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THIS WEEK

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Food for Health to complete \$6.1 million expansion this spring

By Brice Wallace
The Enterprise

Food for Health International, an Orem-based manufacturing, sales and distribution company specializing in whole food nutrition and emergency preparedness products, is expecting to complete an expansion this spring at 3220 W. Professional Circle, Salt Lake City.

The expansion is in the form of a \$6.1 million, 149,000 square foot food processing and warehousing building near a 60,000-square foot Food for Health processing and warehouse building at 3560 W. Ninigret Dr.

"We're doing phenomenally well and growing really fast, and this warehouse is part of our efforts to support our future growth plans. That's why we're building," said Denise Bruhns, the company's chief marketing officer.

Ground was broken for

the new facility last fall. It was designed by James Williams of AE Urbia of Salt Lake City. The contractor is Tom Stuart Construction of North Salt Lake. Food for Health will own the facility and selected the location based on proximity to the Ninigret building as a way of reducing transportation costs when shuttling raw materials and finished products between the two facilities.

Food for Health had about 40 employees in 2010 but has seen that figure swell to about 200, including temporary workers, and the company is expecting employee growth this year. In addition to the processing and warehouse facilities, the company has a shipping warehouse on Harold Gatty Drive, near the Salt Lake City International Airport. Last fall, it opened a new corporate office at 800 North and 800 East in Orem

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Layton education firm receives \$27.5 million investment

Layton-based Pluralsight, a provider of online education for software developers, has received a \$27.5 million investment from Insight Venture Partners to accelerate its expansion.

The financing marks the first outside investment in Pluralsight, which was founded in 2004 as a classroom-based training company, designed for developers by developers. In 2008, Pluralsight began a major pivot to move its training business completely online, with the goal of providing the same professional content through a flexible subscription model priced for worldwide scale. Today, Pluralsight has more than 200,000 users in more than 100 countries and offers more than 400 online courses, with 15 to 20 new releases per month. Pluralsight offers anytime, anywhere access to its entire library for as little as \$29 a month.



"This investment is a big leap in Pluralsight's journey," said Aaron Skonnard, CEO and co-founder of Pluralsight. "So far, we have had great success in building a profitable and sustainable business with our own funds. With this deal, we get both the financial and intellectual capital of Insight Venture Partners to really accelerate our growth at what we believe to be a critical time in the market."

Skonnard said the investment will lead to more quality content for customers. Pluralsight intends to use the funds to speed up the expansion of its course library to provide more breadth and depth in topic areas of interest to software developers around the world.

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Alpha Power Systems to more than double size of Salt Lake Valley footprint



Artist's rendering of Alpha's future home in Woods Cross. The firm will grow from 8,000 to 25,000 square feet.

By Brice Wallace
The Enterprise

Alpha Power Systems, an electrical power equipment distribution company, will have a new home in a few months when it completes a move from North Salt Lake to Woods Cross.

Currently at 709 N. 400 W., No. 3, in North Salt Lake, the company will soon break ground for a new building at 1991 W. 2425 S., Woods Cross.

Alpha Power Systems uses tractor-trailers to distribute to electrical contractors the materials used to build power lines,

distribution lines and substations. While based in North Salt Lake, it serves contractors with projects in Montana, California, Colorado, Nevada, Idaho, Pennsylvania and other states.

Jeff Pack, sales manager, said the new location, which should be ready in three to six months, will accommodate the company's needs. "We deal with a lot of semi access, and we're building this building to suit our needs," he said. "The big semis will be able to come in either side of the building, loop around the back, be

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Locally focused 'gastropub' to open in Salt Lake City

By Barbara Rattle
The Enterprise

Avenues Proper Restaurant & Publick House, a new restaurant and small-batch brewery, is slated to open in late February or early March at 376 E. 8th Ave., Salt Lake City.

Build-out of the approximately 3,300 square foot space, being leased from neighbor Hatch Family Chocolates, was slated to have begun last week. Owner/operators of the new venture are Andrew Tendick and brothers Rio and Liam Connelly, all of whom have experience in the Utah restaurant and brewing industries.

Tendick, who will be general manager of the establishment, said the eatery will have indoor seating for about 80, in addition to

patio seating for roughly 20 in the clement months.

"Our focus will be on both food and beer, really on local products, local artisans," he said. "We'll be brewing on-site but carrying beer from every brewer in Utah. We won't carry any beer from out-of-state, on tap or in bottle. We'll also have products from local distillers and wine-makers. On the food side, we'll be working with local ranchers and farmers and artisans like [sausage maker] Cremenelli's. We'll be a true gastropub, focusing on new American cuisine with a more casual feel — effectively casual fine dining."

Avenues Proper will be open for lunch and dinner seven days

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FOOD

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that houses executive offices, sales, finance and customer service.

Founded in 2004 by Frank Davis, the company's chief executive officer, privately held Food for Health is a contract manufacturer and emergency preparedness products company that has its own brands and also partners with other companies in manufacturing, distribution and marketing efforts. Its own brands include Activz, Food Supply Depot, InstaFire and Humless. Its food offerings include single selections, variety kits, 72-hour kits and one-week supply products. Humless is a line of silent, portable power generators. InstaFire is a flame producer made from a blend of recycled wood, inert minerals and paraffin wax and is designed to easily light and stay lit even under extreme conditions.

"Our big differentiator is that most supplements you find on the shelf are made synthetically, with chemicals and fillers," Bruhns said. "All of ours are from whole foods — for example, Vitamin D from whole mushrooms and Vitamin C from cherries. We really try to be at least 70 percent organic with our supplements. We're using whole food nutrition, and not a lot of people are doing that and doing it well."

Bruhns said the supplements and emergency preparedness products have synergy. "After natural disasters, people are often without power and food, and nutrition does cross over into emergency preparedness," she said. "Our

ingredients are nutritious and our food storage products actually taste good, which is not always the case."

Likewise, the company has benefited from a heightened awareness among people in the millennial generation and active baby boomers who have witnessed poor health consequences among themselves or their parents. "There's an increased awareness among people about being more preventative with their health," Bruhns said. "These are trends in both industries where we want to be relevant."

AVENUES

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a week, he said. It is expected a Sunday brunch will be rolled out in late April and that breakfast could be added as soon as late summer or early fall. Lunch prices will range from \$6 to \$12, with take-out available, while small-plate dinner items will range from roughly \$5 to \$13 and entrees from about \$12 to \$24. The restaurant has a full liquor license.

Tendick said he has been in the Utah food business since 1999, working at restaurants such as Lugano and Avenues Bakery & Bistro, in addition to several years as head roaster for Millcreek Coffee and the last six years with local food distributor Valley Game and Gourmet. Liam Connelly will serve as head chef. He formerly worked at Cafe Niche and Meditrania and operated Eatery 1025 in Ogden. Rio Connelly, the Avenues Proper's brewer, was formerly with Salt Lake City's Epic Brewing Co.

ALPHA

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unloaded or loaded and get out. We stage projects for the contractor. The material trickles in, we stage it and organize it, get it ready to go out and then the contractor calls for it."

The company currently is leasing its current site, which has an 8,000 square foot building, from Tom Stuart Construction. Tom Stuart is the contractor/developer at the new location, which Alpha Power Systems will own and have a 25,000 square foot structure on about two acres. The architect is AE Urbia of Salt Lake City.

"Rather than pay rent into a black hole, we're building this and will own it," Pack said. "We could lease out half of it, but, as of today, I've just got so many projects and so much business, I'm just going to take the whole building."

Currently with six employees, Alpha Power Systems was founded in 2007 but Pack said it "really got moving" in 2008.

"The demand for power is up," he said. "As the country grows, demand is up, so our business is growing. The aging infrastructure of the U.S. means power lines are being replaced and they're interconnected. Our business is growing by leaps and bounds. We found that niche market where we fit in very well."

Pack said the company is well-placed to deal with local companies that do work for PacifiCorp and other utilities. The new building will be a quarter- to half-mile from the company's current location, enabling the company to keep a financial advantage it cur-

rently enjoys.

"North Salt Lake seems to be a holy ground for freight rates," he said. "I'm not sure why but we get great freight rates from the freight companies. With the new building, I didn't want to stray too far because I wanted to keep that great freight rate we have for shipping."

PLURALSIGHT

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Already, he said, none of its peers can match the quality, timeliness and relevance of Pluralsight's course library.

"It's no secret that online education is becoming a mainstream learning and training method," said Ryan Hinkle, a partner at Insight Venture Partners. "Pluralsight has carved a big niche by appealing to software developers, an audience ideally suited to online learning. We believe the opportunities for developers will continue to expand exponentially and Pluralsight is positioned to take advantage of that. Insight sees great prospects for this business."

New York City-based Insight will have two board seats on Pluralsight's seven-member board of directors. Insight Venture Partners is a leading venture capital and private equity firm investing in on-premise and SaaS-based software, e-commerce, Internet and data-services companies. Founded in 1995, Insight has raised more than \$5 billion and made more than 150 investments worldwide.

