

LifePoint's big deal

Health care company going private as part of \$5.6B sale

JOEL STINNETT, 5



THE LIST MAPPING NASHVILLE'S COMMUTE 15-18

SPECIAL SECTION

SMALL BUSINESS OF THE YEAR

The judges have spoken: Scott Scovill's Moo TV is top of the class when it comes to the small businesses leading the way in Music City.

SMALL BUSINESS AWARDS: Get to know all of this year's honorees, including what they say Metro could do to better support small businesses, in our special section.

PAGES 19-31



THE BOSS

YOU CAN'T RATTLE THIS FORMER FIGHTER PILOT 11

HEALTH CARE

Brentwood firm hiring hundreds

With new majority owners, NaviHealth has big plans for the next 18 months.

JOEL STINNETT, 5

FINANCE

Accounting giant senses opportunity

The nation's fifth-biggest accounting firm is expanding to Nashville.

MEG GARNER, 6



WOMEN OF INFLUENCE

MENTORS CHANGED HER LIFE'S TRAJECTORY 14

NASHVILLE
BUSINESS JOURNAL

July 27, 2018
Vol. 33, No. 30, \$5
1800 Church St.
Suite 300
Nashville, TN 37203



Breaking news online
NashvilleBusinessJournal.com



On Twitter
@nashvillebiz



Daily email updates
NashvilleBusinessJournal.com/email



SMALL BUSINESS OF THE YEAR

NASHVILLE BUSINESS JOURNAL

Their employee count may be small, but these companies have a big impact on Nashville's business community. Get to know our Small Business Awards winners inside.

Presented by



JULY 27, 2018

Advertisement

A word from our sponsor



Tim Sinks
 Managing Partner
 Capital Financial
 Group, a
 member of the
 MassMutual
 Financial Group



Capital Financial Group, a general agency of Massachusetts Mutual Life Insurance Company (MassMutual) is privileged to be a sponsor of the NBJ's Schematics for Small Business. In the midst of the current economic boom in Middle Tennessee and Nashville, it is so exciting to have an opportunity meet the very people that are making that happen. Each of these small businesses are making a big contribution to the growing reputation that Nashville is the place to come for business.

Established in 1895 as Nashville's MassMutual Agency, Capital Financial Group built its foundation around the needs of each individual client. Today, the same strong belief is held that doing business the right way leads to long-lasting relationships with policy-holders, associates and the community. As a comprehensive planning firm, we work closely with business owners and individuals to achieve their financial ambitions. Capital Financial Group has built a collaborative practice of expertise and excellence that allows financial professionals to work together with clients to cover every aspect of personal and professional planning. We believe the right way to do business is to consider the whole picture for each financial situation and to confront any obstacle or challenge that may hinder the achievement of future goals.

Our desire to help others extends beyond providing insurance, financial services and investments. We believe it is critical to employ an aggressive corporate program that will perform at a superior level to give back to the communities that support us. Strong, stable, vibrant communities are the foundation of successful relationships. On behalf of Capital Financial Group, we are privileged to work in the same communities as these inspiring small businesses.

Securities and investment advisory services are offered through qualified registered representatives of MML Investors Services, LLC Member SIPC www.SIPC.org 12 Cadillac Dr Suite 440 Brentwood TN, 37027. (615) 309-6300. CRN202007-234045



NATHAN MORGAN INASHVILLE BUSINESS JOURNAL

FROM THE EDITOR



Welcome to the *Nashville Business Journal's* 2018 Small Business Awards, recognizing the businesses with fewer than 75 employees making big impacts on Nashville.

This year's honorees have experienced solid growth over the past year and have big plans for the months and years to come. They also have some solid advice for our readers, including what has been fueling their growth and what Metro could do to better support its small businesses. You can read Q&As with each of this year's winners on the following pages.

We are also happy to recognize this year's overall Small Business of the Year, Moo TV, which you can read more about on Page 22.

View photos from our Schematics for Small Business event and find more coverage from the winners on NashvilleBusinessJournal.com. A special thank-you is in order to our judges, who are listed below, for their time and attention in helping determine this year's honorees.

Join me in congratulating the 2018 Small Business Awards winners.

Happy reading,

Alison Nash

Alison Nash
 Associate Editor

INDEX

Batch Nashville LLC..... 23
 C&R Services Inc. 23
 Commercial Installation LLC..... 23
 Conversion Interactive Agency..... 23
 Crosslin Technologies 24
 Dream Events & Catering 24
 Edmonds Engineering Inc. 25
 Energy Lighting Services 25
 Flight Solutions..... 26
 GreenLight Medical 26
 Local Search Masters 26
 Maple Ridge Events 26
 MediCopy Services Inc. 27
 Moo TV 22
 Musicians On Call 27
 New Heartland Group 28
 Parachute Media 28
 Perimeter Security Partners 28
 ProviderTrust 28
 Reed Public Relations..... 29
 S3 Recycling Solutions 29
 Sera Business Advisors 30
 Steamboat Transportation Group LLC..... 30
 Thomas Constructors LLC..... 31
 VendEngine Inc..... 31

JUDGES

A special thank-you to our judges:

- ▶ **Angela Jones**, Nashville Business Incubation Center
- ▶ **Paula Lovell**, Lovell Communications
- ▶ **Rhonda Marko**, Destination Nashville
- ▶ **Michael Payne**, Silicon Ranch Corp.

Above: Honorees of the Nashville Business Journal's 2018 Small Business Awards, from left: Rebecca Annastas, of Dream Events & Catering; Scott Scovill, of Moo TV; Rod McDaniel, of S3 Recycling Solutions; Tiffany Wondrow, of C&R Services Inc.; and Elliott Noble-Holt, of MediCopy Services Inc., at downtown boutique hotel, Noelle.

Page 19: Rebecca Annastas, from left, Rod McDaniel and Scott Scovill

2018 SMALL BUSINESS OF THE YEAR

MOO TV

TOP LOCAL EXECUTIVE: SCOTT SCOVILL, FOUNDER AND PRESIDENT
MOOTV.COM, @MOO_TV



Moo TV provides concert video production, screens and cameras at large shows worldwide.

What is the biggest thing fueling your growth? We have

for many years enjoyed organic, word-of-mouth growth.

What is the biggest thing hindering your growth? Our biggest limiting factor is finding the right people.

