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Boston real estate firm that represents only tenants enters Utah

By Barbara Rattle
The Enterprise

Cresa, a Boston-based firm that is the largest company in North America to represent only tenants in commercial real estate transactions, has entered the Utah market with an office in Salt Lake City. It becomes the only company of its kind in the Beehive State.

Two established industry veterans have combined to launch Cresa's office at 1240 E. 2100 S., Suite 300. Paul Anderson, founder of Work/Place Solutions LLC, Salt Lake's only tenant advisory boutique, has joined forces with Paul Skene, who brings 24 years of commercial real estate experience, formerly at CB Richard Ellis and Cushman & Wakefield. They will be co-managing principals of Cresa Salt Lake City.

"Paul and I were partners at CB Richard Ellis, so we have a track record of working together and I think the world of his skill set and his experience in this mar-



ket," Anderson said. "We'll bring something to the market that I wasn't necessarily able to provide with Work/Place Solutions, which I'm folding into Cresa. It's just me and Paul at this point, but we anticipate some growth."

Anderson said the two biggest reasons he thinks Cresa will flourish in Utah are that fact that it is conflict-free and that it can offer a host of integrated services to tenants of all sizes.

"Every large or medium sized brokerage company here represents both landlords and ten-

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Speakers: some restaurant chains avoiding Utah due to liquor laws

By Brice Wallace
The Enterprise

Are Utah's restaurant lovers missing out on dining options because of the state's lack of liquor licenses? Speakers at last week's Business and Labor Interim Committee said that was indeed the case.

During a lengthy discussion about the availability of liquor licenses and whether bumping up the number would cause more DUIs or other safety woes, a few lawmakers and speakers indicated that some restaurant chains are avoiding Utah because they are unable to secure a license.

Steve Bogden, managing director and principal broker at Coldwell Banker Commercial, which represents 30 to 40 chains, said LongHorn Steakhouse would

love to put 12 restaurants in Utah. "It's our deal and our feelings that this is an economic development question," he said. "It really is. This is about jobs. This is about payroll. This is about taxes."

In four years, those restaurants would employ more than 1,000 people earning an average of \$42,000 annually, would produce \$40 million in sales and generate \$2.7 million in sales taxes. What's more, the trickle-down effect would boost architects, developers, contractors, subcontractors, building materials companies, maintenance and repair workers and tourism, among others, he said.

He agreed that statistics indicate that a "wet" state does have more public safety issues. "But

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Utah-based VC company merges with firm founded by Google exec

By Brice Wallace
The Enterprise

A Utah-based venture capital firm has merged with a Silicon Valley firm founded by Google executive chairman Eric Schmidt and is looking to raise \$200 million for a new VC fund to aid early-stage high-tech ventures.

TomorrowVentures Fund III will "fill the gap" between structurally restricted venture firms and the limited capital of angel investors, a pair of managing directors told the Governor's Office of Economic Development Board during its April meeting.

The fund is being formed by Epic Ventures, based in Salt

Lake City, which is now part of TomorrowVentures, founded in 2009 and based in Palo Alto, Calif., following a merger a few months ago.

"We felt like we get in most of the deals that we really try to get in and have had a lot of success that way, but with the name of TomorrowVentures we just had that much more success," Kent Madsen told the GOED board. "There have been deals that we've been competing with that we can now enter purely because we now can say we are TomorrowVentures."

The new fund will have
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West Elm, a Brooklyn, N.Y.-based upscale retail store chain featuring contemporary furniture and other housewares, is hoping to enter the Utah market. Seattle-based general contractor Jackson Dean Construction is seeking subcontractor bids for an approximately 8,100 square foot store at the new City Creek Center in downtown Salt Lake City, according to bid information filed with the MountainLands Area Plan Room. The plans indicate the projected start date of construction is July 9 and that the store would be substantially complete by Sept. 21. Company spokesperson Abigail Jacobs said she was unable to confirm plans for the store, and City Creek representatives said they do not comment on rumored tenants. West Elm is a wholly owned subsidiary of Williams-Sonoma and, in addition to furniture and housewares, retails office furniture, linens and upholstery. Currently it has 39 stores in the U.S. and Puerto Rico. West Elm was founded in 2002.

— Barbara Rattle



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CRESA

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ants," he said. "We are completely unconflicted. We can in a very unbiased way represent the interest of the tenant only. With Cresa, we have fully integrated services; we can help tenants with everything from strategic planning to site selection to transaction management to post transaction project management. We offer facilities management. We're not property managers; what we'll do is

help companies that manage their facilities do that better. There are tenants with triple-net leases. We have experts in that field within the organization. We offer workforce and relocation planning, we do a lot of lease administration for larger companies with a lot of leases that want to make sure everything gets paid on time and they're not overpaying for operating expenses, etc. We have some capital markets capacity. Sublease and disposition is the only time we'd ever have a listing because

we don't do any agency work. But if we have a tenant that needs to dispose of space we have the capacity to market and sublease it.

"Salt Lake is a fast growing marketplace for commercial real estate for tenants. There are an incredible number of inbound tenants from outside this market. We're seeing that particularly in the south end of the valley, Point of the Mountain, where you've got a lot of large tech companies, particularly from the Bay Area,

moving here. Salt Lake is really on the radar screen of so many companies, and it's not just inbound business but companies based here. Real estate is an important component of the operations of a company."

Anderson said he expects to be "fairly aggressive in marketing and educating the community that we exist. Paul and I see the vast majority of the growth in business that we are able to procure here in Salt Lake. Obviously, Cresa is going to have some requirements coming into Salt Lake, but we certainly don't see that as a major

piece of our revenue. We really see organic growth in this market as the big driver to our revenue."

He added that Cresa agents are traditionally compensated by the fee generated by transactions.

With the addition of Salt Lake City, Cresa now has 57 North American locations. Through its partnership with Savills, one of the world's largest commercial real estate services firms, Cresa covers more than 255 locations in 40 countries. The company was formed in 1993 and employs more than 800 people.

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VC

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Schmidt and Zions Bank as "corner" limited partners.

Epic began as Wasatch Venture Fund in 1994 and about a decade ago began branching out to create relationships outside Utah. Epic and TomorrowVentures informally jointly funded about six companies before merging.

Managing director Nick Efstratis said about one-third of Epic's deals have been in Utah. "We think that will probably continue," he said.

The target will be early-stage investing, meaning seed capital to Series A rounds with funding between \$250,000 and \$5 million. Efstratis said there are "super angel" funds and other angel activity, "so there is a lot of money early on if you need sub-\$1 million. [When] you need that next stage of growth to reach that Series A — \$1 million to \$5 million — it gets a little harder. ... You're not quite far enough along for the really big funds to get involved."

"I think it's great," said GOED board member Amy Rees Anderson. "That's where the gap is in Utah, in between the angel and the bigger VC fund. I think that will be awesome for entrepreneurs in Utah."

"I think some people don't really realize, in our opinion, how exciting Utah really is," Madsen said. "For a small population, it's amazing how many startups we have. Fundamentally, we're very strong and it's a very, very exciting place to invest. That's frankly why we're going to spend so much effort and energy here. There are great entrepreneurs here."

"It's just exciting," GOED's executive director, Spencer P. Eccles, said, "to see this very significant step forward in Utah in terms of attracting outside interest here, and it will continue to shine the light down inside Utah, and we need more of this. Potentially, to your chagrin, it will increase your competition for deals, but we

need more dollars flowing in and it all kind of works together and let the market work."

But Madsen cautioned that Epic has syndicated and had joint ventures with other VC firms. "I don't really view this as competition," he said. "We're not Silicon Valley, where there are 70 funds trying to get in a hot deal. There's a good deal here, we know all the other funds, they know us. We all want to get in. We usually share. There's usually room and need."

The path leading Epic Ventures to TomorrowVentures began when Chris Stone, former executive vice president at Novell, became an Epic Ventures advisor and later a managing director. He had a strong relationship with Schmidt, who had been chairman and CEO of Novell and later CEO of Google.

Being part of TomorrowVentures should help with deal flow, Madsen said. At its Peak, Epic saw 2,300 deals a year. Schmidt's group sees about 6,000. Schmidt, he said, "is a brand name that people care about," bringing credibility to the Salt Lake operations, which will remain in place.

"It's exciting for us," Madsen said. "We think it's exciting for Utah. It gives us better deal flow but also helps our companies as they grow."

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Kneaders development agent expanding

Four Foods Group, the Highland, Utah-based development agent for Kneaders Bakery and Cafe, plans to undergo a major expansion in September and has broken ground for new eateries in Ogden and Saratoga Springs.

The company will be relocating to a 4,500 square foot corporate office space and 12,000 square foot warehouse to be built at 871 S. Auto Mall Dr. in American Fork. The move will allow the Four Foods Group to centralize all of the distribution of the retail goods it sends out to its restaurants. In addition, two full restaurant equipment and supply packages (which are sent out to new restaurants every 60 days) will be housed at the facility. Staging for new restaurants will also be performed at the new location.

The new space in American Fork will be replacing the company's current 1,400 square foot corporate office space and 2,600 square foot warehouse. The relocation will equal a 500 percent increase in office space for Four Foods Group.

"We see our company growing tenfold while in this new space," said Andrew K. Smith, CEO. "However, we plan on expanding even further during the next three to four years."

He said the company foresees employing more than 600



Four Foods Group is expanding its office and warehouse, and recently broke ground for two new Kneaders restaurants.

people by the end of 2012.

Four Foods Group experienced 165 percent growth in 2011. The company joined forces with the Kneaders organization when Smith became the franchisee for Kneaders' Lehi location. Kneaders has since become one of the fastest-growing restaurant franchises in Utah. The Four Foods Group acquired the exclusive development rights to expand the Kneaders brand throughout Utah, Colorado, Arizona and Nevada and broke ground for an Ogden location at 1953 S. Washington Blvd. on May 1 and a Saratoga Springs location at 1484 N. Redwood Road on April 24.

Heath and Amber Hooper of Eagle Mountain are operating

partners of Kneaders' Saratoga Springs location. Aaron and Rachel Seitzinger of South Ogden are operating partners of the Ogden location.

Kneaders Bakery and Cafe serves sandwiches, soups, salads, pastries and European hearth breads baked daily in onsite hearthstone ovens. The firm also offers catering services and gift ideas such as gift baskets.

Colleen and Gary Worthington opened the first Kneaders Bakery and Cafe in Orem in 1997. The franchise now consists of 19 operating locations including 16 in Utah, two in Yuma, Ariz. and one in Meridian, Idaho. The franchise plans to open 11 locations this year.

Zions Bank CPI reveals rebounding real estate market

The Zions Bank Wasatch Front Consumer Price Index increased 0.7 percent from the month prior, driven by increases in the price of housing — a sign that the Wasatch Front housing market is showing signs of recovery.

A 1 percent increase in the costs of housing accounted for half of the rise in April's CPI along the Wasatch Front. Locally, rental rates and hotel prices increased strongly, while the cost of consumer home goods, such as appliances and bedding, increased at a more modest rate. Over the course of the last 12 months, the price of housing has increased 3.7 percent across the Wasatch Front, compared to 1.7 percent nationally. Price increases in this sector are a sign that consumer demand is rebounding.

In April, 71 percent of Utahns thought that the price of their home would increase or remain the same. Consumer confidence in home prices reflects an increasingly positive outlook for the local housing market and economy.

"We are seeing very positive signs from the housing market this spring," said Zions Bank president and CEO Scott Anderson. "When you consider where the market has

been for the past few years, any increase in the price of housing is a great indication that the worst may be behind us. Obviously, the recovery still has its challenges, but the Wasatch Front is uniquely positioned to recover faster than the rest of the country. As Utah continues down the road to recovery, Zions Bank is dedicated to delivering the most accurate and relevant economic information to consumers and businesses."

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LIQUOR

from page 1

in our opinion, there are very few people that will go to Chili's ... or take the family to Olive Garden and then go driving out of control down State Street."

Under current definitions, a full-service restaurant liquor license involves the sale of alcoholic beverages in conjunction with a food order, and at least 70 percent of the restaurant's sales must be from food. A limited-service restaurant license allows wine, beer and heavy beer on the premises in conjunction with a food order, with the same 70 percent food threshold.

