collaborating with the technology provider and participating schools, will evaluate the program and report to GOED and a legislative interim committee in October of this year and 2014.



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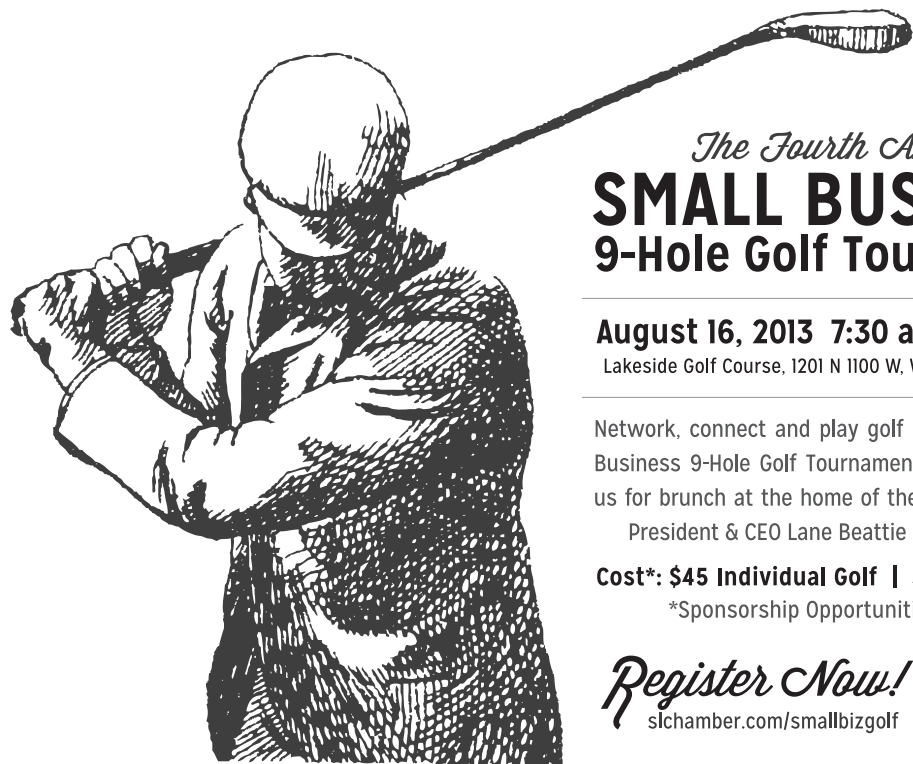
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BYU manufacturing systems grad student Lile Squires bonds metals together with friction bit joining, a process that may help in developing lighter cars.

BYU process may hold key to building lighter cars

A new method of joining dissimilar metals developed by faculty members at Brigham Young University may help auto makers achieve mileage goals in future cars. New federal fuel-efficiency rules are forcing auto makers to lighten up their vehicles — a task that has proved difficult given the challenge of combining high-strength steels with lighter metals.

But the new process from BYU's School of Technology may be helpful to automakers in achieving the 54.5 miles per gallon average the EPA is mandating for U.S. fleets by 2025.

Manufacturing engineering technology professor Michael Miles has found a way to successfully create an extremely strong bond between lightweight aluminum and ultra-high-strength steel. It's called friction bit joining, and it may be the breakthrough the automotive industry is looking for.

"It's all about making vehicles lighter and our process can help to combine steels and light metals in the same vehicle frame, which gives engineers more flexibility in designing an optimal structure," Miles said.

The process of friction bit joining uses a small, consumable bit to create a solid-state joint between metals. The method was invented by Miles and retired BYU professor Kent Kohkonen, in their collaboration with local Orem-based company Megastir Technologies.

The latest development in the process successfully bonds lightweight aluminum with cast iron by inserting a thin layer of steel between the two metals, which facilitates the bonding process. Findings of this research, carried out in collaboration with the University of Ulsan in South Korea, are published in the June issue of the *International Journal of Precision Engineering and Manufac-*

turing.

"The motivation to make cars lighter was already there with a previous EPA mandate (34.5 mpg by 2016), but that motivation has now increased with the latest mandate," Miles said. "Our process is a technical success in the effort to spot join dissimilar metals together; now we need to go forward with our partners to make it commercially viable."

Currently, the automotive industry uses resistance spot welding to join steel stampings together into a completed body. In recent years, some aluminum parts have been introduced into the vehicle structure using a mechanical fastening method called self-piercing riveting. While this approach works to join lower strength steels with aluminum, it isn't suitable for joining aluminum to ultra-high-strength steel.

BYU's friction bit joining method, which is being developed in collaboration with Megastir and Oak Ridge National Lab, has received funding from the National Science Foundation, the Department of Energy, the state of Utah and some auto suppliers in South Korea.

Applications for the process include areas of the vehicle frame where ultra-high-strength steel needs to be joined to a light metal.

For example, an automaker may want to use aluminum for the roof of a car while using ultra-high-strength steel for the A and B pillars of the frame that connect with the roof. Another example includes the incorporation of lighter weight metals on the interior parts of the car door.

Miles said the ability of friction bit joining to produce "incredible strength between two dissimilar metals" will eventually benefit both automakers and other industries, like aerospace.

CBRE completes office consolidation

The Salt Lake City office of CBRE has completed the consolidation of its Salt Lake offices to 222 S. Main St. Mark Bouchard, senior managing director, and Bill Parry, project management director, oversaw the consolidation and build-out process.

"The majority of our brokers have been located at 222 since the building opened in early 2010. Since that time we've anticipated the full consolidation of our professionals, and I'm happy to announce that we have now completed this process," said Bouchard.

CBRE was the first tenant in the building and has occupied the fourth floor since January of 2010. With the consolidation, CBRE now occupies approximately 16,000 square feet on the fourth and 18th floors.

Bouchard further noted, "It's an exciting time to be in downtown Salt Lake. The Downtown Rising initiative, which started in 2006, was the catalyst for a great deal of developments, including the construction of 222 Main. This focus on establishing Salt Lake as an economic stronghold and destination continues to redefine the city center. Conducting business from the middle of this momentum helps us stay in tune with the local market, and assists us in delivering what our clients want and need in order to be successful."

Earlier this year, Equiwest Hospitality began constructing two new restaurants on the ground floor of the building — Sonny Bryan's Smokehouse and Bistro 222.

In keeping with the building's LEED certification, these will be Utah's first LEED certified restaurants. Sonny Bryan's anticipates opening before the end of the summer, and Bistro 222 should be open in early fall.

222 Main is a 426,657-square-

foot, class A office building located in Salt Lake's central business district. Constructed by Hamilton Partners, it was Utah's first LEED Gold certified high-rise. The building is currently 81 percent leased with high-profile tenants, such as Hamilton Partners and Holland & Hart.

Usana enters Colombia

Usana Health Sciences, headquartered in Salt Lake, has opened a new, state-of-the-art office in Bogota, Colombia. The opening represents Usana's 19th market worldwide.

"Opening business in Colombia is a perfect choice for Usana due to the strong connections we already have to the country from our outstanding leaders in Mexico," said Carlo Ledezma, Usana's general director of Mexico. "We can see huge opportunities for growth in this market since Colombia is one of the largest Spanish-speaking countries in the world and has become strong in the direct selling arena. Plus, there is a critical need for essential nutrients in this part of the world."

Colombia has demonstrated an emerging economic climate due to the strong entrepreneurial spirit in the country.

"This is a big step for us as we open our doors in South America. We expect even further growth into the Americas from this expansion," said Dave Wentz, Usana's chief executive officer.

"By increasing our offering to Colombia, we are able to provide quality nutrition and a unique opportunity to the South American region, where the demand for vitamins and dietary supplements will continue to rise."

Colombia is the third leading market in Latin America and 16th largest overall direct sales market.

Usana manufactures nutritional supplements and personal care, energy and weight-management products.

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TechMedia Network to add jobs with GOED tax incentive

Brice Wallace
The Enterprise

TechMedia Network, an Ogden-based online content provider, will grow by 75 jobs over

the next few years.

The announcement came after the Governor's Office of Economic Development (GOED) board, at its July meeting, approved a tax credit incentive of \$610,254 over 10 years tied to the creation of the

jobs if they pay at least 25 percent above the Weber County average annual wage including benefits.

"We're thrilled to be expanding our presence in Utah and to take full advantage of the highly-skilled workforce the state has to

offer," said Doug Llewellyn, the company's chief operating officer. "As we continue to invest in and grow our company, as seen by our recent acquisition of technology publisher Bestofmedia Group, Utah will remain a mainstay of our operations and a cornerstone of our growth."

TechMedia Network produces technology and science content for businesses and consumers through owned and operated web sites and a publisher partner network that features TopTenReviews, Tom's Hardware, Laptop, Space.com and several other online properties. The company produces hundreds of original videos, news stories, product reviews and reference articles daily.

"Strong companies like TechMedia Network demonstrate the robust IT and tech-related industries thriving in Utah," said Spencer P. Eccles, GOED's executive director. "Utah businesses have taken the challenge and worked hard to grow Utah's economy to become one of the strongest in the nation."

Over 10 years, the expansion is expected to result in nearly \$33 million in new state wages and \$3 million in new state taxes. The expansion also represents a capital investment of \$3.4 million.

"TechMedia clearly recognizes that Utah's best resource, its people, make this state a great

place to not only start a business but also grow a business," said Jeff Edwards, president and chief executive officer of the Economic Development Corp. of Utah. "Utah's hard-working, highly skilled workforce is one of the main reasons we see companies, particularly in the IT industry, chose to expand their operations locally."

TechMedia categorizes its visitors as "intenders," people planning technology purchases; "experts" and "innovators" discussing tech ideas and breakthroughs.

The company website says the "intenders" category includes TopTenReviews, with 7 million monthly visitors and 32 million page views. Its shopping option generates more than 1 million "buy" transactions each month. The category also includes Tom's Guide, with 6.6 million visitors and 22 million page views; and Laptop, with 1.7 million visitors and 6 million page views. The "experts" category is led by Tom's Hardware, with 22 million monthly visitors and 83 million page views. "Innovators" is led by LiveScience, with 3.9 million visitors and 28 million page views; and Space.com, with 3.2 million visitors and 18 million page views.

Combined, the "intenders" content reaches 31 million visitors, "experts" reaches 40 million and "innovators" reaches 8.4 million, according to the company.

Here are the 20.5 powers salespeople have to ensure success

Every salesperson wants to think of him or herself as powerful but, if asked, would have no idea where their power actually comes from.

Most salespeople fail to understand their own power. The reason they don't is that there is a heavy concentration on what *cannot* be controlled or what is *not* being done.

This manifests itself in complaints about: price, unreturned phone calls, bidding, loyalty to others, and other various excuses about why a sale does not take place and the relationship isn't being built.

As a salesperson, you have all the power in the world to make your own success happen. It's not market conditions; it's your mental conditions. It's not customer conditions; it's your failure to perform in a powerful way. And it's certainly not the competition's conditions; it's your inability to prove value beyond doubt and risk.

