

### THIS WEEK

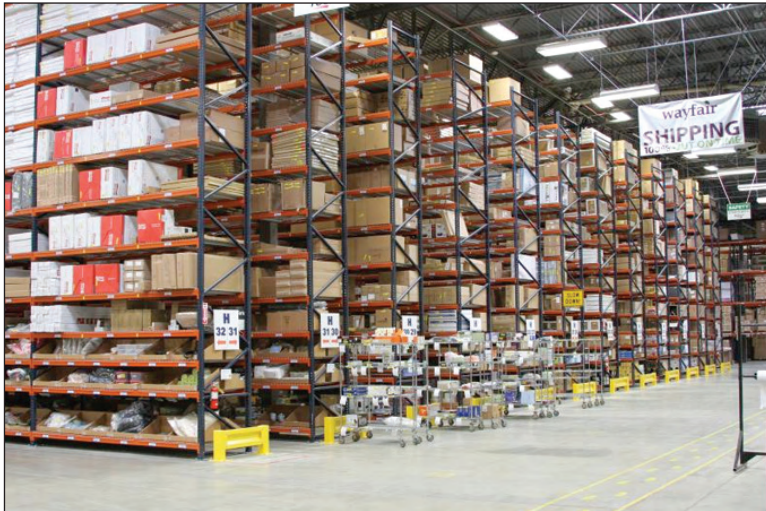
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## Online retailer to double size, add 100 employees in Ogden



Wayfair.com currently stocks about 4,000 different items in Utah. That number will soon rise to between 18,000 and 20,000.

**By Barbara Rattle**  
*The Enterprise*

Wayfair.com, an online retailer of more than five million products for the home, representing 5,000 brands in 25 categories, is preparing to expand the Ogden operations it launched just a year ago and plans to have an additional 100 employees on board by the end of the year.

Formerly known as CSN Stores LLC, the firm launched a 50,000 square foot Western Region call center and distribution facility in Business Depot Ogden in May 2011. The company has committed to take 60,000 additional square

feet, and has an option for the balance of the 120,000 square foot structure, now under construction. Completion is slated for mid-October.

Al Gonzalez, Ogden site manager, said the warehouse presently employs about 10 while the attached call and customer service center employs just over 200. When the expansion is complete this fall, warehouse personnel will grow by 15 to 20 personnel, while the call center should have another 100 workers by the end of the year, he said.

see WAYFAIR page 2

## New legislative task force to examine economic development

**By Brice Wallace**  
*The Enterprise*

A new legislative task force to look at economic development has yet to meet, but its co-chairman is hoping it ultimately produces "some big ideas."

"We are slowly getting this ball in motion," Rep. Brad Wilson, R-Kaysville, told the Economic Development and Workforce Services Interim Committee during its May meeting. "I wish I had more. I wish I could say we've had our first meeting and we've created two million jobs since the end of the [legislative] session, but that will come."

The committee will meet up to 10 times over two years.

"It is my hope that, at the conclusion of this work that this task force will do over the next

two years, that we find some big ideas, some things that we can look back and say we did some things that were innovative, that 20 years for now we can say we have made a big difference in the economic vibrancy and climate of the state of Utah," Wilson said. "I have no preconceived notions about what those things are, but I think [after] the opportunity to sit and talk about this for two years with some of the brightest people in the state, I would be disappointed if we don't come out of this with some big ideas."

At the time of the interim committee meeting, task force appointments were not completed. The task force will have three senators; three members of

see TASK FORCE page 17

## Journal writer: regime change would spark huge economic surge

**By Brice Wallace**  
*The Enterprise*

The senior economics writer at *The Wall Street Journal* foresees an economic surge for the United States, with one big caveat: change in the nation's top political office.

Stephen Moore, who also is a member of the newspaper's editorial board and an economic commentator on Fox News Channel, said at Zions Bank's recent 11th annual Trade and Business Conference that "we are on the cusp on an incredible boom in this country."

"It's going to take a regime change in Washington in November, but I think that regime change is coming, and I think that we're going to see an incredible growth spurt in this country like

we saw in the 1980s and 1990s," said Moore, a Republican supporter.

The nation has \$1 trillion to \$2 trillion of capital "that's just sitting on the sidelines" as a result of federal economic policies of past few years, he said. "And if you remove those impediments, I think you're going to see that money re-injected into the economy, and you're going to see the U.S. economy take off like it has never done before."

Moore mentioned several other factors that could lead to better economic times. He predicted, to a round of applause, that "this dreadful Obamacare bill" will be struck down by the U.S. Supreme Court. He said an energy boom, sparked by technology that allows

see MOORE page 2

## Visits to Utah's travel website up 176 percent from last year



A BART (Bay Area Rapid Transit) station tunnel has been tricked out to look like Delicate Arch.

**By Brice Wallace**  
*The Enterprise*

Utah tourism jewels have been getting attention both on the tube and in a tube.

TV commercials and other segments have been part of the Utah Office of Tourism's spring and summer ad campaign in a few select cities, and a special Bay Area Rapid Transit (BART) station tunnel has been decorated to look like Utah's Delicate Arch.

Designed to spark tourism interest by out-of-staters, the campaign appears to be working. At the Board of Tourism Development's May meeting, Dave Williams, the office's deputy director of market-

ing and research, said visits to the Utah travel website were up 176 percent from a year earlier and visits to the online travel guide had risen 110 percent.

The \$2.2 million advertising campaign included TV commercials in Los Angeles, Denver and Portland and digital outdoor ads in Los Angeles, Denver and the Bay Bridge in San Francisco. Outdoor ads began in Las Vegas on May 14 and will run for a month. The campaign also includes digital display ads and social media efforts.

Williams said Utah also was able to negotiate for a few see TOURISM page 17





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## MOORE

from page 1

for deeper and wider drilling, has resulted in North Dakota having more oil than Saudi Arabia, and that boom will allow the U.S. to be an oil exporting country in 10 to 15 years, with huge implications for the economy and national security. And a digital revolution will lead to lots of “incredible innovation” if government stays out of the way.

But Moore also listed a few trouble spots. The nation's structure currently has the richest 1 percent paying 40 percent of the country's income taxes while the bottom 50 percent pays only 3 percent. Interest rates will rise, but “that's not the end of the world, by any means.” The U.S. has “enormous” national debt. Reforms are needed in education and health care, “where prices are out of control” because they are industries “dominated” by government, he said.

Also lurking on the horizon is inflation. “As the economy picks up, I do think we're going to start to see inflation rear its ugly head,” Moore said. “I don't think we're talking about the type of inflation rates we saw under Jimmy Carter,

but I do think we're going to start to see inflation go to the 3 to 4 to 5 percent range as a result of this extremely easy monetary policy by the Fed.”

People also will need to overcome their economic fears, he said. “They are still afraid, right? There is still this huge cloud of fear over the U.S. economy, and it's reflected by the fact that people are not putting their money in the stock market, in venture capital funds, they're not putting it into businesses ... because they're so afraid that all they want to do, all we want to do as Americans rights now, is protect our capital because we've lived through this traumatic experience of what happened in 2008 and 2009.”

Looking further into the future, Moore said questions linger about whether the U.S. will remain the world's top economic superpower. “We have been the hub of the world economy and every other country has been a spokes,” he said, adding that China is now a legitimate rival.

“We have got to get serious about competitiveness,” Moore said. “We've got to become competitive in every single important industry. The Chinese think about competitiveness every day.”

## WAYFAIR

from page 1

The call center employs people in three “squads” — sales, e-mail and customer service.

Gonzales attributed Wayfair's success to “the changing times. We're an online retailer — there are no brick-and-mortar stores — so there are a couple of things that are going really well for us. One of them is two-day shipping. It really helps us. People want everything yesterday. Being able to have product on hand and get it to their house in two days is a huge deal.”

One goal of the expansion is to increase the number of products

stocked in Ogden from the current 4,000 to between 18,000 and 20,000.

Based in Boston and with an additional U.S. distribution center in Kentucky, Wayfair sports the tagline “a zillion things home.” Each week, the firm has 2.5 million site visitors and ships out 93,000 orders. In the past two years the company has grown more than 30 percent annually, with sales reaching \$500 million last year. Wayfair has been in business for 10 years and was started by a pair of Cornell University graduates who had a passion for technology and home goods. Today, the company is the No. 1 provider of home goods to several top marketplaces, including Amazon, Walmart, Best Buy and Barnes & Noble.

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## BMW motorcycle business under new ownership

BMW Motorcycles of Utah, based in Sandy, has acquired BMW Motorcycles of Salt Lake. Financial terms were not disclosed.

BMW Motorcycles of Utah provides BMW motorcycles, parts, service and accessories. It said the acquisition increases its market coverage and bolsters its ranking as a top 10 volume dealer in the U.S. It becomes the exclusive Utah authorized dealer of BMW motorcycles.

“The combination of this acquisition with our world-class products and services available at our flagship Sandy location will provide Utah residents with

the exceptional experience BMW Motorcycle customers expect,” said Vance Harrison, president of BMW Motorcycles Of Utah. “The acquisition is also expected to result in greater efficiencies and significantly increase our market share.”

The Salt Lake company’s location, 215 N. Redwood Road, has been closed and all product and service activities have been relocated to BMW Motorcycles of Utah’s location in the Sandy Motorrad Complex, 339 W. 9000 S. BMW Motorcycles Of Utah has added sales and service staffing to accommodate the influx of new customers from the acquired

dealership along with the spring seasonal business increase.

BMW Motorcycles Of Utah is part of the IMG Moto Group, which includes Harrison Imports, Vespa Of Utah, Triumph Motorcycles Of Utah and Street Eagle Motorcycles Rentals. All are at the Sandy Motorrad Complex.

## Credit union appoints new president

The board of directors of America First Credit Union, based in Riverdale, has appointed John Lund as president and chief executive officer, effective Sept. 1.

Lund will become the credit union’s fourth president and CEO, following Rick Craig, James Dawson and Ray Hagan. He previously was an executive vice

president. He will work with Craig and the board during the next few months for a seamless transition.

America First was founded at Fort Douglas in Salt Lake City in 1939. It has remained a member-owned, not-for-profit cooperative financial institution. It has 101 branches.

## Social media software firm lands \$1 million in funding

GroSocial, a privately held social media software company based in Orem, has closed a \$1 million Series A funding round led by Kickstart Seed Fund, with additional contributions from Monarch Ventures, Rock & Hammer Ventures and several other angel investors.

GroSocial’s software is designed to help businesses find new customers through social networking platforms, including Facebook and Twitter. Its products are used by businesses in 17 countries. Its flagship product, Customizer, is a drag-and-drop application builder that helps businesses create contests, sweepstakes and other promotional offers that can be published on their business Facebook pages. Its platform is primarily geared to help small businesses, but has been used by larger firms, including eBay and Skullcandy.

