

INSIDE

■ WASHINGTON COUNTY

Tanner-designed Black Desert trophy tours the state. **page 3**

■ FROM THE COACH

Grow your emotional intelligence before you blow your top. **page 4**

■ CAN AI DO YOUR JOB?

AI is taking over a lot of jobs. Is yours in jeopardy? **page 8**

Industry Briefs
pages 10-11

Business Calendar
page 19

Focus



Manufacturing
PAGE 13

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CHAMBER'S 137TH ANNUAL MEETING

Chamber meet turns into Utah-centered lovefest

Brice Wallace
Business Journal

At what was supposed to be the organization's 137th annual meeting, the Salt Lake Chamber instead recently gathered for a lovefest for Utah.

The state's largest business organization doted on the Beehive State throughout the event, which had a theme of "Discover the Heart of the West," featured heart shapes sprinkled throughout the event program and the stage background, and included a giant Valentine card.

Attendees were encouraged to write on the card about what they love about Utah. The scribbles pointed out the views, nature, the community, outdoor adventures, family, the University of Utah, dog life, national parks, mountains, the people, fall colors, snow, fishing, sunsets, fry sauce, "the grid system," breweries, skiing, wildlife, camping and farmers.

"Because we get all four seasons ... sometimes all in one day," one comment

UTAH HAS THE 'BEST WORK ENVIRONMENT' IN THE COUNTRY

Although Utah lost its 2023 ranking as America's happiest state to Hawaii this year in WalletHub's annual rankings, the Beehive State still has the nation's best work environment, according to WalletHub's new rankings as reported by *Fortune* magazine.

WalletHub's rankings for the work environment is based on a number of metrics, including commute time, current unemployment rate, economic security, income growth rate and job security. Factors that also contributed to Utah's top ranking were number of work hours, median credit score, the share of households earning annual incomes above \$75,000 and the state's underemployment rate.

Scores for all metrics weren't made public, but Utah notably had the fewest work hours, and tied with Alabama and North Dakota for the third-

see RANKING page 23

said. Others summarized: "Everything" and "What is not to love?"

Derek Miller, the chamber's president and CEO, recalled showing a Utah video to audiences during international trade missions, always eliciting "oohs" and "aahs."

"And it always made me so happy to see people's reaction to our state," Miller said. "And then, every time, I would have this reaction that was surprising to me. ... I would find myself thinking, 'Look at that place! I wish I lived there!' And then I would remind myself, 'Oh wait. This is where I live, in this beautiful state.'"

Miller highlighted several chamber activities during the 2023-24 fiscal year, including the "Utah Rising" initiative that will provide a vision for long-term prosperity in the state, including addressing issues such as workforce development, housing affordability and innovation.

Those efforts, he said, are more than just strategic. "They are our love letter to Utah — to our children and our grandchildren," he said.

Miller then mentioned his grandson, Owen, recently marking his first birthday.

"Utah Rising is my time capsule to him. ... I'm sure it won't be too long that he tells us what he loves about Utah. Utah

see CHAMBER page 22



An attendee at the Salt Lake Chamber's 137th annual meeting writes on a giant card featuring what people love about Utah. The card symbolized the event's love-focused theme of "Discover the Heart of the West."

Tourism leaders encouraged to provide 'immersive' experiences

Brice Wallace
Business Journal

Today's tourists are seeking more than just something to look at. They want to be involved. They seek immersive experiences.

That message was conveyed at the recent Utah Tourism Conference by Joe Veneto, chief experience officer at management consulting and training company Veneto Collaboratory. He challenged the gathering of tourism industry representatives to think about creating unforgettable experiences for visitors, which he said will result in higher visitor spending.

"You see, unforgettable experiences are the currency of today's consumers," Veneto said at the event, presented at the Davis Conference Center in Layton by the Utah Tourism Industry Association.

"Savvy travelers are experience junkies. ... As a result, what do people want when they travel? Well, I think they want local, authentic and unique experiences that connect to the heart, the soul and the people of your destinations."

Results from a recent McKinsey Travel Survey appear to confirm Veneto's

see TOURISM page 23

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NEWS

Utah tourism industry honors 2024 Hall of Fame inductees

The Utah Office of Tourism (UOT) and the Utah Tourism Industry Association (UTIA) honored their 2024 Utah Tourism Hall of Fame inductees at the recent Utah Tourism Conference held in Layton. Honored were recently retired UOT Managing Director Vicki Varela, Visit Salt Lake CEO Kaitlin Eskelson, political consultant Des Barker and former director of marketing and director of hospitality at Temple Square Hospitality, Neil Wilkinson.



Vicki Varela



Kaitlin Eskelson



Des Barker



Neil Wilkinson

The Utah Tourism Hall of Fame recipients are selected based on their history of contributions to the state's tourism industry through leadership and longstanding contributions to their region or to the entire state, the sponsors said.

"This year's group of Hall of Fame inductees have left their mark on Utah and earned our industry's deepest gratitude and appreciation," said Natalie Randall, managing director of the Utah Office of Tourism. "All Utahns have benefited from their dedication to elevating the visitor economy."

Beginning in 1985, the Hall of Fame has recognized 131 recipients who have contributed toward improving the national/international recognition of the positive aspects of vacationing in Utah, improved the understanding of Utah residents regarding the attractions of their state and the economic development benefits of tourism for the state, and facilitated efforts of improving the business climate

for tourism-related businesses in Utah.

"The Utahns who make a living in our industry can often credit a mentor for helping them get to where they are now. All four of these inductees have greatly enhanced the careers and lives of many in our state," said UTIA Executive Director Celina Sinclair. "Vicki, Kaitlin, Des and Neil are all legendary figures in the local tourism world and an inspiration to the current and future generations of tourism leaders."

Varela retired from the Utah Office of Tourism in February and was involved in launching the Mighty Five campaign for Utah's national parks, establishing the Red Emerald Strategic Plan to create and protect Utah travel experiences and keeping Utah's parks open during multiple federal government shutdowns. In 2016, she was named U.S. Travel's State Tourism Director of the Year.

Eskelson became Visit Salt Lake's president and CEO in 2020 and has been instrumental in the expansion of Salt Lake City International Air-

port, the National Hockey League's arrival in Utah and the landing of the 2034 Winter Olympics in Utah. Under her leadership, Salt Lake County has seen a seven-fold increase in overnight room bookings.

In addition to running his own consulting business, Barker spent years working in public service and education. He was formerly the business and economic development director for the Park City Chamber and also served on the University of Utah College of Social and Behavioral Science board. He helped establish the Tourism Works Political Action Committee, the Tourism Marketing Performance Fund and the Outdoor Recreation Infrastructure Fund in the tourism space.

Wilkinson was a leader at Temple Square Hospitality for over 25 years. A long list of tourism officials and leaders have credited him as a valuable mentor, particularly during his time as the president of the Utah Tourism Industry Association's board of directors.




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Bankruptcy court approves Complete Solar purchase of SunPower assets

Lehi-based solar technology and installation company Complete Solar, through its parent company Complete Solar Holdings, has been approved by a bankruptcy court in Delaware to purchase the assets of SunPower Corp. for \$45 million in cash. The SunPower bankruptcy leaves the company open for business as a “going concern” and the Complete Solar purchase includes SunPower’s Blue Raven, New Homes and dealer business segments.

The sale was expected to close by Sept. 30, at which time SunPower businesses, the SunPower brand and about 1,000 employees became part of Complete Solar, the temporary name of SunPower during the transition.

T.J. Rodgers, Complete Solar’s CEO, said, “This is a pivotal moment in

the history of SunPower, one of the most storied U.S. solar companies. The dark cloud currently hanging over the U.S. solar industry will not bring SunPower’s demise. And when that cloud recedes — as it must, since only 3.7 percent of American homes have solar power in an age when solar energy has literally become cheaper than fossil fuel energy — the new SunPower will re-emerge as a lean and competitive American-owned company with a national footprint.

“I would like to thank the U.S. Bankruptcy Court for recognizing Complete Solar’s good faith offer to acquire the SunPower businesses. I would like to thank our investors, who recently added another \$40 million to the offering we announced on Sept. 9, to bring the total proceeds to \$80 million.”

Massachusetts-based American Holt acquires Salt Lake City's Servi-Tech

American Holt, a Norwood, Massachusetts-based supplier of aftermarket parts to food, beverage, packaging, converting, envelope and consumer goods industries, has acquired Servi-Tech Inc. of Salt Lake City.

Founded in 1969, Servi-Tech produces aftermarket replacement parts for production machinery for aluminum beverage can forming and bottle filling equipment. Jeff Nish, the founder and CEO of Servi-Tech, will continue with the business to support its next phase of growth alongside American Holt.

Cliff Gilbert, CEO of the American Holt platform, commented, “Jeff and the Servi-Tech team have built a reputation for offering customers high-ROI alternatives to traditional original equipment manufacturer parts — often with better performance and quality. American Holt and STI are respected brands in the aftermarket parts space and together provide a compelling value proposition to food and beverage machinery end users as a leading provider of high-quality parts. We are excited to continue expanding our portfolio of products and service capabilities to better serve our customers.”

“We are excited to join the American Holt family,” said Nish. “For over 50 years, STI has produced high-quality replacement parts for the beverage industry. As the second-generation owner of the business, my family is dedicated to our customers and this new chapter with American Holt.”

American Holt is a portfolio company of Arcline Investment Management of Nashville, Tennessee.

American Fork's ROI CX Solutions acquires Oregon call center company

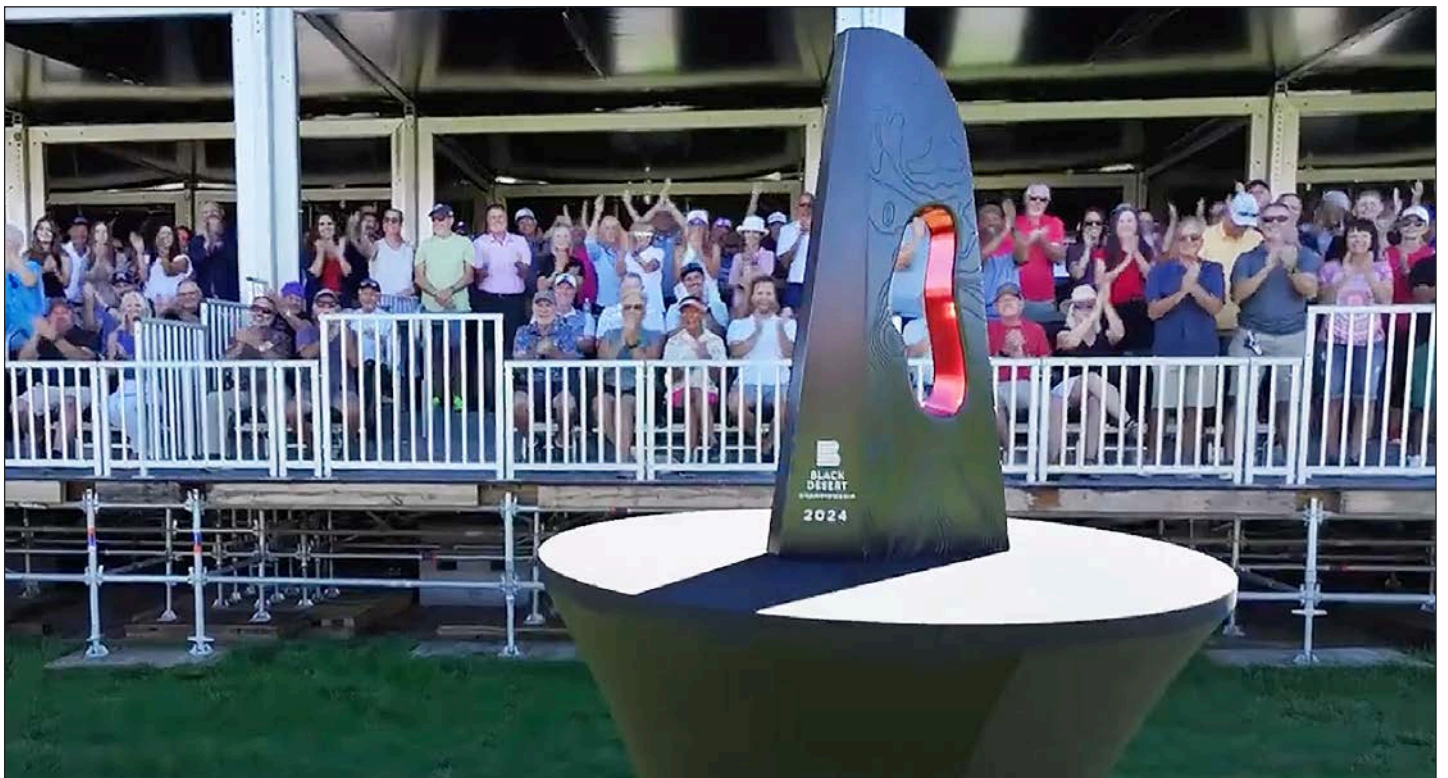
ROI CX Solutions, an omnichannel customer experience services provider in American Fork, has acquired Active TeleSource Inc., a call center services company in Milwaukie, Oregon.