Sterling buys remaining 20 percent of Wadsworth

Houston-based Sterling Construction Co. Inc. made an early exercise of its option Dec. 31 to purchase the remaining 20 percent membership interest in Ralph L. Wadsworth Construction Co. LLC, Draper, that was previously held by Wadsworth's executive management. Sterling has retained the services Wadsworth's CEO, president and vice president of business development, Kip, Con and Tod Wadsworth, respectively, under new employment agreements.

Total consideration of \$23.1 million was funded by drawing down on Sterling's line of credit.

"We are very pleased to conclude this transaction," said Peter MacKenna, Sterling's CEO. "The terms of the option provide for operational continuity of RLW and a stable platform for organic growth and further integration of our operating units."

Sterling is a leading heavy civil construction company that specializes in the building and reconstruction of transportation and water infrastructure in large markets in Texas, Utah, Nevada, Arizona, California and other states where there are construction opportunities. Its transportation infrastructure projects include highways, roads, bridges and light rail and its water infrastructure projects include water, wastewater and storm drainage systems. The company purchased an 80 percent stake in Wadsworth in December 2009 for \$64.7 million in cash. Wadsworth is a heavy civil construction company focused on the design and construction of bridges, roads and highways, primarily in the state of Utah. Its largest customer is the Utah Department of Transportation.







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Motorhome rental firm expands

By Brice Wallace
The Enterprise

Pappy's Motorhome Rental Inc. has motored to a new location, one that president Parnell Powell believes will allow his company to grow and his service employees to be more comfortable during cold weather.

The company spent the last 22 years at 8201 S. State St., Midvale, but now calls 6068 S. Redwood Road, Taylorsville, its home.

"It was quite a bit off the street, and there's a canal that runs in front," Powell said of the former location. "It got to the point where motorhomes got bigger and bigger and our shop was not big enough. We've found a place where we can work inside instead of outside. We needed more space. With more inside space, I'll be able to hire a couple of more technicians and they won't be working outside.

"We're on about the same amount of space but it's just that the building's bigger. The building is twice what we had," he said of the new site's 12,000 square foot structure. "It's going to be great. We've been tied up so close, especially when they brought these 40-foot motorhomes in. We built the garage [in Midvale] for 28-

30-foot motorhomes. They'd bring in the big ones and you could only get one in and the other one would be half-way."

Parnell and his wife Violet, the company's vice president, started the company in 1978 from their driveway, renting their own motorhome. They eventually leased space in Draper before moving to the Midvale site in 1991. "The first couple of years when we moved in, we were doing almost 10 times the business we were doing in Draper," Parnell Powell said. "We just leased that. A guy wanted to build, so we designed what we needed and what we wanted in Midvale. We signed a 10-year lease, but that was up 12 years ago."

The new, leased Taylorsville location is the former site of a John Deere showroom, sales office and service facility. "We were looking farther south because that's where all the building is, and we lost a couple of opportunities there, but we hit it in the middle on this [new] spot," he said. "We've got the right people who are homeowners getting to that time to retire. When we came onto this location, we jumped on it.

"I've got 10 employees and I think we'll add two more but

I'd like to add four," Powell said. "We'll see how it works out first. I won't be too concerned until spring rolls around. We'll be settled in and be able to see how much space we have for new technicians."

Although Pappy's is currently a motorhome dealer, the bulk of the company's business is in service, which accounts for about 60 percent of business, and rentals, about 40 percent.

In the early 1990s, Pappy's had about 60 rental vehicles "and we did really well," Powell said. In recent years, the company experienced a downturn in 2008-09 when fewer people rented its motorhomes. "But it's really come back lately," Powell said. "I don't know why. I don't have near enough [vehicles for] rentals in the summertime. I've got about 25."

Powell said he's unsure how much of the increase in rental business can be attributed to the recession recovery but he knows his target customers are "people that just can't afford that motorhome. You can spend \$3,000 a week for a rental and you have no insurance [costs], no upkeep. And if you own one, it will cost to you a lot more than that, by the time you make payments of \$500 to \$600 a month and the insurance payment of \$1,000 a year. It adds up. If you're going to use it, it's great, buy one. If you're only going to go once or twice a year, rent it like you would a car and forget it. Park it and you're done."

Boyer Co. to develop 108 single family lots in W. Jordan

By Brice Wallace
The Enterprise

The Boyer Co. is planning to develop 108 lots for single-family homes in the Highlands project in West Jordan over the next three years.

The Salt Lake City-based company is acquiring 33.43 acres at 7800 North and 6500 West from Peterson Development Co.'s 400-acre Highlands project. Boyer's project, dubbed Loneview at the Highlands, will be considered by the West Jordan Planning Commission on Jan. 8.

"The first phase, we hope to get in the ground this spring and have them ready for summer," said Spencer Moffat, a Boyer project manager. "There has been strong demand and interest in those lots."

The first phase would consist of 29 lots. The second phase, about 40 lots, would be completed about a year later, with the phase three remaining lots finished a year after that.

"It was originally 110 lots, but we scaled back some of the lots to give them better frontages," Moffat said.

Lots are expected to be anywhere from 7,500 to 10,000 square feet. Prices have yet to be determined. "We're putting feelers out. We'll see where the market is this spring," Moffat said. The company also has yet

to decide whether to sell lots individually or to builders. While Boyer is working with Focus Engineering on the project, it has not yet selected a contractor, with bidding expected this spring.

"This will be a single-family development and it will be a nice project," he said. "Our target buyer is the single family — probably a move-up buyer looking for a step up from a starter home."

Among the appeals will be access to the Mountain View Corridor. "It's just down the road, and I think it will really open up that area. West Jordan is just a good location because of the proximity to everything. It's central valley. You've got access to downtown and to Utah County, so it's a nice middle ground.

"And we've seen a strong demand for single-family lots. We've sold out of most of our single-family subdivisions. So this is a good product in a good location. We've been watching West Jordan. It continues to have strong growth and it's a place we've wanted to be in for a while."

Moffat said the Loneview project will emphasize connectivity and walkability in the community. Garages will be recessed as a way to emphasize the home fronts. "It will have walkability and street appeal," he said.

\$12 million Fusion Imaging in Layton sold to Minnesota company

Fusion Imaging Inc., a Kaysville-based supplier of large format graphics, custom fabric tension displays and exhibits and event graphics solutions, has been sold to Vomela Specialty Co. of St. Paul, Minn.

Fusion, which conducts sales activities across the United States, generates revenues of \$12 million annually. Its graphics were seen at the Olympic Games, New York Marathon, Bill Clinton's Global Initiative and hundreds of other large-scale events. All its custom display and print products are made in the United States.

Kathy Boydston, former owner and president of Fusion Imaging, has been named division manager of the newly formed Fusion Imaging Division of Vomela Specialty Co.

"Our new affiliation with Vomela expands our ability to support our customers by taking

advantage of the strength and reach of the Vomela companies across North America," she said.

Mark Auth, president of Vomela Specialty Co., said the addition of Fusion "and their expertise in fabric displays and exhibits will open up many new opportunities for the Vomela family of businesses. Fusion's quality, ingenuity, and ability to manage complex projects will be a great addition to Vomela. We believe this acquisition provides existing Vomela businesses a wide range of new product offerings and similarly provides the Fusion Imaging business the array of services and capabilities for which the Vomela organization is known."

Vomela Specialty Co. and affiliates, with 2013 projected revenues of \$200 million, employs 1,000 people in 19 cities in the United States and Canada.

Federal Reserve appoints Susan Johnson

Susan Johnson, president of Clearfield-based Futura Industries Corp., has been appointed director of the Salt Lake City branch of the Federal Reserve Bank of San Francisco effective Jan. 1.

She replaces Carol Carter, president and CEO of Industrial Compressor Products Inc., Park City, who retired from the branch's board after serving as a director since 2008.

Futura Industries is a more than 45-year-old aluminum extrusion and fabrication business. Prior to joining Futura, Johnson served as president and COO of Daw Technologies and president of Savage Manufacturing Corp.

The Federal Reserve Bank of San Francisco provides wholesale banking services to financial institutions in nine western states, including Utah.



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• Industry Briefs •

ASSOCIATIONS

• **Executive Women International** of Salt Lake City has announced a new board of directors for 2012-13. Officers and directors installed are **Nikol Smith**, representing Salt Lake City Marriott Downtown at City Creek, president; **Jessica Grako**, representing Reagan Outdoor Advertising Inc., vice president; **Tonya Hoopes**, representing Zermatt & Homestead Resorts, secretary; **Brittany Jones**, representing EWI Corporate, treasurer; **Kaitlin Eskelson**, representing Visit Salt Lake, sergeant-at-arms; **Emily Jones**, representing Snowbird Ski & Summer Resort, membership director; **LaRee Devitt**, representing Visit Salt Lake, programs director; **Jamie Stoddard**, representing Teuscher Ruf & Walpole LLC, publications director; **Samantha Larson**, representing Workers Compensation Fund, ways and means director; and **Melanie Quintana**, representing Mona Vie, director at large/advisor to the board.