GroSocial said the funding will be used to double its workforce — it currently has 17 employees — and to enhance its platform with social marketing campaign automation features and integrations with additional social networking sites.

“We’re thrilled to have

the continued support of such a solid group of investors,” Zach Mangum, GroSocial chief executive officer, said in announcing the funding round closure. “Having helped tens of thousands of businesses realize a meaningful ROI in their social media marketing efforts, we’re excited to increase our outreach and make social media marketing simple and affordable for a greater number of small businesses. ... Our goal is to make the cooler, more productive social media marketing campaign options accessible to the small guy via an affordable, centralized, easily managed all-in-one platform,” said Mangum.

Gavin Christensen, managing director of Kickstart Seed Fund, said GroSocial allows the large service providers to “offer the best product on the market to their customers without the unnecessary delays associated with developing a product in-house.”

GroSocial has grown over the past nine months by adding partners that resell GroSocial offerings to their respective customer bases. Co-branded integrations with HubSpot, SurveyMonkey, Wufoo and other partners also have contributed to growth.

## Southwestern eatery opens in Sandy

Cantina Southwestern Grill, owned by Hersh Ipatkchian, founder of Iggy’s Sports Grills, has chosen Sandy as the site for its second location. The first is situated in Layton.

The new location is at the Larry H. Miller-owned Jordan Commons movie and entertainment district in Sandy. Open daily from 11 a.m., the restaurant seats 320 and includes space for banquets and business meetings. A casual 48-seat Margarita Bar also has large-screen televisions for sporting events.

Cantina Southwestern Grill offers Mexican food along with American Southwest specialties.

Diners can customize their own combination platters from 11 items or choose from a variety of Mexican entrees and 10 steak and seafood offerings. All meals are accompanied by a visit to a salsa bar that offers seven homemade salsas ranging from mild to “jalapeno hot.”

The restaurant is housed in a two-story building formerly occupied by Spaghetti Mama’s. Promotions include Margarita Mondays (\$2 margaritas) and Draft Tuesday (\$2.50 draft beers.) A child menu is also available with all meals including a beverage and dessert sundae.

## WHO’S READING THE ENTERPRISE

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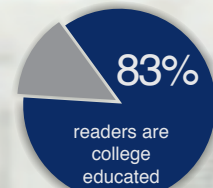
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# Utah out of the recession woods? Likely not, report finds

The nonprofit Utah Foundation has released a report titled "Recovering from the Great Recession: Are We There Yet?" which finds that while Utah's employment has been growing

## Industrial controls systems firm to expand in North SL

APCO Inc., a Utah firm that specializes in implementing state-of-the-art control systems for industrial applications, plans to break ground within 30 days for a 15,000 square foot building at 710 S. Redwood Road, North Salt Lake.

The company currently leases about 5,000 square feet at 2120 N. Redwood Road, North Salt Lake, and has opted to own rather than rent, said company president Dale Smith, a chemical engineer and Ph.D. who owns 80 percent of the company, founded in 1995.

"We didn't dodge the recession entirely, but we're in an industry where you kind of have to have what we offer," he said. "For about a year or so everything got put on hold. Projects got approved but not funded. Then a few companies in our industry went out of business, some national companies lost their local offices. So we picked up a lot of clientele, and all the projects that had been

at an average of 2.5 percent a month since August 2011, negative effects will linger, especially since Utah recently experienced the largest decline in labor force participation in the country. The

approved started getting funded."

In addition to APCO, the new building, slated for completion in late November, will be joined by sister companies Mountainwest Process Engineering and Remote Site Products. All deal with a number of industries, including water, wastewater, manufacturing, oil, gas and chemicals.

"We do computer control of all kinds of processes, like refineries, waterplants, wastewater plants," Smith said. "They're operated from a headquarters but the pumps and wells are remote. Customers get e-mails, phone calls, texts, if anything goes wrong."

APCO currently employs 15 but generally adds two to three people annually.

Tom Stuart Construction is general contractor on the project, designed by Samuel Brady Architects. Wells Fargo will provide financing. Smith said APCO has no debt.

entire report is available free at [www.utahfoundation.org](http://www.utahfoundation.org).

Highlights of the report include:

- The average length of recessions since 1945 is 11.1 months. However, it generally takes at least twice that amount of time for U.S. employment to fully recover. The 2007-2009 recession lasted 18 months, and 53 months after the beginning of the recession, employment still has not recovered.

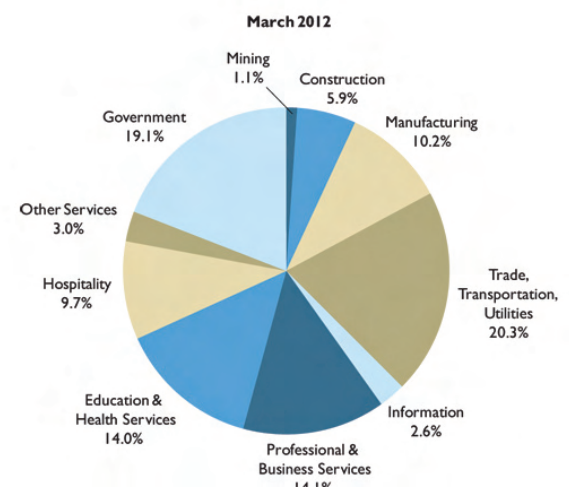
- Utah's job growth was stronger than the nation's before and after the 2007-2009 recession, but job losses dipped below the national average during the recession.

- Employment of those ages 16 to 19 experienced the largest drop of any age group.

- Because the construction sector was so negatively impacted, it now accounts for a much smaller portion of Utah's job force than before the recession.

- The national unemployment rate peaked in October 2009 at 10 percent. This was not only the highest level of unemployment since the aftermath of the 1981-1982 recession, but is the 11th highest monthly rate since the Great Depression.

## Utah's employment makeup by sector



- Utah's unemployment rate peaked in January 2010 at 8.3 percent. This was also the highest rate since 1983.

- Nearly every state saw a decline in labor force participation, but Utah experienced the largest dip, declining from 72.2 percent of the civilian population in 2007 to 67.1 percent in 2011.

- Enrollment in higher education increased during the recession. From 2007 to 2010 enrollment increased 17.9 percent in Utah, representing an increase of more than 22,500 students.

"Utah's job growth was at a 20-year high in early 2007, but by the end of the recession, had

dropped steeply and was actually below the nation's. This decline in employment was more severe than the nation's, but Utah's recovery has also been more robust," said Utah Foundation research director Morgan Lyon Cotti.

"Utah's labor force participation rate dropped significantly during the recession, and its recovery is actually uncertain. This is in part due to individuals dropping out of the labor force during the recession, but it is also due to long-term demographic trends as Baby Boomers retire and young people enter college at higher rates," said Utah Foundation president Steve Kroes.

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## SaaS firm announces 'significant' investment

Solutionreach, a software-as-a-service company based in Lehi, announced that growth equity investor Summit Partners had completed a "significant" investment in the company.

Financial terms of the transaction were not disclosed.

Founded in 2000, Solutionreach provides patient communications software for health care practices. The software is designed to allow those practices to acquire, educate, retain and reactivate patients by providing technology-enabled services to strengthen the doctor-patient relationship, enhance clinical outcomes, streamline office management, collect patient receivables, manage online reputations, and effectively market through social media. Using the latest text, e-mail, voice, video, web and social media tools, Solutionreach's personalized communications include reminders, confirmations, surveys, clinical education and

online reputation management.

"Solutionreach provides practices with effective patient engagement solutions that increase revenue, reduce cost, improve outcomes and increase overall patient satisfaction and loyalty," said Jim Higgins, founder and chief executive officer Solutionreach. "Summit's deep expertise and commitment to leading-edge companies in the technology and healthcare sectors allows us to continue providing next-generation solutions and execute our vision."

Peter J. Connolly, a Summit Partners principal, will join the Solutionreach board of directors. Connolly said that under Higgins' direction, Solutionreach "has built a market-leading position in patient engagement technology. Solutionreach enables practices to cost-effectively communicate with their patients, improve practice economics and enhance clinical outcomes. We are pleased to

partner with Jim and his strong team to support the company's continued growth."

Craig D. Frances, Summit managing director, and Thomas S. Bremner, vice president, also are joining the board.

Solutionreach was advised on the transaction by ArchPoint Partners.

Solutionreach has earned several awards, including being on the 2009-11 Inc. 500/5000 fastest-growing private companies list and being a 2009-11 Ernst & Young's Entrepreneur of the Year Finalist.

Summit Partners has office in Boston; Palo Alto, Calif.; London and Mumbai. Founded in 1984, it has raised more than \$14 billion in capital and invested in more than 340 companies. Those companies have completed more than 125 public offerings, and more than 130 have been acquired through strategic mergers and sales.

## Nine companies earn \$250,000 at Grow America Springboard

Nine companies earned a total of \$250,000 in cash and services at the first Grow America Springboard Competition for 2012, a program designed to create jobs, lift local economies and ignite entrepreneurial dreams.

The Live Pitch and Final Pitch events took place last month at the Salt Palace. One hundred second-round finalists participated in the Live Pitch judging, culminating in the Final Pitch event.

Twelve finalists each in the categories of Idea Stage, Start-Up Stage and Growth Stage were selected based on their accumulated scores and made live pitches to a panel of judges that consisted of Fraser Bullock, managing director of Sorenson Capital; Amy Anderson, chief executive officer of MediConnect; and Jeremy Andrus, CEO of SkullCandy. The audience voted as well. The winners are:

- Idea Stage: First place (\$10,000), simplicityMDsharps; second place (\$7,500), Medinno; third place (\$3,500), Geek in a Day; Audience Choice (\$1,000), simplicityMDsharps.

- Startup Stage: First place (\$25,000), Quark Enterprises (Sprout); second place (\$15,000), XoomPark; third place (\$10,000), knowonder!; Audience Choice (\$3,000), Quark Enterprise (Sprout).

- Growth Stage: First place (\$100,000), CompleteSpeech; second place (\$50,000), Happy Monkey Hummus; third place (\$20,000), Spoonful of Comfort; Audience Choice (\$10,000), Happy Monkey Hummus.

"As we drove here today, we noted that whether or not we win a single dollar in this competition, we know our company far better today than we did when we entered," said Dan Smith, director of operations for CompleteSpeech.

"Thanks to the involvement of our community, our tremendous entrepreneurs and our great sponsors, our first Springboard competition has been a historic event," said competition founder Alan E. Hall. "We look forward to the continuing series, and we invite all entrepreneurs who qualify — as well as investors, sponsors and mentors — to continue our expansion of this program through the rest of 2012 and beyond."

The next competition begins with entries July 23, with the competition set for Sept. 26. A third round begins in December, followed by a finale event in January 2013.

Details about Grow America programs and registration for details about future competitions are available at [www.GrowAm.com](http://www.GrowAm.com).