Founded in 1997, Active TeleSource provides customer experience services within the electric, gas and water utilities markets. ATI provides a suite of customized services including regulated utility customer care, demand response and energy efficiency customer care and technical support, and low-income home energy assistance program services to utility clients.

“ATI is a leader in the highly attractive, stable utilities market which is benefiting from significant tailwinds,” said Rob Schow, CEO of ROI. “Active TeleSource supercharges ROI’s growth in the utilities market to provide high-quality, domestic CX services within the regulated, mission-critical utility market.”

Gary Clark and Goran Samojlovski, co-founders of Active TeleSource, commented concerning joining ROI. “We see Active TeleSource joining ROI as a great opportunity to provide additional career pathways and growth for our team members and expand our service offering to our clients. ROI is a like-minded company with a steadfast commitment to quality, which makes them the ideal partner to enhance the value we bring to the utility market.”

ROI CX Solutions, founded in 2008, is a customer care and experience company offering services across health care, banking, financial services, insurance, government and other industries.



A large group of golf fans populate the temporary seating at the Black Desert Resort in Ivins in Washington County to see the unveiling of the winner’s trophy for the newest stop on the PGA Tour. The Black Desert Championship Presented by Greater Zion, to be held Oct. 9-13 at the new Tom Weiskopf-designed golf course at Black Desert, is the first top-tier PGA tournament to be held in Utah since the Utah Open Invitational held its final tournament in 1963.

Designed and created by Salt Lake City rewards and recognition company O.C. Tanner, the newly crafted trophy was unveiled at the company’s headquarters on Sept. 20, then vis-

ited Gov. Spencer Cox’s office and a number of other notable locations throughout Utah until it arrived in Ivins and was welcomed by Mayor Chris Hart.

O.C. Tanner designer Grace Kilbourn said her design was inspired by black rock basalt lava flows, Southern Utah red rock slot canyons and golf bunkers. The colors of black and red depict the stark contrast of the black lava rocks against the Southern Utah red rocks. The trophy weighs 20 pounds and is 18 inches tall. The sand trap-shaped cutout was created to serve as a built-in handle for the champion to be able to lift the trophy above his head, Kilbourn said.

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FROM THE COACH

Before you explode, consider strategies to raise your emotional intelligence

On Nov. 1, 2023, Bobby Knight, famed coach of the Indiana Hoosiers from 1971 to 2000, passed away at the age of 83. Rightfully praised for his innovative defensive schemes, emphasis on team play and ability to develop players, Bobby may instead be best known for his infamous chair-throwing outburst during a game against the Purdue Boilermakers in 1985. While that incident resulted in his ejection from the game, it took another 15 years of misconduct including verbal and physical abuse of players to bring about his dismissal from Indiana in 2000.



RICH TYSON

We might assume that such temper tantrums occur rarely outside the high-stress world of collegiate and professional sports, but we would be wrong. Consider former CEO of Microsoft, Steve Ballmer, who would have given Bobby Knight considerable competition in chair-throwing. On several occasions, he resorted to pitching furniture during emotional outbursts in corporate executive meetings.

Ballmer's explosions in the stressful world of leading one of the world's largest corporations were well-known and well-documented. He created fear among his employees, hindered open communication, stifled innovation and contributed to a culture of stagnation.

There is no question that Ballmer

faced extreme competitive pressure in the rapidly changing world of mobile and cloud computing, but he simply wasn't capable of managing the emotions that these stresses created in him.

Ultimately, he stepped down in 2014. It's interesting to note that his next gig was as the owner of the NBA Los Angeles Clippers. Maybe he and Bobby have more in common than just their outrageous tempers.

And maybe they both have a lot in common with most of us in today's high-stress world, especially those who are leaders. I think that might include just about everyone, when you consider that angry outbursts affect not just business executives or basketball coaches, but also parents, community leaders, educators, neighbors and even those of us who regularly sit behind the wheel of our cars.

So the question is, how can we overcome the natural tendency to explode, to allow road rage or basketball rage or business rage to grab us in an irresistible chokehold when things don't go our way? If such reactions are ultimately destructive and unintelligent, how do we inoculate ourselves against them? How can we become truly emotionally intelligent?

On a recent list of the Top Ten Leadership Topics for Executives today,

emotional intelligence, or EQ, ranked No. 1. Simply defined, EQ is self-awareness, empathy and interpersonal skills that build strong authentic relationships with others. Leaders who possess a high EQ replace fear and foreboding with respect and trust. They facilitate positivity and engagement among those with whom they interact.

Here are a few ways that high-EQ leaders handle stress:

- **Introspection:** Pause and assess emotions: Regularly throughout the day, take a moment to ask, "What am I feeling right now?" In high-pressure moments, assess what situations or interactions consistently trigger strong emotions.
- **Emotional labeling:** When experiencing stress, practice naming the emotion, such as frustration, anxiety or anger. This helps create a mental distance from the emotion, making it easier to manage.
- **Pay attention to physical cues:** Notice how emotions manifest in the body (tension, heart rate, breathing) as these signals can be early indicators of stress.
- **Deep breathing exercises:** Use breathwork to calm the body and gain a clearer perspective on emotional states.
- **Daily meditation:** Even a few minutes of daily meditation can reduce stress and improve emotional awareness.
- **Journaling:** Writing down thoughts and feelings, especially after high-stress events, helps leaders identify emotional

triggers and patterns. Review past journal entries to observe growth in emotional awareness over time.

- **Seek feedback from trusted colleagues:** Ask for observations from peers, mentors or coaches on emotional reactions in stressful situations.

- **Use that feedback constructively:** Understand how others perceive your emotional responses to become more aware of how your emotions affect them.

- **Work with an executive coach:** Coaches can often help leaders recognize and understand emotional patterns in stressful situations.

- **Role-playing scenarios:** Practice stressful situations with a coach or mentor to better understand emotional reactions and improve response strategies.

These are just a few strategies to help you in your pursuit of a high EQ. There are also a considerable number of excellent books on the topic of emotional intelligence. I have found several by author Daniel Goleman to be excellent guides for increasing EQ. And, if you find yourself feeling the need for even more help, there are many outstanding seminars and courses on this subject, as well as support in the psychological community.

Richard Tyson is the founder, principal owner and president of CEObuilder, which provides forums for consulting and coaching to executives in small businesses.

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As auto insurance premiums rise, other car-related costs fall

Getting behind the wheel of a car has become more affordable — for the most part. New and used car prices are down, while inventory levels are up.

Car-related costs like maintenance, repair and gas have all improved over the past year.

The price of used cars and trucks tumbled 10.4 percent from August 2023 to August 2024, while the price of new cars and trucks dropped 1.2 percent, according to the latest Consumer Price Index. Electric vehicle prices have fallen even further, a result of carmakers overestimating consumer appetite for the emerging technology.

It's taken time for the automotive industry to recover from the pandemic-era declines in production, sales and international trade. Now that new car inventory is normalizing, it's also easing

the burden on the used car market that saw skyrocketing prices in the past several years.



ROBERT SPENDLOVE

With more new vehicles in showrooms, dealers are offering more incentives. Edmunds reported that the average discount for new vehicles climbed to \$1,687 in the second quarter of 2024 compared to \$611 in the second quarter of 2023.

Buying a new car is the most affordable it's been in more than three years, according to the Cox Automotive/Moody's Analytics Vehicle Affordability Index. This is due to a combination of lower prices and interest rates and higher incomes and incentives.

Interest rates on car loans fell slightly in August for the first time in two years. In September, the Federal Reserve dropped its key interest rate a

half a percentage point, but it could take some time for the effects of monetary policy to reach the car market. Average car loan rates closely track the five-year Treasury note, which is influenced by the short-term Fed Funds rate. However, auto loans are also influenced by the borrower's credit history, the type of vehicle, the loan term and the down payment.

About 73 percent of consumers say they've held off purchasing a new vehicle because of elevated prices, according to a 2024 Edmunds poll. Now falling prices and more favorable financing terms may bring these potential buyers off the sidelines.

One car-related cost that continues to climb is auto insurance. Over the past year, car insurance prices have accelerated 16.5 percent — more than any other price category measured by the Consumer Price Index.

This surge in auto insurance premiums stems from a combination of factors. Up until last year, car insurers had been paying more in auto repair costs, along with the rest of us. While vehicle maintenance and repair inflation has slowed to 4.1 percent over the past year, it surged 12 percent from August 2022 to August 2023. There is a lag between when insurers incur extra costs and when they pass them on to consumers.

While the Fed was raising interest rates over the past few years in response to overall inflation, borrowing costs increased, causing car demand to drop. Persistent labor shortages sent repair costs surging, increasing insurance prices. Now, excess supply is leading to falling car prices and lower interest rates should lead to lower borrowing costs.

Robert Spendlove is the senior economist for Zions Bank in Salt Lake City.

Work Daze

You don't need no stinking coffee-badges!

If you work at Amazon, my sympathies. Andy Jassy, the CEO of the retail behemoth, just issued an ukase demanding that all employees come into the office five days a week.

This refers to employees who work in offices, of course. The hordes of Amazonians out on the roads, delivering packages, are exempt. While it must annoy management to free these employees, even the most gung-ho exec must eventually realize that it is difficult to drop off 50 pounds of Dr. Elsey's Premium Clumping Cat Litter on some excited customer's doorstep when you're chained to a desk.

Beyond Amazon, the tension between working from home and working from your office is a major issue. Employees believe they deserve the freedom to decide where they can best do their jobs and live their lives. Employers believe that their employees are chattel, human inventory they have bought and paid for. Like any 4-year-old, they want their toys in their toy chest, where they can see them and play with them.

Not that I'm prejudiced.

The change at Amazon, which used to be satisfied with their toys — er,

employees — coming in three days a week, will surely create a lot of unhappiness among a workforce which doesn't enjoy commuting as much as their managers. Guess it's more fun to sit on the I-5 in a Porsche than in a Kia.



BOB GOLDMAN

The new order attracted the attention of Monica Torres, a work/life reporter for *Huffpost*. It was her recent article, "In Defense of 'Coffee Badging,' The Controversial New Office Trend," that introduced me to the concept.

As Torres explains, coffee badging "is where you show up at the office long enough for a coffee or a meeting, expressly to fulfill office mandates — while primarily continuing to work from home whenever you can."

Personally, coffee badging strikes me as a pretty slick jujitsu move in the endless battle between management and labor, but if you have a badge and you have to check in and out, you definitely have to deal with it. I can help. While my three strategies may seem far-fetched, remember that nothing is more mindboggling than the idea that anyone would come into work for the coffee served in most offices.

Before drinking a cup of that swill,

even Juan Valdez would switch to matcha.

No. 1: "Hello, I must be going."

The famous patter song from pop star Groucho Marx will give you the magic words you need as start walking backward out of the office, one minute after you walk in. Allow me to quote: "Hello, I must be going, I cannot stay, I came to say, I must be going. I'm glad I came, but just the same, I must be going."

Is your manager smart enough to realize that while you look like you're walking in, you're actually walking out? What do you think?

No. 2: Throw a fit.

If you want everyone to know you were in the office on any given day, break free from your usual meek-mouse behavior and start yelling. It doesn't really matter what you yell about, though the follies and failures of marketing are always good. Throwing a fit not only shows you were there, it shows you care. (If you're in marketing, yell about HR. That always works.)

No. 3: Send in a substitute.

This scam only works if your company is big enough (Amazon, with 1,525,000 employees, is definitely big enough). Hire a gig worker. Give them your badge. Have them check in for you

at 9 and check out for you at 5. Easy-peasy.

It won't be difficult to find someone who would rather sit at your desk, pretending to work, than bike around town, fighting traffic, delivering Chapula Supremes. The only problem is that in hiring, supervising and paying your bogus you, you will have become a manager. This means you can stay home all day, but, at night, you will have horrible nightmares.

If none of these strategies appeal to you, consider bending the knee and actually going into the office. Just be yourself. Seeing you slumped over your computer, surrounded by gum wrappers and Q-Tips, hearing your Nickelback playlist, smelling the Salmon a la Roquefort that you are microwaving, should be enough for your manager to suggest that you work from home.

How long will this take? I estimate two weeks, but if you want to make it shorter, start working overtime. Come in on weekends, too. That kind of abuse, no manager can survive.

Bob Goldman was an advertising executive at a Fortune 500 company. He offers a virtual shoulder to cry on at bob@bgplanning.com.

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Exploring AI's impact on job displacement and the future of work

Bailey Chism
The City Journals

In recent years, artificial intelligence has seen rapid growth, transforming industries and reshaping the workforce. While AI offers vast potential to boost productivity and innovation, it has also sparked concerns about job displacement. The technology is advancing so rapidly that many workers fear for their livelihoods, as machines and algorithms increasingly replace tasks once performed by humans. This shift has significant implications for society, the economy and the future of work.

