

THIS WEEK

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UTAH Focus

Construction
In this edition.

FedEx to become first tenant in SLC's Foreign Trade Zone



As envisioned, Salt Lake City's FTZ will contain some 1.3 million square feet on 71 acres.

By Barbara Rattle
The Enterprise

Ground will soon be broken for the first building in the Salt Lake City Foreign Trade Zone, a 71-acre project whose creation dates back to 2006.

Bountiful-based general contractor Sahara Inc. has been selected to build the structure, a 150,000 square foot building that will be occupied by FedEx Ground and which is expected to be complete in September. A building permit pegged the value of the construction at \$6.2 million, however it is generally agreed the building permit valuations are about half market value.

FedEx spokesperson David

Westrick said the building, to be located at 1095 W. 4800 W., will be larger than FedEx Ground's existing station that currently serves the area, allowing the company to better meet customer demands in the region.

"When the facility opens, positions will transfer from the existing station and we will add to the workforce as necessary to support increased demand for service in the area," Westrick wrote in an e-mail.

The new facility is part of a nationwide network expansion to boost daily package volume capacity and further enhance the speed and service capabilities of

see FTZ page 2

Rotary speaker: Outdoor Retailer may be outgrowing Salt Lake City

By Brice Wallace
The Enterprise

Without more hotel rooms, Salt Lake City stands to lose the Outdoor Retailer summer and winter trade shows and their combined \$70 million annual economic impact.

That was the message that Lori Jenks, vice president of operations for Nielsen Expositions, which owns and operates the OR events, conveyed to a group of about 110 people at last week's Salt Lake Rotary luncheon.

Despite a pair of additions to the Salt Palace Convention Center, the shows have outgrown available local hotel rooms, she said. Last week's four-day Outdoor Retailer Winter Market had 26 hotel contracts, but Jenks

said another large hotel is needed, preferably a show "headquarters" hotel on the west side of the Salt Palace.

"We have limited space options here to grow the show. ... We do not have long-term options to fill the needs of our show," Jenks said.

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

"We've done it many times for some of our other shows that we have moved and have not moved, so we don't know what the future will hold for Outdoor

see ROTARY page 4

World Bank leader: Utah can bolster its export figures

By Brice Wallace
The Enterprise

Utah's position as an exporter continues to strengthen, but the nation's top representative at the World Bank believes his organization can bolster export figures even further.

Speaking recently at the Salt Lake Chamber



Solomon

offices, Ian Solomon, the U.S. executive director of the World Bank Group, encouraged businesspeople to explore opportunities to bid on contracts through the World Bank as it works to fight poverty and improve living conditions in developing countries.

Elizabeth Goryunova, executive vice president and chief operating officer at World Trade

Center Utah and director of international relations at the chamber, recently was named a World Bank private sector liaison officer, or PSLO, and Solomon said business owners can use her expertise to help them navigate the World Bank's "complex structure."

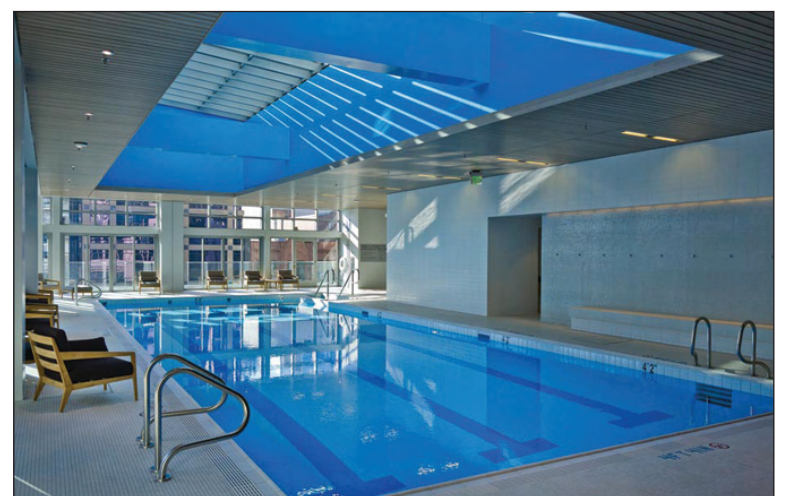
"Utah's international business community continues to impress me and surprise me how strong it is," Solomon said. "So hopefully the PSLO can provide some additional tools to help you scale up and grow further."

For example, PSLOs can help teach companies about project time frames, finding and tracking contract opportunities, and how to engage with the World Bank to get information and expertise about particular sectors or particular countries, he said.

Through its institutions, the World Bank provides low-interest

see EXPORTS page 2

New gym, plethora of new tenants ready to open



The GYM at City Creek, nearing completion, will be the new fitness component at the \$1.5 billion downtown project.

By Barbara Rattle
The Enterprise

Salt Lake's newest athletic club, The GYM at City Creek, will open March 2012 in the heart of the new City Creek Center in downtown Salt Lake City, and build-out is moving forward for retail tenants both announced and not yet announced by Taubman Centers Inc., the Michigan-based operator of the retail portion of the \$1.5 billion development.

Located two floors above

street level at 51 South Main, the 55,000 square foot gym facility is designed to provide an affordable, first-of-its kind fitness experience to those living, working or visiting downtown Salt Lake. It will be owned and operated by an eponymous LLC that, according to The GYM general manager Rick Strout, includes in its management teams members of the area's longstanding Sports Mall

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EXPORTS

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loans, interest-free credits and grants to developing countries for investment in education, health, public administration, infrastructure, financial and private-sector development, agriculture and environmental and natural resource management. The U.S. is the largest shareholder on the executive boards for the World Bank Group institutions. The bank has 187 member countries.

The World Bank has exceeded its goal to triple its lending over a three-year period. It made commitments of \$106 billion in fiscal years 2009 and 2010 and has \$220 billion in subscribed capital.

U.S. companies can be contractors, investors and development partners, Solomon said.

"Ninety-five percent of the world's consumers live outside our borders, yet only 1 percent of U.S. companies export. ... And of the 1 percent that do export, three out of five only export to one country, often Canada or Mexico. There's a huge market out there that we need to tap," he said.

Development in low and middle-income countries is a moral, strategic and economic imperative for the U.S., he said. Among moral considerations are that one in six people in the world lives in "extreme poverty and vulnerability." The World Bank aims to eradicate poverty and hunger, ensure universal primary education, improve gender equality, cut child mortality, improve maternal

health, combat diseases and stabilize the environment.

"As the world population is growing, becoming younger and more urbanized, we're facing increasing constraints on food and water and pressure from climate change," Solomon said of the strategic component. "We cannot reduce conflict if we do not reduce poverty. We cannot reduce poverty if we do not achieve economic growth and development."

The bank wants global growth to be balanced "so that developing countries have solid middle-class consumers rather than unequal and unstable societies," he said.

"The public sector and these old public institutions are not going to solve the problems of poverty and governance around the world," he said. "It's going to be private firms, hopefully working in concert or in closer concert, and that's where the bank can play a role."

The visit was Solomon's first to Salt Lake City. He praised the city for a "strong global outlook," being a city with "an incredibly strong service ethic" and a desire "to get things done."

One thing Utah has done recently is become a bigger player among exporting states. Federal statistics released the morning of Solomon's visit showed that Utah led the nation in export growth during the first 11 months of 2011, with a 41 percent year-over-year increase. Lew Cramer, president and CEO of World Trade Center Utah, noted that Utah is the only state to double its exports over the past five years.

FTZ

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the FedEx Ground network. Since 2005, the company has opened 11 new hubs featuring the most advanced material-handling systems and expanded or relocated more than 500 local facilities.

The network enhancements have resulted in accelerating ground service delivery by one day or more in more than half of the United States. FedEx Ground delivers more than 61 percent of packages in two days or less and more than 82 percent of packages in three days or less. With these changes, FedEx Ground is faster to more overall locations and FedEx Home Delivery is faster to more residential locations than any other ground carrier, Westrick wrote.

In 2006, Salt Lake City partnered with The Rockefeller Group, a New York-based foreign-trade

zone (FTZ) and real estate developer to create an FTZ to boost international trade. Some 1.3 million square feet in seven buildings are expected to be constructed at the Salt Lake City FTZ, which serves as a Union Pacific Railroad intersection for eastbound freight from the three largest West Coast Ports — Los Angeles/Long Beach, Seattle/Tacoma and Oakland.

Calls to Rockefeller Group's New York and California offices were not returned. Bob Farrington, economic development director for Salt Lake City, also could not be reached for comment. A member of the Commerce Real Estate Solutions team that is marketing the FTZ said all team members were required by contract not to comment on the FTZ's first building.

Financial savings from U.S. FTZs are derived from a combination of benefits, including traditional savings from duty deferral, reduction and/or elimination, and

logistics and supply chain facilitation. Essentially, instead of filing a Customs entry and paying U.S. duty (import tax) when a shipment arrives at a U.S. port, duty payment is deferred until the goods are withdrawn from the zone for consumption in the U.S., providing cash flow benefits, according to a document distributed by the city in 2009.

