The Enterprise
UTAH'S BUSINESS JOURNAL

www.slenterprise.com | Oct. 1-7, 2012 | Volume 42, Number 9 | $1.50

Private equity firm takes major stake in Salt Lake Brewing Co.

Squatters/Wasatch's new equity partner will help the firm grow not only its brewpubs but its beer distribution.

By Barbara Rattle
The Enterprise

A major stake in Salt Lake Brewing Co., operator of the Squatters chain of brewpubs, Wasatch Brew Pub and Cantina and Utah Brewers Cooperative, will be sold to Boston-based Fireman Capital Partners pending the completion of customary closing conditions. Collectively, Squatters/Wasatch operates five Utah restaurants and employs about 300 people.

While terms were not disclosed, Salt Lake Brewing Co. said in a written statement that Fireman's investment in the company is "significant" and will be used to build more brewpubs, more deeply penetrate the 12-state territory in which the firm's beers are sold, and branch into new markets.

"It's so much more difficult to do business because it's a whole lot harder to borrow money that it used to be," said Jeff Polychronis, who founded Squatters/Wasatch in partnership with Peter Cole in 1989. "We'd toyed with the idea of using equity financing to continue to grow since early in the recession. We didn't seriously pursue it until about a year ago. About the same time, coincidentally, they [Fireman] had been looking at the craft brewing industry and were trying to figure out a way to get into that business. They had no specific market or company in mind. Our paths crossed and we started talking to them in December. We're thrilled. They bring some really high-powered people, guys with really great experience in the financial markets and growing companies in a much more rapid rate than we've ever done. And obviously they have the capital to go out and do it."

Fireman Capital Partners invests in consumer-focused companies through both growth equity and buyout transactions. The private equity firm focuses on firms with revenues between $10 million and $150 million. The company's portfolio includes Hudson (denim apparel), Newton Running (running shoes), Pilla (eyewear), IdeaPaint (dry-erase work spaces), Evolution Fresh (all-natural juices) and Serena and Lily (home furnishings and decor).

Greg Schirf, the founder of Wasatch Brewery, will continue to manage the brewery operations

see BEER page 2

Economic development execs: poor air quality is tripping us up

By Brice Wallace
The Enterprise

Companies and key employees considering a move to Utah sometimes have something clouding their judgment: the state's poor air.

Speakers at the September meeting of the legislature's Economic Development Task Force said bad air quality is hindering economic development. Jeff Edwards, president and chief executive officer of the Economic Development Corp. of Utah, which is contracted with the state for business recruitment and retention, said troubles can arise during site visits, which often follow months of trying to convince companies to put operations in Utah.

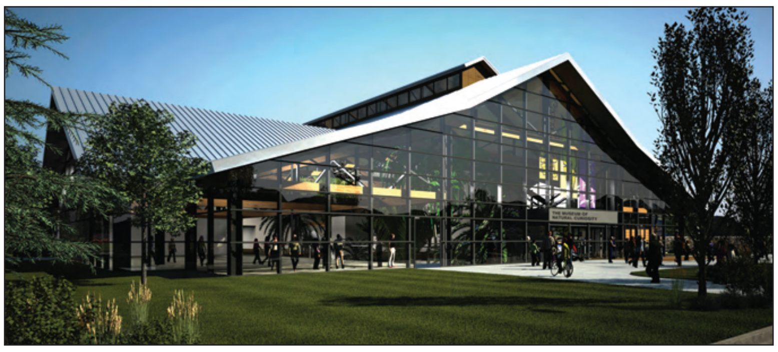
"I have to tell you that I really dread having a site visit along the Wasatch Front on an inversion day, and sometimes that's our only real day to impress somebody — we've got one day to do it," he said. "And in the month of January, we just all cross our fingers and hope for the best in that regard because it really does make a significant impact on that process."

Executives of a solar panel company were "shocked" during their visit to see signs along Interstate 15 alerting motorists about bad air and urging limited driving. "As we drove farther north, it happened to get worse as we were going up there, [and] they basically said, 'We're going to conclude our visit early because we're just not interested in being in a place that has this kind of an issue,'" Edwards said.

Ryan Evans, vice president of business and community relations

see AIR page 2

Ground to be broken for $27 million museum in Lehi



FFKR Architects' rendering of the exterior of the Museum of Natural Curiosity, slated to open in spring 2014.

Thanksgiving Point, a nonprofit organization based in Lehi, is scheduled to break ground Oct. 1 for the Museum of Natural Curiosity, a 45,000 square foot children's museum valued at $27 million.

Scheduled to open to the public in spring 2014, the facility will feature more than 150 hands-on exhibits that teach science, arts, history and culture through an interdisciplinary approach to family learning. There will be a five-acre outdoor component, and museum officials say the facility will be the first in the state to incorporate an indoor-outdoor feature in its floor plan.

More than $23 million has been raised to help fund the museum, which is enough to begin construction. Funding came from large private supporters, charitable foundations and government partners. Additional funding of $4 million is still needed to meet

see MUSEUM page 2

MUSEUM

from page 1

the $27 million total budget to complete the museum. This is anticipated to be met prior to the spring 2014 opening through additional private donations. A $3 million donation from the Barbara Barrington Jones Family Foundation will result in the official name of the museum being The Museum of Natural Curiosity in the Barbara Barrington Jones Family Building. Utah County also contributed at least $3 million. Those contributing between $1 million and $3 million were Kim Brown, Lehi City, the Loveland family and the state of Utah.

"The Museum of Natural Curiosity will meet the vital need of a new family-friendly venue in our community," said Mike Washburn, president and CEO of Thanksgiving Point. "This museum will complement both Thanksgiving Point's current offerings and the museums throughout the state with its unique indoor-outdoor concept and specific focus on science. It will offer those of all ages a chance to reconnect with the world through active play and assist in connecting parents with their children in a positive environment."

Thanksgiving Point receives 1.6 million guests a year from all 50 states and around the world. With the new museum, it's expected to see more than 300,000 additional visitors.

FFKR Architects, Salt Lake City, designed the museum, which will be built by Okland Construction, Salt Lake City. Exhibits were designed by Columbus, Ohio-based Roto Group, known locally for its design of Utah's Hogle Zoo.

BEER

from page 1

for Salt Lake Brewing Co. Joe Lambert, operating partner for Squatters since 1996, will continue to oversee the restaurant side of the business. Cole, Polychronis, Schirf and Lambert will all maintain ownership in the newly combined company.

Together, Squatters and Wasatch beers have won 17 World Beer Cup awards.

Craft brewing is a $1.1 billion industry in the U.S. and is expected to increase to 10 percent of total U.S. beer volume by 2016.

AIR

from page 1

at the Salt Lake Chamber and staff leader for air quality issues, said bad air has several impacts. "Poor air quality hinders corporate relocation efforts, places additional regulatory burdens on business, increases health-care costs and places Utah's federal highway funding at risk," he said.

Edwards said companies use several criteria when evaluating a possible move to Utah. Labor, utility costs, real estate costs and the cost of living are high on that list, but quality of life also is a factor. Poor air quality affects the perception of Utah's quality of life, especially regarding key employees. "And frankly, the success of a new operation in a state like Utah may depend very heavily on being able to recruit a key person in executive rank and some talent into our state, and their interest in coming here is directly affected by that quality-of-life question," he said.

Among industries that are more sensitive to the issue are the outdoor products and life science industries, plus people associated with the Sundance Film Festival and Outdoor Retailer trade shows, he said.

"If we have a bad air day in January during those times that they're here, we not only raise the ire of the attendees of the Outdoor Retailer trade show but [also] the international media that's here to cover Sundance, and all the people that are here to go with it carry that negative impression of the state back with them and, again, make our job that much harder. …" he said.

But what can be done? Edwards noted it's a large obstacle because poor air quality is multi-jurisdictional and crosses boundaries. "It's sort of the ultimate tar baby. No one wants to get into it and really work on it. It's a very challenging problem and it's also fraught with difficulty and political challenges, as you all know," he told the task force.

However, speakers said, incentives can be offered to help businesses and individuals make decisions favorable to air quality. Employees could be rewarded for carpooling or using public transit. Companies could be rewarded for converting their fleets to natural gas or alternative fuels. Also, communities could create HOV lanes or implement other transportation strategies to help air quality, and cities could be incented to create high-paying jobs so that residents would not need to drive elsewhere to get high-paying work. Edwards said "another order of magnitude" of investment is needed to enhance development of compressed natural gas filling stations in the state.

"I think the real movement and the real action will be best seen from corporations as they move their entire fleets over" to natural gas fuels, Evans added.

Andrew Gruber, executive director of the Wasatch Front Regional Council, said people could avoid driving and instead bike, walk or use mass transit if they lived closer to where they work and shop. Companies could help air quality by allowing employees to use flexible schedules, providing incentives for using mass transit, or allowing staffers to work from home.

The task force will hear more testimony about air quality's effects on economic development at its next meeting, set for Oct. 4.

The task force, consisting of legislators, business leaders and others, was created by HB28 earlier this year. It is looking at issues affecting Utah business development and how air quality affects economic development efforts in the state. It will have an interim report in November and a final report a year later.

Cottonwood Country Club to replace aging clubhouse

The aging clubhouse at the Cottonwood Country Club in Holladay is about to come down.

Peter Miller, the club's general manager, said plans call for the clubhouse to be demolished in January and for a replacement — at 19,000 square feet, about 2,000 square feet larger than the current structure — to be complete by next November.

"It's in really bad shape," Miller said of the existing clubhouse. "It was built in the early '60s and doesn't meet codes like fire, seismic and ADA. We spent two years evaluating whether we should remodel, refurbish or rebuild, and found that rebuild is really the smartest money."

