

Deloitte.

Breathtaking performances
2009 Deloitte Fast 50
Growth Trends



fast50
Deloitte 2009
NZ's Fastest Growing Companies

We are always looking to
the future, not at today –
“the carrot is never obtained
by the donkey”

2009 Deloitte Fast 50 business

Good practice makes for a breathtaking performance

Thank you to all those that threw their hats in the ring for the 2009 edition of the Deloitte Fast 50. This year we framed the Fast 50 around the idea of "great performers" and those that make the list this year are just that. Each year the Fast 50 has developed a habit of highlighting important trends or insights into our business environment, and this year is no exception.

In what have been described as some of the most challenging trading conditions many have faced, the Fast 50 continued to strive. This year's winner outshone the 2008 highest performer, which we think is a truly outstanding performance and demonstrated how New Zealand firms can compete on the world stage by adding value to our primary resources.

Along with the onstage performance of the winner, the insights from how the Fast 50 beat the odds is gold, and a poignant reminder to us all to keep it simple. The overwhelming commentary and feedback from those that made the 2009 Index highlights that great performances don't rely on tailwind conditions, but basic business practices.

Growth Trends pulls together some of the key findings of our discussions and questioning of the Fast 50 companies. The initiative generates a huge amount of information and we have distilled some of the important and interesting findings into this brief summary.

Just how good is this year's Index?

Despite the challenges, the 2009 alumni can be proud to stand out in the crowd. Since we have operated the Index, economic times have never been so challenging, yet looking at the numbers you would never know.

Fast 50 thresholds: How fast you have to grow...

	2001	2002	2003	2004	2005	2006	2007	2008	2009
% to make the Fast 50	36	91	132	110	139	149	151	149	145
% to make the Top 20	135	163	298	328	341	276	327	284	262
% to make the Top 10	242	272	406	528	536	412	759	392	416

The mark to make the grade is consistent with previous years and more interesting is that to make the Top 10, you had to be better than last year. This is a truly outstanding result and one that all companies should be proud of achieving.

Don't get too cute

You often hear talk about companies doing great things in order to be "recession-busters": so what have Fast 50 companies done in order to walk the tightrope of success?

The simple truth is that they have not done anything particularly outrageous – Fast 50 companies belt their way through difficult economic times by making sure they have the fundamental elements of their business right: a great team, nailing a product or service niche, having a thorough understanding of their markets and being active in the market with their customers.

The key message here is that even in tough times, this relentless focus on business basics still applies. Great performers in a recessionary environment are doing all the same things that great performers are doing in economically rosy times. As one company informed us "don't get distracted chasing seagulls on the beach."

This insight is not really a surprise because it is a constant theme year after year, and the "Fast 50 alumni" provide some of the best examples of what such a focus delivers to a business. Fourteen of this year's Index have appeared previously, which demonstrates their strength and resilience, despite the conditions. In our view, these companies are the ones to watch in the future, just as previous winners have gone on to achieve great things.

Fast 50 alumni: multiple wins

4 times	NextWindow Torpedo7
3 times	Digital Island RimuHosting Triodent Working In Observatory Crest
2 times	Catch Enztec Futrix Mobile Mentor Seales Synlait Results.com



Pots of gold?

The recession also failed to hit this year's fastest growing company, New Zealand Honey Co. A debutant on the list, the honey company from Dunedin follows in the sticky footprints of last year's top-ranked company Watson & Son – the Masterton-headquartered manuka honey/healthcare company.

We suspect the New Zealand honey industry holds significant potential for New Zealand as an export product. The Fast 50 has made a habit of identifying emerging industries – for example previous winners have included trailblazers in niches such as online auctions, vodka, home ventilation and ecofriendly light bulbs.

Based on the performance of these two companies, there is no reason to think honey cannot become a much larger industry than its current \$100m size, and become a major influence on our economic prosperity. The industry provides its firms with an indigenous raw material with massive value-add potential. Apart from the two Fast 50 winners, we have Comvita and a few other firms making their names, although none have managed to reach international scale. In our view, there is plenty of potential for domestic suppliers and sellers to co-operate and collaborate, and make the most of opportunities in offshore markets.

