

FFOCUS

The Enterprise **F1**

November 17, 2014

THE WORKPLACE

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Google workers huddle for a quick conference (above) in a unique meeting environment at the company's new office complex in Dublin, Ireland. Google's campus in Mountain View, California (left), is designed to create a comfortable working space for younger generations of tech-savvy workers.

Workplaces designed for **Gen Y**

Recruiting, retention and real estate in today's world

You've heard tales of the Google "campus" in Mountain View, California — or its new one in Dublin, Ireland — wide open spaces (for thinking, for working, for meeting, even for napping), espresso machines in the conference rooms, state-of-the-art multimedia equipment and play areas complete with pinball machines and pool tables. You may even have been in the office of a Salt Lake City business that has similarly "modernized" its space. But does the design and function of commercial office space affect employee recruiting and retention — or is this all simply window dressing?

In order to answer this, let's look at some of the details behind the headlines, including demographics, strategic design, location and cost.

The demographic fueling rapid change in the workplace is the millennial generation (also known as Gen Y). Millennials were born between 1981 and 1996. This group of 18-to-33-year-olds currently accounts for approximately 24 percent, or 77 million, of the adult population of the U.S.



In 10 years, according to estimates by the United States Census Bureau, more than 75 percent of the workforce will be comprised of millennials.

Members of Gen Y have many preferences when it comes to their careers, working environment and technology. To successfully recruit them, employers must be willing to offer more than just a competitive salary. For most millennials, office environment and culture are as important as pay and benefits. Workspace, common areas and amenities are of great concern to this group.

Furthermore, they have high expectations when it comes to technology. Since Gen Y prefers to be mobile in the workplace, high-speed Internet should be accessible in the reception area, the kitchen and even the gym.

In 2007, "60 Minutes" aired an episode called "The Millennials Are Coming." In that program, it was proclaimed

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Understanding terms like 'load factor' helps when finding best lease value

With many different types of real estate come many different ways to measure the square footage that a tenant pays for. But no matter the property type, the landlord wants to charge for more square footage and the tenant wants to pay for less. The trick comes in determining what the actual square footage is and what portion the tenant is responsible for.



RAWLEY
NIELSEN



MARK
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building to the exterior of the opposite wall. There were no standards on whether one measured to the inside or outside of an 18-inch exterior wall or to the exterior of the glass line. All space was measured differently, and to compare or verify one had to measure various spaces oneself using the same method. Obviously, this was not an efficient or scalable system.

In today's market, landlords in most U.S. cities, including Salt Lake City, use the BOMA (Building Owners Management Association) method of measurement to determine usable and rentable square footage. Basically, BOMA has defined standards of where and how to measure office space, which are then periodically revised to reflect the changing needs of the real estate market and the evolution of

office building design. Typically, an architect trained in BOMA standards will measure and certify the space under the current guidelines. This standard measurement system has made it much easier to compare various buildings, and for a landlord and tenant to agree on what the actual square footage is. You can find more information on these standards at www.boma.org.

So, now that we know how to measure square footage, we need to understand how load factor affects the total cost of a lease. Load factor determines the difference between usable square feet (what a tenant uses) and rentable square feet (what a tenant pays for). A building's load factor equals the building's rentable square feet divided by the building's usable square feet. If you then multiply that load factor by a specific tenant's usable square feet, you will arrive at that tenant's rentable square feet that it will pay for as part of a lease.

After the load factor is applied,

the rentable square feet will take into account corridors, hallways, lobbies, bathrooms and HVAC shafts. These are not items located directly in a tenant's office space; however, they are items that all tenants benefit from, and the landlord must cover the cost and expense to build and maintain these common areas. So the load factor is a way to spread out this cost to all tenants proportionately throughout the building.

To get the best value office space, a wise tenant will evaluate various buildings, and verify how the square footage figure was determined and understand the load factor of each property. There are numerous factors to take into account when signing a lease for office space, and these are two of the most important.

Rawley Nielsen is the president and a principal at NAI Vista in Salt Lake City. Mark Lundgren is a senior director at NAI Vista specializing in commercial real estate leasing.



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Maybe a little office greenery will help heal your 'sick building'

Most people enjoy the way that houseplants bring a bit of nature into our homes and work spaces. They add color and interest to our indoor environments, soften hard lines and act as a form of living art.



However, did you know that plants not only visually enhance our living spaces, but actually make our indoor environments healthier?

Over the past several years our homes and office buildings have become more environmentally efficient. As we become better at sealing out extreme temperatures, we also seal in volatile organic compounds (VOCs). These chemicals can be released by furniture, carpets, paints and other building materials and then trapped by closed ventilation systems, leading to the host of respiratory and allergic reactions sometimes referred to as "sick building syndrome" (SBS).

Symptoms associated with SBS include allergies; asthma; eye, nose and throat irritations; fatigue; headache; nervous-system disorders; respi-

ratory congestion and sinus congestion.

Plants are the lungs of the earth. They produce the oxygen that makes life possible, add precious moisture and filter toxins. Houseplants can perform these essential functions in your home or office with the same efficiency as a rainforest in our biosphere.