Let me share with you the 20.5 powers that you do possess and how you might be able to use them and take advantage of them to build sales, build relationships, build referrals, earn testimonials, and achieve the sales success that you are striving for...

1. The power of a positive attitude. The way you dedicate yourself to the way you think creates the foundation for your entire life. Sales is part of your life and requires a positive attitude as fundamental and foundational to success.

2. The power of daily attitude actions. These are actions that you take both in your favor and in the favor of others. They're not just positive; they're powerful. Attitude actions create sales actions.

3. The power of belief. Belief in who you work for, what you're selling, your ability to differentiate yourself from your competitor, and belief in yourself create the four cornerstones that enable your belief to be transferred to the customer.

4. The power of self-confidence. The power of self-confi-

dence comes from thinking about past wins, and thinking about past accomplishments. Those thoughts become your inner confidence builder and manifest themselves in the self-confident appearance.

5. The power of thinking YES! The difference between thinking you can and thinking you cannot will determine outcome and fate. KEY: Think yes to get yes.

6. The power of keeping conversational control. Salespeople have very little idea

about what it takes to keep control of the sales conversation. The answer is in one word: ASK. When you ask you're in control of the conversation. When the customer asks you, you have given up control. Control keeps you on the path to the sale. Want more control? Easy! Ask more questions.

7. The power of preparation. Most salespeople make the fatal mistake of only preparing in terms of themselves, when in fact *the customer cares about only him or herself.* They want ideas, value, and answers – not your canned slide show. They want to know how THEY win. Why not spend twice as much time preparing in terms of the customer? Preparation determines outcome.

8. The power of creativity. Creativity is a science, and you can learn it. It's based on the perspective from which you see things. And once you begin to see things a little bit differently than others, you'll become more creative. Your customer wants to know why and how you're different from your competition. Creativity makes it evident.

9. The power of being memorable. For years I have said, "Find something personal. Do something memorable." It's all about a random act of kindness that has a direct emotional trigger to the heart of the customer. Whatever it is, it must relate to the customer and their passion. Whatever it is, it has to have a WOW impact.

10. The power of value. My mantra is, "Give value first." That way the customer forms an impression of you that's both posi-



Jeffrey Gitomer

tive and powerful. The more value you provide, the more powerful you will become, and the more sales you will make. And just so we understand the word value, it's preceded by the word "perceived." If the customer perceives value, then it is.

That's the first 10 powers of sales success. Study them to get a better understanding of your sales power sources. Implement them into your sales process, start to feel the boost, and get ready for the next 10.5 next week.

I have created a page of ideas to get your attitude rolling in the right direction. If you'd like them, go to www.gitomer.com and enter the words ATTITUDE STARTERS in the GitBit box.

Jeffrey Gitomer is the author of 12 best-selling books including *The Sales Bible* and *The Little Red Book of Selling*. His forthcoming book, *21.5 Unbreakable Laws of Selling*, will be available September 3.

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90% Ownership Interest in American Liberty Holdings, LLC



The United States Marshals Service (USMS) is selling a 90% ownership interest in American Liberty Holdings, LLC (675,000 shares), a Utah based American Liberty Insurance Company specializing in compensation insurance.

Further information provided at:

<http://www.usmarshals.gov/assets/2013/alh/index.html>

Industry Briefs

ASSOCIATIONS

• The **U.S. Ski and Snowboard Association**, the Park City-based national governing body for Olympic skiing and snowboarding has announced a multi-year alliance with the online fundraising platform **RallyMe.com** as the official crowdfunding platform for the USSA, U.S. Ski Team, U.S. Snowboarding, and U.S. Freeskiing. The program is designed to help athletes raise funds to offset travel and training costs over and above the

\$20 million the USSA invests each year in athletic programs. RallyMe.com is an online crowdfunding platform for athletes, teams and organizations that may be used by USSA athletes to raise personal contributions. USSA athletes who raise funds on RallyMe will be featured on a special team partner page, allowing funders to easily access elite team athletes. They will also have a customized widget integrated into personal bio pages on their respective national team website, so supporters can easily contribute.

• The deadline is Aug. 15 at 5 p.m. for applications to be considered for the **2013 Utah Manufacturers Association Best Practice Awards**. A committee will evaluate the submissions. Recipients will be notified in advance of the Manufacturing Summit, set for Sept. 12 at the Salt Lake Community College Miller Campus, 9750 S. 300 W., Sandy. Awards will be presented in four categories, based on the number of employees. Each company may apply for two of the best practice award categories: equipment/process reliability, continuous improvement, quality management system, and problem-solving capability. Details are available at uma@umaweb.org.



BANKING

• Salt Lake City-based **Celtic Bank** has named **Rich Wilkinson** as business development officer for its SBA and commercial lending department to address its growing Utah market. In his more than five years at Celtic Bank, Wilkinson has worked on hundreds of transactions worth millions of dollars. He is currently obtaining his MBA from the University of Utah.



Rich Wilkinson

• **Lisa K. Mariano**, veteran estate planning adviser and administrator, has joined **Bank of Utah** as a vice president and trust officer. She brings 14 years of experience in trust, estate, agency, ILIT and IRA account administration to her new position. Mariano has served as a senior trust officer and vice president for large financial institutions in Utah. She holds a MBA from the University of Phoenix, a bachelor's degree from the University of Utah, and is a certified trust and financial adviser.



Lisa Mariano

• **U.S. Bank** has promoted **Steven Phillips** to branch manager, working at 4810 S. 1900 W., Roy, and **Stephanie Ransdell** to branch manager, working at 1090 N. 500 E., North Salt Lake. Phillips has been with U.S. Bank since 2011, most recently as assistant branch manager. Phillips is a graduate of Weber State University. Ransdell has been with U.S. Bank since 2007, most recently as assistant branch manager in the Sugar House neighborhood at Parley's View Office. Ransdell is a graduate of Salt Lake Community

College.

• **America First Credit Union**, Riverdale, has broken ground on a **new full-service branch** at 1979 S. Washington Blvd., Ogden. R&O Construction has been contracted to build the 5,470 square foot branch, which will include a large, detached, drive-up canopy with three lanes and two ATMs. Inside, the branch will feature six teller windows, a lead-teller station, five loan desks, three multi-function offices and a manager's office. It will be a single-story, wood-framed structure.

ENGINEERING

• **Anthony Maxfield** recently joined the CAD department at **BHB Engineers**, Salt Lake City. Maxfield has been in the industry since 2006 and is currently a full-time student at the University of Utah studying architecture and business.



Anthony Maxfield

HEALTH CARE

• **Health Catalyst** has appointed **Scott Holbrook** as strategic advisor with a focus on helping the company to educate the market about Catalyst's products and solutions. Holbrook brings 40 years of experience to the company, including co-founding **KLAS**, an industry research firm. He was the first corporate IT employee of Intermountain Healthcare. Most recently, Holbrook served as executive vice president of **Medicity**, a health information exchange organization, now part of **Aetna**. Holbrook holds a BS in zoology from Brigham Young University and a master's degree in nutrition from Utah State University.



Scott Holbrook

• **ARUP Laboratories**, a clinical and anatomic pathology reference laboratory, has announced the appointment of **Dr. Jerry W. Hussong** as chief medical officer and director of laboratories. Hussong will be taking over the responsibility from **Dr. Sherrie Perkins**. Perkins will transition into senior vice president of research and development, co-executive director of the ARUP Institute for Clinical and Experimental Pathology, and division head of clinical pathology in the Department of Pathology at the University of Utah School of Medicine. Hussong earned his DDS, MS and MD degrees from Northwestern University and completed a pathology residency at Northwestern Memorial Hospital. After several years in private practice in Las Vegas, he was the director of hematopathology and clinical laboratory operations at Cedars-Sinai in Los Angeles from 2008 to 2012.



Jerry Hussong



Sherrie Perkins

• **Towers Watson** has hired **Woody Sides** as regional vice president, responsible for sales and business development efforts in the West for its Exchange Solutions business segment. The region includes Utah. Towers Watson's Exchange Solutions business segment has extensive operations in Utah, in Salt Lake City and South Jordan, where **Extend Health** — acquired by Towers Watson in 2012 — has had its service center base for more than eight years. Sides brings more than 20 years of experience in the health care and benefits industry to his new role. He served for over a decade as vice president of national accounts and managed care sales for **Medco**

Health Solutions in addition to having national employer responsibilities with Kaiser Permanente and PacificCare Health Systems.

• **Megadyne Medical Products**, a Draper-based developer, manufacturer and supplier of electrosurgical products, has signed a three-year contract with **Intermountain Healthcare** to provide electrosurgical equipment and accessories. The companies have worked together for more than eight years, but the agreement broadens the Megadyne product offering.

LAW

• **Parsons Behle & Latimer**, Salt Lake City, has been recognized as one of the nation's leading intellectual property (IP) litigation law firms by *Managing Intellectual Property* magazine. The rankings are based on research in 80 countries over six months. To be included in the process, firms must receive a large number of recommendations from peers and clients. Six of the firm's Salt Lake City lawyers are ranked among the magazine's "IP Stars," a list of market-leading IP lawyers across the United States: **David M. Bennion**, **Raymond J. Etcheverry**, **David G. Mangum**, **Margaret N. McGann**, **C. Kevin Speirs** and **Juliette P. White**.

• **Callister Nebeker & McCullough**, Salt Lake City, has announced elections and re-elections for its board of directors. **Leland S. McCullough** was re-elected as chairman. McCullough practices in the areas of tax, estate and asset protection planning. **Mark E. Rinehart** has been elected a member of the board of directors of the firm. Rinehart's practice focuses on corporate and real estate matters. He has been general counsel to an independent power company and a real estate development company.

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Industry Briefs

has named **Brad Petersen** the director of the new Office of Outdoor Recreation, an office announced by the governor and created by the legislature during the most recent legislative session. Petersen's



Brad Petersen

experience includes 20 years of overseeing whole companies, acquisitions, divisions and startups. Most recently, he was chief operating officer and general manager at Combined Resources International LP, a firm that designs, manufactures and distributes multiple product lines to large retailers worldwide. He also founded Wildwood Architectural Mill LLC in Salt Lake City and worked for Intel Corp. in Oregon. Petersen will implement the state's Outdoor Recreation Vision, developed under the direction of the governor in conjunction with the Outdoor Industry Association, the Council on Balanced Resources and GOED. Petersen has more than 25 years' experience guiding, skiing, exploring, climbing and biking around Utah's back-

country, rivers, deserts and mountains. Petersen has a Master's Degree in International Business Administration with an emphasis on Management and Strategic Planning from Thunderbird, the American Graduate School of International Management. He received a Bachelor of Arts in Political Science from the University of Utah.

