



EDITOR'S NOTEBOOK

Kevin Gale

CEOs offer advice to fuel rapid growth

Welcome to the *South Florida Business Journal's* first Fastest-Growing Companies special report. In a still-bumpy economy, we hope these companies will help provide inspiration to

the region's businesses in general.

We turned to Research Director Amy Limbert to come up with the 50 fastest-growing companies in the region. (For the actual list and criteria, see Pages 26 and 28.)

When we were brainstorming ideas for the section, we decided to invite leaders of these

companies to submit their suggestions on how to grow rapidly. We figured those who have experienced rapid growth would have some great ideas to share.

Many of these companies are familiar to regular readers, but we've also included additional information on some less-famil-

iar names and others who were standouts among their revenue peers.

One caveat, though: The list is purely driven by revenue, and not necessarily a reflection of company profitability. Consider this the business equivalent of muscle cars racing down the highway.

1. BROKERSWEB

1. Matias de Tezanos, CEO

De Tezanos and his executive team have made their name with some of the most common names on the Internet. In 2000, de Tezanos founded the hotel reservation site Hoteles.com; the Spanish-language hotel reservation sites was acquired by Expedia in 2002. The next year, he co-founded ClickDiario.com, an Internet advertising network targeting Spanish-speaking Internet; four years later, it was acquired and became a subsidiary of NewsCorp.

His next venture, HealthCare.com, was an Internet search company focused on health care. In 2008, it acquired BrokersWeb, a premium pay-per-click vertical performance marketing network. The site offers advertising focused on the insurance industry, serving as a pay-per-click traffic source for more than 150 top-rated insurance advertisers – delivering tens of thousands of targeted consumers to its clients daily and reaching millions of consumers monthly.

"It's all about the team. The team will research and define the best strategy, and will execute every initiative like there is no tomorrow," says de Tezanos, who in 2009 was honored by the World Economic Forum as a Young Global Leader at the age of 29.

Along the way, he has learned costly lessons. De Tezanos once hired 25 national sales representatives – only to soon realize fewer than a half-dozen would suffice.

"That was an expensive learning curve," he admits.

Money was better spent in product and strategy.

His advice for fast, smart growth? Tie every employee's compensation to results tracked back to key performance indicators. Track every hour spent. Surround yourself with as many good people as you can. Ask as many questions as you can think of.

"They will answer most of them, and you will end up being a better person, executive or entrepreneur than when you started asking," he says. "Success is the path, not the destination. Just like happiness, make sure you pursue it every second, it's worth it."

2. INVENSTAR LLC

2. Sam Zietz, President/CEO

The key to success is to make sure you build a platform that is scalable. Look at all of your infrastructure and ensure that, if your business doubles, triples or more, it will be able to handle the additional volume. The pitfalls boil down to cash flow. Manage it. Avoid being content that your P/L shows a profit. Hyper growth can put a lot of strain on cash flow, and the worst time to raise



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Jose Vargas is president of BrokersWeb, a premium pay-per-click marketing network.

money is when you are in dire need.

3. MUGHAL & ASSOCIATES

3. Tina Mughal and Ameer Mughal, Owners



Tina Mughal



Ameer Mughal

To grow fast and well, keep your growth organic and invest in your infrastructure such as operational and technology. Hire qualified people within your industry who can add value, multitask and cross sell. Be prepared to be flexible with market conditions and trends to remain competitive. Pitfalls to watch: cash flow. Ensure you have control of your business financials and manage your expenses. Keep a close eye on your aged receivables, and try not to leverage too heavily.

4. FRESH DIET

4. Zalmi Duchman, CEO

Fast, smart growth comes from investing in technology. No investment can help your company handle fast growth better than investing in your technology. Also, be careful that you are spending your funds wisely

and making the necessary moves that will assist your day-to-day operations. Pitfalls? Avoid outsourcing. The best thing you can do for your company is to do the most you can within your organization. There is nothing worse than being at the mercy of someone else in a crisis or, even better, in times of quick growth.

5. OMNIPOINT

5. Keith Diego and Derek Shipes, Partners

Diego and Shipes believe a Fast 50 company has the organizational mindset to understand what it does best and pursue it "full force, despite a tough economy." It's a "faith" that permeates the organization – from every client relationship to every employee

hired, they say.

"Our accelerated growth can be mostly attributed to our ability to ... find new employees that fit within our culture," says Diego, a partner and executive lead of its global workday practice. "They share the same mindset that while consulting expertise is critical, flexibility and hyper-responsiveness with our clients wins the day and starkly differentiates us from our competitors."

OmniPoint was founded in 2008 by former Big 5 executives committed to helping companies deploy IT solutions and deliver critical IT projects. Though it continues to grow fast, the company has learned that "laser-like focus" and pursue of one's personal best keeps the company and its leadership on target, says Shipes, the chief people officer and partner in charge of business development and service delivery for the OmniPoint workday and IT staffing practices.