The new clubhouse will have a larger kitchen and its three banquet rooms will all be situated on one floor rather than on three, as is the current situation.

Before the clubhouse comes down, the club will remove its pool and four tennis courts, beginning in October. The pool will be replaced, as will three of the four courts. The fourth court will be converted into a landscaped social area. Miller said a cabana, youth locker rooms and a snack bar will be added to the pool area; completion is slated for late April or early May.

The Cottonwood Country Club has 475 members and dates back to the 1950s, when a group of area residents purchased property from the Moyle family estate. Today, the facility offers dining, tennis, golf, swimming and fitness amenities to its members and guests.

THE ENTERPRISE
[USPS 891-300]
Published weekly by Enterprise Newspaper Group Inc.
825 N. 300 W., Suite C309,
Salt Lake City, UT 84103
Telephone: (801) 533-0556
Fax: (801) 533-0684
Website: www.slenterprise.com.
For advertising inquiries,
e-mail david@slenterprise.com. To contact the newsroom,
e-mail barbara@slenterprise.com.
Subscriptions are $55 per year for online only, $65 per year for print only and $75 per year for both the print and online versions,
or $1.50 per copy. Opinions expressed by columnists are not necessarily the opinion or policy of The Enterprise

Periodicals postage paid at
Salt Lake City, UT 84199.
POSTMASTER: Send address corrections to P.O. Box 11778, Downtown Station Salt Lake City, UT 84147

Tortilla manufacturer increasing size of Utah plant by 40 percent

Clearfield-based Don Julio Foods, a locally owned tortilla manufacturer, is increasing the size of its plant by approximately 40 percent as the result of increased regional and national sales.

Greg Bingham, vice president of sales and marketing, said the firm is "knocking walls out" on the south end of its manufacturing facility, which will measure about 75,000 square feet when the expansion is complete in roughly a month. In addition, the firm's current workforce of approximately 50 employees will grow by some 30 percent. Bingham said the company has tripled in size during the last five years, during which time Don Julio Foods has invested in new production equipment, including a state-of-the-art tortilla press capable of producing 4,800 dozen tortillas per hour.

Don Julio's Greg Bingham examines one of the Clearfield plant's tortilla presses.

"Our tortillas have been seen coast to coast but most of our business is in Utah and surrounding states, down to California and up to the Pacific Northwest," he said. "We've grown a lot due to improved marketing strategies and multiple national accounts."

In addition to flour and corn tortillas, Don Julio foods produces tortilla chips and salsa, and also owns the Clover Club line of potato chips.

Don Julio Foods was founded in 1994 by food industry broker and salesman Craig Fisher, who had previously operated the Little Pancho division of Clover Club Foods. In 2002, Fisher and his son Nate opened the Clearfield plant. Soon after, Clover Club Foods was acquired.

Salt Lake home prices up 10 percent

Home prices in the Salt Lake area continued to show gains in August as inventory levels tightened, according to the Salt Lake Board of Realtors.

August marked the fifth consecutive month of rising home prices on a year-over-year basis. The median price of all homes and condominiums sold in August increased to $204,950 up 10 percent compared to a median sales price of $185,700 last year at the same time.

The last time Salt Lake home prices showed five consecutive months of gains was in 2007.

"For the first time in five years, home prices are on the rise," said Donna Pozzuoli, board president. "In many instances, buyers are competing for the same property. This competition, combined with limited inventory, is driving home prices higher."

The number of homes and condominiums sold in August in Salt Lake County increased 21 percent compared to August 2011. There were more than 230 homes sold in August compared to last year during the same month (1,360 vs. 1,128). Rising sales and prices have shifted Salt Lake's real estate landscape to more of a seller's market, which is characterized by more buyers than sellers.

In the first eight months of 2012, home sales in Salt Lake County increased 19 percent compared to the same period in 2011. The median home price in the same eight-month period was up 1 percent compared to the same time in 2011.

Utah AFL-CIO names Dale Cox president

Dale Cox has been named the new president of the Utah AFL-CIO, replacing Jim Judd, who recently died in an accident.

A 40-year labor leader, Cox begins his presidency with already thousands of hours experience with the Utah Legislature. He began his career working in the field union welder mechanic before joining the Operating Engineers staff as a business agent, assistant district rep, district rep and legislative coordinator for the State of Utah and, most recently, as the Utah AFL-CIO vice president.

Cox was recently appointed by the governor to serve on the board of trustees for the Utah Colleges of Applied Technology. He is an advisory board member for Salt Lake Community College, a member of the Salt Lake County Democratic executive board, Department of Workforce Services Employment Advisory Council and on the executive board of the Road Home.

Experts: private sector to play key role in development of CNG in Utah

By Brice Wallace
The Enterprise

The private sector will play a key role in future development of compressed natural gas (CNG) filling stations in Utah, experts told the Public Utilities and Technology Interim Committee during the group's September meeting.

While most of the stations are owned and operated by Questar Gas, mostly along the I-15 corridor, the natural gas utility eventually would cede its dominance to the private sector, a Questar Gas official told the committee.

"It is not our intent to run them," said Brad Markus, general manager of customer service, community relations and the company's natural gas vehicle program. "It is our intent to eventually be, if you would, not in the station business anymore. In fact, the Public Service Commission, the way it is established now, would authorize approximately one station a year max anymore moving forward. … Therefore, it's really saying, it's now time for the private sector to move in and hopefully grow it."

Speakers told the committee that Utah is among the nation's leaders in providing a strong filling station infrastructure. "Honestly, in Utah, we're very spoiled," Markus said. "We're well ahead of the curve. If you wanted to get in your Civic in Logan, you could drive to California on natural gas without ever having to use another fuel. You could do it all the way to SoCal, no problem at all."

Questar Gas operates 101 stations. Twenty-six are open to the public, six are operated by the state and five are privately owned but open to the public, he said. Questar Gas recently opened a station in Kaysville and will have a ribbon-cutting Oct. 3 for one in Ogden developed in partnership with Weber State University.

The state of Utah has 51 CNG-dedicated vehicles and 28 vehicles that are bi-fuel. In fiscal year 2012, its seven filling stations dispensed 176,000 gallons to the public, which can buy fuel at the stations, and its own vehicles used 72,000 gallons.

The speakers noted that CNG is clean — with 60 to 90 percent lower emissions, including 29 percent lower greenhouse gas emissions, compared to gasoline — abundant in Utah and affordable. CNG-dedicated vehicles can use HOV lanes on highways, which is attractive to companies with CNG fleets.

The CNG price at Questar stations, $1.48 per gallon, is part of a rate structure approved by the Utah Public Service Commission. That's about 47 percent less, on average, than unleaded gasoline at $3.79 per gallon. State-run filling stations have a higher price, but Sam Lee, director of fleet services for the Utah Department of Administrative Services, said the $2 price is "an actual break-even for us, so there really is not a competition with the private sector."

The speakers noted that several government and business entities have worked to ensure Utah's CNG infrastructure is effective and beneficial as it grows. Markus said that in California, some utilities sold their stations to private interests, but growth in the marketplace stalled because the prices they set were only slightly lower than what customers paid for gasoline.

In addition to the possible growth in ownership of stations, the private sector could help boost the industry by adding more fleet vehicles that burn CNG. Half of the Questar Gas fleet runs on natural gas, and companies including Waste Management, UPS and AT&T are using or are transitioning to that fuel.

"As more of these vehicles are coming to the marketplace, we're going to see some advantages on the [fuel] price, too. It will start to drive down some of those prices," Markus said.

Rey Butcher, vice president of government relations for Questar Corp., said "the real needle-mover" will be heavy trucks and heavy haulers, some of which use CNG and some of which burn a blend of CNG and diesel fuel.

Blu, a Utah-based natural gas fuel station builder and operator, built its first station about a year-and-a-half ago in Salt Lake City. It sells CNG, liquid natural gas — a diesel fuel alternative that is attractive for heavy trucks and industrial applications — and compressed liquid natural gas, said Merritt Norton, the company's CEO.

Blu is spending about $20 million this year to add to its infrastructure. It just opened a station in Beaver and is building stations near the Salt Lake City International Airport and in Myton. The Myton station is the only one planned that will sell CNG because the company is focused on liquid natural gas.

"Private enterprise isn't going to enter the market until we reach an equilibrium where we can afford to spend millions of dollars on compressed natural gas infrastructure, so we're focused on LNG infrastructure right now because of that fact and we think we'll be successful there," Norton said.

"My personal goal is a thousand stations in Utah and a couple of hundred thousand heavy-duty trucks and that will also help a lot of consumers running Honda Civics and the like," he said. But because one heavy-duty truck fueling once a day burns about three or four hundred times the natural gas than a Honda Civic, it makes more economic sense to fill up that one big truck in about nine minutes than filling up 300 to 400 Civics, which would take several hours, he said.

"I love Honda Civics. I love small vehicles, but the big bang for our air quality buck and for our foreign oil buck is on the big trucks," Norton said.

Legislators urged all stakeholders to keep CNG infrastructure development moving.

• Industry Briefs •

COMPUTERS/ SOFTWARE

• American Fork-based **BidSync,** a national leader in government bid notification services and e-procurement solutions, has named **Sean Parry** vice president of marketing and a member of the executive leadership team. Previously, Parry was vice president of global field marketing at Kofax, which markets its software solutions to industries such as finance, insurance, health care and the public sector.