• The **Utah chapter of the Society of Industrial and Office Realtors (SIOR)** has named **Kyle Roberts**, NAI West executive vice president and cofounder, as its first-ever SIOR of the Year. Other finalists were **Barb Johnson**, CBRE, and **Greg Gunn**, Coldwell Banker Commercial. Roberts cofounded NAI West in 1998. During his career, Roberts has overseen more than 3,000 sale and lease transactions with a total value over \$1.85 billion. This includes Utah's largest-ever industrial lease, completed last year: a 969,000 square foot, 15 year lease to Sun Products Corp. Nominees were selected based on a combination of gross income generated, significant single transaction in 2012, charity work and mentoring. Roberts was chosen from several nominees by an independent panel of industry-related experts. The SIOR Utah chapter represents Utah and western Wyoming.

BANKING

• **Michael Richardson** has joined **First Utah Bank** as vice president and manager of the Leasing Department. Richardson most recently worked at TAB Bank, where he built their leasing division into a nationally recognized brand. He has more than 14 years of experience in the banking and finance industry.

• **Ally Bank**, Midvale, has teamed with author and *New York Times* "ethicist" **Randy Cohen** on a six-week video series on the Ally Bank "Straight Talk" blog. The series focuses on common financial etiquette questions. Among the topics are how to handle cause-related requests from friends and family, whether gifting could be regrettable, rules for lending property to friends or family, what to say when asked how much something costs, what to do if a friend or relative asks for money, and giving the gift of cash. The series also can be viewed on Ally Bank's Facebook and Twitter channels and YouTube. The series will run the week of Jan. 21.

• **Brighton Bank** has promoted **Daniel Heugly** to vice president, branch manager and commercial loan officer at its Midtown branch, 1735 S. 300 W., Salt Lake City. Heugly has been with the bank since 2008 and specializes in both commercial and real estate loans. He received a Masters of Business Administration in General Business Management (finance emphasis) and a Bachelor of Science in Finance from the David Eccles School of Business at the University of Utah.

COMMUNICATIONS

• **AT&T** announced it has turned on its 4G LTE network in Ogden. The company said LTE technology can deliver mobile Internet speeds up to 10 times faster than 3G. AT&T's 4G network covers more than 285 million people.

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• **Steel Encounters** has added **Brad Hardy** to its Sales Division. Hardy previously was in operations for the Salt Lake Structural Division office. He has more than 30 years of experience in operations and sales and will service clients throughout the Intermountain West.

• **Jayson Love** has joined **BHB Engineers** as a project engineer. Love graduated from the University of Utah with a B.S. in civil engineering last year and is completing his master's degree with a structural emphasis at the U.


• The **Utah Department of Transportation (UDOT)** has announced the **completion of the I-15 Corridor Expansion Project (I-15 CORE)** a full year ahead of schedule. **Hunt Electric** was a significant part of the \$1.7 billion project, contributing to the project's team of contractors. The project stretched 24 miles through Utah County and featured road surface replacement, a new express lane in each direction, safety enhancements and new bridges and interchanges. Hunt was able to complete 21 state-of-the-art traffic signals and install more than 1,300 individual sign, high-mast, under-bridge and roadway lights, which had 285 miles of wire. The work

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was completed with nearly 150,000 man-hours without a single lost-time accident. Hunt Electric partnered with UDOT and the **Provo River Construction** team formed by **Ames Construction, Ralph Wadsworth Construction, Flour Construction** and **Wadsworth Brothers Construction**.

ECONOMIC INDICATORS

• The **number of Utah non-farm wage and salaried jobs** grew by 3.1 percent in November, compared with the same month in 2011, according to U.S. Bureau of Labor Statistics figures. That represents 37,800 jobs and raises the state's total to 1,266,700. Utah's seasonally adjusted unemployment rate fell to 5.1 in November, compared to October's 5.2 percent. The 3.1 percent growth rate matches Utah's long-term yearly average, measured since 1950, and is the first time the economy has achieved average employment growth since late 2007. All of the growth occurred in the private sector; there was no net government job growth over the past year.

• **Utah had significant movement** in the annual Allied Van Lines Magnet States Report, which tracks U.S. migration patterns. Utah moved from 25th among outbound states to the 11th-most inbound state. Texas was the top "magnet" state for the eighth consecutive year, with 1,585 more inbound family moves than outbound moves performed by Allied. Utah had 864 inbound moves and 718 outbound moves.

• **Utah had the fifth-highest population increase** between July 1, 2011, and July 1, 2012, according to an estimate calculated by the U.S. Census Bureau. The increase was 1.45 percent. North Dakota had the largest increase, at 2.17 percent. The U.S. saw its overall population grow by 2.3 million people to reach 313.9 million, for a growth rate of 0.75 percent. Texas gained the most people during the period, with 427,400. Only Rhode Island and Vermont lost population.

• **Utah is ranked eighth among states** in the Small Business & Entrepreneurship Council's "U.S. Business Policy Index 2012: Ranking the States on Policy Measures and Costs Impacting Small Business and Entrepreneurship." The index ranks states according to 46 policy measures, including a wide array of tax, regulatory and government spending measures. The most entrepreneur-friendly state is South Dakota. The least is California. The index formerly was known as the Small Business

Survival Index.

• **Utah received a "6 out of 10" score** in the 10th annual "Ready or Not? Protecting the Public from Diseases, Disasters, and Bioterrorism" report of key indicators of public health preparedness. A total of 35 states and Washington, D.C., scored a 6 or lower on the 10 key indicators. The report was issued by the **Trust for America's Health (TFAH)** and **Robert Wood Johnson Foundation (RWJF)**. It found persistent gaps in the country's ability to respond to health emergencies, ranging from bioterrorist threats to serious disease outbreaks to extreme weather events. Two states received the lowest score, 3 out of 10, while four received the highest, 8 out of 10. Utah was among 15 states with a 6 out of 10 score. Details are at www.healthyamericans.org and www.rwjf.org.

ENERGY/ NATURAL RESOURCES

• **Graco Oilfield Services** has moved its corporate headquarters from Vernal to Frisco, Texas. The company said the move makes it more centrally located among its stores and customers. Graco Oilfield Services is a "doing business as" of **Graco Fishing & Rental Tools Inc.**, a privately held fishing and rental tool company. It provides well services to oil and natural gas companies.

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FINANCE

• **Grandeur Peak Global Advisors**, Salt Lake City, announced that it is now managing over \$400 million in assets across its Global Opportunities and International Opportunities small cap equity strategies. Roughly \$260 million is in the Global Opportunities portion and about \$140 million is in International Opportunities.

• **Wasatch Advisors**, the investment manager to the **Wasatch Funds**, has launched

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the Wasatch Emerging Markets Select Fund (WAESX). This no-load mutual fund invests in a portfolio of 30 to 50 geographically diversified emerging-markets companies of all sizes. The fund is managed by **Ajay Krishnan**, joined by **Roger Edgley**, the director of international research at Wasatch Advisors. Krishnan and Edgley also co-manage the Wasatch Emerging India Fund and the Wasatch Global Opportunities Fund (along with JB Taylor). Based in Salt Lake City, Wasatch Advisors is an employee-owned investment advisor founded in 1975. It had \$13.1 billion in assets under management as of Nov. 30.

HEALTH CARE

• **Vascular Health Sciences**, Salt Lake City, has established new blog on ArteryHealth.org that features discussion and commentary about news and research about artery health. Contributors include Vascular Health Sciences medical advisor **Dr. Derrick DeSilva**; chief science officer **Nathalie Chevreau**; science advisor **Hans Vink**; public relations and social media marketing director **Nate Long**; and corporate communications director **Kevan Allbee**. Guest posts written by experts from around the web also are planned. Founded in 2010, Vascular Health Sciences explores technologies, develops products and disseminates information to increase awareness and promote the proper care of the endothelial glycocalyx.

• **Intermountain Healthcare**, Salt Lake City, has been ranked in the Top 50 Best Places to Work in 2013 rankings published by Glassdoor, an online career and review site that depends on employees to post anonymous reviews about their company. The ranking was determined using feedback employees shared on Glassdoor throughout the past year. Employees completed an anonymous review survey that captured their sentiment toward career opportunities, compensation and benefits, work/life balance, senior leadership, and culture and values.

FOOD SERVICE/HOSPITALITY

• The **Alta Chamber & Visitors Bureau (Discover Alta)** has launched online booking services for a variety of Alta lodges and accommodations directly from DiscoverAlta.com. The service includes direct booking, lodging information and a lodging specials page.

• **Ricky Borja** has joined **Kimpton's Hotel Monaco Salt Lake City**, 15 W. 200 S., as assistant general manager. Borja has more than 15 years' experience in the hospitality industry, most

recently as hotel manager and director of human resources at a Park City resort.