Where to next?

More than half (58%) of the total revenue of the Fast 50 companies is derived from offshore markets, and this year the total value of these exports ticked up from \$270m in 2008 to \$316m.

Overall the breakdown of export sales was hugely dominated by Asia (58%), followed by Europe (9%), and North America (4%) and Australia (4%).



But an interesting response came through from the Fast 50 companies when they were asked to nominate the two areas that represented the best *logical region* for their company to expand, and also the most *exciting region* for exploiting export potential.

Predictably, Australia was seen as the most logical place to head next from the New Zealand base, followed by North America, and the key to opening the export door in these two regions are funding, networks and distribution channels.

However, in terms of the excitement factor, it was Asia that was seen as the region with the most potential for New Zealand's growth companies. And in terms of what was holding back their foray into this region, the Fast 50 companies noted that market knowledge was by far and away the most significant obstruction they faced.

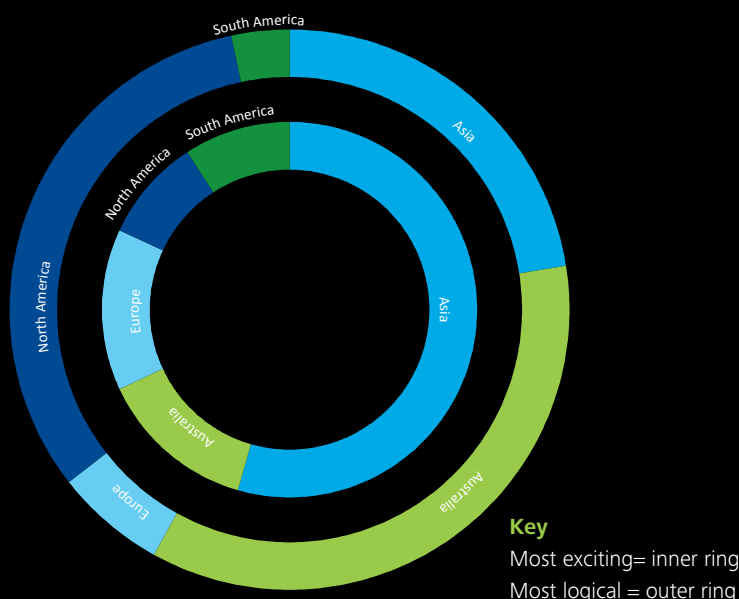
This would indicate there are some major opportunities to provide companies with the necessary education, market insights and business smarts to give them the confidence to crack the export markets of Asia. Perhaps this is the area that business support organisations need to align their focus and support for companies, rather than spending all their time on domestic conditions.

Congratulations to all those companies who have made the 2009 Fast 50 list. You and your teams should be very proud of your achievement – so make sure you celebrate in some style. And if your organisation did not crack the 50 this year, we hope this becomes one of your business targets for next year.

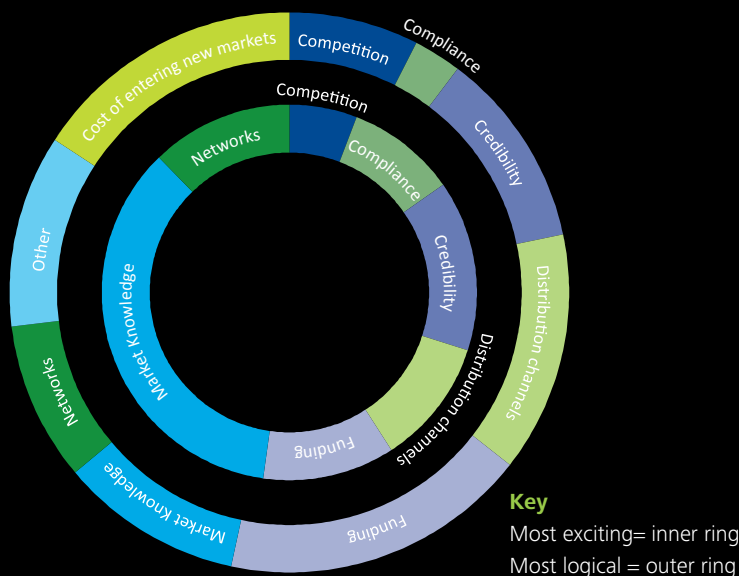
Most importantly, I hope the messages emanating from this year's diverse collection of high-growth companies inspire and assist you in your own day-to-day running of your company. We think these 50 breathtaking Kiwi performers give us all something to think about.