What one piece of advice would you share with someone looking to start their own small business? Read "The E Myth," [by Michael Gerber]. Being good at something doesn't mean that you would be good at running a business related to it. Be open minded, learn to delegate and let go so you can free up your time to steer the ship. Set up processes. Join an entrepreneurs' organization like [Nashville] EO.



Moo TV employees at a company gathering

PHOTO COURTESY OF MOO TV

What can Metro do to better support small businesses? Incentives to develop new verticals that could create jobs.

What do you hate spending money on? Products specified by a client because someone told them they had to have it, when they really didn't.

How do you foster innovation within your company? Upon seeing that they were trying to do something never done before, we worked very closely with Garth Brooks' audio company to find the most acoustically transparent screen for

low frequencies. For Dierks Bentley, we developed a new screen system that moves into place and unrolls itself. It can be struck in seven minutes, allowing Dierks to carry video in places where that would not have been possible.

How do you retain top employees? The biggest magnet for us is our great culture. Moo TV is a really happy place full of people who really enjoy working together. To be honest, I love this about us more than anything.

— Survey completed by Scott Scovill, founder and president

2018 Nashville Business Journal Small Business Award Winner



energy
lighting
services™
LIGHTING + ELECTRICAL

LED
Lighting

Lighting
Design

Electrical
Services

855.270.3300 | energylightingservices.com

BATCH NASHVILLE

TOP LOCAL EXECUTIVES: SAM DAVIDSON AND ROB WILLIAMS, CO-FOUNDERS | BATCHUSA.COM, @BATCHUSA



Batch is a group of curators of locally made, artisan goods from Nashville, Austin and across the South.

What is the biggest thing fueling your

growth? Nashville is a growing, thriving city that everyone wants to visit and move to. We're happy to offer folks an authentic taste of the city.

What one piece of advice would you share with someone looking to start their own small business? Make sure you're passionate about the mission. The struggles of any small business can be tiring. Your passion for the reason will keep you going when the going gets tough.

What can Metro do to better support small businesses? Connect the smaller guys with the bigger guys. It's great to see large companies succeed here and move here, but it can be tough for small businesses to get in the door with them.

What do you hate spending money on? All the non-sexy stuff: utilities, insurance, office supplies. But it's a necessary evil to keep us humming along.

How do you foster innovation within your company? We recently held our first companywide cross-training session. Everyone learned what everyone else did in their respective roles and could offer suggestions to make the company more efficient, more accurate and more profitable.

How do you retain top employees? Compensate them fairly, reward them appropriately and connect them to the mission daily.

– Survey completed by Sam Davidson, co-founder

C&R SERVICES INC.

TOP LOCAL EXECUTIVES: TIFFANY WONDROW, PRESIDENT, AND JASON WONDROW, VICE PRESIDENT | CANDRSERVICESINC.COM

C&R Services Inc. is a Nashville-based commercial paint crew that offers its services to a variety of clients, from small retail spaces to large-scale industrial and warehouse construction projects and repaints.

What is the biggest thing fueling your growth? The booming construction trend in Nashville and surrounding areas.

What is the biggest thing hindering your growth? Cash flow is a constant problem due to the majority of our clients being general contractors, and they typically pay in the 45- to 60-day timeframes.

What one piece of advice would you share with someone looking to start their own small business? Make sure you have a strong support team, and don't be afraid to delegate to them.

What can Metro do to better support small businesses? Get rid of the awful bidding software system and get back to having relationships with people.

What do you hate spending money on? In order to keep our cash flow at a level we can continue to grow, we use a factoring company to advance us our payments from the contractors we work with.

How do you foster innovation within your company? We spend 10 hours each week tracking our painters' hours, so we have encouraged our team to offer ideas to streamline that process.



Tiffany and Jason Wondrow

Whose ever idea wins will get a \$50 gift card. Technology is the key, by using available apps. We also look at better ways to apply our paint products by sampling different application equipment like sprayers and paint, like the new antimicrobial paint.

How do you retain top employees? Listen to their needs and work with them by giving the right tools to be successful. Paying them well doesn't hurt either.

– Survey completed by Tiffany Wondrow, president

COMMERCIAL INSTALLATION LLC

TOP LOCAL EXECUTIVE: RICHARD ESKILDSON, PRESIDENT | COCOMMERCIALINSTALLATION.COM



Commercial Installation LLC specializes in in commercial door and hardware installation and glass storefront and curtainwall projects throughout Middle Tennessee.

What is the biggest thing fueling your growth? As Nashville's building developments surge, we have expanded to support the increased demand for skilled labor and project management in our field. Our flexible range, from small renovations to high-rise developments, allows us to continue our growth.

What is the biggest thing hindering your growth? The need for experienced and skilled trade labor is a shortage across the country. We work with local high schools, community colleges and veteran organizations to raise awareness of the excellent employment opportunities in our field.

What can Metro do to better support small businesses? Metro can continue to support small local businesses in the construction field with incentives for the general contractors working on projects around the city.

What do you hate spending money on? Anything that is preventable. We emphasize meticulous project management and diligent daily

operations to ensure we spend money wisely.

What one piece of advice would you share with someone looking to start their own small business? Find a niche in your market, develop a plan and pursue it relentlessly.

How do you foster innovation within your company? We solicit feedback and recommendations from all employees to make our operations more efficient. Recently, our warehouse manager recognized time was wasted when employees were driving back to our shop for basic supplies. The leadership team took this information and created a system of push packages for our field employees to receive directly on the jobsite, which decreased expended labor hours and increased efficiency.

How do you retain top employees? In addition to competitive salary and benefits, we offer our employees flexible commuting options, industry training opportunities and, as a small company, every employee has a large impact and influence on the direction of the company. No one is a number here, it is truly a family atmosphere.

– Survey completed by Robert Eskildson, president

CONVERSION INTERACTIVE AGENCY

TOP LOCAL EXECUTIVE: KELLEY WALKUP, PRESIDENT AND CEO | CONVERSIONIA.COM, @CONVERSIONIA



Conversion Interactive Agency is a recruiting advertising agency, providing recruiting, retention and training strategies for the transportation industry.

What is the biggest thing fueling your growth? The trucking industry is facing significant challenge in the current driver shortage in today's market. We help carriers meet that challenge head-on with innovative recruitment and retention strategies.