• **GCommerce Solutions**, a hospitality digital marketing company based in Park City, will receive honors in three categories at the HSMIA (Hospitality Sales and Marketing Association International) Adrian Awards Gala on Jan. 28 in New York. In the website category, it won a Silver Award for its Postcard Inn Beach Resort & Marina at Holiday Isle website. In the social media category, the company won a Bronze Award for the Zermatt Resort's "Endless Summer" social media campaign. In the email category, it earned a Silver Award for the Postcard Inn on the Beach winter email campaign. The company was selected from more than 1,100 entries from around the world, with submissions judged by executives from all sectors of the industry.

INSURANCE

• **Utahns pay an average monthly car insurance rate of \$58.83**, according to a FastQuotesDirect.com report. The lowest rate was \$46.17 in North Dakota. The highest was \$98.67 in New Jersey.

• **Sterling Ascend Insurance Resources**, Park City, has named **Frank Jorgenson** vice president and sales executive. Jorgenson will work from the firm's Park City office and will be responsible for sales, client services and senior carrier relationships. Most recently, Jorgenson was a commercial insurance broker for Grant-Hatch & Associates. He earned a Bachelor of Science Degree in Business Management from Brigham Young University. Sterling Ascend is a unit of Sterling & Sterling.

• The Utah Insurance Department's Fraud Division has filed criminal charges against former insurance agent **Stewart Ian Rodgers**, who has been operating under the name "**SIR Insurance Group Online**." Multiple felony charges have been filed against Rodgers in the Utah Second District Court in Farmington. The division received a complaint from a Salt Lake City car dealership with concerns that their insurance policy with Rodgers appeared to be non-existent, even though they had been paying premiums to an insurance company. Upon checking with the insurance company, the dealership believed it was insured but was told that no policy existed. Since then, two other car dealership owners have discovered that they too have been paying for coverage that does not exist. It is alleged that Rodgers has been pocketing premiums for personal use. The division is asking that anyone who has purchased a policy through Rodgers or SIR

Insurance Group Online to contact their insurance carrier to verify that a policy does exist. Anyone with information that could help the investigation may call deputy director Shane Tiernan at (801) 531-5398 or email stiernan@utah.gov.

• **Security National Financial Corp. (SNFCA)**, Salt Lake City, closed on a coinsurance transaction with a pair of insurance companies through its wholly owned subsidiary, Security National Life Insurance Co. Financial terms of the transaction with **Mothe Life Insurance**, based in Gretna, La., and **DLE Life Insurance Co.**, based in Bagalusa, La., were not disclosed. As a result of the transaction, Security National Life coinsured about 103,000 policies, with about \$40 million of reinsured reserves. Security National Life will administer the reinsured policies. In addition to life insurance, SNFCA has business segments focused on mortgage banking and cemetery/mortuary operations.

MANUFACTURING

• **Headwaters Inc.**, a building products company based in South Jordan, has announced plans to acquire the assets of **Kleer Lumber Inc.**, a manufacturer of cellular PVC trim board and moulding products, for an undisclosed amount. Kleer's products are manufactured at its Massachusetts manufacturing and research and development facility. It was established in 2005 and had sales of about \$38 million for the 12 months ended Oct. 31. Headwaters will finance the acquisition through a public offering of some of its common stock.

REAL ESTATE

• **The Bascom Group LLC**, a private equity firm based in Irvine, Calif., has acquired **Peppertree Park**, a 96-unit apartment community in West Valley City for \$6.15 million. Bascom worked with **Gary Mozer** and **Katie Rodd** of **George Smith Partners** to arrange the financing for the purchase. **Craig Burton** of **ARA Enterprises Inc.**, in the transaction. The acquisition is Bascom's 10th purchase in Utah. Built in 1985, Peppertree Park consists of six buildings on 4.6 acres. Bascom said it plans to make significant exterior and interior improvements, as well as further enhancements to the community amenity package.

RESTAURANTS

• **Carver's Steak & Seafood**, Sandy, was listed among Restaurant.com's top 25 most popular restaurants in the U.S. in 2012. The findings are a compilation of data from the popular Restaurant.

com site, as well as feedback from diners through Restaurant.com's verified diner ratings and reviews. Carver's was rated 4.5 out of five stars. Restaurant.com has 18,000 restaurant partners nationwide.

• The **McDonald's** restaurant at 895 E. Fort Union Blvd., Salt Lake City, recently became the 42nd restaurant in Utah to undergo a redesign as part of a McDonald's nationwide revamp that began in 2011. The restaurant is owned by Clark Stringham. It is the second major remodel of the restaurant since it opened in 1990. The redesign includes a new Play Place with a contemporary seating options; a new, modern exterior; and enhanced, double-lane drive-through. Technological enhancements include power outlets at seating areas for customers who are using McDonald's free Wi-Fi. The restaurant increased staffing by about 10-percent with the remodel. The drive through also is now open around the clock. The nationwide redesign involves most of the chain's 14,000 U.S. restaurants and is expected to be completed by 2015. McDonald's has 108 restaurants in Utah, all locally owned and operated. They employ 5,765 people.

• **The Habit Burger Grill** will open its first Utah location Jan. 10 in the Sugarhouse/2100 South neighborhood development within the Granite Furniture block. The company is best known for made-to-order "Charburgers" grilled over an open flame and consistent, friendly service. It has 68 locations and is a sister company to Cafe Rio. The Habit plans to open two more Utah locations within the year.

• **John Thomson** has opened his 10th **Dickey's Barbecue Pit** at 2056 N. Nill Field Road, Layton. Thomson recently became the area developer for Utah and Colorado and currently has nine stores in development in Utah, Colorado and Idaho. Dickey's offers smoked

beef brisket, fried okra and mac and cheese, among other items. The Dickey's franchise, founded more than 70 years ago, now has more than 270 locations in 43 states.

RETAIL

• Entrepreneur **Clifford Aikionbare** has opened a **City Dollar Store** at 653 W. 5300 S., Murray. The store offers items from essentials to accessories, toys, kitchen and bathroom items, stationary and other items. Aikionbare contacted **Dollar Store Services** to help develop his business. Dollar Store Services has opened over 2,300 dollar stores worldwide.

• **Beckett & Robb**, Salt Lake City, has closed on an investment from **Rock & Hammer Ventures (RHV)**, allowing Beckett & Robb to expand to the San Francisco market. The amount of the investment was not disclosed. The company is a maker and merchant of menswear apparel and is focused on making European custom tailoring available to the masses. Based in North Logan, RHV was founded in 2010 and has partnered with more than a dozen early-stage businesses to provide them with growth capital.

• **Orabrush Inc.**, Provo, announced that three Canadian retail chains have agreed to carry its tongue cleaner product. First available in Canada in September 2010, the product is now available in more than 75 London Drugs locations, 300 Walmart Canada stores and, for the first time, more than 760 Shoppers Drug Mart stores. Of more than 50 million worldwide views of the company's YouTube channel, 8.6 million come from Canada, and about 47,000 of its more than 240,000 Facebook fans live in Canada.

SERVICES

• **Franklin Covey Co.** will

continued on next page



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from previous page

have a 50-city North American tour in January and February to provide overviews of its newest productivity training offering, called Project Management Essentials For the Unofficial Project Manager. The overviews are designed for leaders and managers who want to increase employee project manager skills within organizations. It will be offered Jan. 15 in Salt Lake City. The company also is offering live, one-hour webinar overviews.

- **Green River Capital**, West

Valley City, has created a component servicing division in response to a growing demand for individual, customized services. The company provides REO asset management and loss mitigation services for mortgage servicers, investment firms, credit unions and banking institutions. The division supports institutional investors and lenders involved in various REO-to-rental initiatives. GRC provides pre- and post-acquisition services including collateral underwriting, property and market level due diligence

and transaction management services including, title searches, title curative activities, escrow administration and repair oversight. The division currently provides these services on more than 4,000 properties each month and has developed a highly flexible and scalable platform to absorb additional volume.

- **Dental Select**, a privately held dental benefits company based in Salt Lake City, has promoted **Suzette Musgrove** to chief operations and strategy officer. In

addition to leading operations, she will play a key role in the execution and implementation of initiatives that drive decision making and long-term planning at Dental Select. The position also will be responsible for identifying and sustaining business development needs, company objectives and interpreting trends within the dental industry, while actively seeking new partnerships and growth opportunities. She has 17 years of experience at Dental Select, including serving the past four

years as chief sales and operations officer. She has more than 29 years of experience in the dental industry.

- **Savage**, a supply chain solutions company based in Salt Lake City, has announced that **David Winder** has joined the company's board of directors. Winder has worked with KPMG and the Utah Department of Community and Economic Development and is a director and chairman of the governance committee of the

continued on page 10



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It takes the earth 365 days to orbit the sun. Fortunately it only takes a few minutes to apply for a solar incentive for your home or business. Due to high demand, participants will be selected randomly through a lottery. The recently expanded Utah Solar Incentive Program will accept applications from January 15 through January 28, 2013. To learn more, call **1-888-221-7070** or visit rockymountainpower.net/solar.



Let's turn the answers on.



What are you doing new this year?

