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**TURN
AND
Face the Strange**



When I was in the sixth grade, my dad moved our family to Park City, Utah, from Rose Park, just north of Salt Lake City. That winter before the move, I had started skiing at Brighton Resort, not far from the city. The slopes at the resort were great for learning and I would go up about once a week for night skiing. In a matter of weeks, I could hold my own on the mountain.

Then I arrived at my new school, Treasure Mountain Junior High. Being in a famous ski town meant all the kids were out skiing on the slopes night and day, several times a week. When once I thought I was a good skier, I now found myself outclassed.

I wasn't going to let that deter me. I decided to focus on getting better so I could keep up with everyone else. The Park City Mountain Resort gave discounts to the students at Park City schools (\$100 for full season pass). I bought one every season from sixth grade until I was a senior in high school.

Over that time, I did improve, as did my skis. I remember my first pair of skis in the sixth grade — a pair of Hart Skis clocking in at 160 cm in length. In the eighth grade, I moved up to 180 cm skis, then 195 cm in the 10th grade, and finally, 205 cm during my senior year. In the '80s and early '90s, the longer the ski, the better you were. A longer ski meant you could zip down the mountain at high speed, but you sacrificed maneuverability.

During my senior year of high school and into my freshman year of college, things on the mountain began to change (and on mountains around the country). Snowboards were starting to populate the slopes — much to the disgust of skiers. The snowboards moved on the terrain differently. They were fast and maneuverable.

Within a matter of seasons, the popularity of snowboards exploded. Even my younger sister was on board. She even became a sponsored athlete, competing in several snowboarding events. I, on the other hand, lost interest. For about 10 years, I stayed away from the slopes.

When I was 35, I thought it was time to get back into the sport. What I didn't yet realize is how much the sport had changed from when the snowboard made its debut. My first shock came when I was picking up a new pair of skis. I asked for 205 cm skis, the last length I had used. I was given 160 cm skis.

Admittedly, I felt a little insulted, but I quickly learned how much the industry had changed. Skis were now shorter and wider — but just as fast as the longer skis I had grown up with. The difference was they could maneuver better. Basically, the industry had evolved in response to the snowboard craze.

I recently read the Perry Marshall book "Evolution 2.0" and was reminded of my time on the slopes. In the book, Marshall discusses how nature is always changing and things are constantly evolving. Many species change due to outside influences — just as the ski industry changed due to the influence of the snowboard.

This happens a lot in the business world. Many big changes in one business are influenced by ideas from outside of that business's industry or niche. These days, you have companies all over the world taking a hard look at the way Zappos handles customer service. And regardless of the industry, companies are figuring out ways to apply new customer service principles to the way they do things.

You can do the same. Look for ways you can adapt your business. When you can adapt, improve, and evolve, you stay relevant. Even though the ski industry could have faded away in the face of a popular new sport, it didn't. Today, skiing is just as popular as ever, and it came down to the industry's willingness to respond to an outside influence.

- Justin

Sethscapades

Seth recently attended his first overnight scout camp. It was at the end of January, which meant snow, ice, and cold. The camp was only 20 minutes outside of Salt Lake City in Millcreek canyon. There were 10 boys his age there. He was very excited for camp because it meant he could hang out with his friends and stay up late.

The first activity of the day was wood carving. His scout troop was given a brief tutorial and safety instructions. The most important rule was if you cut yourself while wood carving, you would have to sit out for one hour from the activity. Of course, 15 minutes in, Seth cut himself. But like any smart 12-year-old, he kept it to himself. He quickly went to the bathroom, stopped the minor bleeding, then headed back to the activity. He figured there was no reason for him to sit out from the activity for an entire hour — regardless of the rule.

Next on the schedule was sleeping in a small cabin with 16 other people. There were bunk beds along the walls with a wood burning stove in the middle. Someone had to keep the stove stocked with wood, and Seth appointed himself the job. He wanted to be the one to keep the stove hot, so he could put handfuls of snow on top of the stove and watch the steam it created. Every time he added wood, he put snow on top. He had a bright idea to put a piece of gum on the stove, but in a move uncharacteristic of him, he asked permission first. The gum never hit the stove.

Seth finally fell asleep at 2 a.m., after several hours of telling jokes, sharing scary stories, and comparing notes on the super heroes they could be.

The next day brought more wood carving. Seth made a wooden spoon with a knife and then used the spoon to eat his lunch. They were able to go snow tubing down a hill with all the scouts attending, which he was looking forward to. On the walks back up the hill, he took the opportunity to throw snowballs at the other scout troops sliding down.

The most amusing part of scout camp was his discussion with his buddies on how he would ask his future wife to marry him. He plans to take her on a motorcycle ride and then turn around while driving and yell, "Hey, do you want to get married?" What girl could resist that?