AI's Impact on Job Automation

According to a report by management consulting firm McKinsey and Co., AI is replacing jobs at an unprecedented rate in sectors ranging from manufacturing to customer service, and even in areas previously thought immune to automation, such as health care and law. The core of AI's impact lies in its ability to perform repetitive, routine tasks far more efficiently than humans. Machines can operate 24/7, without breaks, and with a level of precision and consistency that human workers simply cannot match. In the latest McKinsey Global Survey on AI, 65 percent of respondents report that their organizations are regularly using generative AI, nearly double the percentage from the previous survey just 10 months ago.

In manufacturing, for instance, robots have long been used on assembly lines to perform tasks like welding and painting. According to the McKinsey report, the introduction of AI-powered

robots has enhanced their ability to perform more complex tasks, such as quality control and predictive maintenance. In sectors such as logistics, self-driving vehicles are starting to replace truck drivers, while AI algorithms manage inventory and optimize supply chains.

Customer service, once dominated by human interaction, is also seeing rapid changes. According to online Nexford University, most human customer service interactions are no longer done by phone with human employees manning the lines. Most of the time, the queries and problems of customers are repetitive. Answering these queries does not require high emotional or social intelligence. Therefore, AI can be used to provide automated responses to frequently asked questions.

The Threat to White-Collar Jobs

The rise of AI isn't limited to blue-collar jobs. White-collar professions, long considered safe from automation, are also being affected. AI systems are increasingly being used in areas such as data analysis, legal work and even creative tasks. According to Nexford University, algorithms are replacing traders, as they can process vast amounts of data and make decisions in realtime. AI is also being used in accounting to automate tasks such as bookkeeping and tax preparation, which has reduced the need for human accountants.

According to the World Economic Forum, AI tools are now being used to analyze contracts, conduct legal research and even predict case outcomes. This has led to fewer entry-level positions for paralegals and junior attorneys, as AI can perform these tasks more efficiently and at a lower cost.

Creative industries are also feel-

ing the impact of AI. An article in the *Harvard Business Review* said AI-driven platforms can now generate written content, design logos and even compose music. For example, news organizations are increasingly using AI to write articles on routine topics such as sports scores and financial reports. While this technology is still in its early stages, it has the potential to disrupt industries that rely on creative professionals, such as journalism, advertising and design.

The Role of AI in Augmenting Human Jobs

While AI is undoubtedly replacing certain jobs, it is also augmenting many others. According to the World Economic Forum, rather than eliminating jobs entirely, AI often changes the nature of work, allowing humans to focus on higher-level tasks that require critical thinking, creativity and emotional intelligence. In this sense, AI can be viewed as a tool that enhances human capabilities, rather than a direct threat to employment.

According to Nexford University, AI is being used in health care to analyze medical images, detect diseases and even recommend treatment options. While this might seem like a threat to radiologists and doctors, it is more of an opportunity to enhance their decision-making abilities. AI can process large amounts of data quickly and accurately, enabling doctors to make better-informed diagnosis and treatment plans. Similarly, in retail, AI is helping salespeople by analyzing customer data to provide personalized recommendations.

The Shift in Skills Demand

As AI reshapes the job market, it

is also shifting the skills that employers value. Workers in industries affected by AI must now adapt by acquiring new skills, particularly in areas such as data analysis, machine learning and programming. According to Nexford University, soft skills like creativity, problem-solving and emotional intelligence are also becoming increasingly important, as they are less likely to be replaced by machines.

Governments, businesses and educational institutions must invest in reskilling and upskilling workers to prepare them for the changes brought by AI. The World Economic Forum emphasizes that nearly 44 percent of current skills will need to be updated by 2027 to keep pace with automation. Lifelong learning will become essential and policymakers will need to consider how to protect workers displaced by AI, through measures like social safety nets and job transition programs.

The Future of Work

The rise of AI is inevitable, and its impact on jobs cannot be ignored. While some jobs will disappear, others will be created and many will be transformed. The key challenge for society will be managing this transition in a way that maximizes the benefits of AI while minimizing the negative effects on workers.

As we move into an AI-driven future, it is crucial to remember that technology itself is not inherently good or bad — it is how we choose to use it that determines its impact. With thoughtful planning and investment in human capital, we can ensure that AI enhances rather than replaces human labor, creating a future of work that is both productive and inclusive.

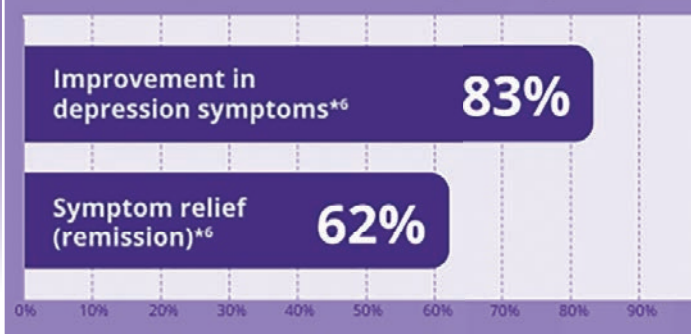
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Outcomes Registry data was published by Sackeim HA, et al. *J Affective Disorders*, 2020, 277(12):65-74. The outcomes reported represent the subset of study patients for which the CGI-S data was reported before and after an acute course of NeuroStar TMS. Patients were treated under real-world conditions where patients may have been prescribed concomitant depression treatments including medications. "Measurable relief" was defined as a CGI-S score ≤ 3 and "complete remission" was defined as a CGI-S score ≤ 2 at the end of treatment.

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INDUSTRY BRIEFS

Industry Briefs are provided as a free service to our readers. Company news information may be sent to brice.w@thecityjournals.com. The submission deadline is one week before publication.

BANKING

- **California Bank & Trust**, a division of Salt Lake City-based **Zions Bancorporation NA**, has agreed to acquire four branch locations in Palm Desert and Indio from **FirstBank**, headquartered in Lakewood, Colorado. Under the agreement, California Bank & Trust will acquire approximately \$730 million in deposits and \$420 million in loans. Upon completion, the branch acquisition will expand CB&T's physical presence in Coachella Valley to a total of six locations and will add approximately 15,000 new customers. As part of the agreement, CB&T will welcome the California-based FirstBank employees to its existing team of more than 900. The transaction is expected to be completed in the first quarter of 2025, subject to customary closing conditions and regulatory approval. The branches to be acquired will continue to operate as FirstBank branches until completion of the deal, at which time they will immediately re-brand as California Bank & Trust.

- **TAB Bank**, based in Ogden, has closed a \$4.5 million credit facility with **The Fiesta Tableware Co. of West Virginia**. The company, formerly known as The Homer Laughlin China Co., was established in 1871 and has been a producer of ceramic tableware in the United States for over a century. Based in Newell, West Virginia, The Fiesta Tableware Co. produces professional-grade dinnerware for retail stores and home chefs. The credit facility will help the company with its working capital needs as it continues scaling the company sustainably.

CONTESTS

- The **Lassonde Entrepreneur Institute** at the University of Utah is encouraging teams to compete in the **Utah Entrepreneur Challenge** and the **High School Challenge**. The UEC features \$75,000 in cash and prizes, while the HSUEC has \$30,000. The deadline to apply is Feb. 20 for the UEC, which is open to college students across Utah. The deadline is Jan. 15 for the HSUEC, open to all high school students in Utah ages 14-18. Details are available at <https://lassonde.utah.edu/uec/> and <https://lassonde.utah.edu/hsuec/>.

ECONOMIC INDICATORS

- **Thirty-three percent of Utahns** have been victims of **financial abuse**, according to a survey by **CardRates**. Examples of financial abuse include someone using a credit card to pay for items without the cardholder's knowledge, having contracts taken out in their name for the perpetrator to use (such as mobile phones, credit cards, mortgages and loans), or making victims change the beneficiary of their will. The national average for abuse is 43 percent. West Virginia and Delaware had the lowest financial abuse figures, at 18 percent. Tennessee had the highest, at 71 percent.

Details are at <https://www.cardrates.com/studies/financial-abuse-common-among-americans/>.

- **Utahns' top communication pet peeve** is someone checking their phone during a face-to-face conversation, according to a survey by entertainment platform **Gameland**. That also is the top national communication pet peeve. The survey revealed that 70 percent of Americans experience pet peeves weekly, 53 percent admit they sometimes engage in those habits themselves, and one in five Americans has ended up in an argument due to those frustrating habits. Details are at <https://gameland.gg/comparison/communication-frustrations>.

GOVERNMENT

- The **Utah Fairpark Area Investment and Restoration District** has appointed **Benjamin Buys** as executive director, effective Oct. 17. UFAIR is embarking on key investment and restoration projects aimed at reinvigorating the district. UFAIR was created in legislation passed in the 2024 general legislative session and is dedicated to the restoration, preservation, and economic development of the Utah Fairpark surrounding areas. Buys most recent served as deputy executive director and chief financial officer for the Utah Inland Port Authority. Before that, he served in executive management and oversaw finances for the Office of the Legislative Auditor General, the Department of Human Resource Management, and the Department of Alcoholic Beverage Control. He earned degrees in accounting and marketing as well as an MBA from the University of Utah.



Benn Buys

- **Salt Lake County** has selected **Robert "Bobby" Sampson** as associate director of **Salt Lake County Community Services**. Sampson most recently served as Councilman Jim Bradley's senior policy advisor. He began his public service career with Salt Lake County Sheriff's Office as a deputy sheriff and retired at the rank of captain. Sampson co-owned a private exam-design business for several years prior to returning to Salt Lake County in 2015.

- The **Utah Board of Pardons and Parole** has hired **Brittany Karzen** to the newly created position of program director of public outreach and transparency. Karzen most recently was communications and public policy director at Salt Lake County Sheriff's Office. Before that, she worked at Utah Department of Health, R&R Partners and Edison International.



Brittany Karzen

Karzen plans to implement communication strategies that include regular updates, community forums and digital platform expansion to broaden the board's outreach efforts. Karzen's education includes earning a master's degree in

mass communications from Brigham Young University.

- The **Navajo Tribal Utility Authority** in Utah, Arizona and New Mexico will receive nearly \$7.4 million from federal funds as part of a \$71 million plan to electrify homes in 13 tribal communities in the U.S. The investment is from the Inflation Reduction Act. This second and final round of funding is from the Bureau of Indian Affairs' Tribal Electrification Program. It follows the program's first round of funding of \$72 million awarded to 21 tribes and tribal organizations.

HOSPITALITY

- **Grand Hyatt Deer Valley** in Park City is expected to open in November. Reservations are open for stays beginning Nov. 20. The resort marks the debut of Deer Valley East Village and will feature approximately 400 luxury rooms, including 100 discounted rooms reserved nightly for U.S. service members, and nearly 30,000 square feet of indoor and outdoor event space.

INVESTMENTS

- **Unified Commerce Group** has announced an investment in **Böhme**, a Draper-based womenswear retailer. Böhme launched in 2006 with a store in Fashion Place Mall in Murray. It now has 15 stores throughout Utah, Arizona, Idaho and Montana, as well as an online presence. UCG was founded in 2019 by Logan native **Dustin Jones**. Böhme becomes the fourth brand in UCG's portfolio. Jones will serve as chairman of Böhme, and founder **Vivien Böhme** will remain as president.



Dustin Jones

NONPROFITS

- The directors of the **George S. and Dolores Doré Eccles Foundation** have selected **Jennifer Napier-Pearce** to serve as the foundation's chief of staff. A veteran journalist and strategist, Napier-Pearce most recently served as a senior advisor and director of communications to Gov. Spencer Cox. Prior to that, she was executive editor of *The Salt Lake Tribune*, and worked at KUER and KCPW as a reporter, anchor and news director. Napier-Pearce's education includes earning a bachelor's degree in English from the University of Utah.



Jennifer Napier-Pearce

OUTDOOR PRODUCTS

- **Provo's 100-acre Epic Regional Sports Park** has opened. It will feature 21 multi-use fields, an incoming 45-court pickleball facility and park amenities. With the completion of the final six fields, Epic is the largest regional sports park in Utah and one of the largest in the Intermountain West. Scott Henderson, Provo City chief administrative officer,

said the park will become a catalyst of visitation and investment in Provo, bringing \$40 million annually into its regional economy.

PARTNERSHIPS

- **SeatGeek** and the **Utah Hockey Club** have announced a partnership, with SeatGeek becoming the official ticketing partner of the club. SeatGeek offers a technology platform that aims to transform the live event experience for fans, teams and venues. The hockey club is the National Hockey League's newest franchise and is owned by Smith Entertainment Group. SeatGeek will handle ticketing for all UHC home games. The partnership represents SeatGeek's second NHL client. SeatGeek also is the ticketing solution for the Utah Jazz NBA franchise and Delta Center arena in Salt Lake City, a partnership that began in 2023.