In research designed to create a breathable environment for a NASA lunar habitat, noted scientist B.C. Wolverton discovered that houseplants are the best filters of common pollutants such as ammonia, formaldehyde and benzene. In August 1989, the EPA submitted a report to the U.S. Congress

on the quality of indoor air found in 10 energy-efficient public buildings. This study found that some chemical concentrations were 100 times greater than normal background levels.

In Utah, we often have an added concern in the wintertime when our air becomes trapped in the valley along with the many pollutants created by vehicle emissions and small industrial and commercial sources and activities generally associated with urban living, including gas and wood stoves, dry cleaning, gas stations and water treatment facilities.

Beautiful, commonly found and

easy to care for houseplants purify the environment in which you live, work and breathe.

Microbes in plant soil are working to break VOCs into their harmless components and at the same time are producing compounds used by the plants in the process of photosynthesis. The plants are also filtering the air through their leaves while giving off pure oxygen. As the microbes are breaking down the VOCs, they are producing compounds that are beneficial to the plants. It is a symbiotic relationship in which the microbes feed the plant and the plant feeds the microbes.

Plants such as golden pothos; *Epipremnum aureum*; peace lily, *Spathiphyllum*; Janet Craig *Dracaena deremensis*, bamboo palm; *Chamaedorea seifrizii*, Kimberly Queen; or Boston fern, *Nephrolepis oblitterata*, to name a few, are very common houseplants found at most nurseries or greenhouses.

It is recommended to use one potted plant per 100 square feet of indoor space so a few groupings of lush, green live plants will add natural beauty while creating a cleaner, healthier environment for all to enjoy.

Kathy Harbin is the general manager of Cactus & Tropicals in Salt Lake City.



The Workforce is in for Sweeping Changes

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Ogden	2036 Lincoln Ave. Suite 201	Ph. 801.334.0080
Orem	1423 South State Street	Ph. 801.404.5020

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Top Temporary Staffing Firms in Utah

Ranked by Number of Temps Assigned Per Week in Utah

Company Name Address	Phone Fax Web	# of Temps Assigned Per Week in Utah	# of Full- Time Utah Employees # of Utah Offices	Industries Served	Benefits Available
Kelly Service 181 E. 5600 S., Ste. 140 Murray, UT 84107	801-262-2252 801-262-3876 kellyservices.com	4,000	40 10	Engineering, IT, finance, science, healthcare, legal, production, assembly, administrative, call center, education	Service bonus, holiday pay, employee discounts, health insurance
Elwood Staffing 2650 S. Decker Lake Blvd. Ste. 500 Salt Lake City, UT 84119	801-484-4400 DND elwoodstaffing.com	3,454	209 23	Administrative & clerical, automotive, construction, customer service, engineering, information technology, manufacturing & production, oil & gas, skilled trades, warehouse & distribution	Health, vision and dental coverage; life and disability insurance; training
Strategic Staffing (division of BBSI) 3761 S.700 E., Suite 200 Salt Lake City, UT 84106	801-994-9494 801-994-9499 strategicstaffs.com	3,184	36 5	Manufacturing, administrative, call centers, production, warehouse, hospitality, accounting, technical, engineering and professional direct hire	Vacation and holiday pay, health, dental, vision, 401(k), direct deposit
ResourceMFG 3981 S. 700 E., Suite 9 Salt Lake City, UT 84107	801-265-1999 DND DND	1,600	21 7	Manufacturing/logistics	Health insurance, disability insurance
Synergy Staffing Partners 5578 S. Redwood Rd. S-B Taylorsville, UT 84192	801-266-9675 801-665-1853 synergystaffing4u.com	1,525	15 2	Administrative, clerical, hospitality, manufacturing, production, warehouse and professional direct hire	Holiday, vacation pay, discount medical and referral bonuses
Spherion Staffing & Recruiting 307 W. 200 S. Ste. 3002 Salt Lake City, UT 84119	801-261-8880 801-261-8965 spherion.com/utah	1,400	24 5	Logistics, manufacturing, call center, IT, sales, service, engineering	Healthcare, disability insurance, dental and vision
ProLogistix 2712 S 3600 W., Ste. F West Valley City, UT 84119	801-265-2369 DND prologistix.com	400	12 3	Staffing, warehouse, logistics, distribution	Medical, dental, vision
Remedy Intelligent Staffing 525 W. 5300 S., No. 210 Salt Lake City, UT 84123	801-685-8100 801-685-8105 remedystaff.com	225	7 2	Clerical, light industrial	Medical, dental, vision, term life, short term disability
Utah Employment Services 2292 S. Redwood Rd. Salt Lake City, UT 84119	801-978-0378 801-978-0374 utahemploy.com	174	7 1	Manufacturing, production, construction, electrical engineers, administrative and clerical	Vacation, holiday, medical insurance, direct deposit, sick leave
APEX Staffing LLC 145 E. 1300 S., Ste. 103 Salt Lake City, UT 84119	81-596-8119 801-596-8108 apexjobs.net	148	3 1	Construction, manufacturing, heavy/light industrial	DND
Prince, Perelson & Associates 2180 S. 1300 E., Ste. 350 Salt Lake City, UT 84129	801-532-1000 801-532-7676 perelson.com	138	27 1	Accounting and finance, administrative, legal, sales, marketing, IT, engineering, permanent and temporary services	Health, dental, vision, 401(k)
Kforce Inc. 1245 Brickyard Rd. Salt Lake City, UT 84119	801-257-6800 801-257-6838 kforce.com	100	15 1	Technology-based skill sets for all industries	Health, dental, vision, flexible spending, 401(k), stock, short & long-term disability, PTO, paid holidays