CONSTRUCTION

• The **National Ready Mix Concrete Association** honored Ogden-based **Jack B. Parson Companies,** one of the state's largest aggregate, ready mix concrete, asphalt, paving and construction materials suppliers, with the **Producer Excellence in Quality award** for the second consecutive year. To qualify for the award, critiqued companies must demonstrate outstanding performance in seven areas, including customer focus and materials management and testing. Companies are recognized in three categories ranging from production of less than 250,000 cubic yards and greater than 1 million cubic yards. JBP won in the largest producer category.

• **Cache Valley Electric**, Logan, has launched a new service for its wide base of customers. Called **CVE Hosted Services**, it will offer backup and disaster recovery in a secure, private cloud. The new arm of CVE will be managed by Jeremy Budd, an 11-year CVE employee, and will be based out of the company's Salt Lake City office, offering services to customers on a national level.

• **Tree Haven Homes**, a Riverton-based custom homebuilding company, was named the **People's Choice award** winner in the **2012 Salt Lake Parade of Homes.** This was the first year that Tree Haven Homes participated in the Salt Lake Parade of Homes. In addition to the People's Choice award, Tree Haven Homes was also given the Best Architecture and Home Design award from the parade judges. Tree Haven Homes' parade home was located at 14873 S. Castle Valley Dr. in The Falls at Boulden Ridge in Bluffdale. The home featured three bedrooms, two-and-a-half bathrooms, a four-car garage and 5,430 square feet.

• **Jackson & LeRoy Remodeling**, Salt Lake City, has been recognized on a national scale as number 70 out of the 550 best remodelers in the United States by ***Remodeling*** magazine.

• **Marc Shields** has joined **Calder Richards Consulting Engineers,** Salt Lake City, as a engineer in training. He received his B.S. degree in civil engineering in 2011 and his M.S. degree in civil engineering (structural emphasis) in 2012 at Utah State University. His accomplishments included USU Dean's Scholar and honor roll student. Shields' previous experience includes working as an intern at Utah Department of Transportation, where he performed nuclear density testing for soils, data entry of test results and oversaw the construction of roadway embankments.

ECONOMIC INDICATORS

• The **Zions Bank Consumer Attitude Index** (CAI) **rose 8.1 points** from August to September and is at its highest point since April. Zions said the CAI, now at 85.0, was boosted by recovering housing, labor and stock markets. The index had been relatively stable for three months. Zions said the end of summer traditionally has been a time of economic optimism for consumers, noting last year's August-to-September increase was 10.9 points. The Zions Bank Present Situation Index, an assessment of confidence in current business and employment conditions, rose 11.4 points to 69.3. The Zions Bank Expectations Index, an estimate of consumer confidence in the economy six months from now, increased 6.0 points to 95.6. Thirty-one percent of Utahns believe that current business conditions in their area are "good," which represents the largest proportion since May of this year. Also, 13 percent of consumers described the number of jobs currently available in their area as "plentiful" — the highest levels in the history of the Zions Bank CAI. Among other stats, 30 percent of consumers identified that they believe business conditions will be better in six months (up 9 percentage points from August), and 26 percent think that there will be more jobs available over the same period (up 12 points). Zions said it expects the CAI to fluctuate throughout the rest of the year. Details are at www.zionsbank.com/cai.

continued on page 8

O.C. Tanner Co. celebrating 85th anniversary

O.C. Tanner Co., the Salt Lake City-based global leader of the employee-recognition industry that it helped create, celebrated its 85th anniversary last week.

While known to most in Utah and the Mountain West for its jewelry, O.C. Tanner is also an "appreciation" powerhouse serving 8,000 clients in 129 countries, including a third of the world's 100 largest corporations. The company employs nearly 1,500 people and was founded by a young Obert C. Tanner, who hand-crafted emblems and pins in the basement of his mother's Salt Lake City home.

Among the company's accomplishments:

• First to market with online employee-recognition programs.

• First to market with on-boarding recognition strategies. (On-boarding refers to the process of hiring, training and engaging a new employee.)

• Developed the industry's largest, most technologically advanced global client relations team and the industry's first international support team available around the clock.

• Published *The Carrot Principle*, one of the most widely read series of recognition books in the world, with more than a million copies sold in 20 languages.

• Conducted one of the largest employee recognition/engagement studies ever attempted, in partnership with research firm Towers Watson. The study gathered data about differences and similarities in recognition strategies from organizations worldwide.

• Developed the industry's first leadership-recognition training team to help company leaders excel at incentivizing their staff.

• Founded the annual Executive Recognition Summit, attended by senior human resources executives from around the world, to share industry best practices and recognition breakthroughs.

What are they buying — and what are you selling?

A guy walks into a hardware store and says to the clerk, "I need a drill."

Clerk says, "Well, not really. You want to make a hole."

If you're in retail and your customer comes in and says, "I need a drill," or "I want a drill," or "Where are the drills?" you, the salesperson, begin some response dialog.

Reality: He didn't come for a drill. He needs to make a hole.

Now you may have heard some version of "drill-hole" in your career, but you have never heard what the situation is, how to address the buying motive, how to take control of the sale, how to gain trust and how to create a vision of "outcome" in the mind of the buyer.

Jeffrey Gitomer

Here's the real lesson: (And it can be applied to *any* sales situation where the buyer is wanting a service or a product and needs your help to "find the right answers and achieve the required or desired outcome.") If you ask, "What kind of drill are you looking for?" you're asking an annoying, self-serving, time-wasting, price-based question. Zero value to the customer. Wrong direction to close a value sale.

It's likely the customer has no idea what kind of drill he wants — and you, in your sales brilliance, are going point out the "drill aisle" and be done with it. You smile and say, "They're in the hand-tool area over by the wall" or "Here's what's on sale."

No! This is your opportunity to become an advisor rather than a traffic director. So far you don't know what kind of hole your customer wants to make.

• How big (what diameter) of a hole are you drilling?

• What kind of material are you drilling into?

• How deep is the hole?

• Are you drilling inside or outside?

If you're trying to show the customer the three-eighths inch drill "on sale" and the customer needs a half-inch hole, you're going have an unhappy customer. If you know it's a half-inch hole through a wooden post, you can recommend the right drill, and also tell them they need a "starter hole" with a smaller drill bit to ensure a perfect outcome.

OK, you get it! Drill – hole – want – need – outcome.

But how does this apply to you and your sales?

Well, it applies to every sale that everyone makes – including yours:

• I need a filling in my tooth. No, you want to be healthy and pain-free.

• I need copies. No, you want to send a proposal in color that reflects your image and wins the sale.

• I need a new roof. No, you want to have no leaks, and enjoy quality of life.

• I need a credit card. No, you don't have cash, or you don't want to spend your cash.

• I need tickets to a concert. No, your favorite group of all time is playing and you have never seen them before. It's on your bucket list!

• I need to find a restaurant. No, you need to eat.

• I need new tires. No; how do you use your car now? How many miles are on your present tires? City or highway driving?

• I need a flight to New York City. No; why are you going? What will you do after you arrive? Where are you staying?

Note well: Just because you don't have what the customer needs does not mean they no longer need it.

If I call a hotel to book a room and they say, "Sorry, we're full," I respond, "Oh, I guess I don't need a room after all."

Think past "sale" to "genuine need and desired outcome."

What does the customer need or want to do after the sale is made? And how can you show him or prove to him that you have the answers, and you are the best choice to create the best outcome? A happy ending, if you will.

That's what the customer is really buying: outcome.

It's not what it is (a perceived need) – a drill.

It's not just what it does – makes a hole.

It's the desired outcome – the result of drilling the hole.

As a salesperson, if you're looking to successfully sell at your price, build a relationship and earn a referral, you had better stop selling the features and benefits of your product and look to what happens after the sale – after the customer takes ownership.

Good news: If you are able to find (by uncovering and asking for) the desired outcome, and agree that your answer, your solution or your idea will be the best one, the customer will buy.

Great news: When the outcome comes to pass, the customer will tell Facebook what happened.

Want insight on buying motives – to help yourself answer the question *What makes me want to buy?* Go to www.gitomer.com, register if you're a first-time visitor, and enter the word EMOTION in the GitBit box.

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

How much is too much?

I saw an interesting report on Fox News not long ago. Well, report isn't exactly the word. It was an analysis. Can't even remember who the commentators were, but the gist of the discussion centered around political campaign strategies, in conjunction with the presidential race.

The Obama camp had been spending money like a bunch of drunken sailors. Indeed, they are campaigning like they have governed ... spending a good sight more than they have taken in.

The Romney camp, by contrast, was taking in more than it was spending at the time.

Jim Ackerman

The pundits' analysis was basically that Obama is trying to take the initiative in defining Romney now, believing that by so doing, no amount of spending will be able to overcome it in the waning days of the campaign.

The Romney strategy is to "keep its powder dry" in the early stages, when it believes people aren't paying as close attention, then simply overwhelm the President in the final weeks before election day, beginning when the GOP convention ends, and blow Obama out of the water.

The Obama strategy has its risks. If it fails to make people think Romney is a bad guy, or to ingrain that belief so deeply that it can't be overcome by Romney's late push, then the President will have fired all his guns and won't be able to reload in time.

Then the pundits made an interesting speculation regarding Romney's strategic risk. They said there is a chance that once Romney unleashes the fury of his superior budget, voters — particularly the undecided — will be so fed up with the "carpet bombing" of the airwaves they'll simply tune out and turn off, and the ads won't have their effect.

Both arguments have some merit, but it's this latter one I want to discuss, in terms of marketing lessons to be learned.

Did you have the experience that I had during the Olympics, of seeing the same ads over and over and over again, to the point that, no matter how clever, you wished they'd just go away?

I find this a major problem with television advertising, and it really is a Catch-22 for advertisers.

