

# biz San Diego

CONVERSATION THAT MATTERS



## GLOBAL REACH

Businesses in China are rolling out the red carpet

## REAL ESTATE

Thinking of investing in the current market?

## SECRET SAUCE

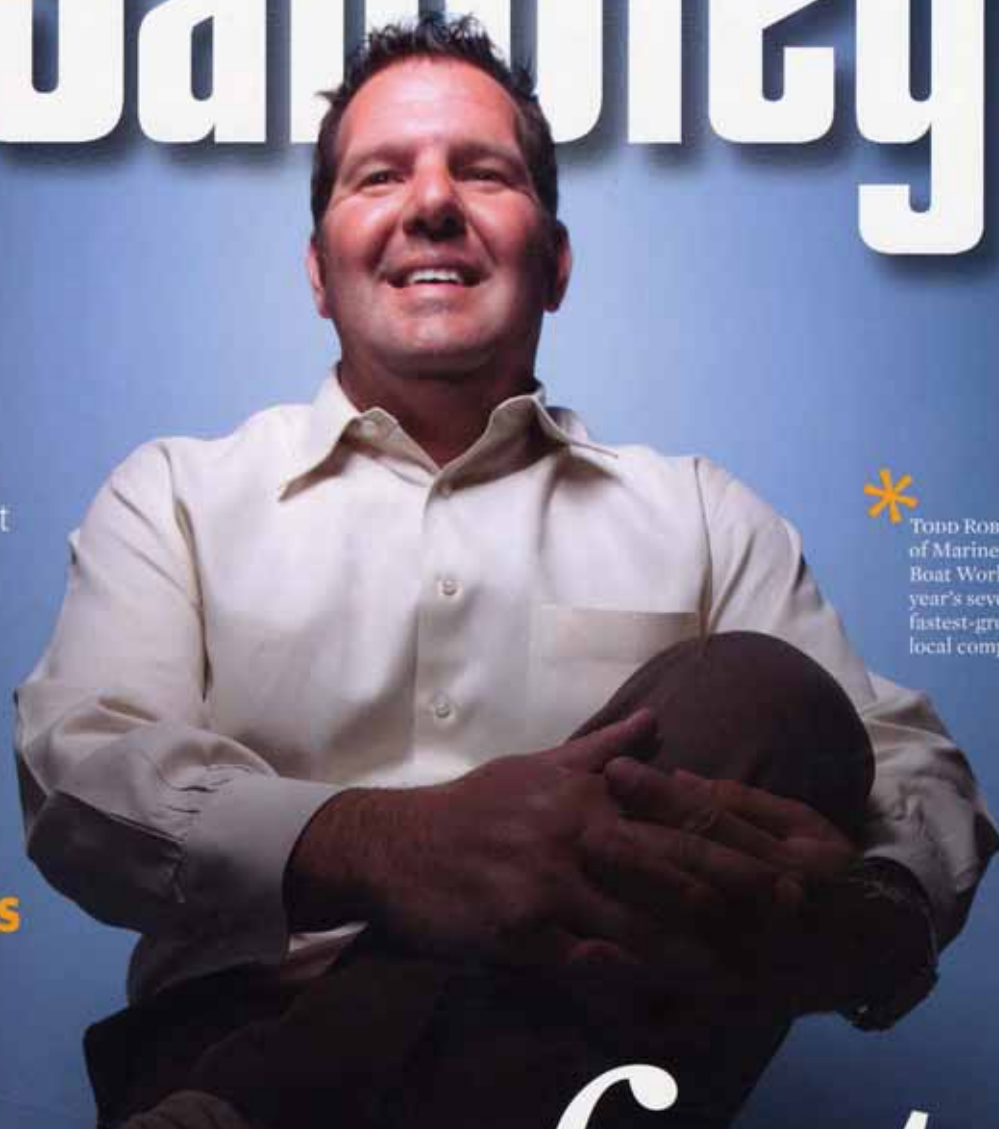
The recession is coming. Or is it?

## MONEY MATTERS

Business is not always a bed of roses



TODD ROBERTS  
of Marine Group  
Boat Works, this  
year's seventh  
fastest-growing  
local company



# fast growth

'08 A look at 20 of San Diego's rapidly growing enterprises





**IN TODAY'S BUSINESS** world, successful companies cannot be stagnant. To facilitate growth, they are constantly looking at ways to improve their business.

There are several simple factors that go into a growth decision. First, there has to be an opportunity for growth. This could come in the form of additional market share, an expanded client/customer base, additional products and services, or a new geographic location. It doesn't matter as long as the opportunity is there and identifiable.

Second, assuming that there is opportunity to grow, growth requires additional money. There is always a working capital requirement that is directly related to the size of the business. As the business grows, the working capital requirement grows. If the capital is unavailable, a business cannot move forward with a growth plan.

Third, assuming there is an opportunity for growth and the ability to fund it, there are operational limitations on how fast the personnel, processes and infrastructure can be developed to handle the growth. Growing at a pace faster than the ability to perform the work can end up sacrificing quality or customer service and, in turn, negate the benefits of growth.

So, if it is time to make the decision, and the opportunity and capital are there, I pull the trigger to grow, but at a calculated pace.

**STEFEN GUSTAFSON**  
PRESIDENT  
*Nautilus General Contractors*  
SAN DIEGO

As a third-generation San Diegan, **STEFEN GUSTAFSON** practiced architecture in San Diego for eight years before moving to Chicago to attend business school, where he received an MBA from the Kellogg School at Northwestern University. Following graduate school, he returned to San Diego and founded Nautilus General Contractors in 2002.