PHILANTHROPY

- **Tranont**, a Lehi-based healthy lifestyle company, has completed its latest series of community service events as part of its annual **"Lift Where You Live Day"** initiative. Employees, associates and customers participated in various service projects nationwide Sept. 14, focused on reducing economic hardship, enhancing greenspace and caring for others. Their cumulative efforts impacted more than 10,000 lives, the company said. Some of the activities included a food drive for local food banks; fruit tree planting, fence building and clearing weeds at Dimple Dell Regional Park in Sandy; volunteering at Pointe Meadows Senior Center in Lehi; running in various races for charity; and fundraising for various causes on social media.

REAL ESTATE

- **Fast Stop Travel Centers** has acquired three gasoline stations in Northern Utah from **Trigon**. The properties are in Ogden, Willard and Pleasant View. Financial terms were not disclosed. The announcement was made by **Mountain West Commercial Real Estate**. Agent Matthew Porter represented both the buyer and seller in the transactions.

RECOGNITIONS

- The **Utah Tourism Industry Association** recently presented **Utah Tourism Trailblazer Awards** at its annual Utah Tourism Conference at the Davis Conference Center in Layton. Recipients are **Lesha Coltharp**, Uintah County Travel & Tourism; **Shanna Memmott**, Juab County Travel; and **Salt Lake City International Airport**. The awards are presented to Utah tourism partners who dedicate



Lesha Coltharp



Shanna Memmott

from previous page

their talent, time and energy toward building the industry.

• The **National Society of Genetic Counselors** recently named **Ashley Svenson** as the recipient of the **2024 NSGC Strategic Leader Award**. Svenson is medical policy director, payer markets, at Myriad Genetics. The award is presented to an outstanding individual who promotes the genetic counseling profession as a recognized and integral part of healthcare delivery through avenues such as education, research and public policy.



Ashley Svenson

• **Select Health**, based in Murray, has announced the recipients of the **Select Health Awards**, recognizing 10 Utah-based organizations for their exceptional contributions to improving health and well-being across the state. Select Health awarded each with \$5,000 to support essential services. Recipients this year are **Boys & Girls Club of Utah County** (Provo), which helps young people, especially those in need, become productive and caring citizens and leaders; **Christmas Box International** (Salt Lake City), which supports children affected by abuse, neglect, trafficking or homelessness through inclusion programs and other support services; **Comunidades Unidas** (West Valley City), which advocates for Latinx immigrants by connecting them to social services and community opportunities; **DOVE Center** (St. George), which empowers survivors of domestic abuse and sexual violence with essential resources as they work toward healing and independence; **Girls on the Run Southern Utah** (St. George), which inspires young girls through fun, evidence-based programs that build confidence, kindness, and decision-making skills; **Grey Beard's Giving** (Logan), which supports underserved communities by promoting prosperity, generosity and community engagement; **Maliheh Free Clinic** (Salt Lake City), which provides free, same-day urgent medical care to patients with critical needs; **Moab Area Community Land Trust** (Moab), which develops permanent affordable housing by preserving land held in trust in Moab City, Grand County and northern San Juan County; **Neighborhood Connection** (Salt Lake City), which fights childhood hunger by supplying supplemental weekend food to children participating in after school meal programs; and **Project Read** (Provo), which provides one-on-one tutoring to functionally illiterate adults, helping them improve literacy and strengthen their families. Since its inception in 2008, the Select Health Awards have donated over \$1 million to organizations across Utah, Idaho and, for the first time this year, Nevada.

• A pair of Utah organizations are among winners of the **2024 Growth Accelerator Fund Competition, Stage Two**, presented by the **U.S. Small Business Administration**. The SBA announced over \$3 million in awards, with 44 accelerator partnerships receiving between \$50,000 and \$150,000 each to advance their work supporting small businesses and startups in STEM and research and development across priority areas including national and economic security, domestic manufacturing and production, and sustainability and biotechnology. A winner in the Domestic Manufacturing and Production category is the **Utah Advanced Materials Manufacturing Institute**. A winner in the Sustainability and Biotechnology category is **Altitude Lab**.

RESTAURANTS

• **Mo' Bettahs Hawaiian Style Food**, based in Lehi, has named **John Konyn** as chief operations officer. Konyn joined the company in 2010 as an hourly employee when it had just two locations (it now has 55 stores in seven states). He advanced into other positions, most recently serving as vice president of operations and overseeing the training and development of team members planning to take on GM, DM and DO roles. The company also has opened its 28th location in Utah at 2654 N. 2000 W., Clinton. The company was founded in Bountiful in 2008.



John Konyn

RETAIL

• A grand opening recently took place for the **Walmart Fuel Station and convenience store** at 2116 W. 1700 S., Syracuse. A \$1,000 donation was presented to the Syracuse police and fire departments.

SERVICES

• **Mountain America Investment Services**, based in Sandy, has added **Lucas Montes** as a wealth advisor at its West Valley Branch. Montes will offer clients guidance on retirement planning, investment strategies, and comprehensive financial planning, with a focus on building long-term relationships. Montes most recently worked at Fidelity Investments, where he helped clients navigate complex financial landscapes. He is fluent in both English and Spanish. Montes earned a bachelor's degree from Utah Valley University, where he studied business administration and personal financial planning.



Lucas Montes

• **401GO**, a Sandy-based next-generation retirement plan provider for employers, advisors and individuals, has hired **Sue Hardy** as head of plan operations. Hardy has worked 20 years in the retirement industry, with most of her




Sue Hardy

career in the ERISA and compliance side of 401(k). She has been a speaker at the NAFE conference and locally for the Salt Lake City chapter of Western Pension Benefits.


TECHNOLOGY

• **LVT** (LiveView Technologies Inc.), an American Fork-based company focused on life safety and security and a developer and manufacturer of mobile, solar-powered and cellular-connected surveillance solutions and software, has unveiled its next-generation Command Center, designed to give security operators unrivaled control over their video security systems. The company said its 8-year-old VSaaS solution, now available in beta, was rebuilt to empower personnel with unparalleled efficiency and effective incident management capabilities, including a new user experience that reduces the time needed to make informed response decisions. General availability is expected in the fourth quarter.




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Research: Employers contributing to HSAs see employee participation growth

HealthEquity Inc., a Draper-based health care payments technology firm, has released research findings on how health savings account (HSA) contribution strategies influence how employees par-

ticipate in their HSA benefits. The qualitative and quantitative analysis included a sample of nearly 2,000 HealthEquity clients and more than 2 million HSA members. The analysis provides insight for employers

who want to create impactful HSA benefit strategies that support their employees' financial well-being, the company said.

"Benefit leaders want employees to get the most out of their benefits — including HSAs — and fostering utilization is a constant challenge," said Amanda Riley, head of enterprise client relationships at HealthEquity. "What we find is that a deliberate employer HSA contribution strategy increases participation, and by extension, more health care savings."

As of June, nearly \$137 billion in assets were housed in over 37 million HSAs in the U.S. HealthEquity found that companies who both seed HSA contributions — by providing an initial contribution into employees' HSA accounts, and match employee contributions — see 15 percent higher participation than companies who don't contribute. Further, matching and seeding individually each drives 11 percent higher participation in HSA programs.

The research frames HSA contribution strategies through six key areas of impact. The areas include enrollment, employer cost savings, employee benefit equity, contribution support, employee savings re-

tention and investing.

Some of the key findings in these areas concluded that:

- Any employer contribution will increase HSA enrollment, and enrollment is positively correlated with the amount of money employers are willing to contribute.

- An HSA matching strategy yields the highest employee contribution rate, but similar to a 401(k)-matching incentive, puts the decision-making and financial burden on employees.

- HSA seed contribution strategies provide the most positive impact to benefits equity — meaning the upside increases evenly across all pay grades. A seed strategy also helps members' savings retention and investing — while decreasing their financial burden.

There are also cost savings to consider, the research found. Employees who participate in HSAs save 16 percent on average, and employers save an average 2 percent for each HSA enrollee, according to a separate study from the Kaiser Family Foundation.

The HealthEquity Employer Contribution Study results can be found online HealthEquity's website.

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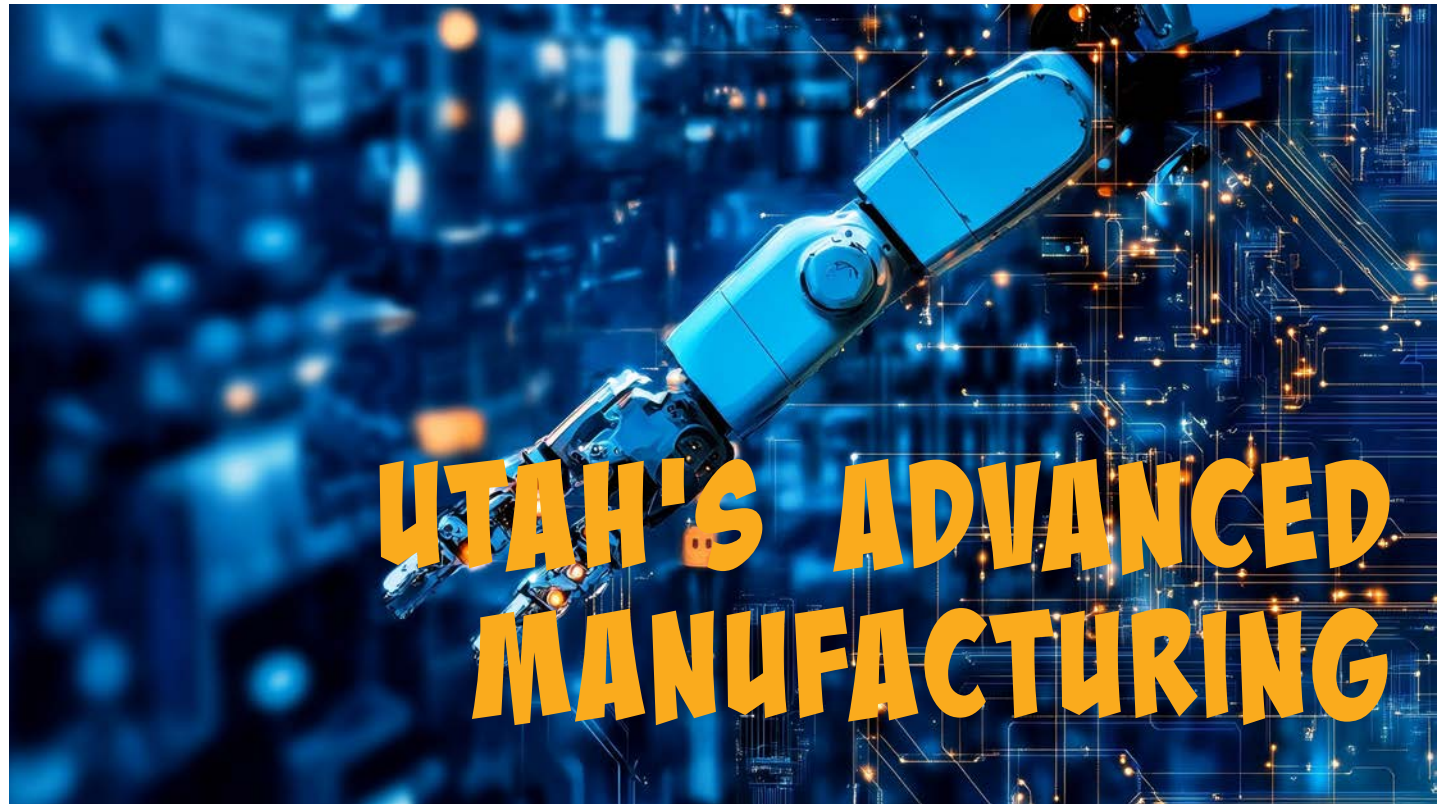
Manufacturing List:

Manufacturing Regions
Page 16

Critical Training

Advancing technology does not diminish critical need to invest in employee training.
Page 15

Issue Sponsor:



Utah Manufacturing Extension Partnership wants half of the state's 4,300 manufacturers to be classified as 'advanced' by 2035

More than 40 percent of Utah's manufacturers are involved in advanced manufacturing. A group of industry leaders wants to boost that number and has a plan to reach its goal.

Members of the Utah Manufacturing Extension Partnership (Utah-MEP), a team of experts commissioned to help Utah's 4,300 manufacturers improve, made their pitch to the Unified Economic Opportunity Commission during a discussion about the state's strategic plans for several targeted industries. Final plans for each of the six industries are expected by November.

The term "advanced manufacturing," or AM, refers to manufacturing using new technologies such as automation, robotics, digital twinning (creating a virtual replica of a physical object, system or process), 3D printing and new materials. Among the more than 40 percent of Utah manufacturers using AM technology, most of them are outside the medical, aerospace and semiconductor industries.