I do believe there is such a thing as oversaturation. I do believe you can run the same ad too much — first boring and then even perturbing your target audience.

Trouble is, you don't know who will be watching when, or for how long. Generally, advertisers opt to err on the side of greater frequency, and consequently we may see the same ad three or four times during a half-hour to hour-long television program.

The media buyers will correctly argue that people don't watch entire programs, that they often get up and leave during commercial breaks, or they channel surf during breaks, coming back to the program they were watching when they can't find something better.

The problem is for the people who don't do those things. They simply get hammered. And I would argue that ads they otherwise wouldn't mind or might even pay attention to become flat-out irritants.

This is not a huge problem when you're dealing with a half-hour sitcom. It's devastating when you're talking about a two or three-hour movie or extended sporting event.

The lesson for us practical marketers would be to limit exposing your ad to any given audience more than two times in a half-hour program or three times in an hour. If the program goes longer than that, cut back to no more than once per half hour or even once per hour.

Yes, you'll get less frequency, but that is the point, and if you create good, benefit-expounding ads, it can work very effectively for you.

Now, on to the problem of negative campaign ads. The problem the public has with them is the nature of the negativity. Most people don't believe that Mitt Romney had anything to do with a woman getting cancer and dying, or that Barack Obama is a socialist, Marxist or communist hell-bent on purposely destroying the country. So ads that make either candidate out to be one of those things actually create two negatives. The first is doubt about the character of the person whom the ad targets, but second are doubts about the character of the person who ran the attack ads.

Evidence? Since running the attack ads, Obama's likability rating fell and his negatives went up. Romney's likability and negatives were up as well, so both sides are harmed by negative campaigning.

Having said that, it is absolutely true that political advertising is different from marketing a product or service. Politically, you are ultimately facing a choice between only two options, and you're going to be forced to live with one or the other whether you buy (vote) or not.

Furthermore, in politics, you are required to gain a 50 percent plus market share. There is no second place in the category.

And because "move away from pain" statements can actually be more compelling than "move toward pleasure" ones, we're likely to continue to see a lot of "don't vote for the other guy" advertising.

But I also believe the American public is intelligent, so substantive arguments can be used instead of character assassination. The "here's what he did and here's how I'd do it differently" approach is sadly lacking in most political advertising. It spins the opponent's record and draws a distinction.

What's the difference between that and advertising that utilizes a taste test or touts a head-to-head comparison between one product and another? Such advertising has proven very effective indeed.

And therein lies the final lesson. In your ads, don't be afraid to point out weaknesses in the competition, directly compared to your strengths. That's called making your case. Just don't be nasty about it.

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.

from page 5

FINANCE

• ***Accounting Today***, the business magazine for the tax and accounting community, recognized **Parnell Black**, CEO of the **National Association of Certified Valuators and Analysts** (NACVA), headquartered in Salt Lake City, as one of the "**Top 100 Most Influential People"** in the accounting profession. This is the 13th consecutive year Accounting Today has recognized Black in its survey. Black co-founded NACVA in 1991 and has grown the association to over 7,000 members in 21 years.Today, NACVA is widely considered the thought leader in education and certification for financial professionals focused on valuing privately held businesses and financial forensics.

• **Twenty-three percent of Americans have less than $100 in savings to cover an emergency expense** if it happened today, while 46 percent report having less than $800, according to a new national survey conducted by online lender **CashNetUSA.com.** The findings reflect the growing percentage of individuals with varying socio-economic backgrounds living paycheck to paycheck. Fifty-five percent of Americans surveyed with children under the age of 18 report having less than $800 to handle an emergency. Individuals living in the Northeastern and Western regions are more likely to have $800 or more in savings while 31 percent of those living in the North Central region have less than $100.

GOVERNMENT

• The **Governor's Office of Economic Development** (GOED) has approved **$600,000 in grants to support new technology and research** that universities and university licensees are seeking to take to market. Fifteen technologies each received $40,000 through the Utah Technology Commercialization and Innovation Program. The grants are designed to help build companies and create quality new jobs from groundbreaking innovation. Some of the 15 grants were new, while others were follow-on funding to existing companies and projects (projects or companies may obtain up to two grants for the same application of the same technology). The awards were based on the recommendation of a panel of private-sector industry experts. Recipient technologies were deemed to have commercial promise that can show achievable milestones and can provide matching funds from federal grants or private investors. The approved grants were for technologies developed at University of Utah, Utah State University and Weber State University. Funded technologies include an online marketplace for event parking to a solid-state nanotube-based sensor for point-of-care tuberculosis detection. Other nanotechnologies were funded, including an improved manufacturing process for semiconductor nanocrystals and a follow-on grant for highly responsive nanofiber-based sensors for use by public safety officials to detect explosives and narcotics. Last year, the state awarded nearly $2 million in grants to 49 applicants. For the second year in a row, GOED will administer three grant solicitation cycles.

• An **alarm company employee would no longer need a license** if they do not have access to sensitive alarm information such as pass codes, according to provisions of a bill passed out by the **legislature's Business and Labor Interim Committee** at its September meeting. The group noted that current law requires a license for all alarm company employees. If the bill is passed by the full legislature at the 2013 general session, the employee would need a license only if they use or have access to information such as a pass code; an operation code; the location of system components on the customer's premises; or information that would allow the circumvention, bypass, deactivation or other compromise of the system. Among the employees expected to be affected by the bill are the companies' janitors and human resource agents.

HUMAN RESOURCES

• Utah's **nonfarm wage and salaried job count** for August, as generated by the U.S. Bureau of Labor Statistics (BLS), **expanded by 2 percent** compared against the employment level for August 2011. This is a 12-month increase of 24,300 jobs, raises total wage and salary employment to 1,234,700 and drops the state's unemployment rate to 5.8 percent. Approximately 78,700 Utahns are considered to be actively unemployed.

• An analysis of U.S. Census Bureau data released last week shows that the **gender-based wage gap affects women in every corner of the state.** In every district in Utah there is a gap between the wages of women and men. The analysis was conducted by the National Partnership for Women & Families. According to the analysis, the median yearly pay for women in Utah is $14,730 less than the median yearly pay for Utah men, or 69 cents for every dollar. Women in the 1st District fare the worst; women there are paid 67 cents for every dollar paid to men. Nationally, full-time working women are paid 77 cents for every dollar paid to full-time working men, according to Census data.

INSURANCE

• **Beehive Insurance Agency Inc.**, Murray, has hired **Kent Josephson** as a senior account executive, **Khristy Jackson** as a commercial lines account manager and **Terrie Padilla** as a personal lines account manager. All three come from Insurance Network LC. Josephson brings more than 30 years' experience in commercial, personal, life and health insurance, as well as employee benefits. In addition, Jackson has over 10 years' experience as a commercial lines account manager, and Padilla has over 25 years' experience as a personal lines account manager.

INTERNATIONAL

• **Utah's total exports** in July were nearly $1.46 billion, **up 11.13 percent from July 2011**, according to figures released by the World Trade Center Utah. Year-todate, total exports were more than $11.1 billion, up 13.63 percent from a year earlier. July's total value changed less than a half-percent from June. Primary metals accounted for $886 million, or about 61 percent of the July 2012 total. The top export destinations were the United Kingdom, Hong Kong, Canada, Thailand and India.

LAW

• ***Best Lawyers,*** an international peer-review publication in the legal profession, has selected three **Jones Waldo** attorneys as Salt Lake City's "Lawyers of the Year." The annual award recognizes attorneys for excellence in their individual practice areas. **Rick L. Knuth** is "Best Lawyers 2013 Salt Lake City - Banking and Finance Law Lawyer of the Year," **Craig R. Mariger** is "Best Lawyers 2013 Salt Lake City Construction Law Lawyer of the Year," and **Jeffrey Weston Shields** is "Best Lawyers 2013 Salt Lake City – Bankruptcy Lawyer of the Year."

• Five attorneys from **Parr Brown Gee & Loveless** have been recognized as "Lawyers of the Year" in their respective practice areas by ***The Best Lawyers in America 2013***. Only a single lawyer in each practice area and designated metropolitan area is honored as the "Lawyer of the Year." The five attorneys and the areas in which they are recognized are **Bryan Allen**, Private Funds/Hedge Funds Law; **David Gee**, Real Estate Law; **Jeffrey Hunt,** Litigation–First Amendment; **Brian Lloyd,** Mergers & Acquisitions Law; and **Ronald Russell,** Litigation–Land Use & Zoning.

• **Greggory J. Savage** will serve as chair of the Litigation Section and **Kamie F. Brown** will serve as vice chair at the Salt Lake City law firm of **Ray Quinney & Nebeker**. Savage is a seasoned litigator who has prosecuted and defended claims in the areas of catastrophic torts, real property, land use, construction defects, insurance coverage, transportation, contracts, tax, business torts, intellectual property, securities fraud, product liability, financial institutions and professional licensing. Brown has substantial experience representing manufacturers, distributors and insurers in product liability and commercial litigations matters.

• Four attorneys in the Salt Lake City law firm of **Snell & Wilmer** have been named "Lawyer of the Year" for ***2013 by Best Lawyers in America.*** They are **Wade R. Budge**, Best Lawyers' 2013 Land Use & Zoning Law "Lawyer of the Year;" **Bradley R. Cahoon**, Best Lawyers' 2013 Government Relations Practice "Lawyer of the Year;" **Mark O. Morris**, Best Lawyers' 2013 Litigation-Real Estate "Lawyer of the Year;" and **Alan L. Sullivan,** Best Lawyers' 2013 Arbitration "Lawyer of the Year."