## Squatters teams with Bay Area firm to open wine bar



Vino Volo Ale House is a wine lounge, restaurant and full-service bar at the airport.

Squatters, a Salt Lake City brewpub and microbrewery company, has partnered with San Francisco-based Vino Volo, the nation's leading operator of high-end wine bars and innovators of airport wine lounges, to open Vino Volo Ale House in Terminal 2 at Salt Lake City International Airport. Squatters currently operates three pub restaurants in Utah and distributes beer in 12 states. Vino Volo currently operates 18 locations in 13 airports across the country with plans to grow to 50 locations in the next few years, including international markets.

Vino Volo Ale House is a wine lounge, restaurant and full service bar. It is fashioned after Vino Volo's approach to discovering wine by easing guests through a patented wine tasting experience, with the addition of hand crafted local Utah beers, cocktails, breakfast anytime, and lunch and dinner menus that include small plates and a variety of traditional pub fare, including locally pro-

duced artisan cheeses, dry-cured meats, a brewmaster burger, sandwiches, salads and a signature dish of smoked salmon and crabmeat crostini. All dishes are available for guests to enjoy in the lounge or to carry with them onto their flight. A Wine Club offers enthusiasts who like specially chosen hard-to-find wines to have them delivered to their homes monthly or quarterly.

In accordance with Sec 106 of the Programmatic Agreement, T-Mobile USA plans to add an underground trench run at 2700 E. 11600 S., Draper, UT 84651. Please direct comments to Vitaly M. at 714-508-4100 regarding site SL01049-D.

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## • Industry Briefs •

### ARTS/ENTERTAINMENT

• **“Speed: The Art of the Performance Automobile,”** an exhibit that showcases 19 of the world’s finest and fastest vehicles, will be on display at the **Utah Museum of Fine Arts** at the University of Utah from June 2 through Sept. 16. Cars in the exhibit will include a 1957 Jaguar XK-SS Roadster once owned by the late actor Steve McQueen, and the 1938 Mormon Meteor III, the famous Bonneville racer that holds more long distance speed records than any other automobile in history. “Speed” was organized by noted automotive historian and guest curator Ken Gross. For more information visit [www.umfa.utah.edu](http://www.umfa.utah.edu).

### BANKING

• **U.S. Bank** in Salt Lake City has promoted **Christian Feinauer**, senior vice president, to senior relationship manager in its government banking division. He will be responsible for managing and developing significant government banking relationships in Utah and Idaho. Feinauer has been with U.S. Bank since 1996, most recently as west division manager for treasury management sales in Salt Lake City. He works at the

U.S. Bank office at 170 S. Main.

• **Cache Valley Bank**, Logan, has acquired the Sunset, River Road and the Cotton Mill offices of **The Village Bank**, St. George. The three branches now operate under the Cache Valley Bank name with the existing branch leadership teams. The Village Bank said it determined that the best way to meet the changing regulatory requirements was to reduce the size of the bank while maintaining a significant presence in St. George.

• Visitors to **Bank of Utah’s** four locations in the Salt Lake area, might do a double take when they see fully decked-out Christmas trees in the banks’ foyers in June. The locally owned and operated community bank is asking people to put diapers and other baby needs under the trees through June 29 in support of the **Salt Lake Board of Realtors’ Christmas in July project**. The effort will help The Road Home provide for troubled families along the Wasatch Front that are in transition from homelessness. Bank of Utah is collecting new diaper bags, infant and toddler hair bows, socks, diapers of all sizes, baby wipes, “how to” books for moms, newborn onesies, T-shirts sized 6 to 18 months, infant pacifier clips

and small baby toys that would fit in a backpack.

### COMPUTERS/ SOFTWARE

• **DigiCert Inc.**, a Lindon-based online security provider for many of the most recognized brands and websites in the world, has opened an **office in St. George**. Founded in 2003, DigiCert serves a client base of more than 50,000 organizations from 146 countries. In nine years, DigiCert has grown to become the world’s third-largest issuer of high-assurance SSL certificates. Forming the backbone of e-commerce, Internet banking and social networking, the certificates help protect online identity and privacy through authentication and encryption services.

• Provo-based **MultiLing** has noted a steep increase in the number of enterprises spending millions of dollars per year on intellectual property (IP) translations. As a result, the company has **released a new multilingual website** to better serve major enterprises with translation and patent filing operations teams in more than 50 languages. Now, enterprise and their in-country legal teams can better leverage MultiLing’s centralized translation and patent filing

model, designed to reduce risk and costs through the on-time delivery of high-quality multi-national IP filings. MultiLing said 70 percent of its business now comes from patent translation, and that it translated more than 120 million words from Fortune 100 clients alone last year.

### CONSTRUCTION

• **Staker Parson Companies**, a local construction materials and services provider, recently conducted a service activity to **improve the landscape of the Christmas Box House** in Salt Lake

City. Staker Parson Companies donated gravel and mulch for the main entrance and beds surrounding the building, while other local companies provided trees and shrubs. A group of 60 employees participated in the service activity on May 31. The Christmas Box International partners with local and international communities and groups to prevent child abuse. The organization also seeks to improve the quality of life for hundreds of children each year who have been removed from situations of abuse or neglect. With a staff of just four full-time employees, it relies largely on volunteers and private

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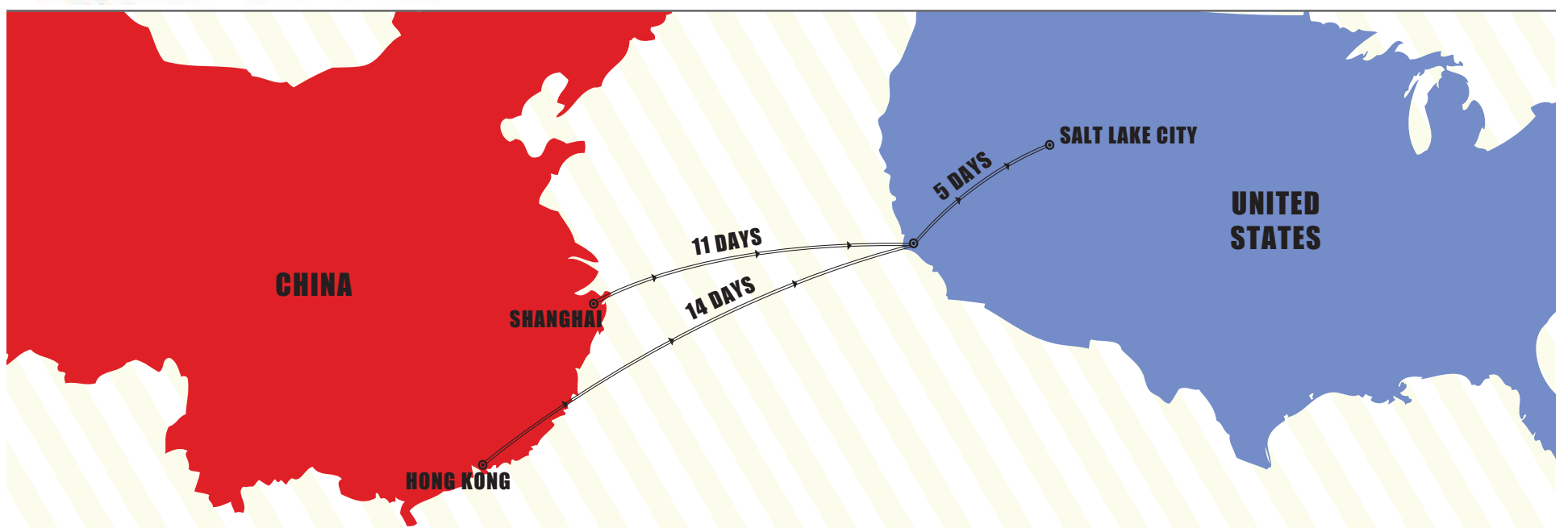
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donations for funds to provide services to children and teens in need.

- A residential treatment center **remodel at the Primary Children's Medical Center** at 5770 S. 1500 W. in Salt Lake City **has been completed** by R&O Construction, Ogden. Building C included an interior remodel of the patient rooms and common spaces, and Building D was expanded and renovated. Much of the construction was performed at off hours so that the facility could operate under normal conditions. All construction was accomplished in under six months.

- **Jackson & LeRoy Remodeling**, Salt Lake City, has been awarded a **2012 Guildmaster Award** for the second consecutive year recognizing exceptional customer satisfaction. GuildQuality, an independent customer satisfaction surveying company, has powered the Guildmaster Awards since 2005 to celebrate service excellence in the building, remodeling, contracting and real estate professions. Jackson & LeRoy Remodeling achieved a recommendation rate of greater than 90 percent from their clients surveyed through GuildQuality.

- Mayor Ralph Becker and the Redevelopment Agency of Salt Lake City have selected the **finalists to perform architectural and engineering design services for the new Utah Performing Arts Center**. The three firms, all based in Salt Lake City, are **Architectural Nexus**, in conjunction with H3 Hardy Collaboration Architecture; **GSBS Architects**, in conjunction with Pfeiffer Partners Architects; **HKS Architects**, in conjunction with Pelli Clarke Pelli Architects. The RDA's selection committee, which consisted of community representatives and city officials, received responses to their request for qualifications from 14 firms, including teams that have designed some of the most prestigious theater and mixed-use projects in the world. Proposals from the three shortlisted firms are due on June 19. The final firm selected will contract with Garfield Traub

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Swisher Development, the RDA's developer for the project. The Utah Performing Arts Center is a proposed 2,500-seat, state-of-the-art theater to be located on Salt Lake City's Main Street, between 100 and 200 South.

### EDUCATION/TRAINING

- Recognized as a leader in the civil rights movement and the business world, **Bruce Bastian**, an entrepreneur, Utah philanthropist, and long-time board member of the Human Rights Campaign, the nation's largest lesbian, gay, bisexual and transgender (LGBT) civil rights organization, received an **honorary Doctor of Humanities degree from Westminster College** at its recent commencement ceremony. Bastian co-founded WordPerfect Corp. in 1978 and served as its chairman until 1994. He is also the founder of the B.W. Bastian Foundation, which supports organizations that embrace the principle of equality.

### ENVIRONMENT

- **U.S. Environmental Protection Agency** regional administrator Jim Martin last week presented the mayors of Salt Lake City, Salt Lake County and Ogden City with **\$1.3 million in grant awards to advance the assessment, cleanup and redevelopment of properties**. The grants are part of \$69 million in EPA Brownfields funds awarded to 245 communities nationally to advance property revitalization, job creation and economic development. The Wasatch Front Brownfields Coalition (comprised of Salt Lake County, Salt Lake City and Ogden City) is receiv-

ing a \$1 million Brownfields Revolving Loan Fund grant which will be used to provide loans and sub-grants for cleanup activities at various sites contaminated with hazardous substances and petroleum. The resources will be used to cleanup contaminants at critical priority sites, including properties in West Millcreek and the Granary District in Salt Lake City and County. In Ogden, sites receiving cleanup attention include multiple properties along the 24th Street Corridor and the 24th Street Interchange, as well as properties within the Wall Avenue Retail Corridor. Contaminants removed will include petroleum hydrocarbons, arsenic, lead, asbestos, and PCBs, among others.