In addition to developing resilient supply chains for manufacturers and keeping Utah in the top 10 among states for a technology and science workforce, supporters said they want more than 50 percent of Utah's manufacturers to be classified as advanced manufacturers by the year 2035.

Many Utah manufacturers are gathering data "by the bucketload," but they — especially small companies — lack the money to develop data-backed automation that could improve their processes, according to Todd Bingham, president and CEO of the Utah Manufacturers Association.

"We're excited about where AI is going and where it goes for smaller companies," he told the commission.

Utah already is in the top five among states for AM concentration, but the proliferation of AM companies in Utah varies widely, from a high of 40 percent of manufacturers in Salt Lake County, to 20 percent in

both Logan and between Salt Lake County and Nephi, to 12 percent in St. George and about 8 percent throughout the rest of the state.

Utah-MEP is asking for \$2 million from the state Legislature to equip 24 manufacturers over the next five years with IoT and small sensors that would be applied to applications or machines, with their improved results serving as an example of how advanced manufacturing can improve companies' operations. Those 24 companies — including ones in the aerospace and life science industries, and manufacturers across both urban and rural Utah — would be required to provide tours to build local AM confidence.

"That would allow them to serve as a local place where we can bring other manufacturers to in their local area and they can testify, if you will, and say, 'This is what this has done for me. This is how it's helped me,'" Steve Black, director of Utah-MEP,

see ADVANCED page 18



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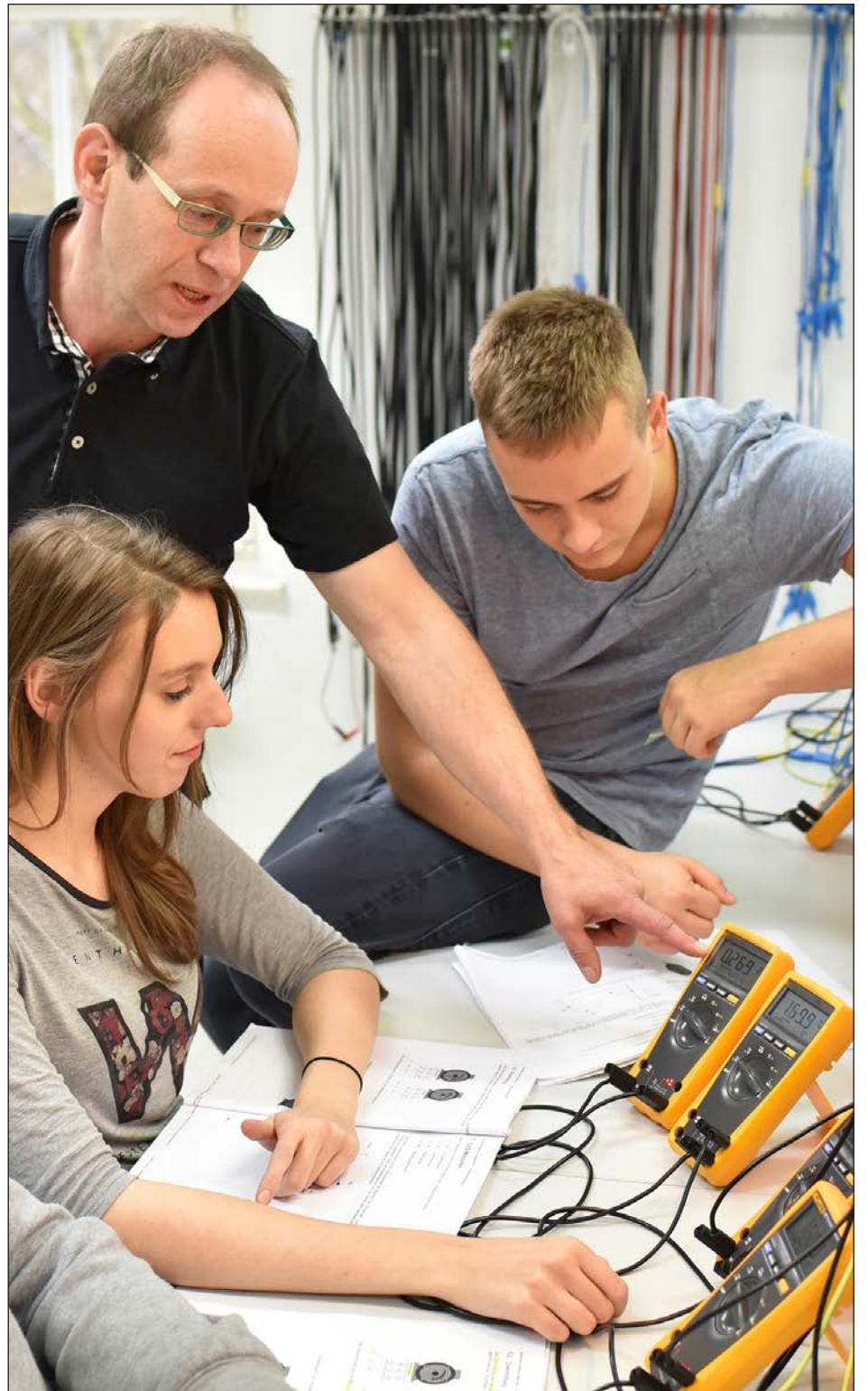
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PEOPLE ARE AS IMPORTANT AS MACHINES

Advancing technology does not diminish the critical need to invest in employee training



“You should treat your people at least as well as you treat your machines.”

Craig Gygi, chief operating officer of The Synergy Co., shares this sentiment on repeat, but in a tech-focused world, this mindset isn’t standard. When machines break, leaders jump to spend whatever resources are necessary to get the equipment back up and running. In contrast, when an employee is underperforming, leaders are quick to terminate them rather than diagnose the root cause of the behavior.



CATHERINE
BENNETT

According to Eric Burton, a transformation partner and continuous improvement expert at iMpatc Utah, the root cause of underperforming employees is often poor-to-non-existent training. After training employees at more than 100 manufacturing companies, he has learned a few things about how great training impacts organizations overall.

While it may seem obvious to some, technology investments do not eliminate the reality that people are at the center of every manufactur-

ing company’s success, Burton said. Added tech accelerates the need to get people up to speed on new skills, processes and possibilities. While training is very much essential to a healthy workplace, it continues to look different every year. There have never been this many opportunities to enhance training efforts, from increased remote learning to augmented-reality software to asynchronous training.

“A company’s view of training is a ‘window to its soul,’” Burton said. “It’s a reflection of the organization’s commitment to its most valuable asset: its people. Manufacturing is a substantial industry and there are tens of thousands of employees in the industry we need to take care of.”

In 2023, Utah manufacturing contributed \$23.4 billion to Utah’s GDP. In the same year, manufacturing companies paid \$11 billion to more than 150,000 employees, according to the Utah Department of Workforce Services. Additionally, manufacturing employment numbers have steadily increased the past few

years.

“If every manufacturing company truly invested in their people, the numbers would reflect that, including profitability and the state’s GDP,” Burton said. “The companies who have invested in their people and seen the benefits understand just how critical this investment is to long-term success.”

For an inexperienced production floor worker, training might be an introduction course to Lean manufacturing. For an experienced production floor worker advancing into a leadership position, this might look like taking a leadership course, Burton said. With technology developing at an increasingly rapid pace, all employees will need to participate in continued equipment and software training.

Burton argues investing in employee training is not merely a nice-to-have luxury but a necessity for long-term success. While many companies acknowledge the importance of their workforce, actions often speak louder than words. When budgets tighten, training is frequently the first expense to be cut, despite its far-reaching benefits.

By investing in training, companies demonstrate their respect for their employees as human beings, fostering a culture of continuous improvement and growth.

Great training is about much more than developing immediate skills, Burton said. Its multitude of advantages include enhancing productivity, boosting morale and retention, ensuring safety and compliance and fostering innovation and competitiveness.

Gygi said that since heavily prioritizing training on The Synergy Co.’s teams, they’ve transformed their company culture and improved their local reputation. This has led to more individuals in Moab’s small workforce pool applying for jobs at the plant and staying. Why? Job satisfaction.

“What we’ve implemented at The Synergy Co. is inspired by the research of Frederick Herzberg on job satisfaction and motivation,” Gygi said. “We have certainly reviewed our compensation and made

see **TRAINING** page F18

MANUFACTURING REGIONS

Ranked by Number of Manufacturing Establishments

BUSINESS JOURNAL List

County	Manufacturing Establishments	Private Non-Manufacturing Establishments	Manufacturing Employment	Private Non-Manufacturing Employment	Avg. Monthly Manufacturing Wage	Avg. Private Non-Manufacturing Monthly Wage	Top Manufacturing Establishments
1 Salt Lake	2,829	62,081	60,135	739,695	\$7,098	\$6,633	L3 Technologies Inc.; Merit Medical Systems Inc.; Varex Imaging Corp.; Becton, Dickinson and Co.; Edwards LifeSciences LLC; Ultradent Products Inc.; Daily's Premium Meats LLC; USANA Inc.; AMSCO Windows; Northrop Grumman; Hexcel Corp.; Albany International Corp.; Intermountain; ICU Medical Inc.; Stryker Employment Co. LLC
2 Utah	854	21,191	23,319	286,280	\$5,983	\$5,073	Nestle Prepared Foods Co., Texas Instruments Inc., Smokey's Smokehouse, Tyson Fresh Meats Inc., US Synthetic Corp.
3 Davis	381	9,983	13,928	128,765	\$7,073	\$4,981	Lifetime Products Inc., Northrop Grumman Corp., Utility Trailer Manufacturing Co.
4 Weber	355	6,971	19,511	103,400	\$7,211	\$4,793	Autoliv, Northrop Grumman Corp., Fresenius USA Manufacturing Inc., Ralcorp Frozen Bakery Products Inc., Capstone Nutrition, Petersen Inc., Williams International Co. LLC
5 Washington	288	7,834	4,136	80,949	\$4,482	\$3,861	Litehouse Inc., Meadow Gold Ice Cream, Deseret Laboratories Inc., Ram Manufacturing Co. Inc., Wilson Electronics LLC, Reid-Ashman Manufacturing Inc., RS Utility Structures Inc.
5 Cache	255	4,231	12,009	55,322	\$5,280	\$3,965	E.A. Miller, Invitrogen Corp., Icon Health & Fitness Inc., Gossner Foods Inc., Schreiber Foods Inc., Hyclone Laboratories LLC, TTM Technologies North America LLC
6 Iron	107	2,074	2,491	23,553	\$5,073	\$3,622	Smead Manufacturing Co., Ampac, Genpak LLC, Byway Corp., Mueller Copper Tube West Co., Metalcraft Technologies LLC
7 Box Elder	98	1,533	7,448	16,001	\$7,908	\$5,145	Thiokol Corp.-Propulsion, West Liberty Foods LLC, Autoliv, Procter & Gamble Paper Products
8 Summit	87	3,438	1,122	33,390	\$8,121	\$5,355	Graco Inc., Skullcandy Inc., Triumph Gear Systems Inc.
9 Wasatch	59	1,569	623	11,107	\$5,310	\$4,849	Redmond Minerals Inc.
10 Tooele	50	1,447	2,189	17,950	\$6,260	\$4,407	U.S. Magnesium LLC, Purple Innovation LLC
11 Sanpete	39	701	1,369	8,557	\$3,726	\$3,322	Pitman Farms Inc., Christensen Arms, ACT Aerospace
11 Uintah	39	1,324	362	14,569	\$4,639	\$4,599	Superior Drilling Products
13 Duchesne	31	814	186	8,658	\$4,672	\$4,866	Tri-County Concrete, Uintah Machine & Manufacturing Co., Country Cabinet
14 Sevier	26	778	477	9,355	\$4,372	\$3,781	Hales Sand & Gravel, Dogberry Collections Inc., U.S. Gypsum Co.
15 Carbon	25	619	552	8,288	\$5,636	\$4,086	Intermountain Electronics Inc.
16 Juab	22	4,455	825	3,652	\$5,175	\$3,752	Barrette Outdoor Living Inc., Ash Grove Cement, Barnes Bullets-Mona LLC, Quality Craft Wood Works Inc.
17 Morgan	19	433	202	2,905	\$8,092	\$4,541	Holcim (US) Inc.
18 Millard	13	456	229	5,264	\$5,149	\$4,346	Liqua-Dry Inc., Graymont Western US Inc.
19 Grand	10	677	101	5,988	\$5,622	\$3,813	The Synergy Company of Utah LLC
20 Kane	9	419	117	3,567	\$3,035	\$3,537	Stampin' Up Inc.
21 Beaver	8	253	189	2,593	\$3,415	\$3,607	Dairy Farmers of America Inc., Atkore Plastic Pipe Corp.
21 San Juan	8	374	76	4,364	\$2,704	\$4,106	Blue Mountain Meats Inc.
23 Wayne	7	150	13	1,111	\$925	\$3,317	Oyler Family Farms LLC
24 Garfield	5	289	30	2,005	\$2,978	\$3,497	K&D Forest Products Inc., Bryce Valley Builders & Supply Inc.
25 Emery	4	274	18	3,679	\$4,361	\$4,572	EAO Services Inc., Guymons Machining & Fabrication Inc.
25 Rich	4	157	17	1,010	\$3,279	\$3,826	Little Spring Water LLC, Cedar Mesa Pottery, Young's Machine Co.
STATEWIDE	5,732	146,024	151,587	1,539,448	\$5,726	\$4,959	



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ADVANCED

from page 13

told the commission. “It takes this initiative down to a very local level and one that I believe will help accelerate the adoption of advanced manufacturing throughout the state.”