• ***Best Lawyers,*** the oldest and most respected peer-review publication in the legal profession, has named three attorneys from the law firm of **Snow, Christensen & Martineau** as 2013 "Lawyer of the Year" for Salt Lake City: **Terence L. Rooney** for Medical Malpractice Law-Defendants; **Max D. Wheeler** for Criminal Defense: White-Collar; and **John R. Lund** for Product Liability Litigation-Defendants.

MANUFACTURING

• **L-3 Communication Systems-West**, Salt Lake City, has been selected to receive the **2012 Secretary of Defense Employer Support Freedom Award.** Presented by the U.S. Department of Defense, Employer Support of the Guard and Reserve (ESGR), the Freedom Award recognizes the company's exceptional support of U.S. National Guard and Reserve employees and their families, and its steadfast dedication to national defense.

NATURAL RESOURCES

• **Canyon Fuel Co.'s Dugout Canyon** mine near Price earned the **Sentinels of Safety award** for achieving the nation's best 2011 safety record among large underground coal mines. The Sentinels of Safety awards program is sponsored by the National Mining Association. The mine's employees earned the top national recognition for achieving a perfect safety record in 2011. In 2011, Dugout Canyon employees worked 449,797 hours with a lost-time incident rate of zero, compared to the national average of 2.44 incidents per 200,000 employee-hours. Dugout Canyon mine has operated since May 2010 without a reportable safety incident. Earlier this year, the Dugout Canyon mine was named 2011 Safe Operator of the Year among underground coal mines by the Utah State Labor Commission and Office of Coal Mine Safety, and received a regional RMCMI 2012 Safety Award.

REAL ESTATE

• The seventh annual **Park City Board of Realtors Philanthropic Golf Tournament,** held on Sept. 17 at Red Ledges' Jack Nicklaus Signature Golf Course, provided the **Children's Justice Centers** in Wasatch and Summit counties with a record donation of more than $31,750. There are 18 CJCs across the state of Utah. Each center is a united, community-based effort involving law enforcement, Child Protective Services, mental health professionals and CJC staff.

• Commercial real estate veteran **Jeff Roberts** has joined the Salt Lake office of **Coldwell Banker Commercial NRT** as a senior associate. Roberts is charged with expanding CBC's representation in Utah and the Intermountain area across all major commercial real estate sectors, including local and national retail, office, restaurants and businesses. Roberts has more than 10 years of experience in commercial real estate as a national and local retail expert, having worked with business owners, landlords, tenants and investors, including Red Rock Brewery, State Farm Insurance, American Family Insurance, Dollar Tree, JoAnn Fabrics, Wells Fargo Bank, AT&T Wireless, The Children's Place, Jamba Juice, and Subway. Before joining CBC NRT, Roberts worked in Salt Lake City for General Growth Properties and Phillips Edison & Co.

RESTAURANTS

• **Cat Cora's Kitchen** is now open at Concourse B (Gate 11) in the **Salt Lake City International Airport.** The menu offers breakfast and entrée options including the Grilled Angus New York Strip with Lobster Mac n' Cheese, Chimichurri Chicken Sandwich with Salsa Fresca, Flank Steak Soft Tacos with Grilled Pineapple Salsa and Sesame Lamb Meatballs. For the vegetarian travelers, the restaurant offers Sautéed Spinach with Garlic and Chile, Salt Roasted Beet Salad and Sweet Potato Fries with Sea Salt. Wine and cocktails are also available. Cat Cora is the first and only female "Iron Chef," has written numerous cookbooks and was most recently seen co-hosting the BRAVO cooking competition "Around the World in 80 Plates."

• The newest restaurant in the Utah Valley, **Slate,** opened Sept. 27 at the **Provo Marriott Hotel and Conference Center.** Featuring contemporary American cuisine, Slate's menu will feature fresh seasonally inspired creations such as Chipotle Chicken Skewers with creamy cilantro dip, Cedar Plank Trout with honey-lime slaw and Country Style Apple Barbeque Ribs with apple compote and sweet potato fries.

• The next **"Thirst Fursday Historic Pub Crawl"** will take place Oct. 6 at 5:30 p.m. The pub crawls, backed by the **Utah Heritage Foundation**, explain the history of beer in Utah and open the doors to the bars of three of Utah's most well-known watering holes. A Thrist Fursday Pub Crawl T-shirt and a color brochure are included with registration. The tour can be scheduled for private groups with advance notice, payment and a minimum of 10 people. Advance registration is required: www.utahheritagefoundation.org/tours-and-events/pubcrawl.

RETAIL

• **Smith's Food & Drug Stores** has contributed **$1 million to schools** in Smith's multi-state operating area through its Earn & Learn Program. In Utah, public and private K-12 schools are receiving a portion of $611,394.16 in undesignated cash contributions based upon their level of support in the program. Since 2000, Smith's has gifted $15.4 million in total to K-12 schools throughout the West.

• **Sibu Beauty**, a Midvale-based purveyor of beauty and wellness products based on premium sea buckthorn berries, has hired **Sandra Arnold** as vice president of sales. She was most recently with Rainbow Light Nutritional Systems, where she served as the senior director, national sales and was responsible for all of the company's distribution channels.

• **Station Park**, Farmington, one of Utah's largest open-air shopping centers, announced that leases have been signed and construction is moving forward on additional space for **new tenants** in its Village Center, including H&M, Twig's Bistro, Republic of Couture, Francesca's Collections boutique, Charming Charlie and Bandito's Taqueria. Two additional stores have opened in the Power Center in time for fall, including Torrid, offering clothes for plus-sized women; and Zumiez, featuring clothing, footwear, accessories, DVDs and hard goods for skate and snow. A new Crazy 8 retail store will also open in the Power Center in October. Crazy 8 is a sister company to Gymboree, and offers clothing for girls and boys sizes 0 to 14. Nearby, Star Nails, a full-service nail salon, will be opening in time for the holidays.

TRAVEL

• In a recent survey, the **American Society of Travel Agents** (ASTA) found that **most agencies saw stronger revenue and transaction volume** in the first half of 2012 as compared to 2011. Further, the survey found agencies expect to see a stronger profit in 2012 and 2013, returning to pre-2009 profit levels. When asked to compare performance for the first half of 2012 to the same time period in 2011, the majority of ASTA members said their performance for revenue (73 percent), transactions (72 percent) and client list (75 percent) was the same or better in 2012 than the first half of 2011. Only about a quarter saw a decrease in revenue, transactions and/or clients. While on par with results from a similar study done in 2011, this year's results are vastly better than those from 2010 when a third of agencies saw a decrease in performance and from 2009 when four-fifths saw a decrease. For the first time in several years, the percentage of corporate agencies seeing a decrease in performance was less than leisure agencies.

Rocky Mountain Recycling to open Lehi facility

Rocky Mountain Recycling, Salt Lake City, plans to open an approximately 12,000 square foot facility at 1460 W. 200 S., Lindon, on Oct. 1.

The new facility will collect cardboard, plastic and offer paper materials that will be separated, baled and shipped to the firm's flagship plant at 3110 S. 900 W., which measures about 200,000 square feet, said director of sales Larry Gibbons.

Rocky Mountain Recycling, which is celebrating its 13th anniversary this year, bills itself as the largest paper recycler in the Intermountain West, with operations in nine states and two large plants in Salt Lake as well as in Denver, Las Vegas and St. George. The firm collects, processes and markets more than 50 tons a month of recycled paper, plastics and metals sourced from both commercial/industrial and residential customers. With approximately 200 employees, the firm collects loose and baled materials from retail, manufacturing, printing and packaging sources, and residential material from various sources, including private haulers and municipal sources.

Early this year, the company launched Rocky Mountain Document Destruction, a mobile document destruction business dealing with both paper and electronics.

The firm also performs in-depth waste analysis for businesses, Gibbons said. Many times Rocky Mountain can save customers' money by not only reducing the amount of material they are paying to be recycled, but can also arrange for clients to be paid for what they were previously discarding.

• Calendar •

•Oct. 2, 3:30-5 p.m.: **"Strategic Planning and Budgeting,"** a Utah Technology Council (UTC) clinic. Kent Thomas, chief executive officer of Advanced CFO Solutions, will discuss a process of budgeting that is tied into and directly influenced by the overall strategic plan of a business. Attendees are asked to come prepared with a brief outline of their company's strategy for the next three to five years. Location is the UTC office, 2755 E. Cottonwood Parkway, No. 500, Salt Lake City. Details are available at www.utahtech.org or (801) 568-3500.

• Oct. 2, 8-9:30 a.m.: **Bank of Utah Fall Author Breakfast**. Roger Connors, Utah resident and co-author of New York Times bestseller *The Oz Principle,* will speak. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is $30 and includes a copy of the book. Register by calling (801) 409-5172.

• Oct. 2, 2-3:30 p.m.: **National Encore Entrepreneur Mentor Day,** sponsored by the U.S. Small Business Administration and AARP. The event is targeted at entrepreneurs over the age of 50 to match these "encore entrepreneurs" with successful business owners and community leaders for advice and assistance. Location is the Bennett Federal Building, 125 S. State St., Salt Lake City. Visit www.sba.gov/mentorday for more information.

• Oct. 2, 7:30 a.m.: **Urban Land Institute Utah Breakfast Program, "Bingham Junction: Success in a Recession Economy."** Panelists will discuss how a complex multi-stakeholder process helped turn a badly contaminated former mining site into a major mixed-use redevelopment in the heart of Salt Lake Valley. Representatives of the city, the contractor, the master developer and a current property owner will describe the issues that they faced, how they overcame them and the thriving community that is the result of a complicated land-use process. Currently the site now has multiple types of housing, retail space, office complexes, recreational facilities and a new light rail station. Location is the San Mortiz Clubhouse, 966 W. Powderhill Road, Midvale. Cost is $39 for ULI members, $45 for nonmembers. Register by calling 800-321-5011.