What one piece of advice would you share with someone looking to start their own small business? Have a plan, set goals and develop a solid company culture. We have been successful because our leadership team has a well-thought-out business plan in place, we set goals at every level within the organization and we are committed to our company culture.

What can Metro do to better support small businesses? Opportunities for networking and collaboration with other business leaders provide a great value to small businesses.

What do you hate spending money on? We are eager to invest in new innovation, in great people... and in resources and tools to help our team deliver a mind-

blowing client experience. Spending decisions are more difficult when they're not related to these goals.

How do you foster innovation within your company? We have an internal innovation team laser-focused on developing innovation to help us serve our clients. Over the past decade, we were the first-to-market in all digital and social media marketing and advertising for driver recruiting. We developed a digital solution called Virtual Recruiter that drives phone-call leads directly to recruiters from digital and social media strategies. We developed a lead-nurturing tool for driver recruiting called ConvertIT that provides call, text and email campaigns to drivers in all phases of the driver-lead funnel. We are the only driver-recruitment advertising agency to have this type of solution that provides options for email, text and call campaigns.

How do you retain top employees? We are committed to the company culture blueprint we developed as an organization. The four pillars of our culture are: that we will be a "headquarters of fun," we will deliver a "mind-blowing client experience," we will employ "teamwork at its finest" and we will stay true to our identity of "idea makers in motion." The commitment to this culture blueprint has proven to be one of the main reasons we retain our top employees.

– Survey completed by Priscilla Peters, vice president of marketing and training

CROSSLIN TECHNOLOGIES

TOP LOCAL EXECUTIVES: JOHN CROSSLIN, JUSTIN CROSSLIN, BRYAN WHITE, CO-MANAGING PRINCIPALS
CROSSLINTECHNOLOGIES.COM, @CROSSLIN_TECH

Crosslin Technologies is a managed IT services provider and consulting firm that provides services including information security and risk management, vulnerability assessments and penetration testing, managed security and managed communications.

What is the biggest thing fueling your growth? Given the nature of the IT industry, it is extremely challenging to find the right mix of people who have the necessary skill sets and work well as a group.

What is the biggest thing hindering your growth? One of the biggest challenges for our industry as a whole is the lack of information technology infrastructure awareness. ... For our information technology and managed security business services, we often spend a lot of time educating current and prospective customers. ... With a broader IT infrastructure knowledge, our company spends less time convincing people of their IT security and managed services needs and more time implementing what best serves their business.

What one piece of advice would you share with someone looking to start their own small business? Surround yourself with good people who share your values and desire for success. Doing so will allow you to work on the business rather than in it.

What can Metro do to better support



From left: Justin Crosslin, Bryan White and John Crosslin

small businesses? Nashville works hard to make decisions with its businesses in mind. ... However, in looking toward the future, it would be nice for the city to facilitate a way through zoning and incentives to more fully support local business within neighborhoods so that national chains do not push them out of business. Local businesses are a strong part of Nashville's culture, and it is important we do all we can to support and encourage the growth of these businesses.

What do you hate spending money on? Rent/office space.

How do you foster innovation within your company? Our biggest key to fostering innovation within the company is giving our team members the latitude to make change happen and to shape the company's strategic goals.

— Survey completed by Nikki Crosslin, public relations director

DREAM EVENTS & CATERING

TOP LOCAL EXECUTIVE: REBECCA ANNASTAS, OWNER AND CHIEF MANAGER | DREAMEVENTSANDCATERING.COM, @DREAMCATERING



Dream Events and Catering is a full-service event-planning and catering company.

What is the biggest thing fueling your growth? Our team and

their passion. Our reputation for our commitment to excellence, which means constantly looking at new technology and processes to perfect execution and efficiency.

What is the biggest thing hindering your growth? Ourselves. Being intentional. We want to make sure that the decisions we make are for the long haul [and] that the relationships we are building are the right ones. We are very fortunate and want to be thoughtful.

What one piece of advice would you share with someone looking to start their own small business? Surround yourself with people who are better than you, share the same level of passion, believe in the vision and are hungry to be part of it.

What can Metro do to better support small businesses? Increase budgets for city contracts. The budget restraints are often unrealistic for a nonfactory-type establishment.

What do you hate spending money on? It hurts me to spend money for things I am capable of doing, but that may not be the best use of my time. For example: painting, social media, cleaning, shopping. That is why we hire people that are "better" than me to do those jobs. Delegation is important to your company's growth. I also hate spending money on things that could have been avoided with the correct planning. Sometimes the questions can be tedious, but the answers [are] necessary.

How do you foster innovation within your company? Empowerment and collaboration. Never stop growing and being open to change. Let their voice be heard and their ideas realized.

How do you retain top employees? Offering a supportive culture and working with employees to find what their true calling is and giving them the tools to become the best in their specialty. We listen and act.

— Survey completed by Logann Rogers, event specialist



HR Expertise with C-Suite Savvy

Let us help you elevate and advance your business objectives!

615.647.8225

www.seraadvisors.com

NASHVILLE
BUSINESS JOURNAL

GIVE YOUR BUSINESS A PROMOTION.



Get your story out with our promotional products.

Share your success with a commemorative reprint from the **only** company that is able to offer official copyrighted Nashville Business Journal content.

Whether it's commemorative items, electronic PDFs or hard-copy prints you need, Nashville Business Journal official reprints are the best way to share news about your company to shareholders, clients, prospects, employees and more!

For more information contact: Tamara Handley at thandley@bizjournals.com

EDMONDS ENGINEERING INC.

TOP LOCAL EXECUTIVE: TRACY WORLEY, REGIONAL MANAGER - NASHVILLE | EDMONDSENGINEERING.COM



Edmonds Engineering Inc. offers mechanical, electrical, plumbing, fire protection and technology engineering design services in the health care, education, commercial, municipal and industrial markets.

What is the biggest thing fueling your growth? As part of our rigorous strategic plan, we have hired talented, experienced engineers with reputations for providing responsiveness to clients, owners and contractors in a fast-paced industry where real-time collaboration is essential to complete projects on time.

What is the biggest thing hindering your growth? With being a new player in the Nashville market, name recognition within the community is a challenge regarding marketing and recruiting staff. We are rapidly becoming a trusted engineering resource and more widely known.

What one piece of advice would you share with someone looking to start their own small business? Have a sound business plan from the beginning and persistently execute the plan.