REAL ESTATE

• **Cushman & Wakefield | Commerce** has hired **Lorrie Ostlind** to its property management team, serving as a senior portfolio manager. Ostlind will oversee operations of a portfolio of office buildings based out of the company's Union Park property management office. Ostlind previously worked at property management firms in Salt Lake City, most recently with Hines as property manager of two historic buildings in downtown Salt Lake. Ostlind is the president-elect of the Building Owners and Managers Association of Utah (BOMA Utah). She earned a Bachelor of Science, Political Science, from the University of Utah.

• **The Salt Lake Board of Realtors** helped nearly 300

people, more than half of them children, with basic daily living necessities during its annual "Christmas in July" event at **The Road Home** homeless shelter in downtown Salt Lake City. Each person received a backpack filled with games, toys, books, back-to-school items, blankets, clothing and personal hygiene items. Santa and Mrs. Claus made an appearance to offer horse-drawn carriage rides to children. The event also included games, crafts and lunch.

RESTAURANTS

• **Firehouse Subs** has opened its seventh location, 2121 S.

McClelland St., Salt Lake City. The local franchisees are **Wes and Amy Boyack**. A unique feature of each Firehouse Subs restaurant is the custom, hand-painted mural inside the dining room. This restaurant's mural features members of the Salt Lake City Fire Department enjoying an afternoon in Sugarhouse Park accompanied by the department's fire engine.

RETAIL

• **Bernina of America**, a manufacturer of sewing, embroidery and quilting machines, has honored its top dealers of 2012, recognizing them at the recent Bernina University dealer training conference in San Francisco. Among honorees earning the Top Five Multi-Store Dealer Awards are **Richard and Rod Borget** of

see BRIEFS pg. 9

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Calendar

• July 27, noon-6 p.m.: **Third annual Solar Day Salt Lake.** Speakers include American Solar Energy Society board member and author Anthony Denzer and Ken Gardner of Gardner Engineering. Event also will feature solar power on-site generation and live music by Kate MacLeod and Desert Wind. Location is Liberty Park, 900 S. 700 E., Salt Lake City. Details are available by contacting coordinator Alan Naumann at (801) 833-4865 or alanrnaumann@gmail.com.

• July 31-Aug. 3: **Outdoor Retailer Summer Market** tradeshow, a gathering of retailers, manufacturers, industry advocates and media in the outdoor recreation industry. Produced by Nielsen Expositions. Location is the Salt Palace Convention Center, Salt Lake City. Details are at www.outdoorretailer.com.

• July 31, 11:30 a.m.-1 p.m.: **“Grow your Business with Email and Social Media Marketing”** workshop, hosted by the Sandy Area Chamber of Commerce Business Resource Center. Presented by Zak Barron of Constant Contact. Location is Salt Lake Community College, Miller Free Enterprise Building, Room 223, 9750 S. 300 W., Sandy. Details are at (801) 566-0344 or sandychamber.com.

• Aug. 1: **Power Profits Blueprint Tour**, presented by Internet marketing strategist Kathleen Gage. The half-day event is designed for entrepreneurs, speakers, authors, coaches, consultants and creatives to learn to build a profitable business. Location is the Salt Lake Community College Miller Campus, 9750 S. 300 W., Sandy. Cost is \$47. Details are at <http://www.powerupforprofits.com/blueprinttour.htm>.

• Aug. 4, noon-4 p.m.: **Second annual “Taste of the Wasatch.”** Event benefits the Utah Food Bank, Utahns Against Hunger and the Ogden Weber Community Action Partnership. Open to people age 21 and older. Event will feature more than 50 of Utah’s top chefs, restaurants and bakers. Activities include live music, a silent auction and a live auction. Location is Solitude Mountain Resort. Cost is \$90 for general admission, \$125 for reserved (VIP) seating if purchased in advance. Tickets and details are at <http://tasteofthewasatch.org/>.

• Aug. 6, 8 a.m.-4:45 p.m.: **Success 2013 Business Seminar**

presented by ChamberWest. Featured speakers include Rudy Giuliani, Steve Forbes and Larry King. Location is South Towne Exposition Center, 9575 S. State St., Sandy. Register by calling 1-800-332-7822.

• Aug. 10-15: **Aspiring Authors Summit.** Attendees can learn from authors, publishers, editors and promoters the “how-to” of writing, publishing and self-publishing. Location is the Salt Lake Community College Miller Campus, 9750 S. 300 W., Sandy. Cost is \$24.97. Details are at <http://aspiringauthorssummit.eventbrite.com>.

• Aug. 15, 8-9 a.m.: **“The Success of Trade Missions and Trade Shows: Great Ready, Get Abroad,”** a World Trade Association (WTA) breakfast with Lew Cramer, director of the World Trade Center Utah, and Franz Kolb, a regional director for international trade and diplomacy in the Governor’s Office of Economic Development. Location is Salt Lake Community College Miller Campus, 9750 S. 300 W., Sandy. Cost is \$12 for WTA members, \$15 for nonmembers. RSVPs can be completed at wtaofutah@gmail.com by Aug. 12.

• Aug. 15, 5:30-7 p.m.: **13th Annual Women in Business Summer Social**, presented by the Salt Lake Chamber Business Women’s Forum and Questar Corp. There will be hors d’oeuvres, a hosted bar and silent auction, networking and entertainment and vendor exhibits. Location is Upstairs at the Gallivan, 50 E. 200 S., Salt Lake City. Registration is \$65. Event silent auction donations are being accepted, as well as sponsorships. Learn more at www.slchamber.com/summersocial.

• Aug. 16: **Fourth Annual Salt Lake Chamber Small Business Golf Tournament** networking event and brunch at the home of the Salt Lake Chamber president and CEO Lane Beattie.

• Aug. 22, 11:30 a.m.-1:30 p.m.: **“Is Venture Capital Important to Utah?”** Presentation by Mark Hessen, president of the National Venture Capital Association. Event is a joint luncheon of the Wayne Brown Institute, Utah Technology Council, MountainWest Capital Network and Utah Valley Entrepreneurial Forum. Location is the Garden Room, Thanksgiving Point, 3003 N. Thanksgiving Way,

Lehi. Cost is \$45. Registration is available at eventbrite.com/r/ereg.com.

• Sept. 8-11: **2013 Material Handling & Logistics Conference**, sponsored by engineering company Dematic. Conference is designed to educate participants on how to benchmark their own supply chain goals, quantify gaps and help them build their own actionable 100-day plan to start closing those gaps. Keynote speaker will be Jay Leno. Location is Grand Summit, Park City. Cost is \$700 (\$900 after Aug. 24). Details are available at www.mhlc.com or by contacting Cheryl Falk at cheryl.falk@dematic.com or (262) 860-6715.

• Sept. 10-12: **PERS (Personal Emergency Response System) Summit**, presented by alarm monitoring company AvantGuard, based in Ogden. Event will provide alarm dealers with the information and tools they need to successfully market and manage their PERS businesses. Keynote speakers will be Elizabeth Smart, an abduction survivor and strong supporter of alarm monitoring for homes; and Kristin Simmons, partner and customer experience architect at Lightswitch. Location is Deer Valley Resort, Park City. Registration is \$350 for AvantGuard dealers and \$450 for non-dealers and vendors. Registration is at perssummit.com.

• Sept. 12, 8 a.m.-4 p.m.: **“Utah’s Manufacturing Future,”** a first-ever manufacturing summit sponsored by the Utah Manufacturing Association. Keynote speaker Jason Dorsey, “The Gen Y Guy,” will discuss “Gen Y, Gen X, Boomers and Traditionalists All Sharing One Workplace — This Was Not Supposed to Happen.” Location is Salt Lake Community College Miller Campus, 9750 S. 300 W., Sandy. Cost is \$100. Registration and details are at (801) 363-3885.

• Sept. 19-20: **Utah Business Sustainability Conference**, produced by P3 Utah and Net Impact Utah. Pre-conference Sept. 19 from 8:30 a.m.-4:30 p.m. Conference Sept. 20, 8 a.m.-6 p.m. Event includes industry discussions, workshops, networking opportunities and a reception. Keynote presentation will be by George Bandy, vice president for sustainability at Interface Carpet. Location is the Wasatch Retreat and Conference Center at the Episcopal Church Center of Utah (ECCU), 75 S. 200 E., Salt Lake City. Cost is \$175, with discounts for students. Details are at <https://eccu.wufoo.com/forms/3rd-annual-utah-business-sustainability-conference/>.

• Oct. 1-2: **APWA Fall Conference and Storm Water Expo**, presented by the Utah chapter of

the American Public Works Association (APWA), the Utah Stormwater Advisory Committee (USWAC), the American Society of Civil Engineers (ASCE) and Utah City Engineers Association (UCEA). Event includes 50 exhibitors and 64 classes. Tracks include transportation, utilities, technology, safety and emergency management, storm water and construction, municipal storm water and operations and maintenance. Location is the South Towne Exposition Center, 9575 S. State St., Sandy. Details are available at utah.apwa.net.

• Oct. 11, 6 p.m.: **Utah Technology Council Hall of Fame Gala**, a black-tie event honoring accomplishments of the Utah technology industry. Networking reception begins at 6 p.m., following by 7 p.m. dinner and program. Keynote speaker will be Shantanu Narayen, president and CEO of Adobe Systems Inc. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Details are available at (801) 568-3500.

• Oct. 29-Nov. 5: **Salt Lake Chamber trip to Eastern Europe.** Includes visits to Prague, Czech Republic; Vienna, Austria; and Budapest, Hungary. Cost is \$2,799. Details are available by contacting Maria Nelson at (801) 328-5047 or mnelson@slchamber.com.



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BRIEFS

from p. 7

Dave's Bernina, Provo and St. George; and **Rhonda Lopez** of Nuttall's Inc., Sunset, American Fork, Riverton and Murray.

SERVICES

• **Green Endeavors Inc.** of Salt Lake City has announced the appointment of **Scott C. Coffman** to its board as a director. Coffman is currently employed by the company as an accountant, working with the finances and financial reporting. He brings to the board accounting experience and a background in financial matters based upon years of experience in the accounting field. He has a BS degree in Finance and an MBA with an emphasis in accounting from the University of Utah.

• **Primary Residential Mortgage Inc.** (PRMI), Salt Lake City, has named **Brandi Hume** the company's new vice president

of quality assurance and **James Slagowski** as its new senior vice president of compliance systems management, overseeing compliance, enterprise risk management, fair lending and licensing departments. Hume has more than 20 years of experience in the financial and mortgage industries, including wholesale and retail origination, collections, underwriting, executive management and escrow management. Most recently, Hume was the director of loan defense and PRMI's new Enterprise Risk Management Departments. Slagowski, who has been with the company less than a year, has played an integral role in the development and execution of the company's risk management substructure. Slagowski brings with him more than a decade of experience in the mortgage industry after working for several companies. Most recently, Slagowski was vice president of compliance with PRMI.

• **iCentris** has announced a mobile marketing program with

Red Mat Media. Red Mat Media is involved in custom print, digital and mobile solutions. iCentris is involved in IT management by developing, implementing and integrating technical communications and networking solutions. It works primarily with sales organizations, specializing in direct sales, party plan and multi-level marketing companies. Red Mat Media, creators of the BizApp, will provide mobile media technology to iCentris and make it an integral part of its service solutions.