Matt McKendry,
National Fast 50 leader,
Deloitte

**Export opportunities:
Most exciting vs Most logical**



**Export challenges:
Most exciting vs Most logical**



Performance art



Hottest locations for Fast 50 companies in 2009: Auckland (18), Wellington (8) and Hamilton (5). 37 of the Fast 50 are based in the North Island and 13 in the South Island.



Two companies have made the Fast 50 four times in a row: NextWindow and Torpedo7.



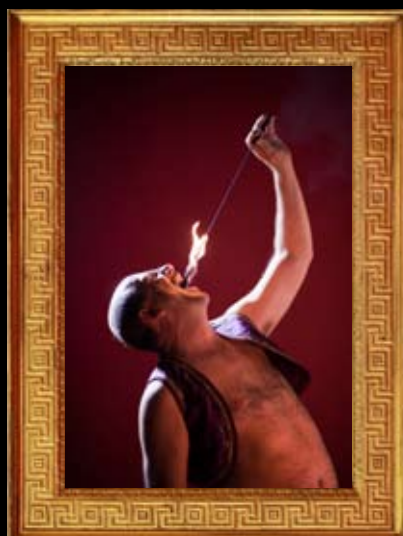
What is the most common letter you should start your company name with to make the Fast 50 in 2009? "T" is the winner here with 8, followed by "C" with 7 representatives and "S" with 5.



Jobs created by Fast 50 companies between 2007 and 2009: 784.



46% of the 2009 Fast 50 posted third year revenue of more than \$5m in FY09, not far off last year's figure of 54% and better than 2007's 44%.



29 of the Fast 50 companies operate in offshore markets, and export sales totalled \$316m in 2009.



It is not all about \$\$\$! If you want to inspire your staff: empower and trust them. Those that cited this as their predominant way to inspire staff grew revenue by an average of 413%, followed by training and personal development (394%), and talking straight: effective communication (339%).

The 2009 Deloitte Fast 50

Rank	Trading name	"Revenue Growth %	Location	Description
1	New Zealand Honey Co.	994.76%	Dunedin	Honey products www.newzealandhoneyco.com
2	MedRecruit	856.80%	Queenstown	International medical recruitment www.medrecruit.com
3	NextWindow	828.84%	Auckland	Optical touch screen development/production www.nextwindow.com Previous wins 2008, 2007, 2006
4	Telesmart	725.81%	Wellington	Telecommunications provisions www.telesmart.co.nz
5	RoadCraft	705.45%	Auckland	Motorhome manufacturing and refit www.roadcraft.co.nz
6	UNIMAR	649.00%	Nelson	Offshore supply vessels and marine management services www.unimar.co.nz
7	Synlait	608.26%	Rakaia	Milk production www.synlait.co.nz Previous wins 2008
8	TracMap	560.81%	Mosgiel	GPS guidance and mapping system www.tracmap.co.nz
9	CBD Corner Pub	496.87%	Hamilton	Hospitality www.cbdpub.co.nz
10	ASR	416.65%	Raglan	Multi-purpose reef construction and coastal protection www.asrltd.co.nz
11	The carboNZero Programme	410.67%	Lincoln	Greenhouse gas measurement and carbon monitoring www.carbonzero.co.nz
12	Assurity Consulting	355.28%	Wellington	Software testing www.assurity.co.nz
13	Integration Works	331.39%	Wellington	IT systems integration www.integrationworks.co.nz
14	Outpost Central	305.60%	Auckland	Online measurement of water and energy resources www.outpostcentral.com
15	Touch of Spice	303.54%	Queenstown	Luxury holiday accommodation and event management www.touchofspice.co.nz
16	New Image Group	284.86%	Auckland	Distribution of colostrum products thru multi-level marketing www.newimageasia.com
17	Working In	279.81%	Auckland	Inter-country recruitment www.workingin.com Previous wins 2008, 2002
18	Farmside	274.25%	Christchurch	Telecommunications provisions for rural areas www.farmside.co.nz
19	Futrix	266.84%	Wellington	Business intelligence software development www.futrix.com Previous wins 2008
20	Activate Technologies	262.65%	Auckland	Online automation tool for common IT tasks www.activatelive.com
21	Seales	257.17%	Morrinsville	Custom stockfeed production for dairy farms www.sealesfeed.co.nz Previous wins 2008
22	Enztec	253.11%	Christchurch	Orthopaedic medical device development www.enztec.co.nz Previous wins 2008
23	CTC Aviation Training	234.71%	Hamilton	Pilot training www.ctcwings.co.nz
24	Perceptive	231.41%	Auckland	Market research www.perceptive.co.nz
25	Torpedo 7	224.55%	Hamilton	Online sales of sports equipment www.torpedo7.com & www.1-day.co.nz Previous wins 2008, 2007, 2006