### HUMAN RESOURCES

- The **U.S. Department of Labor** has notified the State of Utah that based on data released by the Bureau of Labor Statistics, the three-month average total unemployment rate for **Utah fell below the 6 percent threshold to remain "on" Tier II of the federal Emergency Unemployment Compensation (EUC) program**. As a result of the state's 5.8 percent, three-month average total unemployment rate, the current maximum potential entitlement will decrease from 34 weeks to 20 weeks. The week ending June 23, 2012 will be the last week in which Utah EUC claimants can exhaust Tier I benefits and establish Tier II eligibility. Under the phase-out provisions, claimants can continue to receive any remaining entitlement they have in Tier II after June 23 provided they are otherwise eligible. The Utah Department of Workforce Services

will begin sending out notices June 25 to about 300 claimants per week informing them that they have exhausted their Tier I EUC benefits and are not currently entitled to any further unemployment benefits.

### LAW

- **Warunee Srisiri** has joined **TraskBritt**, Salt Lake City, as an associate. She is a graduate of the Charleston School of Law in Charleston, S.C., is a registered patent attorney and holds a Ph.D. in organic chemistry from the University of Arizona as well as an MBA from the Citadel School of Business. Srisiri has six years of patent practice and more than 10 years of technical and business experience in the chemical industry.

- **Snell & Wilmer** partner **Troy Aramburu** has joined the bankruptcy and reorganization practice group in the firm's Salt Lake City office. Aramburu's practice is concentrated in bankruptcy, reorganizations and commercial litigation surrounding the rights of creditors and debtors. He represents debtors, creditors and committees in numerous federal, state and bankruptcy actions; represents receivers in federal and state court proceedings; and represents secured lenders in litigation in state and federal forums. He earned his J.D. from Brigham Young University and his B.A. from Weber State University.

- Local attorney **Jon Parry** recently earned the credential of **Certified Exit Planner** from the **Business Enterprise Institute (BEI)**. Parry completed five months of training, in-depth coursework and rigorous testing to

*continued on next page*



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earn the designation. According to Tom West, author of *The Essential Guide to Pricing a Business*, fewer than 25 percent of small businesses, defined as revenue under \$10 million annually, are ready to sell when offered in the market-

place. Those who plan ahead are more likely to be able to sell their company when the right buyer is identified. The aging of the baby boomer generation is resulting in more businesses being for sale.

## MANUFACTURING

• **Ogden's Own Distillery** announced that its Five Wives Vodka has been **banned from being sold in Idaho** by the Idaho State Liquor Division. The division director said he felt the Five Wives concept is "offensive to a prominent segment of our popu-

lation." Ogden's Own said it has sold nearly 1,000 cases of the product in six months in Utah and noted that Idaho allows the sale of Utah-produced Polygamy Porter from Wasatch Beers. The result of the ban will have an immediate impact, as Ogden's Own Distillery will be forced to withdraw sponsorship of the Boise Music Festival. Ogden's Own said it had planned to spend nearly \$10,000 at the event. The ban has garnered a good amount of media attention and was featured on National Public Radio last week.

## MEDIA/MARKETING

• Local author **Greg Witt** will release an updated version of his book *60 Hikes Within 60 Miles: Salt Lake City* this month. The new edition includes hikes that are suitable for all skill levels and includes details such as difficulty, length, exposure, trail surface and hiking time. Many hikes are also pet and family friendly. Historical notes provide details about early miners, trailblazers, the Pony Express and Mormon pioneers.

• Guinness World Record "Fastest Skateboarding Dog," Tillman, and television's famed "Super Scooter Dog," Norman, will kick off **BlogPaws 2012** June 21 at 6 p.m. at the Sheraton Salt Lake City Hotel. The conference will run through June 23. Founded in 2009 by three dedicated pet lovers and bloggers, BlogPaws helps pet bloggers and enthusiasts connect digitally, build their online presence, enhance their social net-

works and give back to the pet community. For more information visit [www.blogpaws.com](http://www.blogpaws.com).

## REAL ESTATE

• **Janae Pledger** has joined **Coldwell Banker Residential Brokerage** as a sales associate in its North Davis office in Layton. In her new position, Pledger will specialize in residential sales in Davis and Weber counties. Previously, Pledger worked at Hill Air Force Base in various levels of management, from first level supervision to senior leader positions, for almost 40 years. Her responsibilities included logistics support to Ogden ALC's, 309th Maintenance Wing, ultimately supporting the Air Force War Fighter.

• The **Federal Reserve Board** has released a new **video that explains how borrowers who believe they were financially harmed during the mortgage foreclosure process in 2009 and 2010 can apply for a free, independent foreclosure file review.** Both English and Spanish versions of the video are available for viewing on the Federal Reserve Board's website and on YouTube. The brief announcement reminds borrowers that, as part of the enforcement actions taken in April 2011 by federal banking regulatory agencies, they may be eligible to receive compensation if the independent review finds evidence of direct financial injury due to servicer error. Borrowers are eligible for a review if their primary residence was in the foreclosure process in 2009 or 2010 and their mortgage loan servicer is participating in the Independent Foreclosure Review. The list of participating servicers can be found at [www.IndependentForeclosureReview.com](http://www.IndependentForeclosureReview.com) or at [www.federalreserve.gov/consumerinfo/independent-foreclosure-review.htm](http://www.federalreserve.gov/consumerinfo/independent-foreclosure-review.htm). The deadline to request a foreclosure review is July 31. For more information, borrowers can call 888-952-9105 or visit [www.IndependentForeclosureReview.com](http://www.IndependentForeclosureReview.com).

• **Apartment Finder**, a Georgia-based firm that bills itself as a leading multi-family, multi-platform resource for apartment shoppers has **expanded into the Salt Lake City market.** Apartment Finder offers a suite of mobile marketing tools to help apartment communities reach renters on the go through a mobile-enabled website, ApartmentFinder.com's free integrated iPhone and Android applications, QR codes and text codes.

• **Henry Walker Homes**, Centerville, has named **Benson Whitney** vice president of land development and has hired **Jeffrey Jackson** to manage land acquisition and development for the homebuilder. Whitney previously was vice president of land development for DR Horton Homes and

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Richmond American Homes. He is professionally involved with the Utah Property Rights Coalition and the government affairs committee of the Salt Lake Home Builders Association. Jackson comes to Henry Walker Homes from the investment firm Vestus.

**RESTAURANTS**

• Wisconsin-based restaurant chain **Culver's** is **expanding its Utah presence**. The franchisee of the Midvale location will launch a Culver's at 3407 S. 5600 W., West Valley City, on June 25. The other existing location is operated by a different franchisee in Lehi, while an additional location is slated for St. George this fall.

**SERVICES**

• Illinois-based **Cartridge World**, which has several locations in Utah, is supporting local college graduates with a **free resume printing offer** in June. To receive free printing of 15 to 25 copies of a resume, new college graduates can stop by their local participating Cartridge World store in June with the resume data on a USB flash drive (two-page maximum length, one-color printing).

**SPORTS**

• **Ragnar Events**, Kaysville, will sponsor the **Utah Marathon and Fittest State Festival** Oct. 11-13. Other sponsors include the Utah Sports Commission, MediaOne, Salt Lake County, Salt Lake City, Salt Lake Running Co., Ken Garff and Simmons Media Group. The marathon will provide a course that includes the State Capitol, Hogle Zoo, Parley's Trail, Sugar House Park and the

9th and 9th district. For more information visit [www.ragnarrelay.com](http://www.ragnarrelay.com). Ragnar Events bills itself as the largest overnight running relay series in the country.

**TRANSPORTATION**

• **New Car Dealers of Utah's** Good Wheels Foundation donated another \$5,000 to the **Utah Highway Patrol** to support its efforts to reduce drunk drivers on Utah roads. With the funding, the UHP was able to add an additional 20 shifts over the Memorial Day holiday weekend.

• **MINI of Murray** will celebrate 10 years of MINI in America with a **grand opening celebration** at its new location, 4767 S. State St., on June 7 from 5 to 8 p.m. James McDowell, vice president of MINI USA, will be in attendance. There will be prize drawings, music by Kurt Bestor and a light buffet and refreshments, including local microbrewery tastings. The MINI, built by BMW, first came to Utah in 2002, when BMW of Murray was chosen to be one of the select BMW dealers to sell and service the new MINI in the United States. At that time, the MINI lineup consisted only of the MINI Cooper and the MINI Cooper S, both two-door hardtops. The MINI lineup now includes hardtops, coupes, convertibles, roadsters, the Clubman and the new Countryman. All models can be had with the normally aspirated four-cylinder engine, the turbo charged four-cylinder engine or for the motorsport enthusiast, the John Cooper Works version. The Countryman is larger than other MINIs by a few inches to accommodate four doors and all-wheel-drive.

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## Small Business Financing

### Seven Financial Tips for Small Business

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Eric Myers

organization as they navigate today’s economic climate. To this end of providing relevant resources and tools to the small business community we offer seven financial tips for small business. These ideas should aid any small-business owner as they look to new

opportunities and challenges and reflect on lessons learned from the past.

1. Do not skimp on accounting services. As soon as possible in the life of your company, have your CPA prepare an annual review or audit each year. This will provide tremendous credibility when approaching sources of credit. It validates your financial results and provides the lender or potential vendor with a comfort level about your internal report-

ing.

2. Reach out to the SBA and other government agencies for not only financing options, but for education programs. The SBA and other government groups often provide free or low-cost seminars on topics crucial to small business.

3. Keep your corporate structure as simple as possible. Setting up multiple corporations can sometimes reduce your tax bill, but it makes things much more

complicated for potential lenders to analyze and structure your lines of credit. Sometimes it is better to forego a tax break for the larger purpose of getting a top notch line of credit.

4. When making an application for a loan from a bank or asset-based lender, be sure to make your information clear, complete and concise. Tell your story quickly, without a lot of blue sky, and provide the key information requested by the lender. Put all the news on the table up front, both the good and the ugly. This eliminates a lot of headaches later on. The lender will eventually learn of any bad news, and it is better to hear it from you than to learn of it during an audit.

5. Treat everyone – service providers, lenders, employees – like they were your customers. Great public relations takes an enormous amount of time and effort to build up. It only takes one bad experience to give your company a tainted reputation. Goodwill among all of your business contacts will pay dividends for years to come.