• **Veterans Trading Co. (VTC) LLC**, Park City, has appointed



Jeffery Brown

Jeffery Brown as president and **Princy Hart** as vice president of finance and engagement. Brown, a veteran of the U.S. Air Force, has been with VTC

five years, driving growth and managing supply-chain solutions

for key customers from the company's location in Ocala, Fla. In addition to his new responsibilities as president, Brown will retain



Princy Hart

direct executive responsibility for the Ocala operation. Prior to joining VTC, Brown worked with other industry leaders. Hart has more than 20 years of finance, audit and accounting experience and has held positions in a variety of industry sectors, including manufacturing and supply chain management, real estate development, insurance and import/export. Veterans Trading Co. also announced the engagement of **Bandon Management Services** as strategic adviser and management services provider. Bandon is an affiliate of **Bandon Holdings LLC**, a private investment company based in Salt Lake City.

• **Pluralsight**, a Kaysville-based online video training site

for Web and information technology professionals, has hired **Brett Barlow** as its new CMO. Barlow is a former vice president at Skullcandy.

TRANSPORTATION

• The **National Truck Driving Championships** will take place Aug. 20-24 at the Salt Palace Convention Center. Drivers earned the right to compete in the national championships by winning first place in their respective state driving championships and by maintaining accident-free driving records for the preceding year. ABF, based in Arkansas, said it will have 20 drivers, including five grand champions, at the event. The National Truck Driving Championships is hosted each year by the American Trucking Associations. Dating to 1937 when it was known as the National Truck Rodeo, the competition is now known informally as the "Super Bowl of Safety."

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Executive Lifestyles

Business Secrets of the Trappist Monks and other good summer reads

Each month Jack Covert, founder of 800-CEO-READ, reviews the best recently released business books. Jack is also the coauthor of *The 100 Best Business Books of All Time*, recently updated and expanded, and released in paperback. 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. For more reviews, visit 800ceoread.com/jack_covert_selects.

• **Business Secrets of the Trappist Monks: One CEO's Quest for Meaning and Authenticity** by August Turak, Columbia University Press, 200 pages, \$29.95, Hardcover, July 2013, ISBN 9780231160629

At first glance, *Business Secrets of the Trappist Monks* might seem antithetical. In fact, consider this from the book's first chapter, "The Economic Miracle of Mepkin Abbey:"

"The reason for Mepkin's success is that the monks are not actually in business at all. Instead they are utterly committed to a high, overarching mission and a management philosophy this book will refer to as *service and selflessness*. Business success for the monks is merely the by-product of a life well lived."

"Not in business?" "Business is merely the by-product?" Why then even attempt to write this book? August Turak makes it clear that while the Trappist Monks at Mepkin are a successful business organization, they are successful because the money doesn't matter. For over 1,500 years, they've produced "me too" products like eggs, beer, mushrooms, and more, with consistent success. The monks don't get paid, but the sales sustain their lifestyle.

And that's the takeaway here: Turek shows, by the monastic examples throughout the book, you don't need to be focused on money in order to make lots of it. "Service and selflessness is not about sacrificing growth and profitability for some abstract and elusive 'common good.' It is just damn good business." Combine selflessness with the act of serving others, and you've got the recipe for ultimate customer service. Doing good is good business. What company doesn't want the kind of results seen by the Trappist monks?

This is an interesting book because it balances business and human potential in such an insightful way. Most of the books we

review here attempt to simplify the complexities of business, but few do it as deeply as this. Part philosophy, part economics, and very much about service, *The Business Secrets of the Trappist Monks* will guide you to a better understanding of why you do what you do. All of us, monks included, are working for the life of our choosing. Turek concludes that by removing results as the prime motivator for our work, and by instead focusing on serving others, we too can reap rewards of prosperity.

• **Worthless, Impossible, and Stupid: How Contrarian Entrepreneurs Create and Capture Extraordinary Value** by Daniel Isenberg, Harvard Business Review Press, 304 pages, \$27.00, Hardcover, July 2013, ISBN 9781422186985

It is always refreshing to be told that the things you are feeling are the very right things you *should* be feeling. And that's the underlying value of the message that author Daniel Isenberg shares in *Worthless, Impossible, and Stupid*. He reassures you entrepreneurs out there that, if people are telling you that what you are doing is ridiculous, then you're likely on the right path.

Regardless of the somewhat startling, but wholly facetious, title, Isenberg is a fan of entrepreneurship. He writes:

"Entrepreneurship—perceiving, creating, and capturing extraordinary value—is part of the human experience. In this respect, it is similar to art, poetry, music, and storytelling. Every society's people have developed unique ways of expressing themselves; entrepreneurship is also a form of self-expression."

But the book isn't just a well-written pep talk. Isenberg is interested in revealing the resistance that entrepreneurs face as "they and their opportunities are greeted not with open arms and smiles, but with doors slamming in their faces, sometimes by their closest friends, allies, and mentors." Throughout, Isenberg, himself an entrepreneur and professor, offers ways to withstand the weight of doubts (yours and others) leveled at new ventures and push through to create the product or company that inspired you in the first place. The book orients toward two specific goals:

1. To catalyze entrepreneurship aspiration and help more of you to choose the path of entrepre-

neurship.

2. To clarify murky concepts of entrepreneurship by reframing the phenomenon in terms of value creation and its capture.

With chapters like "Some Kitchens Are Hotter Than Others: Succeeding When the Environment Is the Enemy" and "Solving Burning Problems: When Adversity Is the Opportunity," *Worthless, Impossible, and Stupid* is not the only counterintuitive sentiment in the book. But, also inside, new and enthusiastic entrepreneurs will find a guidebook for weathering the storm, while anyone with flagging resources or energies will find renewed inspiration and aspiration.

• **The Ethical Economy: Rebuilding Value After the Crisis** by Adam Arvidsson & Nicolai Peitersen, Columbia University Press, 208 pages, \$32.50, Hardcover, July 2013, ISBN 9780231152648

We chose Robert Schiller's *Finance and the Good Society* as the best Finance & Economics book in 2012. That book explained the role of individuals within finance, the role of finance within society, and how we can democratize financial capitalism to create and best serve a "good society." *The Ethical Economy* by Adam Arvidsson and Nicolai Peitersen, being released this month by Columbia University Press, would be a great companion to that book, and I regard it just as highly.

At its heart, *The Ethical Economy* is a discussion of the very nature of value, how it has been determined and agreed upon since the beginning of the first industrial revolution, how it has lost connection to reality in our postindustrial economy, and how we can redefine it to build a more ethical economy. The authors begin by dismantling the current value regime and the very logic of the rational market theory that our current economics rest on. "Throughout the contemporary economy, from the heights of finance down to the concrete realities of everyday work, particularly in knowledge work, great insecurities arise with regard to what things are actually worth and the extent to which the prices assigned to them actually reflect their value."

This is especially true when determining "intangibles" like brand:

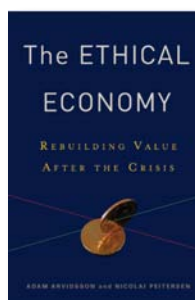
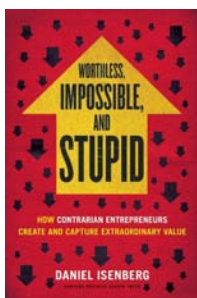
"For example, the McDonald's brand is said to represent 54 percent of the market value of the company. But this figure is arrived at mainly by subtracting the book value of the McDonald's company from its market value; there is no precise way of determining how much of the difference represents mere speculation and how much represents the social utility of the

McDonald's company above and beyond its ability to make and sell hamburgers. ... So, while the market does set prices, those prices are not tied to any common definition of value; they cannot be said to be representative of anything other than the dynamics of the market itself."

Because of this, the authors believe we need "a new value regime." And the good news is that the things that are currently so irrational about the system may contain the "seeds of a new rationality." For instance, the expansion of financial capitalism need not become the harbinger of more and greater crises, but can become instead a rational component of an increasingly global, public, commons-based mode of production.

With the emergence and institutionalization of what they call productive publics and participatory culture, which they believe are the fundamental building blocks of a new, ethical economy, the authors make a convincing argument that "Just as the creation of wealth ever more builds on cooperation and common resources, so the determination of the value of that wealth would ever more build on the strength and association of the passions that are common to us all."

For those ideas and so much more, I urge anyone interested in such macro issues to pick up *The Ethical Economy*.