• Oct. 3-4: **38th annual Operational Excellence Conference,** part of Utah State University's "Partners in Business" program. Keynote speakers include Hyrum Smith, chairman and chief executive officer of Legacy Quest Inc., and cofounder and former CEO of Franklin Covey; Kevin Duggan, founder of the Institute for Operational Excellence; Mike Orzen, president of Mike Orzen & Associates; Stan Prueitt, director of process improvement in the Education Department of the Church of Jesus Christ of Latter-day Saints; and Dustin Ott, global manager of operational excellence at Boart Longyear. Location is the Eccles Conference Center, Utah State University, Logan. Details are available at partners.usu.edu.

• Oct. 3, 11:20 .m.: **"The State of the Utah Economy,"** hosted by the Rocky Mountain chapter of the Turnaround Management Association (TMA). Sophia DiCaro, deputy director of the Utah Governor's Office of Economic Development, will provide an overview of today's economy in relation to the state of Utah. Location is the Little America Hotel, 500 S. Main St., Salt Lake City. Cost is $50 for TMA members, $65 for nonmembers. Register at http://www.turnaround.org/Events/Calendar.aspx?objectID=2432 or by calling (801) 596-5700.

• Oct. 3-4, 7:30 a.m.-12:30 p.m.: **NAIOP Commercial Real Estate Investment Analysis Course,** taught by University of Utah associate professor George "Buzz" Welch. Location is Layton Construction's Training Room, 9020 S. Sandy Parkway, Sandy. Cost is $125 for NAIOP member, $175 for nonmembers. Register at www.naiop.org/Utah.

• Oct. 9, 11:30 a.m.-1:30 p.m.: **MountainWest Capital Network's Utah 100 Awards,** honoring the state's 100 fastest-growing companies in Utah. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Cost is $100. Details are at mwcn.org.

• Oct. 9, 8:30 a.m.-3 p.m.: **"Managing the Impact of the Affordable Care Act,"** hosted by Insfinisource, a national human capital management firm. The seminar will examine ACA requirements for employers to create a "Summary of Benefits and Coverage" for health care plans with open enrollment periods beginning on or after Sept. 23. Topics also will include overall ACA requirements, account-based plans, deadlines and enforcement, taxes and fees, Medicare Part D and HIPAA rules. Location is the Radisson Hotel Salt Lake City Airport, 2177 W. North Temple. Cost is $200, with discounts available for groups of six or more. Attendees also receive a 150-page COBRA reference manual. Register online at www.infinisource.com or call 800-300-3838.

• Oct. 11, 11:30 a.m.: **Building Owners and Managers Association (BOMA Utah) Legislative Town Hall Meeting,** featuring Sens. Curt Bramble and Wayne Niederhauser and Rep. Gage Froerer. Location is the Grand America Hotel, 555 S. Main St., Salt Lake City. Free for BOMA members, nonmembers pay $45. Register at www.BOMAUtah.org.

• Oct. 11-12: **Nano Utah Conference & Exhibition**. Event will include information about career opportunities, skill tutorials, research presentations and exhibit booths. Main activities are at The Leonardo and the Salt Lake City Library Auditorium. Cost is $175, $65 for students and $25 for the workshop only. Details are at www.nanofab.utah.edu/nanoutah12.

• Oct. 18, 1-6 p.m.: **Second Annual SLC Fall Employment Law Seminar,** presented by Ballard Spahr. Speakers Elisabeth Blattner-Thompson and Karen M. Clemes will provide updates on employment law developments and trends and discuss critical human resource issues and initiatives for 2013. Location is the Rice-Eccles Tower, 451 S. 1400 E., Salt Lake City. Details are available by contacting Rachel Lufkin at lufkinr@ballardspahr.com.

• Oct. 22, 10:30 a.m.-3 p.m.: **International Summit,** presented by the Governor's Office of Economic Development, the World Trade Center Utah and the U.S. Small Business Administration. Presentations will focus on doing business in Asia, Europe, Latin America and the Middle East; small-business assistance from the U.S. Small Business Administration; and international export financing. Location is Salt Lake Marriott Downtown at City Creek, 75 S. West Temple, Salt Lake City. Cost is $20. Registration and more information are at www.business.utah.gov/ISUM.

• Nov. 3, 6 p.m.: **107th Annual Utah Manufacturers Association (UMA) Awards and Installment Banquet.** Event will feature presentation of "Manufacturers of the Year" awards (nominations can be submitted to the UMA office before Oct. 1). Evening begins with 6 p.m. social, followed by dinner at 6:45 p.m. Location is Little America Hotel, 500 S. Main St., Salt Lake City. Cost through Oct. 15 is $170 per couple and $750 for a table of 10; thereafter the cost is $195 per couple and $800 for a table. Registration is available at http://www.umaweb.org/custom_forms/uma_annual_banquet_registration.php. Each couple will receive the UMA's traditional "Utah Products Box." More information is available by calling Teresa Thomas at (801) 363-3885.

The 'fiscal cliff' and your money: how to cope while Congress quibbles

At the end of this year, major tax cuts are set to expire while deep spending cuts are scheduled to take place. This "fiscal cliff," as it has come to be known, is a source of huge contention in Congress, but more importantly, is a cause for uncertainty for every American's financial plan. If Congress fails to take action, Utah residents will not only be faced with increased tax liabilities, but an estimated 16,033 jobs could be lost, according to a study done by George Mason University.

Sean Lee

Multiple changes will be taking place at the end of December or the beginning of 2013 if Congress doesn't act. These include the expiration of the Bush tax cuts, formally called the Economic Growth and Tax Relief Reconciliation Act of 2001; expiration of payroll tax cuts; cutting expanded unemployment benefits; and reduction of Medicare, defense and other spending from the Budget Control Act sequestration.

The Congressional Budget Office has said that allowing these tax cuts to expire will cause the economy to retract, probably into a recession. But the fiscal cliff will also drastically reduce the federal budget deficit, putting the government on a more sustainable long-term path.

The combination of higher taxes and spending cuts could cause the country to go into an economic downturn. People need to be sure they have their finances in order and their accounts protected to prevent the potentially negative impact of the fiscal cliff.

There are a number of possible solutions that Congress could reach, including preventing all changes, allowing them all or a combination of the two. Congress, though, has yet to reach a compromise that is acceptable to both parties. Furthermore, the upcoming presidential election makes it unlikely that a solution will be found before November, leaving action to the lame-duck Congress or to the new government.

Financially, the fiscal cliff is a lose-lose for many Americans, because each of the possible outcomes could potentially have a negative effect on their wallets. Consider the following fiscal cliff outcomes and what you can do to protect your financial livelihood through this uncertainty.

High Taxes

The first possible outcome is higher taxes, which would begin in 2013 if Congress does nothing and we go over the fiscal cliff. The income tax rate would go back to the pre-Bush level of a high of 39.6 percent and many tax deductions would be decreased or eliminated. The average family could pay as much as $1,600 more in 2013. Furthermore, capital gains taxes would also increase from 15 percent to 20 percent. This would make tax-advantageous wealth management strategies even more important. Consider utilizing tax-deferred investments for your retirement savings, such as an IRA or 401(k). Also look into tax-favored investments like municipal bonds, because the after-tax yield of these will not go up like regular stocks. Taxes will also be an issue if you are preparing an estate plan. Make sure you educate yourself on how to efficiently pass on your legacy to your heirs with the least amount of tax obligations possible, using vehicles such as an irrevocable trust or life insurance.

Market Volatility

Higher taxes could possibly result in an economic downturn. The CBO estimates our GDP will decline by 3.9 percent, making the total growth rate negative, and by the first half of 2013 the contraction in the economy would probably be deemed a recession. Though the R-word is hard to hear again, our experiences since 2008 have taught us how to prepare for one. In case of another recession, make sure you have evaluated your investment risk tolerance and made adjustments to your investment strategy. Many soon-to-be retirees can't afford another stock market drop, so be sure to consider alternative or more conservative investment strategies in order to protect your savings and investments. Also explore non-correlated investment options that are not directly tied to the performance of the stock market. Diversification is key to preventing market volatility from derailing your retirement goals.

Inflation

If Congress extends the current tax cuts and prevents the spending cuts, the federal budget deficit in 2013 will be $1.037 trillion rather than $641 billion. In this scenario, by year 2022 public debt will reach 90 percent of GDP. With rising national debt comes rising inflation. To protect your savings and preserve your future purchasing power, consider investing in products that grow your money faster than the rate of inflation. This could include Treasury Inflation Protected Securities (TIPS) or insurance products such as fixed annuities, which often can include an inflation rider. This will help to ensure you can keep up with the cost of living in the years to come.

Lastly, in addition to the fiscal cliff's impact on taxes, market volatility and inflation, the CBO estimates that if the tax cuts expire and the spending cuts take effect, unemployment will increase to 9.1 percent by the end of 2013. In Utah, we could lose 16,033 jobs in both the Department Of Defense (DOD) and non-DOD agencies. As a precaution, it's important to work hard to build an emergency fund comprised of six to 12 months of living expenses.

You can't wait around for politicians to agree. You need to take your financial future into your own hands so that you're ready for the future, no matter what happens.

Sean P. Lee is president and founder of SPL Financial Inc., Murray. He specializes in financial planning and assisting individuals with creating retirement income plans. Lee is an Investment Advisor Representative with Global Financial Private Capital LLC, a licensed life and health insurance professional, and holds a master of science in financial services (MSFS) from the Institute of Business & Finance and a bachelor of science in finance from Westminster College. For more information visit www.SeanPLee.com.