Mark Bouchard, senior manager for CBRE, said demand for full-service restaurants in Utah will continue to grow. "I think the great challenge that this committee has is managing the delicate balance between public safety and what's in the public interests while continuing to meet the economic demands of this state and the diversification we're undertaking as we go forward and grow," he said. But with companies like eBay and Adobe bringing in people and furthering the diversification of the state's population, "that diversification is going to bring a different view as to what 'delicate' balance is."

At issue is whether Utah needs to have more liquor licenses available. Currently, based on a state-derived formula, only one license is available to be issued for full-service restaurants. All the others have been allocated. Other western states have different formulas and quotas for determining license allocation. "It is really all over the board," said the committee's co-chair, Sen. John Valentine, R-Orem.

Sen. Gene Davis, D-Salt Lake City, said Utah seems to have "arbitrarily high numbers" for population required for each liquor license. "I'm just wondering, how do we address the arbitrary number based on population that we're doing in the state of Utah so that we can accommodate the growth of small business?" Davis asked. "That's my question."

"That's a great question," Valentine replied, "and that's what this committee will have to be dealing with."

The issue of public safety is a key, Valentine said. Statistics indicate that Utah had the lowest DUI rate per capita during 14 of the past 18 years, and finished second or third the remaining years. Based on data from the Centers for Disease Control, "the bottom line is, a wetter environment will yield a higher DUI rate," he said.

"We indicate and we tout that

we have a lower DUI rate and I think that's a very laudable thing for us to have in the state," said Rep. Michael Morley, R-Spanish Fork. "It's always been a question for me: is that because we limit the number of restaurants licenses that are able to sell liquor in restaurants, or is that because of the beliefs of the people and they will adhere to that standard regardless of whether they have a number of choices in their community to drink?"

Morley insisted that some chain restaurants want to enter the Utah market but won't without a liquor license. "It's just part of their strategy, part of their model. ... It would be difficult for me to imagine that introducing, for example, a Chili's and an Applebee's and an Outback [Steakhouse] in Spanish Fork is going to increase liquor consumption in that area."

Rep. Bradley Last, R-Hurricane, said the availability of liquor licenses in resort areas makes sense. "In terms of full-service restaurants, from my perspective, I don't know what we gain by limiting the number of full-service restaurants in Park City that can offer alcohol," he said. "It seems to me like we might just leave a lot of people shaking their heads that come here and spend a lot of money and have a great time skiing but when they go out to eat [cannot drink] ... We want to

accommodate without encouraging, I guess."

Rep. Brian Doughty, D-Salt Lake City, insisted that full-service restaurants are not the problem when it comes to DUIs. "You talk to police officers and they'll tell you the problems come from bars and taverns where people are specifically going there to consume alcohol as a destination," Doughty

said.

Valentine said the committee will have alternatives to consider at its June meeting. "This issue ... has significant economic development concerns. It also has as a counterbalance the public safety concerns," he said. "I think that we can come up with solutions that meet both of those objectives."

American Fork-based certification exam firm under new ownership

Certiport, an American Fork-based provider of performance-based certification exams and practice test solutions for academic institutions and the workforce and technology markets, has been sold to Minneapolis-based Pearson VUE, a computer-based testing firm for information technology, academic, government and professional testing programs around the world.

The acquisition of Certiport extends Pearson VUE's product range and geographic reach. Certiport's foundational level exams and test preparation materials will help Pearson VUE build relationships with technology professionals early in their academic and professional careers. The acquisition also supports Pearson VUE's expansion into fast-growing international markets

with more than half of Certiport's revenue coming from outside North America.

As a leading provider of foundational level certification programs from Microsoft, Adobe, HP, CompTIA, AutoDesk, Intuit and other industry-recognized credentials, Certiport has 12,000 Certiport Authorized Testing Centers around the globe and delivers more than two million tests each year throughout the secondary, post-secondary, workforce and corporate technology markets in more than 153 countries and 27 languages worldwide.

The terms and conditions of all Certiport partner contracts will remain in place. Certiport will continue to operate independently and deliver on the company's partner-focused business plan, with oversight from Pearson VUE.



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Provo-based data collection firm gets \$70 million in funding

Provo-based Qualtrics, a technology company that has operated largely “under the radar” for a decade, has received a capital infusion of \$70 million from Accel Partners and Sequoia Capital to help it expand its software-as-a-service (SaaS) product offerings and accelerate its global growth, beginning with the hiring of another 250 employees in the next year. The firm presently has a staff of about 200.

Qualtrics has established itself as a top choice of businesses for online data collection and analysis by making it easy for anyone in a company to conduct Ph.D.-level research. The company said it has been profitable since its inception in 2002 and has not accepted outside funding until now.

“Today most research and data collection is outsourced at great expense, or done internally with tools that are either too basic or much too complex,” said Ryan Smith, CEO and co-founder, Qualtrics. “We offer end users the do-it-yourself tools and rich analytics they need to be responsive to a fast-changing market, with security and collaboration across the enterprise.”

Customers are embracing the Qualtrics approach, resulting in triple-digit growth since 2008. The burgeoning Qualtrics client base already includes many of the world’s most iconic brands in every major industry category, including Barnes & Noble, CVS Caremark, GEICO, Microsoft, Neiman Marcus, Royal Caribbean, Southwest Airlines, Thomson Reuters, Toyota, Vodafone and Zappos, more than 50 percent of the *Fortune* 100 companies, 49 of the 50 *Bloomberg Businessweek* top business schools and every major university in the United States.

The company’s product line includes the Qualtrics Research Suite, which combines sophisticated features such as conjoint analysis, branching logic and advanced customization with an intuitive, easy-to-use interface. Organizations of all types and sizes can easily collect, analyze and act on large amounts of unstructured data without programming. Leveraging the strengths of its research suite, Qualtrics recently released Qualtrics 360 and Qualtrics Site Intercept, expanding its SaaS product offerings beyond market research.

Qualtrics 360 is a talent assessment and leadership devel-

opment platform that allows companies to evaluate and measure employees at every level in an organization. Companies can partner the Qualtrics 360 platform with any existing leadership competency or assessment — or purchase one from the Qualtrics marketplace — to deliver their own 360 evaluations, self-evaluations and performance reviews in real-time.

Qualtrics Site Intercept is an online marketing and research tool that interacts with specific website visitors. Companies can increase customer satisfaction and revenue by serving custom messages and invitations to individual visitors including surveys, ads, promotions, coupons and polls.

Neither Accel Partners nor Sequoia Capital are strangers to tech investing. The former pumped funds into the likes of Facebook, Groupon, Kayak, Walmart.com and Zimbra, while the latter has worked with companies that include Apple Computer, Oracle, Cisco Systems, Yahoo!, Google, YouTube, Zappos and Green Dot.

The firm is slated to be the subject of a June 4 article titled “Qualtrics: Tech’s Hidden Gem in Utah,” in *Forbes* magazine.

Investview Inc. names MacDonald president and CFO

Draper-based Investview Inc. (formerly Global Investor Services Inc.) has named J. Randy MacDonald as president. He will also assume the duties of chief financial officer.

Most recently, MacDonald was global head of retail at MF Global. From 2000 to 2006 he

led financial operations at TD Ameritrade as CFO and treasurer and played a key role in leading TD Ameritrade in its consolidation efforts. From 2006 to 2007 he served as COO of TD Ameritrade, responsible for all operations, technology and administration functions, including brokerage

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Investview Inc. provides and delivers an online program of investor education, offers proprietary investor search tools and trading indicators, distributes weekly newsletters and offers access to live weekly trading rooms.

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Committee examining taxation of hotel bookings

By Brice Wallace
The Enterprise

A legislative committee wants clarity regarding taxation of hotel bookings made through online intermediary companies.

Lawmakers said during the Revenue and Taxation Interim Committee's meeting last week that current law is ambiguous about tax information being available to all parties — consumers, hotels and hotel intermediaries — when a hotel booking occurs

online.

Sen. Curt Bramble, R-Provo, said intermediaries contend that a portion of a transaction amount should be nontaxable because it is a service fee. But Utah currently has no tax exemption for hotel room resellers, he said.

Bramble said customers know what they paid during an online transaction but may not know how much of that amount was a tax. He said determining the amount of a transient room tax

or hotel tax due on a transaction is troublesome for the state Tax Commission.

Sen. John Valentine, R-Orem, said state courts across the country are trying to decide what taxes are actually being collected and remitted to the states. He said all parties should know what taxes are paid and which transaction portions are nontaxable in a situation where, for example, a customer pays \$100 to the hotel for a room booked online and for which the intermediary paid \$80.

"The question isn't whether they're paying the taxes. I believe the answer is yes," Bramble said. "The question is, what is the base those taxes are being assessed on? Is it the \$100 or the \$80? And what is being told to the customer that they're paying for the room versus what they're telling the state or the county that was paid for the room? That's at the heart of the issue."

Bramble sought guidance from the committee as to whether it should pursue a solution legislatively or let the matter be resolved by courts. He said a broader question is whether a consumer has an inherent right to know what taxes they are paying in a transaction.

The committee will have further discussions.

"I don't want to pick winners or losers in the middle of the game," said Rep. Tim Cosgrove, D-Murray, "but I think, as a legislative body, we definitely have a role in identifying ... where is that tax [and] where it should be collected."

Legislators want to crack down on spas skirting recently passed bill

Legislators and others are wanting to crack down on spas trying to skirt a bill passed during the general session.

The Business and Labor Interim Committee will formulate a new bill that further clarifies that a spa cannot use "medical," "med" or derivatives of the word "medical" in their business name or literature unless the business employs a medical professional to oversee the cosmetic medical procedures there.

Committee co-chairman Sen. John Valentine, R-Orem, said use of those words and derivatives by spas creates "a potential for misleading the public for using the 'medical' terms when, in fact, there is no medical provider on the premises."

SB40, passed earlier this year, contained a Valentine amendment designed to prohibit that, but the derivative element was not included. The amendment was aimed at preventing an entity "to hold themselves out in the public light as a medical spa, medical facility or medical clinic unless that facility has an individual on

the premises while those medical procedures are being performed," Candace Daly, representing the Utah Beauty School Owners Association, told the committee.

Daly said one beauty school in Utah plans to change its name to include "Med." "We actually thought that was pushing the envelope a little bit and trying to get around what Sen. Valentine put in on his amendment," she said.

Valentine warned that a committee bill would become effective immediately upon passage. "We're also sending a very strong message to the industry that they do so at their own peril if they change the names because this one will not have a delayed effective date," he said.

A new bill also would more clearly specify the types of medical procedures that can be done at facilities. Daly said some beauty schools do not have the word "medical" in their names but sometimes students do medical procedures without a medical professional there the entire time the procedures are taking place.

Woodbury breaks ground for building in Research park

Construction has begun on a three-story, 63,000 square foot office and laboratory research building at 630 Komas Drive, Salt Lake City, that will have Blackrock Microsystems as its primary tenant.

Woodbury Corp. is the owner and developer of the \$5.25 million project on about 2.5 acres at the University of Utah's Research Park. The contractor is R&O Construction, and construction is expected to be complete by the end of January next year, according to Lynn Woodbury, vice president of design and construction at Woodbury Corp.


"It's going to feature a sun-screen on its west and south elevations that will give it some unique visual characteristics which also promotes energy efficiency," Woodbury said. "This is really developing one of the last remaining pieces of undeveloped property at Research Park. ... It is on Komas [Drive] but really will have a very visible presence on

Foothill Boulevard."

Blackrock Microsystems will lease about 30,000 square feet. The remaining space is still available.

Blackrock, founded in May 2008, already has a presence in Research Park at 391 Chipeta Way. The privately held company provides enabling tools for the neuroscience, neural engineering and neuroprosthetics research and clinical community worldwide. Its innovation began in 1997 as Bionic Technologies, a U. spin-off later acquired by Cyberkinetics Neurotechnology Systems Inc. That company's research business was later acquired by Blackrock.

R&O, a general contractor with projects in 18 states, said last week that most materials for the project will be installed immediately as they are delivered. That "just in time" delivery method will help keep the public safe on a congested campus environment because it keeps traffic to a minimum.