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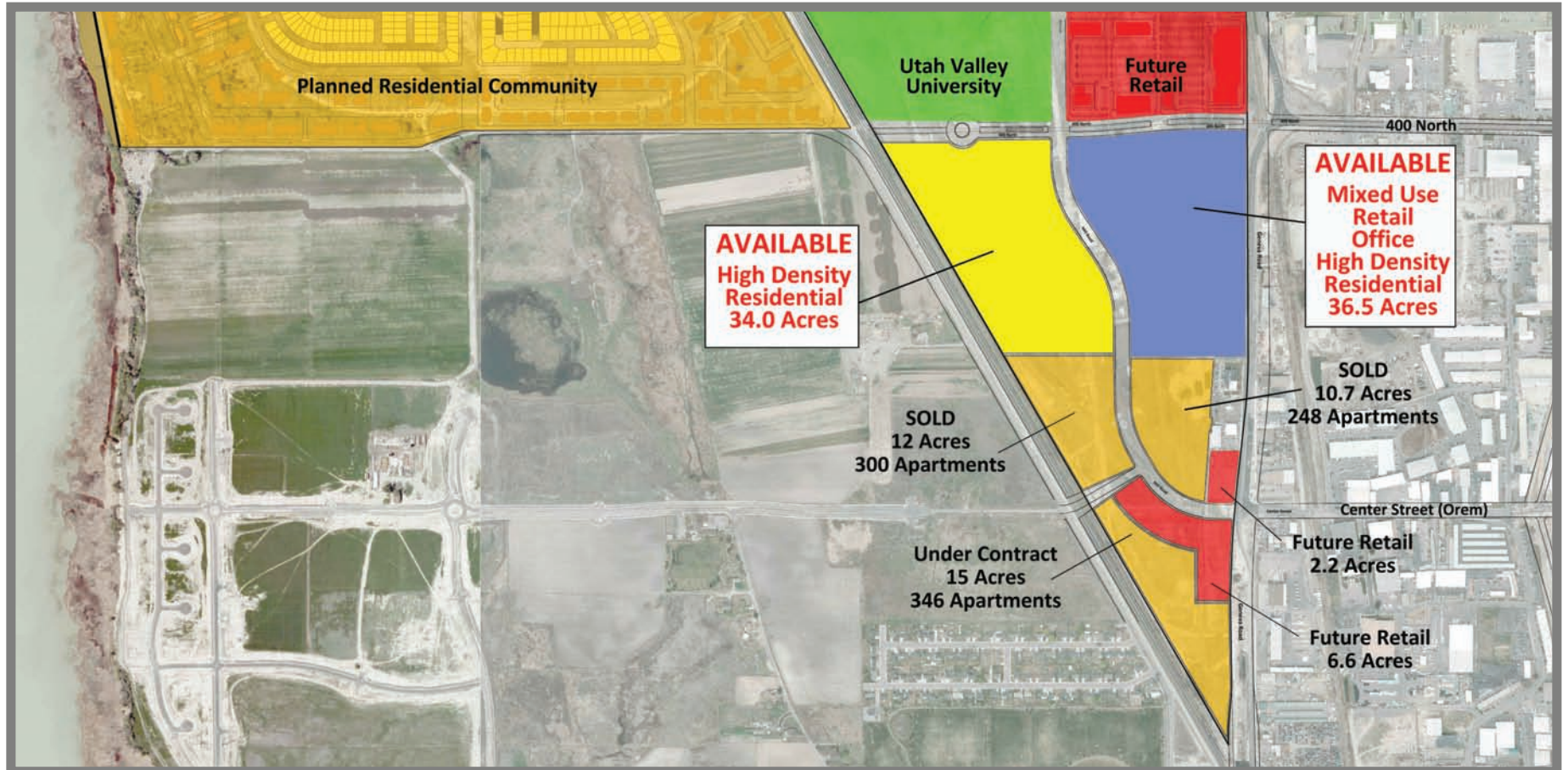
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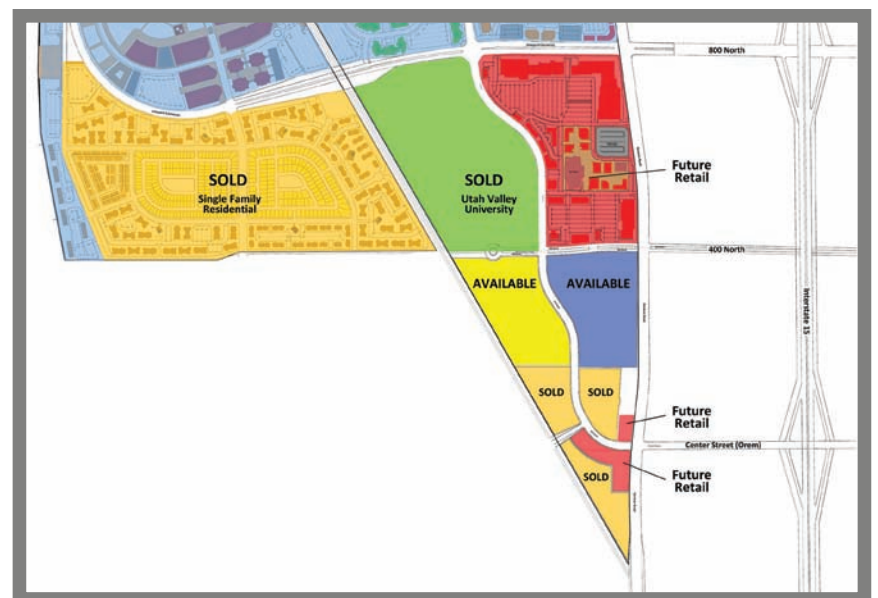
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Opinion

When did journalistic ethics and credibility get flushed?

"The fear for a network is the viewer gets tired of you. Not that you lost your credibility, but that they get tired of you." — Terry Bradshaw, professional Hall of Fame quarterback for the Pittsburgh Steelers and winner of four Super Bowls (my added emphasis).

In the news business, journalists have historically adhered to the elements of good practice known variously as the professional "code of ethics" or the "canons of journalism." Often drafted by media outlets or associations, most share common principles of truthfulness, accuracy, objectivity, fairness and public accountability as they apply to the gathering and subsequent dissemination of information to the public. Application of these principles create credibility — believability — in the mind of a thinking audience.

In our corner of the journalism market — the coverage of the world of business — credibility is paramount. The New York Stock Exchange even has written rules to which public companies must adhere when releasing news in order to maintain their standing on Wall Street.

Well, if you have paid even a modicum of attention to the news lately — and I use

the term "news" loosely — you have to wonder when all that feel-good ethics crap went in the ash can.

Notwithstanding the ongoing where-you-come-down-depends-on-your-political-leanings coverage of NSA intelligence contractor turned fugitive Edward Snowden (spy or hero), the ousting of Egyptian President Mohamed Morsy (coup or no-coup), immigration reform legislation (amnesty or not) or the Syrian civil war (U.S. in or U.S. out), two stories jump off the page as ethics-in-the-toilet examples. Unfortunately, a lot of the garbage involves our media brothers in broadcast and cable television.

First is the media circus in Florida that has evolved from the trial of George Zimmerman who shot and killed teenager Trayvon Martin. We all know the sordid details that were recounted in a two-week trial resulting in Zimmerman's acquittal on all charges. What we forget is the mindless scramble for viewers that spawned some of the most egregious violations of those standards that journalists are deemed to uphold.

The dross started to flow within hours of the incident as TV guys tried to be the

first-est with the most-est. Cable news ran for hours quoting Jesse Jackson's assertion that Martin was shot in the back of the head. He died from a gunshot wound to the chest. CNN aired a report containing Zimmerman's Social Security number and home address. An elderly couple was forced to temporarily move out of their home when the *Orlando Sentinel* misidentified them as Zimmerman's parents. Not to be outdone, Fox News Channel simply ignored the story until it became apparent it would become too hot to not handle.

Beyond unethical is the only way to describe what NBC did early on in the circus when its news folks decided to edit the 911 tape of Zimmerman's report of the incident to make it sound like he introduced race into the equation. Zimmerman was simply responding to the dispatcher's question as to the race of the victim.

And "slimy" is the adjective that applies to *Headline News'* promos for the coverage of the trial. As the Zimmerman 911 call played in the background, HLN saw fit to re-create the scene with a menacing hood-wearing young man walking in a dark alley in the rain. How unfair to Martin's family to portray him in this manner.

When an airplane crashes on a Saturday afternoon, cable news sees its only option

as going wall-to-wall with coverage. Such was the case when Asiana Airlines flight 214 from Seoul slammed into the runway at San Francisco International Airport. In the ensuing clamor for enough information to keep the talking heads busy, a veritable avalanche of misinformation was spewed to the unsuspecting viewer. In the scramble, an Oakland TV station, in its desperation to be first with new information, fell victim to a prank that will end up costing it dearly.

A summer intern had scratched out a note with what was purported to be the names of the crew members of the ill-fated airliner. The names were turned into an on-screen graphic and handed to news anchor Tori Campbell to read. When read live phonetically on the air, the fake names turned into extremely offensive and racist phrases. Ironically, the actual names of the crew have never been released. But KTVU had them first.

There is a difference, of course, between real, honest errors and purposeful bending and stretching of the news. I have little use for stretchers and benders and those I call "advocacy journalists." But, I feel as author Evelyn Beatrice Hall wrote in her biography of the French philosopher Voltaire, "I disapprove of what you say, but I will defend to the death your right to say it."



John Rogers

Will America be the loser in the Zimmerman debacle?

There are no winners in the trial of George Zimmerman. The only question is whether the damage that has been done has been transient or irreparable.

Legally speaking, Zimmerman has won his freedom. But he can still be sued in a civil case, and he will probably never be safe to live his life in peace, as he could have before this case made him the focus of national attention and orchestrated hate.

More important than the fate of George Zimmerman, however, is the fate of the American justice system and of the public's faith in that system and in their country. People who have increasingly asked, during the lawlessness of the Obama administration, "Is this still America?" may feel some measure of relief.

But the very fact that this case was brought in the first place, in an absence of serious evidence — which became ever more painfully obvious as the prosecution strained to try to come up with anything worthy of a murder trial — will be of limited encouragement as to how long this will remain America.

The political perversion of the criminal justice system began early and at the top, with the President of the United States. Unlike other public officials who decline to comment on criminal cases that have not yet been tried in court, Barack Obama chose to say, "If I had a son, he'd look like Trayvon."

It was a clever way to play the race card, as he had done before, when Professor Henry Louis Gates of Harvard was arrested.

But it did not stop there. After the local police in Florida found insufficient evidence

to ask for Zimmerman to be prosecuted, the Obama administration sent Justice Department investigators to Sanford, Fla., and also used the taxpayers' money to finance local activists who agitated for Zimmerman to be arrested.

Political intervention did not end with the federal government. The city manager in Sanford intervened to prevent the usual police procedures from being followed.

When the question arose of identifying the voice of whoever was calling for help during the confrontation between Trayvon Martin and George Zimmerman, the normal police procedure would have been to let individuals hear the recording separately, rather than have a whole family hear it together.

If you want to get each individual's honest opinion, you don't want that opinion to be influenced by others who are present, much less allow a group to coordinate what they are going to say.

When the city manager took this out of the hands of the police, and had Trayvon Martin's family, plus Rachel Jeantel, all hear the recording together, that's politics, not law.

This was just one of the ways that this case looked like something out of *Alice in Wonderland*. Both in the courtroom and in the media, educated and apparently intelligent people repeatedly said things that they seemed sincerely, and even fervently, to believe, but which were unprovable and often even unknowable.

In addition, the testimony of prosecution witness after prosecution witness undermined the prosecution's own case. Some

critics faulted the prosecuting attorneys. But the prosecutors had to work with what they had — and they had no hard evidence that would back up a murder charge or even a manslaughter charge.

You don't send people to prison on the basis of what other people imagine, or on the basis of media sound bites like "shooting an unarmed child," when that "child" was beating him bloody.

The jury indicated, early on as their deliberations began, that they wanted to compare hard evidence, when they asked for a complete list of the testimony on both sides.

Once the issue boiled down to hard, provable facts, the prosecutors' loud histrionic assertions and sweeping innuendoes

were just not going to cut it.

Nor was repeatedly calling Zimmerman a liar effective, especially when the prosecution misquoted what Zimmerman said, as an examination of the record would show.

The only real heroes in this trial were the jurors. They showed that this is still America — at least for now — despite politicians who try to cheapen or corrupt the law, as if this were some banana republic. Some are already calling for a federal indictment of George Zimmerman, after he has been acquitted.