6. Plan carefully and work your plan. No matter how large or how small, any business needs a definitive business plan, including financial projections. Decide where you want to go and then set forth the plan that will get you there. Free business plan templates are available on the Internet, or seek the services of a competent business planner. The plan may change from time to time, but the business needs a direction. Like a ship heading out to sea, you need to have your destination in mind so you can set the proper course.

7. Always keep a positive attitude. Business, like life, will have its shares of ups and downs. You must maintain a good attitude throughout. Keep your equilibrium by putting everything in perspective. Business, while important, is rarely life or death. Maintain great family relationships, community and faith-based activities, and other outside interests at all times. This will help you make better business decisions as a result of being a more well-rounded person.

Eric Myers is the director of marketing at TAB Bank, Ogden. He has been selling and marketing financial products for the last 20 years. Myers can be reached eric.myers@tabbank.com. TAB Bank provides custom working capital solutions – accounts receivable financing, lines of credit, equipment loans and asset-based loans – to transportation and non-transportation companies in all stages of business life cycles during any economic conditions.

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## Small Business

### Is Affirmative Action a Thing of the Past?

Most employers comply with antidiscrimination laws prohibiting employment decisions on the basis of race, national origin, sex, religion, etc. But what about employers giving preferential treatment to members of designated groups in order to increase their participation in the workforce?

"Affirmative action" was first mandated for government employers pursuant to presidential Executive Orders in the 1960s, and today many private employers have voluntarily adopted affirmative action policies. Affirmative action was originally intended to ensure employers complied with the antidiscrimination provisions of the Civil Rights Act of 1964, but some now feel that the doctrine is antiquated and should no longer apply because it results in "reverse discrimination" of qualified applicants who lose out on a job because they do not belong to a designated group.

Equally fervent, however, are those who feel affirmative action is still a vital tool to ensuring equal treatment under the law. Now, for the first time in almost a decade, the U.S. Supreme Court has agreed to hear a case challenging the use of affirmative action in school admissions. In *Fisher v. University of Texas*, a 2008 high school senior, Abigail Fisher, claims she was unlawfully denied admission to the University of Texas because of her Caucasian race. The University of Texas utilizes a race-neutral admissions program in part, in that the top 10 percent of high school graduates are automatically admitted. Ms. Fisher barely missed that threshold and consequently was subject to a race-conscious program that considered applicants' race. The Fifth Circuit Court of Appeals upheld the program, following the Supreme Court's 2003 decision in *Grutter v. Bollinger*. *Bollinger* held that admissions programs "narrowly tailored" to utilize affirmative action are constitutional under

the Equal Protection Clause of the Fourteenth Amendment.

The Supreme Court's decision to hear the *Fisher* case, however, signals a potential modification or complete overruling of *Bollinger*. If that is the case, *Fisher*, while not directly addressing affirmative action in employment policies, may nevertheless impact both public and private employers. For example, a ruling from the Supreme Court that affirmative action is no longer lawful may expose employers to future lawsuits from applicants claiming they were not hired due to impermissible consideration of applicants' race.

The court's decision to hear *Fisher* also has broader connotations because oral arguments will probably occur in October 2012, the eve of the 2012 presidential election. Consequently, the unprecedented public scrutiny likely to result will ensure that affirmative action is hotly debated not only in the justices' chambers, but on the campaign trail as well.

Whether one takes the position that racial divisions are a thing of the past and affirmative action is outmoded and unneeded, or that affirmative action is still relevant and necessary to ensure diversity and equal opportunity, the issue will no longer be stagnant this fall. Accordingly, employers should be cognizant that their policies may require some revision as a result.

Shannon K. Zollinger is an attorney at Clyde Snow & Sessions in Salt Lake City where she helps corporate clients navigate employment law, contracts and business transactions. She is an active member of the firm's Employment Law Group and routinely writes articles for the group's quarterly newsletter, *Business as Usual*. Zollinger can be reached at [skz@clydesnow.com](mailto:skz@clydesnow.com).



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## It's not being best, it's setting the standard

When I say the words “set the standard,” what comes to your mind?

Is it personal standards of yours? Is it standards that your business sets?

Is it standards you have in your mind about other people?

Is it standards you have in your mind about other products?

When you go to a restaurant and order your favorite steak, you'll always recall the one restaurant (especially if it's the one you're in) that had the best steak (or whatever your favorite food is). That restaurant set the standard. All other steaks you will ever eat will be compared to the standard-bearer, until one day you may get a better steak, and then that restaurant will become the new standard-bearer.

You know and recognize dozens of standard setters in your life – especially if these products or people are amazing and have your undying loyalty and especially if you proactively refer them. It could be as simple as the best ice cream or the best apple pie. It could be the best dentist or the best chiropractor. It could be the best financial planner.

And it could also be your own brand loyalty. The best car. The best clothing. The best computer. The best phone. Things that you would never consider doing without.

Whatever those products are, whoever those people are, they set the standard. Your standard.

There are third party standards:

- Wilt Chamberlain scored 100 points in a single basketball game. He didn't just set a record. He set the standard.

- Abe Lincoln delivered the Gettysburg Address. It wasn't just a speech. He set the standard.

- At the steps of the Lincoln Memorial, Martin Luther King Jr., gave a speech to 500,000 people. It wasn't just a speech. He set the standard.

The Beatles. Elvis Presley. They set the standard and paved the way for others.

When Wilt Chamberlain set the standard for scoring, it was on March 2, 1962. That standard has endured more than 50 years. Kobe Bryant's 81 points were good, but not as good as Wilt's 100 points – the standard.

Accomplishments are always compared to standard. Quality is always compared to standard. Products are always compared to standard. You know what the best products in your industry are. If you work for that company, you love it and vice versa.

**MAJOR CLUE:** Now that you get the idea of what I'm talking about, let's talk about your business and your career.

What standards are you setting and who are the people involved in setting those standard – not just in your company, but also in the mind of your customer and in the reputation of your business in your community and in your industry?

If you're not setting the standard, you're fighting price. Reputation trumps

price.

Your reputation stems from what others think about you and say about you. In today's world, it's what others post online about you. Reputation comes from setting standards in service, quality of product, consistency and availability.

You may think of it as “best.” But there's a big difference between bragging about the fact you are the “best” and “we set the standard.”



**Jeffrey Gitomer**

There are many products in which you can argue “who is best.” There's often an obvious winner. German automobile engineering has set the standard. Many computer products are best. Microsoft set the old standard and Apple set the new standard. There are many social media sites that can be argued as better than others, but Facebook set the standard.

As a salesperson, I'd like you to take a moment and evaluate (or should I say self-evaluate) where you are on the standard-setting scale. Are you just a rep? Are you one of the top 25 percent of reps? Or have you achieved the status of trusted advisor, who is setting standards not just in sales numbers, but also in customer loyalty, profitability and relationships.

What about your company? What standards are they setting? What high ethical ground have they achieved?

If you look at the example of Bank of America, you see a century-old company that had set many standards and achieved global greatness. All that was destroyed by indiscriminate greed and a total lack of understanding of social media in general. Standard-bearers can fall quickly. Just ask Tiger Woods.

I'll admit this is pretty high-level thinking. You may believe that setting the standard is out of your personal control – especially standards that your company sets. But in the new world of transparency, thanks to the Internet, mothered by Google and social media, you now have the opportunity to build your personal brand, create your personal reputation and set your own personal standards – standards that will remain yours even if you change companies or careers.

I challenge you that the key word in standard setting is *endure*. Set standards that will last. Many have come and gone quickly. Don't be one of them.

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](http://www.gitomer.com), will lead you to more information about training and seminars, or e-mail him personally at [salesman@gitomer.com](mailto:salesman@gitomer.com).

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## Is your personal brand your professional best?

Your Authentic Personal Brand is YOU distilled into a look, an attitude and a message that captures the interest of people and attracts the opportunities that are a perfect fit for you.

The biggest challenge that we all face in our crowded, fast paced, ever-changing world is to know ourselves!

The second biggest challenge is to clearly communicate WHO and WHAT we are, so that others “get it,” instantly.

Personal branding is being used by anyone who wants to take charge of their career or excel in their profession — entrepreneurs, doctors, businesspeople, therapists, executives and corporate leaders.

You could create a personal brand that reflects who and what YOU WANT TO BE. That's how corporate branding is done. A product brand is built on the strengths, attitudes and values that are chosen to appeal to the people they want to buy it.

But there's a very real danger in doing that in personal branding, as it won't take long before “the real you” shows up, and the people or opportunities that your made-up brand has attracted will disappear when you show up authentically. At best, you'll be seen as confusing; at worst, as deceitful.

Do you know what your personal brand is and what it says about you?

How many people and companies do you know that have spent tremendous amounts of time and money letting companies brand them that never embrace or live that brand?

How many CEOs, business owners, managers, politicians do you know who actually assume, because they have done the “branding and media thing,” that they have a personal brand people will believe and buy?

Personal brands are built on what people are saying about you, not what you are saying about yourself.

Who is writing your story and what does it say about you? It is time to write your own story and it is time to learn to write a better story about you.

You are the message, and when people interact with you they know within minutes exactly what your message and brand is saying.

When you walk into a room you demonstrate your brand, and the five-to-seven-second first impression tells your story.

Think about a young child of say three or four who is in a crowd and not right near his parents. A stranger walks up to him and without saying a word, the child will decide in less than seven seconds if they are safe, if they like the person and if they want to remain in that person's presence. If not, they scream for their parents to save them.

We do that all day long with everyone we meet. We do it without conscious thought, but instinctively.

Your professional authentic brand should make a person feel comfortable, secure and trusting. It should make them want to know you better.

Our personal brand is the foundation of everything we are and our first impression is the first chapter of our personal and professional story. If someone is not hooked by the first page of our story they will not invest the time to read our “book.”

I consult and coach individuals as well as companies and often attend networking events

with individuals or company personnel to help with the soft skills of delivering an authentic brand.

What makes the biggest difference in the shortest amount of time?

- Good posture and positive body language. Poor posture and closed body language are deadly to a first impression. When people are confident they stand straight. When people want to establish relationships, their body language is open and comfortable.

- What damages a first impression? Not wearing the right uniform for the game at play. Pants pockets so full of keys and phones they bulge. Shoes that are not shined to perfection. Women whose hair is their major statement and they push, pull, flip and play with it throughout the entire encounter.

- People who don't shut up. People who can't focus on the person in front of them and listen with

engaging interest. People who don't wear a professional watch but need to fumble around for their phone just to know what time it is. People without real business cards. Entering someone's information into your cell phone is rude, lazy and flippant. The exchanging of business cards is an important ritual that bonds people. Use this opportunity to connect with people.

- Entrepreneurs who do not have a professional e-mail address and continue to use AOL, gmail, hotmail etc. If you won't make a small investment in yourself and brand your e-mail address, why should I make an investment in you?

