



on his blog ([www.paulallen.net](http://www.paulallen.net)). “I will commit to do the same.”

This change in policy exemplifies growth-minded leadership. It’s risky, it’s flexible, it’s an investment, and it’s proactive. What’s more, Allen is sporting the mindset of, “Do as I say, do as I do.”

In an investor pitch meeting last September, a member of Utah Angels said, “I’d rather have an A team with a B idea than an B team with an A idea.”

And that call for leadership is a proven success-factor.

“When we looked at price to earnings (P/E) multiples over 10 years of companies that rated highly on leadership, we saw that the best companies outperformed others in their industry anywhere from 10 percent to more than 50 percent,” say Dave Ulrich and Norm Smallwood of The RBL Group in Provo. “Since P/E relates future earnings from growth and shows up as market value, even small increments post very large impacts. Clearly companies with high quality of leadership outperform others in both tangible and intangible ways.”



### **DON'T** Miss the brandwagon

**Ah, word of mouth.** How you elude us.

It’s what every business owner wants, and what many business

owners wait around for. But be wary of the latter category. The sought-after marketing maven should be treated as a goal — not a tool.

“Word of mouth for your brand has to start somewhere,” says Clark Taylor, founder of the marketing firm BTH2 in Orem. “You need to start the discussion.”

Starting the discussion means defining your brand and sharing it with the world. It means being consistent and creative in your marketing efforts. And it might mean getting a fresh perspective.

“Business owners often embrace one way of doing things and lock themselves into a vacuum,” Taylor says. “But there are multiple ways to reach an audience, and a marketing firm can give you options and objectivity.”

And don’t let anxiousness bring you down.

“When you are building a brand, letting everyone know the philosophy behind the brand takes time,” Taylor says. “Establishing a brand is multifaceted, and eventually, people will start to identify with it.”

So go ahead. Put words in people’s mouths.



### **CAUTION** Capital decisions ahead

**Companies need capital to grow.** Period. But the “who, what and where” of that capital needs

slightly more complicated punctuation. Namely, do you secure investors, or do you fund the company growth yourself?

Look at it this way. Every business is different, and every management team is different. So the ideal funding is funding that matches your company’s mojo.

And if you’re not sure how to measure your mojo, ask yourself this question: Does

the idea of answering to investors motivate you? Or overwhelm you?

There’s no right or wrong answer. Utah County companies have had phenomenal success both by banking on investors and banking on themselves. It’s simply a matter of what works for you.

On the investor route, Omniture, DirectPointe, and MaxStream are just a few success stories. While companies like Exact Wave and Doba grew substantially from the ground up.

Jeremy Hanks, founder of Doba (No. 23 on the Inc. 500 and No. 10 on the UV50) put it this way:

“Capital is great if you use it right, but if you use it wrong, you can kill your business before you even have a chance to do it,” Hanks says. “Capital is like gasoline. Entrepreneurs are trying to start fires, and if you dump five buckets of gasoline on it, you might just put out the candle. Maybe that’s a bad analogy if you talk to a physics professor, but the point is you can smother your fire with the very thing that should have made it grow.” **Q**