



PROFIT

The Magazine for Canadian Entrepreneurs

100

Doug Young,
Cygnal Technologies
Five-year growth:
112,000%

Canada's Fastest Growing Companies

WHO they are
HOW they got here
WHY they're growing
faster than ever

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fast lane



#26

SHEIK TO SHEIK

Feel like ordering a pizza franchise tonight? Call Afton Food Group. Afton – whose brands include 2-4-1 Pizza and Robin's Donuts – has 500 outlets in Canada, the U.S. and even Saudi Arabia, home to four Mrs. Powell's Bakery shops. "Sweet baked goods are in demand in the Middle East," says CEO Robert MacDonald, "so Mrs. Powell's cinnamon rolls are perfect." He says the negotiations with "a real live sheik" that took Mrs. Powell's into Saudi Arabia reminded him of street-market haggling. The experience keeps paying off: MacDonald expects two more Mrs. Powell's will open in the Middle East this year. *P.L.*

#29

A LANDLORD YOU'LL LIKE



Sam Kolias is squeezing more money out of tenants – and tenants love it. His Boardwalk Equities offers phone, cable and Net services that cost less than the competition, come on a single bill and are up and running when you move in. Boardwalk expects to have all 35 of its Calgary buildings hooked up within a year (two are already online). After that, Boardwalk plans to expand the service to its 230-plus properties across Canada – and hopes to sell it to other landlords. *Chad Heard*