- Gum, anytime, anywhere.
- Poor dining etiquette.
- A weak handshake.

Each one of these speaks volumes about who you are and demonstrates your brand. Ignorance and arrogance keep us from succeeding. Comfort zones are dangerous places to stay if you truly want success.

We all want approval, but without seeing ourselves as we truly are and without knowing our true brand we operate in a vacuum and we will not be successful. We have to be open to critique and change.

I see people stubbornly demand to stay as they are and refuse change. They avoid critique and change by surrounding themselves with people that I call “cheerleading groups” — groups of people who are just like they are: unchangeable, comfortable, approving and satisfied with the status quo.

As long as you run with the crowd you will never lead. Leaders open themselves to critique and change. They take risks, they stretch and grow. They are not afraid to be wrong, to make a misstep, to become spectacular failures and to wildly succeed.

Business success does not just happen to people. A successful businessperson orchestrates their success. Like the conductor of an orchestra, it takes preparation and practice, using the right instruments/tools for the desired outcome. Like each section of an orchestra, each area of our professional lives must work in harmony with the others to demonstrate a powerful brand.

The danger signs along the way to your authentic brand include:

- **Arrogance.** When you allow arrogance see *BRAND* next page



**Ellen Reddick**



## BRAND

from previous page

gance to influence your brand, it will be marred by an offensive display of superiority, self-importance or overbearing pride. Choose confidence instead. Because if YOU don't have faith in the value your brand represents, others won't either.

- **Hype.** When you succumb to the allure of hype and sensation, your brand messages become riddled with questionable claims, deception or trickery that artificially amplifies your brand's impact. Choose authenticity instead. Authenticity is hype's polar opposite. Authenticity builds trust.

- **Opinion.** Once opinion has infiltrated your brand, you begin to present your beliefs or judgments as facts. In truth, they are not based on provable facts, hard evidence or logic. Choose expertise instead. While we all have opinions, expertise (opinion tempered by experience and fact), has a far greater appeal and tremendous "staying power." Of course it takes a significant amount of time and effort to develop expertise. Opinions cost nothing. Because opinions have no value. Yes, you must understand your brand, where it is and where you want to take it — no quick fix is out there. You must build your brand from the ground up, make it a quality brand and live it every day. It is all up to you. Each day, each act demonstrates your brand and level of professionalism, and true professionals are consistently professional in everything they do. Like clockwork, you can count on them every time. They are their brand, they know what it is and they live it.

Start with the basics and build a solid brand from the ground up. Some things for you to ponder and ask yourself:

"How professional am I?" "How professional do I want and need to be to be as successful as I want to be?" "What do I want people to say about my brand?"

Start with your first impression. It is up to you to make the right first impression by making your first impression right.

### Appearance + Actions + Attitude

Your goal is to have straight As.

First impressions are formed in three to seven seconds, and that is when people decide if they will do business with you.

How are your first seven seconds working for you?

When you meet someone face to face, over the phone or via the Internet, you do not have time to waste. It pays for you to understand the techniques of how people make their first judgment of a person and what you can do to control the results.

Fifty-five percent of first impressions are based on overall appearance (visual), 38 percent on body language (nonverbal communication) and only 7 percent on actual spoken words.

When your initial encounter is over the phone, 70 percent of how you are perceived is based on your tone of voice and 30 percent on your words. It is not what you say but how you make people feel.

Chose your first 12 words carefully; although research shows words make up a mere 7 percent of what people think of you in a one-on-one encounter, do not leave them to chance. Express some form of thank you when you meet. Perhaps, it is "Thank you John for taking the time to see me today" or "Thank you Mary for joining me for lunch." People appreciate you when you appreciate them.

Use their name immediately. Another forgotten branding technique is to remember there is no sweeter sound than that of our own name. When you use a person's name in conversation within the first 12 words and the first seven seconds, you are sending a message that you value that person and they have your full attention. Nothing gets other people's attention as effectively as calling them by name.

Do you always look people in the eye and give them your full attention? Eye contact tells people you understand, you are interested, you are participating, you are secure and you are a professional.

Do you walk with confidence, use open hand gestures and own your space? Gestures and body language show your level of professionalism.

Your body language refers literally to how you move your body and your use of gestures. Gestures should be minimal and support what you are saying not detract from it.

Your posture, handshake and respect for personal space are all expressed through body language, and these movements are generally dictated by acceptable social conventions. In terms of a positive first impression, you want your body language — specifically actions — to say, "I care so much that I have taken the time to learn the rules."

Do you wear your name badge on your right shoulder so when someone shakes your hand the natural flow of their eye is up your arm to your shoulder (name badge) and then to your eyes and smiling face?

Do your facial expressions always match your verbal message (what you are saying)? If not you are sending mixed messages and confusing people. People will believe your facial expressions before they believe what you say.

Do you dress for success or do you wear what your friends like and are also wearing? Could that be why you have not been promoted? What we wear to work is the "business uniform," and it tells people we are ready to play the game and we know how to play it. Dressing for the job you want, not the job you have, still applies. What you wear is a brand statement.

Summer is a career land-mine for women who insist on dressing for fashion rather than dressing for respect and professional success. Do not become a fashion casualty.

Do you carry your business cards in a case and know when to give your cards out and how to receive them?

When receiving a card hold it in both of your hands and appreciate it, look the giver in the eyes, smile and say their name and place their card in the same cardholder you use for your cards. Use this act as a connecting point with that person to build your relationship.

Do not miss opportunities to connect with a new contact. Success is so easy when we practice the simple niceties of relationships.

Send hand-written notes for everything. Be creative with them. When was the last time you received one? This is the best business tools and your competition is not using it.

How does your voice sound? Do others like the sound, tone of your voice? Do you sound professional? Is your grammar and pronunciation the very best? Do you have a rich and easy-to-listen-to voice? Your voice is your calling card and IQ equivalent. Know what it sounds like and use it to its full potential. Your voice is your brand's signature. Women with higher voices are dismissed as less intelligent.

Pay attention to what you look like when you are not doing anything. Is your mouth hanging open and have you mentally checked out? Do you look like you are unaware of the image you are presenting? Are you? If not, than that is the look of your brand.

Always pay attention to your surroundings and look interested and involved. Become an astute observer of people and places and use it to your advantage.

Learn to write a better story about your brand — and then live it.

Ellen Reddick is principal and managing partner of Impact Factory Utah, which assists clients in achieving their performance and revenue objectives through leadership development, process improvement, teamwork and customer focus. As the national director of process planning and improvement for Lucent Technologies, she managed development of quality and process improvement, led major customer focused teams and functioned as an internal and external consultant and resource professional. In addition to consulting and writing, Reddick's qualifications include expertise with facilitation, process and quality improvements, the International Institute for Facilitation and Best Practices for Emotional Intelligence. She can be reached at 801-581-0369 or ellen@impactfactoryutah.com.

## Union poster requirement put on hold — out of the woods?

Good news, the court did intervene, and as a result American businesses are not required to post the Employee Rights under the National Labor Relations Act poster discussed in a previous article. The poster, as proposed by the National Labor Relations Board (NLRB,) outlines employee rights in regard to unionization. If you have the poster up, you should consider removing it for now.

So, small-business owners may think they have nothing to worry about regarding unionization. Not true under the current administration. This court injunction will be in place until a

full court decision is rendered sometime later this year. The poster is not the only thing being pushed by the NLRB. The injunction was followed quickly by another court ruling in May month invalidating the so-called "quickie elections" rule. This rule, promulgated by the NLRB, according to the courts without following proper procedures, substantially shortens the time frame between when a union files an organization recognition petition and when the election is held. The NLRB is likely to reconvene, follow the proper procedures and pass this change. The impact on small businesses: significantly less time to properly express the company's position on unionization in the event there is a formal unionization attempt.

Combine these efforts with the proposed legislation known as The Employee Free Choice Act, aka "Card Check," which would take away numerous rights and protections currently afforded to workers employed at companies where unions are actively seeking to organize. The bill would remove workers' rights to a federally supervised private ballot election. Instead, workers would be asked to sign cards in front of organizers and colleagues, potentially subjecting them to harassment or intimidation. Once a majority of employees has signed cards, the union is immediately recognized.

The bottom line is it is never too early to assert, clearly and legally, your company's position on unionization. There are many "do's and don'ts"

around your rights and limitations regarding this communication, and it is recommended that you seek qualified advice on what you say and how. It is suggested that employee handbooks, new hire orientation and supervisory training include the company's communication so that it is consistent, clear and in compliance with the National Labor Relations Act.

What you can NOT do is as important as what you can do. Recently a court ruled against a restaurant operator who removed posters that the union put up questioning the healthfulness of sandwiches prepared in a restaurant. The posters falsely alleged that employees were not allowed to call in sick, thus implying that customers who ate their sandwiches risked illness by doing so.

If you believe that your workforce is being approached by union organizers remember these T.I.P.S. on what not to do. Never:

T — **Threaten** — jobs, pay or benefits changes, company closure.

I — **Interrogate** — employees' position on unions, involvement.

P — **Promise** — pay, promotion, better conditions.

S — **Spy** — on employee meetings, or overhear conversations.

Unionization is an issue that is seldom discussed in any company, especially small businesses. However the threat of third parties attempting to influence our employees is a factor beyond our control and with the current regulatory environment, more likely to occur. You need to know how to legally respond to union organizing efforts.

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. He is a TAB-Certified Facilitator and SBL-Certified Coach.



Russell Lookadoo



# Keeping your customers safe on your website

By David Maman

Is your Web environment secure? All of it?

Many people believe that if they've installed a network firewall, they've done their duty. They think that a firewall is like a strong barrier or moat protecting their information assets and that no more is needed.

Wrong.

Just as in times of old, tunnels can be dug under the moat, ladders can be used to scale the wall, and secret passageways can be found into the castle.

Here are a few facts to consider:

1. Identity theft affects more than 11.4 million Americans annually, according to a report from Javelin Strategy & Research.

2. Many of the largest companies worldwide have been exposed to SQL injection attacks, such as Sony, Citibank and Amazon.

3. Internet commerce is more secure than the average mall store.

4. Chances are that your home computers have already been compromised by some sort of malware, says Dasient.

## The Web Environment

A Web environment has four layers that need protection: The network level, the application level, the operating system level

and the database level. Most people think of these layers as being one within the other, like concentric circles. They reason that if they protect the outermost level, the inner levels are automatically protected.

However, hackers can attack a Web environment at each level independently, and security issues at each level need to be addressed.

At the network level, a simple network level firewall does protect the infrastructure (access to which IP addresses, using which ports, and sometimes using which protocols) but provides very limited protection, if any, to stop attacks at the application and database level.

You may have heard of bank websites having their links or text or pictures changed. Website defacement and other application level attacks take place because someone, at some point in time, wrote sloppy software with security holes. Hackers specialize in using exploits, XSS attacks, SQL injection and other techniques to attack these vulnerabilities at the code level.