In a pure distribution FTZ environment, according to the document, merchandise from abroad can be de-consolidated and inspected and, in some cases, repairs, repackaging, labeling and marking may be performed to prepare the goods for final sale. For those products exported out of the FTZ, U.S. duty is eliminated entirely upon the export of the goods from the FTZ. Returns to vendors or destruction of product in the zone may also supplement duty elimination benefits in FTZs.

CITY CREEK

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Group, in addition to City Creek personnel and others.

Amenities offered at The GYM will include cardiovascular training, strength training, free weights, circuit training, indoor cycling, personal training, aerobics, Pilates, yoga, two basketball courts, two glass racquetball courts, a junior Olympic pool and nutrition juice bar. Strout said there will be steam rooms, a co-ed whirlpool near the swimming pool, a relaxation room complete with fireplace, a cardio room where patrons can watch movies while

working out, and I-Fit technology, consisting of individual satellite TV and international scenery workout programs. Strout said the bottom of the swimming pool is cushioned rather than plastered to protect patrons' feet. Floor-to-ceiling windows offer views of downtown Salt Lake, and there will be an onsite physical therapy practice and spa hair services as well as daily laundry service.

"This one amazing facility we've been dying to put together. I'm absolutely thrilled with what we're going to do," said Strout, who has been managing and operating fitness facilities for more than 38 years. He opened nine different facilities for Sports Mall Group.

Monthly membership fees at The GYM range from \$59 to \$99 a month, depending on membership type, services and training options. Dues are month to month, with no long-term contract commitment. Single, couple, executive and corporate memberships are available for guests 18 years and older. In addition, The GYM will offer a guest program for visitors staying in surrounding hotels.

Strout said The GYM will be closed on Sunday, but its members will be able to patronize the Metro Fitness Center at The Gateway on the Sabbath.

Retail Activity at City Creek

Last September, Taubman Centers announced the names of 20 retailers that will occupy the project, many of them new to the state. Making their Utah debuts in March will be 77kids by American Eagle, Brooks Brothers/Brooks Brothers Women, Coach, Cotton On, L'OCCITANE, Love Culture, LUSH Fresh Handmade Cosmetics, Michael Kors, N3L Optics, PANDORA, Papyrus, Porsche Design, Swarovski, Texas de Brazil Churrascario, Tiffany &

Co., TUMI and Yankee Candle Co. Other City Creek tenants that already have a presence here will include BCBGMAXAZARIA, Bose, and The Limited.

In recent weeks, building permits have been issued for tenant improvements for Teavana, AT&T Wireless, Forever 21, Bauers Fashion Eyewear, Tanner Rolex, White House Black Market, Kneaders Restaurant, Rocky Mountain Chocolate, Abercrombie & Fitch, The Loft, Sephora and Banana Republic. Some of these retailers already have locations in the nearby Gateway retail development.

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Tourism office getting less bang for the buck than in '10

By Brice Wallace
The Enterprise

While still producing positive results, Utah's tourism advertising spending for last summer had a much smaller bang for the buck than it did in 2010.

Denise Miller, vice president of Strategic Marketing & Research Inc., recently told the statistical tale to the Utah Board of Tourism Development that indicated the \$2.54 million for the ad campaign did not stretch as much as it did a year earlier because of higher costs for buying TV commercial spots.

"The media budget wasn't less," Miller said. "It just didn't go up, and all the media costs did."

With about the same budget, the board opted for a more targeted approach to reach potential visitors out of state. Abandoning national cable TV spots, it instead concentrated ads on local TV in Denver, Los Angeles, Las Vegas, Phoenix and Portland, Ore. TV ads accounted for most of the campaign, which also featured print ads, online ads and partnering with other entities to get the word out about Utah's vacation opportunities.

Board member Bill Malone described the targeted approach last year as "let's go fishing where the fish are."

But the results showed that only about five million people saw Utah's ads, down from 31.5 million in 2010. Ad awareness among viewers rose "but in a much more limited audience," Miller said.

The statistics showed that the ads influenced 177,288 households to visit Utah, down from 817,046 in 2010, and produced an economic impact of \$132 million, down from \$662 million. The return-on-investment figures indicated that for every dollar spent, the campaign produced a \$52 return in visitor spending, down from \$277; a \$2.44 return in state taxes, down from \$13.01; and \$1.69 in local taxes, down from \$9.

Other statistics revealed that ad spending is making a difference in how people perceive Utah, with more people aware of what the state has to offer to vacationers. In 2005, awareness was very low, with some people outside the state thinking that Utah's red rocks were in Arizona.

Miller said her company's challenge is to determine the impact of advertising spending because there are other factors that affect people's vacation decisions. She noted that 2011 is expected to be the best year ever for domestic travel in the U.S. Final figures should indicate rises in hotel res-

ervations, attraction attendance, national park visitation and restaurant sales, she said.

Miller said rising media-buy costs are affecting all states' tourism campaigns. And TV ad costs in 2012 likely will be even higher because of the glut of political ads in an election year.

"Our purchasing power is going to be even less," said Leigh von der Esch, managing director of the Utah Office of Tourism.

"Media costs have continued to rise and it will be a bigger challenge with the elections this year," Miller said. "Again, we're facing how do you reach a larger audience with a limited budget? Your strategy this [past] year was based on knowing there was a more limited audience and having a bigger impact, and you did...but your audience was so much smaller that the trade-off was difficult. The challenge is, how do you target [and] how do you choose those markets to make it work?"

Board vice chair Colin Fryer put it this way: "If we had a little more money, you can see how much better we could do."

To help lure more visitors this spring and summer, the board approved the spending of \$118,010 for ads in the magazines Budget Travel, Sunset, National Geographic Traveler, Outside and Cycle World. Ads already are running on local TV stations in New York and Los Angeles, and billboards also are being used to promote Utah.

Despite being in their early stages, those TV and billboard ads seem to be working, according to David Williams, the Utah Office of Tourism's deputy director over marketing and research. "Thus far, our web visits, our inquiries, our requests for vacation planners — all those requests are up," Williams said. "And given where we're at with the [low] snow [levels], to see those indicators up is a good thing."

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Lockheed Martin purchases Orem-based firm

Technology giant Lockheed Martin has acquired Procerus Technologies, based in Orem.

Financial terms of the transaction were not disclosed. Privately held Procerus has 23 employees; all will be retained and become employees of Lockheed Martin.

Founded in 2004, Procerus develops and produces miniature avionics, targeting and payload technologies for small unmanned aircraft systems. Procerus' main customers are domestic and international governments, industry and academic institutions. Its Kestrel autopilot system, which Procerus says is the smallest and lightest full-featured micro autopilot system on the market, has surveillance and reconnaissance applications.

Procerus will be managed by Lockheed's Mission Systems and Sensors, specifically its Ship and Aviation Systems line of business. Based in Washington, D.C., MS2 is part of Lockheed's Electronic Systems business area and has experience with its Desert Hawk,

Persistent Threat Detection System aerostats, K-MAX unmanned helicopter system and high-altitude airship programs.

"Our purpose is to bring innovative and meaningful technologies to this critical capability for the military and future customers," Procerus CEO Todd Titensor said in a prepared statement. "Becoming a part of Lockheed Martin will allow us to advance these goals and accelerate our ability to reach them more quickly."

Bob Stevens, Lockheed chairman and CEO, said the Procerus acquisition "is consistent with our focus on acquiring capabilities

that enhance our product portfolio and align with our customers' strategic priorities. Small unmanned aerial vehicles are low-cost, highly effective tools for our military, and the expertise Procerus brings will enhance the value we offer to our customers."

Based in Bethesda, Md., Lockheed employs about 126,000 people worldwide and is principally engaged in the research, design, development, manufacture, integration and sustainment of advanced technology systems, products and services. Its sales from continuing operations in 2010 totaled \$45.8 billion.



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Cache Valley Electric takes home regional contractor honor

Engineering News Record Mountain States magazine has recognized Cache Valley Electric as the 2011 Specialty Contractor of the Year. *ENR*, a McGraw Hill publication, awarded CVE the prestigious honor because of CVE's longevity, consistent service and steady leadership through the recent recession.

Cache Valley Electric, a family-based firm headquartered in Logan,

has focused on superior quality construction and client relationships since 1915. This "tradition of excellence" continues under the direction of Jim Laub, grandson of CVE founder Henry F. Laub.

In 2011, Cache Valley Electric worked on significant local projects such as ATK, ITT, USTAR (both in Logan and Salt Lake City), Adobe and several large data centers. On a

national level, CVE has participated in contracts for clients such as Nucor Steel in Alabama, Arkansas, South Carolina and North Carolina; Severstal in Columbus, Mississippi; and ThyssenKrupp Steel in Calvert, Ala.