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• Industry Briefs •

ARTS/ENTERTAINMENT

• Days before the **Utah Arts Festival** begins on June 21, 20 tons of sand will get dumped on the festival grounds at 200 East and 400 South in Salt Lake City. Sand artist **Ted Seibert** will move in for the week and create a giant sand sculpture that will be complete mid-festival sometime between June 21 and June 24. Festival-goers will be able to watch the sand evolve into a work of art. Seibert is at the helm of the Sand Sculpture Co., which has built hundreds of sculptures across North America, Bermuda, Europe, Asia, Australia, New Zealand and Africa.

BANKING

• **Bank of Utah** has donated a \$30,000 lot in **Pleasant View** to **Have A Heart**. This is the first lot donation by a bank in the 12-year history of Have A Heart, which builds new homes for people with low incomes, military and special-needs families and for people requiring wheelchair accessibility. Have A Heart is a service arm of the Northern Wasatch Association of Realtors and Northern Wasatch Home Builders Association. The 2012 Have A Heart Home will be built on the lot for a qualified family.

• **Zions Bank's Women's Financial Group** is now accepting applications for its **2012 Smart Women Grants**, open to anyone whose proposal promotes the empowerment of women or

directly benefits women or low-income and underserved populations in Utah and Idaho. Six \$3,000 micro-grants will be awarded in each of the following categories: small business start-up and expansion, community development, continuing education and teacher support, child and/or elder care, health and human services, and arts and culture. Visit www.zionsbank.com/smart-women or call 1-800-737-6586 for more information or to obtain an application. Applications must be received or postmarked by June 29. Community peer review panels will select the grant recipients, to be announced in September.

COMPUTERS/SOFTWARE

• **Allegiance Inc.**, a South Jordan-based provider of Voice of Customer Intelligence (VOCi) technology and services, has been named a recipient of a **Customer Interaction Solutions 2012 CRM Excellence Award** by TMC, an integrated media company. Allegiance Engage was selected based on its ability to help extend and expand the customer relationship to become all encompassing, covering the entire enterprise and customer lifecycle.

CONSTRUCTION

• The Intermountain chapter of the **American Concrete Institute** recently recognized 22 different projects across the state

for Excellence in Concrete. **Jack B. Parson Companies**, Ogden, was recognized as the concrete supplier for seven of the winning projects, including Jury's Choice

for the structure and paving of the Natural History Museum of Utah at the Rio Tinto Center. The firm also received awards for the City Creek Center Retail Development, Merit Medical Parking Structure, the Regent Condominium Tower at City Creek, Dimple Dell Park Tunnel/1300 East Improvement

Project, Centerville Debris Basin Dam and Ogden High School Auditorium Historic Restoration.

• Six Utah-based commercial contractors are on **Engineering News Record's Top 400 Contractors in the U.S.** this year. They are led by **Layton**

continued on next page



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20 DAY SUMMONS BY PUBLICATION
Case No. 110912718
Judge Todd M. Shaughnessy
IN THE THIRD JUDICIAL DISTRICT COURT IN AND FOR
SALT LAKE COUNTY, STATE OF UTAH

CORPORATION OF THE PRESIDING BISHOP OF THE CHURCH OF JESUS CHRIST OF LATTER-DAY SAINTS, a Utah corporation sole, Plaintiff,
vs.
JEMIMA McOMIE AND THE HEIRS OF JEMIMA McOMIE and ALL OTHER PERSONS UNKNOWN CLAIMING ANY RIGHT, TITLE, ESTATE, OR INTEREST IN OR UPON THE REAL PROPERTY DESCRIBED IN THE PLEADING ADVERSE TO THE PLAINTIFF'S OWNERSHIP OR CLOUDING THE PLAINTIFF'S TITLE THERETO, Defendants

THE STATE OF UTAH TO THE HEIRS, DEVISEES AND SUCCESSORS OF JEMIMA McOMIE:

Plaintiff, CORPORATION OF THE PRESIDING BISHOP OF THE CHURCH OF JESUS CHRIST OF LATTER-DAY SAINTS, filed a Complaint with the Clerk of the above-entitled Court, 450 South State Street, Salt Lake City, Utah 84111, seeking to quiet title to certain real property located in Salt Lake County, Utah, as more particularly described below:

PARCEL 6
PARCEL FOR CHURCH NORTHWEST PARKING LOT:
COMMENCING AT THE SALT LAKE COUNTY SURVEY MONUMENT IN THE CENTER OF VINE STREET NORTH 464.71 FEET AND EAST 190.20 FEET FROM THE CENTER OF SECTION 7, TOWNSHIP 2 SOUTH, RANGE 1 EAST, SALT LAKE BASE AND MERIDIAN (ACCORDING TO THAT CERTAIN RECORD OF SURVEY MAP SHEET 2 OF DRAWING NO. 6525, CALDWELL RICHARDS & SORENSEN, INC. ACCOUNT NO. 16-7825, BY LA MAR P. SMITH, REGISTERED ENGINEER & LAND SURVEYOR NO. 1409, DATED 5-18-73; AND THE BASIS OF BEARING OF THIS DESCRIPTION IS FROM LAST SAID MONUMENT SOUTH 58°09'55" EAST 1144.777 FEET TO ANOTHER SALT LAKE COUNTY SURVEY MONUMENT MARKING THE CENTERLINE OF VINE STREET) AND NORTH 62°20'40" WEST 55.620 FEET AND NORTH 29°19'00" EAST 525.570 FEET AND NORTH 64°02'27" WEST 26.445 FEET TO THE TRUE POINT OF BEGINNING OF THIS PARCEL OF LAND AND RUNNING THENCE NORTH 64°02'27" WEST 127.831 FEET ALONG THE SOUTHERLY SIDE OF A CHAIN LINK FENCE; THENCE ALONG THE WESTERLY SIDE OF A CHAIN LINK FENCE FOR THE FOLLOWING THREE COURSES: NORTH 21°19'58" EAST 10.734 FEET, NORTH 48°45'07" EAST 65.934 FEET AND NORTH 48°00'00" EAST 45.791 FEET; THENCE SOUTH 34°00'00" EAST 89.588 FEET ALONG THE LIP OF A CONCRETE GUTTER; THENCE SOUTH 07°45'00" WEST 33.300 FEET; THENCE SOUTH 29°00'00" WEST 37.500 FEET TO THE POINT OF BEGINNING, CONTAINING 10,251 SQ. FT., OR 0.23534 ACRE, MORE OR LES

You are hereby summoned and required to file an answer in writing to the Complaint on record with the Clerk of the above-entitled Court and to serve upon or mail to Swen R. Swenson of Kirton McConkie, Plaintiff's attorney, 60 East South Temple, #1800, P.O. Box 45120, Salt Lake City, Utah 84145-0120, telephone: (801) 328-3600, a copy of the answer within twenty (20) days after the date of last publication of this Summons. If you fail to do so, judgment by default will be taken against you for the relief demanded in the Complaint, a copy of which can be inspected at the Third Judicial Court or at the office of Kirton McConkie.

Dated this 7th day of May, 2012

Kirton McConkie
/s/ Swen R. Swenson
Attorneys for Plaintiff

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from previous page

Construction (No. 85), **Okland Construction** (No. 90), **Big-D Construction** (No. 99), **Jacobsen Construction** (No. 145), **R&O Construction** (No. 194) and **Clyde Companies** (No. 197). The rankings are based upon 2011 construction revenues reported by the companies to *ENR*. Mirroring the market conditions nationwide, Utah's commercial construction companies report mixed results individually, but in the aggregate, show an increase in revenues of 10.3 percent over revenues reported in 2010. The cumulative revenues of the top four Utah contractors on *ENR*'s Top 400 list rose from \$1.92 billion in 2010 to \$2.12 billion in 2011. Portions of revenues of a number of these

Utah companies are generated outside the state of Utah.

ECONOMIC DEVELOPMENT

• The **Governor's Office of Economic Development** recently awarded \$760,000 in **grants to support new technologies that universities and university licensees are seeking to commercialize in Utah**. The grants are designed to help build companies, create jobs and drive economic development in the state. A panel of private-sector experts made recommendations for the Technology Commercialization and Innovation Program (TCIP) grants for 19 projects supporting technologies developed at the University of Utah, Brigham Young University,

Utah State University and Weber State University. Funded projects range from a minimally invasive pressurized water dental drill technology and a wireless surgical laparoscope to an "undefeatable" motion detection sensor and a proprietary technology that re-engineers axle and drivetrain components for more efficient vehicle power transmission. Several of the awardees are new grant recipients, while others received follow-on grants for existing companies and projects (companies may obtain up to two grants for the same application of the same technology). In addition to demonstrating their technology's economic potential, startups must demonstrate their ability to achieve important milestones in their progress and match the TCIP grants with federal or private money to leverage the state's investment. The state invests about \$1.6 million annually through the TCIP program to support university technology commercialization with a focus on innovation in Utah's most robust economic clusters: life sciences, information technology, manufacturing, materials, energy and the environment. This fiscal year featured three grant solicitation cycles (last year had two) as a way of speeding the grant process and making more funding available to an increased number of companies in need of early-stage funding. The number of grant applicants also increased to 43 from 28 in the prior round.

EDUCATION/TRAINING

- **Westminster College**,

Salt Lake City, has created the **Gore-Giovale Chair in Business Innovation**. John and Ginger Giovale provided \$2 million to endow the position within the Bill and Vieve Gore School of Business. Over the past two decades, the Bill and Vieve Gore School of Business has grown in both size and stature, and now has more than 600 undergraduates and 400 graduate students. The professor who holds the chair must be an impassioned educator who not only inspires students to learn, but challenges them to achieve their maximum potential.

• **Stevens-Henager College** announced **14 new scholarship programs worth \$6 million annually**. All of the new scholarship programs may be awarded on a quarterly basis to recipient students at each Stevens-Henager campus and the campuses of its sister schools, CollegeAmerica and California College San Diego. The number of scholarships that each campus can award per quarter will be based upon the campuses' enrollment size. The new scholarships target students that research has shown to be most in need of financial assistance. Specific aid will be awarded to single parents, professionals already in the workforce, first-time college students, entrepreneurs and students studying in fields such as health care, nursing, IT and graphic design. For more information visit stevenshenager.edu/scholarships or call 1-877-535-0012.

• Provo-based **VitalSmarts**, a corporate training and organizational performance firm, has

released the fourth edition of Crucial Conversations Training, one of the training industry's leading courses in teaching high-leverage skills to improve dialogue, relationships and bottom-line organizational results. The two-day award-winning training course is based on extensive research including 10,000 hours examining thousands of opinion leaders in team meetings, high-stakes discussions and face-to-face confrontations. Through this research, VitalSmarts' authors found the specific behaviors and skills of high-leverage interpersonal dialogue demonstrated by the most influential leaders. The research is also published in the long-running *New York Times* best-seller *Crucial Conversations*, which has sold more than two million copies.

FINANCE

• Results of a new survey of American adults released by **The Penn Mutual Life Insurance Co.** suggest that **women worry about financial matters big and small but tend to act more on the immediate concerns of family and household**. According to Penn Mutual's fourth annual Worth survey, women see the big picture but still pay more attention to the day-to-day financial needs. Women surveyed cited retirement (42 percent), expenses (41 percent) and health care costs (30 percent) as their top financial concerns, whereas men listed expenses (38 percent) and the economy (35 percent) and retirement (30 percent) as their biggest worries. While

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they worry about these significant savings and investing challenges, fewer women than men have a financial plan (50 percent vs. 61 percent) and are less actively involved in retirement plan goal-setting, savings and investing. Among financial goals, both women and men say living within their means is most important (89 percent and 82 percent respectively) as are saving for emergencies and their future, yet more women feel they are behind on these goals as compared to men. Women say they feel most behind on saving or paying for their children's or grandchildren's college education.

HUMAN RESOURCES

• The **Society for Human Resource Management** in Alexandria, Va., has awarded the **Platinum EXCEL Award**, **SHRM Membership Super Star** and the **SHRM Foundation Chapter Champion** designations to the **Salt Lake SHRM** for its scope of work in 2011. The designations are recognition components of the SHRM Affiliate Program for Excellence (SHAPE). SHAPE measures include alignment with SHRM's overall objectives, strategic focus and initiatives as well as promoting the HR profession at the local level.