What can Metro do to better support small businesses? Utilize federal standard revenue limits to define the

size of small businesses and establish more networking events between small businesses and larger businesses.

What do you hate spending money on? Internal inefficiencies. We have developed rigorous project-management and quality-control procedures to minimize this.

How do you foster innovation within your company? We created a chief technical officer position who is assigned one of our strategic initiatives to create companywide differentiators and encourage innovation from all employees. A specific innovation is the development of the Edmonds Engineering training academy, which is designed to effectively train and cross-train our employees. We reward innovation from our employees through our unique project-incentive plan.

How do you retain top employees? We allow employees the ability to balance work and life events. We strive to make everyone part of the team by being transparent with goals and financials, focusing on employee development administered by upper management, incentivizing employees down to the project level as well as the management level, establishing annual goals for all employees and never ever underestimating the power of having fun.

- Survey completed by Ley Curl, business development

ENERGY LIGHTING SERVICES

TOP LOCAL EXECUTIVE: JASON DUNCAN, PRESIDENT AND CEO
ENERGYLIGHTINGSERVICES.COM, @GOGREENELS



Energy Lighting Services is a commercial lighting contractor that designs, installs and maintains energy-efficient lighting systems.

What is the biggest thing fueling your growth? An amazing team who is dedicated to excellence in culture, data management, cost management, communication and service.

What is the biggest thing hindering your growth? Our desire to perfect our processes and systems before adding new business.

What can Metro do to better support small businesses? Encourage the big businesses in Nashville to use in-town small businesses as vendors as opposed to out-of-town companies or large corporations.

How do you foster innovation within your company? We give each team within the company wide berth on creating systems that foster excellence. For example, our sales team is constantly tweaking our sales process and media that we use with customers so that our messaging communicates the value of what we do, not just what we do. These tweaks are based on real encounters with prospects and customers every day.

What one piece of advice would you share with someone looking to start their own small business? Get a certified business coach and an experienced bookkeeper Day One!

What do you hate spending money on? Mistakes.

How do you retain top employees? Building and maintaining an excellent culture is our No. 1 priority. We want to make sure our team members are always our first priority — above new business and revenue. Why? Because the way we treat our employees is the way they will treat our customers. We want our employees to always treat our customers as if they are the most important people on earth. ... One thing we do every month to help keep our culture excellent is we shut our office down at 11:30 a.m. on the fourth Friday of every month and cater in lunch. Sometimes we go play volleyball, go to the pool, play games or just hang out. During these lunches, no one is allowed to use their phones or talk about work. After lunch, everyone goes home for the weekend. These fourth Fridays build camaraderie, create opportunities to deepen friendships and allow us to laugh and have fun with one another in the midst of some stressful projects. It is one of the highlights of working with such an amazing team.

- Survey completed by Jason Duncan, president and CEO

Say goodbye to delays, exhaustion, and the inefficiency of airline travel.

Flight Solutions' exclusive private Jet Club offers the perks of private business aviation without the costs of full ownership.

The Jet Club program is a simple, easy, low-cost way for members to enjoy use of business aircraft like never before. Plus, now with the new tax laws, the purchase of a share is 100% deductible, saving you even more money on your investment. This winning formula reduces the cost of using Jet Club aircraft, all while avoiding the headaches of commercial travel, maximizing your team's performance as they meet their demanding schedules with ease.

Call Flight Solutions at (615) 452-5001 to learn more about Jet Club today.

www.flightsolution.com **Flight Solutions** jetclub@flightsolution.com

FLIGHT SOLUTIONS

TOP LOCAL EXECUTIVE: KEVIN MCCUTCHEON, PRESIDENT AND CEO
FLIGHTSOLUTION.COM



Flight Solutions is a full-service private aviation company that provides aircraft sales, shared ownership/leasing, management and charter-brokerage services.

What is the biggest thing fueling your growth? Our innovative private Jet Club shared-ownership and leasing program is a major opportunity for businesses to reap the benefit of private aviation and significantly reduce their private aviation costs. This represents a major growth opportunity for us within the Nashville market. Jet Club and charter services also feed our continued expansion into business aircraft sales — our major revenue driver — as we often see a trend of new clients increasing their usage of private aviation from a few times a month to eventually moving toward outright ownership.

What is the biggest thing hindering your growth? Pilot and technician shortages coupled with changing government regulations.

What one piece of advice would you share with someone looking to start their own small business? Revenue is irrelevant; it's profit that matters. If you have a profitable idea that you can build on and scale, that's better than a great,

big idea that can't turn a profit.

What can Metro do to better support small businesses? As an industry that recruits highly specialized talent from all over the U.S., we always want Nashville and the surrounding areas investing in ways to make this a great place to live and raise kids. Investing in education, hospitals and infrastructure is a critical way to make Nashville be part of our recruiting process.

What do you hate spending money on? Failed ideas. Yes, we fail just like everyone else. But failures are required education on the path to success.

How do you foster innovation within your company? We have introduced profit-sharing so that employees feel a sense of ownership and shared success. We believe this is a great way to spur new ideas, combined with weekly meetings at the "portable" picnic table we roll out into the hangar to open up discussion for new ideas and fun.

How do you retain top employees? Again, profit-sharing is a great way to keep top talent happy and invested in long-term growth but we also offer big-company benefits such as aggressive retirement, health care, paid benefits, time-off and other company-provided services. Aviation is a lifestyle more than a job, so it takes unique individuals to excel so we try to match the rewards.

— Survey completed by Nicole Delger, marketing director

GREENLIGHT MEDICAL

TOP LOCAL EXECUTIVE: AUSTIN DIRKS, CEO
GREENLIGHTMEDICAL.COM, @GLIGHTMEDICAL



GreenLight Medical aligns hospital supply-chain leaders, physicians and medical suppliers in one cloud-based portal to streamline the introduction and assessment of new medical technology.

What is the biggest thing fueling your growth? As a result of outdated tools of collaboration and siloed decision-making, hospital committees oftentimes can take nine to 12 months to evaluate new technology with limited clinical input from physicians in a supply-chain led process. GreenLight offers an immediate solution to command a process and engage all needed stakeholders across an entire hospital system. Using GreenLight, hospitals have seen a reduction in procurement time to 30 days, over 90 percent of physicians involved in supply chain and avoided costs on unnecessary product introduction.

