

STRONG TEAMS, GROWING COMPANIES

SINGLE DIGITS

A VESTED FOR GROWTH Business Champion

If you've used Wi-Fi at a Marriott hotel or Simon mall in the last few years, chances are a Single Digits employee ensured the process went smoothly. The Manchester-based firm provides internet access to guests at hotels, shopping malls and other businesses.

It's a plan that seems to be working. Savvy business decisions have helped Single Digits achieve impressive growth. In fact, 2013 was a good year with the business on track to generate \$20 million in revenue, while also doubling the size of its offices.

Bob Goldstein and Steve Singlar launched Single Digits, based on NH's frigid temps, in 2003. At the time, guest internet access was governed by large telecom carriers. "We felt if we built a suite of software tools that enabled businesses to deliver their own brand of Internet access, guest Wi-Fi would not be controlled by the carriers," said Goldstein, co-founder and CEO.

By 2006, Single Digits had created its own call center and network engineering teams, and switching its business model resulted in a 400-percent revenue spike. In 2009, Single Digits acquired Goffstown competitor Gemini Telemanagement Systems, a deal that provided the company with 150 additional hotel clients and strengthened its operations.

Today, Single Digits serves several hundred hotels. Its clients include Marriott Hotels, Starwood Hotels & Resorts, InterContinental Hotels, and shopping mall owner Simon Property Group. The firm also has customers in the convention, health care and property management industries.

Single Digits continues to enjoy 30-percent annual growth, according to Goldstein. To meet client demand, it also acquired another Las Vegas business, resulting in the addition of five employees. Single Digits now employs 130, 120 of whom are in NH.

Single Digits' journey to success has been marked by other milestones. The 2007 collaboration with Simon Property Group



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resulted in 500-percent growth in business that year. The company also received the NH High Technology Council's 2013 Product of the Year award for its new Open Network Exchange. (The software allows properties' guests to use preferred credentials, e.g. Facebook, to access Wi-Fi.)

The most important milestone, according to Goldstein, has more to do with family than finance. "One that really stands out is



BOB GOLDSTEIN, CO-FOUNDER

when we reached 100 employees," he said. "There are a hundred families that are interdependent on our business." In fact, Goldstein said people are the real driver of Single Digits' success. "Customer satisfaction drives revenue and that drives career growth and success both for our team and for our clients."

Having the right talent is key, Goldstein said, and notes that many hires are those who were laid off during the difficult years. He said the company also promotes from within when possible and trains employees to help them reach their goals.

And the new office wasn't just about space. Goldstein said, it was also about creating a great environment where employees "want to come to work."

Success hasn't always been easy. Single Digits had its share of growing pains. When the company changed its business process, Single Digits left some hard-won partnerships that no longer fit. "That was tough on everybody," remarked Goldstein. But, he added, "having a partner like Steve, another person to believe together, makes all the difference in the world."

One lesson Goldstein offers other entrepreneurs on their own road to success, "Successful business owners have to be willing to reinvent themselves and be engaged in every aspect of the business." ♣