Major risks to family wealth — will your accumulated assets be threatened by them?

All too often, family wealth fails to last. One generation builds a business – or even a fortune – and it is lost in ensuing decades. Why does it happen, again and again?

It is because families fall prey to serious money blunders – old and new. Classic mistakes are made, and changing times aren't recognized.

Mark Lund

Procrastination. This isn't simply a matter of failing to plan, but also of failing to respond to acknowledged financial weaknesses.

For example, let's say we have a multimillionaire named Alan. Alan gets a call one afternoon from his bank, which considers him a VIP. It turns out that his six-figure savings account lacks a designated beneficiary. He thanks the caller and says he will come in soon to take care of that – but he never does. His schedule is busy, and the detour is always inconvenient.

While Alan knows about this financial flaw, knowledge is one thing and action is another. Sadly, procrastination wins out in the end and those assets end up subject to probate. Then his heirs find out about other lingering financial matters that should have been taken care of regarding his IRA, his real estate holdings, and more.

Minimal or absent estate planning. *Forbes* notes that 55 percent of Americans lack wills, and every year multimillionaires die without them – not just rock stars and actors, but also small-business owners and entrepreneurs. Others opt for a living trust and a pourover will, or just a basic will created online.

This may not be enough. Anyone reliant on a will risks handing the destiny of their wealth over to a probate judge. The multimillionaire who has a child with special needs, a family history of Alzheimer's or Parkinson's or a former spouse or estranged children may need more rigorous estate planning. The same is true if he or she wants to endow charities or give grandkids a nice start in life. Is this person a business owner? That factor alone calls for coordinated estate and succession planning.

A finely crafted estate plan has the potential to perpetuate and enhance family wealth for decades, perhaps generations. Without it, heirs may have to deal with probate and a painful opportunity cost: the lost potential for tax-advantaged growth and compounding of those assets.

The lack of a "family office." Years ago, wealthy families sometimes chose to assign financial management to professionals. The family mansion boasted an office where those professionals worked closely with the family. While the traditional "family office" has disappeared, the concept is as relevant as ever. Today, wealth management firms consult families, provide reports and assist in decision-making in an ongoing relationship with personal and responsive service. This is a wise choice when your financial picture becomes too complex to address on your own.

Technological flaws. Hackers can hijack e-mail accounts and send phony messages to banks, brokerages and financial advisors greenlighting asset transfers. Social media can help you build your business, but it can also lend personal information to identity thieves who want access to digital and tangible assets.

Sometimes a business or family installs a security system that proves problematic – so much so that it is turned off half the time. Unscrupulous people have ways of learning about that. Maybe they are only one or two degrees separated from you.

No long-term strategy in place. When a family wants to sustain wealth for decades to come, heirs have to understand the how and why. All family members have to be on the same page, or at least read that page. If family communication about wealth tends to be more opaque than transparent, the mechanics and purpose of the strategy may never be adequately conveyed to heirs.

No decision-making process. In the typical high net worth family, financial decision-making is vertical and top-down. Parents or grandparents may make a decision in private, and it may be years before heirs learn about it or fully understand it. When the heirs do become decision-makers, it is usually upon the death of the elders – only now the heirs are in their 40s or 50s, with current and former spouses and perhaps children of their own to make family wealth decisions more trying.

Horizontal decision-making can help multiple generations understand and participate in the guidance of family wealth. Estate and succession planning professionals can help a family make these decisions with an awareness of different communication styles. In-depth conversations are essential; good estate planners recognize that silence does not necessarily mean agreement.

You may plan to reduce these risks (and others) in collaboration with financial and legal professionals who focus on estate planning and wealth transfer issues. It is never too early to begin.

Mark Lund is a portfolio management specialist, investor coach, speaker and author of *The Effective Investor.* To get a free consumer report, "9 Investor Mistakes that Kill Portfolio Performance" go to www.StonecreekWealthAdvisors.com. Lund offers investment management services through Stonecreek Wealth Advisors Inc., an independent fee-only Registered Investment Advisor Firm in Draper. He can be reached at (801) 545-0696.

The Triple — GreenEx highlights new approach to business sustainability

This article initiates a new column focused on the advancement of business sustainability in Utah. Business sustainability can be seen as the attainment of a positive net impact on all three bottom lines, known simply as *people, planet and profit* — or environmental, social and economic impact. Pursuit of the triple bottom line is increasingly seen as the new hallmark of "good business."

Steve Klass

Business sustainability is coming of age in Utah, as evidenced by the first green team exchange, called GreenEx. This event was held Sept. 20 as part of the second annual Utah Business Sustainability Conference in Salt Lake City, produced by Net Impact Utah. Green teams are employee committees charged with creating a more positive environmental impact for companies and increasingly taking on social impact activities as well. Establishing green teams is one of the main emerging approaches that companies globally are using to attain the goal of becoming more sustainable.

GreenEx was sponsored by the eBay Green Team and Backcountry.com. In inviting other companies to participate, Sara Hutchinson of Backcountry.com said: "I'd like to walk away from this event with some ideas on how to engage our employees, who have very busy lives inside and outside of work. Collaboration is important because we do not need to live in a vacuum. If another company has found success in a green team program, I'd like to hear about it." Ken Vance, a member of the eBay Green Team in Utah said that "sharing ideas and celebrating the successes of other green teams in the local area helps to inspire and inform us as to what is possible. We look forward to learning what great things others are doing and how to incorporate those with our employees, in our offices, and in our homes."

Approximately 40 participants devoted two hours to profiling their green team work and engaging in small group discussions at GreenEx. Marilyn Marshall, transitioning from a long career in mechanical engineering into business management, said. "I'm here because green teams are the wave of the future. This is how all companies are going to work to improve their outcomes."

Green teams are relatively new to Utah firms. The longest-running green teams represented at GreenEx have been in existence only six years. Representatives of green teams said they knew that some other companies had green teams and had heard rumors about the existence of others, but that until GreenEx, there had been no attempt to convene these groups.

After introductions, the participants divided themselves into four small group discussions to gain greater insight into common challenges and approaches to meet those challenges. The largest group focused on green team start-up. G.J. LaBonty of the Utah Transit Authority and Mike Lewis of Kennecott Utah Copper said that while their firms have made significant strides and have been reporting on sustainability metrics, the green team approach had not yet been tried.

Another sizable group, facilitated by Bill Wilson of DwellTek, tackled the related challenges of employee engagement and top management buy-in.

While green teams frequently start within the ranks, as at Varian Medical Systems and eBay, higher level buy-in is eventually required to access appropriate financial investment and attempt more substantial change. As has been the case at Varian, top managers such as vice president of operations Mark Jonaitis don't take very long to see the value of boosting the financial bottom line through improving the environmental and social bottom lines. Jonaitis said the following about pursuing the triple bottom line "To be socially responsible, our organization needs to go above and beyond compliance. Doing this properly will help the environment, optimize our performance, and energize our people."

The group focusing on energy efficiency recommended measuring and presenting current energy use, then following up with a thoughtful lifecycle analysis of possible changes. This approach includes movement toward new equipment rather than refurbishing of existing systems. Robert Bell of the Energy Commercialization Center and Gaylen Atkinson of Atkinson Electronics were significant voices in this discussion.

The community engagement discussion was lead by Brenda Bowen of the University of Utah Global Change and Sustainability Center and Roslynn Brain of the Utah State University Extension Sustainability Program. The discussion focused on a three-step process for understanding current consumer behavior and presenting alternative preferred consumer behavior. Suggested steps included promoting bigger benefits and using social media to lower barriers to change.

GreenEx participants have returned to their companies after sharing meeting notes and establishing a new contact network. Net Impact Utah will convene another GreenEx in a few months. The jury is still out on whether this kind of cross-company sharing will truly advance sustainability work in Utah companies.

Does your company have a green team? How well is it working? Would you like to start a green team and learn from companies already have one? I've opened a dialog for these questions on Net Impact Utah's LinkedIn group. Readers can weigh in and get connected there or can contact me at steve@netimpactutah.org.

Be good in business: Keep on doing The Triple!

Steve Klass is founder and president of Net Impact Utah. He is principal of Klass Strategies, serving responsible Utah organizations since 1993, providing triple bottom line-boosting services concerning governance and accountability, stakeholder engagement and community building.

"What Kind of Idea Are You?"

UTAH HUMANITIES 15 BOOK FESTIVAL

FIFTEENTH ANNUAL UTAH HUMANITIES

BOOK FESTIVAL

September 13 – October 31, 2012
Statewide

Over 75 authors and presenters in conversation
including: Joy Harjo, Charlaine Harris, David Quammen, Taylor Mali, Francisco Alarcon, Matthew Kirby, Jan Thomas, George Ancona, Ana Castillo

Coming to your main street

Over 100 events including workshops, panels, exhibitors, book sales and signings, hands-on book arts and poetry slam competion.

For More Information and Schedule
www.utahhumanities.org

Or become a fan of UHC on Facebook facebook

Utah Humanities Council
expanding minds—one idea at a time

R. HAROLD BURTON FOUNDATION · kuer 90.1 · KCPW 88.3 FM • 105.3 FM · The City Library · College of Humanities The University of Utah · 90.9 krcl · Ames Construction, Inc. · George S. and Dolores Doré Eccles Foundation · ZIONS BANK · UTAH Life Elevated · Union Pacific Building America · Enterprise Newspaper Group · Utah Division of Arts & Museums · Little America Hotel · Parr Brown Gee & Loveless · National Endowment for the Humanities · National Endowment for the Arts · Zoo, Arts & Parks · Chevron · Salt Lake City Arts Council

Looking for that 47 percent? Check red states, elderly GOP

While Mitt Romney may well wish he had expressed himself more “elegantly” at the swanky Boca Raton fund-raiser where he denounced half the voting population as shiftless, government-entitled moochers, he isn’t backing away from those secretly recorded remarks — although what he said was entirely inaccurate, as well as obnoxious.