What is the biggest thing hindering your growth? Even if a solution like GreenLight is addressing a huge need, the hospital industry represents a laggard mentality with a slowness to adopt innovation. Given the relatively new build of hospital value analysis committees, many hospitals, additionally, do not have a budget in

place for a software like GreenLight Medical that can meet their needs. As our customer base continues to grow, customer references help to lessen these hindrances, with hospital adoption dramatically improving as a result.

What one piece of advice would you share with someone looking to start their own small business? Look for areas where people are complaining and where market forces are shifting. That's an area that is ripe for innovation.

What can Metro do to better support small businesses? Put on more events for small businesses to meet with the Nashville health care industry leaders.

What do you hate spending money on? A booth at a conference: \$250 for carpet rental? C'mon!

How do you retain top employees? Each member on our team owns their job responsibilities and domain within the company. I tell them to act and think like business owners. This demeanor helps them act with more authority and confidence because they know they are in charge of their domain. I challenge individuals to think big. The next breakthrough idea we have could be internal from our team. We also maintain monthly check-ins and weekly team meetings to ensure everyone is communicating, feeling appreciated within their role and fulfilled.

— Survey completed by Emily Johnson, client success operations

LOCAL SEARCH MASTERS

TOP LOCAL EXECUTIVE: TREVOR EMERSON, CEO
LOCALSEARCHMASTERS.COM, @LOCALSEARCHMSTR



Local Search Masters is a full-service digital marketing agency offering its services to franchises and businesses with multiple locations.

What is the biggest thing fueling your growth? Developing and selling proprietary software.

What is the biggest thing hindering your growth? Talent acquisition.

What one piece of advice would you share with someone looking to start their own small business? Excellent employees who care are the key to success.

What can Metro do to better support small businesses? Improve 440.

What do you hate spending money on? Union and labor fees associated with exhibiting at national conferences.

How do you foster innovation within your company? We set up committees based on the results of a SWAT analysis we conducted. In these committees, everyone has a voice; non-executive employees can come up with ideas that are fast-tracked into implementation. We give praise to the team members who develop and execute on these ideas, which fuels them to develop more ideas in the future.

How do you retain top employees? We understand what they want to accomplish in the next six to 18 months, and then work with them to accomplish those objectives. They appreciate that we care about their well-being and want to help them become the person they strive to be, which has kept employee retention high.

— Survey completed by Matt Job, chief marketing officer

MAPLE RIDGE EVENTS

TOP LOCAL EXECUTIVE: ROBYN BASS, PRESIDENT, OWNER AND CEO
MAPLERIDGEEVENTS.COM, @MAPLERIDGEEVENTS



Maple Ridge Events is a destination management company that offers meeting planning, special events, transportation, team building, entertainment,

tours, product launches, corporate events and incentive trips.

What is the biggest thing fueling your growth? Nashville's continued popularity. Companies continue to look to Nashville as a destination for their trips, meetings or conferences. The city's growth and all the unique services and offerings that have grown out of that has helped fuel our growth.

What is the biggest thing hindering your growth? Finding talent in Nashville's booming economy continues to be one of our biggest challenges. As with most businesses, the better you can manage to find the right team member, the faster you can grow your organization, but this has been difficult with the available talent.

How do you foster innovation within your company? We believe strongly in ongoing education for our team, which ensures they are on top of new ideas and trends in events, design and entertainment. It is also important to look to other industries for creative

solutions and ideas — this means we may look to a conference or retreat outside the event industry to find new ideas or ways of thinking.

What one piece of advice would you share with someone looking to start their own small business? Know your weaknesses and find someone to fill them. The best CEOs recognize that they can't do everything and build a team whose skills and talents complement their own.

What can Metro do to better support small businesses? Tourism drives the hospitality industry, so traffic and road conditions are a big part of making sure both visitors and residents can navigate the city and enjoy their time here.

What do you hate spending money on? Mistakes. As they say, not being prepared is preparing to fail. ... Our clients have high expectations for their investment. We have to make things work no matter what and work hard to train and educate our team so mistakes are minimal.

How do you retain top employees? It is important that our people are happy. Happy and supported employees want to come to work and take better care of our clients. Being flexible when it comes to time off, maintain the work-life balance of our team and creating a positive culture from the top down is a big way to retain talent.

— Survey completed by Robyn Bass, president, owner and CEO

MEDICOPY SERVICES INC.

TOP LOCAL EXECUTIVE: ELLIOTT NOBLE-HOLT, CEO
 MEDICOPY.NET, @MEDICOPY



MediCopy Services Inc. is a health information management company that partners with hospitals and physician practices throughout the U.S. The company

aims to introduce a customizable workflow, allowing physicians to focus on patient care.

What is the biggest thing fueling your growth? The changes in health care leverage the health information management industry. We focus on patients and provide them multichannel access to their health information. We continue to empower the patient.

What is the biggest thing hindering your growth? Nothing; MediCopy is booming with growth.

What one piece of advice would you share with someone looking to start their own small business? Ask for help and surround yourself with like-minded individuals.

What can Metro do to better support small businesses? Be more involved in the small-business community. Initiate engagement with new and ongoing small-business leaders.

What do you hate spending money on? Unnecessary office supplies. MediCopy is a debt-free company with no investors.

How do you foster innovation within your company? One of our company core values is to "innovate the industry." We are currently developing a software with efforts to integrate two megatrends: artificial intelligence and blockchain.

How do you retain top employees? We listen to our employees. One of our company core values is to "offer open and honest communication."

— Survey completed by Blake McConnell, director of operations

MUSICIANS ON CALL

TOP LOCAL EXECUTIVE: PETE GRIFFIN, PRESIDENT
 MUSICIANSONCALL.ORG, @MUSICIANSONCALL



Musicians On Call is a nonprofit that takes the healing power of music to the bedsides of children, adults and veterans in health care facilities around the country.

What one piece of advice would you share with someone looking to start their own small business? If you are starting a business, you need a well-thought-out plan. Many small business use excuses like things are changing too quickly, or they don't have the time, or it's not important right now, but the truth is having a well thought-out plan that is constantly being revisited and updated will help the organization stay focused, evaluate opportunities and attract supporters.

What can Metro do to better support small businesses? It would be great if there were forums for small businesses doing similar work to get together and share best practices and pitfalls to avoid so we can help one another succeed.

What do you hate spending money on? Office supplies and improvements, but it's necessary to create a space conducive to creativity and innovation. It can get expensive, though.

