

# THE ARIZONA REPUBLIC

## FIRM OFFERS HR SERVICES FOR ITS CLIENT

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Aaron Witsoe says running a business requires him to fill two highly intensive, yet disparate, roles.

"There is the business of being an employer and the business of selling a product," Witsoe said. "Most (owners) don't know that when they're getting started."

Witsoe's Phoenix-based firm tries to help entrepreneurs handle the duplicity of entrepreneurship by taking many of the tasks associated with the employer role off their shoulders.

Creative Business Resources provides outsourced human resources services to small- and medium-sized firms, predominantly in Arizona.

The company was started in 1998.

Between 2000 and 2006, it grew its revenue by about 300 percent and weathered several storms along the way.

The Arizona Small Business Association is honoring Creative Business Resources for its growth by naming it one of its Arizona Companies to Watch for 2007.

The association selected 50 businesses from around the state that have between 10 and 100 employees, between \$1 million and \$100 million in annual revenue or working capital and the capacity to grow. Witsoe, who joined the company in 2000 and is currently president, says the firm's success stems from the way it manages its clients.

In the beginning, Witsoe said, the company tried taking on as many clients as possible in locations around the country. The approach caused some considerable hiccups for what was then a startup firm.

"Like any entrepreneur, you get a new opportunity for business and you just jump on it," he said.

The result, he said, was "an overall administrative nightmare as far as you're not able to service the client as well because all the different states have different rules."

Now the business caters primarily to companies in the Southwest. It has also chosen to focus on the types of services it provides rather than simply expanding its client base.

Creative Business Resources provides select services and full human resources packages that include the administration of workers benefits and employee policies, payroll services, workers' compensation and others.

Each customer is assigned a team of consultants that oversees the client's services.

Clients pay the company either a flat fee for the services they receive or a percentage of their gross payroll. That typically ranges between 2 and 4 percent depending on their size, Witsoe said.

Today, the company has about 140 clients. Some have less than 10 employees; others have as many as 400 workers.

The company wants to grow its revenue by 24 percent this year over last year. Last year, the firm increased sales by 30 percent over its 2005 performance, Witsoe said.

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