“AI (artificial intelligence) is something you’ve heard an awful lot about, but in your world, you probably tend to think of it much more from a software type of a perspective,” Bingham said. “When you’re thinking about that in manufacturing, we often think that it is tied to a couple of the more prominent industries, but if we think about it and dive down, advanced manufacturing and AI is in almost every manufacturing company out there.”

For example, the technology can be in the form of tracking a piece of a product, like in the food industry where food production, sales and distribution information can be used during recalls.

Smaller companies, Bingham said, tend to use the technology to determine where waste exists in their production processes. In

searching for a solution that would eliminate that waste, engineers will analyze data “and in many cases, they’ve kind of thrown Jell-O against the wall” — essentially incorrectly guessing.

“It’s all driven by data,” Bingham said. “Today, through AI, we are gathering data in manufacturing facilities by the bucketload, and now the biggest challenge is taking all that data, breaking it down, giving it to the engineering teams and having them determine what is the highest area of focus to tweak, to change. So, rather than throwing that Jell-O at the wall now, we’re looking at it and saying, ‘If we change this or tweak that, we’ll be able to output 25 percent more product than we do right now.’”

Win Jeanfreau, executive director of iMPact Utah, said the steps toward advanced manufacturing can be use of a mobile lab to measure what automation could look like at a particular company; partial automation, or “cobotics,” that uses robots to help workers increase productivity; partial automation of a production line; full-stream automation; and full-factory automation.

Jeanfreau stressed that making

that transition will require training of the workforce. Bingham said job losses are always a concern when improving processes, but “that doesn’t happen in manufacturing.”

Bingham cited an example of a cake maker having a worker slide a bag into a box. Automation can do that operation many times faster, allowing for more cakes to be produced and boxed. That affected employee then can be reassigned to a different area in the facility where he or she can run equipment, along the way making a higher wage and having a more advanced skill set.

“In manufacturing, we upscale and we increase the wage and the skill set where we’re going from doing a manual piece to now running a piece of automation, a piece of robotics, a piece of 3D printing — that type of thing,” he said.

Ben Hart, a commission member and executive director of the Utah Inland Port Authority, noted how Utah needs advanced manufacturing in order to keep up with other states’ efforts.

“Here’s the reality in the global manufacturing world ... It’s no longer about us being status quo. It’s not about us just doing ‘good

enough’ in manufacturing. This isn’t our peers; this is our competition. And I want to make sure that the commission understands that,” he said.

“We are in a global battle right now for the best and brightest manufacturers and making sure that the most sophisticated, automated procedures and platforms are being implemented into Utah businesses. This is not the 1990s manufacturing. The world has changed significantly, and if we don’t put a lot of effort into trying to capitalize, help build our businesses ... then we’re going to lose ground.”

Some states are “hugely aggressive” about advanced manufacturing, and Utah could lose out to them “if we don’t stay focused on helping to build these production and manufacturing companies in our own back yard,” he said.

“If we lose this fight, it will be another generation before we get a chance to compete again,” Hart said. “So, in this global supply chain re-correction ... I think we have to make sure that we win.”

Brice Wallace is the associate editor and a senior writer for the *Business Journal*.

TRAINING

from page 15

sure we’re competitive, but we’ve discovered the thing employees find equally motivating is the opportunity to do meaningful work.”

Herzberg’s theory of job satisfaction, also known as the motivation-hygiene theory, posits that job satisfaction and dissatisfaction are influenced by two different sets of factors. These factors are hygiene factors and motivation factors.

Hygiene factors include salary, supervision, working conditions, company policy and job security. They prevent job dissatisfaction but don’t necessarily increase job satisfaction.

Motivation factors include achievement, recognition, the work itself, responsibility and advancement. They increase job satisfaction and can make employees more productive, creative and committed.

A big part of creating motivation factors is empowering employees to work with team leads to make small improvements daily, which is known

widely in industry as Kaizen. Leaders at The Synergy Co. want their employees to share any improvements that come to mind, even if they are out of the individual’s scope of work.

“They do speak up,” Gygi said. “It’s because they have skin in the game. When they really dig in and make improvements, we reward them with more meaningful assignments. Of course, we do recognition and gift cards for efforts, but nothing seems to mean more than showing that trust in their ability to make a difference to the company.”

Despite the undeniable benefits of employee training, implementing effective programs is no cakewalk. Cost, time commitments and concerns about disruptions to daily operations are common obstacles. However, Burton emphasizes that the long-term costs of neglecting training can be far greater, including lost productivity, poor quality and high turnover.

“Training never seems urgent until it becomes urgent,” Burton said. “Starting small and gradually expanding training initiatives, I’ve seen companies minimize disruptions while reaping the rewards.”

Technological advancements, including cutting-edge machinery and AI, spur even more reason to invest in training. Bringing a new 3D printer or CNC machine in? Employees need training. Implementing a new AI software? Training. When it comes to new tech, the learning curve in today’s workforce is incredibly steep, Burton said.

Numerous companies in the region have experienced significant benefits from investing in employee training. O.C. Tanner, for example, supports and grows employees from all over the globe who speak dozens of different first languages. JD Ma-

chine has addressed the skilled labor shortage by focusing on training and development.

Gygi said, “As a result of all of our top-down initiatives and grassroots improvements, our employees are more engaged than ever before.”

State and federally funded organizations like iMPact Utah exist to help manufacturers profit more, which is impacted significantly by team productivity and turnover. Training is one way iMPact is positioned to fortify manufacturing employee retention and performance while strengthening culture and brand.

“Our employees are our greatest asset’ is on everyone’s wall,” Burton said. “The good companies prove it through action. They talk about training differently. They promote people who are great teachers and trainers and talk about it as a constant need.”

Companies who treat training this way aren’t “looking for employees under rocks,” Burton said. They have a full bench at all times of individuals ready to pour their energy and talents into a company that believes in their ability and potential.

In an era where technology and machinery are constantly evolving, investing in employee training is more important than ever, Gygi said. By empowering employees with the skills and knowledge they need to succeed, companies can drive innovation, improve productivity and foster a positive work culture. The long-term benefits of employee training continue to far outweigh the short-term costs.

Catherine Bennett is the managing director of marketing at iMPact Utah, a business transformation and training partner for Utah manufacturers. She is also the host of the “Making Utah” podcast.



CALENDAR

Calendar listings are provided as a free service to our readers. Information about upcoming events may be sent to brice.w@thecityjournals.com. The submission deadline is one week before publication.

Oct. 7-9

One Utah Summit. Speakers include Gov. Spencer Cox; Jonah Goldberg, co-founder and editor-in-chief, The Dispatch; Shawn Nelson, founder and CEO, LoveSac; First Lady Abby Cox; and Gail Miller, co-founder, Larry H. Miller Co. Location is Southern Utah University. Cost is \$350. Details are at <https://oneutahsummit.utah.gov/>.

Oct. 7 and 29

Returnship Workshop Series, with two remaining sessions of a three-part BioHive event about the BioHive Life Sciences Returnship Initiative, which aims to expand workforce opportunities for those re-entering the workforce after an absence to build their resume and gain current and relevant experience. Workshop series is designed to prepare returners to apply for returnship opportunities at four host life sciences companies: ARUP Laboratories, Denali Therapeutics, Recursion and Seek Labs. Remaining workshops are scheduled for 5:30-7:30 p.m., with virtual and recorded options available. Series continues Oct. 7, "Why Work in the Life Sciences?" at Recursion, 41 S. 400 W., Salt Lake City; and Oct. 29, "Navigating the Industry Post-Returnship Offer," at Kiln, 26 S. Rio Grande St., No. 2072, Salt Lake City. Details are at <https://www.biohive.com/returnships/>.

Oct. 7, 9 a.m.-5 p.m.

AI-Native Banking and Fintech Conference, co-hosted by Spring Labs, the Utah Bankers Association, the American Fintech Council and the Governor's Office of Economic Opportunity. Event will explore the practical and ethical applications of artificial intelligence (AI) in the financial sector and features keynotes, interactive roundtables, panel discussions, fireside chats and networking opportunities. Event is designed for small businesses, financial institutions, compliance officers, fintechs, AI startups, BaaS providers and AI providers. Location is University of Utah's Layton Field Club at Rice-Eccles Stadium, 451 S. 1400 E., Salt Lake City. Cost is \$595, \$795 last-minute. Details are at <https://conference.springlabs.com/>.

Oct. 7, 5:30-7 p.m.

2024 TOUMAC Bi-Annual Committee Briefing, a Top of Utah Military Affairs Committee (TOUMAC) bi-annual committee briefing from senior military leaders. Speakers include Col. Mike "Drifter" Gette, commander of the 388th Fighter Wing at Hill Air Force Base, and Col. Ron "Smokin" Sloma, commander of the 419th Fighter Wing at Hill AFB. Location is Hill Aerospace Museum, 7961 Cottonwood St., Building 1955, Hill Air Force Base. Free for TOUMAC members, \$25 for guests. Details are at davischamberofcommerce.com.

Oct. 8, 7:15-9 a.m.

Breakfast Speaker Series, an ACG (Association for Corporate Growth) Utah event. Speaker is Brandon Newman, CEO, Xevant. Location is Marriott City Center, 220 S. State St., Salt Lake City. Free for members, \$40 for nonmembers. Details are at <https://www.acg.org/utah/events/utah-october-2024-breakfast-speaker-series>.

Oct. 8, 9-11 a.m.

"Pay the IRS Less Without Going to Jail," a Small Business Development Center event that takes place online. Cost is \$18. Details are at <https://clients.utahsbdc.org/events.aspx>.

Oct. 8, 10-11:30 a.m.

"Government Contracting 101," a Utah Business Bridge event. Speaker is Jessie Lobato, regional manager at Utah APEX Accelerator. Event takes place online. Details are at https://bit.ly/UBB_108.

Oct. 8, 11:30 a.m.-1 p.m.

Luncheon "Trunk or Treat" Business Edition, a Point of the Mountain Chamber of Commerce event. Location is Osier Park, 385 N. Osier Ave., Lehi. Details are at thepointchamber.com.

Oct. 8, 11:30 a.m.-1 p.m.

Professional Growth Series, a ChamberWest Women in Business event. Speaker Anna Thomas, policy director at Voices for Utah Children, will discuss "Investing in Childcare: A Community and Business Call to Action." Location is Hilton Garden Inn Salt Lake City Airport, 4975 Wiley Post Way, Salt Lake City. Cost is \$35. Details are at chamberwest.com.

Oct. 9, 8 a.m.-1 p.m.

Third Annual Northern Utah Manufacturing Excellence (NUME) Conference. Location is Cache County Event Center, 490 S. 500 W., Logan. Cost is \$99. Details are at cachechamber.com.

Oct. 9, 11 a.m.-12:30 p.m.

"Marketing Therapy: Session 1," a Silicon Slopes event. Speakers are Amy Cook, CMO, and Ryan Bott, CSO, both at Fullcast. Location is Silicon Slopes, 2600 W. Executive Parkway, Lehi. Details are at <https://app.siliconslopes.com/events>.

Oct. 9, 11:30 a.m.-1:30 p.m.

2024 ElevateHER Challenge Luncheon, a Women's Leadership Institute event celebrating the program's decade of impact. Location is Hyatt Regency Salt Lake City, 170 S. West Temple, Salt Lake City. Cost is \$90. Details are at <https://wliut.com/2024-elevateher-challenge-luncheon/>.

Oct. 9, 5-7 p.m.

"Business After Hours," an Ogden-Weber Chamber of Commerce event. Location is Jeremiah's, 1307 W. 12th St., Marriott-Slaterville. Free for chamber members and first-time guests, \$10 for nonmembers. Details are at ogdenweberchamber.com.

Oct. 9, 6-7:30 p.m.

"Online Marketing Fundamentals," a Small Business Development Center event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

Oct. 10-11

The Summits, a Utah Valley Chamber of Commerce business executive summit. Location is Sundance Mountain Resort, 8841 Alpine Loop Scenic Byway, Sundance. Costs start at \$360 for chamber members. Details to be announced at thechamber.org.

Oct. 10-11, 8:30 a.m.-5 p.m.