What is the biggest thing fueling your growth? While we have been at it for 19 years, it's only been recently that the

research has caught up to what we've been doing and is able to scientifically show that music actually complements the healing process. In addition, hospitals are now more focused on overall patient experience, and they realize that our programs can have a significant impact on that outcome.

What is the biggest thing hindering your growth? We are overwhelmed by the number of hospitals and patients that want our program, given it is very human-resource intensive to coordinate. Because of that, we are working to launch technology that will allow us to keep up with the demand and serve thousands more around the country, and eventually around the world.

How do you foster innovation within your company? At Musicians On Call no one is pigeon-holed in their position. We have a saying, "No one has a monopoly on creativity," so we are constantly engaging all members of our organization, as well as our supporters, to help us come up with the best ideas. A specific example is the new technology we are building to help scale our program. To build this tool, we have brought in leaders from different industries to help our team shape the project and come up with ideas that aren't just nice for a nonprofit, but innovative for business in general and will transform the health care industry.

— Survey completed by Pete Griffin, president

INSPIRING BRANDS THROUGH INNOVATIVE RECRUITING & RETENTION STRATEGIES.

The leading recruitment advertising agency in Nashville and nationwide is proud to be named one of *Nashville Business Journal's* Small Business of the Year Honorees for 2018.



CONVERSION
 INTERACTIVE AGENCY®



conversionia.com • 615-377-7775 •



NEW HEARTLAND GROUP

TOP LOCAL EXECUTIVE: PAUL JANKOWSKI, CEO
NEWHEARTLANDGROUP.COM



New Heartland Group is a brand strategy, content creation, digital marketing and branded entertainment agency that creates messaging and engagement

platforms. Clients include Pepsi, Mountain Dew and Pizza Hut.

What is the biggest thing fueling your growth? A newfound realization by brands and agencies that consumers in the "New Heartland" have been traditionally overlooked but are powerful, loyal and values-driven.

What is the biggest thing hindering your growth? Access to capital to fund growth and capture opportunities.

What one piece of advice would you share with someone looking to start their own small business? A rocket doesn't go straight to the moon. Have a solid plan, but be willing to make course corrections along the way.

What can Metro do to better support small businesses? Provide access to key decision makers in a small group environment.

What do you hate spending money on? Recruiting firms. Interest/finance charges.

How do you foster innovation within your company? We needed to continue to provide leading-edge innovation for our clients. After extensive research and resource vetting, we recently introduced geo-fencing to two clients. This allows us to reach potential customers when they are in close proximity and incent them to check out our stores.

How do you retain top employees? Let them do their job. Value their contributions. Encourage ongoing education. Involve them in key decisions. Pay them well.

— Survey completed by Paul Jankowski, CEO

PARACHUTE MEDIA

TOP LOCAL EXECUTIVE: RYAN CARTER, FOUNDER AND CEO
PARACHUTEMEDIA.CO



Parachute Media is a full-service digital marketing agency located in Nashville specializing in social media, original content creation, digital advertising, video and web design.

What one piece of advice would you share with someone looking to start their own small business? Don't overthink it! If you do, you'll never have all the answers and you'll never find a good time to start it.

How do you foster innovation within your company? You have to hire the right people, and you have to have a corporate structure that doesn't stifle innovation. Parachute Media recently launched a podcast called "Ads + Ends," and as the CEO, I personally have had very little to do with this major project. I've hired employees that take the initiative to innovate and built a company culture that nurtures that innovation rather than represses it.

What can Metro do to better support small businesses? Create more resources to educate small businesses on ways that Metro can help them grow.

What do you hate spending money on? I hate spending money on office rent. I'd rather that money go toward activities with our team.

How do you retain top employees? I think it's important to create a work environment where everyone really feels their job contributes to company growth, and this starts with corporate culture and benefits. First, every single member of our team, no matter their seniority, is entitled to equal benefits. In addition to a standard benefits package, Parachute Media also offers free Uber and Lyft rides, pet bereavement, season tickets to the Preds and 28 [paid-time-off] days. Creating a benefits package that goes above and beyond to show our employees that I appreciate their hard work has been integral to retaining our employees.

— Survey completed by Ryan Carter, founder and CEO

PERIMETER SECURITY PARTNERS LLC

TOP LOCAL EXECUTIVE: WES FOSS, CEO
PERIMETERSECURITYPARTNERS.COM



Perimeter Security Partners LLC provides, installs and maintains physical security systems designed to prevent terrorist attacks and other threats to personnel and property.

What is the biggest thing fueling your growth? Our responsiveness to customer needs and commitment to delivering the right result.

What is the biggest thing hindering your growth? A desire to grow responsibly in order to maintain industry-leading customer service.

What one piece of advice would you share with someone looking to start their own small business? Know your industry inside and out, starting with a clear understanding of your customer's needs.

What can Metro do to better support small businesses? Encourage development of affordable, flexible office and warehouse space.

What do you hate spending money on? Repeating investments made in administrative infrastructure or technology that did not live up to its intended use.

How do you foster innovation within your company? Provide our employees with outcome-based tasking and allow them to develop solutions independently. Our construction managers and service specialists are encouraged to communicate among themselves to transfer new best practices.

How do you retain top employees? Respect the value they bring by demonstrating trust in them, working to eliminate nonproductive or repetitive administrative tasks and offering meaningful incentive compensation.

— Survey completed by Ken Grant, COO

PROVIDERTRUST

TOP LOCAL EXECUTIVES: ANDREW LUERS, CHRIS REDHAGE AND MICHAEL ROSEN, CO-FOUNDERS | PROVIDERTRUST.COM, @PROVIDERTRUST

ProviderTrust works with health care providers to ensure they are in 100 percent compliance with federal and state exclusion lists.

What is the biggest thing fueling your growth? We're entering exciting new territory with our products where we are growing existing clients while reaching out to new markets, like health plans.

What one piece of advice would you share with someone looking to start their own small business? Don't be afraid to take opportunities when they present themselves.

What can Metro do to better support small businesses? Metro does a good job providing small-business support through employee incentives and renovation grants, but they could do a much better job in promoting them. A small-business roundtable would also provide ways to collaborate and share resources.