Top Office Furniture Dealers in Utah

Ranked by Total Revenue 2014 through October

Company Name Address	Phone Web	Total Revenue 2014 - October Number of Full-Time Employees	Products and Services	Notable Projects	Head of Local Operations
Henriksen/ Butler Design Group 249 S. 400 E. Salt Lake City, UT 84111	801-363-5881 henriksenbutler.com	\$57 million 98	Furniture, flooring, specialty storage, interior design, interior modular construction, installation & warranty	Adobe Lehi campus, Cafe Rio corporate headquarters, Zappos, doTERRA global corporate headquarters	Dave Colling
Midwest Commercial Interiors 987 S. West Temple Salt Lake City, UT 84101	801-359-7681 mwciutah.com	\$41.4 million 68	Exclusive Utah Steelcase dealer, commercial furniture, space planning, interior design	Primary Children's Eccles outpatient building, Ancestry Progenealogists, BYU Life Sciences building, Intermountain Homecare	Marshall Tate - CEO
Interior Solutions 522 S. 400 W. Salt Lake City, UT 84101	801.531.7538 interiorsolutions.net	\$22.4 million 45	Desks, systems, seating, lounge, training, hospital bed storage, space planning, maintenance & repairs	AtTask, Blender Bottle, Great Dane, Sorenson Communications, Zions Bank	Pete Harris
Bluefin Office Group 780 N. 1200 W. Orem, UT 84057 3030 S. State St. Salt Lake City, UT 84115	Orem - 801-431-0056 SLC - 801-486-3030 DND	\$8 million + 30	Office furniture, office supplies, breakroom and janitorial supplies, design, toners	DND	Dale Benson - President Dean Benson - Principal Jim Crismer - Principal
Office Furniture Solutions 1809 S. 900 W. Salt Lake City, UT 84104	801-974-1970 ofsinteriors.com	\$7.45 million 29	Design, sales of new and used furniture, relocation, storage, consulting	Instructure, W.J. Bradley, Landmark Home Warranty, Yoli	Jonas Persch Founder/CEO
ROSI Office Furniture 2250 S. West Temple Salt Lake City, UT 84115	Local - 801-486-7711 Toll Free - 888-322-7674 rosiofficefurniture.com	\$5.2 million 14	Cubicles & systems, private office desks, ergonomic seating, reception, filing and conference/meeting	Barrick Gold, BioFire, Myriad Genetics	Sean Murphy - Sales and Design
Western Interior Services 160 W. 2100 S. Salt Lake City, UT 84115	801-973-8255 westerninterior.com	\$3.3 million 34	New/used office furniture, design & layout, in-house installation services, asset management, storage	Progressive Finance, Vivint, Young Living, Easton, Kroger, University of Utah, Workday	Richard Schettler
New Life Office 1050 S. St. Street Salt Lake City, UT 84111	801-359-7257 newlifeoffice.com	\$3.27 million 28	Office cubicles & furniture	DND	Alan Fox
Chase Associates LLC 461 E. 200 S., Ste. 102 Salt Lake City, UT 84111	801-532-7761 cautah.com	\$2.1 million 6	Interior design & procurement services	The Sky Lodge, The Homestead, The Lodge, University of Utah Heritage Center	Nola Chase
Office Furniture Brokers LLC 1475 W. 9000 S. West Jordan, UT 84088	801-809-4168 officefurniturebrokers.com	\$1.9 million 1	New and used office furniture, cubicles and case goods; 40,000 sq. ft. showroom	Health Equity, Crest Financial, Alder Security Systems, Coldwell Banker, Flexpak	Robert De Klerk
Linda's Furniture 3330 S. Highland Drive Salt Lake City, UT 84106	801 -487-3992 lindasfurniture.com	\$1.3 million 12	Office furniture, home office furniture, home furniture - both new and gently used	Home staging projects, automobile dealerships, Park City & Salt Lake City design projects	Robert Slater
Business Resources Inc. 1415 S. 700 W., Unit 9 Salt Lake City, UT 84104	801-908-6200 brifurniture.com	\$1.2 million 4	New & used furniture, space planning & design, cubicle furniture installation	American International School of Utah	Hal Brown
Sugar House Furniture 2198 S. Highland Dr. Salt Lake City, UT 84106	801-485-3606 sugarhousefurniture.com	DND 3	Solid wood, mission style American made, craftsman furniture	DND	DND
CCG Howells LLC 358 Rio Grande St. Ste. 100 Salt Lake City, UT 84101	801-359-6622 ccghowells.com	DND 70	Commercial office furniture, movable architectural walls, raised floors, residential & resort furniture	Pluralsight, Moreton & Co., 3M, Xactware, Henry Schein, doTERRA, Allen Communication, SolarWinds	Carmelle Jensen - Principal Jerry Howells Jr. - Principal
SHI Office Furniture 5098 Amelia Earhart Dr. Salt Lake City, UT 84116	801-355-8811 shiofficefurniture.com	DND DND	New, used & refurbished office furniture, cubicles, desks, seating, installation, asset management	Academy Mortgage, ATK, Lockheed Martin, HAFB, MountainStar Health, Nucor, University of Utah, URS	Zack Inman