One approach to prevent vulnerabilities is to have a professional code review of the software in use in the Web environment to identify and address coding secu-

rity issues. Many times, legacy applications are being used, so it's almost impossible to change anything. Of course, reviews are only as good as the reviewers, and no one should ever review their own code. It's much too easy to overlook one's own mistakes.

An additional and important approach is to update all the applications in use and to harden your Web and database servers. For example, one Oracle update release included 78(!) security updates.

Another option is to use a signature-based approach to spot and then quarantine this kind of attacks. Each application level attack has a "signature" or typical way of operating that identifies it. A comparison of Web application firewalls (WAF) shows that some are more effective than others, but none is perfect.

The database level, the fourth essential layer in a Web environment, needs protection from attacks directed at the database. In the end, most of today's common attacks are aimed at retrieving sensitive information from the database via website attacks exploiting database vulnerabilities. This makes the fourth layer the most crucial one.


So, for security, check all four: Network, application, oper-

ating system and database. To make sure your information assets are protected, your best bet is to use an integrated database security solution that is non-disruptive to existing software and databases, is easy to install and use, and provides extensive management reporting and audit trails, all without degrading responsiveness to users.

You can find effective security protection at a reasonable price. Just make sure you do your homework. You need network, application, operating system and database security.

David Maman is CTO and founder of GreenSQL, which offers a unified database security solution ([www.greensql.com](http://www.greensql.com)).

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## Five tips small businesses can use to harness the power of the press

According to *Forbes*, the public relations (PR) industry is set to grow more than 14 percent the coming year. In a down economy, *Forbes* considers this a huge increase, especially for an industry that has been a bit battered by the rapid changes in the way consumers get their news.

But before we talk about how PR can benefit small and local businesses, let's define it. PR is a term that gets thrown around a lot. For instance, "that's good PR" is tossed out when a client shares a positive experience with a friend. Or "that's bad PR" is offered when a customer service rep leaves a negative impression. These common and vague uses of the term public relations are confusing.



Anna West

PR really is an effort to get your company, brand, spokespeople, events and other work into the news. The definition of "news" itself is changing, and can mean TV news programs, newspaper, magazines, blogs, radio and in recent years, social media like Facebook and Twitter.

PR is a worthwhile investment. Most, but not all, news stories cost your company nothing, except the time to employ a skilled PR pro to get your message

heard, making it one of the most cost effective marketing strategies. Those who see the stories about you feel they have been introduced to you by a trusted friend, because after watching or

reading a journalist day in and day out, rapport develops. In addition, the third-party recommendation, especially from a journalist, who is known for being skeptical, improves your credibility.

So, how does a small-business owner harness the power of the press for their own brand? Here are five quick tips.

- Publicize new projects. Are you offering a seasonal package with new features or reduced pricing? Have you begun construction on a new location? Have you signed a new client? Publicize each and every new project you start. Your customers will see you in the news and think of you more often.

- Issue a news release when staff is hired or promoted. Several news outlets have regular columns

that cover hiring and promotions. Take advantage of it. It is fairly easy to do and lets the community see that you are building a strong team.

- Has your company won an award? Or started an awards program of your own? Make sure that the news media is aware of award-winning work you are doing. If you are recognizing others for their work by giving out awards of your own, that's a great reason to contact the press.

- Do you participate in charitable efforts? In today's economy, consumers are more aware than ever of "good corporate citizenship," and are more willing to patronize businesses that do good things for others. If your company is giving back to the less fortunate, helping the environment or offer-

ing services for those in need, don't be afraid to let the public know.

- Keep it up. After you hammer the last nail into your new retail shop, or write your first \$1,000 check to a charity, don't forget to let the press know what you achieved. Because the news cycle is short, and the average attention span is shrinking in this modern age, engaging in PR efforts once in a blue moon is less effective than steady and consistent communication.

Anna West is a PR veteran with 14 years of experience. She spent nine years as a spokesperson and marketing director, and worked for an ad agency for another five. Now she owns her own PR firm. For more information, visit [www.westpublicrelations.net](http://www.westpublicrelations.net).

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820 Empire Ave. Park City

**\$1,295,000**

Approx Sq Ft:	2898	Den:	0
Bed Rooms:	3	Living Room:	0
Bath Rooms:	2.5	Laundry:	1
Family Rooms:	1	Fireplace:	1

Exclusive opportunity to preview this amazing Old Town home. This home boasts a 5 star rating by vacationers from around the world. It is over 90% booked for the season and for that reason, difficult at times to show. Please take advantage of this rare Open House opportunity. Open from 11 AM to 5 PM on January 3rd and 4th. Priced to SELL, this beautiful remodeled home features new fireplaces, bathrooms and all new master suite. Nearly ski in ski out! Only 150 Yards to Park City Town Lift providing ski access to Park City Mountain Resort. Empire #1 located across the street from the Quittin' Time run allowing you to ski back to the home after a day on the slopes. This 3 bedroom, 2-1/2 bathroom, boasts a 5 star rating from rental guests who have stayed in the home! It is nicely situated in a quiet section of historic Park City within walking distance of Main Street (1/4 mile). This old town home has the RARE 2 car garage and sits on a lot and a half! Additional features include high vaulted ceilings, wood beams, slate, granite, travertine, new carpet, well appointed furnishings and art. For buyers looking to rent the home, this home has EXCELLENT rental income and bookings. Furniture negotiable.



1160 S. Bonneville Dr. SLC

**\$1,500,000**

Approx Sq Ft:	5563	Den:	2
Bed Rooms:	5	Living Room:	1
Bath Rooms:	5.5	Laundry:	2
Family Rooms:	2	Fireplace:	4

Price reduced over 400K! One of Salt Lake City's finest contemporaries sits on a premium lot backing to Bonneville Golf Course with downtown views. This stunning Richard Assenberg design was rebuilt and expanded in 2008, showcasing the finest of finish treatments. Beautiful Massaranduba Brazilian hardwood floors run through most of the main while exquisite schist stone interleaved with quartz and feldspar punctuates the great room fireplace and wet bar. The roomy chef's kitchen features a large center island, limestone countertops, 6-burner Viking range, 42" Sub Zero refrigerator, 2 undercabinet refrigerated drawers, plus an undercabinet beverage cooler. The sleek elegance of Euro showers grace the bathrooms along with the finest stone and tile work. Natural light floods the walk-out garden level from virtual walls of glass. All this along with gorgeous sunsets, too!

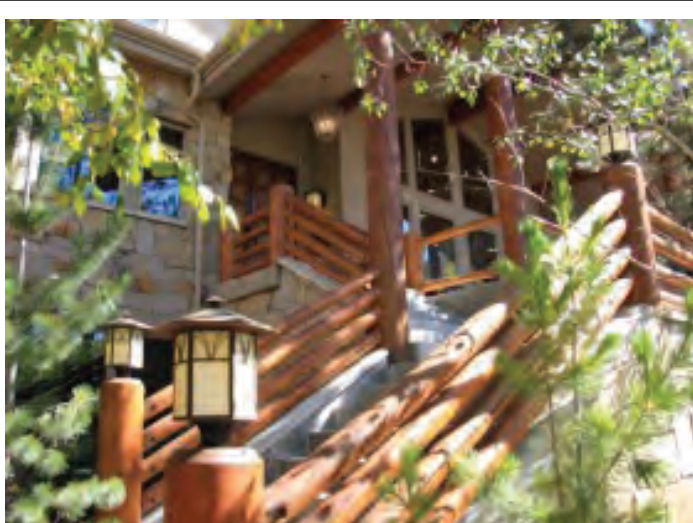


969 S. Carterville Rd. Orem

**\$960,000**

Approx Sq Ft:	5850	Den:	0
Bed Rooms:	6	Living Room:	0
Bath Rooms:	5	Laundry:	1
Family Rooms:	3	Fireplace:	3

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## TOURISM

from page 1

TV extras, including a 22-minute "Eye on L.A." segment about the St. George area that aired in Los Angeles. "The exciting thing about this piece to me was it showed a ton of great things in St. George but also talked about Northern Utah and skiing in the beginning and also hit on all five of our national parks," Williams said of the \$5,000 segment.

Also airing were 60-second vignettes about on KCBS that ran 20 times in Los Angeles, and the station had a Moab trip giveaway. KNBC in Los Angeles had a 60-second piece about City Creek Center and southern Utah. A Portland station aired three segments in April.

The tunnel wrap at the BART Montgomery Street station in San Francisco will remain in place through June. "It's generated a ton of buzz, a ton of views on YouTube, a lot of tweets and we're really excited about it," Williams said.

Struck, the tourism office's advertising agency, unveiled the

tunnel wrap last month and partnered with Love Communications for media planning and placement of the project. The "forced perspective" technique used in the tunnel creates an optical illusion. A 3-D illustrator scanned the length of the tunnel and then the scans were plotted based on GPS coordinates in a 3-D architectural rendering program.

Struck produced a short video featuring the Montgomery Tunnel ad. It is available on YouTube at <http://www.youtube.com/watch?v=ga8TE96p3uI&feature=youtu.be>.

At the tourism board meeting, the group approved a Tourism Marketing Performance Fund budget for 2012-13 that includes media purchases of about \$1.75 million for winter and nearly \$3.2 million for summer.



## TASK FORCE

from page 1

the House; single appointments from the Governor's Office of Economic Development, the Utah Manufacturers Association, the Salt Lake Chamber and the Utah League of Cities and Counties; and two appointments from the Utah business community. Wilson and Sen. Stuart Reid, R-Ogden, will be co-chairs.

The task force will give an interim report in November this year and a final report by November 2013. It will review how economic production in the state can be increased, including how more exports and more high-paying jobs can be created; how the state can attract more businesses; how regulatory or other barriers to economic production or economic development can be reduced or eliminated; and how air quality affects economic development efforts in the state. The air quality element will include a review of public- and private-sector efforts to improve air quality in Utah and a review of and any suggested changes to state laws

and regulations that could improve air quality.

Wilson said the air quality issues will be discussed in the context of economic development. "We're not going to be talking about it outside that context, but I do think it's an important discussion to have and we'll be dealing with the opportunities that may exist for the state to continue to have cleaner air and to keep businesses here. That's an important issue, which should be an important issue for all of us. I have a wife and son with asthma, so it's not just an economic development issue but it's a quality of life issue as well for all of us."

Wilson said that when he joined the Utah Legislature, he quickly learned that economic development "is a very complicated issue with a lot of moving parts" and difficult to "dig into" during a fast-paced general legislative session. That's why the task force was formed through HB28.

He expects the first meeting or two will be spent getting members educated about the state of the Utah economy and the state of job creation and economic development.