Rank	Trading name	"Revenue Growth %	Location	Description
26	eyemagnet	224.02%	Wellington	Software for digital signage www.eyemagnet.com
27	BELTAS	222.77%	Auckland	Clinical trials and studies www.beltas.com
28	CS-VUE	217.77%	Auckland	Online tool for statutory risk management www.csvue.com
29	Velocity Networks	217.68%	Hamilton	Broadband provider www.velocitynetworks.co.nz
30	Ecostore	215.68%	Auckland	Environmentally sustainable household products www.ecostore.co.nz
31	Catch	209.85%	Auckland	Business and IT consulting www.catchlimited.com Previous wins 2008
32	Indevin	207.44%	Marlborough	Contract winemaking www.indevin.com
33	Observatory Crest	202.26%	Wellington	Technology distributor www.obcrest.com Previous wins 2007, 2006
34	Telemetry Research	196.57%	Auckland	Wireless systems for monitoring physiological signals www.telemetryresearch.com
35	Mobile Mentor	192.47%	Auckland	Training and support for mobile phone users www.mobile-mentor.com Previous wins 2008
36	RimuHosting	191.56%	Cambridge	Internet hosting www.rimuhosting.com Previous wins 2008, 2007
37	SilverStripe	190.53%	Wellington	Builds websites and related applications www.silverstripe.com
38	SMX	189.52%	Auckland	Secure email software development and services www.smx.co.nz
39	Tuatara Brewery	188.48%	Wellington	Boutique beer brewery www.tuatarabrewing.co.nz
40	Gracewood Trading Company	184.55%	Masterton	Specialising in Plywood, LVL and engineered wood products www.plyguy.co.nz
41	Digital Island	179.48%	Auckland	Telecommunications provisions www.digitalisland.co.nz Previous wins 2008, 2007
42	Results.com	174.66%	Auckland	Strategic planning seminars www.results.com Previous wins 2008
43	CXC	172.38%	Auckland	Women's hosiery
44	White Tie Catering	163.17%	Christchurch	Catering www.whitetiecatering.co.nz
45	Cook Brothers Construction	160.64%	Dunedin	Commercial construction www.cookbrothers.co.nz
46	Service Foods	158.71%	Christchurch	Wholesale food distribution www.servicefoods.co.nz
47	Triodent	156.89%	Kaikati	Dental products development and manufacture www.triodent.com Previous wins 2008, 2007
48	Thermal Protection Services	148.86%	Hamilton	Commercial heat insulation
49	Energy Options	146.59%	Whakatane	Sells and manages the installation of energy efficient heating and insulation www.energyoptions.org.nz
50	Argenta Manufacturing	145.24%	Auckland	R&D, manufacturing services to animal health industry www.argenta.co.nz