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Top Office Equipment Dealers in Utah

Ranked by Number of Multi-Function Products Sold to Date 2014

Company Name Address	Phone Fax Web	# of Multi-Function Products Sold to Date in 2014 # of Utah Locations	# of Utah Employees # of Utah Accounts	Services Offered	Brands of Machines Sold
Les Olson Co. 3244 S. 300 W. Salt Lake City, UT 84115	801-486-7431 801-486-7494 lesolson.com	32,124 6	191 12,000	Sales, service and supplier for multi-function copiers, large-format printers, printers, digital presentation boards, scanners, software solutions	Sharp, HP, Fujitsu, Docuware
VLCM 3520 S. 300 W. Salt Lake City, UT 84115	801-262-9277 801-262-4752 vlcmtech.com	2200 3	95 1,095	Managed print services, installation, repair	HP, Canon
Pacific Office Automation 1325 S. 2200 W. Salt Lake City, UT 84120	801-990-4001 801-990-4040 pacificoffice.com	1200 5	50 3,000+	Office equipment, office supplies, IT outsourcing, document management	Konica Minolta, Canon, Lexmark
Valley Office Systems 5065 S. Sandpiper Drive Holladay, UT 84117	801-244-0644 N/A valleyofficesystems.com	320 3	12 632	Printing, scanning devices	Canon, Ricoh
Copiers For Less 708 W. Confluence Ave. Murray, UT 84123	801-261-0510 N/A copiersutah.com	150 1	6 500	Machine sales, service agreements, toner sales, service and repair	Konica Minolta, Lexmark, Ricoh
Ability Business Services 1556 S. Main St. Salt Lake City, UT 84115	801-466-8486 801-466-4580 abilitybusinesssolution.com	51 1	8 510	Service, repair, maintain and supply products for most copier/printer/mfp's, set up, repair, monitor and supply, computer hardware and support/IT support	Xerox, Lexmark, Konica Minolta
Tecnotronics 2123 S. 3200 W. West Valley City, UT 84119	801-906-0159 801-906-0161 tecnotronics.com	25 1	3 100	Repair, service and sales of office equipment, printers, multi-function machines	HP, Brother, Canon, Epson, Okidata, Samsung
Action Office Equipment 1546 S. 300 W. Salt Lake City, UT 84115	801-484-1491 801-487-5150 action-office.com	N/A 1	N/A N/A	Sales, service, supplies, multi-function printers	HP, Brother, Samsung, Brother, Canon, Okidata
Automated Business Products 385 W. 2880 S. Salt Lake City, UT 84093	435-628-2997 N/A abpweb.com	DND 1	DND DND	Multi-function printers, wide-format digital duplicators, fax, document solutions, production printing, supplies	Ricoh, Savin, HP, Fujitsu
Preston Office Supply 1509 S. 270 E., Ste. 6 St. George, UT 84790	435-673-7677 435-673-7691 prestondigital.com	N/A 1	N/A N/A	Multi-function copier and printers, office supply, documents and shredding, IT solutions and support	Xerox, Samsung, Toshiba, Kyocera, Okidata, Ricoh, Muratec
Konica Minolta Business Solutions 240 E. Morris Ave., No. 202 Salt Lake City, UT 84115	801-456-0731 DND konicaminolta.us	DND DND	DND DND	Multi-function printers, scanners, wide-format, IT services, office systems	Konica Minolta, Kip, Hewlett-Packard



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GEN Y

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that the new breed of American worker will challenge almost every standard applied in today's corporate workplace. From management hierarchies to training to schedules and dress codes, millennials will expect — and influence — big changes.

In response to this new-age workforce, corporate real estate departments and managers across the globe are rethinking workplace design and technology standards. With this comes the fear that only Gen Y will respond positively to these changes and earlier generations will be alienated and become less productive. However, research shows that all generations are responding positively

to the changes made to suit Gen Y. (It is important to note that, according to a recent Gallup poll, the baby boomers, age 50-69, are delaying retirement and working longer than ever before. Although Gen X has a lower profile than Gen Y, they still comprise 27 percent of today's workforce.) A recent workplace survey conducted by CBRE found that out of more than 5,500 U.S.-based professionals from all types of industries, there was no more than a 10 percent difference in the way millennials responded to these changes as compared to other generations.

So, taking all this into consideration, how can real estate (i.e., office space) be used as an effective tool to improve recruiting and increase employee retention? The first step is to better understand

the needs of your company's workforce. Ask them what they do and do not like about your current space and what changes they would like to see. What you will likely learn is that your employees want a balanced workplace design that gives them greater flexibility to do their jobs.

Strategic office designs foster two-way trust between employer and employee. This trust results in individuals working harder, putting in more hours and extolling the virtues of the company to his or her colleagues. The office environment can actually become an inspiration for creativity, collaboration, communication and satisfaction.

The concept of building inspirational spaces is relatively new for the corporate world, but churches, museums, sports venues and schools have been built to

inspire for centuries. Retail was the first commercial segment to hone in on the importance of making an emotional connection with customers. Retailers know that when customers are "connected" to their surroundings they feel more comfortable and are likely to spend more. It is all about the experience.