The company has built its success on three core attributes: being a partner with its customers in pursuit of long-term relationships, rather than short-term transactions; being an advocate for its employees; and sticking to its core values. Define who you are and live up to those values, the executives say.

"As tempted as you will be to attract clients, you cannot be everything to everyone. You will have a fixed set of resources from which to grow your business. As you allocate those resources, ask yourself if they are being fully dedicated to strengthening your focus," Shipes says. "This has been a challenging feat because the natural reaction is to slow down and cut back in a tough economy. However, our decision and commitment to continue to grow and invest is directly reflective upon our belief in our company, our people and the services we provide."

6. FIRST EQUITY MORTGAGE BANKERS

6. Daniel Rodriguez, President

From its early days in 1997 as the "no equity mortgage company," First Equity Mortgage Bankers – or FEMBi – has grown to handle origination of government and conventional first mortgage loans.

Along the way, the company expanded its lending operations to Puerto Rico, where



MARK FREERKS

OmniPoint's Keith Diego and Derek Shipes believe a Fast 50 company is able to pursue what it does best 'full force, despite a tough economy.'

Top 50 Fastest-Growing Companies

Ranked by 2009-2010 revenue growth percentage

Rank	Company Address	Phone Fax Web site	Revenue percentage growth 2009-2010	Revenue (millions) 2010 2009	S. Fla. employees Total employees	S. Fla. offices Total offices	Business description	Top local executive Year founded
1	BrokersWeb 3301 N.E. First Ave., Suite PH4 Miami 33137	(786) 472-2966 www.brokersweb.com	306.98%	\$15.8 \$3.9	8 14	1 2	Premium pay-per-click traffic source for more than 150 top-rated advertisers	Matias de Tezanos 2007
2	Invenstar LLC 1081 Holland Drive Boca Raton 33487	(561) 948-7288 (561) 961-2983 www.invenstar.com	163.11%	\$1 \$390,482	10 10	1 1	Developer of financial technology products for the payment space	Sam Zietz Terry Glatt 2007
3	Mughal & Associates 3301 N.E. First Ave., Suite PH15 Miami 33137	(305) 571-9590 (305) 571-9592 www.marecruit.com	147.93%	\$3.7 \$1.5	6 6	1 1	Recruitment firm specializing in placing contract, full-time and executive professionals	Teenaz Mughal 2007
4	The Fresh Diet 9429 Harding Ave., No. 34 Surfside 33154	(305) 849-4016 (866) 464-2507 www.thefreshdiet.com	127.78%	\$16.4 \$7.2	58 230	4 6	Fresh and nutritionally controlled meals delivered daily	Zalmi Duchman 2006
5	OmniPoint 14707 S. Dixie Highway, Suite 201 Miami 33176	(786) 573-9778 (800) 531-8142 www.omnipointinc.com	126.85%	\$24.5 \$10.8	23 180	1 4	Workday solutions and staffing resources for IT projects	Keith Diego Derek Shipes 2008
6	First Equity Mortgage Bankers 9300 S. Dadeland Blvd., Suite 500 Miami 33156	(305) 666-3333 (305) 666-3181 www.femb.com	91.92%	\$194.7 \$101.4	78 102	2 4	Residential mortgage lender	Daniel Rodriguez 1997
7	R2 Unified Technologies 1890 N. Dixie Highway Boca Raton 33432	(561) 515-6900 (561) 515-6892 www.r2it.com	80.37%	\$2.5 \$1.4	9 9	1 1	IT consultant, IT services provider and value-added reseller	Jamie Doherty 2008
8	Arellano Construction Co. 7051 S.W. 12th St. Miami 33144	(305) 994-9901 (305) 994-9903 www.arellanogc.com	79.44%	\$133.8 \$74.6	115 126	2 3	Health care, insititutional and commercial construction management firm	Agustin R. Arellano Sr. 1974
9	World Fuel Services Corp. 9800 N.W. 41st St., Suite 400 Miami Springs 33178	(305) 428-8000 (305) 392-5600 www.wfscorp.com	69.38%	\$19,131.1 \$11,295	NA NA	NA NA	Petroleum products	Paul H. Stebbins 1984
10	Brightstar Corp. 9725 N.W. 117th Ave., Suite 300 Miami 33178	(305) 421-6000 www.brightstarcorp.com	69.20%	\$4,600 \$2,718.7	323 3,475	2 50	Global telecommunications services company providing solutions to manufacturers, operators, retailers and enterprises	R. Marcelo Claire 1997