CVE employs approximately 1,000 people at offices in Salt Lake City, Utah; Portland, Ore.; Blytheville, Ark.; and Dallas, Texas.

AlphaGraphics sold to eastern private equity company

Business and marketing communications franchisor AlphaGraphics Inc., Salt Lake City, has been purchased by an affiliate of Maryland-based private equity fund Blackstreet Capital Partners II. The transaction closed on Jan. 11. AlphaGraphics was formerly owned by U.K.-based GA Pindar & Son Ltd.

"We're extremely excited to add the AlphaGraphics brand to our portfolio," said Blackstreet Capital managing director Lawrence Berger. "This is a unique deal for our team; Blackstreet typically purchases underperforming companies. AlphaGraphics, which is healthy and profitable, does not fall into this category. The company has not only weathered some difficult economic times, but continues to lead its industry in average center sales and net center growth."

According to Berger, a thorough examination of the Utah-based company's business model revealed a solid vision and strategy, with franchisees and a man-

agement team qualified to execute, which is what drew Blackstreet to AlphaGraphics.

"We look forward to supporting this well-positioned brand to a higher level of success through the special relationship that exists between the franchisor and its talented franchisees," according to Berger.

Kevin Cushing, CEO of AlphaGraphics, said his firm is "grateful for the opportunity to have Blackstreet Capital as our new owners. They have the business experience and track record to help us more efficiently achieve our goal of becoming the leading provider of business and marketing communications to small- and medium-sized businesses. It's a momentous time for our AlphaGraphics Service Center team, as well as our network of nearly 280 franchise business owners. Their ownership adds stability to our future and ensures that our headquarters remain in Salt Lake City."

ROTARY

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[Retailer]," she said. "Right now, Salt Lake is our partner and we are looking for any kind of help, options, anything that we can to make a big show fit in a sort of a smaller city, with a very intimate city."

About 20,000 people converged on Salt Lake City for last week's Winter Market, and even more will come in August for the summer show. The OR events bring together manufacturers and retailers of outdoor products. They are not open to the public.

OR events began 30 years ago in Las Vegas and moved from Reno to Salt Lake City in 1996. Starting with 1,000 booths in Salt Lake, the Winter Market has grown to nearly 4,000 booths occupying 400,000 square feet — part of 800,000 square feet needed for the show.

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

During a question-and-answer period, Jenks noted a few other drawbacks to having shows in Salt Lake. People flying in from the Northeast have to make two stops, although she noted that this

year's Winter Market had its biggest Northeast retail registration in years. Manufacturers wanting to take retailers out for a nice dinner have had trouble getting reservations, and those wanting to host a retailer at a hotel often can't get a room. The construction of the City Creek development may have exacerbated the limited dining options but its completion should help alleviate that problem, she said.

The industry wants to meet in Salt Lake and acknowledged the work done to "help us through every challenge we've been through," Jenks said.

"You look at us and see how much we've grown and adapted to the city and the city has been great growing with us," she said. "And everything that you guys bring to us in hospitality, in culture, in the environment that we love ... we always felt that the disadvantages were minimized by the advantages."

Nielsen handles 40 trade shows and 32 conferences of varying sizes. And it is considering moving a bicycle show, Interbike, from Las Vegas to Salt Lake City. But it has almost 30,000 participants and 3,200 or more booths.

"Your hotel package is the one that's lacking for any large show producer because you've got a great convention center — good-sized," Jenks said. "But your hotel inventory can't support those larger shows that come in, because you're talking 20 or 30,000 people at a time."

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• Industry Briefs •

BANKING

• **Utah Jazz** fans can now show their support of the Jazz every time they use their new **U.S. Bank Utah Jazz Visa Check Card**. U.S. Bank, the sponsor of the Jazz and home of Jazz banking, unveiled the new card design, which features the Utah Jazz logo, to coincide with the kick-off of the Jazz season.

• **Bank of American Fork** has introduced **Money Manager**, a tool designed to help consumers stick to their money management goals. The online Money Manager allows customers to get a complete financial picture through their Bank of American Fork Online Banking. Money Manager allows users to view all bank accounts, retirement accounts, credit cards, mortgages, investments and other financial online accounts — including those at other financial institutions — in one place. It also allows users to categorize expenses, create budgets, track savings goals and set alerts. Money Manager is available to Bank of American Fork customers at no cost.

• The **KeyBank Foundation** donated \$48,500 to **Junior Achievement of Utah**. The donation will fund whole school sponsorships for Bonneville, McMillan and Wasatch elementary schools in Sugar House, Murray and Provo for the 2011-2012 academic year as well as support the JA City ATM. Another portion of the donation will be earmarked for 2012-2013 academic year JA programs. Whole school sponsorships support JA's financial literacy programs which teach students the basic concepts of business and economics and how education is relevant to the workplace.

COMPUTERS/ SOFTWARE

• While the national unemployment rate stands at 8.5 percent, **many IT jobs remain in high demand**, and hiring top talent for some positions remains challenging for employers, according to **Robert Half Technology**. In fact, the unemployment rate for many of these positions is less than half the national average. For example, the unemployment rate of for computer network architects is 0.5 percent, for database administrators is 0.8 percent, for computer hardware engineers is 2.2 percent, for computer and information systems managers is 2.4 percent, for computer systems analysts is 2.7 percent, for computer programmers is 3.6 percent, for Web developers is 3.6 percent and for software developers, application and system software is 4.4 percent.

CONSTRUCTION

• A ribbon-cutting ceremony for a seven-story, 125-unit residential community known as **Providence Place Apartments** at 309 E. 100 S., Salt Lake City, was held Jan. 18. The ceremony coincided with the one-year anniversary of the groundbreaking for the project. Providence Place Apartments occupy the site that formerly housed an abandoned community center. The project measures 114,763 square feet. There are 125 units in Providence Place Apartments, including 27 studios (each measuring 499 square feet), 68 one bedroom/one bathroom units (705 square feet) and 30 two bedroom/two bathroom units (945 square feet). In addition, the building offers a clubhouse/meeting area, media/business center, fitness center and open-air atrium. Two of the structure's seven stories are dedicated to a direct access parking space. Providence Place Apartments' first residents moved into the project in December 2011. As of Jan. 5, 2012, 50 percent of the apartments were leased. The developer for the project was **Wasatch Advantage Group LLC**, based in Orange County, Calif. and Salt Lake City. The builder was **Wasatch Regional Builders LLC** of Salt Lake City. **Architects Orange**, which has

offices in Orange County, served as the architectural firm for the project.

• **Ralph L. Wadsworth**, in conjunction with J. Banicki Construction Inc., was the apparent low bidder on a **\$71 million Gateway Freeway SR 24 project**

in Mesa, Ariz. The Arizona DOT project consists of freeway to freeway ramps connecting to SR 202 from about Power Road to Elliot Road and constructing SR 24 (a new freeway) for about one mile to the southeast ending at Ellsworth Road. The project has approximately one mile of flyover box beam bridge and one million cubic yards of imported fill. The project, which will begin March

2012, has an estimated duration of 18 months.

EDUCATION/TRAINING

• Provo-based **VitalSmarts**, an innovator in corporate training and organizational performance, has released **Change Anything Training**, its newest training course designed for organizations

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that are tired of seeing little to no change in employee behavior despite substantial investments in performance management. The one-day classroom course expounds on the principles and strategies found in the *New York Times* best-seller, *Change Anything: The New Science of Personal Success* and is designed to solve a number of organizational problems.

HEALTH CARE

• **Salt Lake Chiropractic** has opened for business at 1088 S. 1100 E., Salt Lake City. It is owned by two female chiropractors — **Suzanne Cronin, D.C.**, and **Shannon Parisi, D.C.** — both originally from the East Coast who met at Life University in Georgia during school.

• **Laura S. Kaiser, FACHE**, has been appointed to **Intermountain Healthcare's** management committee as executive vice president and chief operating officer. She is currently president and chief executive

officer of Sacred Heart Health System based in Pensacola, Fla., and Ministry market leader for the Gulf Coast/Florida Region of Ascension Health, the nation's largest Catholic nonprofit health care organization. Kaiser will oversee health care delivery at Intermountain, including services provided at 22 hospitals and more than 185 Medical Group clinics. She succeeds Joseph R. Horton, who retired at the end of December.

INSURANCE

• Salt Lake City insurance brokerage **The Buckner Co.** has added **Russell Trujillo** in its Employee Benefits department. Trujillo spent more than a decade working for two of the largest Utah health insurance carriers. The Buckner Co. specializes in insurance for construction and commercial businesses.

LAW

• **Durham Jones & Pinegar** appointed shareholder **Philip C. Van Alstyne** its the board of directors. In addition, **Timothy S.**

Cory has joined the firm's Las Vegas office as a shareholder. Van Alstyne is the managing attorney of the firm's Las Vegas office. He practices in the firm's tax, estate planning and litigation sections. Van Alstyne received his B.S. from the University of Utah in economics, and his J.D. from the J. Reuben Clark Law School at Brigham Young University. He has practiced in the Las Vegas area for 25 years. Cory has been a solo bankruptcy practitioner and is a member of the panel of bankruptcy trustees in Las Vegas for more than 30 years.