Another consideration remains paramount when selecting space: the proverbial location, location, location. There has been a lot of buzz about companies relocating to — and expanding in — downtown areas. Urban population levels are growing faster than those in the suburbs and this growth is made up mostly of millennials. This is also true of transit-oriented developments — and corporate

see GEN Y next page

Top Commercial Printers in Utah

Ranked by Number of Full-Time Employees in Utah

Company Name Address	Phone Fax Web	# of Full-Time Employees in Utah	Year Established Gross Sales in Utah in 2012	Company Description of Service Owner/Manager/CEO
Newspaper Agency Co. LLC DBA Utah Media Group 4770 S. 5600 W. West Valley City, UT 84170	801-204-6415 DND utahmediagroup.com	375	1952 DND	Newspaper, commercial web printing, graphic services, events, advertising services Brent Low, David Galeria, Scott Porter
Hudson Printing 241 W. 1700 S. Salt Lake City, UT 84115	801-486-4611 801-486-4611 hudsonprinting.com	218	1971 \$32 million	Digital printing, heat-set web presses finishing and mailing Paul Hudson, Jeramy King
Liberty Press LLC 1180 N. Mountain Springs Parkway Springville, UT 84663	801-853-5353 DND libertypress.com	110	1969 \$24 million	Commercial printing Mark Oldham
Peczuh Printing 355 E. 100 S. Price, UT 84501	435-637-2211 DND peczuhprinting.com	100+	1962 \$15 million	Commercial offset, digital and wide-format printing, mailing, distribution, fulfillment warehouse solutions, in-house marketing and design services Frank Peczuh Jr.
Alexander's Print Advantage 245 S. 1060 W. Lindon, UT 84042	801-224-8666 801-852-2258 alexanders.com	62	1979 \$9.1 million	Marketing, digital printing, large-format printing Jeff Alexander
Carr Printing 580 W. 100 N. Bountiful, UT 84010	801-295-2321 DND carrprinting.com	44	1890 \$4 million	General commercial offset-digital, fulfillment, election, yearbook, telephone books, book binding, banners Lloyd Carr
Transcript Bulletin Publishing Co. 58 N. Main St. Tooele, UT 84074	435-882-0050 DND tbpublishing.com	40	1894 4.3 million	Publishing, newspaper printing, magazine printing, full-color sheetfed printing, digital printing Scott Dunn, Clayton Dunn, Bruce Dunn
Spectrum Press Inc. 1370 S. 500 W. Bountiful, UT 84010	801-295-2251 801-295-3044 spectrumpress.us	15	1969 \$2 million	Heat-set web, catalogs, publications, inserts, brochures R. Gail Stahle
Jaffa Printing 50 Herbert Ave. Salt Lake City, UT 84111	801-363-4189 801-532-5234 jaffaprinting.com	DND	1927 DND	Commercial, social & wedding printing services Robert Jaffa



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GEN Y

from previous page

America is paying attention.

Another important question to ask as you consider making changes is, "What will it cost?" The answer, of course, is, "more." But there are ways to recoup the upfront expenses. Renovations and new spaces can pay for themselves in a number of ways. New office layouts can accommodate more people in a smaller space. If, on average, each employee is currently allocated 200 square feet, it is conceivable that this space could be reduced to 150 square feet. This represents a 25 percent cost savings — or a cost-neutral scenario — if the new space was 25 percent more expensive. In addition, the new space will likely increase both the productivity and efficiency of

employees. This, combined with better retention, will save money and help make up the additional cost of the space. On average, companies spend 5 to 10 percent of annual revenue on rent. Assuming the cost of office space is 7.5 percent of the total annual income, it is simple to calculate the necessary increase in productivity in order for the new creative office space to pay for itself.

If your organization plans to be successful in 2025, you need to recruit the best millennials. You might not be able to offer them a gym and an espresso machine, but it is absolutely necessary for you to consider other ways to entice new employees while nurturing those you already have.

Tab Cornelison is a senior vice president at the Salt Lake City office of CBRE and specializes in office leasing and sales.

Trouble brewing at the office?

Do you have a difficult person in your office? Alan Zimmerman, author of new book *The Payoff Principle: Discover The 3 Secrets For Getting What You Want Out of Life and Work*, said, "They could be called coworkers, vendors, customers, partners or many other things. The problem is those difficult people are making your life a lot less pleasant and your job a great deal more challenging, unless you have the right remedies to deal with them."

Zimmerman suggests ways to recognize a difficult person. They are have:

- Yelled or confronted someone in front of others.
- Over-promised and under-delivered.
- Has a hidden agenda so no one ever quite knows what's up their sleeve.
- Seldom finishes anything they start.

- Has a reputation that they are not to be trusted.
- Dismisses other people's ideas without due consideration.
- Interrupts others frequently.
- Perceives others as a threat when they are successful or come up with good ideas.
- Refuses to admit mistakes or weaknesses.
- Is always evasive, refusing to give a straight answer to a question.
- Is uninterested in what is important to others.

If a coworker has exhibited two or more of the above characteristics, it's official: you have a difficult person on your hands.