Rank	Company, City, Industry, CEO/President, URL	Year Founded	Revenue \$ 1995	2000	Revenue Growth %	Profit (Loss) \$ 1995	2000	Employees 1995	2000	Exports as % of sales	Sources of Financing ¹	Inside Track ²	Rank
21 1	Prologic+ Inc. St-Georges, Que. Sawmill automation software Stéphane Morin; www.visionic.qc.ca	1994	170,026	6,169,942	3,529	1,771	153,870	4	42	5%	1,3	Software maximizes sawmills' return from each board of wood; also operates four retail stores	21
22 2	JDS Uniphase Corp. Ottawa Fibre-optic components manufacturer Jozef Straus; www.jdsuniphase.com	1981	61,615,000	2,130,700,000	3,358	10,386,000	(1,348,003,000)	480	18,000	90%	10	Makes fibre-optic components for clients such as Lucent, Nortel and Alcatel (JDU-T)	22
23 3	Janna Systems Inc. Toronto Customer-management software William Tatham; www.janna.com	1990	1,671,052	55,395,000	3,215	(2,142,886)	(7,500,000)	25	293	92%	1,10,17	Acquired last year by customer-relationship management software giant Siebel for \$1.7 billion	23
24 2	Hi-Alta Capital Inc. High River, Alta. Western Canada insurance brokers Scott Tannas; www.hi-alta.com	1905	599,917	19,709,877	3,185	(44,939)	465,455	12	325	0%	1,2,3,10,14	Venerable: Its office in Olds, Alta. is celebrating its centenary this year (HIA-T)	24
25 1	Creditron Inc. Mississauga, Ont. Payment-processing solutions Wally Vogel; www.creditron.com	1994	103,034	3,321,559	3,124	(18,942)	212,613	3	26	40%	1,2,3	Creditron's RP\$ software reads handwriting and barcodes on payment documents	25
26 1	Afton Food Group Ltd. Burlington, Ont. Fast-food restaurant franchisor Robert MacDonald; www.aftonfood.com	1993	985,435	29,455,000	2,889	(115,295)	2,145,000	12	380	1%	1,3,4,6,7,10	Strategy: Consolidates small and mid-sized fast-food franchisors (see Fast Lane, left); AFF-T	26
27 2	Intrinsyc Software Inc. Vancouver Network design for embedded devices Neil McDonnell; www.intrinsyc.com	1992	100,974	2,974,363	2,846	(314,009)	(3,398,278)	4	72	80%	10	Designs "embedded" technology that can link common appliances to the Net (ICS-T)	27
28 2	Stratos Global Corp. Toronto Satellite communication services Carmen Lloyd; www.stratos.ca	1985	6,170,433	176,335,000	2,758	(1,354,948)	(22,327,948)	51	527	84%	3,10	Provides telecom services to remote locations such as oil rigs, mining camps (SGB-T)	28
29 2	Boardwalk Equities Inc. Calgary Residential property manager Sam Kolias; www.bwalk.com	1993	7,815,500	217,971,000	2,689	432,100	10,445,000	129	931	0%	1,3,4,10	Canada's largest apartment landlord, with more than 25,000 units (see Fast Lane, left); BEIT	29
30 1	Badger Daylighting Inc. Calgary Underground excavating services Tor Wilson; www.badgerinc.com	1992	2,803,624	77,110,017	2,650	173,984	1,405,428	3	192	18%	3,6,10	Uses high-pressure water jets to dig holes and trenches for utilities, oil & gas companies (BAD-T)	30
31 2	Bonus Resource Services Corp. Calgary Oil & gas well servicing John Hokanson; www.bonusgroup.com	1993	8,958,807	233,519,000	2,507	398,005	29,563,000	107	1,964	0%	1,3,4,5,7,10	Serves western oilfield clients with 26 drilling rigs and more than 200 service rigs (BOU-T)	31
32 3	Research in Motion Waterloo, Ont. Wireless e-mail systems Jim Balsillie/Mike Lazaridis; www.rim.net	1984	8,537,265*	221,327,000*	2,492	687,574*	(6,221,000)*	60	1,250	n/a	1,3,4,5,6,8,10	More than 8,000 companies have adopted RIM's BlackBerry wireless handhelds (RIM-T)	32
33 4	Wentworth Technologies Co. Ltd. Mississauga, Ont. Blow-moulding equip. & services Walter T. Kuskowski	1990	4,832,422	124,128,336	2,469	184,528	6,675,860	170	903	90%	3,17	Makes blow-moulding equipment used by packaging companies in 20 countries	33
34 2	FRED Systems Ltd. Waterloo, Ont. Digital signage networks John Kirkpatrick; www.fredsystems.com	1993	131,992	3,335,815	2,427	(320,855)	949,134	3	16	70%	1,2,6	Clients use its Net-connected digital signs to deliver ads and info (see Fast Lane, right)	34
35 1	Stockgroup.com Media Inc. Vancouver Financial software and services Marcus New; www.stockgroup.com	1995	219,497	5,544,306	2,426	(2,219)	(8,333,443)	3	53	29%	1,8,9,10,17	Its smallcapcenter.com website gives extensive small-cap info written by journalists (SWEB-Q2)	35
36 1	FinTech Solutions Ltd. Calgary Communications software Kalvin MacDonald; www.teamfintech.com	1993	445,835	10,949,914	2,356	(181,832)	(1,956,646)	10	75	22%	10,17	Wireless division helps connect mobile workers to customers and suppliers (FSL-X)	36
37 4	Triversity Inc. Toronto Point-of-sale systems software David Thomas; www.triversity.com	1990	1,851,353	44,635,000	2,311	125,639	(6,055,000)	46	431	97%	4	Its products analyze shoppers' patterns to help retailers customize marketing and incentives	37
38 3	Platform Computing Corp. Markham, Ont. Workload-management software Songjian Zhou; www.platform.com	1992	2,198,486	50,573,014	2,200	621,432	9,946,183	18	294	96%	1,6	Makes software that co-ordinates multiple computers assembled to complete complex tasks	38
39 3	Cyntech Corp. Calgary Pipeline anchoring systems, storage-tank repair Neale J. Johanneson; www.cyntechcorp.com	1984	205,278	4,656,222	2,168	35,167	154,863	4	15	43%	3,9	Its "pipeline anchoring" systems stop natural-gas pipelines from floating in swampland	39
40 2	Selkirk Financial Technologies Inc. Vancouver Treasury-management software James W. Suttie; www.selkirkfinancial.com	1988	402,078	9,101,563	2,164	31,313	(2,033,355)	6	76	85%	1,4	Its integrated-financial software helps clients such as IBM, Hitachi and Starbucks manage money	40

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For direct links to PROFIT 100 companies, visit www.profitguide.com

¹Key to sources of financing:
1 = Owner(s)
2 = Friends and relatives
3 = Chartered banks

4 = Other financial institutions
5 = Foreign lenders/investors
6 = Venture capital
7 = Private investors

8 = Angels
9 = Government
10 = Public stock
12 = Commercial paper

13 = Employees
14 = Suppliers
15 = Customers
16 = Barter

17 = Other
*U.S. dollars

²Key to stock symbols:
T=TSE
X=CDNX
Q=Nasdaq
Q2=Nasdaq OTCBB

fast lane



#34

YOUR NEW AD VANTAGE

Thank FRED Systems for making selling so much easier. FRED (which stands for "Foto-Realistic Electronic Display") develops, builds and maintains "digital signage networks" – arrays of Net-connected video screens ranging in size from small posters to large billboards. Unlike traditional advertising media, DSNs can support multiple sponsors and switch messages by the minute, allowing companies to target consumers based on location and time of day. "In five years, DSNs will be a required part of any advertising and marketing mix," predicts CEO John Kirkpatrick. FRED's client list already includes such names as Cineplex Odeon, Future Shop and Singapore Changi Airport. *P.L.*