• **Scott S. Bell** has been named a shareholder in the Salt Lake City office of **Parsons Behle & Latimer**. Bell is a member of the litigation department and concentrates his practice on commercial and business litigation, media law, health care law and antitrust law. He received his J.D. with high honors, magna cum laude, from the Duke University School of Law in 2004. He earned a B.A. degree, cum laude, from Brigham Young University in 1999. Bell is admitted to the Utah and Nevada State Bars, as well as the Tenth Circuit Court of Appeals.

MANUFACTURING

• **Meisel**, a national provider of large-format digital graphics for the retail industry, has implemented On Demand Packaging, a product of **Packsize International LLC**, Salt Lake City. Following an extensive cost analysis that involves distribution of 15,000 variable sized packages on a monthly basis, the SGP-certified digital printer determined that by utilizing a sustainable approach to packaging, Meisel could reduce its overall packaging costs by up to 25 percent.

• **Aribex Inc.**, an Orem manufacturer of handheld X-ray technologies, made an investment in **H2O TECH Inc.**, Spanish Fork. This is the first time Aribex has invested in an outside company. Details of the transaction were not disclosed; however, Aribex officials have confirmed Aribex

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will have a seat on H2O TECH's board of directors. H2O TECH is an emerging company whose technology, also known as the Waterjet, consists of a pain-free, quiet water drill, a breakthrough in dental care that fills the need for a minimally invasive, low-cost procedure.

RETAIL

• **Brian Murray** has been named vice president-store manager of **Macy's at City Creek**, which will open in downtown Salt Lake City in March. For the past two years Murray has been vice president-store manager of the University store in Orem. He

brings more than 25 years of experience in retailing to the position. His previous assignments with Macy's were in Missoula and downtown Seattle. Prior to joining Macy's, Murray held positions of ascending responsibility for Saks Fifth Avenue in Washington, D.C., South Florida and New York City as well as with Escada (USA) as store manager in Chicago, Manhasset, N.Y. and Sunrise, Fla.

• **Responsys**, a firm that tracks the e-mail activity of more than 100 top retailers, announced the **top five retail e-mail days of 2011**. They were (1) Cyber Monday, Nov. 28, when on average 87 percent of retailers sent

an e-mail to subscribers; (2) Black Friday, Nov. 25, when on average 81 percent of retailers sent an e-mail to subscribers; (3) Thanksgiving, Nov. 24, when on average 75 percent of retailers sent an e-mail to subscribers; (4) Last Sleigh Day, Dec. 21, when on average 74 percent of retailers sent an e-mail to subscribers and (5) Green Monday, Dec. 12, when on average 73 percent of retailers sent an e-mail to subscribers. Retailers sent each of their subscribers 177 promotional e-mail campaigns on

average last year, up 16 percent from 2010. Since 2008, the average number of promotional e-mail campaigns sent by the top retailers to each of their subscribers has risen 51 percent.

SERVICES

• Lehi-based **Lingotek**, a provider of collaborative translation solutions, has opened a **new office in the U.S. and hired of three director-level team members**. Lingotek has opened a new office in Washington, D.C. At

this office, Beltway veteran Joseph Wood, one of three recently hired directors, will serve as director of engineering. Adam Wooten, a translation and interpretation industry expert and Brigham Young University adjunct professor, has also been added to the growing Lingotek roster, and is now serving as Lingotek's director of translation services. Additionally, Larry Furr, has been appointed to the position of director of product management, joining Wooten at Lingotek's headquarters.



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Executive Lifestyle

Would you go to Egypt?

“Are you out of your mind?”

That’s exactly what more people than I can remember asked me as we prepared to take off on our 17-day trek through Rome, Israel, and yes, Egypt.

“Well,” I would answer, “I am out of my mind, but what does that have to do with the trip on which we are about to embark?”

“I would be fearful of such a thing!”

“Whiny, sniveling wimp.”

The fact is, fears of some Americans about travel to not only places like Israel and Egypt, but also Mexico, are way overblown; more about that later.

Our first stop was Rome. So many highlights: Trevi Fountain, the Pantheon, the Colosseum, Saint Peter’s (we climbed to the top of the dome — fantastic), and the Vatican Museums, culminating in the Sistine Chapel. My favorite masterpiece is “The Last Judgment,” depicting humanity appearing naked before God. The story on that: The Papal Master of Ceremonies objected to the nude figures, so Michelangelo worked his face into the figure of Minos, judge of the underworld, with donkey ears, wrapped in a coiled snake which was biting him where



Don Shafer

no man wants to be bitten. It is said that when he complained to the Pope, the pontiff joked that it was a perfect likeness, and also, his jurisdiction did not extend to hell, so the portrait would have to remain.

It’s hard to express what it’s like to be in Israel. It is my favorite place to visit in the world and Jerusalem is my favorite city. There are so many sites — some historical and some traditional. “Traditional” is the euphemistic term for a place that is revered but of doubtful authenticity.

Most of us have read and heard Bible stories from our childhood, but since we haven’t been to the spots where they are set, there is an almost fairy tale quality to them — even for those of us

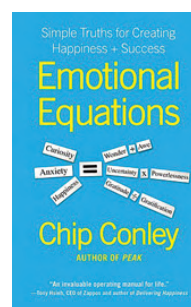
who would call ourselves “true believers.” So, when you are actually there — standing in the places where they happened — it is like being in a dream. It’s magical.

This was a pilgrimage for our group, which was mostly Catholic, but with a nice contingent of Protestants, and some Mormons. It’s great being with an ecumenical bunch, particularly when everyone gets along with each other — and we did. Everyone had ample opportunity to describe the significance of a particular site to their faith, so we all learned something about each other. I’m a person who enjoys learning about others’ beliefs, especially when I’m being told by someone who believes them.

Well, we had a Catholic priest among the group, and he said “the greatest trip” he had ever taken was our venture into Egypt, and indeed, everyone who took that extension said it was spectacular. The bad publicity that country has received since last January’s revolution has been devastating to tourism. We took a Nile River cruise on a five-star ship which could accommodate 180 guests. Only 30 were on board. Great for us. Really bad for the Movenpick Hotel chain, the ship’s Swiss owners. The captain was very flexible with us concerning departures — see SHAFER page 11

A trio of self-improvement books to enjoy during the new year

(Editor’s note: Each month Jack Covert, founder of 800-CEO-READ, reviews the best recently released business books. Jack is coauthor of *The 100 Best Business Books of All Time*, released in March of 2009. 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.)



Emotional Equations: Simple Truths for Creating Happiness + Success

By Chip Conley, Free Press
288 pages \$24, Hardcover

Chip Conley bares his soul in his second book, *Emotional Equations*, and in doing so helps us understand our own. It is painful at times, as he recounts his own doubts and darker moments in life and business, tells us of four friends that took their own lives in one economically depressed summer, and relates the story of when his own heart literally stopped after a business presentation, landing him in the hospital.

But, as Conley discovered, what doesn’t kill us does indeed make us stronger.

As Winston Churchill advised during World War II, “If you’re going through hell, keep going.” Today, too, we all need to come to understand that we can use our seasons of darkness as a means to find new reservoirs of strength — strength we didn’t know we had.

One man who went through hell during WWII and made his way through it was psychologist Viktor Frankl, who made it through a Nazi concentration camp and would eventually write *Man’s Search for Meaning*, a work that greatly influenced Conley and this book. It is from Frankl’s work that Conley distilled the equation that began the journey that resulted in this project: Despair = Suffering – Meaning.

There are six parts of this book, on such issues as Dealing With Difficult Times, Getting the Most Out of Your Work Life,

Defining Who You Are and Finding Contentment. Within those sections are chapters broken up into individual emotional equations, such as Disappointment = Expectations – Reality, Calling = Pleasure/Pain, and Joy = Love – Fear. What the author does in the process is take us beyond the sometimes touchy/feely world of emotional literacy and into a simple emotional mathematics you can flip through like flashcards when your emotions begin to get the best of you. At the end of the book, he even guides you through how to create and use your own equations.

Daniel Goleman’s *Emotional Intelligence*, a book we named as one of *The 100 Business Books of All Time*, showed that emotional intelligence (EQ) accounts for two-thirds of the success of business executives. Developing a true understanding of the people you’re working with or leading is critical for not only your business success, but for your personal happiness. Developing and maintaining a true understanding of your self is an important part of doing so.

This book, the equations it provides, and the ability it gives you to develop your own shorthand will help a great deal toward that end. I can’t sum it up any better than the author: “Emotional Equations provide a new, visual lexicon for mastering our age of uncertainty.”