Top Plant Providers

Ranked by Number of Utah Employees

Company Name Address	Phone Web	Number of Utah Employees	Years in business Number of accounts	Specialties
Cactus & Tropicals 2735 S. 2000 E. Salt Lake City, UT 12252 S. Draper Gate Dr. Draper, UT	801-676-0935 cactusandtropicals.com	95	40 850	Interiorscape design and maintenance, floral, holiday, exterior patio scapes, special events, retail & wholesale
Paradise Palm 307 E. Broadway Salt Lake City, UT 84111	801-582-3212 DND	12	38 100+	Interior plantscape design, sales & installation, plant care services, retail tropical plant sales
Living Creations 7250 S. 630 W. Midvale, UT	801-4843219 livingcreations.net	10	25 325	Interior landscape design, floral design
Prestige Plants Inc. 9068 W. 2700 S. Magna, UT 84044	801-250-3500 DND	8	26 200	Live plant sales and maintenance
Winchester Gardens 389 W. Winchester St. Salt Lake City, UT	801-269-9229 winchester-gardens.com	8	6 DND	Perennials, shrubs, trees, custom containers, landscape design and houseplants
Business Botanicals 1631 Christian Way Riverton, UT 84095	801-410-2550 businessbotanicals.com	6	16 50+	Design, installation, maintenance
Foliage Inc. Salt Lake City, UT	801-474-0615 foliageutah.com	6	13 100+	Maintenance, horticultural consultation, design, sales, interior holiday decorating
Royal Gardens Salt Lake City, UT 84109	801-232-7134 DND	3	15 20	Interior plant design, sales and maintenance
Intermountain Plant Works 3672 S. 900 E. Salt Lake City, UT 84106	801-268-1771 intermountainplantworks.com	DND	39 DND	Interior plantscaping, design, sales, rentals, installation, maintenance, special rentals



DND=Did Not Disclose N/A=Not Applicable
Please note that some firms chose not to respond, or failed to respond in time to our inquiries.
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Historic Union Stockyards being reborn as Business Exchange in Ogden

Ogden City is in the process of making history and restoring history all at the same time. Recently the city held a groundbreaking ceremony for the Ogden Business Exchange, Utah's first "lifestyle focused" business park, according to developers.

The park's focal point is the historic Ogden Exchange Building in the Union Stockyards, once a hub to the most thriving stockyards west of Denver. The city plans to renovate the 30,000-square foot building and use it as the gateway to the new 51-acre development.

Beginning in 1917 and running through the late 1970s, the Ogden Union Stockyards dominated the livestock industry in the West and provided one of the largest economic engines within the city.

Over 2.4 million head of sheep, hogs, cattle and horses made their way through the stockyards in the peak year of 1945, resulting in over \$82 million in annual revenue — the equivalent of \$1.2 billion in today's dollars. Adding to this enormous impact were three packing houses, all of which generated vast revenues themselves and added over 150 employees to the already 100-plus employed at the stockyards. The railroad may have helped establish Ogden's presence as a western hub, but it was



NATE
HARBERTSON

the livestock industry and the prominence of the Ogden Union Stockyards that catapulted Ogden's wealth and prosperity.

As the trains gave way to over-the-road trucking and modern efficiencies, the relevancy of the stockyard dwindled.

Sadly, the Ogden Union Stockyards were closed in January 1971. Forty-three years of neglect and decay have left the proud stockyards a ghost of what once was. Standing as a window to the past is the Exchange Building, the original administrative offices of the livestock operation.

Constructed in 1931, the Exchange Building reminds us that history is the foundation on which the future is built — an ever-present cry that begs us to rebuild. This time, the glory of the stockyards will not come from cows and sheep, but from technology and industry — and the Exchange Building will be at the center of it all.

The Ogden Business Exchange is more than a collection of buildings and roads. It is a connection — a connection to the active outdoor recreation lifestyle that abounds in Ogden and a connection to

the storied past of the area. Its proximity to the Weber River and internal walking and bike paths encourages interaction and participation with the vast trail system that weaves in and out of the city.

The unique design and layout of the master plan embodies the history of the site through open space development and preservation of important elements. Serving new industry with state-of-the-art amenities and infrastructure while preserving and highlighting the past, the Ogden Business Exchange truly is the intersection of history and technology.

The Ogden Business Exchange will offer one- to five-acre parcels for purchase.

Nate Harbertson is an owner/agent at PPC Commercial Real Estate in Ogden.

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Top Advertising Agencies in Utah