LAW

• The **University of Utah S.J. Quinney College of Law** has received a **\$4 million gift from The Church of Jesus Christ of Latter-day Saints** toward construction of its new 155,000 square foot facility. Groundbreaking on the building is expected to begin in 2013, the college's centennial year. The college's current building, which comprises approximately 98,000 gross square feet, has housed the College of Law since 1963, and is no longer adequate to meet programmatic and student needs. Although architectural plans have yet to be finalized, the building's current plans call for the inclusion of a 450-seat conference center that will allow the College of Law to host mid-sized conferences and lectures and attract outside events to the U campus, which currently lacks a similar-sized venue.

• **Angela E. Atkin** has joined **Ray Quinney & Nebeker** as a shareholder in its Tax Section. Previously, she was a shareholder at another Salt Lake law firm. Atkin's practice focuses on all aspects of estate, probate and trust matters, including estate planning, estate and trust administration, gift, estate and generation-skipping transfer tax issues, as well as the formation and ongoing operation of family business entities and tax-exempt corporations.

She also has experience with trials and settlements involving the Internal Revenue Service and the Utah State Tax Commission. She is a certified public accountant and practiced as an auditor with Grant Thornton LLP prior to attending law school.

MANUFACTURING

• **R. Anthony Sweet**, chairman of Salt Lake City-based **Sweet Candy Co.**, became *Candy Industry's* 67th annual **Kettle Award** recipient during a reception held in Chicago on May 9. Born and raised in Salt Lake City, Sweet began his career as a third-generation candy maker at Sweet Candy Co. during his teenage years in the late 1950s. Upon graduating from Stanford

University in 1964 with degrees in history and economics, he returned to join the family business shortly thereafter. After enlisting in the U.S. Air Force Reserve, Sweet started full-time employment as an assistant plant superintendent at Sweet Candy Co. He quickly took on more responsibility, becoming assistant plant manager, production manager, vice president of manufacturing and executive vice president. In 1983, Sweet became president and CEO, taking on chairman duties in 2008 — a position he holds today. Under Sweet's leadership, the 119-year-old candy company grew, despite operating within a mature industry. He revamped the facility's technology, plant and equipment and expanded its distribution through-

out the United States and abroad. In 1999, Sweet Candy Co. moved from an 89-year-old building to a state-of-the art facility, located three miles south of the Salt Lake International Airport.

REAL ESTATE

• **Henry Walker Homes**, Centerville, has named **Jami Furniss** as director of marketing. In her new role, she will oversee all marketing activities including onsite signage, print materials and online outreach and will serve as the primary liaison for the customer. Furniss previously worked in research, web design and development at Marketstar and i4 Solutions. She attended Lehman College in New York and studied business technology and

media design.

• **KBS Real Estate Investment Trust III**, a non-traded real estate investment trust based in Newport Beach, Calif., has **acquired Gateway Tech Center**, a 198,565 square foot converted warehouse property at 155 N. 400 W. in downtown Salt Lake City. The five-story, Class A office building is situated on nine acres and was built in 1909 for the Salt Lake City Hardware Co. The structure is 92 percent leased to 16 tenants, including Western Electricity Coordinating Council, SUPERVALU Inc. and Utah Associated Municipal Power Systems.

• Among major metropolitan markets in the West, **Salt Lake**
continued on page 11

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from page 9

City led all markets with a 53 percent upsurge in **Phase I Environmental Site Assessments**, a unique indicator of real estate transactions, and thus of general real estate market conditions, according to California-based Environmental Data Resources. Generally, lenders and buyers hire engineering and consulting firms to do a Phase I ESA because there is a serious intent to arrange financing or complete a transaction. When the engineering companies get busier, it means bankers, escrow agents, buyers and sellers are almost certainly getting busier too.

SPORTS/RECREATION

• The **Far West Ski Association** is inviting the community to participate in its **80th Annual Convention at the Ogden Eccles Conference Center**, June 7-10. Activities open to the public during the event include a new Far West Film Fest, a day program and a silent auction offering more than \$100,000 in affordable travel packages for bid. For more information visit www.fwsa.org.

TRAVEL & TOURISM

• The **Utah Office of**

Tourism's 2012 Utah Life Elevated Travel Guide is now available for travelers to plan Utah vacations. The 80-page publication includes full-color photography and information about scenic parks, activities and events, a pull-out map, plus three "Elevated Experiences" inserts containing regional travel ideas for northern, central and southern Utah. Four cover images were used. One cover features Grand Staircase-Escalante National Monument's red rock and the alpine of the Wasatch Mountains. Another edition features the Salt Lake City skyline and an overlook at Snow Canyon State Park. The guide also highlights Utah's economic vitality. The guide includes information about parks and public lands; skiing and winter activities; water sports; hiking and climbing; biking; wildlife adventures; off-road adventures; golfing; accessibility; guides and outfitters; and arts, history, culture and events. Copies are available at tourism offices and welcome centers. A free copy is available by contacting the Utah Office of Tourism at Council Hall, 300 N. State, Salt Lake City, Utah 84114, by calling the office at (801) 538-1900 or (800) 200-1160, or visiting www.visitutah.com.



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Executive Lifestyle

Europe's loss is your gain

By Don Shafer

A year ago, the lines to go through U.S. Customs were huge for people coming from Europe to the United States, while those for returning Americans were short and quick. Today, the reverse is becoming more and more the case.

So, what's going on with Europe?

If you've paid attention, what's going on is a big switch in the values of currency. The euro is down about 25 percent versus our beloved dollar. Last year, it was over \$1.65 for a euro, and now, it's close to \$1.25. What that does is make us more expensive and them fantastically affordable.

We know and feel your pain, Europe. But hey, why not take advantage while we can? The euro slump means lower prices for people going from here to there on hotels, restaurants and, as luck would have it, especially cruises.

The cruise companies continue to build more and more bigger and bigger ships, and since fewer and fewer folks from "the continent" can afford to do anything but try to survive, they want us to fill the void.

Allow me to give some examples from Norwegian Cruise Lines.

Sail the beautiful blue Mediterranean Sea for a week starting at just \$449 plus taxes June 9 on the Norwegian Jade from Venice. June 16 it starts at \$549, and these sailings of the Greek Isles and Eastern Mediterranean also offer up to \$150 onboard credit, which is valid on sailings from May 26 through Oct. 6. Or how about a seven-day Norwegian Epic sailing the Western Mediterranean (Spain, Italy and Southern France) also with up to \$150 onboard credit on June 3 from \$599 per person or June 17 starting at \$629 per person. But, wait, there's more: 12-Day Norwegian Spirit sailing the Western and Eastern Mediterranean with that same onboard credit June 3 from \$849 per person plus taxes, June 27 from \$999.

I personally love the Freestyle Cruising on Norwegian Cruise Line because you not only get incredible accommodations, terrific entertainment, the relaxing spas and lively atmosphere, but delicious gourmet food at many different types of restaurants any time you want to dine — no second and third seating. Plus, you can explore Italy, Greece, France and Spain visiting some of the most beautiful cities of the ancient and modern world.

It's necessary for me to stop, because this is beginning to sound like a commercial, and anyway,

all of the cruise companies have outstanding bargains.

My travel agent actually canceled my cruise on Princess sailing out of Southampton, England for the fjords and northern lights of Norway (which I booked with him as a Christmas present by making a refundable deposit at the end of November 2011). Why did he cancel? So he could rebook it and save us a thousand dollars. Yup! They dropped the price that much.

Europe wants you!

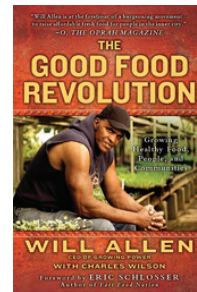
They want you so much, they've lowered the prices on just about everything, or, I should say, the banks have made it happen. Oh, and also the citizenry, who apparently don't want to pay their bills. In that respect it appears we're a lot alike.

Airfares are pretty good, too. Just beware of the taxes. Example: round-trip Salt Lake City to Brussels is about \$700 on Delta. With taxes, \$1380. Still not bad, but that's right: about half in taxes. Oh, those Europeans.

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

Great business reading for the upcoming vacation season

(Editor's note: Each month Jack Covert, founder of 800-CEO-READ, reviews the best recently released business books. Jack is also the coauthor of *The 100 Best Business Books of All Time*, recently updated and expanded, and released in paperback. 800-CEO-READ is a leading direct supplier of book-related resources to corporations and organizations worldwide, and specializes in identifying trends in the changing business market).



The Good Food Revolution: Growing Healthy Food, People, and Communities

By Will Allen, Gotham Books
272 pages, \$26, Hardcover

For an average-sized book, there is a lot within this one. From the title, one might expect sociological research on trends in organic food, or an analysis of a health food business and how they became successful. While it certainly has traces of those things, it is so much more.

This book is by and about a man named Will Allen, who grew up around farming, played professional basketball, managed a chain of restaurants, was an executive for Procter & Gamble, battled cancer and a lot of discrimination and racism along the way, and returned to his life's passion and roots in farming to help the health, economy and lives of many people.

During Allen's succession of career changes, from disco owner to P&G exec, he was continuously involved in farming, from his back yard garden to starting a farmer's market co-op to eventually buying a number of greenhouses and forming the company Growing Power, which is now a leader in the field of urban agriculture. Growing Power grows and sells produce, fish and eggs locally, and educates others on its processes. It teaches people and businesses how to grow their own food, and how to grow it better than what's commonly available in stores. Speaking to the importance of that work, Allen states:

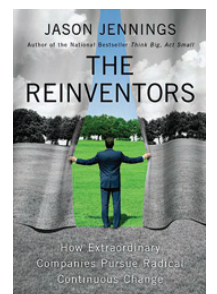
"If we are to make farming a profession that young people want to enter, we need to create new models for growing and distributing food that are both emotionally satisfying and economically viable. We have to be guided by the principle that small is beautiful."

And as convenience continues to propel businesses such as fast food restaurants and corner stores forward, the quality of food and our health is at stake. Again, Allen focuses on young people:

"Our current generation of young people rarely eat fresh foods, don't know how to grow or prepare them, and in many cases, can't even identify them. They have become entirely dependent on a food system that is harming them.

I believe that equal access to healthy, affordable food should be a civil right — every bit as important as access to clean air, clean water, or the right to vote."

The Good Food Revolution is the kind of book you just can't put down, rich with personal stories and full of insightful lessons about business and life that transcend the food industry. There are fundamental lessons in Allen's work that all leaders can learn from. Certainly, we can't all grow food, but every leader can look at their business for the true human value that exists within it, and think about ways to spread that quality for the benefit of others.



The Reinventors: How Extraordinary Companies Pursue Radical Continuous Change
By Jason Jennings, Portfolio
256 pages, \$26.95

The once vital Main Streets of America are all but out of business, boarded up or filled with antique stores shopping the delights and detritus of another era. Jason Jennings visits the main street of his own abandoned hometown at the beginning of *The Reinventors* to use it as a metaphor for "what will happen to

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you, your job, and your business unless you become a reinventor completely committed to constant radical change and growth."

Jennings' previous books, *Less is More*, *Think Big*, *Act Small*, *It's Not the Big That Eat the Small ... It's the Fast that Eat the Slow* and *Hit the Ground Running* all made a case for business agility in one way or another. This new book does so as well, and then takes it one step further by stressing the need for business model agility. According to a 2010 IBM Global Study:

"It turns out that 67 percent of worldwide leaders think their current business model is only sustainable for another three years, while another 31 percent believe their current model might have as long as five years."

So *The Reinventors* should find a home on many executives' desks, as the time is now to begin the process of serially reinventing your business, to highlight companies that are good at it and to teach other leaders how to master the skill. The history of business has always been one of churn, of quick rises and dramatic falls, and smart leaders know that they are but temporary stewards in that history and must transition their companies through that change.

Your job as you know it and your business as it is currently run will eventually change. The only chance any of us have for prosperity is to constantly reimagine, rethink and reinvent everything we do and how we do it in order to remain relevant. We must all become reinventors, and we'd better do it quickly.

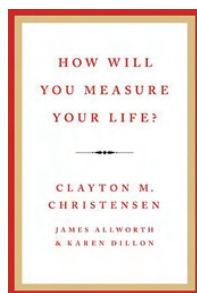
If you made it though the recession with your job or business intact, everything may seem more stable now that you are on the other side of it. But remember that the world under your business is still silently shifting, and you are going to have to shift with it. Jennings is not going to give you a new business model to do that with in this book, but he will teach you how to figure it out for yourself, how to be more aggressively innovative, how to become a serial reinventor.