No one ever asks, "what are you planning on achieving this year?" or "how much of that weight are you going to take off this year?" or "what will you do differently in the coming year that you didn't do in the past year?" There aren't many questions or responses about what positive things are about to happen next.

It seems as though people are willing to spend hours talking about the superficial, and not one minute talking about the reality of their lives.

Not me.

Yes, I am going to wish you a Happy New Year.

Yes, I hope it's a healthy one and a successful one.

But that is just a wish.

The reality is for you to have a healthy, successful New Year, you're going to have to work your butt off. You are going to have to do more in the coming year than you did last year. You are going to have to harness the power of your work effort and your intelligence, and do your best to turn it into money.

I know I will.

Reality: I have written many things about the lunacy of making New Year's resolutions. They are not a total joke, but they are close. For all of you watching or reading, please send me one dollar for every resolution you made but never kept.

Heck, I'd have to send myself a few hundred.

Here are a couple things you should resolve to do in the coming year that will allow you (and me) to over succeed and over achieve:

1. **Allocate your time in 30-minute segments.** This gives you a full understanding of whether your time is being "spent" or "invested."

2. **Take at least two of your allocated segments (one hour) and dedicate them to writing each day.** Writing will clarify your thoughts and help you find and solidify a clear (or clearer) direction.

3. **Learn to use business social media by becoming actively involved.** Build your reputation and your personal brand.

4. **Visit your top 10 customers before the month of January is over, talk to them about why they do business with you, and what they're looking to achieve in the coming year.** Ask for (earn) business in January.

5. **Make a secret list of**

the big things you are looking to accomplish over the next few years, not necessarily just this year. Maybe it's to write a book, maybe travel to certain places, or maybe to get a bigger house. Whatever it is, write it down. Somehow written things become more solid in your mind that just thoughts.

6. **Make plans to celebrate, not just achieve.**

I have found that celebrating an achievement confirms and affirms the reward in your mind. Not just "I did it," but also, "I'm proud that I did it." That celebration will lead you to the next.

So why am giving you a cold slap in the face on the first day of the first full week back on the job?

Answer: Someone has to. Otherwise you may wait until February or March. (Further gentle slaps in the face will be available weekly in this publication or my weekly email magazine, *Sales Caffeine*.)

But between now, and then, and every day, I thank you for being my customer, and for your continued loyalty. Happy, healthy, wealthy New Year!

GitBit: Want a few more ideas on how to achieve what you're setting out to do this year? They're yours by going to www.gitomer.com and entering the words GOAL POST IT in the GitBit box.

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

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Jelly of the month club?

Many of my clients have reported significantly improved business results last year compared to the past few years. The common threads seem to be near record revenue, but with profits still below expectations. Their employees are working harder and producing great results while dealing with uncertainty and tough challenges. They see the revenue growth but not the profit problem. So the question arises, how can I keep them motivated? The answer: the traditional holiday bonus, again?

This tradition of holiday or year-end bonuses began around the dawn of the 20th century as cash became a replacement for the agricultural gifts of food. According to the Princeton sociologist Viviana A. Zelizer in the Huffington Post, Woolworth's first Christmas cash bonus to employees in 1899 (\$5 for each year of service, with a limit of \$25) was meant to match competitors' higher wages and avoid a strike. In 1902, J. P. Morgan & Co. apparently broke the record by giving each of their employees a full year's salary as a Christmas present.

Over time, such gestures of appreciation began to be expected by employees, who even committed the money before opening the envelope. Many of you probably watched the *National Lampoon* classic movie "Christmas Vacation" this season and cringed when Clark Griswold opens the long-awaited bonus envelope and discovers it contains a membership in the Jelly Of the Month Club. Since Clark had already spent on a swimming pool deposit he felt compelled to kidnap his boss to extort the bonus he "deserved," as he had received a bonus for the past 17 years.

To break the entitlement mentality, business owners should consider replacing the discretionary bonus with well-crafted, tested and communicated incentive programs. The difference is simple. A bonus is a grant of money that employees are grateful for, but

they really have no idea why they got the amount they did or what to do to get it again. The only frame is whether the amount is larger or smaller than last year. This perspective feeds the entitlement mentality and increases the pressure on the decision-maker.

In contrast, incentives are tied to measurable or observable performance results. The amount of the incentive is directly derived from results in a predetermined manner. The employee knows what they delivered, and therefore how much incentive they will receive, good or bad.

To be successful, certain key principles of incentive design must be followed:

- Measures drive improved business results.
- Formulas are pre- or back-tested to ensure a positive ROI.
- Payments reward both what and how results are achieved.
- Goals are understandable and achievable.
- Performance is within the employees "line-of-sight" or control.

• Awards are included in a total compensation strategy.

• Start now; early in the year announce the change from bonuses to performance-based incentives. Involve key employees in the design and communication process. Make sure you are targeting what you desire to see happen. Watch for behavioral changes both positive and negative.

Properly designed and communicated incentive plans drive behavior. They can be truly, as Eddie told Clark, the gift that keeps on giving throughout the entire year. So break the entitlement mentality and avoid being kidnapped.

Russell Lookadoo is the president and chief strategist for HRchitecture, a consulting firm specializing in helping business leaders accomplish their goals by effectively using their teams. He owns The Alternative Board practice locally, which establishes and facilitates peer advisory and coaching solutions to leaders of privately held businesses in the Salt Lake area. Internationally, The Alternative Board has over 3,000 member companies and 225 facilitators. Lookadoo is also a TAB-Certified Facilitator and SBL-Certified Coach.



Jeffrey Gitomer



Russell Lookadoo

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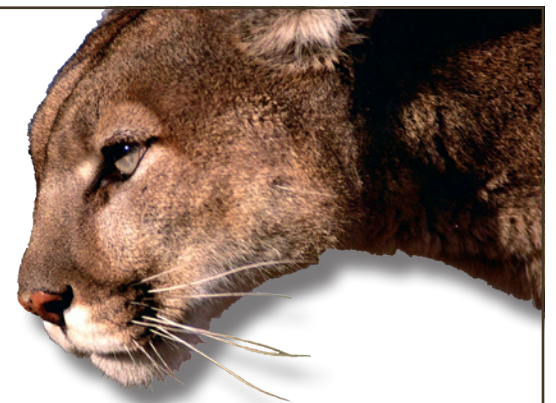


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New Year's sales resolution to have better conversations

After two decades of sales, starting from quota-bearing rep to national sales executive with EDI Technologies, Siebel Systems and Oracle, I have recognized that the most obvious issues surrounding how to grow sales are often the hardest to learn and teach. While most managers are passing down their outdated methods to their reps, today there's a new type of rep who thrives over all of them.

I see companies spend millions tracking "what" someone did with little attention to "how" to say it more proficiently. The actual sales conversation is obviously overlooked! Is management more interested in looking good on a spreadsheet of activities than actual sales performance? If a rep makes 20 percent more calls than the rep next to them, are they getting a 20 percent better closing ratio? Not today.

Since 2005, social opinions and vast information have become readily available to prospects, completely changing the rules of sales. Reps focusing mainly on activities, destroying prospect lists with ineffective calls, are being outsold by those who have practiced having a natural, compelling conversation.

After intensive analysis of top-producing reps, 10 sales characteristics and practices are constantly overlooked by others. The top 5 percent are having agile conversations that drive the next sales conversion again and again when others can't. Below, I've detailed these 10 traits that I've observed.

• **Demonstrate compelling knowledge of products and services.** This sounds simple, but it's surprising how many salespeople are unable to answer common questions. Amazingly, measuring this across industries weekly, the average rep can only answer questions in a compelling and engaging way 12 percent of the time. Each rep should pick five questions and then ask, "Is there anything compelling in 'how' I answer these questions?" If you and your colleagues can't easily pick it out, neither can your prospects.

• **Demonstrate passion about the products and services.** The deeper your curiosity, the deeper your understanding becomes. The more you learn, the more you'll want to learn. Neuro-connections formed in your brain will help you feel physically comfortable with the information and make it easier to retrieve at crucial moments. Ask yourself "how" you are measuring and demonstrating your depth of knowledge now.

• **Practice what you're going to say out loud and record it.** This is seldom done with any consistency. Record yourself answering the questions and, surprisingly, you'll hear three voices. Voice one: The personal perception voice we hear when we think. Voice two: The personal free flow voice we hear as we speak. Voice three: The personal revelation voice that surprises us as we learn from listening to our recordings. Keep practicing until all have natural, ideal responses. Ed Macauley, basketball Hall of Famer taught, "When you are not practicing, remember, someone somewhere is practicing, and when you meet him, he will win."

• **Focus on improving one conversational element.** Interestingly, the best rep on the team isn't the top producer. Not even close. You might be concise while someone else knows more compelling content. One rep might have an engaging delivery while another answers objections invitingly. Pick one element and focus on how you will improve it this month using strengths learned from your peers.

• **Share.** Communicate your ideal ideas on how you're having success to your team immediately, while it's still current. "A rising tide lifts all ships." Too often we see reps compete more with each other than the competition. The first step to massive sales

conversation performance improvement is sharing. You start and others will follow.