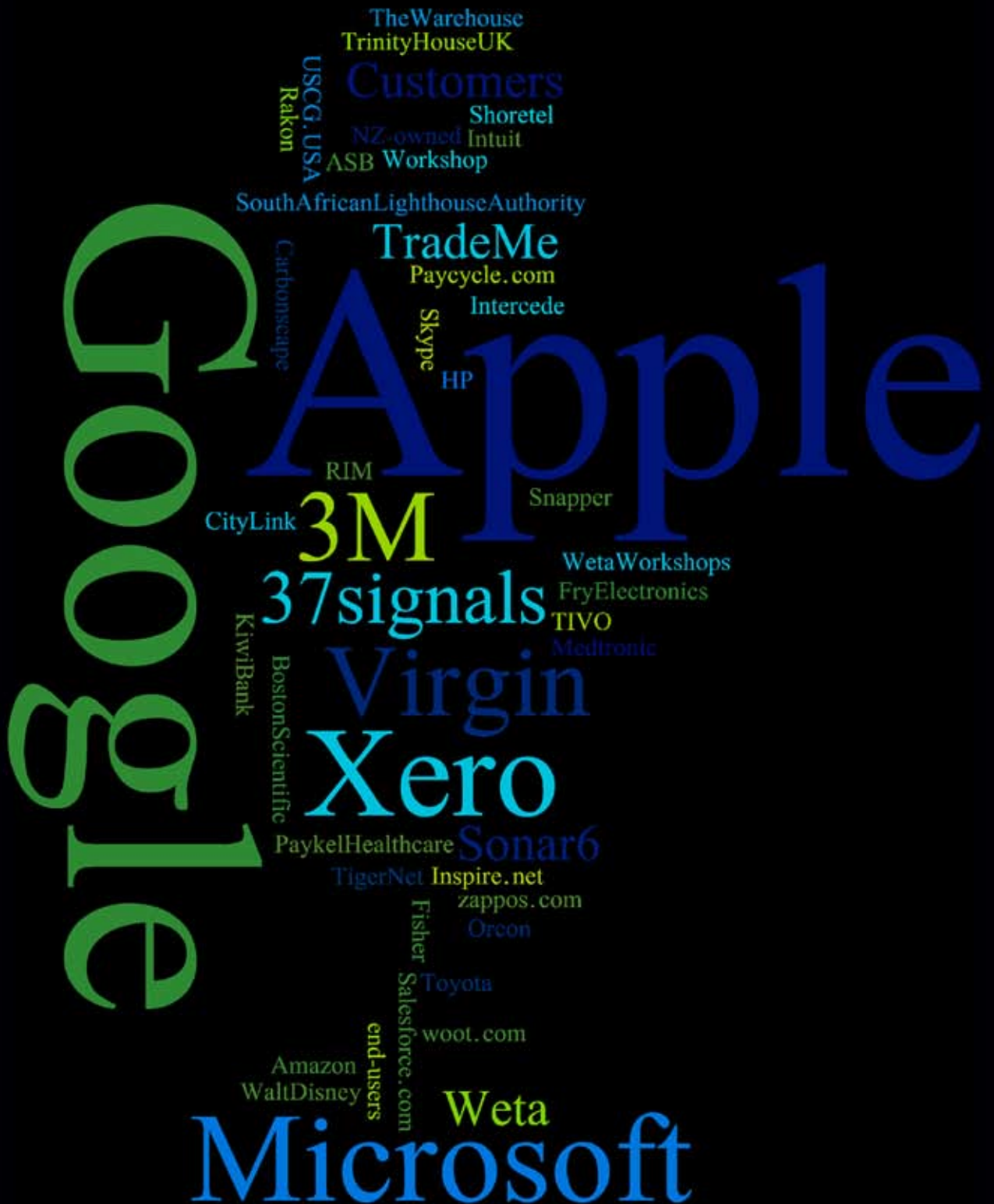
Category	Region	Company Name
Fastest growing retail or consumer products business	New Zealand	New Zealand Honey Co.
Fastest growing retail or consumer products business	Auckland and Upper North Island	New Image Group
Fastest growing retail or consumer products business	Central North Island	Torpedo 7
Fastest growing retail or consumer products business	Wellington and Lower North Island	Gracewood Trading Company
Fastest growing retail or consumer products business	Canterbury and Upper South Island	Blind River Wines
Fastest growing manufacturer	New Zealand	RoadCraft
Fastest growing manufacturer	Central North Island	Triodent
Fastest growing manufacturer	Wellington and Lower North Island	Tuatara Brewery
Fastest growing manufacturer	Canterbury and Upper South Island	Synlait
Fastest growing manufacturer	Otago and Lower South Island	Escea
Fastest growing business services business	New Zealand	MedRecruit
Fastest growing business services business	Auckland and Upper North Island	Working In
Fastest growing business services business	Central North Island	CTC Aviation Training
Fastest growing business services business	Wellington and Lower North Island	Integration Works
Fastest growing business services business	Canterbury and Upper South Island	The carboNZero Programme
Fastest growing technology, media, telecommunications business	New Zealand	NextWindow
Fastest growing technology, media, telecommunications business	Central North Island	ASR
Fastest growing technology, media, telecommunications business	Wellington and Lower North Island	Telesmart
Fastest growing technology, media, telecommunications business	Canterbury and Upper South Island	Farmside
Fastest growing technology, media, telecommunications business	Otago and Lower South Island	TracMap
Fastest growing exporter	New Zealand	New Zealand Honey Co.
Fastest growing exporter	Auckland and Upper North Island	NextWindow
Fastest growing exporter	Central North Island	ASR
Fastest growing exporter	Wellington and Lower North Island	Futrix
Fastest growing exporter	Canterbury and Upper South Island	UNIMAR
Fastest growing mature business	New Zealand	Working In
Fastest growing mature business	Central North Island	iQ Toys
Fastest growing mature business	Wellington and Lower North Island	Futrix
Fastest growing mature business	Canterbury and Upper South Island	Enztec
Fastest growing mature business	Otago and Lower South Island	Crest Commercial Cleaning
Fastest growing primary sector business	New Zealand	New Zealand Honey Co.