Sen. Jerry Stevenson, R-Layton, said the task force is "very wise" and a chance to coordinate "a lot of things that are moving in a lot of different directions." As chairman of the Economic Development Appropriations Committee, he said, he discovered "a lot of tentacles" seeking attachment to economic development.

"That being the case, with all these pieces that want to attach to economic development — because it is really a byword for us right now; it's something we're all focused on — it makes a big difference how we keep these things coordinated and how they work together," he said. "And I think this [task force] has a great task ahead of it, but I think there's real opportunity for accomplishment there."



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## Why Cory Booker got Bain Capital so wrong

Cory Booker's emotional televised plea to "stop attacking private equity" may have been the single greatest service he could perform for the Romney campaign. His immediate attempt to revise his remarks on behalf of President Obama, for whom he is supposed to act as a surrogate, only highlighted his earlier insistence that the harsh campaign criticism of Bain Capital, which he specifically defended, is "nauseating."

But the Newark mayor's feelings must be influenced by his own relationship with Wall Street, private equity and Bain. America's financial titans have been very, very good to him.

Although Booker undoubtedly knows that Bain is fair game — as he later acknowledged, going so far as to accuse Mitt Romney of "not being completely honest" about job creation there — his initial remarks were obviously sincere. He tried to equate negative advertising about Bain with the Republican disinterment of the embarrassing Rev. Jeremiah Wright, and went on to denounce the impact of "this unbelievable amount of campaign cash

that's eroding, in my opinion, the democracy, but more important, pulling our campaigns in the gutter."

Even a cursory examination of Booker's own political history shows, however, that he has never hesitated to use negative advertising against his opponents, when necessary — and that his own remarkable rise to power in Newark was funded by overwhelming infusions of cash to pay for those ads.

The first time he ran for mayor and lost in 2002, Booker was heavily outspent by then-Mayor Sharpe James — later sent to prison in a federal corruption probe — but managed to raise and spend almost \$2 million, much of which he used on ads attacking the incumbent. Four years later, thanks in part to "Street Fight," a superb documentary film about the first race that might be considered the longest negative ad in history, Booker won easily, with a massive \$6 million war chest against a struggling opponent who raised less than \$200,000.

When Booker ran for his second term in 2010, he faced



Joe Conason

*Even a cursory examination of Booker's own political history shows, however, that he has never hesitated to use negative advertising against his opponents, when necessary — and that his own remarkable rise to power in Newark was funded by overwhelming infusions of cash to pay for those ads.*

token opposition but raised more than \$7.5 million, largely from the same Wall Street and private equity financiers that have always been his primary source of outside support. Glancing at his campaign filings from that race, it is easy to find not only major donors from Bain and other private equity firms, but big Romney backers such as Julian Robertson of Tiger Capital Management and Paul Singer of Elliot Capital Advisers, each of whom has given the Republican candidate at least \$1 million in this cycle. Both Robertson and Singer

gave the maximum \$26,000 to Booker's campaign.

Among the Bain Capital donors to Booker's 2010 campaign were Joshua Beckenstein, who also gave the maximum \$26,000, and Jonathan Lavine, who gave \$25,000. Other top donors included members of the Curry family, who run Eagle Capital Management (and close relatives of Marshall Curry, the director of "Street Fight") and gave a total of \$78,000. The full list, which also includes large donations from executives at Goldman Sachs,

Citigroup and Morgan Stanley, can be found here.

Surely Booker is aware of the costs as well as the benefits of private equity — and its mixed record as an engine of job creation. He is far too smart and experienced to misunderstand private equity's true purpose, which is to create wealth, not employment. And Booker certainly knows that when Romney presents himself as a businessman who can revive America's fragile economy, it is fair to mention how Bain profited from loading up companies with debt and ripping off the proceeds while laying off thousands of workers.

But whatever he says about capital, the Newark mayor also knows that it takes a lot of money to win public office, like the U.S. Senate seat that may be in his future. What everyone else should know is that he expects to raise that campaign money from the same people and firms that have backed him from the beginning.

*Henry Decker contributed to this column.*

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

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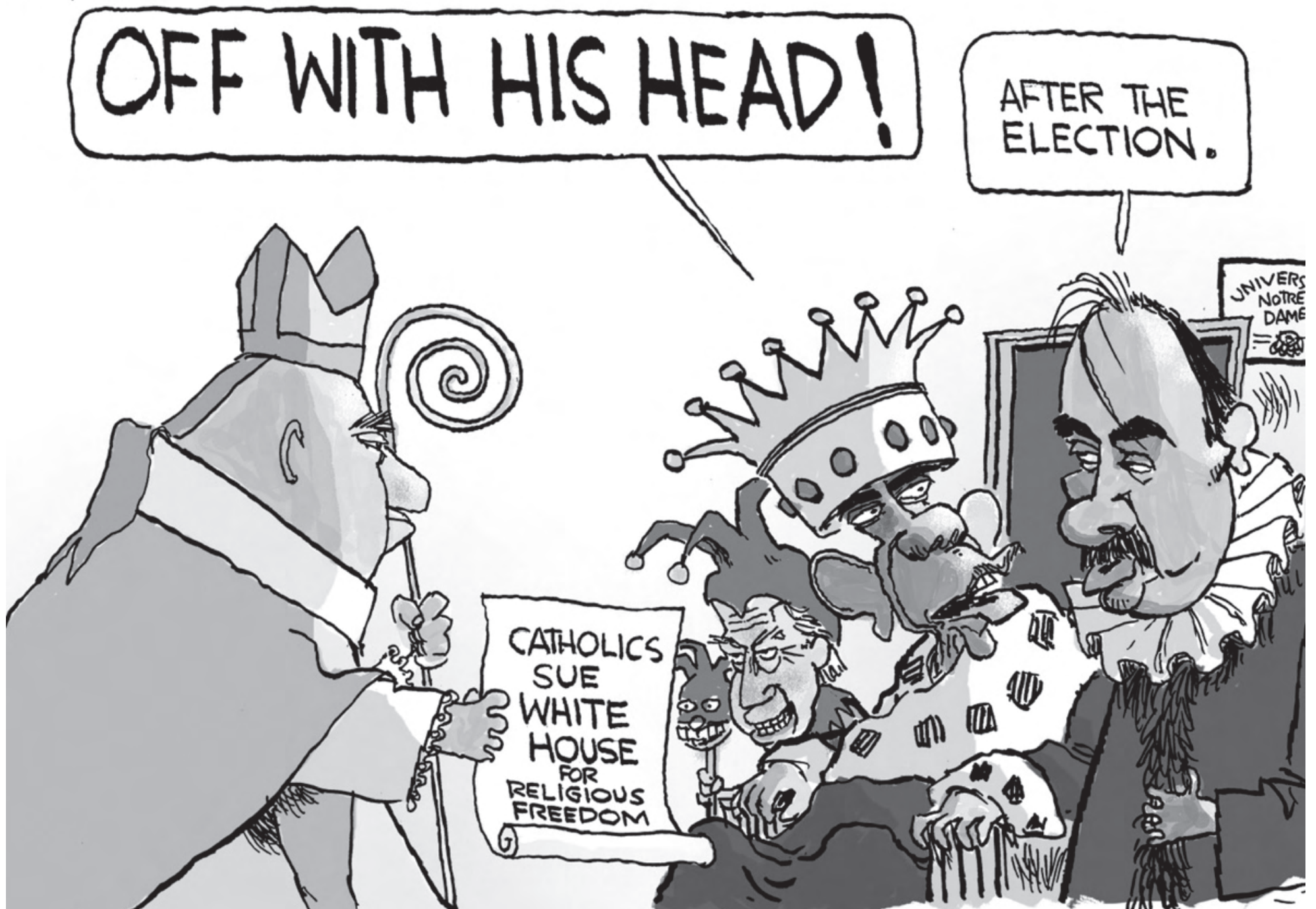
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## Big lies in politics

The fact that so many successful politicians are such shameless liars is not only a reflection on them, it is also a reflection on us. When the people want the impossible, only liars can satisfy them, and only in the short run. The current outbreaks of riots in Europe show what happens when the truth catches up with both the politicians and the people in the long run.

Among the biggest lies of the welfare states on both sides of the Atlantic is the notion that the government can supply the people with things they want but cannot afford. Since the government gets its resources from the people, if the people as a whole cannot afford something, neither can the government.

There is, of course, the perennial fallacy that the government can simply raise taxes on “the rich” and use that additional revenue to pay for things that most people cannot afford. What is amazing is the implicit assumption that “the rich” are all such

complete fools that they will do nothing to prevent their money from being taxed away. History shows otherwise.

After the Constitution of the United States was amended to permit a federal income tax, in 1916, the number of people reporting taxable incomes of \$300,000 a year or more fell from well over a thousand to fewer than three hundred by 1921.

Were the rich all getting poorer? Not at all. They were investing huge sums of money in tax-exempt securities. The amount of money invested in tax-exempt securities was larger than the federal budget, and nearly half as large as the national debt.

This was not unique to the United States or to that era. After the British government raised their income tax on the top income earners in 2010, they discovered that they collected less tax revenue than before. Other countries have had similar experiences.

Apparently the rich are not all fools after all.

In today’s globalized world economy, the rich can simply invest their money in countries where tax rates are lower.

So, if you cannot rely on “the rich” to pick up the slack, what can you rely on? Lies.

Nothing is easier for a politician than promising government benefits that cannot be delivered. Pensions such as Social Security are perfect for this role. The promises that are made are for money to be paid many years from now — and somebody else will be in power then, left with the job of figuring out what to say and do when the money runs out and the riots start.

There are all sorts of ways of postponing the day of reckoning. The government can refuse to pay what it costs to get things done. Cutting what doctors are paid for treating Medicare patients is one obvious example.

That of course leads some doctors to refuse to take on new

Medicare patients. But this process takes time to really make its full impact felt — and elections are held in the short run. This is another growing problem that can be left for someone else to try to cope with in future years.

Increasing amounts of paperwork for doctors in welfare states with government-run medical care, and reduced payments to those doctors in order to stave off the day of bankruptcy, mean that the medical profession is likely to attract fewer of the brightest young people who have other occupations available to them — paying more money and having fewer hassles. But this too is a long-run problem, and elections are still held in the short run.

Eventually, all these long-run problems can catch up with the wonderful sounding lies that are the lifeblood of welfare state politics. But there can be a lot of elections between now and eventually, and those who are good at political lies can win a lot of those elections.

As the day of reckoning approaches, there are a number of ways of seeming to overcome the crisis. If the government is running out of money, it can print more money. That does not make the country any richer, but it quietly transfers part of the value of existing money from people’s savings and income to the government, whose newly printed money is worth just as much as the money that people worked for and saved.

Printing more money means inflation, and inflation is a quiet lie by which a government can keep its promises on paper, but with money worth much less than when the promises were made.

Is it so surprising voters with unrealistic hopes elect politicians who lie about being able to fulfill those hopes?

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

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