Running the Gauntlet: Essential Business Lessons to Lead, Drive Change, and Grow Profits

Fy Jeffrey Hayzlett with Jim Eber, McGraw-Hill

256 pages, \$26, Hardcover

Change often isn’t pretty and Jeffrey Hayzlett should know. In his second book, *Running the Gauntlet*, written in collaboration with business writer Jim Eber (as was his first, the best-selling *The Mirror Test*), he provides vivid detail of his adventures as a corporate change agent. Hayzlett

see BOOKS page 11

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• Calendar •

• Jan. 31, 7 a.m.-noon: **2012 Utah Commercial Real Estate Symposium**, sponsored by the Utah chapters of CCIM & NAIOP. Dr. Sam Chandan, president and chief economist of Chandan Economics, will keynote; local commercial real estate professionals will present industrial, investment, office, multi-use/retail and multi-family/apartment market overviews and Zions Bank will present a Capital Markets Update. Location is the second floor ballroom at the Hilton Salt Lake City Center, 255 S. West Temple. Cost is \$95 for CCIM and NAIOP members, \$125 for nonmembers. Register at <http://bit.ly/2012Symposium>.

• Jan. 26, 8 a.m.-noon: **"The New ADA: Get in Compliance,"** sponsored by The Employers Council. The EEOC issued new regulations implementing the Americans with Disabilities Act Amendments Act that significantly change the landscape of disability discrimination law. It is now easier for workers to qualify as disabled, demonstrated by the fact that disability discrimination claims have increased nearly 30 percent over the two years since the ADAAA became effective. Plus, the enforcement focus is on employers: Have they met their nondiscrimination and reasonable accommodation obligations? Learn the latest legal developments and how to apply the rules in real-world situations from prominent attorneys Lois Baar and Cecilia Romero with Holland & Hart. Council professionals will also share practice tips for accommodating people with disabilities. Location is the Red Lion Hotel, 161 W. 600 S., Salt Lake City. Cost is \$129 for council members, \$209 for nonmembers, and includes materials and a full breakfast buffet. Check-in and breakfast will run from 7:30 to 8 a.m. Register at <http://ecutah.org/2012springada.pdf> or by calling (801) 364-8479.

• Feb. 6, 12:15-1:45 p.m.: **Utah Manufacturers Association Annual Membership Luncheon.** Featured speaker will be Dr. Craig Manning of Griffin Hill, who will speak about "How Manufacturers Can Lead Utah out

of the Recession into Prosperity. Combining scientifically proven curriculum with mental strength consulting, Manning works with business leaders, families, athletes and sports teams to help them develop the winning habits that produce break away high performance. Location is the Little America Hotel, 500 S. Main St., Salt Lake City. Cost is \$40 per person or \$260 for a table of eight. Register with Teresa at (801) 363-3885.

• Feb. 9, 11:30 a.m.: **The Building Owners and Managers Association (BOMA Utah) Outstanding Building of the Year Awards Banquet.** The Outstanding Building of the Year (TOBY) Awards are the most prestigious and comprehensive programs of their kind in the commercial real estate industry recognizing quality in buildings and rewarding excellence in building management. During the competitions, all facets of a building's operations are thoroughly evaluated. Buildings are judged on everything from community involvement and site management to environmental and "green" policies and procedures. Keynote speaker will be Joe Markling, BOMA International's chair-elect. Location is the Little America Hotel, 500 S. Main St., Salt City. Free for BOMA members, nonmembers pay \$150. Register at www.bomautah.org.

• Feb. 9, 8 a.m.-5 p.m.: **"How to Raise Money,"** sponsored by the Wayne Brown Institute. This year's event will coincide with the 28th Annual Investors Choice Venture Capital Conference. In attendance will be venture capitalists, angel investors, private equity groups, venture professionals, serial entrepreneurs, service providers and other strategic partners. Location is the Zermatt Resort and Spa in Midway. Seating is limited. Cost is \$50 for "How to Raise Money" only or \$195 for the all-day event. Register at <http://www.venturecapital.org/vc-events>.

• Feb. 17, 9 a.m.-4 p.m.: **Meet the Generals Event**, presented by Mountainlands Area Plan Room and the American Society of Professional Estimators. The

networking and vendor display event for those in the construction industry is free and will be held at the Embassy Suites, 110 W. 600 S., Salt Lake City. More more information, contact Mike Luke at (801) 288-1188. Sponsorships are available.

• March 9, 7:15 a.m.-4:30 p.m.: **2012 Association for Corporate Growth Utah Intermountain Growth Conference and ACG Capital Connection.** Breakfast keynote speaker will be George Feiger of Contango Capital Advisors. Lunch keynote speaker will be Urban Meyer, former Florida Gators and Utah Utes Coach and two-time BCS National Championship winner (subject to Ohio State schedule.) The event will provide opportunity for business owners, executives, development officers, intermediaries and service providers in Utah to network, learn about how to maximize growth opportunities and to meet with the principals of more than 30 Utah-focused private equity groups and mezzanine lenders representing billions of dollars of growth and buyout capital, including Serent Capital, Sorenson Capital, Valor Equity Partners and Weston Presidio. There will be a number of workshops. Location is the Grand America Hotel, 500 S. Main St., Salt Lake City. Cost ranges from \$200 to \$250 based on early-bird registration and the registrant's affiliation with certain other industry groups. Register at <http://www.acg.org/utah/2012conferenceagenda.aspx>.

"I started Harris Financial in 1992 and one of the first things I did was subscribe to *The Enterprise* newspaper. To this day, we continue to use it as source for our marketing and networking activities to new businesses and existing businesses that are expanding in our service area.

The Enterprise seems to have its finger on the pulse of the business communities of Utah. I look forward to reading it every Monday!"

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Goals revisited Met and unmet. Why you don't and what to do

I am sick of goals and goal experts. You know, the people who spam you around the first of the year proclaiming they are the ones who can "help you" get to the next level. They have the magic "goal achievement formula."

All you have to do to achieve your goals is pay the sender of the e-mail.

I am not an expert at setting goals. Rather, I'm an achiever.

To me "goal" is the wrong word. It tells me there's something I HOPE or SEEK to achieve. I think you should call them the "achievements I'm striving for, and intend to make happen." Whoa! That sounds like a whole different (better) process.

The reason most goals are not met is simple: Starting with the goal is wrong. Making the goal is the middle of the process.

BIG PICTURE: BEFORE YOU MAKE A GOAL, YOU NEED INFORMATION, AND YOU NEED TO DEFINE YOUR OWN REALITY.

Here's the achievement formula and process that will work ...

Before you make a goal, first define and write down what's happening in your life at this moment.

What is my present situation? Ask yourself (and write down the answers): What's happening in my life? What's happening in the lives of others that may affect me? What's happening at my job and in my career? What's going on in my family?

What is my present status? What are my skills? My capabilities? My shortcomings? What are the things I need to work on? What is my experience level? How's my health? What's my demeanor? How positive is my attitude?

What are my opportunities this year? What is available for me to grasp, accomplish or achieve in both career and life? FYI: If you're facing major change, maybe you should redefine it as opportunity. If you do, you'll see the other side of the picture.

What are my objectives? What's been on my mind to do? What do I want to make happen?

What are my needs? What do I "gotta do" whether I like it or not?

What are my desires? What do I really want to do?

What are my intentions? Am I writing down a 20-year dream, or am I dedicating myself to the tasks necessary to get something achieved in a short space of (defined) time?

What are my beliefs? How strong do I believe in my company? My product? My service? Do I believe I can differentiate myself from others? Do I believe that my customer is better off purchasing from me?

Second, you write down what

achievements you'd like to make:

What have I been thinking about? What are my dominant thoughts? What are my thoughts I'd like to turn into achievements?

What have I ALWAYS wanted to do?

What am I willing to do? If I make a goal, am I willing to actually do the work to make it happen?

What's the time requirement? If I make a goal, do I have the time to achieve it? Am I willing to allocate the time?

What am I willing to sacrifice in order to achieve? (Give up bacon? Beer? TV?)

What are the barriers? What are the obstacles I'm facing? Can I overcome them alone or do I need help? If so, who?

What's my level of dedication? What has been my history of achievement?

What's my attitude toward doing? Am I "gung ho" or "ho hum"?

What's my date to start? Pick a firm date. Document it.

What's my plan of action? What do I need to do every day? What's my "daily dose"?

What's my expected date of achievement? Pick a firm date. Document it.

What's my plan to celebrate? Where's the party? When is the party? Who is coming?

What are my outcome expectations? What do I believe will happen AFTER achievement? How will that affect my life?

Get the picture? There's a heck of a lot that goes into the achievement process. Setting the goal is just one small part of it. That's why I substitute the word goal for the word achievement.

You have ideas, you have dreams, you have aspirations, you have desires and you have needs. And now you have a full-blown plan of understanding and attack. BUT the plan alone will not work without the secret ingredient: Your hard work.

In my years of achievement, hard work has always been my secret weapon. Make it yours.

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

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Jeffrey Gitomer

Are you willing to pay the price for sales excellence?