Where do aspiring Fast 50 companies look for inspiration?

That oft-admired behemoth of innovation, Apple, is regarded as the number one source of innovation inspiration. They admire its tenacity to invent and its ability to anticipate and connect with customers. Kiwi icon Trade Me took the silver medal, followed by 3M, Virgin and the king of online disruption, Google.

"Innovation is our bread and butter. We innovate breadth-wise and depth-wise. Our business model, technology and business processes are all innovative."

2009 Deloitte Fast 50 business



About the Deloitte Fast 50

The Fast 50 is a Deloitte initiative run in 32 countries around the world. This is the ninth year businesses have been invited to benchmark their growth as part of the Deloitte Fast 50. Businesses are ranked by revenue growth over a three year period. This year the minimum revenue requirement was \$250,000 in the 2007 financial year.

The Deloitte Fast 50 is firmly established as a key barometer of New Zealand's emerging middle market with input sought from over 1500 businesses. The Index ranks businesses that choose to participate.

For more information, or to discuss growth in your business contact:

National Programme Leader

Matt McKendry, Partner
Tel: (09) 303 0854
Email: mmckendry@deloitte.co.nz

Auckland

Darren Johnson, Associate Director
Tel: (09) 303 0982
Email: darjohnson@deloitte.co.nz

Hamilton

Doug Wilson, Partner
Tel: (07) 834 7876
Email: douwilson@deloitte.co.nz

Wellington

Greg Anderson, Partner
Tel: (04) 495 3901
Email: greganderson@deloitte.co.nz

Christchurch

Shari Carter, Partner
Tel: (03) 363 3849
Email: sharicarter@deloitte.co.nz

Dunedin

Mike Horne, Partner
Tel: (03) 474 8647
Email: mhorne@deloitte.co.nz

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