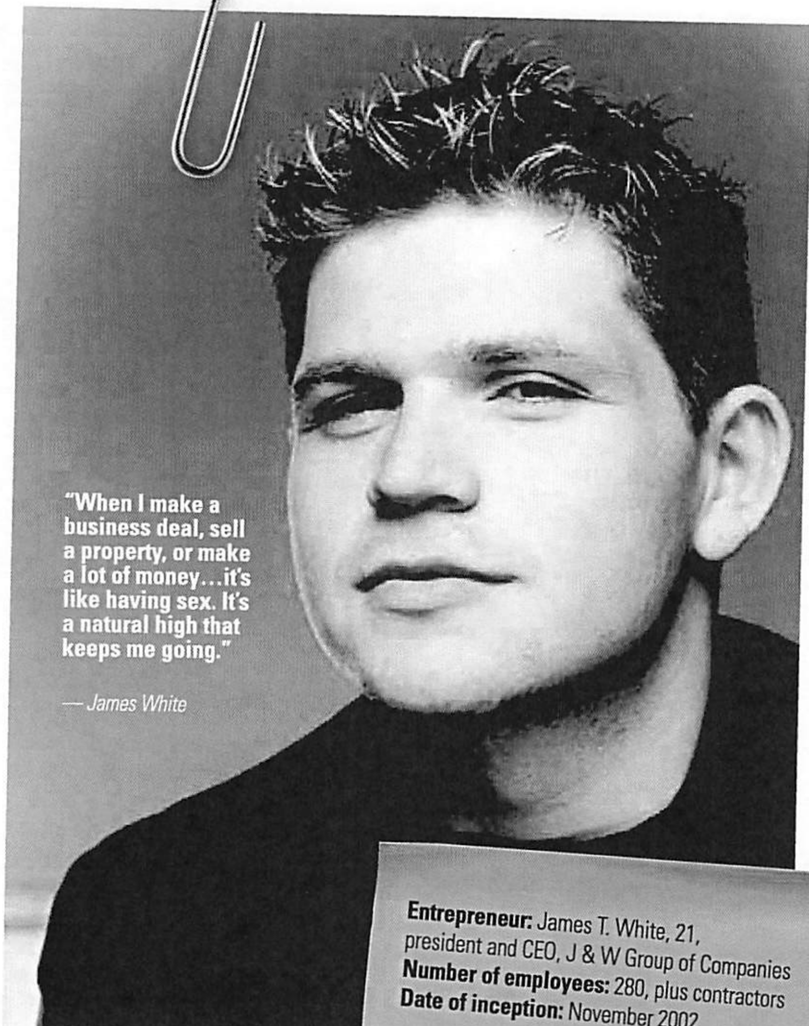
THE ROOKIE REPORT
MEET YOUR COMPETITION



Entrepreneur: James T. White, 21, president and CEO, J & W Group of Companies
Number of employees: 280, plus contractors
Date of inception: November 2002

MINI MOGUL

JAMES WHITE IS RUNNING A DIVERSE GROUP OF COMPANIES, WITH PLANS FOR MORE

James T. White has accomplished more than most people twice his age. At 21, he is the president and CEO of a multi-million dollar corporate structure he's been building since he was 12.

"It's not a nickel and dime operation," White says of J & W Group of Companies, a corporate umbrella encompassing five businesses. J & W's subsidiaries are diverse: landscaping, property management and mechanical fleet services. The group is projecting $4 million in gross earnings this year.

J & W has come a long way since its modest beginnings. When White was 11, he had the "eureka moment." While babysitting he saw some kids shovelling snow. Immediately recognizing the possibilities, he scribbled down a business plan. Later, armed with a $20 shovel, he began clearing driveways and amassing clients. Whatever he earned, he quickly reinvested. By 13, he had saved enough for his first snow blower. That summer, he took his "growth-off-growth," business approach, applying it to mowing lawns.

Business took off during his teens. He accumulated landscaping equipment such as heavy-duty trucks and bobcats, and the business offered tilling, irrigation and tree planting services. While working on a job at a duplex, White met Roger Ledene, a realtor who introduced White to buying and selling condos. "James's best attribute is that he can think outside of the box," Ledene says. "He can look at something, see potential in it that other people can't see and capitalize on it."

Hyperactive, but sharp, White lives and breathes work. An adrenaline junkie, some nights he barely sleeps a wink. "When I make a business deal, sell a property, or make a lot of money. . .it's like having sex. It's a natural high that keeps me going."

White's ultimate goal is to turn J & W into a one-stop-shop, complete with a line of heavy-duty truck parts, and sell it. He's currently working on a credit company, which he wants to go public with in a few years. The company will finance J & W customers with credit accounts, while also offering services such as payday loans. "That's going to make me rich," he says.

— Jesse Semko

MENTOR MUSINGS

Paul Varey, White's stockbroker and investment advisor, Leede Financial Markets Inc.

"He's probably one of the most highly motivated people I have ever met in my life. I worked for seven years on Wood Gundy's trading floor in Toronto. I've been around a lot of A-type people and this guy is motivated, sometimes too much. He needs to cool his enthusiasm a little bit, just to harness it. He's got to work to form a plan and refer back to it. He's also an idea guy. Some days he has 20 ideas. He is getting more money, generating ideas all the time. If you combine that with a real astute business operator, and you would probably need a few with him, you could have a really remarkable company, with a lot of different tentacles. But it's that management through the growth phase that he needs to work on."

Monthly Budget
40%: Labour costs
20%: Advertising
15%: Material costs
10%: Maintenance costs
5%: Communications (Internet, cellphones, etc.)
4%: Other expenses
1%: Promotions

Nuts & Bolts
$4 million to $5 million: Estimated sales in 2006 for all five companies. All the companies are budgeted into one group called J & W Corporate.

James' Work Schedule
8: Hours per day spent on the landscaping business
3: Hours per day spent on the mechanical fleet services
4: Hours per day spend on the Tire Trax business
1: Hour per day spent on the courier services business
1: Hour per day spent at the gym
3 to 4: Average number of hours of sleep a night