I don't want to come across as philosophical, but in all we do, there is a law of nature that comes into balance. You might call it a "cause and effect" principle. It is impossible to do something and not receive the appropriate and corresponding result. Selling is no different. When you do certain things you are bound to receive certain results. Every action and activity will return an appropriate result in harmony with that activity.

Let me put it another way. If a farmer plants corn, he will reap corn. If he plants wheat, he will reap wheat. The size of the harvest will be proportionate to the care with which he nurtures his field. Now, here are a couple of thoughts to seriously ponder relating to sales excellence: Question number one: "What are you planting?" Question number two: "What are you doing to nurture what you have planted?" I know very little about farming, probably just enough to know that it is an extremely difficult and challenging way to make a living. However, I know a lot about sales, enough to know that if you follow the same principles that relate to farming, sales can be a wonderful profession and provide an excellent standard of living.

To achieve excellence in sales you don't need to be brilliant and gifted. You do, however, need to understand what it takes to achieve excellence and you must be willing to put forth the required effort. Remember, sales excellence is bound by certain unchangeable principles that determine success or failure.

Let me share with you a short article written by a personal friend of mine; you might know of him, Dr. Terrel H. Bell. Ted served as the U. S. Secretary of Education in the cabinet of President Ronald Reagan. Ted was first and foremost an educator, and this article talks about a profound experience he witnessed during his early career as a teacher:

"In our small high school, the students and faculty were well-acquainted. Teaching and learning were individualized and personal. This young woman came to my attention when she was in the ninth grade. We gave her several IQ tests because her achievement in school far exceeded that of many classmates who scored much higher on a highly respected intelligence test. The highest she ever scored was 97, but her achievement exceeded two very bright and talented students who had scored above 130. She was an exemplary student who utilized every opportunity and every moment of the day.

"Learning was not easy, especially when new and somewhat complex subject matter was being introduced, but she was very intense. She was never reluctant to ask questions nor to reveal what she did not know. She had a deep and abiding will to achieve, and exam questions missed were mastered and not missed in any subsequent test. What she lacked in brilliance she made up in effort and by steady, relentless pursuit of mastering her lessons.

"This young woman graduated at the head of her class and was the valedictorian. She reached her goal to be the best because she had learned that it took her longer to learn. She knew that her steady, unrelenting effort would bring her to full mastery, if she were willing to pay the price.

I will always remember this remarkable student. She was an inspiration to the faculty and her classmates. Her example was contagious. Hers was living proof that the will to

learn and the self-discipline to use time wisely and effectively will lead to the success that never comes to those who, regardless of talent, hold back their best effort. A positive attitude, full commitment, and the self-discipline to work hard can all compensate for endowed talent. You don't have to be bright to attain excellence. You just have to be ambitious."

The cause and effect principles that influence the results of your actions and the law of the harvest that the farmer lives by, combined with the laws of learning as shared in this story by Ted Bell, apply precisely to achieving sales excellence. Here is my summary of eight profound principles that when learned and applied will bring sales excellence:

1. All of your actions are part of a cause and effect principle. If you want to be excellent at selling, you must do those things that excellent sales people do.

2. Everyone is bound by the law of the harvest, which states, "You will reap that which you sow." There are no exceptions.

3. The size of the harvest is in direct proportion to the care and nurturing of the field.

4. Excellence requires a relentless pursuit of knowledge and activity.

5. A positive attitude, full commitment and the self-discipline to work hard can all compensate for endowed talent.

6. Understand what you don't know and then work diligently to learn those things.

7. To achieve excellence you must have the desire to become excellent.

8. Personal ambition, not talent, is paramount to achieving sales excellence.



Tim Huffaker

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



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BOOKS

from page 8

isn't prone to holding back, either. He lays it all out, warts and all: the resistance, the corporate infighting, the messy clean-up.

Hayzlett sets the tone of the book, and the attitude needed to change your corporate direction and/or culture, early with this dedication: "To all the naysayers, opportunists, and obstructionists who do their best to stop the progress of change in an organization. Note: We will beat you."

Not too much farther in the book, he tells an anecdote about how he had been meeting regularly with a group in a conference room that had a wall clock that perpetually displayed the wrong time:

"This time, after one too many discussions about why the clock was off, how to approach it, and how to go about requisitioning a change from Building Services, I had had enough. I challenged them. 'Who has the guts to change it? Why doesn't one of you just get up there and change the clock and get it done rather than talking and waiting for someone else in the company to fix it?'"

"Finally, one of them said, 'You're right.' She pulled a chair over, climbed up, and moved the hands. Done.

"That's how change in business gets started: someone sees a need, takes the challenge personally, and acts."

Hayzlett shares plenty of ideas on how to change attitudes and create momentum. One of his most important ideas has become his business mantra: "Repeat after me: no one is ever going to die from the changes you make in business. Say it: 'No. One. Is. Going. To. Die.'" He also advises you to Make It Personal! Get as Close To Your Customers as You Possibly Can, and Then Get Closer Still So You Can Give Them A Squeeze; and warns that Stampedes Lead to Fast Results, But They're Expensive and Exhausting, so Create Scalable Plans That Unfold As You Grow. Hayzlett closes the book with twenty questions to ask yourself before you begin and four social media essentials for getting the word out.

It's this kind of realism and action-oriented material that makes *Running the Gauntlet* so refreshing and motivating. His writing is high-energy, entertaining and insightful, and this is a great read to get you thinking about and implementing change in the New Year.

Hannibal and Me: What History's Greatest Military Strategist Can Teach Us About Success and Failure

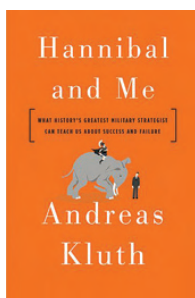
By Andreas Kluth, Riverhead

Books

336 Pages, \$26.95, Hardcover

The key thing to know about this book is apparent in the title: *Hannibal and Me* (emphasis mine). Andreas Kluth, a writer for *The Economist*, presents the biography of the great Roman military leader, Hannibal, then weaves in a parallel line of stories about other types of heroes, artists, writers, inventors and revolutionists, all the while developing insight about human behavior.

But the main vein in the book remains the remarkable story of Hannibal, and as we follow his life, the author discusses modern questions such as:



"Do you need to have a goal in life as clear as Hannibal's in order to achieve success? Hannibal, though young, knew (or thought he knew) exactly what success was: he defined it as the conquest of Rome. Everything else followed from that. ... He had complete focus."

As he does throughout the book, he pulls it back to you:

"Later in life, you may have to reappraise your dream and adjust it in a more mature and complex life context, perhaps even drop it all together if it no longer works. But at the beginning of the journey, it helps to start with something."

A well-written book about an interesting historical figure or event can give us hours of enjoyment. We marvel at the courage displayed or how a seemingly small event could have changed our world. Kluth explains that his book "is about those moments of impact, when triumph or disaster strikes, and about the aftermath, when the shock fades and lives change forever and character reveals itself." And he does a fine job turning this adventure book into a personal development guide of sorts.

Take Kluth's Chapter Two: on "The Influence of Parents." He begins by recounting Hannibal's childhood and his relationship with his father, Hamilcar, and the war for Carthage's future. Added into this story, Kluth includes research on the psychology of adolescence.

To understand your life, you have to begin with your parents — just as you need to know about Hamilcar to understand why Hannibal made the decisions that led to his successes and failures.

Then, Barack Obama,

Eleanor Roosevelt, Amy Tan all arrive into the chapter, and Kluth tells a bit of his own story, as well. This is the general structure of each of the chapters, with the goal of showing readers a way toward improving oneself by learning from others.

As Dan Pink said of the book, it is "full of lessons both profound and practical." I couldn't have said it better myself. But, what makes or breaks a book like this, with its uncommon structure and sometimes lofty subject matter, is the storytelling, and this book is one of the best in that regard that I have read in a long time.

SHAFER

from page 8

if we wanted to be late, he complied. We went up the Nile from Luxor, after touring the Temples of Luxor and Karnak, as well as the Valley of the Kings. The tombs of the pharaohs were overwhelming, filled with the scenes and hieroglyphics you see in books. We stopped at several temples during our four-day cruise, which ended in Aswan and a bus ride to Abu Simbel. Then we flew from Aswan to Cairo, where, of course, we spent time in its world-famous museum. Our guide has a pending Ph.D in Egyptology and he maintained that one-third of the world's antiquities are in Egypt and a third of Egypt's antiquities are in Cairo. We went to a place where we found out how papyrus is made and bought lots of copies of artwork from various temples and tombs. And, yes, we spent a couple of hours at the Giza Pyramids and the Sphinx. Egypt was positively otherworldly, and, indeed, spectacular.