APA Utah Fall Conference, designed for profession and citizen planners and elected officials to learn about urban and rural planning needs. Keynote speaker Oct. 10 is Dave Durocher, co-founder of The Other Side Academy; and Oct. 11 is Shane Phillips, author of *The Affordable City*. Location is Utah Valley Convention Center, 220 W. Center St., Provo. Cost varies. Details are at <https://apautah.org/conferences/2024-fall-conference/>.

Oct. 10, 1-2 p.m.

"Becoming Retirement Ready," a Women's Business Center of Utah event. Presenter is Uma Khandkar. Location is Salt Lake Chamber, 201 S. Main St., Suite 2300, Salt Lake City. Free. Details are at wbcutah.org.

Oct. 10, 5-7 p.m.

"Business After Hours," a Park City Chamber/Bureau event. Location is JW Bennett, 364 Main St., Suite 2E, Park City. Free. Details are at <https://www.parkcitychamber.com/event/business-after-hours-mixer%3a-jw-bennett/27424/>.

Oct. 10, 6-8 p.m.

"Business Essentials," a Small Business Development Center event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

Oct. 15

Crossroads Business Expo & Job Fair, an Ogden-Weber Chamber of Commerce event. Expo takes place 9-11:30 a.m. Lunch is 11:30 a.m.-noon. Crosstalks take place noon-2 p.m. Location is Union Station, Ogden. Details are at ogdenweberchamber.com.

Oct. 15, 22, 29, 9 a.m.-noon

"Cash Flow is King" Workshop Series, a Small Business Development Center event. Location is Salt Lake SBDC at Salt Lake Community College. Cost is \$70. Details are at <https://clients.utahsbdc.org/events.aspx>.

Oct. 15, 11 a.m.-1 p.m.

"Business Women's Forum 2024: The Power of Storytelling Through Relationship-Building and Community Involvement." Presenter is Cynthia Gambill, chief relationship officer, Saprea. Location is Ken Garff University Club, Rice-Eccles Stadium, 451 S. 1400 E., Salt Lake City. Details are at slchamber.com.

Oct. 15, 11:30 a.m.-1 p.m.

Leadership Luncheon, a Cache Valley Chamber of Commerce event. Location is The Riverwoods Conference Center, 615 Riverwoods Parkway, Logan. Cost is \$25 for members and \$32 for nonmembers pre-registered, \$28 for members and \$35 for nonmembers not pre-registered. Details are at cachechamber.com.

Oct. 15, 11:30 a.m.-1 p.m.

Professional Development Series, a ChamberWest event. Speaker U.S. Rep. Burgess Owens will discuss "Federal Insights, Local Impact." Location is Sprung Structures, 5711 Dannon Way, West Jordan. Cost is \$25 for members registered by Oct. 10, \$35 for nonmembers and members thereafter. Details are at chamberwest.com.

Oct. 15, 5:30-6:30 p.m.

Tax Planning Clinic, a Small Business Development Center event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

Oct. 15, 6-8 p.m.

"How to Start a Business 101," a Small Business Development Center event. Location is Orem-Provo SBDC at Utah Valley University. Details are at <https://clients.utahsbdc.org/events.aspx>.

Oct. 16, 23; 11 a.m.

Third Annual Small Business Cyber Summit, a U.S. Small Business Administration event featuring hands-on advice, interactive forensic assessments and cyber-expert panelists discussing local and federal resources that are available to entrepreneurs across America. Event takes place online. Free. Details are at <https://bit.ly/SBACyberSummit2024>.

Oct. 16, 11 a.m.-1 p.m.

Business Boot Camp, a South Valley Chamber of Commerce event. Josh Downs, motivational speaker, podcaster and life coach at Josh Downs Coaching, will discuss "The Value of Mindset: How Business Owners and Leaders Can Build Confidence, Find Focus and Stay Balanced." Location is Salt Mine Productive Workspace, 7984 S. 1300 E., Sandy. Cost is \$35 for members, \$55 for nonmembers. Details are at southvalleychamber.com.

Oct. 16, 11:30 a.m.-1 p.m.

Business Alliance Luncheon. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free (lunch is available for purchase). No RSVP needed. Details are at davischamberofcommerce.com.

Oct. 16, 11:30 a.m.-2 p.m.

"Thrive in the Hive," presented by the Utah Korean Chamber of Commerce & Bridge and focused on how to start, optimize and sell businesses. Event includes panel discussions, breakout sessions and Q&A. Speakers include U.S. Rep. Burgess Owens; Kat Kennedy, general partner, Kickstart; Paul Shin, vice

CALENDAR

from page 19

president of marketing, B10 Energy; Beth Colosimo, executive director, The Mill Entrepreneurship Center; Scott Paul, general partner, Convoi Ventures; Jimmy Choi, CEO, Bridge; and Xingcheng "X" Hua, head of growth strategy, corporate development and operations, MX Technologies Inc. Location is Kiln, 26 S. Rio Grand St., No. 2072, Salt Lake City. Free. Registration can be completed at Eventbrite.com.

Oct. 16, 6-8 p.m.

Marketing Clinic, a Small Business Development Center event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

Oct. 18 and 25, 9 a.m.-2 p.m.

Government Affairs Boot Camp, a Salt Lake Chamber event designed for new and experienced government affairs professionals, company executives and public policy advocates to learn how to improve their effectiveness and understanding of advocating in the state of Utah. Oct. 18 activities take place at the

Capitol Boardroom, Utah State Capitol, 350 State St., Salt Lake City. Oct. 25 activities take place at the Salt Lake Chamber, 201 S. Main St., Suite 2300, Salt Lake City. Cost is \$750 for members, \$1,000 for nonmembers. Details are at slchamber.com.

Oct. 18, 8:30-10 a.m.

"Friday Connections," a multi-chamber networking event. Location is Utah Trucking Association, 4181 W. 2100 S., West Valley City. Cost is \$5 for members, \$10 for nonmembers. Details are at chamberwest.com.

Oct. 22, 7:30 a.m.-6 p.m.

Trends Conference, a ULI (Urban Land Institute) Utah event. Theme is "Future Forward: Unleashing Innovation for a Thriving Utah." Event is a gathering of local, regional and national experts in real estate, business and economics. Keynote speaker Nikki Greenberg, real estate technology and innovation strategist, will discuss "AI & The Future of Commercial Real Estate." Location is Hyatt Regency Salt Lake City, 170 S.

see CALENDAR next page



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CALENDAR

from previous page

West Temple, Salt Lake City. Cost ranges from \$190 to \$250 for members, \$275 to \$340 for nonmembers. Details are at <https://utah.uli.org/events-2/>.

Oct. 22, 10 a.m.-12:30 p.m.

“The Most Important Skill a Manager Can Develop,” a Silicon Slopes event featuring speaker Robert Morgan, CEO, Disruptive Leadership. Location is Silicon Slopes, 2600 W. Executive Parkway, Lehi. Details are at <https://app.siliconslopes.com/events>.

Oct. 22, 11:30 a.m.-1 p.m.

“Nourishing Your Well-Being through Acts of Service,” a South Valley Chamber of Commerce event. Speaker is Utah first lady Abby Cox. Location is Magnolia Event Center, 1117 W. South Jordan Parkway, South Jordan. Cost is \$20 for members, \$30 for nonmembers. Details are at southvalleychamber.com.

Oct. 22, 11:30 a.m.-1 p.m.

Women in Business, an Ogden-Weber Chamber of Commerce event. Location is Jeremiah’s Lodge & Garden, 1329 W. 12th St., Marriott-Slaterville. Cost is \$25 for members and first-time guests, \$35 for nonmembers. Details are at ogdenweberchamber.com.

Oct. 23, 8 a.m.-4 p.m.

Annual Cache Business Women’s Conference, featuring learning, networking, food, vendors and information and inspiration tailored specifically for women professionals and entrepreneurs (all are invited and welcome to attend). Location is The Riverwoods Conference Center, 615 Riverwoods Parkway, Logan. Details to be announced at cachechamber.com.

Oct. 23, 11 a.m.-1 p.m.

“Preparing Your SaaS Company for a Tax-Free Exit,” a Silicon Slopes event. Location is Silicon Slopes, 2600 W. Executive Parkway, Lehi. Details are at <https://app.siliconslopes.com/events>.

Oct 23, noon-1 p.m.

“Trust: An Essential Element in

People and Organizations,” a Women’s Business Center of Utah “Solve the Business Puzzle” event. Speaker Mary Pearson, CFO/vice president of finance and administration and dean of the School of Business at Southern Utah University, will discuss the role of trust in fostering innovation, enhancing communication, and building authentic relationships that empower both employees and customers to thrive. Event takes place online. Free. Details are at wbcutah.org.

Oct. 23, 5-6:30 p.m.

“Connect After Hours,” a South Valley Chamber event. Location is Eight Settlers Distillery, 7321 Canyon Centre Parkway, Cottonwood Heights. Cost is \$15 for members, \$25 for nonmembers. Details are at southvalleychamber.com.

Oct. 23, 6-7 p.m.

“Facebook/Instagram Ads: Create and Manage Ads Like a Pro,” a Small Business Development Center event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

Oct. 24, 7:30 a.m.-5:30 p.m.

Zero Gravity Summit, a 47G event focusing on national security and frontier technology and including keynote presentations and six breakout sessions. Keynote presentations include Nikki Greenberg discussing “AI & The Future of Commercial Real Estate” and Tim Mahedy discussing “What Comes Next: Navigating the Post-Election Economy.” Location is The Depot in Salt Lake City and nearby locations at The Gateway. Cost is \$500. Details are at zerogravity-summit.com.

Oct. 24, 8 a.m.-4 p.m.

Gene-Based Therapies Symposium and Workshop, a University of Utah event. Location is Helix Building, 30 Mario Capecchi Drive, Salt Lake City. Registration deadline is Oct. 16. Details are at <https://lu.ma/bnppmm2tp>.

Oct. 24, 11:30 a.m.-1 p.m.

“Witches, Werewolves and Women in Business” October Luncheon, a Davis Chamber of Commerce event. Location is Lagoon at the Beirgarten, Farmington. Cost is \$25 for members, \$35 for nonmembers. Registration is required. Details are at davischamberofcommerce.com.

Oct. 24, noon-1 p.m.

Women in Business Meeting, a Box Elder Chamber of Commerce event. Contact the chamber for location and other details. Cost is \$10. Details to be announced at boxelderchamber.com.

Oct. 24, 5-7 p.m.

“Business After Hours,” a Salt Lake Chamber event. Location is Slalom Consulting, 650 S. Main St., Salt Lake City. Free for members and \$30 for nonmembers before Oct. 20; \$20 for members and \$40 for nonmembers thereafter. Details are at slchamber.com.

Oct. 24, 5-6 p.m.

Legal Workshop (in English and Spanish), a Small Business Development Center event. Location is the Orem/Provo SBDC at Utah Valley University. Details are at <https://clients.utahsbdc.org/events.aspx>.

Oct. 24, 6-7 p.m.

Intellectual Property Clinic, a Small Business Development Center event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

Oct. 29, 11:30 a.m.-1 p.m.

HR Leaders “Lunch ‘n’ Learn,” part of the Executive Forum Roundtable Series presented by ACG Utah. Location is Parsons Behle & Latimer, 201 S. Main St., Salt Lake City. RSVP/registration requested by Oct. 25. Details are at <https://www.acg.org/utah/events/utah-2024-fall-hr-leaders-forum>.

Oct. 30, 11:30 a.m.-1 p.m.

Business Success Series, a ChamberWest event. Speaker Winthrop “Win” Jeanfreau will discuss “Become the Leader Your Company and Employees Need.” Location is Salt Lake Community College’s West Valley Center, 3460 S. 5600 W., West Valley City. Cost is \$25 per session. Details are at chamberwest.com.

Oct. 30, noon-1 p.m.

“Startup Funding Lunch & Learn,” a Mill Entrepreneurship Center event. Speaker is Bill Kirth, a partner with Rectify Partners and owner/operator of Rectify Capital LLC. Location is The Mill, 9690 S. 300 W., Building 5, Room

333, Sandy. Free. Registration can be completed at [Eventbrite.com](https://eventbrite.com).

Nov. 1, 8-10 a.m.

“First Fridays Speed Networking,” a West Jordan Chamber of Commerce event. Location is Legacy Retirement Center, 1617 W. Temple Lane, South Jordan. Details are at <https://wjc-ut.com/>.

Nov. 1, 11:30 a.m.-1:30 p.m.

2024 Tourism Fall Forum, a Park City Chamber/Bureau event featuring speakers from Park City Mountain, Deer Valley, the Utah Olympic Legacy Foundation, SkiUtah, and Woodward Park City. Location is Stein Eriksen Lodge Deer Valley, 7700 Stein Way, Park City. Details are at <https://www.parkcitychamber.com/event/2024-tourism-fall-forum/27421/>.