• **Receive and acknowledge feedback.** Most reps never learn this skill, and it is a skill that takes practice. Of course, it's easier to push feedback at others than to receive it. One reason feedback is powerful but overlooked is the interactive sales skill it teaches. Listening to clients and receiving feedback is critical to making connections with prospects. Besides, you have the choice of how you use it in your conversations.

• **Measure daily and weekly achievements, not goals.** Reps set failure goals all the time. A failure goal is a big goal without a plan on "how" to get there. Think interim steps. If you want \$3 million in sales this year, it starts with "how." How do you say something compelling and repeatable to 20 new prospects so you get return calls or the next appointment?

• **Be accountable.** Top reps take full responsibility for their own success and failures daily. Lesser ones deflect and blame people and circumstances. One destructive habit often found in reps is a constant blaming of themselves or others. Accountable means you fix the problem and measure your improvement quickly. Are you measuring "how" you are able to improve the common crucial statements, objections and questions that arise daily? Accountability is synonymous with follow-up. Ignoring issues brings chaos, not accountability.

• **Measure what's working and "how" well it's working.** You can't fix what you can't measure. You also can't improve what you don't measure. Test it with a purpose, not just randomly. The key to measurement is a discipline of consistency. Measuring once is of little value. Measure weekly and you'll destroy competitors who constantly fail because they're trying to improve all at once, quarterly. Which, by the way, still happens to be the method of 99 percent of current sales teams. Keep in mind that the big quarterly review is another slow, outdated method from pre-2005.

• **Have a system. Follow a system.** Name any great coach, general or leader in history who said, "Just go do whatever." You won't find any. They all had a system. A conversation system provides a place to record, measure, benchmark, reference back to and store institutional and personal knowledge. A system keeps driving performance when a person runs short on time, misses priorities or lacks energy. The father of operational efficiency, W. Edwards Deming said it best, "[Even] a bad system will beat a good person every time."

Ultimately, notice each step above recognizes "how" not just "what" is being done. If you do anything this New Year, it should be focused on "how" to measure and improve sales conversations. The rep that has better first conversations will have many more second and third conversations. Eliminate the generic conversations if you're serious about real performance in a new ultra-competitive world.

Proficient sales conversations are the core differentiator for success or failure in 2013 sales interactions. Period. They are the lifeblood of the sales rep. If this is your greatest asset or biggest tripping point, then nothing should be a higher priority. That is, if you truly want to be a winner.

Chris Bijou is CEO of iDealResponse, a Draper-based firm that bills itself as having deployed the first verbal response management (VRM) system that measures and improves proficiency in sales and customer service interactions. It has been adopted by Fortune 100 companies, including four of the top 10 financial services companies.



Chris Bijou

2013 outlook positive for commercial real estate

By NAI West

Overall, Utah's commercial real estate market had a positive 2012. Throughout the year markets statewide fluctuated with the economy and presented significant opportunities for owners, investors and users of commercial real estate. The positive momentum experienced throughout 2012 has made commercial property owners and brokers excited and optimistic for 2013.

A prevailing sentiment throughout the market is that owners and users of property feel more secure and less hesitant to make real-estate moves. Continued low interest rates have made new construction or purchases more feasible for owners and investors, while lease rates remain reasonable for tenants.

Some of the common trends throughout the industry are:

• Utah's economy is strong and has created an ideal environment for buyers, sellers and tenants in all areas.

• Class A space has experienced the strongest demand increase in all areas.

• All segments of commercial real estate will see continued growth through 2013.

Office Market Outlook

Looking forward to 2013, office real estate users, owners and agents are excited and optimistic. Chris Falk, vice president of NAI West Commercial Real Estate, said he is seeing activity in areas that have been slow for the last four or five years, such as Davis and Weber counties. South Davis County will have nearly 220,000 square feet of new office space come online in 2013, 70 percent of which will be spec space. Commercial real estate agents in the area are eager to see large users of space (20,000 square feet or more) enter the area.

All of this new development should impact vacancy rates, which have not changed significantly over the last year. According to Falk, office condos will be an area that will experience growth in 2013. The significant amount of available space coming on line, combined with record low SBA loan rates, should help the office condo market flourish this year.

Falk stated that the biggest potential hurdle for the office market would be a negative perception of the general economic and business environment. Tentative business owners putting strategic moves on hold could prolong and slow the ongoing recovery. Falk said that waiting could be more negative than anything at this point. With low interest rates and other economic incentives, this is the ideal time to make real estate acquisitions.

Retail Market Outlook

The retail real estate market had a very positive 2012. Vacancy rates dropped last year, and landlords have been able to experience a little relief as lease rates have increased slightly. The trend is that the local and national economies continue to progressively improve.

According to Andy Moffitt, retail specialist with Mountain West Retail/Investment, 2013 should be incrementally better than 2012. He stated that 2012 was one of the best years ever for retail brokers. Much of this has come due to low CAP rates and low interest rates on financing. Moffitt said he expects to see this continue into 2013, and while a blowout year is not expected, he is looking forward to continued improvement.

Areas of growth in the coming year are expected to be in the fast-casual restaurant market, as these continue to increase in popularity and chains seek to open more locations. Mid-box retailers are also seeking to reposition into higher quality properties. Additionally, investment opportunities are plentiful as sales prices and interest rates remain low.

However, Moffitt also explained that big-box retailers may be looking to reduce store sizes over the coming year. Opportunities to shrink by 5,000 square feet can lead to significant savings for retailers. Additionally, there are no significant construction projects on the horizon. Grocers and shopping center owners have nothing planned for the coming months.

Overall, the retail sector should continue to be positive for Utah. Moffitt said that the big question mark is how health care legislation will affect retailers, stating that the increased costs for health care could lead to shifts in the numbers of full-time employees.

Industrial Market Outlook

Utah's industrial market will continue its slow and steady climb to recovery in 2013. Jason Hagblom, an industrial specialist at NAI West, stated that the stability of Utah's economy, coupled with increasing levels of new bulk distribution supply, will continue to support local growth and attract new companies to our market. 2012 also saw the completion of a number of major industrial projects and transactions, including the largest ever industrial lease in Salt Lake City.

Local industrial data indicates modest upward projections of lease rates, number of leases and total square feet leased. The

see *OUTLOOK* next page

So you're going to present: how to engage your audience

By John Graham

Most of us have one of two common, but quite opposite, reactions after making a presentation. We either think it went very well or we did a lousy job.

Such responses are certainly understandable since presentations are highly personal. When speaking before large or small groups, we put ourselves on the line — there's no place to hide.

How many times have you heard someone say, "I should have done better, but I didn't have enough time to prepare," "I wasn't feeling well," "the dog ate my presentation," "I'm just not good at this" or "my personal style is better in one-on-one situations"?

Then there are those who never doubt their ability, believing they're better presenters than they actually are. If they hear criticism, they quickly dismiss it: "that guy doesn't know what he's talking about."

There's plenty of available advice on how to be a more effective presenter, but "telling" us what to do usually isn't much help. A better approach is gaining insight by asking the right questions. Here are 10 questions that can be helpful in preparing to present for almost any speaking

occasion, from a large group to a one-on-one setting:

• **Why am I making this presentation?** Or, to say it another way, what do I want to accomplish? Most presentations fail because speakers lack a well-defined understanding of what they want their listeners to do. If this isn't clear to the presenter, the participants will be confused, bored and feel they are wasting their time.

• **What does my audience want to hear?** Too many presenters find themselves in trouble (and don't even know it) by focusing on what they want to say, almost to the exclusion of the participants.

Someone has said that a good presentation is a compromise between what the speaker wants to say and what the audience wants to hear. Viewing those who listen to us as our "customers" is critical. In effect, they're the ones who judge the success or failure of a presentation.

This is a tough task, requiring considerable discipline. As presenters we're often so intent on "delivering our message," we lose sight of getting our message across to our "customers."

• **How can I hold my listen-**

ers' interest? The best way is to use stories, stories, stories. A 93-year old family friend, Ruthie, tells of taking her seven year old grandson to McDonald's on one occasion. She was surprised when he didn't order french fries. "I thought you really liked them," she said. "I did, but not since they put potatoes in them," he replied. He knew them as "french fries," not french fried potatoes. What a great story to help make the point that shortcuts often lead to unintended consequences.

• **How should I go about holding everyone's attention?**

The answer is to invite them to participate in your presentation, something that isn't as risky as it may sound. You can let them know at the beginning that you want them to ask questions or make comments during the presentation by raising their hands. They need to know that they'll not be interrupting you.

Yes, there may be a smart remark or two, an irrelevant comment or question, but it's worth it to create an open atmosphere that lets everyone know that this is a "we" and not "me" event.

• **How can I avoid having a case of nerves?** It may seem a bit crazy, but nerves are normal. Whenever you put yourself on the line — from playing a sport to getting married to buying a home or making a presentation — it involves having "a case of nerves."