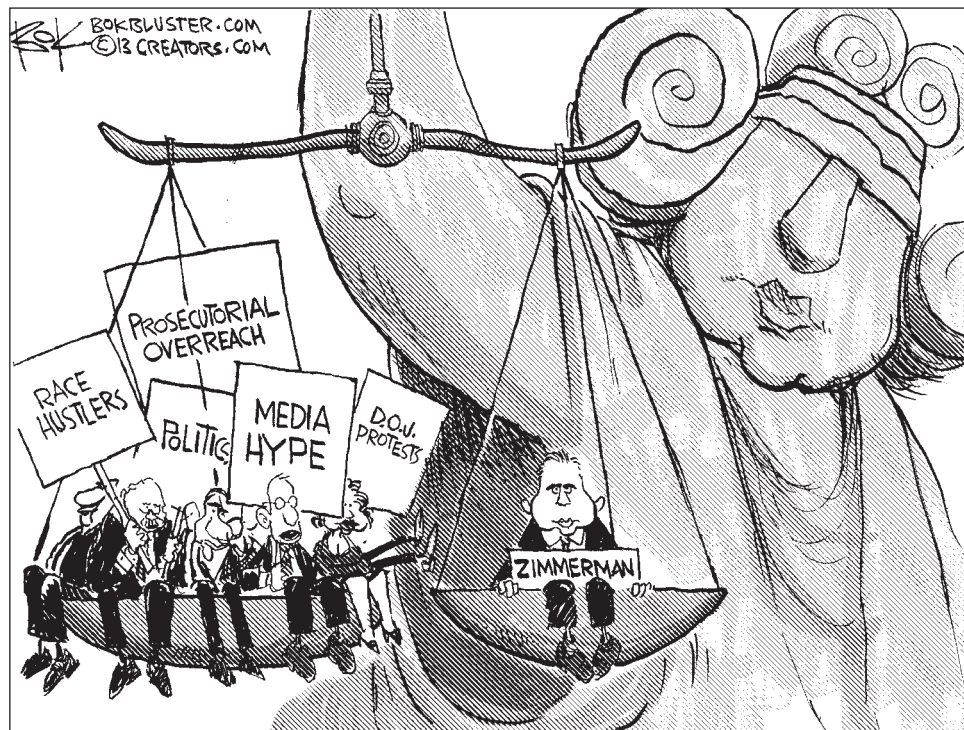
Will this still be America then?

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

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Thomas Sowell



Opinion

Obama's Syria policy is full of contradictions

In the debate over U.S. intervention in Syria, there is a striking, almost bizarre mismatch between ends and means. We want to defeat a ruthless and powerful regime, rescue a country from civil war and usher in a new democratic political order. But those seeking this outcome also believe firmly that we must never consider committing U.S. soldiers to the fight. “The worst thing the United States could do right now is put boots on the ground in Syria,” Sen. John McCain said recently.

When asked the U.S. objective in Syria, some proponents of intervention say it is to end that country's humanitarian nightmare. But in the short term, arming one side will increase the violence and bloodshed. That's fine if it serves our real objective, which is the ouster of the Assad regime, a nasty and evil dictatorship. But that is a negative objective. The lesson of Iraq is that defeating Saddam Hussein — whose regime was perhaps even worse than Bashar al-Assad's — was only a stepping stone to an outcome.

Our goal for Syria is a democratic country where all sects can live in peace. Achieving that would require a lot more than the defeat of Assad; it would require an occupation of sorts to ensure the creation of a suitable political system. We attempted just that in Iraq and, despite a massive, decade-long effort that cost trillions of dollars and thousands of lives, Iraq today cannot be described as either genuinely democratic or multiethnic. (The international intervention in the Balkans was also followed by a decades-long occupation, which continues to this day in Bosnia.) Put another way, we want an outcome in Syria that is even more ambitious than the one in Iraq — yet we intend to achieve it through a “no-fly” zone.

In the mid-1980s, the scholar Samuel Huntington pondered why the United States, the world's dominant power — which had won two world wars, deterred the Soviet Union and maintained global peace — was so bad at smaller military intervention. Since World War II, he noted, the United States had engaged militarily in a series of conflicts around the world, and in almost every case the outcome had been inconclusive, muddled or worse.

Huntington concluded that we rarely entered conflicts actually trying to win. Instead, he reasoned, U.S. military intervention has usually been sparked by a crisis, which put pressure on Washington to do something. But Americans rarely saw the problem as one that justified getting fully

committed. So, we would join the fight in incremental ways and hope that this would change the outcome. It rarely does. (More recent conflicts where we have succeeded — the 1990 Persian Gulf War, Grenada and Panama — were all ones where we did fight to win, used massive force and achieved a quick, early knockout.)

In Syria, we have lofty ends but no one wants to use the means necessary to achieve them. So we are now giving arms to the opposition and hoping this will bring the regime to the negotiating table or force it to strike a deal. But, as Huntington observed, “military forces are not primarily instruments of communication to convey signals to an enemy; they are instead instruments of coercion to compel him to alter his behavior.”

One of the U.S. Army's most intelligent officers, Maj. Gen. H.R. McMaster, wrote a study of the Vietnam War that detailed this error. He described Lyndon Johnson's 1964 plan as one of incremental pressure that “depended on the assumption that the limited application of force would compel the North Vietnamese to the negotiating table and exact from them a favorable diplomatic settlement.” The strategy, McMaster noted, was “fundamentally flawed.” The enemy is fighting to win — not playing a negotiating game.

The chance that our current efforts in Syria will do enough to achieve even our stated objectives is small. Eventually, the contradictions in U.S. policy will emerge and the Obama administration will face calls for further escalation.

It is possible the White House will resist them. Daniel Drezner has argued on his blog on ForeignPolicy.com that the new move “is simply the next iteration of the unspoken, brutally realpolitik policy towards Syria that's been going on for the past two years. ... [T]he goal of that policy is to ensnare Iran and Hezbollah into a protracted, resource-draining civil war, with as minimal costs as possible. This is exactly what the last two years have accomplished ... at an appalling toll in lives lost.”

If this interpretation of the Obama administration's behavior is correct, then the White House might well be playing a clever game — but it is Machiavellian rather than humanitarian.

Fareed Zakaria is host of CNN's flagship international affairs program, Fareed Zakaria GPS, editor at large of Time magazine, a Washington Post columnist, and a New York Times bestselling author.



Fareed Zakaria



Shouldn't inflation be rising with all this bond buying?

Consumer inflation just hit a 50-year low. So indicates the Federal Reserve's preferred inflation gauge — the Personal Consumption Expenditures (PCE) price index maintained by the Bureau of Economic Analysis.

Besides tracking consumer inflation, the PCE price index measures household purchases, a major factor in GDP growth. The core PCE index does the same thing without including volatile food and energy prices. The broad PCE index hit 0.74 percent in May, with core PCE at 1.05 percent — a new all-time low, breaking the 1.06 percent measured in March 1963.

Why isn't QE3 generating more inflation? The Fed is still “printing money” to the tune of \$85 billion a month, but the headline PCE index has fallen since last year (it approached 2.0 percent in early 2012). The Consumer Price Index only advanced 1.1 percent between May 2012 and May 2013, and that was the smallest annualized gain in the CPI since November 2010; the core CPI only rose 1.7 percent in that period.

What is keeping inflation in check? Chalk it up to extraordinary circumstances — and the perception that they will continue. Short-term interest rates are nil and the Fed has told the world that our benchmark interest rate will be at rock-bottom levels until our jobless rate dips below 6.5 percent or inflation tops 2.5 percent.

QE1 and QE2 did boost inflation in the short-term. In fact, one of the things that prompted QE2 was the Fed's concern about deflation in 2010. Yet inflation has lessened since QE3 started.

Three factors may be encouraging disinflation. One, the Fed has repeatedly emphasized that QE3 will not stoke inflation; it has not implied, hinted or communicated that it will let inflation get out of hand or exceed its present 2.0 percent target. Two, economists, analysts and investors seem to have widespread faith that the Fed can capably fight sudden spikes in the PCE index or the CPI and keep things under control. Three, total government spending (as a per-

centage of potential nominal gross domestic product) fell about 3 percent from Q2 2010 to Q1 2013 — and that's not even taking sequestration into account. That implies reduced demand in the economy.

Psychologically, there is little or no fear of runaway inflation and the prevalent expectation is that there will be low inflation for some time. This psychology may be influencing the current disinflation as well.

Also, while the Fed creates money and purchases bonds from banks via its ongoing stimulus, the bulk of that money has turned into bank reserves.

Lenders are conservatively sitting on these reserves as they pay interest. Should the Fed boost the interest it pays on them, it will give these banks more reason to maintain them.

When might inflation expectations change? If the Fed were to raise its inflation target, they would change greatly. No one sees that happening anytime soon.

Will the Fed taper sooner, or later? With such mild inflation, it might be later. On June 10, Federal Reserve Bank of St. Louis President James Bullard argued for sustaining an “aggressive” stimulus given the “surprisingly low inflation readings” of recent months, markedly below the central bank's target.

“Inflation in the U.S. has surprised to the downside,” Bullard commented at the International Economic Forum of the Americas in Montreal, later adding that “it hasn't moved back at all. I am still waiting for that to happen and I am getting a little bit nervous.”

As former Richmond Fed economist Ward McCarthy noted to Bloomberg, “This is an inopportune time to be talking about curtailing [QE3]. They are missing on the inflation mandate.”

Mark Lund is an Independent Investment Advisor, Investor Coach and author of The Effective Investor. Mark has written articles for or been quoted in The Wall Street Journal, The Salt Lake Tribune and The Enterprise.



Mark Lund

CORPORATE EARNINGS REPORTS

The following are recent financial reports as posted by selected Utah corporations:

Overstock.com

Online closeout retailer Overstock.com Inc., based in Salt Lake City, reported net income of \$3.7 million, or 15 cents per share, for the quarter ended June 30. That compares with \$470,000, or 2 cents per share, in the same quarter last year.

Revenue totaled \$293.2 million, up from \$239.5 million a year earlier.

Franklin Covey

Franklin Covey, based in Salt Lake City, reported net income of \$2.1 million, or 13 cents per share, for the fiscal third quarter ended June 1. That compares with \$1.6 million, or 9 cents per share, for the same quarter in 2012.

Net sales totaled \$44.9 million, up from \$41.3 million in the year-earlier quarter.

Franklin Covey provides training and consulting services.

"Our key financial metrics were again strong across the board in the quarter and reflect the sustained growth and consistency the company has been able to achieve in these key metrics over the last several fiscal years,"

Bob Whitman, chairman and chief executive officer, said in announcing the results. "We believe these key metrics point to continued growth for our business in future periods. Franklin Covey's momentum and trajectory in its global business remains strong and despite ongoing softness in our government business, we are confident that we can achieve strong fourth quarter results to finish our fiscal year."

Nu Skin

Nu Skin Enterprises, Inc., based in Provo, said it was increasing its estimated revenue and earnings per share for the 2013 second quarter.

Revenue is now estimated to be about \$680 million, with estimated EPS of about \$1.20. Previous guidance was \$570 million to \$580 million for revenue, with estimated EPS of 91 cents to 95 cents.

Nu Skin also said it is increasing its full-year 2013 revenue guidance to \$2.83 billion to \$2.86 billion, an increase of \$320 million. Full-year earnings per share are expected to be between \$4.85 and \$5.

Nu Skin produces skin care and nutrition products.

"Our second-quarter results

reflect the strong momentum of our business," Truman Hunt, president and chief executive officer, said in making the announcement, adding that the company continues to see healthy gains in the Greater China, North Asia and Americas regions.