Nov. 5, 2-3:30 p.m.

WordPress Workshop, a Small Business Development Center event that takes place online. Details are at <https://clients.utahsbdc.org/events.aspx>.

Nov. 6, 11:30 a.m.-1 p.m.

Business Alliance Luncheon. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free (lunch is available for purchase). No RSVP needed. Details are at davischamberofcommerce.com.

Nov. 6, noon-1 p.m.

“Walkable Wednesday,” a ULI (Urban Land Institute) Utah event featuring The Citizen, a new Class A apartment community in Salt Lake City’s Central City neighborhood. Location is The Citizen, 515 S. 400 E., Salt Lake City. Free for members, \$20 for nonmembers. Details are at <https://utah.uli.org/events-2>.

Nov. 7, 8 a.m.-3 p.m.

Growth and Prosperity Summit 2024, a Utah Valley Chamber of Commerce event featuring several panels that address Utah County’s biggest issues and opportunities. Panel will address topics such as business environment, workforce development,

see CALENDAR page 22

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CALENDAR

from page 21

transportation and infrastructure, water, housing, health care, natural resources and education. Location is Utah Valley University, Sorensen Student Center, 800 W. University Parkway, Orem. Details are at thechamber.org.

Nov. 7, 9 a.m.-noon

Workplace Mental Health & Well-Being Summit, a Salt Lake Chamber event. Keynote speaker is Dr. James D. McDonough Jr., vice president for corporate and foundation relations and government grants for the Huntsman Mental Health Foundation. Summit topics include “Mental Wellness in the Workplace and Beyond,” “A Snapshot of Mental Health in Utah,” “Navigating Mental Wellness Conversations” and “Suicide Prevention.” Location is Salt Lake Chamber, 201 S. Main St., Suite 2300, Salt Lake City. Free. Details are at slchamber.com.

Nov. 9, 6-10 p.m.

Annual Awards Gala, a Utah Manufacturers Association event that featuring a social hour at 6 p.m., dinner at 7:15 p.m. and an awards presentation at 8 p.m. Location is Mountain America Exposition Center, 9575 S. State St., Sandy. Cost is \$400 for two, \$1,800 for a table of 10. Registration can be completed at Eventbrite.com.

Nov. 11, noon-1:30 p.m.

Membership Luncheon, a Utah Valley Chamber of Commerce event. Location is Ivy Hall Academy, 4692 N. 300 W., Provo. Details are at thechamber.org.

Nov. 13, 7:15 a.m.-3 p.m.

Fall Conference, a ChamberWest event. Keynote presenters are Boyd

Matheson, host of KSL NewsRadio’s “Inside Edition” and KSL-TV’s “Sunday Edition”; and Robert Spendlove, senior vice president and senior economist at Zions Bank. Location is Utah Cultural Celebration Center, 1355 W. 3100 S., West Valley City. Cost is \$99 for members before Nov. 7, \$125 for nonmembers and members thereafter. Details are at chamberwest.com.

Nov. 13, 11:30 a.m.-1 p.m.

Cache Women in Business Luncheon, a Cache Valley Chamber of Commerce event. Location is Logan Country Club, 710 N. 1500 E., Logan. Cost is \$20 for members, \$23 for nonmembers, \$25 at the door. Details are at cachechamber.com.

Nov. 13, 5-7 p.m.

“Business After Hours,” an Ogden-Weber Chamber of Commerce event. Location is BMR Auto Detailing, 2108 S. 1100 W., No. 1, Ogden. Free for chamber members and first-time guests, \$10 for nonmember guests. Details are at ogdenweberchamber.com.

Nov. 14

Utah Life Sciences Summit, hosted by BioUtah. Theme is “Innovation for Life.” Location is Hilton Salt Lake City Center, 255 S. West Temple, Salt Lake City. Cost is \$275 for members and \$375 for nonmembers. Details to be announced.

Nov. 14, 8:30 a.m.-2 p.m.

Annual Women in Business Summit, a Davis Chamber of Commerce event. Location is Weber State University Davis Campus, Stewart Ballroom, 2750 University Park Blvd., Layton. Cost is \$65 for members, \$85 for nonmembers. Details are at davischamberofcommerce.com.

Nov. 14, 11 a.m.-1:30 p.m.

“Downtown Daybreak: Utah’s First Sports-Anchored Mixed-Use

Development,” a ULI (Urban Land Institute) Utah event. Panelists from Larry H. Miller Real Estate, South Jordan City and Wasatch Front Regional Council will share insight on the benefits of mixed-use, transit-oriented urban developments and how they enrich the lives of future generations. After the panel discussion, an optional tour of Daybreak Field at America First Square will be available. Location is South Jordan Fire Station No. 64, 5443 W. Lake Ave., South Jordan. Costs range from \$30 to \$50. Details are at <https://utah.uli.org/events-2>.

Nov. 15, 8 a.m.-3:30 p.m.

Women & Business Conference and Athena Awards Luncheon, a Salt Lake Chamber event that is the primary fundraiser for the Women’s Business Center of Utah. Theme is “ILLUMINATE.” Opening keynote speaker Nicole Sherman, president and CEO of Riverview Bancorporation and Riverview Bank in Washington state, will discuss “This is Your Now! Daring to Be You.” Location is Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is \$150 for members and \$200 for nonmembers before Oct. 18, \$180 for members and \$250 for nonmembers thereafter. Details to be announced at slchamber.com.

Nov. 15, 8:30-10 a.m.

“Friday Connections,” a multi-chamber networking event. Location is Utah Trucking Association, 4181 W. 2100 S., West Valley City. Cost is \$5 for members, \$10 for nonmembers. Details are at chamberwest.com.

Nov. 19, 11:30 a.m.-1 p.m.

Women in Business, an Ogden-Weber Chamber of Commerce event. Speaker Abby Monroe, WIB chair, will discuss “Give Back.” Location is Jeremiah’s Lodge & Garden, 1329 W. 12th St., Marriott-Slaterville. Cost is \$25 for WIB members and first-time guests, \$35 for nonmembers. Details to be announced at ogdenweberchamber.com.

Nov. 20, 11:30 a.m.-1 p.m.
Business Alliance Luncheon. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free (lunch is available for purchase). No RSVP needed. Details are at davischamberofcommerce.com.

Nov. 21, 11:30 a.m.-1 p.m.

Chamber Luncheon, a Davis Chamber of Commerce event. Cost is \$25 for members, \$35 for nonmembers. Location and other details to be announced at davischamberofcommerce.com.

Dec. 4, 11:30 a.m.-1 p.m.

Business Alliance Luncheon. Location is Boondocks Fun Center, 525 Deseret Drive, Kaysville. Free (lunch is available for purchase). No RSVP needed. Details are at davischamberofcommerce.com.

Dec. 5-6

Summit Directors and Officers Conference, organized by IMA Financial Group’s Salt Lake City office and designed for directors, officers, and executives of public, pre-IPO and private companies. Location is Montage Deer Valley Resort. Cost is \$675. Details are at summitconf.org.

Dec. 11, 5-7 p.m.

“Business After Hours,” an Ogden-Weber Chamber of Commerce event. Location is Ogden Mustangs, Weber County Ice Sheet, 4390 Harrison Blvd., Ogden. Free for members and first-time guests, \$10 for nonmember guests. Details are at ogdenweberchamber.com.

Dec. 12, 11:30 a.m.-1 p.m.

2024 Women in Business Holiday Luncheon, a Davis Chamber of Commerce event. Location is Courtyard by Marriott Layton Hotel, 1803 Woodland Park Drive, Layton. Cost is \$25 for members, \$35 for guests. Registration is required. Details are at davischamberofcommerce.com.



CHAMBER

from page 1

Rising says, “We see you, and we’re preparing a future that is filled with opportunities, a thriving economy and a better quality of life,” Miller said.

“We don’t need to wait 10 years to see that happen. We are building that future now. We are building it with intention, strategy and collaboration.”

Among other 2023-24 milestones are the introduction of the Fair Chance Hiring Guide, the solidification of the Diverse-Owned Business Accelerator, the Government Affairs Boot Camp, the Women’s Business Center of Utah, the Downtown Alliance, Utah’s winning bid for the 2034 Olympic Winter Games, and having the Economic Development Corporation of Utah join the chamber family.

The Salt Lake Chamber also celebrated a 90 percent passage rate for priority bills in the 2024 legislative session, with the bills tackling the housing shortage, preparing for growth, addressing water resources, creating regulations related to artificial intelligence, and strengthening the talent pipeline between education and business.

“As Utah’s leading business advocacy organization, the Salt Lake Chamber remains as committed as ever to championing the interests of businesses of every size, every industry and at every level. Utah’s success is due in large part because of those of you who are in this room today,” Miller said.

“The truth is, there are so many effective people, projects and organizations that make Utah a great place, it’s difficult to single out just a few.”

Miller cautioned the audience about the upcoming period of “significant political noise.”

“As partisan tides rise and fall, as the political pendulum swings back and forth, and regardless of the outcome of this or any other election, the business community, all of us, will continue to work together to ensure that Utah succeeds today, tomorrow and far into the future,” he said. “We will continue to set the example in our state of how to collaborate, how to respect differing opinions, and how to find meaningful solutions that ensure prosperity for everyone.”

The annual meeting also featured the presentation of the chamber’s annual awards:

- President’s Award in Excellence: KSL.com.

- Legacy Award: Jacobsen Construction Co.

- Fortitude Award: Delta Air Lines.

- Beehive Award: Sunroc.

- Opportunity Award: Alpha Coffee.

- Icon Award: Blendyd Studios.

- Trailblazer Award: Utah Rep. Tyler Clancy and Madison Keyser Williams of Utah Paperbox.

- Chamber Champions: Lucy Knight Andre, Stadler US; Dori Clark, Lagoon Corp.; TJ England, CR England-Global Transportation; Kimberly Flores, fulfilled Lifestyle Co.; Kamea Johnson, Chosen Creative; and Lee Weech, Executive.

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TOURISM

from page 1

thinking. The global market for experiences is \$1 trillion, and travel destination decisions are being driven by experiences. Since 2019, spending on travel experiences is up 65 percent and social media is the key channel to drive awareness.

“People are looking at experiences and then saying, ‘I want to go there’ or ‘I want to go here,’ but they’re not picking the destination first. They’re picking the experiences first,” he said.

“I think what they want to know is, what experiences can we have in your destination ... and what memories can we collect? Because those memories, we can play over and over and over again.”

Veneto broke down the concept down to three levels of visitation. The first is show-and-tell, which can be as simple as a tour or a visit to a zoo. The second is engaging visitors, and they’re willing to pay more for that. The top level is immersion, in which visitors obtain a deeper, richer and more memorable experience by kayaking, taking part in a culinary les-

son, drinking wine or playing a character. “And people will pay even more for that type of experience because the impact is that much greater on [their] emotional bank account,” he said.

Another way to think of the three levels is advancing from a photo to a story to a lifelong memory, he said.

“What’s your XQ? What’s your experience quotient?” he asked the audience. “What are those experiences at your destination that a visitor can have that would be memorable, fun and impact their emotional bank account? ... And how is it tied not just to the attractions but to the attributes and the essence of your destination?”

Veneto cited several examples of boosted experience quotients. The National Mustard Museum in Wisconsin went from selling mustard jars to creating a tasting event for visitors. A Columbia Valley outdoor walk now features teaching visitors outdoor skills. A Native American art market sells arts and crafts but also entertains visitors with stories and dances, then offers the opportunity to create bead bracelets and dreamcatchers. In Philadelphia, visitors can see murals on the sides of buildings but also can boost their ex-

perience by meeting the artists and seeing the murals with them, with the immersive element allowing visitors to actually paint a mural themselves.

If done well, Veneto said, visitors can evolve into lifelong brand ambassadors.

RANKING

from page 1

lowest long-term unemployment rate.

Among the secrets to a satisfying career is finding work that uses your unique skills and creates value for someone else, according to Jo Jorgensen, a principal lecturer in the College of Behavioral, Social and Health Sciences at Clemson University in South Carolina.

“If you do not have your dream job yet and you are watching the clock and waiting for your workday to end, keep looking for the right job,” Jorgensen said in a news release about the rankings. “Even in prestigious ca-

“What I want you to think about this afternoon is, how do you convert your visitors, your customers, to passionate ambassadors to your brand — not only to your brand,” he said, “but your destination and for the state of Utah?”

reers, many people are just trading water, focused on watching the calendar for the next vacation or promotion or pay bump. To really enjoy your life, aim for a calling.

“The difference is a focus on helping others or finding meaning in your work, rather than being focused on yourself. It is corny, but yes, if you love your work, working for your whole life can be more than just bearable — it can be rewarding.”

Following Utah in the top five states for best work environments were Vermont, Idaho, Minnesota and Massachusetts. The states with the worst work environments were, from the bottom up, West Virginia, Louisiana, Alaska, Kentucky, New Mexico and California.

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