How Will You Measure Your Life?

By Clayton Christensen, James Allworth & Karen Dillon, Harper Business

240 pages, \$25.99, Hardcover

Clayton Christensen is a business theorist who, in 1997, wrote the renowned *Innovator's Dilemma* which introduced the idea that most well-established companies are overtaken not by behemoth competitors but by "disruptive" innovations that rise up and cut down giants in part because the giants were oblivious to the threat, and/or unable to invest in new emerging technolo-



gies. Christensen is also a dedicated professor at Harvard Business School, and describes himself as "a father and grandfather with a deeply held faith." This book is a commingling of Christensen's passions, but always returns back to the theories he has spent so many years studying and teaching in business courses:

"Good theory can help us categorize, explain, and most important, predict. People often think that the best way to predict the future is by collecting as much data as possible before making a decision. But this is like driving a car looking only at the rearview mirror—because data is only available about the past. ... This is why theory can be so valuable: it can explain what will happen, even before you experience it."

How Will You Measure Your Life is populated with personal anecdotes — the fates of famous classmates, the progress of Christensen's career, his motivations as a family man, his numerous health challenges — that lead back to business theory as a way to guide others to better decision-making. Treat your life, Christensen says, to the same careful planning you would your business in order to avoid some of the catastrophic events that can happen to companies when they don't develop a deliberate, yet agile, strategy:

Beware of the emergent strategy. Serendipity should play a role in all strategy. Define your purpose. "Without a purpose, the value to executives of any business theory would be limited." Allocate your resources in a way that aligns with your purpose. In other words, you are what you do, not what you *mean* to do.

Set your metrics: Christensen says "the only metrics that will truly matter to my life are the individuals whom I have been able to help, one by one, to become better people."

It's May, and all around us our children, our friends' children, our nephews and nieces, our grandchildren are graduating from school. Heading out in to a world that is their oyster, but could also be their undoing. Clayton Christensen's new book, *How Will You Measure Your Life*, would make a perfect gift, and will help direct their decisions and steer their moral compass as they set out in the world.

Giving workers control and choice over where and how they work.

Free-address workplaces. Collaboration hubs. Third places, and now even fourth places. Alternative workplaces. Coworking spaces. Serviced offices.



Whatever they're called or where they're located, they're the workplace equivalent of the Zipcar — spaces that are shared, swapped, reserved, rented or simply claimed for a time, versus individually "owned." Like the Zipcar, these new workplaces offer a trio of advantages: financial, cultural and environmental. No wonder they're fast becoming an important component of the new normal for progressive companies all over the world. The timing is right — some say overdue — for an extreme makeover of the traditional workplace. Shared spaces give owners a way to shrink real estate or optimize what they have to accommodate more people, which translates quickly into cost savings. At the same time, shared spaces are more appealing to build community and give workers choice and control over where they work, depending on the task at hand. And, as a form of collaborative consumption, they're an Earth-friendly way to use fewer resources while still having everything that's needed for productive work in an interconnected world.

More choices for where to work

A growing number of organizations now recognize that non-traditional workplace strategies and spaces can contribute to their overall business effectiveness and efficiency. Midwest has categorized the various places where work gets done, and focused on alternative workspaces that extend a company's real estate or are within existing facilities.

The lingo is evolving almost as fast as the spaces, but in general here's what the terms usually mean:

- **Coworking facilities** are an alternative to working at home with an emphasis on creating community, usually for self-employed individuals and small start-ups
- **Serviced offices** provide convening spaces for groups that need to work together for a specific number of days; used concurrently or sequentially by multiple groups or companies; also sometimes called collaboration hubs.
- **Co-owned/leased facilities** put multiple companies into one workplace on a long-term basis, usually with separate spaces assigned to each company and some shared.
- **Satellite offices** provide corporate hoteling options for a company's mobile employees.
- **Hybrid facilities** combine resident and mobile employees in a single corporate space.
- **In-house third spaces** provide a casual, coffee-shop atmosphere for work within a corporate space.

Putting work in its place

With more and more mobility, work is becoming what you do versus where you go. Ironically, the freedom to choose where to work is raising the bar for workplaces everywhere. "Good enough" spaces are only good enough if you're required to be there or have nowhere else to go.

Everyone knows the legend, "that innovation starts in a garage, but sooner or later we all grow up and need a place to work".

The same can be said of coffee shops, libraries, park benches, pools and most other casual third-place destinations: sooner or later, they're just not good enough places to do really good work.



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• Earnings Roundup •

Huntsman

Huntsman Corp., with main offices in Salt Lake City and Texas, reported company-record net income of \$163 million, or 68 cents per share, for the quarter ended March 31. That compares with \$62 million, or 26 cents per share, for the same quarter in 2011.

Revenues totaled \$2.9 billion, up from \$2.7 billion a year earlier. The polyurethanes segment revenues grew from \$1 billion to \$1.22 billion. The pigments segment revenues grew from \$364 million to \$424 million.

Huntsman is a global chemical manufacturer and marketer.

“Our first quarter 2012 earnings represented a record performance. There are still considerable financial benefits forthcoming from our restructuring efforts, Peter R. Huntsman, president and CEO, said in announcing the results. “Notwithstanding certain economic challenges in various parts of the world, I am most optimistic about our earnings potential.”

Extra Space Storage

Extra Space Storage Inc., based in Salt Lake City, reported funds from operations (FFO) of \$33.1 million, or 33 cents per share, for the quarter ended March 31. That compares with FFO of \$23.5 million, or 25 cents per share, for the same quarter in 2011.

Net income attributable to common shareholders totaled

\$20.2 million, or 21 cents per share. That compares with \$8.3 million, or 9 cents per share, for the year-earlier quarter.

Revenues totaled \$91 million, up from \$74.5 million a year earlier.

The company is a self-administered and self-managed real estate investment trust that owns and/or operations 882 self-storage properties in 34 states and Washington, D.C. It has about 585,000 units and about 64 million square feet of rentable space. It is the second-largest and/or operator of self-storage properties in the U.S. and is the nation's largest self-storage management company.

“We are pleased with the performance of our properties and our execution on the fundamentals of our business,” Spencer F. Kirk, chairman and CEO, said in announcing the results. “Our same-store revenue growth and expense control were excellent and we are entering the busiest part of the year in a good position. The previously announced acquisition of 36 assets from Prudential Real Estate Investors will propel our future earnings growth and help provide ongoing returns to our stockholders.”

Myriad Genetics

Myriad Genetics Inc., based in Salt Lake City, reported net income of \$29.6 million, or 34 cents per share, for the third fiscal quarter ended March 31. That compares with \$27.9 million, or 31 cents per share, for the same

quarter in 2011.

Revenue totaled \$129.8 million, up from \$102.4 million in the year-earlier quarter.

Myriad Genetics produces molecular diagnostic products to assess a person's risk of developing disease, guide treatment decisions and assess risk of disease progression and recurrence.

“Myriad continues to generate very strong top and bottom line results and therefore we are raising our expectations for fiscal 2012 performance,” Peter D. Meldrum, president and CEO, said in announcing the results. “We are committed to continuing down this path of strong performance and these results reflect the success of our strategic directives: to grow existing tests and markets, to expand internationally and to launch new tests, including companion diagnostics, across a diverse set of major disease indications.”

Skullcandy

Skullcandy Inc., based in Park City, reported GAAP net income of \$1.1 million, or 4 cents per share, for the quarter ended March 31. That compares with \$1.1 million, or 5 cents per share, for the same quarter in 2011.

Net sales totaled \$53.3 million, compared with \$36 million in the year-earlier quarter.

Skullcandy produces headphones, earbuds and other audio and wireless products.

“We are proud of our record first quarter results and achieve-

ments,” Jeremy Andrus, president and CEO, said in announcing the results. “In the first quarter, we delivered a 47.9 percent net sales increase while laying the groundwork for the launch of the next generation of Skullcandy products and packaging — the biggest product conversion in the company's history.”

SkyWest

SkyWest Inc., based in St. George, reported a net loss of \$682,000, or 1 cent per share, for the quarter ended March 31. That compares with a net loss of \$11.1 million, or 21 cents per share, for the same quarter in 2011.

Operating revenues totaled \$921.2 million, up from \$866 million a year earlier.

SkyWest Inc. is the holding company for two scheduled passenger airline operations and an aircraft leasing company. The scheduled passenger airline operations are SkyWest Airlines, also based in St. George, and ExpressJet Airlines, based in Atlanta. Systemwide, SkyWest Inc. serves markets in the United States, Canada, Mexico and the Caribbean with approximately 3,900 daily flights and a fleet of about 727 regional aircraft.

“We are very pleased with the improvement in our financial results, quarter over quarter, as well as how we performed compared to our first quarter operating plan for 2012,” Jerry C. Atkin, chairman and CEO, said in announcing the results. “We executed well on our action plan items and also experienced a higher completion factor of our scheduled flights and on-time arrivals due to better weather in the quarter compared to the same period last year. We remain committed to our return to profitability program for 2012.”

Fusion-io

Fusion-io Inc., based in Salt Lake City, reported a net loss of \$4.7 million, or 5 cents per share, for the fiscal third quarter ended March 31. That compares with net income of \$7 million, or 9 cents per share, for the same quarter in 2011.

Non-GAAP net income in the most recent quarter was \$6.9 million, or 6 cents per share, which compares with \$9 million, or 11 cents per share, a year earlier.

Revenue was a company-record \$94.2 million, up from \$67.3 million a year earlier.

Fusion-io provides a data centralization platform.

“This is an exciting time for Fusion-io as our leadership has enabled us to build a strong founda-

tion of core technology, expertise, service excellence and trust in this rapidly evolving market, which we believe has resulted in the industry validating our vision,” David Flynn, Fusion-io chairman and CEO, said in announcing the results.

Dennis Wolf, chief financial officer, added that “we believe our vision is resonating with customers and strategic partners, and we will continue to prioritize the expansion of our market footprint along with investment in innovation.”

EnergySolutions

EnergySolutions Inc., based in Salt Lake City, reported a net loss of \$700,000, or 1 cent per share, for the quarter ended March 31. That compares with \$9.9 million, or 11 cents per share, for the same quarter in 2011.

Revenue totaled \$490.7 million, down from company-record revenue of \$522.3 million a year earlier.

EnergySolutions offers services and products that include nuclear materials management, decommissioning, decontamination, transportation and disposition and researching and engineering services.

In announcing the results, Val Christensen, president and CEO, said the company was pleased with its ongoing efforts to reduce operating, sales and administrative costs and “optimistic about 2012 and the realization of our five-year strategic growth plan.”

ClearOne

ClearOne Communications Inc., based in Salt Lake City, reported net income of \$453,000, or 5 cents per share, for the quarter ended March 31. That compares with \$812,000, or 9 cents per share, for the same quarter in 2011.

Revenue totaled \$10.2 million, down from \$10.7 million in the year-earlier quarter.

ClearOne designs, develops and sells conferencing, collaboration, streaming and digital signage products for audio, video and data multimedia communication.

“The revenue for the 2012 first quarter fell short of last year's record-setting numbers primarily due to a decline in sales in EMEA (Europe, Middle East and Africa) and softer sales for the Americas,” Zee Hakimoglu, ClearOne president, CEO and chairman, said in announcing the results. “Moving forward, the recent acquisitions we have made will provide us with complementary technologies allowing us to enter new growth markets.”

Don't be left out

Have your business included in this year's Book of Lists.

Up Coming Lists:

Sustainable Design Firms	June 18
Banks	Aug 6
Credit Unions	Aug 6
Travel Agencies	Aug 13
Colleges & Universities	Aug 20
Hospitals	Aug 27
Vision Centers	Aug 27
Technology Companies	Sept 24
Commercial Insurance Agencies	Oct 22
Group Benefits Companies	Oct 22
Meeting Facilities	Oct 29
Salt Lake CBD Restaurants	Oct 29
Hotels	Oct 29
Temporary Staffing Firms	Dec 10
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Commercial Real Estate Agents	TBD

BOOK of LISTS 2012

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• Calendar •

• May 21, 1:30 p.m.: **Springboard Spring 2012 Live Pitch and Final Pitch Event**, presented by Grow America Springboard. The Final Pitch event, in which the top 12 companies will make their presentations before a live audience and judges, begins at 4 p.m. After voting by both the audience and judges, Grow America will name winners in three categories: idea, startup and growth. Location is the Salt Palace Convention Center, 100 S. West Temple. Free and open to the public. For more information visit www.growam.com/rsvp_live_event.