Embrace the In-Between



What is it that keeps us from a “culture of innovation, fearlessness, and success”? Maybe it’s our fear of the interim. We are not okay with the act of becoming. We’re achievement-focused, so in our minds, we’ve either already succeeded or we’re failing. We’re terrified of the rough draft. But in not allowing ourselves a rough draft, we’re also keeping ourselves from a best-seller. In “Zentreprenuer: Get Out of the Way and Lead,” John Murphy helps us lose the fears that hold us back so that we can become Zentreprenuers, willing and able to tap into the “Zenergy” we possess.

John Murphy combines business and spirituality, black and white, to create a yin-yang of a person that he calls a Zentreprenuer. This sort of person is okay with being in the interim and doesn’t allow self-criticism to squelch budding ideas. They become fearless, and that allows them to ask a series of very real, important, and practical questions: What if? Why? Why Not? These questions send them on their way toward real leadership and a culture of innovation and fearlessness.

Along the way, Murphy offers practical advice and useful tools. Among others, he provides a business tool called FMEA: Failure Mode and

Effects Analysis. Growing Zentreprenuers can become fearless as they “brainstorm all the potential failure modes ... and then come up with countermeasures to ensure success.” This allows for a kind of business plan rough draft and enables Zentreprenuers to turn their rough drafts into best-sellers.

Murphy’s questions, which are the core of his book, sound more like those of a reporter than a businessman. They are the foundation of analysis; the questions we learned to ask in grade school, long before we were afraid of the answers. His book is about confronting our business plan as it really is; once we do that, we have the power to move forward. In “Zentreprenuer: Get Out of the Way and Lead: Create a Culture of Innovation and Fearlessness,” John Murphy helps us lose the fears that hold us back, to become Zentreprenuers, willing and able to tap into the “Zenergy” we possess.



THE RAISE THAT RAISED A MILLION EYEBROWS

We’ve all heard of Dan Price, the CEO of Gravity Payments, who recently slashed his million-dollar salary in order to ensure that none of his employees made less than \$70,000 dollars annual salary. At the time, it made national headlines, and then suddenly, the company and its progressive policies fell off the media’s radar. Since then, however, the company has had a massive amount of turbulence, but through it all, Price has stood by his decision.

After an encounter with a disgruntled employee who felt he wasn’t being paid enough to live a decent life, Price fearlessly (some say rashly) put his money where his mouth was in order to enforce his fair-practice ideals. Since then, he has lived with the consequences of his decision. In a fascinating turn of events, the philanthropist has fallen on hard times. “I’m working as hard as I ever worked to make it work,” he said recently to the Washington Times, “I’m renting out my house right now to try to make ends meet, myself.”

In addition to the personal financial backlash, the raise also caused uproar within the company, as the employees a little higher on the ladder balked at their newer, less-experienced counterparts receiving such a staggering raise. As it turns out, changing the world is a messy business.

The Heartstrings of Direct Mail Marketing



Love is in the air, and it’s the perfect time to revisit your direct mail marketing strategy from a more emotional standpoint. If you’re not finding methods to create mail that appeals to your prospects’ emotions, you’re probably not going to see a great response. Since 95 percent of purchase decisions are made from our subconscious minds, it’s essential to tap into what makes customers feel.

One benefit of direct mail is that you have the opportunity to provide a unique sensory experience for your audience. The act of holding physical mail is undeniably exciting, and can deliver your intended message in a very powerful way. How you present your message is just as important as the content itself, so using paper and packaging with a texture and design that is appropriate for your brand and product can have a major impact. Make a list of the kinds of emotions you want to evoke — a feeling of rugged individualism, a sad truth, or a nostalgia for home — and choose a design theme accordingly. Personalize your direct mail pieces with the name of your prospect, and make sure the text is clear and easy to read.

The words you choose should also appeal to your prospects’ emotions. Provide your target audience with the value they crave. Why do they need your product? What can it really do for them? Approach these

questions from an emotional standpoint by finding the pain points your audience might have, and providing a solution. Follow this approach with the features of your product and the logic behind it. Rather than making them feel scared or guilty, acknowledge their concerns, and provide a real solution. A great way to do this is through storytelling. A good old-fashioned story can have a big emotional impact on a reader because it allows them to see how the product would make them feel in a real-life situation.

When you re-evaluate your direct marketing campaign this year, think about how your list will react emotionally to what you’re giving them — and make sure to tug on those heartstrings for the best response.



SUDOKU PUZZLE

PUZZLE YOUR BRAIN!

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7			5	6	4	
3			7			8
		5				6
7	8	2	4			1
				8		
			1			
4	6		3		2	

Answer Key

5	4	7	6	3	1	8
9	8	2	4	1	5	3
1	3	8	2	7	9	6
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7	9	2	4	9	5	1
4	1	9	3	8	2	7
3	9	4	1	7	2	6
8	7	1	3	5	6	4
6	2	8	9	4	7	3

Mememes OF THE Month