11	BFC Financial Corp. 2100 W. Cypress Creek Road Fort Lauderdale 33309	(954) 940-9400 (954) 940-4910 www.bfcfinancial.com	67.17%	\$682.7 \$408.4	NA NA	NA NA	Holding company of BankAtlantic Bancorp and Bluegreen Corp. and other investments	Alan B. Levan 1970
12	República 2153 Coral Way, 5th floor Miami 33145	(786) 347-4700 (305) 443-1631 www.republica.net	66.67%	\$10 \$6	52 52	1 4	Advertising, branding, digital media, communications and promotions	Jorge A. Plasencia 2006
13	Cohen Freedman Encinosa & Associates — Architects PA 8085 N.W. 155th St. Miami Lakes 33016	(305) 826-3999 (305) 826-4155 www.cfearchitects.com	63.94%	\$1.8 \$1.1	7 7	1 1	Architects and planners	Stuart Cohen 1976
14	Mosaic Business Solutions dba Ultra Laser Imaging Supplies 401 E. Las Olas Blvd., Nos. 130-470 Fort Lauderdale 33301	(954) 738-2417 www.seemosaic.com	63.64%	\$1.8 \$1.1	11 11	2 2	Managed print services provider	Grant Sadowski 2006
15	Centerline Homes 825 Coral Ridge Drive Coral Springs 33071	(954) 344-8040 (954) 344-4176 www.centerlinehomes.com	63.42%	\$125.5 \$76.8	30 66	1 2	Residential homebuilder	Craig Perry 1993
16	Saveology.com 3303 W. Commercial Blvd. Fort Lauderdale 33309	(954) 657-9600 (866) 699-5786 www.saveology.com	62.39%	\$190 \$117	600 900	2 4	Comparison shopping website focused on home services, empowering consumers to lower their cost of living	Benzion "Benny" Aboud 1996
17	TekPartners/MedPartners HIM 5810 Coral Ridge Drive, Suite 250 Coral Springs 33076	(954) 656-8600 (954) 282-6070 www.tekpartners.com	57.47%	\$41.5 \$26.3	32 61	1 4	Talent and career consulting services for IT, health care and government	Harris Katz Vito Scutero 2002
18	Sawgrass Ford 14501 W. Sunrise Blvd. Sunrise 33323	(954) 851-9000 (954) 845-0824 www.sawgrassford.com	55.07%	\$105.3 \$67.9	150 150	1 1	Automotive dealership, including new, certified preowned, service, parts and body shop	David Menten 1997
19	Seacor Holdings 2200 Eller Drive Fort Lauderdale 33316	(954) 523-2200 (954) 524-9185 www.seacorholdings.com	54.81%	\$2,649.4 \$1,711.3	NA NA	NA NA	Marine services	Charles L. Fabrikant 1989
20	Patriot Risk Management¹ 401 E. Las Olas Blvd., Suite 1650 Fort Lauderdale 33301	(954) 670-2900 www.prmgroup.com	54.76%	\$260 \$168	150 350	1 6	Insurance holding company providing workers' compensation insurance and related services	Steven M. Mariano 2004
21	The Related Group 315 S. Biscayne Blvd., 4th floor Miami 33131	(305) 460-9900 (305) 460-9911 www.relatedgroup.com	53.03%	\$960.9 \$627.9	255 255	WND WND	Real estate developer	Jorge Perez 1979
22	Precision Metal Industries 1408 S.W. Eighth St. Pompano Beach 33069	(954) 942-6303 (954) 942-6715 www.pmi-inc.net	52.46%	\$9.3 \$6.1	77 77	2 2	Precision sheet metal fabrication and precision machining manufacturer	Gregory S. Wilson 1985
23	AutoInfo/Sunteck Transport Group 6413 Congress Ave., Suite 260 Boca Raton 33487	(561) 988-9456 (561) 994-8033 www.suntecktransport.com	52.09%	\$279.7 \$183.9	NA NA	NA NA	Transportation services	Harry M. Wachtel 1976
24	Medica HealthCare Plans 4000 Ponce de Leon Blvd., Suite 650 Coral Gables 33146	(305) 460-0600 (305) 460-0613 www.medicaplans.com	51.91%	\$395.2 \$260.1	219 219	2 2	Medicare Advantage plan	Rafael P. Perez 2004
25	Chetu 3350 S.W. 148th Ave., Suite 204 Miramar 33027	(954) 342-5676 (305) 832-5987 www.chetu.com	51.04%	\$7.3 \$4.8	39 408	8 16	Global IT solutions provider, programming and software development	Atal Bansal 2000

Notes: South Florida refers to Miami-Dade, Broward and Palm Beach counties. NR = Not ranked. NA = Not available or not applicable. To be considered, companies must be based in South Florida, have been in business for three years and have a minimum 2010 revenue of \$1 million. ¹ In December 2010 Patriot Risk Management spun off two subsidiaries — Patriot Underwriters and Guarantee Insurance Co. — into a new company called Patriot National Insurance Group.