• May 22, 8 a.m.-2 p.m.: **2012 Utah Taxes Now Conference**, presented by the Utah Taxpayers Association. The agenda will include updates on major tax litigation, dynamic scoring of fiscal notes, picking winners and losers through the tax code, the structure of sales and income tax and an afternoon panel on education. Location is the Little America Hotel, 500 S. Main St., Salt Lake City. Cost is \$100 for association members, \$125 for nonmembers. Register at www.utahtaxpayers.org.

• May 23, 8:15 a.m.-1:30 p.m.: **Zions Bank 11th Annual Trade and Business Conference**.

Keynote speaker will be Carly Fiorina, former chairman and CEO of Hewlett-Packard from 1999 to 2005. She will speak about global competitiveness and innovation. During her tenure at HP, Fiorina doubled revenues to \$88 billion and generated 11 patents a day, with significantly improved profitability and cash flow. Despite controversy and opposition, she successfully acquired and integrated Compaq Computer, in what is now seen as one of the most successful high-tech mergers in history. Fiorina is co-chair of the U.S. Leadership in Development at the Center for Strategic and International Studies as well as on the Leadership Council of the Initiative for Global Development. She is a founding supporter of the African Leadership Academy and a founder of the One Woman Initiative. She has also served on the Defense Business Board, as the chairman of the CIA's External Advisory Board and on the Advisory Group for Transformational Diplomacy for the Department of State. Location is the Downtown Marriott, 75 S. West Temple, Salt Lake City. Cost is \$35 and includes lunch. Register at www.zionsbank.com/conference.

• May 24, 8:30-11 a.m.:

International Trade Finance Business Briefing by the Export-Import Bank of the United States, sponsored by the Salt Lake Community College Miller Global Business Center and the U.S. Commercial Service Utah. Speakers will be Marianne Hughes of EX-IM Bank in Irvine, Calif., and Michol Scott, senior account executive with Trustco Inc. in Salt Lake City. Attendees will learn how to use the power of the U.S. government to increase export sales; how to extend credit to international buyers, protect against nonpayment and free up credit for other business; and how to obtain working capital loans with U.S. government backing to help fulfill export contracts. Location is the SLCC Miller Campus, 9750 S. 300 W., Sandy, Miller Professional Development Center Building Room 209. Presentations will run from 8:30 to 10 a.m. followed by Q&A and one-on-one appointments from 10 to 11 a.m. Free, but RSVP is required. To RSVP or make an appointment, call (801) 957-5336 or e-mail rees@slcc.edu.

• May 24, 5:30-7:30 p.m.: **"An Evening With Abbie Griffin,"** presented by the David Eccles School of Business at the University of Utah. Prof. Griffin

will discuss her newest research and just published book, *Serial Innovators: How Individuals Create and Deliver Breakthrough Innovations in Mature Firms*. Griffin and her co-authors spent several years research and interviewing over 50 Serial Innovators as well as their co-workers, managers and human resources managers. The book demonstrates who these Serial Innovators are as people, how they innovate, what motivates them and how best to manage them. Location is the Zions Bank Founders Room, 1 S. Main St., 18th floor, Salt Lake City. Free. For more information e-mail angela.livingston@business.utah.edu or call (801) 587-8378.

• May 24, noon-1 p.m.: **"The Entrepreneurial Mindset,"** presented by Bank of American Fork. Dr. Peter Robinson, the Morris Professor of Entrepreneurship at Utah Valley University, will present a model of entrepreneurial mindset based on current attitude theory. He will discuss how the entrepreneurial mindset can both help and hinder one's ability to identify and execute opportunities. Robinson has been active in research with over 50 publications in peer reviewed journals, proceedings, book chapters and

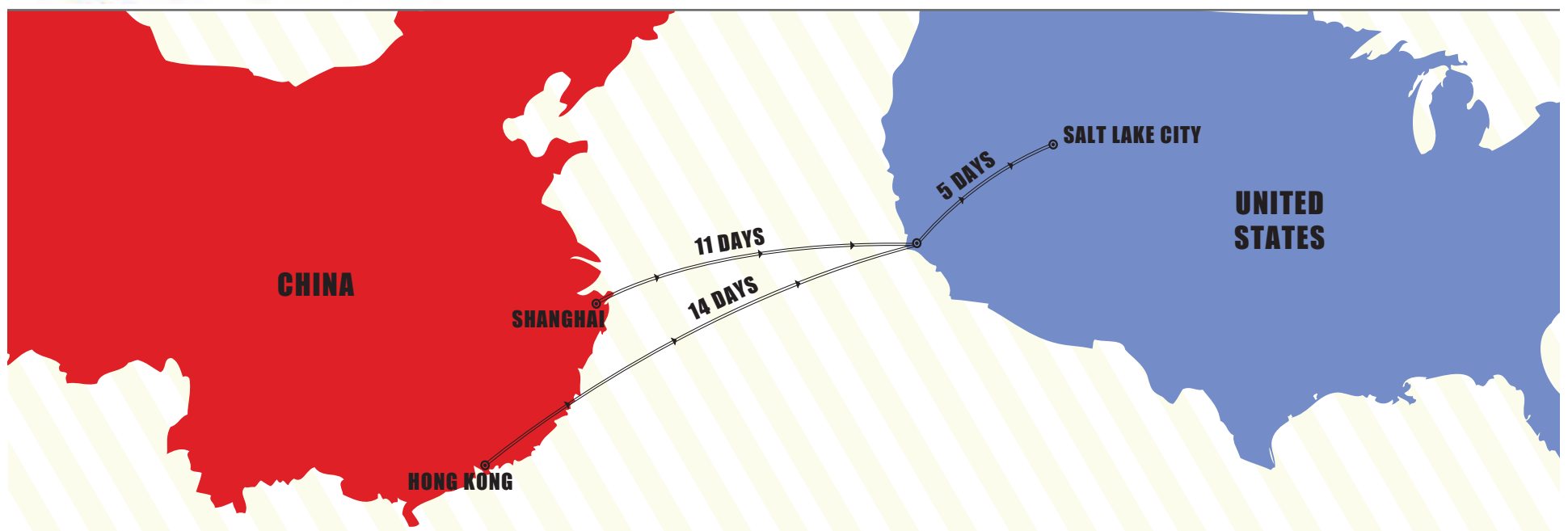
white papers and over 75 presentations at conferences, seminars and workshops in the US, Canada, Jamaica and Russia. His research focuses on the psychology of entrepreneurs and entrepreneurship education. Location is the Bank of American Fork Financial Center, 6 W. Main St., American Fork. Cost is \$15 and includes lunch. Register at www.bankaf.com/events or call (801) 863-6435.

• May 30, 3-4:30 p.m.: **Solar Photovoltaic Energy Course**, sponsored by Hunt Electric. The instructor will be Brok Thayn, a certified National Center for Construction Education and Research electrical and core curricula instructor. He is also Hunt Electric's Energy Division manager. Location is the Hunt Electric Training Center, 1863 W. Alexander St., West Valley City. Cost is \$15 and includes refreshments. Register at <http://events.constantcontact.com/register/event?llr=mjlluajab&oeidk=a07e5mmmqwn749953aa> or by calling Jill Lewis at (801) 975-8844.

• May 31, 5:30 p.m.: **The Deal Forum**, presented by the Wayne Brown Institute. Attendees will learn how to raise capital for a high-tech or life science company. Location is the Zions Bank



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Founders Room, 1 S. Main St., 18th floor, Salt Lake City. Cost is \$10 to attend, \$25 to submit. Register at www.venturecapital.org.

• May 31, 7:30-9 a.m.: **NAIOP Utah Chapter Monthly Member Meeting.** Sen. Orrin Hatch will be the guest speaker. Attendees will also receive a review of the 2012 state legislative bills that will impact the Utah commercial real estate community. Location is the Layton Construction Co. north building conference room, 9020 S. Sandy Parkway, Sandy. Free for NAIOP members, nonmembers pay \$100. Register at <http://bit.ly/May31NAIOP>.

• May 31-June 1, 9 a.m.-5 p.m.: **CrowdFunding Made Simple**, presented by the Crowdfunding Professional Association. The event will allow entrepreneurs, business owners, professional service providers and investors to obtain a deeper understanding of crowdfunding directly from some of the industry leaders behind this groundbreaking business platform. With the Jumpstart Our Business Startups (JOBS) Act signed into law on April 5, a

legal framework for equity-based “crowdfund investing” has been established and the potential for a much larger and expanded global crowdfunding community might have been unleashed. Speakers will include Brian Meece, founder and CEO of RocketHub.com, one of the world’s top three crowdfunding platforms; Jason Best, co-author of the CrowdFund Investing Framework in the JOBS Act and founder of Startup Exemption; Carl Esposti, founder of Crowdsourcing.org and leader of the CAPS Accreditation Program for crowdfunding platforms; Douglas S. Ellenhoff, one of America’s top securities law experts from Ellenhoff, Grossman & Schole; and Utah resident Alan E. Hall, a founding sponsor of the Crowdfunding Professional Association and founder of Grow America SpringBoard and Mercato Partners. Location is the University Guest House and Conference Center at the University of Utah, 110 Fort Douglas Blvd., Salt Lake City. Cost ranges from \$250 to \$1,295. Learn more at <http://crowdfundingmadesimple.com>.

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Who or what is the cause of The Red Robin experience aggravation? Not you!

It's Saturday night around 6 p.m. Early dinner for Jessica, Gabrielle and me.

We're sitting in Carrabba's Italian Grill in Charlotte. We've been customers at this location for as long as it has been there. Seen several managers come and go, seen hundreds of servers come and go.

This particular visit was pivotal because it may have been our last. Their 10-year consistency has been compromised at least three ways: 1. New bread – lower quality. 2. New croutons – lower quality. 3. New espresso – lower quality. They used to serve the best espresso in the city (Illy). But it seems corporate decided to remove all the machines and substitute with a lesser (cheaper) brand.

Same price. Lower quality. More profit. Not good for anyone but them.

And they're not bragging about their new low quality. I guess they figured no one would notice. I was disappointed. Not angry or anything, I just had an expectation when we entered the restaurant that wasn't met when we were served.

The manager happened by. I asked him about the sudden reduction in quality. He smiled, hemmed, hawed and looked embarrassed that we "caught" them. He, of course, blamed it on "corporate." I asked him for an e-mail address to voice my concern. He promised he would return with it. Never did.

As the manager walked by our table a second time, we heard him say, "Another aggravated customer." He was referring to some people waiting to be seated. Did nothing about it. Sad.

REALITY: When a customer is aggravated, complaining or angry, there's a REASON. If you're smart enough, empathetic enough and willing enough, you can discover the reason, help the customer, resolve the issue and prevent the same thing from happening again.

STOP READING AND START THINKING: I'm not just writing about Carrabba's. I'm writing about YOU. You have customers that complain, don't you? How do you receive the concern or the complaint? How is a complaint handled? What do you do about it? How do you turn it into a WOW?

Here's what it is — and what it isn't:

It's an opportunity, NOT an aggravation.

It's an opportunity, NOT a problem.

It's an opportunity, NOT a complaint.

It's a chance for WOW, NOT an angry customer.

It's a chance for management to convert to leadership.

It's a chance to get a positive post on Facebook.

It's a chance for the customer to "tweet" their pleasure.

It's a chance to create a loyal customer.

It's a chance to generate positive word-of-mouth advertising.

It's an opportunity to prevent this situation from reoccurring.

GRIPLE REALITY: Defensive response is the normal first reaction:

- Blaming others.
- Blaming circumstances.
- Telling the customer how to talk.

("I'd appreciate if you'd calm down" rather than try to find the reason they're angry.) Condescending comments by "customer service" people make a mad customer more mad.



Jeffrey Gitomer

• Don't defend it. No one cares about the reason or the excuse.