Joe Conason

Watching him on video, the Republican nominee sounds not only vulgar and arrogant, but profoundly ignorant about the nation he hopes to govern. “There are 47 percent of the people who will vote for the president no matter what,” said the Republican nominee, who proceeded to describe those people.

“All right, there are 47 percent who are with him, who are dependent upon government ... Those people,” he went on, “believe that they are victims ... believe the government has a responsibility to care for them ... believe that they are entitled to health care, to food, to housing, to you-name-it.”

Let’s stop right there: Whatever percentage of Americans plan to vote for the president, there is no plausible evidence that they all think of themselves as entitled to government benefits. Nor is there any evidence that all of Obama’s supporters are in fact “dependent on government.” And there is plenty of evidence that Romney supporters — Obama supporters and like many Americans who will not vote at all — receive Social Security, Medicare, Medicaid, food stamps, unemployment benefits, housing vouchers, veterans benefits and other forms of federal assistance.

The Republican-leaning moochers, as defined by Romney, can easily be found in the red states, which contribute far less in federal taxes than they receive in per capita benefits. Alabama, for instance, receives almost $4,000 per capita in federal spending on retirement and disability, while contributing just over $1,000 per capita in federal income taxes. Kentucky receives upwards of $7,000 per capita in direct benefits, including retirement, disability, student assistance and unemployment, but contributes slightly less per capita than Alabama in federal income taxes.

Roughly the same dispensation exists across much of the old Confederacy, where white voters in lower income brackets will faithfully vote for Romney despite his sneers at them. Across the red states, generally from Mississippi, Arkansas and South Carolina to Kentucky, West Virginia, Missouri, Oklahoma, the Dakotas and Alaska, there is a clear pattern. More money flows in from Washington via government spending than goes out to Washington via federal taxes, which belies the incessant whining of their “conservative” elected officials. (The difference is made up in revenues from the blue states — New York, New Jersey, California, Connecticut, Massachusetts and Minnesota, among others — that receive less from Washington than they pay).

“These are people who pay no income tax,” Romney told his well-heeled audience in Florida, suggesting that voters who don’t pay income taxes comprise the same alleged 47 percent who will vote in lockstep for the president.

Leaving aside the significant probability that his listeners included a few of the thousands of millionaires who paid no income taxes last year, there is no reason to believe that voters who don’t pay income taxes are certain to vote Democratic. A substantial number of the people who are too poor to pay income taxes, thanks to tax reforms supported by Ronald Reagan, are among the Southern whites inclined to vote for Romney. In 2008, according to the *New York Times*, 25 percent of voters earning under $15,000 per year and 37 percent of those earning between $15,000 and $30,000 per year voted for John McCain and Sarah Palin.

An even more substantial number are older Americans who rely on Social Security benefits, Medicare and Medicaid, and who have displayed an increasing tendency to vote Republican in recent elections (until recently, at least). Four years ago, voters over 65 years old supported McCain over Obama by a margin of 8 points, and the most recent *New York Times* survey shows the same group backing Romney this year by a margin of 15 points.

Summing up his erroneous assessments, Romney said, “my job is not to worry about those people. I’ll never convince them they should take personal responsibility and care for their lives.” Perhaps that cold remark falls within the category of opinion rather than fact. But does Romney truly believe that a lifelong worker, an impoverished veteran, a struggling student, an elderly widow or any of the millions of Americans in similar straits don’t merit the concern of the president of the United States?

That ugly sentiment, an insult to every citizen of this country, would be hard to express more “elegantly” without the use of a four-letter word.

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

Obama versus Obama

Many voters will be comparing Mitt Romney with Barack Obama between now and election day. But what might be even more revealing would be comparing Obama with Obama. There is a big contrast between Obama based on his rhetoric ("Obama 1") and Obama based on his record ("Obama 2").


Thomas Sowell

For example, during the 2008 election campaign, Obama 1 spoke of "opening up and creating more transparency in government," so that government spending plans would be posted on the Internet for days before they passed into legislation. After he was elected president, Obama said, "My Administration is committed to creating an unprecedented level of openness in government."

This Obama 1 sounds like a very good fellow. No wonder so many people voted for him.

But then there is Obama 2. He passed a mammoth ObamaCare bill so fast that even members of Congress didn't have time to read it, much less the general public. It was by no means posted on the Internet for days before the vote, as promised.

The Constitution of the United States requires transparency as well. When people are nominated by a President to become Cabinet members, the Constitution requires that they be confirmed by the Senate before they can take office, so that facts about them can become known before they are given the powers of their offices.

Although President Obama complied with this requirement when he appointed Cabinet members, he also made other appointments to powerful positions created by Executive Orders — people aptly called "czars" for the vast, unchecked powers they wielded, in some cases greater than the powers exercised by Cabinet members.

These "czars" never had to be confirmed by the Senate, and so had no public vetting before acquiring their powers. We had unknown and unaccountable rulers placed over us.

Another aspect of transparency was the Constitution's requirement that Congress pass a budget every year. The Democratically controlled Senate during the Obama administration has not passed a budget for three consecutive years.

Passing a budget makes the administration tell the public what it will pay for, what it will have to cut to reduce the deficit — and how big the deficit will be if they don't cut anything. By not even passing a budget, Obama 2 and his party are in effect saying to the public, "It is none of your business." Transparency?

In his oath of office, Barack Obama swore to see that the laws are faithfully executed, as all Presidents do. But that was Obama 1. Once in the White House, Obama 2 proceeded to explicitly waive the enforcement of laws he didn't agree with.

The immigration laws are a classic example. Failing to get Congress to pass some version of amnesty, Obama 2 simply issued an Executive Order exempting certain classes of illegal immigrants from the immigration laws on the books.

Too many people have gotten sucked into a discussion of whether it is a good or a bad thing for people brought into the country as children to be exempted. But the whole reason for Constitutional government is to have all three branches of government agree on what the laws of the land shall be.

Obama 2 has decided instead that if Congress doesn't do what he wants, he will do it by himself through Executive Orders.

If any President can unilaterally change the law, we are not likely to have the same freedom under rule by presidential fiat as under Constitutional government. This is especially dangerous in a President's second term, when he need no longer have to consider what the voters want. With a couple more Supreme Court appointments he can permanently change the very nature of American government.

One of the most dangerous examples of a lack of transparency was inadvertently revealed last March when Obama 2, unaware that a microphone was on, told Russian President Dmitry Medvedev that, after he is reelected, and never has to face the voters again, he will have the "flexibility" to make a deal with Russia on missile defense systems.

In other words, Obama will be able to make a deal with a country that has been America's most implacable and most formidable adversary for more than half a century — a deal he couldn't make if the voters knew about it before the election. Think about that chilling prospect, and what it reveals about the real Obama.

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

RoyalCaribbean INTERNATIONAL®

CRUISE & TRAVEL MASTERS

801-268-4470 ~800-264-0557
4376 South 700 East, SLC, UT 84107
www.cruiseandtravelmasters.com
www.facebook.com/cruiseandtravelmasters

Hurry, You're just in time.,2012 Royal Caribbean *Holiday Cruises*

Oasis of the Seas

7 Nt East.Caribbean - from Ft Lauderdale, FL
11/17/12 prices from:
$1199 - Interior, Cat Q
$1389 - Ocean View Balcony, Cat D7

7 Nt Western Caribbean
12/22/12 prices from:
$1499 - Interior, Cat N
$1699 - Ocean View, Cat I
$1889 - Ocean View Balcony, Cat D7

7 Nt Eastern Caribbean
12/29/12 prices from:
$1799 - Interior, Cat Q
$2789 - Ocean View Balcony, Cat D7

Allure of the Seas

7 Nt West. Caribbean- from Ft Lauderdale, FL
11/18/12 prices from:
$1139 - Interior, Cat M
$1379 - Balcony, Cat D6

7 Night Eastern Caribbean
12/23/12 prices from:
$1899 - Interior, Cat N
$2699 - Ocean View Balcony, Cat D8

7 Night Western Caribbean
12/30/12 prices from:
$1799 - Ocean View, Cat Y
$2149 - Ocean View Balcony, Cat D8

Mariner of the Seas

7 Nt West Caribbean - from Galveston
11/18/12
$909 - Interior, Cat L
$1229 - Balcony, Cat D2 –

12/23/12 prices from:
$1199 - Interior, Cat N
$1799 - Balcony, Cat E2

12/30/12 prices from:
$1139 - Interior, Cat M
$1649 - Balcony, Cat E1
Senior rates are also available

Navigator of the Seas

7 Nt West Carib - from New Orleans, LA
11/17/12 prices from:
$769 - Interior, Cat N
$899 - Ocean View, Cat I
$1029 - Balcony, Cat D3
$1629 - Junior Suite, Cat JS

12/22/12 prices from:
$999 - Interior, Cat Q
$1249 - Ocean View, Cat I
$1629 - Balcony, Cat E2
$2149 - Junior Suite, Cat JS

12/29/12 prices from:
$1039 - Interior, Cat M
$1239 - Ocean View, Cat H
$1519 - Balcony, Cat D2

All rates are cruise-only per person in US dollars, and are based on double occupancy. Governmental taxes and fees are additional. Rates are capacity controlled and are subject to change without notice. Ships Registered in the Bahamas.