ForeverGreen

ForeverGreen Worldwide Corp., based in Orem, reported that sales totaled more than \$3.8 million in the second quarter, compared with \$3.1 million in the year-earlier quarter and \$2.7 million during the 2013 first quarter.

The company develops, manufactures and distributes a line of all-natural foods and products.

"We are seeing more interest in our products from more areas of the world than ever before," Ron Williams, chief executive officer, said in announcing the figures. "We are quite confident that you will see sales continue to trend substantially higher in the coming quarters and we are very comfortable with our yearly forecast of 30 to 35 percent growth. More importantly, based on feedback from our customers and our leaders, we remain confident that we can grow our monthly revenues four to five times larger than current over the next 12 to 18 months."

the company's tools, training and its propriety customer relations management tool to help seniors with their Medicare election. Williams said that last October alone, the company logged 18 million minutes of phone time talking to seniors.

The seasonal positions will run from mid-August to the end of December. Benefit advisers can get bonuses on top of their per-hour pay, and the company typically retains up to 25 percent of those workers for full-time, permanent employment.

The company will host job fairs at the facility in July from 9 a.m. to 4 p.m. weekdays and 9 a.m. to 2 p.m. Saturdays. Applications can be completed online at www.extendhealth.com/careers by searching for South Jordan jobs. Towers Watson provides test preparation materials at no cost to job candidates, pays for the cost of the Department of Insurance exam necessary for certification, and covers all licensing fees. Each person hired as a licensed insurance agent will also receive 12 continuing education units toward their certification program.

Training to pass the exam lasts two to three weeks, after which is a four-week period in "Extend University" to learn systems, tools and government regulatory requirements. All of that training is paid.

The company once occupied about 45,000 square feet at its South Jordan building but has grown to 91,000 square feet, or about three-fourths of the building. It also has moved nearly 100 technology employees from Sugar House to the third floor of 222 Main in downtown Salt Lake City. The total area workforce is about 425 employees.

"We were founded in Utah, starting in Park City," Williams said. "We found that it was just too hard to get folks to go up the canyon. Then we were just below Foothill Drive and we outgrew that space. Then we were in Sugar House and we outgrew that space. Then we opened our large call center in South Jordan.

"We've really enjoyed being in South Jordan and Salt Lake City. This is just a super business-friendly state. Our other area of growth is the Dallas area of Texas, which is another very business-friendly state."

CITY CREEK

from p. 1

complex at 222 S. Main St. as saying the mall "is the single most important thing to happen to Salt Lake City in 50 years, maybe more. It revitalized downtown."

Local leaders agree.

"I agree with Bruce. Clearly City Creek is the most meaningful real estate development in the past 50 years," said Lane Beattie, president and CEO of the Salt Lake Chamber and Downtown Alliance. "Our capital city has had quite a run from hosting the 2002 Olympic Winter Games, to the growth through the Downtown Rising movement and we will continue to work to make it better."

Bingham credits City Creek for creating an atmosphere in which things like his company's success with the 222 building can happen. Because of the mall's success and its backing by the Mormon Church, banks considering commercial lending for Hamilton Partners' newest projects feel "comfortable and safe" when discussing major loans, Bingham said. The church "will never let downtown fail," he said. "It's just too important to let it go away."

Early next year, Hamilton Partners will break ground at 111 S. Main St. for a 24-story, 450,000-square-foot building, projected to cost \$150 million.

How much the mall actually cost is still a mystery. "As a private organization, the Church of Jesus Christ of Latter-day Saints and its affiliates do not release financial information," Dale Bills, a spokesman for City Creek Reserve, the real estate arm of the church which built City Creek, told the *Times*. "Total investment in the City Creek redevelopment has not been disclosed. The project was privately funded without public subsidies and without

debt."

Mark Gibbons, president of City Creek Reserve, said back in 2009 that the church planned to spend "hundreds of millions of dollars" as construction began. "We set aside reserves to build this project, we counted the cost before we started, and we have the resources to complete it."

The development includes 111 rental apartments, which are fully leased, Mr. Bills added. "Sales of the project's 424 condominiums are steady, with increased interest in recent months as recovery in the residential real estate market brings prospective buyers," he said. Babs De Lay, a local real estate broker, estimates the condominiums are "about 50 percent sold out."

City Creek is home to such luxury retailers as Tiffany, Nordstrom, Michael Kors and Hugo Boss. More affordable stores like Gap, The Limited and H&M also are leasing in the two-story shopping center. Its retractable roof is open in the summer and a central, artificial stream is stocked with fish and lined with trees and shrubs. It straddles Main Street, connected by street-level crosswalks and a bridge with etched-glass panels.

Linda Wardell, the general manager of City Creek Center, told the *Times* that the mall had a 98 percent occupancy rate, with 104 stores, seven restaurants and a 1,000-seat food court. "There was a real pent-up demand for shopping in this market," Wardell said. "Some people were already buying from these retailers online and they were eager to come here."

Convention visitors also have been vital to the mall's success, providing 25 to 35 percent of its sales, she said. The city benefits from year-round visitors to nearby ski resorts, five national parks and, of course, to the Church of Jesus Christ of Latter-day Saints, she said.

TOWERS

from p. 1

the building. This follows on the heels of the real estate expansion and some expansion happening in our business."

Extend Health pioneered the first private health exchange in the nation for retirees of Chrysler Corp. Williams said the concept of health exchanges has continued to grow. "What's happened is, the project of doing a conversion for Medicare retirees at major corporations is really catching fire now, so we're staffing up to essentially meet client demand," he said.

The company has grown so that it has completed conversions for retirees at Chrysler, Ford and General Motors and also for Medicare retirees at about 10 percent of Fortune 500 companies.

"It's like moving from an old pension plan like your parents were on to everyone getting dollars and then acquiring their own individual plan. It's almost like a move to a 401(k) for their health coverage for Medicare," he said.

Towers Watson has 87 carriers on its exchange, with agents using

relentlessly intelligent book" and *The Economist* called it "...a powerful guide" to facing global challenges. Like *The Post-American World*, his previous book, *The Future of Freedom*, was a New York Times bestseller and has been translated into over 20 languages.

Born in India on Jan. 20, 1964, Zakaria received a B.A. from Yale College and a Ph.D. from Harvard University. He has received honorary degrees from numerous universities including Brown, the University of Miami, and Oberlin College. He lives in New York City with his wife, son and two daughters.

Zakaria's column will run twice per month in *The Enterprise*.

ZAKARIA

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tion and emerging markets to the Middle East and America's role in the world — reach more than 25 million readers weekly. While his columns have received many awards including a 2010 National Magazine Award, his October 2001 *Newsweek* cover story "Why They Hate Us," remains the most decorated. Before joining *Newsweek* in October 2000, he spent eight years as managing editor of foreign affairs, a post to which he was appointed when he was only 28 years old.

The Post-American World, which is Zakaria's most recent book, was heralded in the *New York Times* book review as "...a



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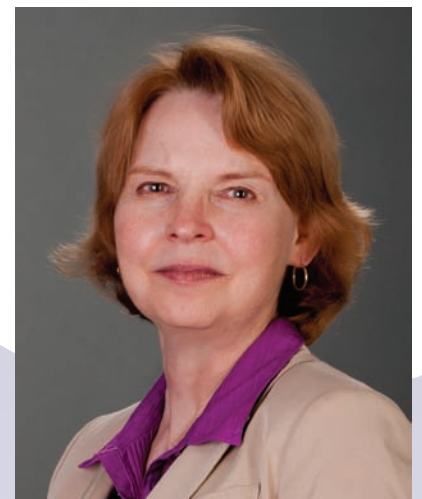
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Gretta Spendlove is a shareholder at Durham Jones & Pinegar, an 80-attorney law firm with offices in Salt Lake City, Ogden, Provo, St. George, and Las Vegas. Gretta specializes in real estate, corporate law and commercial transactions. She has represented developers in shopping centers, multi-family housing projects and subdivisions, as well as advising on leases and other contracts. Gretta also represents start-ups and growing companies in business transactions. Many of Gretta's clients, throughout her 30-year career, have been women-owned businesses.

Gretta was featured by Utah Business Magazine during 2013 as one of Utah's Legal Elite for Real Estate. She has also served as Chair of the Real Estate Section and the Business Section of the Utah State Bar, as well as a board member for the Salt Lake Chapter of CREW, a national organization for women in commercial real estate.

Gretta has been involved in many women's business organizations throughout her career. She has been President, Women Lawyers of Utah; President, Salt Lake Chapter of NAWBO; and she won the SBA Women's Advocate of the Year award in 2003. She is presently a member of the Salt Lake Chamber of Commerce Women's Advisory Board and the Advisory Board for the Zions Bank Women's Financial Center. She is a board member for the Women Tech Council, as well as for CREW.

In her spare time, Gretta enjoys reading, hiking, cooking and traveling.



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- Next Door to Naylor Shopping Center

GEORGE RICHARDS, CCIM 801-631-9963

Office Condo in Heart of Holladay
2160 E. 4500 S. #4



Lease Rate: \$12.00/NNN

For Sale: \$229,500

- 1,326 Sqft, Remodeled
- Plenty of Parking
- Some Furniture & Cabinets Included

GEORGE RICHARDS, CCIM 801-631-9963



FOR SALE - Undeveloped Commercial Land

- 13735 So. Redwood Road
- Approx. .96 of an acre
- Undeveloped Land
- 140 ft. of frontage road on Redwood Rd.
- 2 parcels: 252002 & 252003
- \$334,999

Robynne Maxfield, GRI 801-971-7088

Warehouse/Office For Lease
3555 South 700 West 4D & 4A



Each Unit Features:

- 4,000 SF Warehouse
- 1,000 SF Office
- 3 Offices
- Reception Area
- 12 x 14 Door
- 18' Ceilings
- \$2,500/Month

GEORGE RICHARDS, CCIM 801-631-9963

Industrial/Office/Warehouse-For Sale/Lease
602 W. Confluence Ave-Murray



For Sale: \$699,900
For Lease: \$3,600/Month

- 1900 Sqft Office
- 5600 Sqft Warehouse
- Drive In & Man Doors
- Warehouse Ceiling 18' Clear
- 4 Offices & Reception Area

RAY MORRISON 801-541-0323

Wonderful Live/Work Space
144 North 100 West



\$179,000
-1,516 SqFt
- Reception Area/Lrg Break Rm
-2 Rooms For Offices/2 Bath
-ADA Compliant