As for the "fear-of-going-there" factor, we're not talking about a tour of Afghanistan and/or Iraq. Israel and Egypt are countries that have historically depended on American tourism as a major income source. They protect, guard, defend, aid and seek to encourage us to come. In the last 40-years a grand total of one American tourist has been criminally killed in those two nations. Don't you wish the State of Utah could boast a record anywhere near that? When there is trouble

in Gaza, does that mean there's trouble on the Sea of Galilee? No. A comparison would be: Someone was attacked in Pioneer Park so we should avoid the Utah Shakespeare Festival in Cedar City. And, by the way, people from Germany are starting to book travel to Egypt. Why? Prices are extremely low for anything and everything, and the Germans are noted for leading the world in terms of being travel bargain hunters.

In regard to Mexico: Trouble on the border in Juarez has no more to do with Cancun than trouble in Chicago means lack of safety in Tucson.

Back to the fantastic sites we saw, where we also learned firsthand about the value of being in a group. Airfares, hotel rates and meals were about half what you could do on your own. We had top-notch, well-educated guides who knew the history and the archeology. If we'd been on our own, we wouldn't have known what to see, particularly in Egypt, or how to get there, or what we were seeing when we got there.

I was the fearless leader of this band of sightseers. If I ever get the chance to lead another group to these places, I'll let you know. You can bet I'll invite you to go with us.

Don Shafer has been hosting radio travel shows in Salt Lake City for more than a dozen years, and was taught everything he knows by travel experts he has interviewed. Although some have called him "The Travel Doctor," he holds a Ph.D. in a totally unrelated field, religion.

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Global ABCs

This is the companion piece to “Domestic ABCs” of last month. In looking back to similar pieces six and 12 months ago, it’s amazing how little has changed

America — the concept of “decoupling” has drawn a lot of attention in recent months as the American economy has strengthened somewhat, while Europe, China and India slow down.

Banks (European) — one of the major incentives for German and French leadership to throw hundreds of billions of euros at Greece, Ireland and Portugal? German and French banks own massive amounts of bonds issued by the smaller nations.

China — yes, the economy has slowed a bit, but 8.9 percent growth since last year’s fourth quarter is not exactly shabby. Legit concerns about overheated real estate markets exist.

Dollar — many forecasters previously thought the euro would rise in prominence versus the dollar. Not exactly. The dollar will remain the global community’s primary currency for years to come.

Europe — here’s thinkin’ the Germans and the French wish they had never heard of the “European integration” concept. A recession is looming — if not already begun.

Fed (the) — this nation’s central bank and many others continue to think up new ways to keep the global economy from falling on its face. Not an easy task.

Germany — wants smaller euro nations to get serious about deficit reduction before it hands over many more billions of euros as “loans.” Chancellor Merkel doesn’t want to play this costly game again anytime soon.

Hunger — a child starves to death every six seconds somewhere in the world. Can’t we work together to stop this travesty?

Inflation — higher oil and food prices have hurt hundreds of millions of people around the globe, while most global interest rates remain at historic lows.

Japan — very sluggish economic growth (at best) over the past 20 years, after powerful performance in the ’60s, ’70s and ’80s. Tens of millions of Japanese citizens wonder, “what happened?”

Korea (North) — massive failure of this centrally planned economy leads to frequent “saber rattling.” Will new leadership help at all? Meanwhile, the South Korean economy continues to prosper.

Latin & South America — growth prospects from mild to solid, with Brazil leading the way. Excessive government bureaucracy and corruption in the region limits gains.

Mexico — even as drug cartel violence dominates the headlines, economic growth has been the best in 10 years. Greater employment opportunities at home are most welcome.

Neighbor to the North — Canadian economic growth has slowed in recent months after solid gains during 2010. By many measures this nation outperforms its southern neighbor.

Oil — major advances in exploration and production technology should help keep prices under control over the longer-term horizon. At the same time, what happens in Northern Africa and the Middle East still counts big-time.

Politics — a number of nations have moved to the “right” in recent elections, with an eye toward reversing some of the massive government expansion of prior years. The U.S. this year?

Quagmires — as before, there never seems to be a shortage. Today’s list includes Afghanistan, Egypt, Iran, Iraq, Libya, the Sudan and Syria.

Russia — want to “do business” in Russia? The payment of bribes to get most anything done is commonplace.

Socialism — Margaret Thatcher said it best, and it applies to Europe: “The trouble with Socialism is that eventually you run out of other people’s money.”

Travel — spending on global tourism remains solid, even as visitors largely avoid political “hot spots.” Those visiting the U.S. are BIG spenders.

U.S.A. — nearly three times the size of China’s \$5.5 trillion annual economy, with one-fourth as many people. In my book that says American workers are roughly 10-12 times more productive.

Volatility — pick any descriptor — economic, financial market, political.

WWW — the World Wide Web continues to be both amazing ... and cluttered with junk. Still, estimates suggest we have tapped only 10-20 percent of the Internet’s potential. Global companies using it are expected to save in excess of \$1 trillion in operating costs during the next three years.

Exports — heaven forbid you gather a room full of economists! The only thing we will largely agree on is that steps to build bridges to trade are positive ... steps to build barriers to trade are not.

Young People (around the world) — facing a rising tax burden in coming decades to finance the retirement years of baby boomers (and boomers’ parents) if minor changes are not soon made.

Zones (trading) — as before, Asian, European and North American trade zones will dominate trade flows.

Jeff Thredgold is the only economist in the world to have ever earned the CSP (Certified Speaking Professional) international designation, the highest earned designation in professional speaking. He is the author of *econAmerica*, released by major publisher Wiley & Sons, and serves as economic consultant to Zions Bank.



Jeff Thredgold

Property restoration and disaster recovery — frozen pipes

We are in the middle of winter’s icy grasp — and that means frozen pipes. Insurance companies spend millions of dollars each year on claims caused by frozen pipes. Copper and plastic pipes can burst when they freeze, causing damage to your business and home alike. Besides being costly, disasters disrupt our lives and are extremely inconvenient.

The following are steps you can take to help prevent pipes from freezing:

- Shut off and drain unused pipes, such as sprinkler lines.
- Disconnect and drain outdoor hoses.
- Open valves on sprinkler lines and outside water faucets to allow water to drain.
- Insulate supply lines in crawl spaces, attics and exposed areas.
- Cover outside hose bibs connected to the house.
- Insulate water pipes with a pipe sleeve.
- Consider using heat tape or heat wrap on exposed pipes.
- Seal openings and cracks that allow cold air to enter in from outside.
- Open kitchen cabinets and bathroom vanities under the sink where pipes are located to allow warm air to circulate.
- Let water drip from the faucets in the kitchen and bathrooms — even a trickle helps prevent pipes from freezing.
- Know where the main water shut off valve is located — show others so they can shut off the water if needed.
- If the home or business is vacant, set the thermostat no lower than 55 degrees and consider turning the water off while you’re away.
- In freezing weather, have

someone check on the property daily.

The following are steps you can take if you have frozen pipes:

- Locate the suspected area before thawing the pipe.
- Shut off the main water valve to prevent further damage.
- Keep the faucet open.
- Increase overall temperatures in the home or business.
- Use a blow dryer or space heater to warm up the area.
- Heat tape, heat wrap or a heating pad all work well for thawing pipes.
- Never use a torch or open flame to thaw a pipe — this is extremely dangerous and could cause a fire or a pipe to explode.
- An open flame also puts off lethal carbon monoxide.
- Do not use electrical items if you have standing water — you could get electrocuted.
- If needed, call a plumber or restoration company for assistance.

Quick response can mean the difference from a few hundred dollar loss to a few thousand dollar loss. The longer water is in the building the more damage may occur.

Please keep in mind that these are suggestions and guidelines to help you prepare for, or deal with frozen pipes. Prevention items such as hose bib covers, heat tape, crack sealer, and pipe covers can be purchased at your local hardware store and are relatively inexpensive.

Linn Griffith is the Utah marketing director for BELFOR Property Restoration, the world leader in disaster recovery and property restoration with 110 offices across North America. He can be reached at linn.griffith@us.belfor.com.