If you really want aggravation, complaints and anger to diminish, here are the elements you must possess and execute:

- Attitude of acceptance.
- Attitude of reception.
- Attitude that's willing to listen with the intent to understand.

stand.

- Attitude of taking responsibility.
- Resilience of manager or leader.
- Ability to respond in a friendly, pleasant manner.

• Challenge yourself not to make an excuse, blame someone, blame something or make some snide remark.

• Challenge yourself to promote positive internal communication.

• Genuine gratefulness to help and serve.

LOYALTY REALITY: Every aggravation, complaint, concern, discussion or question posed by a customer is a huge, FREE opportunity to improve your business by a factor of WOW — and for little or no money.

And a bit more reality: when managers and employees turn over at a high rate, it's not the "nature of the business," it's the cheapness and policies of the home office. When you try to milk a nickel to save a penny, when you sacrifice quality just to increase profits, you lose employees, customers, goodwill and reputation.

Me? I'll go away with a little bit of noise — others will just go away.

You? Document the issue, the resolve, the response and the outcome.

These are the steps: Listen. Process. Think. Take responsibility. Question. Respond. Say something positive. Do something positive. WOW.

Train that.

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

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So often it's so easy to see — and worse yet — experience, poor customer service in action, and the unfortunate sour feelings that come with it.

I haven't hesitated to report on such disturbing incidents in this column as a way to point out the mistakes that too many businesses make, far too often. This, in an effort to demonstrate the damage that can be done to customer loyalty, and the bottom line, when bad things happen to clients.

But I've tried, on those rare occasions when I have a happy customer experience, to point those out as well. That you may know that there are good players out there. Today, I'm happy to say, is one of those reports.

My son called last Saturday evening to tell me that he and his family were going out to dinner, that he had invited another of my sons and his family, and to say that my wife and I were invited to come along as well.

What a happy thing. Something I hadn't planned on or anticipated in any way. In fact, I kinda had other plans. But I like my kids and grandkids, so I shelved my plans so grandmother and I could tag along.

Just one thing. The designated eatery was Red Robin. And although I had never been to a Red Robin, the place never held much appeal for me. Didn't know exactly what they served or how they served it. I was operating strictly on an impression that the place was nothing special, and probably more like an over-priced fancy burger joint. Guess I figured I could get the same kind of fare at Mickey D's for a lot less money.

Boy was I wrong!

We walked in and the place was buzzing. My kids had beaten me there by about 15 minutes and they reported we'd still have a half-hour wait. (It was, after all, a Saturday night.) I was thinking this might be a mistake because we were a party of 12, and it could take forever for them to wrangle us some seats. Then we caught a break. Another party of 12 was called but was a no-show and we took their place.

That's when the show began. ..

As they seated us, the hostess announced they were doing some things to encourage large groups like ours and that they would be providing "some complimentary appetizers."

I was impressed and anticipated a couple plates of something to pass around, and that would be it.

Uh-uh. The fries, onion rings, fried cheese sticks and deep fried zucchini kept coming all night long.

What's more, when my wife told them she is gluten intolerant, we both expected we'd have to go through the full explanation we've become accustomed to, because most restaurant staffs don't know what it is. They don't know that not only does my wife have to stay completely away from anything that has wheat (gluten) in it, she also can't have anything that's even touched stuff that has gluten in it.

Not so at Red Robin. Our server knew exactly what it was and also knew that the restaurant regularly accommodates gluten-free diners and they actually have a gluten-free menu. Seemed like everybody who worked there was fully up to speed on the condition and the Red Robin products and

policies.

But how would I know the rest of the staff was up to speed? Because we were buzzed around and fully taken care of all night long. We had a bit of a wait while the kitchen prepped all the food for all 12 of us, to be delivered all at once. But during that time we never waited nor wanted for anything. The drink glasses were filled and the appetizers were kept coming by a veritable army of servers making sure the stuff was there in plenty of time.

I saw a manager standing to the side, constantly surveying the dining room, radio in hand, ready to direct the traffic right where it needed to go, and also to jump in and lend a hand himself whenever the situation called for it.

Impressive. Most impressive! In fact, I haven't been so impressed by any business I've dealt with for a long, long time.

Understand, this place was packed. The wait staff was hustling all night long. But I never saw the slightest sign of frustration or impatience.

There was a stunning sense of teamwork, that everybody was focused on accomplishing the goal of every diner having a sensational experience.

No wonder the place was so thoroughly packed, and no wonder people were so willing to wait in line for such a long time to get their chance to eat there.

Here's my report on the food ... pretty good. And if that doesn't sound so great it's because, with the exception of the outstanding fries and fry sauce, which were perhaps the best I've ever had at a restaurant, the rest of the meal was just pretty good.

But let me tell you something. I'll go back to Red Robin as soon as I can and as often as I can, because of the wonderful way my family and I were treated there. It was exceptional!

As I looked at my sons, nodding my shocked approval, they both nodded back knowingly. You see, they'd already been there before. They had experienced what I was experiencing for the first time. And they both said, "I love this place."

Now, would I say that about YOUR place? Would I LOVE doing business with you so much I couldn't wait to do business with you again?

I gotta be honest. I'm not so sure all of my clients would say that about me and my enterprise. I may have some customer service re-engineering to do. I'm guessing you may as well.

So do it. And turn your business into the Red Robin of your industry. When you do, you'll be packed with happy, buying, returning customers, clients or patients as well.

Jim Ackerman is a Salt Lake City-based marketing speaker, marketing coach, author and ad writer. For his speaking services go to www.marketingspeakerjimackerman.com Subscribe to his VLOGS at www.YouTube.com/MarketingSpeakerJimA, where you get a video marketing tip of the day, and at www.YouTube.com/GoodBadnUglyAds, where Ackerman does a weekly ad critique and lets you do the same.

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Jim Ackerman

Seventeen ways to tip the sales scale in your favor

By John Graham

Every salesperson knows the job is tougher than ever. It's not for the faint hearted or those who feel the world owes them a living. At the same time, salespeople recognize the importance of having an extra edge, of standing out from the crowd.

Yet, even those with winning qualities can have other attributes that keep them from getting to the top. To help tip the sales scale, here are 17 ideas that can make a difference:

1. *Start exciting customers and stop trying to entice them.* Spending time figuring out a customer's hot buttons is out of sync with the times. Excite them with your knowledge, helpful ideas and your willingness to be there *after* they sign the order.

2. *Make the customer experience interactive.* The primary sales task is to get customers talking. Most already have information and expect to participate and they're turned off when they don't have a chance to do so. Ask questions that engage the customer, that create a dialogue. There's nothing a salesperson can say that's more important than that.

3. *Every sale involves a relationship.* One salesperson couldn't figure out why a prospect didn't want to buy, until he said, "Frankly, I just don't understand why we can't seem to move forward." It turned out that the customer was afraid the salesperson would disappear. "I like picking your brain," he commented.

4. *Use the "big question" to build a relationship with prospects.* "What would you like to accomplish that you haven't already?" This is the question that opens the windows wide so you can understand what's hidden away in customers' minds that dominates their thinking and what they care about passionately.

5. *Be there at the right time.* A printing sales executive locks the competition out with his electronic tickler system that tells him when jobs are coming up. His customers and prospects are impressed that he makes contact with them at just the right moment.

6. *Using "big data" for better results.* There is no reason for wasting time bird-dogging dead-end leads, yet, that's what salespeople assume to be part of the job. Not any longer. And that's the value of "big data," information that exists outside your company, but is now available. Intuit (QuickBooks, Quicken and Turbo Tax) has transactional, behavioral, user-generated data (from its products) and social data drawn from social networks and Twitter. And it's easily accessible for large or small companies.

7. *Doubt yourself.* Salespeople often take pride in their ability to "read" people and situations, relying on their "gut instincts" or intuition. They view it as "built-in" radar, guiding their decisions. Although experience can play a significant role, famed psychologist Dr. Daniel Kahneman points out the danger on depending on intuition. It can lead to what he calls "automatic thinking" that ignores relevant information, which can spell trouble in sales.

8. *Stay with the facts.* Using exaggerated claims and inaccurate information are "the kiss of death" for today's salesperson. With better-informed customers, uncovering such information only takes a few seconds, thus damaging credibility. In today's totally transparent world, "messing with the facts" can be fatal, whether business (over-sized claims) or personal (doctored resumes).

9. *Think for a change.* Those in sales

tend to be "doers, not thinkers." And most are burdened with too much activity that's less than productive. Thinking makes the difference. That's what middle school students have discovered in the poorest area of Brooklyn. Their school is a chess powerhouse, "a legend in the chess world," states the *New York Times*. "You do a lot of thinking about how you think, especially about how you make decisions," says Elizabeth Spiegel, the full-time chess teacher. Making good decisions is the backbone of sales and that takes thinking as well as doing.

10. *Offer options.* Scion gets it right with the way it sells its quirky cars. The colors are different but every xD, xB, tC and iQ on a dealer's lot is identical: no accessories. Customers choose the color and then decide on the accessories, which are dealer installed. The process gets customers involved in making choices. In the end, it's their car.

11. *Present the proposal last.* Too many salespeople rush to get a proposal in front of buyers. It's a bad move because it detracts from getting the customer involved in a dialogue and halts a salesperson's learning process. Make your proposal an extension of your conversation so that it becomes the result of your conversations. That way your proposal is really coming from the customer.

12. *Embrace social media.* View social media as a way to engage and cultivate customers, *not* as advertising or a way to make sales. Ask relevant questions, share ideas and offer helpful information. Be consistent: it's the key for pulling customers closer to you. Twitter and LinkedIn can be good places to start.

13. *If the story fits, use it. If it doesn't, don't.* No one enjoys telling stories more than a salesperson. Those who are good at it know when to use a story, and when to keep quiet. Before telling any story, remember that customers are interested in themselves, not you. A sales team was invited by the president of a regional restaurant franchise to meet with him regarding a project for the company's 600 employees, but were cautioned that they had 45 minutes and no longer. When the meeting began, the president started talking and didn't stop for 40 minutes, much to the sale team's dismay. At that point, the team leader asked the president if he would like to know more about their firm. "No," came the reply. "I've been getting your materials for a year. I have everything I need to know. Let's get to work."

14. *A better way to say "thank you."* If you're looking for something more personal than a vanilla e-mail message to say to "thank you" or an impersonal .pdf invitation to an event, a good solution is My Stationery Box, a \$3.99 app for an iPad. It's really slick, offering an array of templates for business and personal use. Take a few minutes to set it up and all the stationery is personalized and ready to go. It automatically imports your address book to make it even easier. No more excuses for failing to stay in touch with the right message.

15. *Anticipate objections and get a leg up on the competition.* Objections will kill a sale, unless you're prepared to answer them. Most salespeople miss the mark by assuming they can respond to whatever a customer throws at them, so they wing it. That doesn't work. Prepare yourself by building an objections file on your smartphone or iPad with thoughtful answers. Then, continue to refine them with your man-

Building valuable relationships from the beginning ... and beyond

I watched a presentation recently that verified that it can take as little as two seconds for someone to determine if a new acquaintance is worthy of their time or not. Two seconds! Wow, that's some quick to judgment stuff, right there! The point of this presentation was primarily to focus on the impact of body language and vocal tonality on any personal interaction, but there are numerous efforts that can impact the successful initiation, development and sustainability of a meaningful relationship. Let's discuss, shall we?

During my life and certainly during my last 20 years in the design and construction industry, I have met quite a few folks. I am thrilled and proud to say that I can pick up the phone at any time and reach out to someone who would graciously provide valuable insight from any major city in the U.S. It takes a lot of work and reciprocal commitment to develop a network like that and it has been immensely worth the effort. I am continuously reminded how my network has trust in me just as I do with them. Friends and colleagues reach out to me on a daily basis for ideas, information or support ... and I LOVE that! I have a sign on my office wall that states "Be relevant, consistent and distinctive every day." Those are three of my drivers that I am sure help me be in a trusted position to help others. In turn, of course, I look for that in others as well. Be valuable, be reliable, and bring it like no other!

But what is it that I look for to determine if a new acquaintance could be a valuable member of my network, or even a good friend some day? With me, frequently that body language and vocal tonality mentioned before can be strong indicators of a person's compatibility. Open, effective and confident communication is certainly an instant representation of an individual. I always take into account, however, that there are plenty of folks that aren't naturally comfortable meeting someone new. That's why I'll usually give someone more than a bloated "two seconds" to win me over. How about at least six seconds?