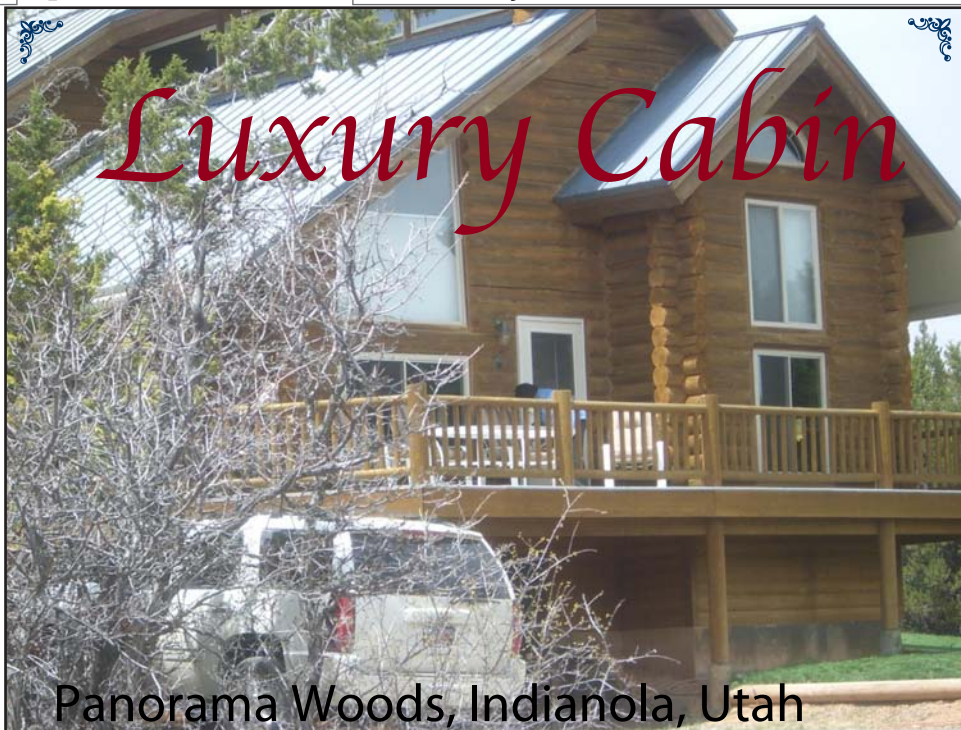
Crystal Richardson -801-641-5687



3.04 Acres - \$1,200,000

- 106 W. Fireclay Ave. (4295 So.)
- 3 Buildings
- Approx. 27,000 SF

Bijan Fakhrieh
801-918-9000



Panorama Woods, Indianola, Utah

Fabulous fully furnished log cabin on 20 wooded acres near Indianola. Only 90 minutes from SLC. Clean air, great views and lots of wildlife. 50x50' metal Quonset stores all the toys and boats. Tastefully furnished and includes Satellite dish, receiver, and TV. Ready to move in and enjoy.

- ❖ 2458 Sq.ft. 3 bedrooms, 3 baths. Built 2001.
- ❖ 10,000W propane generator, 7500W Solar Tree
- ❖ Water well, filter system, on-demand water system.
- ❖ Wrap around deck provides amazing views
- ❖ Laundry in basement include washer & dryer.
- ❖ Electric and propane lighting, propane fridge



Steve Martens/Broker
Salt Lake Real Estate Grp
801-243-3304
utahsteve@gmail.com
www.saltlake-realestate.com



\$380,000

Northgate
BUSINESS PARK

Ben: 801-891-6927
James: 801-891-6932

\$165 and up



Private office available 8 blocks from downtown city center. Locate your business in the Northgate Business Park complex. Currently home to over 80 different companies.

Absolutely the best deal in town!

Amenities Include:

- Free Parking
- Conference Rooms
- 24 hour electronic key card access
- 8 blocks from city center
- 2 blocks from a main I-15 on/off ramp
- 24 hour camera security
- Thriving business community
- Public transportation in front of property

Bed and Breakfast Opportunity in Big Cottonwood Canyon Alex Miller—Broker (801) 580 7503



Bed and Breakfast in Historic Brighton \$2,250,000

- More than 6000 square feet
- Six individual suite apartments
- Ample parking
- On site living quarters
- Full Bed and Breakfast Approval
- Walk to Brighton Resort and Silver Lake Nature area
- Minutes from Solitude Resort and Guardsman Pass
- Established customer base
- Part of Brighton Chalet Complex
- Commercial grade construction
- The best deck in Big Cottonwood Canyon with a hot tub - to watch Brighton's night skiing!



Custom Home next to Solitude Resort \$1,850,000

- Six Bedrooms
- Six Bathrooms
- In floor Radiant heat
- Fine finishes throughout
- Walk to Solitude's slopes
- Gated access
- At or below replacement cost



Family Lodge or Corporate Retreat in Historic Brighton \$1,900,000

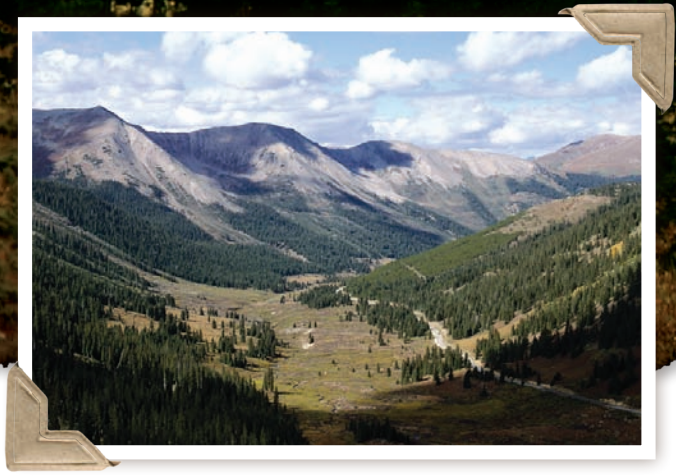
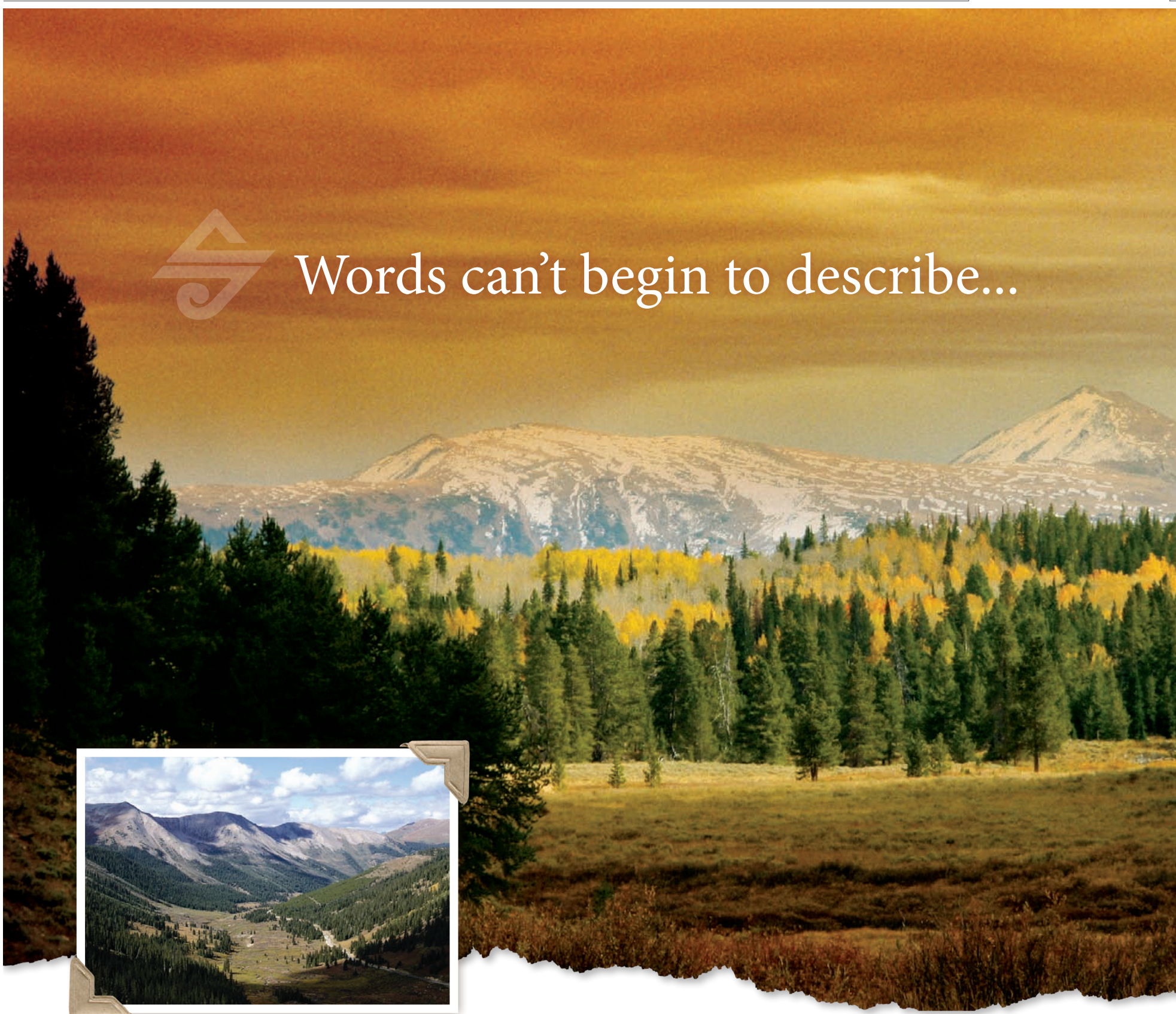
- Two buildings with three discrete common living areas, including potential manager's apartment
- Ten total bedrooms
- Zoned for night to night rental
- Ample Parking
- Fabulous great room with several decks for large gatherings
- Walk to Brighton Resort and Silver Lake Nature Area



Big Cottonwood Canyon is all we do. Call me with any questions you have about real estate in Big Cottonwood Canyon. We represent properties from condominiums, to homes, lots and cabins.



Words can't begin to describe...



MONVISO
AT THE HEADWATERS OF THE HIGH UINTAS

MonvisoUtah.com



**Info & Photos Anytime
On Your Mobile Phone**

Scan QR code for mobile
information about Monviso Utah.

WHAT MONVISO CAN IN A SINGLE GLANCE

You are presented a once-in-a-lifetime opportunity to own an exquisite mountain estate along the Upper Bear River on the scenic Mirror Lake Highway in the High Uinta Mountain Range. Consisting of 2,010 acres and containing 1.5 miles of the trout-rich Bear River, Monviso offers 31 generous cabin sites ranging from 14 to 48 acres each with an array of breathtaking river and Uinta Mountain views. Featuring 1,600 acres of open space and bordering the 2.1 million acre Wasatch-Cache National Forest, Monviso is truly an opportunity of a lifetime.

» Prices start at \$400,000

This information is subject to change without notice. Buyer is advised to pay particular attention to square footage and lot size. Buyer is responsible to verify the accuracy of all information to the buyers own satisfaction.

For additional information or to schedule a private tour please contact;

DARRICK OLSEN, Associate Broker
435.640.1029 darrick@doparkcity.com



Each Office Independently Owned & Operated



In 2013, Honnen Equipment will celebrate our first 50 years in business and we couldn't have done it without you! We want to give thanks to all of our valued customers, our exceptional employees and our world class vendors for making this possible.

We look forward to providing you the very best service for many years to come!



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