How do you foster innovation within your company? We hold morning check-ins where team members share about not just what's going on in the office, but also their passions and their talents. Recently one of our team members shared with us the secrets to brewing and creating the perfect cup of coffee, with a full barista station. We love it when our employees show off their gifts, because it encourages them to use them in new and creative ways.



From left: Chris Redhage, Andrew Luers and Michael Rosen

What do you hate spending money on? Parking.

How do you retain top employees? We have an incredibly high retention rate (more than 95 percent!) because we encourage our employees to pursue their interests and passions outside the office. If you visit our office at 5:30 p.m., you'll notice most folks are gone, and we want it that way. When we focus our energies during the workday, it provides space for recharging away from the office. We find this leads to healthier employees and stronger relationships among us.

— Survey completed by Jamie Lambert, marketing manager

REED PUBLIC RELATIONS

TOP LOCAL EXECUTIVE: LAUREN REED, PRESIDENT AND FOUNDER
 REEDPUBLICRELATIONS.COM, @ITSREEDPPR



Reed Public Relations is a Nashville-based agency that helps brands across the country achieve their business goals through public relations, communications and marketing

efforts via media relations, social media, community partnerships and more.

What is the biggest thing fueling your growth? Over the last few years, we've made a focused effort to take on more national and even international clients. This shift is fueling our growth because it challenges us to think bigger and be bolder.

What is the biggest thing hindering your growth? Finding top talent is a challenge when it comes to growing our business. We're not selling widgets or products; we're selling our people's expertise and their time. Because our people are our best asset, it is critical that we make the right hires at the right time.

What one piece of advice would you share with someone looking to start their own small business? Find a good mentor who has already been where you are and is genuinely invested in your success. ... A good mentor will provide invaluable guidance and keep you on track when something inevitably goes

wrong. If you don't have a mentor, invest in a good business coach.

What can Metro do to better support small businesses? We need solutions for affordable housing. Nashville is seeing a lot of great talent move in from larger markets, and they expect the salary of a larger market based on our housing prices. But the rate our clients are willing to pay is not increasing as quickly as the cost of living. As Nashville becomes more expensive, it's more difficult to live here on an entry-level agency salary.

What do you hate spending money on? Anything that doesn't result in a measurable [return on investment]. As a service provider to other businesses, we are always focused on providing an ROI for our clients, so it's very frustrating if we don't see the same return when we work with outside vendors.

How do you retain top employees? In addition to maintaining competitive compensation packages and giving employees ample time away from the office, we treat each other with respect and show our appreciation often. We're a tight-knit team, and we've found that when our employees are treated with respect and shown the impact their work has on the overall business, they tend to stick around.

— Survey completed by Jennifer Poythress, marketing manager

S3 RECYCLING SOLUTIONS

TOP LOCAL EXECUTIVE: ROD MCDANIEL, CEO
 S3RS.COM, @S3RECYCLING



S3 Recycling Solutions provides corporate and government entities with information technology asset disposition, data destruction, decommissioning, computer and

electronic recycling and medical asset disposition services.

What is the biggest thing fueling your growth? S3 is experiencing exponential organic growth because our industry is quickly growing. Electronic waste is one of the fastest-growing waste streams in America.

What is the biggest thing hindering your growth? Finding and attracting the best talent in a relatively new industry. As a small business, we also have a lot of room for improvement and maturity in our internal systems and processes.

What can Metro do to better support small businesses? Help owners get access to capital. Involve businesses in the education and infrastructure discussions.

What one piece of advice would you share with someone looking to start their own small business? Be passionate about what you do; your passion will give you staying power. Document your processes; one day you will need to hire others to run and manage your organization. Have a plan and understand the numbers.

What do you hate spending money on? I hate spending money on mistakes. They are costly, but in a growing business they are inevitable.

How do you foster innovation within your company? We foster innovation by not micromanaging our employees and empowering them to discover creative solutions. We also hire people from diverse backgrounds who can bring different perspectives to the table.

How do you retain top employees? We offer compensation, benefits, opportunities and a culture that is attractive to top employees. We also put our team members in the right position to succeed and use their abilities best. We like to empower them with the autonomy to make decisions.

— Survey completed by Tosha Jones, marketing

Thank you to our sponsors!

Presenting Sponsor

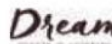


Premium Sponsors



Priority Sponsor

Prime Sponsors



Celebration Sponsor

Nominated for Small Business of The Year!

Our clients love the quality of our finishing team!

- Painting
- Wall Coverings
- Special Coatings
- Waterproofing
- Epoxy Flooring
- General Polymers Liquid Flooring
- Maintenance
- Exterior Protective Coatings
- Power Washing
- Specialized Trimming Work
- Chimneys and Tank Stacks

If you would like to meet one of the team members, please contact one of the following people:

Business Development & Marketing | Taryn Woodson, President | taryn@cdrservices.com
 Project Management & Estimating | Jason Woodson, Vice President | jason@cdrservices.com

C & R SERVICES, INC.
So Healthy. So Clean. So Good.

www.candrservices.com | 1515 Elm Hill Pike #308 Nashville, TN 37210 | 629-395-6308

Now this is pretty dreamy

CONGRATULATIONS TO OUR TEAM - 2018 SMALL BUSINESS OF THE YEAR HONOREE!

Dream
 EVENTS & CATERING

615.259.0848 | DREAMEVENTSANDCATERING.COM
 HELLO@DREAMEVENTSANDCATERING.COM

CONGRATULATIONS TO OUR TEAM

2018 SMALL BUSINESS OF THE YEAR HONOREE

MAPLE RIDGE
 EVENTS

YOUR DESTINATION & EVENT MANAGEMENT PARTNER
 WWW.MAPLERIDGEEVENTS.COM

MediCopy

- Release of Health Information
- Disability Form Completion
- Audit Submission

615.780.2741 | www.medicopy.net

SERA BUSINESS ADVISORS LLC

TOP LOCAL EXECUTIVE: MEREDITH JONES, FOUNDER
 SERAADVISORS.COM, @SERAADVISORS



Sera Business Advisors is a management consulting firm specializing in human resources.

What is the biggest thing fueling your growth? Sera's

growth is fueled through positive relationships and word-of-mouth referrals. We serve diverse industry segments and focus on developing long-term client relationships. We are blessed to have devoted clients and partners who recognize the value we bring, and they spread the word!

What is the biggest thing hindering your growth? All businesses are challenged with finding the right talent ... but layer to that our unique client needs. We're constantly seeking the rare combination of technical expertise, strategic business minds and C-suite savvy in our business advisers.