Nerves are not only normal, but embracing them can improve your presentation. They send the message that we're putting ourselves at risk and it's time to rise to the occasion. Audiences feel this; they sense the energy. And as we start, we tend to come to an equilibrium that lets us take control and move forward.

• **How should I go about organizing my material?** There are a variety of "formats," but "problem-solution" is one of the best because it works well in just about any situation.

If your topic is "The Need to Re-Organize Our Company's Sales Regions," the first step is to discuss the reasons why the reorg is necessary: the current arrangement is inefficient, too costly, doesn't provide a competitive advantage, and isn't producing the desired results.

The goal in the "problem" portion is to gain the listeners' support for your analysis.

Once your case for change is made, it's time for your "solution." Here is where you show how your recommendations overcome each of the points presented in the "problem" portion. At that

point, you will have won the listeners to your viewpoint.

• **How can I be sure I'm properly introduced?** This isn't a minor point. The person introducing you should set the stage for your presentation; it's your "send off."

It's a mistake to assume that you will be introduced properly. As a presenter, you are responsible for ensuring that the introduction makes it clear you have earned the right to speak to them. To make sure the introduction creates the desired impression, experienced speakers often provide a prepared introduction that can be used as is or as a guide.

Even so, presenters should always begin with a brief "self-introduction" that subtly expresses why you have been selected to speak. If this seems a bit gutsy, just remember that a poor introduction hurts your presentation.

• **How should I prepare for a presentation?** No presenter is ever totally prepared, even after giving the same talk numerous times. Some speakers write out every word, and there's no substitute for getting it down in writing and then editing it. One presenter didn't begin speaking extemporaneously (prepared but not using notes) until he had spent nearly two decades writing his speeches word-for-word.

A compromise approach can be helpful. To make certain the opening of the presentation grabs attention and clarifies your purpose in speaking, it should be written out. And so should the various transitions, so you move smoothly and clearly from one point to the next. Above all, it's essential that the conclusion be written. It's your last few sentences that determine a presentation's destiny, up or down.

Those who say "I've gone over it in my head" are headed for failure. Making an outline is helpful in the initial development of a presentation, but doesn't help with precise word choice, which is the difference between an adequate

presentation and an exceptional one.

• **Should I use screens?** The one word answer is — sparingly — recognizing that screens turn into a crutch most of the time. What's projected is *not* your presentation. At best, PowerPoint screens should only *support* your message. If a screen can help clarify a point, use it. If it can enhance the viewers' experience, include it. If a screen doesn't pass this test, delete it.

In effect, a presentation should never, ever be PowerPoint dependent.

• **What should I do if something goes wrong?** The lights go out, the projector fails, the sound system quits, noise from the next room distracts the participants, the previous presenters run over and, just before you go on, the chairperson asks you to cut your time slot in half. All of these (and others) can happen. I know, because they've happened to me — fortunately not at the same time.

Something can and will go wrong — and it's a disconcerting experience, to say the least. So, plan for it. And the best way to get ready is to think about the unthinkable by asking "what if" questions. For example, what if a storm hit and the event is cancelled. The next day you could send everyone a copy of your presentation. Whether the conditions are good or bad, you're still the presenter. So, always be ready to make lemonade.

Making presentations is a combination of art and discipline that has but one goal: to do everything possible to convey your message as successfully as possible. And that starts by asking the right questions.

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OUTLOOK

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market is seeing less and less one-year lease renewals and more three- to five-year year deals — a sign that many tenants are finally in a position to step up and take advantage of the diminishing low-lease rate opportunities. The decrease in square feet sold and number of sales should begin to flatten out while average sale prices of class A and B product will continue to increase.

Hagblom predicts robust activity in 2013 for the industrial market; improved fundamentals, capital availability and pent-up demand should continue to fuel a healthy recovery.

Investment and Multi-Family Market Outlook

Investment and multi-family indicators show a very positive outlook for 2013. In 2012 investment property sales increased well beyond expectations as demand for Class A assets fueled the acquisition of numerous properties, especially retail and apartment properties. Both owners and sellers will have significant opportunities as vacancy levels decrease and lease rates remain low.

Commercial real estate professionals maintain that the investment market will continue to see growth as market fundamentals improve. Rick Davidson, NAI West executive real estate agent, said there seems to be less inse-

curity in the market. Institutional investors have realized that Class A real estate is the best hedge against the uncertainty of these political and economic times.

Davidson also expects multi-family to be a popular product in the coming year. Many owners seem content to ride out a strong multi-family market and will look to refinance at lower rates, if they have not already done so. Low rates are also making this an opportune time for purchases and new investors to enter the market.

Davidson stated that as the dust settles, he expects the average investor to be a little less cautious and return to the market as we move into next year.

Summary

Overall, Utah continues to have one of the healthiest commercial real estate markets in the country. 2012 proved to be a very positive year and 2013 looks to continue that trend. Across all market segments, outlooks remain positive and agents and owners alike are optimistic for the next 12 months.

NAI West was founded in Salt Lake City in 1998 as a full service commercial real estate brokerage. It has since grown to include property management, property maintenance and business acquisition services.



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EnergySolutions board of directors and a director and chairman of the audit committee of GE Capital Bank and of AlSCO Inc.

- **ProPay**, Lehi, is now a wholly owned subsidiary of **TSYS**, based in Columbus, Ga., after **TSYS**' acquisition was completed. ProPay previously was a privately held company. It offers payment solutions for organizations ranging from small, home-based entrepreneurs to multi-billion dollar enterprises. **TSYS** supports financial institutions, businesses and governments with services in more than 80 countries. It offers merchant payment-acceptance solutions and services in credit, debit, prepaid, mobile, chip, health care and more.

TECHNOLOGY/ LIFE SCIENCES

- **Chris Diener** has joined global analytics and research firm **AbsolutData** as senior vice president. Diener is based in Salt Lake City and will serve as a member of the leadership team and will lead efforts to scale the company and double headcount over the next year following a recent \$20 million round of investment by Fidelity Growth Partners. Diener previously was chief operating officer of The Modellers and executive director of its recently created division ModHub. He has more than 15 years of executive-level experience, including founding a marketing analytics company.

- The **University of Utah's Technology Commercialization Office (TCO)** has started an effort to bring the "crowdfunding" trend to the world of academic research and technology commercialization. The TCO has launched four campaigns on a new website portal designed specifically to attract donations for new university technologies. TCO created the portal, called University Tech Vault, through an exclusive partnership with **RocketHub**, a crowdfunding platform.

- **DigiCert Inc.**, Lindon, has received a majority investment from **TA Associates**, a global growth private equity firm based in Boston. Terms of the investment were not disclosed. Founded in 2003, DigiCert provides online authentication and encryption services to companies, government agencies, financial institutions, and educational and medical institutions worldwide. It is the world's third largest issuer of high-assurance certificates, serving more than 60,000 clients in 176 countries. TA Associates has invested in more than 425 companies globally and has raised \$18 billion in capital.

- **Constant Contact Inc.**, based in Massachusetts, has announced five regional promotions to help expand its local education program. The promotions include one for **Zak Barron** as area director over a region that includes Utah. Constant Contact helps businesses, nonprofits and

associations with online marketing tools.

- **USANA Health Sciences Inc.**, a nutrition products company, has announced a reorganization of its management team. **Doug Hekking** is stepping aside as the company's chief financial officer to return to a role that will support the company's finance and operations groups. **USANA** said the change was prompted by his need to attend to family health matters and his desire to serve in a more targeted role within the company. **Paul Jones**, currently the company's vice president of human resources, has been named as interim CFO. Jones has been with **USANA** since 2005. **USANA** accepted the resignation of chief operating officer **Roy Truett**. **Jim Brown**, who was recently promoted to chief production officer, will direct operations and report directly to the CEO. **Rick Stambaugh** has been named chief information officer. **Lori Truman** has been promoted to vice president of U.S. field development.

- **Property Solutions International Inc.**, a property management websites and payments company based in Lehi, announced that its SiteTablet iPad application was awarded "Best Consumer Products and Services App" in the first-ever Tabby Awards. The SiteTablet mobile leasing app was selected from among approximately 100 entrants as the leading business app in the area of consumer-related activi-

ties. Fourteen "best of" honorees were chosen by an international panel of tablet app development experts.

- **Nu Skin Enterprises Inc.**, a skin care and nutrition company based in Provo, said it plans to increase its regularly scheduled dividend payments by 50 percent for 2013. With this planned increase, the company will have increased dividends for each of the 12 consecutive years since it instituted the payment of dividends to stockholders. The 2013 increase would result in a 140 percent increase in dividends over the past three years. Beginning with its regular first quarter dividend in 2013, the company currently expects to pay a quarterly dividend of 30 cents per share, or \$1.20 per year, compared to the previous quarterly dividend of 20 cents per share, or 80 cents per year.

- **USANA Health Sciences Inc.**, a global nutrition company based in Salt Lake City, has signed three U.S. Ski and Snowboard Association (USSA) athletes as its newest brand ambassadors: freeskier Grete Eliassen and Nordic combined skiers Billy Demong, Bryan Fletcher and Taylor Fletcher. **USANA** provides nutritional supplements to more than 600 athletes worldwide and is the official health supplement supplier of the USSA. The company, founded in 1992, manufactures supplements and personal care, energy and weight-management

products.