Ranked by Gross Sales in Utah in 2013

Company Name Address	Phone Fax Web	Gross Sales in Utah in 2013	Year Established # of Full-Time Utah Employees	Major Clients	Owner/Manager
RIESTER 1441 W. Ute Blvd., Ste. 360 Park City, UT 84098	435-647-2100 DND riester.com	\$143.2 million	1990 121	Rocky Mountain Power, Utah State Fair, Natural History Museum of Utah	Tim Riester Tom Ortega Mirja Riester Allen Perkel
Saxton Horne 9350 S. 150 E., Ste. 900 Sandy, UT 84070	801-304-1066 801-304-1008 saxtonhorne.com	\$45 million	1995 55	Larry H. Miller Dealerships, Utah Jazz, Hi-Chew Candy, Salt Lake Bees, Total Care Auto, Prestige Financial, Refresh Your Car	David Blain
Penna Powers Brian Haynes 1706 Major St. Salt Lake City, UT 84115	801-487-4800 DND ppbh.com	\$40 million	1984 46	DND	Chuck Penna Mike Brian Dave Smith
Richter7 280 S. 400 W., No. 200 Salt Lake City, UT 84101	801-521-2903 DND richter7.com	\$26 million	1971 25	Park City Chamber, Polynesian Cultural Center, Questar Gas, Papa Murphy's, Utah's Hogle Zoo, Workers Compensation Fund	Scott Rockwood
Love Communications 546 S. 200 W. Salt Lake City, UT 84101	801-519-8880 DND DND	\$22 million	1991 38	RC Willey, Zions Bank, Thanksgiving Point, City Creek Center, Avenue H, United Way, Utah Symphony/Opera, Savage, Pioneer Theater, Arctic Circle, Ethel M. Mars, IFA	Tom Love
R&R Partners 837 E. South Temple Salt Lake City, UT 84102	801-531-6877 DND rrpartners.com	\$13.9 million	1987 30	Intermountain Healthcare, Utah Transit Authority, Department of Alcoholic Beverage Control, Utah Highway Safety, Utah Department of Health	Robert Henrie Cathie DeNaughel
Kassing Andrews Advertising 1935 W. Vine St., Ste. 290 Murray, UT 84121	801-424-5005 801-424-5006 kassingandrews.com	\$12 million	2002 10	Big O Tires, Eagle Gate College, Nate Wade Subaru, Utah Safety Council	Karen Andrews & Jason Kassing
Axis41 175 W 200 S., Suite 4100 Salt Lake City, UT 84104	801-303-6300 801-303-6339 axis41.com	\$10 million	2001 119	Adobe, Ciena, Zions Bancorp., LDS Church, Stanford Health Care, Intermountain Healthcare, Dave Ramsey, O.C. Tanner, Franklin Covey	Ron Pynes, Steve Wiest & Reed Wright
Fuel Marketing 2005 E. 2700 S., Ste. 180 Salt Lake City, UT 84109	801-484-2888 801-484-2944 fuelmarketing.com	\$9.8 million	2003 13	IASIS Healthcare, Maverik, Challenger School, University of Utah Athletics	Donna Foster & Brad Plowman
Jacob Marketing 4535 S. 2300 E. Holladay, UT 84117	801-930-5354 DOD jacobmarketing.com	\$4.2 million	1999 DND	Wells Fargo, Imagine Health, Rocky Mountain Care, All Pro Cleaning, Glover Services	Rob Scott
Freestyle Marketing Group 211 E. Broadway, Ste. 214 Salt Lake City, UT 84111	801-364-3764 DND freestylemg.com	\$4.1 million	2000 9	Industrial Supply, Cover Pools Inc., Zodiac Pool Systems, XINSURANCE, R&R Sports	Erni Armstrong
Concept Marketing 2700 Homestead Rd. Park City, UT 84098	435-615-1758 435-615-1759 conceptmrk.com	\$3.2 million	1998 7	Lewis Stages, Action Plumbing, Emergency Essentials, TOSH, Salt Lake Running, Trane, Stein Eriksen, Lewis Stages, All Resort, Forsey's, American Standard, Homemade	Nate DiPalma
The Orton Group Inc. 204 E. 900 S. Salt Lake City, UT 84111	801-596-2100 801-596-2151 ortongroup.com	\$2.7 million	1985 6	DND	Larry Orton
Holmes & Co. Advertising 34 S. 600 E. Salt Lake City, UT 84102	801-355-2211 801-363-5929 holmesco.com	\$1.8 million	1989 9	DND	Lisa Holmes
FORTHGEAR 116 W. Gentile, Ste. A Layton, UT 84041	801-991-1060 DND DND	\$1.3 million	1995 11	DND	Brett Gee
Jibe Media 175 W. 200 S., Ste. 1004 Salt Lake City, UT 84101	801-433-5423 801-364-5489 jibemedia.com	\$1.2 million	2001 5	Thomasville Home Furnishings, Ken Garff, University Of Utah, Ivory Homes	Gregory E. Lowe
GumCo 6330 S. 3000 E. Salt Lake City, UT 84121	801-365-2190 DND gumco.com	\$800,000	2013 8	MasterControl, Workers Compensation Fund, Pikes Peak, State Treasurer's Office, Moab, Instructure	Steve Driggs, Phil Smallwood, Garrett Martin
Cohezion Communications 411 E. 8180 S. Sandy, UT 84070	801-568-0212 DND cohezion.com	\$100,000	1999 1	Jiffy Lube, Provisur	Steve Hawkins

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Ranked by Gross Sales in Utah in 2013