Linn Griffith

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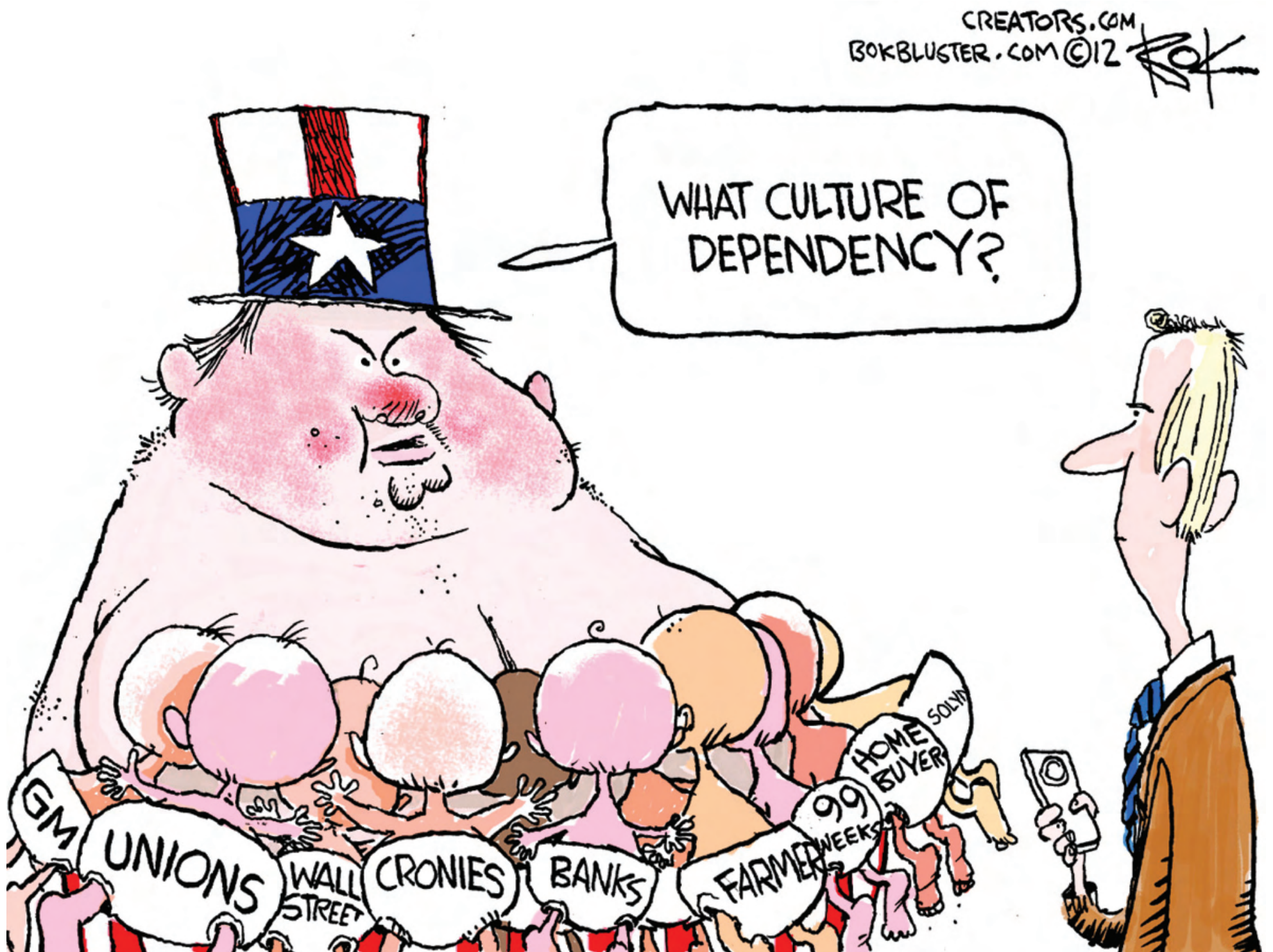
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Bitter primary reveals the real Romney

For Mitt Romney, Tuesday night's triumph in the New Hampshire primary offered a tempting opportunity to gloat. Such unattractive conduct is no longer surprising from the Republican front-runner, who is enduring the gradual disclosure of his personality.

The hot Romney video of the moment displays him telling the Nashua, N.H., Chamber of Commerce: "I like being able to fire people who provide services to me," and went viral not because of its specific context, which wasn't particularly damning, but because the public perceives the remark as a distillation of elite heartlessness. Every decent person who has had to fire someone knows that doing so — under almost any circumstances — is unpleasant, diffi-



Joe Conason

cult and frequently wrenching. To boast that you "like to fire people" after observing years of economic pain among the jobless suggests a deep defect that, to most Americans, may disqualify Romney from the presidency.

Of course, that quote could have been a peculiar gaffe or a meaningless slip, but it wasn't. There is no shortage of evidence, emanating mostly from his own mouth, that privilege, arrogance and entitlement are major features of Romney's character.

Sometimes the telltale comment has the additional frisson of weirdness, like his offer to bet "\$10,000" that Rick Perry couldn't prove Romney had said the Massachusetts health care reform should be a national model in a book he had written — or

his more recent boast that he had forced the late Ted Kennedy to "take out a mortgage on his house" to defeat Romney in their 1994 Senate race.

That quip about the Kennedy mortgage came during the final days of the New Hampshire primary campaign, during which Romney also recalled his father George telling him not to enter politics if he would need to win in order to "pay off a mortgage" — which seemed to mean that only those wealthy enough not to worry about family expenses should seek public service.

As the offspring of a millionaire car executive and Michigan governor, Mitt Romney need never have concerned himself with that mundane concern. He talks frequently about the "freedom" that permitted him to succeed, without reflecting much on the simple luck

of his birth, which ensured, among other things, that he avoided dying in the Vietnam war as a "missionary" in France. Mitt was born on third base, as the immortal Ann Richards once described another fortunate Republican son, and thinks he hit a triple, all because he accumulated even more millions at Bain Capital.

The issue of Bain Capital and Romney's role there has exposed a degree of arrogance, as he tries to portray his company's ruthless, single-minded and often destructive quest for super-profits as a noble effort to support American employment. Only a fool would believe the inventive claim that under his stewardship, Bain created a net 100,000 jobs, but Romney evidently takes us all for fools.

In the same vein, his disgusting assault on the patriotism of Jon Huntsman, a man Romney

has known all his life, betrayed a sense that he can deceive stupid voters into believing a patent untruth. And then there are his phony professions that he understands hardship and sacrifice, that he worked his way up, that he suffered privation and insecurity — which demonstrate only that he believes he can appropriate the experience of others to serve himself. This may truly be the ultimate in entitled behavior.

No doubt we will be seeing more of the real Mitt as the campaign wears on. By the end nobody will be able to say that, in his own way, he didn't try to warn us.

Joe Conason is the editor in chief of NationalMemo.com.

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The ignored 'disparity'

With all the talk about “disparities” in innumerable contexts, there is one very important disparity that gets remarkably little attention — disparities in the ability to create wealth. People who are preoccupied, or even obsessed, with disparities in income are seldom interested much, or at all, in the disparities in the ability to create wealth, which are often the reasons for the disparities in income.

In a market economy, people pay us for benefiting them in some way — whether we are sweeping their floors, selling them diamonds or anything in between. Disparities in our ability to create benefits for which others will pay us are huge, and the skills required can develop early — or sometimes not at all.

A recent national competition among high school students who create their own technological advances turned up an especially high share of such students

winning recognition in the San Francisco Bay Area. A closer look showed that the great majority of these Bay Area students had Asian names.

Asian Americans are a substantial presence in this region but they are by no means a majority, much less such an overwhelming majority as they are among those winning high tech awards.

This pattern of disproportionate representation of particular groups among those with special skills and achievements is not confined to Asian Americans or even to the United States.

It is a phenomenon among particular racial, ethnic or other groups in countries around the world — the Ibos in Nigeria, the Parsees in India, the Armenians in the Ottoman Empire, Germans in Brazil, Chinese in Malaysia, Lebanese in West Africa, Tamils in Sri Lanka. The list goes on and on.



Thomas Sowell

Gross inequalities in skills and achievements have been the rule, not the exception, on every inhabited continent and for centuries on end. Yet our laws and government policies act as if any significant statistical difference between racial or ethnic groups in employment or income can only be a result of their being treated differently by others.

Nor is this simply an opinion. Businesses have been sued by the government when the representation of different groups among their employees differs substantially from their proportions in the population at large. But, no matter how the human race is broken down into its components — whether by race, sex, geographic region or whatever — glaring disparities in achievements have been the rule, not the exception.

Anyone who watches professional basketball games knows that the star players are by no means a representative sample of the population at large. The book *Human Accomplishment* by

Charles Murray is a huge compendium of the top achievements around the world in the arts and sciences, as well as in sports and other fields.

Nowhere have these achievements been random or representative of the demographic proportions of the population of a country or of the world. Nor have they been the same from one century to the next. China was once far more advanced technologically than any country in Europe, but then it fell behind and more recently is gaining ground.

Most professional golfers who participate in PGA tournaments have never won a single tournament, but Arnold Palmer, Jack Nicklaus and Tiger Woods have each won dozens of tournaments.

Yet these and numerous other disparities in achievement are resolutely ignored by those whose shrill voices denounce disparities in rewards, as if these disparities are somehow suspicious at best and sinister at worst.

Higher achieving groups — whether classes, races or whatever — are often blamed for the failure of other groups to achieve. Politicians and intellectuals, especially, tend to conceive of social questions in terms that allow them to take on the role of being on the side of the angels against the forces of evil.

This can be a huge disservice to those individuals and groups who are lagging behind, for it leads them to focus on a sense of grievance and victimhood, rather than on how they can lift themselves up instead of trying to pull other people down.

Again, this is a worldwide phenomenon — a sad commentary on the down side of the brotherhood of man.

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

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