- **MonaVie**, a nutrition products company based in South Jordan, has announced the promotion of two executives. **Katy Holt-Larsen** is vice president of North America and **Dr. Shawn Talbott** is chief science officer. Holt-Larsen will work alongside **MonaVie** founder, chairman and CEO Dallin A. Larsen to create and drive strategy and run daily operations for the entire North America market. She has served as executive director of MORE Project, **MonaVie's** charity, a position she retains. She has more than 15 years of experience in organization and leadership development. Talbott will advocate and lead **MonaVie's** global product strategy and product development efforts. He joined **MonaVie** in January 2012 as vice president of research and product development.

TRAVEL, TOURISM

- **Visit Salt Lake** has won the bid to host the 2015 annual meeting of the **Society of Environmental Toxicology** at the Salt Palace Convention Center. The event is expected to have about 2,500 attendees and generate more than \$2.3 million in direct attendee spending. The city's bid for the 2015 meeting began after the group convened in Salt Lake City in 2002. Salt Lake City beat Denver, Phoenix and San Diego for the 2015 event.

Veterans denounce neoconservative 'swiftboating' of Chuck Hagel

If Chuck Hagel is nominated by President Obama to serve as Secretary of Defense, there will be at least three compelling arguments in his favor. He served with distinction in the military and would — like Secretary of State nominee John Kerry — bring a veteran's perspective to his post. He has adopted and articulated a sane perspective on the grave foreign policy blunders whose consequences still haunt the nation, including the Iraq and Vietnam wars. And as we have learned ever since his nomination was first floated, he has made all the right (and right-wing) enemies.

Hagel is a former Republican senator from Nebraska, which means that his voting record was mostly conservative and that he has probably said many things that might offend liberal Democrats. (Already he has felt obliged to apologize for a nasty remark he once made in reaction to President Clinton's nomination of James Hormel as the first openly gay U.S. ambassador.) He is a devout Catholic and an opponent of abortion rights, and he has received

poor ratings in the past from the NAACP, the ACLU and other liberal organizations.

But as a potential nominee for Secretary of Defense, Hagel is coming under far heavier fire so far from the right — where he is being widely smeared as anti-Israel and anti-Semitic — than from the left. The neoconservatives and their allies on the religious right cannot forgive Hagel for turning against the Iraq war and the Bush administration, a stance that reflected his opposition to reckless warfare and his adoption of a realistic internationalism. They dislike Hagel as well for his refusal to endorse Israel's expansion of West Bank settlements and other actions that undermine the Mideast peace process, for his reluctance to promote war with Iran, and for his critical eye on Pentagon misspending and waste.

In reality, those are all valid reasons to support him. It is hard to believe that the opinions of the same people who assured us that Iraq would be a free and easy "cakewalk" are today accorded

any attention whatsoever, thousands of lives and trillions of dollars later.

Yet it is equally important to emphasize that the charge of anti-Semitism against Hagel is groundless and shames those who have uttered this canard. Among those who have forthrightly denounced it are Jon Soltz, a Jewish army veteran who served two tours in Iraq and now heads Vote Vets, and Jeffrey Goldberg, the *Atlantic* magazine blogger on Mideast affairs who once served in the Israel Defense Forces. (They are unlike many of Hagel's critics, who might fairly be characterized as "chickenhawks.")

In a letter to the 200,000-plus members of Vote Vets, many of whom are, like him, Democratic-leaning Iraq and Afghan war veterans, Soltz writes: Chuck Hagel, as a Vietnam Veteran, would put troops first. He has a record of challenging neocon dreams of preemptive use of force — and winning that debate. He has a record of challenging wasteful Pentagon spending, taking on the military-industrial complex, to ensure our defense dollars are responsibly spent on equipment we actually need ... So please, take a stand

against this swiftboating of a man who has only served America with honor.

Goldberg favors Hagel's appointment precisely because he believes the Nebraskan, who now teaches at the Georgetown University School of Foreign Service, would push back against Israeli policies that endanger the future of the Jewish state: I think Israel is heading down a dangerous path, toward its own eventual dissolution, because it refuses to contemplate even unilateral half-measures that could lay the groundwork for a Palestinian state ... I've spoken to Chuck Hagel in the past. He is not a hater of Israel. On the other hand, he, like Bob Gates, the former secretary of defense, might be able to look (Prime Minister Benjamin Netanyahu) in the eye and demand an explanation for the Israeli government's actions on the West Bank.

The "swiftboating" of Hagel is being mobilized by the likes of William Kristol, the *Weekly Standard* editor, who managed to avoid service in Vietnam but still believes that bloody tragedy was a great idea. Kristol and his ilk have been so wrong about every

policy issue over the past four decades that their angry opposition to Hagel is a sterling endorsement of him.

Still, there may be valid reasons to oppose his candidacy, based on his temperament, experience or record. Before confirmation he should be questioned closely on his commitment to fair treatment of LGBT personnel and on any substantive issues, such as reproductive rights, where administration policy may conflict with his personal beliefs. He may run into problems among his former Republican Senate colleagues, not all of whom admire him, but their opinions should carry little weight. Indeed, their opposition too should serve to strengthen the case for Hagel's confirmation. He has served his country with courage and principle over many years in public service — which is far more than can be said for most of his adversaries.

To find out more about Joe Conason, visit the Creators Syndicate website at www.creators.com.

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Joe Conason



Happy New Year?

The beginning of a new year is often a time to look forward and look back. The way the future looks, I prefer to look back — and depend on my advanced age to spare me from having to deal with too much of the future.

If there are any awards to be given to anyone for what they did in 2012, one of those rewards should be for prophecy, if only because prophecies that turn out to be right are so rare.

With that in mind, my choice for the prediction of the year award goes to Bret Stephens of the *Wall Street Journal* for his column of Jan. 24, 2012 titled: “The GOP Deserves to Lose.”

Despite reciting a litany of reasons why President Obama deserved to be booted out of the White House, Stephens said, “Let’s just say right now what voters will be saying in November, once Barack Obama has been re-elected: Republicans deserve to lose.”



Thomas Sowell

To me, the Republican establishment is the eighth wonder of the world. How they can keep repeating the same mistakes for decades on end is beyond my ability to explain.

Stephens said, back at the beginning of 2012, that Mitt Romney was one of the “hollow men,” and that voters “usually prefer the man who stands for something.”

Yet this is not just about Mitt Romney. He is only the latest in a long series of presidential candidates backed by a Republican establishment that seems convinced that ad hoc “moderation” is where it’s at — no matter how many of their ad hoc moderates get beaten by even vulnerable, unknown or discredited Democrats.

Back in 1948, when the Democratic Party splintered into three parties, each one with its own competing presidential candidate, Republican candidate Thomas E. Dewey was considered a shoo-in.

Best-selling author David

Halberstam described what happened: “Dewey’s chief campaign tactic was to make no mistakes, to offend no one. His major speeches, wrote the *Louisville Courier Journal*, could be boiled down to these historic four sentences: Agriculture is important. Our rivers are full of fish. You cannot have freedom without liberty. The future lies ahead...”

Does this sound like a more recent Republican presidential candidate?

Meanwhile, President Harry Truman was on the attack in 1948, with speeches that had many people saying, “Give ‘em hell, Harry.” He won, even with the Democrats’ vote split three ways.

But, to this day, the Republican establishment still goes for pragmatic moderates who feed pablum to the public, instead of treating them like adults.

It is not just Republican presidential candidates who cannot be bothered to articulate a coherent argument, instead of ad hoc talking points. Have you yet heard House Speaker John Boehner take

the time to spell out why Barack Obama’s argument for taxing “millionaires and billionaires” is wrong?

It is not a complicated argument. Moreover, it is an argument that has been articulated many times in plain English by conservative talk show hosts and by others in print. It has nothing to do with being worried about the fate of millionaires or billionaires, who can undoubtedly take care of themselves.

What we all should be worried about are high tax rates driving American investments overseas, when there are millions of Americans who could use the jobs that those investments would create at home.

Yet Obama has been allowed to get away with the emotional argument that the rich can easily afford to pay more, as if that is the issue. But it will be the issue if no one says otherwise.

One of the recent sad reminders of the Republicans’ tendency to leave even lies and smears unanswered was a television replay

of an old interview with the late Judge Robert Bork, whose nomination to the Supreme Court was destroyed by character assassination.

Judge Bork said that he was advised not to answer Ted Kennedy’s wild accusations because those false accusations would discredit themselves. That supposedly sophisticated advice cost the country one of the great legal minds of our time — and left us with a wavering Anthony Kennedy in his place on the Supreme Court.

Some people may take solace from the fact that there are some articulate Republicans like Marco Rubio who may come forward in 2016. But with Iran going nuclear and North Korea developing missiles that can hit California, it may be too late by then.

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