You can say "hello" many ways. Saying it enthusiastically, with good eye contact and a forward position, can be inspiring. Every person, whether strong marketers or the technically gifted in professional service industries, should master the ever-present opportunity to say hello effectively. Do it with purpose because you never know how the person on the other end of that handshake may help you in the future. Do you feel a little better (even if for only a moment) when someone says hello to you on the street, in the store or in your office corridor? You should, and believe me, others will if you are the crafty instigator. Next, know that asking questions is the spark plug for conversations. As soon as someone

knows you want to learn about them and their perspective, you are earning valuable points. Continuing down the path of relationship development should also include plenty of efforts to stop, listen and help.

There is one caveat to all this positive effort that we are discussing. This is, not everybody is going to like or appreciate your approach to interpersonal communications. Some may interpret your style in a way that is not intended or even considered by

you. Don't worry about these folks. I've realized that those who don't possess outgoing or extroverted personality traits frequently resent those who do. It's OK. Maybe we can help them be more comfortable in the world of professional networking. It's what a leader would do.

To improve your compatibility "hit rate," you can also learn how to adapt your personal approach, to a certain extent, that is more conducive to each individual. Whether they are clients, colleagues or peers, every person is different. Remember, though, that I said "to a certain extent." I would never recommend you try to be something that you're not for any reason. If you're good, though, you should be able to quickly read if the other person is more suitable to a direct, a sincere, a social or a conscientious tact. They will likely react very positively as you subtly put them at ease. This is an acquired skill that can be highly advantageous in your daily relationship-building efforts.

Did I mention that your attitude affects basically everything you do? Oh, OK well it does. Our attitudes are attacked every day by numerous minor explosions of consequence or menial levels of distraction. I applaud you in advance for shielding yourself from these attacks as best you can and focusing your attitude toward others in the most positive way possible. Both yours and my present and future relationships depend on this dedication immensely.

Like any relationship, there is a beginning and then either a fun and meaningful journey or some kind of unfortunate end. For me, once we graduate past first impressions as described before and perhaps the "first date behavior" period, the basis of a sustainable and meaningful relationship goes back to my personal drivers of being relevant, consistent and distinctive. As a bonus, if you can also make me laugh, you're a keeper!

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Michael Buell

Be loan ready, whether you need a loan or not

Even if your business isn't currently in need of a loan, it's important to run your company as if you are applying for one. Why? Because banks loan money to strong borrowers — those who are on financially solid footing, are operationally sound and have a long-term plan that includes financial planning, which is the foundation for sales growth. These are the traits a bank requires for loan approval because they mean a business will be more likely to survive tough times and be able to repay the loan. They are also the standards that all businesses should strive to achieve in order to excel and take advantage of opportunities when they arise.

One thing many businesses don't understand when they apply for a loan is that the loan officer often does not make the final decision. After getting to know you and your business, the loan officer has to make a case for funding your loan to a loan committee comprised of various executives at the financial institution. Loan officers are your advocates, and the more information you can provide them, the more compelling their presentation will be for the loan committee to approve your loan.

Before making a so-called loan presentation to the committee, a loan officer needs to gather the following information from you:

- **Loan request:** Purpose of the loan, amount required, term desired, source of repayment and collateral available. Can you be counted on to repay and do you have the collateral to back it up?

- **Business info:** History and nature of your business, products, market area, major customers, suppliers, competition, facilities, employees, etc. for the present and forecasted for at least the next three years. In other words, how successful you've been and how you plan to stay successful.

- **Management/ownership:** The principals and their background. Do they possess experience, acumen and character?

- **Financial information:** Three years' worth of balance sheets, income statements, financial statements and tax returns, ratio analysis with appropriate comments, personal financial statement, pro-forma income statements, pro-forma balance sheet, cash budget and comprehensive cash-flow analysis. Do you know where your money is going and how to optimize it?

You can see why most business owners are ill-prepared when first applying for a loan — many are so busy running their business that they don't take the time to ensure proper financial analyses or business contingency to meet the above guidelines. You can also

see why a business would have an advantage if it were to have all of the above documents in place, whether or not it needed a loan. Just knowing the above information allows a business owner to be more aware of the company's strengths and weaknesses, and provides direction for future growth.

If some of the requirements of an effective loan presentation are muddied to you, get educated. A good place to start is by talking to a loan officer before you need a loan to get clarity on the standards

you would have to meet to qualify for financing. In addition to helping you understand the requirements, these pre-loan meetings also help build a relationship with a lender, making him or her more likely to be your advocate when the time comes for your business to expand. Adhering to the loan-ready standards above will make application time far easier with the dual benefit of improving the strength of your business.

Dale Gunther is vice chairman of the board of People's Utah Bancorp,

the holding company for Bank of American Fork, which is an SBA-Preferred Lender, Equal Housing Lender and Member FDIC. At the start of his 16-year tenure as CEO at Bank of American Fork, the bank had two branches and \$80 million in assets; it now has 13 offices and more than \$880 million in assets. Gunther has served as chairman of the Utah Bankers Association and currently serves as an American Fork City Councilman. This article should not be considered legal or investment advice. Seek legal and investment advice from your own qualified professional.



Dale Gunther

GRAHAM

from previous page

ager or sales team members until you can respond effectively to whatever is thrown at you.

16. *Differentiate yourself.* Line up 10 salespeople in your industry and chances are they're clones — to customers. If they look alike, talk alike, dress alike and sell similar products, they are alike and you're one of them. If you want to stand out from the pack, do this: admit that there are similarities in products and pricing, for example. Then, talk about *your* differentiating factor: *you keep your promises.* Have testimonials and references ready to substantiate your claim. It's a game-changer.

17. *Think customer, not sale.* Successful salespeople know that

this is what selling is all about. Buyers of all types have their antennae up and they can spot the salesperson whose sole motive is getting the order. Today's customers look for the salesperson who understands them, not sells them. That changes the process from transaction to relationship, from no sale to sale closed.

There they are, 17 ideas for getting that extra edge in sales that makes a difference. Over time, it's so easy to develop habits that kill sales, without even knowing it. While awareness of what we're doing may not be everything, it's a good way to make changes that will tip the scale in your favor.

John Graham of GrahamComm is a marketing and sales consultant and business writer. He publishes a monthly e-newsletter, "No Nonsense Marketing & Sales." Contact him at johnrg31@me.com, (617) 774-9759 or johnrgraham.com.

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The only true way to save marriage from Obama

For honoring his conscience on the issue of marriage equality, President Obama earned angry rebukes from all quarters on the right, including the Uncle Toms of the Log Cabin Republicans, who said he was “a day late and a dollar short”; teenage mom Bristol Palin, who mocked him for invoking his daughters in changing “thousands of years of thinking about marriage”; and 50-year-old virgin Ann Coulter, often engaged but never wed, who called his decision “a sign of desperation.”

On the Fox Nation website, minions of Roger Ailes accused Obama of declaring “war on marriage,” echoing Rush Limbaugh’s

charge that “the president of the United States is going to lead a war on traditional marriage,” while Karl Rove simply gloated that the controversy has left him “in a bad place” with Catholic and conservative voters.

All of these reflexive attacks were consistent with Republican propaganda shrieking that matrimonial rights for gay people will destroy the institution they hope to uphold. It is a puzzling argument, especially because the principal right-wing complaint against homosexuals for so many years was their alleged promiscuity. Now gays and lesbians are charged with trying to ruin the family because

they want to take vows of fidelity.

In this historic moment for human rights, listening to the likes of Ailes (now on his third marriage) and Limbaugh (currently married to wife No. 4), not to mention Rove (divorced twice), it is impossible to believe that Republicans screaming about the future of wedlock are sincere. If they are truly worried about marriage, they should stop harassing gays and campaign for the only change that might make a real difference.

They could outlaw divorce, or at least repeal the ultra-liberal, no-fault divorce laws that they’ve used to their own advantage.

Across America — and particularly in the red states that have rejected gay marriage — divorce

rates are continually rising, along with teen pregnancies, out-of-wedlock births and single motherhood (which somehow afflict gay-friendly blue states far less). Gay rights obviously isn’t the cause of marital strife and separation in those places where hostility to same-sex relationships is considered a religious duty. To achieve their professed goal of protecting marriage, shouldn’t the divorce addicts of the Republican right renounce their sins and return to the teachings of Jesus Christ and the Old Testament, which forbid divorce except under a few very restricted circumstances?

Of course such a return to bygone moral standards would severely inconvenience men like the hypocrites named above —

along with Rupert Murdoch, Newt Gingrich and a very large proportion of the GOP congressional caucus — and will therefore never occur. Restricting divorce wouldn’t be good social policy, anyway. Yet it is worth noting that the most enraged defenders of the traditional, heterosexual conjugal bond are men who have repeatedly trashed their own marriages.

Why should Limbaugh and his ilk deny gays and lesbians a chance at wedded bliss? Can they possibly set a worse example, after all, than he did?

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

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A censored race war?

When two white newspaper reporters for the *Virginian-Pilot* were driving through Norfolk and were set upon and beaten by a mob of young blacks — beaten so badly that they had to take a week off from work — that might seem to have been news that should have been reported, at least by their own newspaper. But it wasn't.

"The O'Reilly Factor" on Fox News Channel was the first major television program to report this incident. Yet this story is not just a Norfolk story, either in what happened or in how the media and the authorities have tried to sweep it under the rug.

Similar episodes of unprovoked violence by young black gangs against white people chosen at random on beaches, in shopping malls or in other public places have occurred in Philadelphia, New York, Denver, Chicago, Cleveland, Washington, Los Angeles and other places across

the country. Both the authorities and the media tend to try to sweep these episodes under the rug as well.

In Milwaukee, for example, an attack on whites at a public park a few years ago left many of the victims battered to the ground and bloody. But, when the police arrived on the scene, it became clear that the authorities wanted to keep this quiet.



Thomas Sowell

One 22-year-old woman, who had been robbed of her cell phone and debit card, and had blood streaming down her face said: "About 20 of us stayed to give statements and make sure everyone was accounted for. The police wouldn't listen to us, they wouldn't take our names or statements. They told us to leave. It was completely infuriating."

The police chief seemed determined to head off any suggestion that this was a racially motivated attack by saying that

crime is colorblind. Other officials elsewhere have said similar things.

A wave of such attacks in Chicago were reported, but not the race of the attackers or victims. Media outlets that do not report the race of people committing crimes nevertheless report racial disparities in imprisonment and write heated editorials blaming the criminal justice system.

What the authorities and the media seem determined to suppress is that the hoodlum elements in many ghettos launch coordinated attacks on whites in public places. If there is anything worse than a one-sided race war, it is a two-sided race war, especially when one of the races outnumbers the other several times over.

It may be understandable that some people want to head off such a catastrophe, either by not reporting the attacks in this race war or not identifying the race of those attacking, or by insisting that the attacks were not racially motivated — even when the attack-

ers themselves voice anti-white invective as they laugh at their bleeding victims.

Trying to keep the lid on is understandable. But a lot of pressure can build up under that lid. If and when that pressure leads to an explosion of white backlash, things could be a lot worse than if the truth had come out earlier, and steps taken by both black and white leaders to deal with the hoodlums and with those who inflame the hoodlums.

These latter would include not only race hustlers like Al Sharpton and Jesse Jackson but also lesser known people in the media, in educational institutions and elsewhere who hype grievances and make all the problems of blacks the fault of whites. Some of these people may think that they are doing a favor to blacks. But it is no favor to anyone who lags behind to turn their energies from the task of improving and advancing themselves to the task of lashing out at others.

These others extend beyond

whites. Asian American school children in New York and Philadelphia have for years been beaten up by their black classmates. But people in the mainstream media who go ballistic if some kid says something unkind on the Internet about a homosexual classmate nevertheless hear no evil, see no evil and speak no evil when Asian American youngsters are beaten up by their black classmates.

Those who automatically say that the social pathology of the ghetto is due to poverty, discrimination and the like cannot explain why such pathology was far less prevalent in the 1950s, when poverty and discrimination were worse. But there were not nearly as many grievance mongers and race hustlers then.

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

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4G LTE
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4G LTE



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