What one piece of advice would you share with someone looking to start their own small business?

1. In business, cash is king. Don't ever underestimate the power of independent cash flow. 2. Treat equity shares like your children.

What can Metro do to better support small businesses? As Metro continues national promotion of Middle Tennessee as a center for entrepreneurial and

small-business success, a clear line of sight must be maintained on improving public education. The future quality and quantity of Metro-area talent depends on it!

What do you hate spending money on? Toner and taxes!

How do you foster innovation within your company? Sera doesn't push clients through a one-size-fits-all solutions mold; we believe in and respect each client's unique business environment and culture. Likewise, Sera's team is one-of-a-kind, featuring diverse backgrounds, industries and expertise. The power of Sera's collective brain trust sparks creative solutions and thoughts. Our first web-based technology tool, SeraConnection, represents this innovation. We combine survey and database capabilities, collaborative technologies and smart logic automation to make teamwork work better.

How do you retain top employees? We retain employees by being intentional around professional and personal equilibrium. Our culture is based on hard work, excellence, trust and respect, which allows us purposeful flexibility. We are a family-first company. We believe it. We live it. Clients respect it. Employees value it.

- Survey completed by Meredith Jones, founder

THOMAS CONSTRUCTORS LLC

TOP LOCAL EXECUTIVES: PATRICK HOLCOMBE AND PEYTON SMITH, OWNERS AND PRINCIPALS
 THOMASCONSTRUCTORS.COM, @THOMASCONLLC

Thomas Constructors LLC is a commercial construction general contractor.

What is the biggest thing fueling your growth? Nashville's hot economy and the great relationships we have built in the industry. There are many new companies moving into town, and businesses that are existing in Nashville are thriving and growing.

What is the biggest thing hindering your growth? Finding more great people to join our team. We have a great team of exceptional people, and could use a few more. Finding them is tough right now.

What one piece of advice would you share with someone looking to start their own small business? No matter what business you are in, look to serve people by doing what you say you are going to do, when you say you are going to do it, for the price you say you will do it for. That, and work harder than everyone else.

What can Metro do to better support small businesses? In our world, [they could] push building permits through faster and double the number of inspectors. Metro Codes does a great job, and they do all they can to keep up with the demand. With Nashville being as hot as it is right now, Codes is overwhelmed with the number of permit applications being submitted and inspection requests.



Patrick Holcombe, left, and Peyton Smith

What do you hate spending money on? Taxes and mistakes. We understand that there are positives that come out of both. If you are paying taxes, that means you have some sort of financial success. If you are paying for a mistake, hopefully you learn a lesson out of it that makes you better.

How do you foster innovation within your company? We foster innovation by giving our team the freedom to explore better ways to manage/estimate than we are doing. We are not stuck on the idea that the way we have been doing things is the only and best way. Our team comes from a variety of different companies and backgrounds, so we try to find out what worked great for them in their past that might be something that we can add to our processes that adds value to our clients and vendors.

- Survey completed by Peyton Smith, principal

STEAMBOAT TRANSPORTATION GROUP LLC

TOP LOCAL EXECUTIVE: JAKE GEISMAR, FOUNDING PARTNER AND CEO
SHIPSTEAMBOAT.COM, @SHIPSTEAMBOAT



Steamboat Transportation Group LLC is a transportation-services provider.

What is the biggest thing fueling your growth? Good people providing

great service.

What is the biggest thing hindering your growth? Competition.

What one piece of advice would you share with someone looking to start their own small business? Take the leap.

What can Metro do to better support small businesses? Encourage more events like this to provide good press for small businesses.

What do you hate spending money on? Office-space rent.

How do you foster innovation within your company? We learn from other great companies. We give our team the freedom to try their own methods, and we encourage collaboration among our employees. This fosters creativity and innovation in all aspects of our business.

How do you retain top employees? We are flexible and have a great culture. Most of our team is rewarded by commission. So the harder you work, the more you are compensated.

– Survey completed by Jake Geismar, founding partner and CEO

2018 Nashville Business Journal Small Business



Perimeter Security Partners delivers physical and electronic security solutions to a wide range of customers, from US Military and Federal Government agencies to Fortune 500 Companies and civic institutions across the United States. We offer best-in-class products, design, implementation, and maintenance to meet the unique security needs of our clients.

www.PerimeterSecurityPartners.com

615.953.8872

sales@PerimeterSecurityPartners.com

We believe small businesses deserve big benefits.

1-888-SYNOVUS | synovus.com

SYNOVUS
the bank of here

Synovus Bank, Member FDIC.



VENDENGINE

TOP LOCAL EXECUTIVE: SILAS DEANE, PRESIDENT AND CEO
VENDENGINE.COM



VendEngine is a cloud-based software company focused on the corrections marketplace.

What is the biggest thing fueling your growth? Our

technology offerings are unique, customized and specifically designed for this market.

What one piece of advice would you share with someone looking to start their own small business? When you hear "no," keep going; there is a "yes" out there.

What can Metro do to better support small businesses? Keep up the growth. We are seeing some awesome IT talent growth in Nashville. Keep it up!

What is the biggest thing hindering your growth? Banking compliance and regulations.

What do you hate spending money on? Regulatory and banking fees.

How do you foster innovation within your company? Allow all employees to bring ideas to the table that enhance their positions and encourage them to be more efficient. Our developers are always coming up with new, innovative ways to build a better mousetrap. We love to disrupt our market as much as possible.

How do you retain top employees? Profit-sharing incentives and ownership of their position.

– Survey completed by Silas Deane, president and CEO

NASHVILLE BUSINESS JOURNAL

Promote company success.

When your company needs to announce exciting news, listings with **Companies on the Move** guarantee exposure for your positive press.

To preview listings and learn more:
nashvillebusinessjournal.com/cotm

For questions:
Tamara Handley
Audience Development Director
thandley@bizjournals.com
615-846-4272

What is Companies on the Move?

Better than a press release. Publicize your company news in the **Nashville Business Journal** and in any of our other local publications across the US.

Why does my company need this?

Gain targeted exposure to over **568,758** monthly unique visitors and **44,079** weekly print readers.

How do I submit my listing?

Submit your company news at **NashvilleBusinessJournal.com/cotm** and then work with us to craft your custom post.