Company Name Address	Phone Fax Web	Gross Sales in Utah in 2013	Year Established # of Full-Time Utah Employees	Major Clients	Owner/Manager
Eli Kirk 250 W. Center St., No. 320 Provo, UT 84601	801-377-9321 801-377-9322 elikirk.com	DND	2001 45	Adobe, Landesk, Novell, doTERRA, Big-D Construction, Brigham Young University, University of Utah, Box Home Loans	Lance Black, Bill Brady & Jarid Love
Fluid Advertising 1065 S. 500 W. Bountiful, UT 84010	801-295-9820 DND getfluid.com	DND	1997 25	Milis Beneficial International, Ed Kenley Ford, Staker & Parson Cos., C7, Radisson SLC, 360 Electrical, UCAT, DJP Law	Phil Case, Dean Simmons & Ryan Anderson
Modern8 145 W. 200 S. Salt Lake City, UT 84101	801-355-9541 DND modern8.com	DND	2001 5	Bear River Mutual, YESCO, University of Utah, Jacobsen Construction, LDS Church, Pioneer Theater Co.	Randall Smith
MRM/McCann 60 E. South Temple, Ste. 1400 Salt Lake City, UT 84111	801-257-7700 DND mrmworldwide.com	DND	1995 320	Verizon, ExxonMobil, Intel, Cisco, Intel, USPS, Wells Fargo, SAIC, Utah Governor's Office of Economic Development	Lori Feld
Red Rider Creative 510 S. University Ave. Provo, UT 84601	801-226-1289 DND redridercreative.com	DND	1998 DND	Bank of American Fork, Novell, Henry Schein, JCW's, MaritzCX	Clark Taylor
ThomasArts 240 S. 200 W. Farmington, UT 84025	801-451-5365 DND thomasarts.com	DND	2003 120	Zions Bank, Ken Garff Automotive, Aetna, AARP	Dave Thomas



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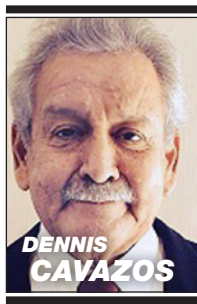
Digital age makes vendor as important as the office machine

It used to be that when you were looking for a copier or printer for the office, you were primarily interested in the machine itself. The shopping consisted of enquiries about things like color resolution and speed. Your budget was also a major factor — the most value for the least cost.

But in today's market, most organizations are looking for devices that have the ability to integrate software solutions that can improve workflow that aren't necessarily lower costing — spend more now and save more time and money in the future. Likewise, in the past you could expect to pay more for a maintenance agreement with the cost per copy being around 3 or 4 cents for each black and white copy and as much as 14 cents for color. Today these costs have reduced almost in half.

The reason for the change is that in recent years the industry has moved into the digital era. Five years ago most people were still printing and using filing cabinets to store all their invoices and other types of paper work. But more and more, people are moving to paperless storage for files and backup information and therefore needing equipment that has scan-to-email, scan-to-folder, and fax-to-email (inbound routing). Plus, with the new

devices, today dealerships are able to offer mobile applications along with wireless printing.



DENNIS CAVAZOS

All of these changes have made buying equipment today a lot more complicated. That's where the dealer you choose comes into play.

When looking to purchase equipment today, you have to consider many different factors regarding the dealer.

Do you buy from a large corporation or a local, yet well-established, smaller business? Many large dealers promote just one leading brand with one solution, whereas a small company isn't partnered with just one manufacturer and can, therefore, offer a variety of makes and models with multiple document solutions that can fit different industries and their needs.

What type of service can they provide? The most important thing to look for in a service provider is whether it can repair both the equipment and network (IT solutions). If something goes wrong and you can't seem to print from your computer, a vendor that repairs both your printer and your network will have the responsibility to get you up and running. If your IT expert and printer expert come from different firms, you may end up with

the two of them pointing at the other while you wait to get your work done. The printer company might say it's not the machine while the IT company says it's not the network and in the end you wind up paying two companies to solve one issue.

The next question: Can they repair the equipment in a timely manner? With a larger dealership, you will likely be required to call a 1-800 number and may have to talk to someone in another country who will try to troubleshoot the problem over the phone. If they can't solve your problem you will have to wait for a few days while they find a local company to come on-site and service your machine. More often, a smaller dealership can provide same-day service and the number you are given upon purchase goes directly to their office, ensuring that, most times, you will speak directly to a staff member.

How does your company look to your dealer? To a large dealer, medium to small businesses are all just small accounts and therefore they have lower priority when it comes to arriving on-site and getting your machine up and running again. As for small dealerships, it doesn't matter if you are a medium or a small company because they are smaller, as well, so all their accounts are "large." That makes you a priority. Does that company have the

trained personnel to service or maintain your device? Make sure whichever company you buy from, the technicians are trained to repair the device.

Now, larger companies have numerous technicians and you are likely to see three different ones for the same problem — each one with a different solution and none of which having spoken to the other. The more personnel, the more staff you are transferred to regarding a problem or concern and will most likely never actually speak with the person in charge. A small company usually has fewer staff members and therefore, if you have an issue, you can speak directly to the person in charge of that department and in some cases you can even talk directly with the owner.

What can a potential vendor offer for your needs? Do you know what you need or do you want to see what's available? This is where you need to do some research. If you already know what you want, then you just need to find a dealership that sells those machines and get a couple different bids. Don't settle with the first one. The right dealer can implement a suitable document solution that will improve your company's workflow and time management, while providing you with great service and maintenance with very little down time.

Dennis M. Cavazos has been the owner of Ability Business Solutions in Salt Lake City since it was founded in 1986.