

Thomas R. Miller

Education

MBA, University of Chicago, Graduate School of Business, 1981.
Major: Finance

BA, University of California, 1979.
Major: Economics

BS, University of California, 1979.
Major: Information and Computer Science

Professional Positions

Academic

Adjunct, Concordia University, Irvine, CA. (January 2007 - Present).

Adjunct, Chapman University. (September 2011 - December 2011).

Outside Employment

Owner, Persuasive Business Plans / Orange Coast Consulting. (1998 - Present).

Have been consulting in the areas of business planning, organizational design, profit improvement, executive coaching, strategic planning, and serving in interim CFO positions since 1998.

My client base is almost exclusively entrepreneur, many of them family owned businesses, with sales ranging from pre-revenue start-up to approximately \$50 million.

My Focus is on helping entrepreneurs accelerate their business success by:

- Conducting operational audits and implementing organizational change.
- Guiding the process of strategic and business planning and creating effective business plans.
- Installing financial and personnel control systems.
- Strengthening management and assembling advisory teams.

1000 Hours Per Year

Professional Memberships

Turnaround Management Association. (2001 - Present).

Development Activities Attended

Attended Conference, "Growth Capital Conference," Growth Capital Institute, Los Angeles, CA. (January 2007 - Present).

Seminar, "Tech Coast Venture Forums," Tech Coast Venture Network, Irvine, CA. (September 1998 - Present).

Attended Conference, "Southern California Business Growth Conference," Harvard Business School Alumni Association OC, Anaheim, CA. (May 9, 2011).

Attended Conference, "Southern California Business Growth Conference," Harvard Business School Alumni Association OC, Anaheim, CA. (May 6, 2010).

Program Creation, "The Color of Money," Persuasive Business Plan, Irvine, CA. (April 2006 - February 2010).

Attended Conference, "Southern California Business Growth Conference," Harvard Business School Alumni Association OC, Anaheim, CA. (May 7, 2009).

Program Creation, "Strategic Business Planning," Persuasive Business Plan / Concordia University, Irvine, CA. (September 2007 - October 2008).

Attended Conference, "Harvard Entrepreneur's Conference," Harvard Business School Alumni Association OC, Anaheim, CA. (May 19, 2008).

TEACHING

Teaching Experience

California State University, Fullerton

Mgmt 461, Entrepreneurial MGMT, 4 courses.

RESEARCH

Presented Intellectual Contributions

Miller, T. R., Greenberg, B. (2012). *It Takes a Team to Build A Company*. Tech Coast Venture Network Workshop, Tech Coast Venture Network, Irvine, CA.

Miller, T. R., Mednick, S., Waldo, W., Funk, J., Halle, B., De Grassi, A. (2011). *Business Plans that Get Funded*

Start with the premise that there are three primary reasons UNDER THE ENTREPRENEUR'S CONTROL why plans DON'T get funded – they don't understand the game, they ask the wrong people for money, or they can't tell their story effectively.

Understanding the game – what are the steps – both internal process of getting to the point of fundability (doing your research, building your team, protecting your idea, developing the documents) and the process of determining the appropriate source(s) of funds and how to approach them (initial contact, verbal and written presentations, due diligence, valuation, and term sheet) (Maybe this should be a 30,000 foot overview provided by the moderator?)

Pitching to the right audience – Matching up sources and uses of funds – risk profiles, debt vs equity, length of funding, etc.

Pitching with the right story - Lead with opportunity, what is the need (pain killer or vitamin), who has that need (target market, market size), how are they meeting it now (competition), your solution (sustainable advantage), execution (marketing, sales, production/distribution/operations), timeline, executive team (who is going to make it happen), resources needed (time, money, people), financial results (including exit strategy)

Traps to avoid – don't pitch the product, pitch the business. Southeran California Business Growth Conference, Harvad Business School Alumni Associaiton OC, Anaheim, CA.

Miller, T. R., Clayson, A. (2010). *Alternative Sources of Funding*

Your family, angels, and VC's aren't the only sources of funding for a growing business. This workshop will show you the various options available and provide you all the alternatives you can explore to finance your company. You will learn what to consider if looking at equity equivalent financing (grants, strategic partners, etc.) and different forms of available debt (SBA loans, factoring, PO financing, etc.). Chances are, as your company grows you will need multiple and overlapping forms of capital. This workshop will help you understand that you have more choices than you realize. Tech Coast Venture Network Workshop, Tech Coast Venture Network, Irvine, CA.

Miller, T. R., Hartsell, M. (2010). *What are the Critical Dos and Don'ts When Raising Funds?*

Raising money is a must for start-ups and most established companies for the growth of your business. In January, we will have an interactive exchange of information and real life Dos and Don'ts to raising money. This valuable Forum may be the difference in launching your new venture or growing your established company. So get innovative with us and learn about the critical aspects of funding your business in today's economy! We will discuss these important topics and more.: Tech Coast Venture Network Forum, Tech Coast Venture Network, Irvine, CA.

Miller, T. R., Clayson, A. (2009). *Alternative Sources of Funding*

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Miller, T. R. (2009). *Don't Leave Money on the Table*

Are you raising money, growing your business, or cashing out? If so, then this workshop is for you! In all of these cases, not paying proper attention to the valuation of your business can result in problems such as missed funding opportunities, accounting and regulatory problems, and less money in the pockets of you and your co-owners. We will discuss some of the common valuation techniques and relate examples of companies who benefited from valuation insights as well as the cost of uninformed valuation decisions, and how to learn from their errors.

- *Raising Money or Buying a Business*
- *Operating the Business*
- *Sales or other exit from the Business.* Tech Coast Venture Network Workshop, Tech Coast Venture Network, Irvine, CA.

Miller, T. R., Hartsell, M. (2009). *What are the Critical Dos and Don'ts When Raising Funds?*

Raising money is a must for start-ups and most established companies for the growth of your business. In January, we will have an interactive exchange of information and real life Dos and Don'ts to raising money. This valuable Forum may be the difference in launching your new venture or growing your established company. So get innovative with us and learn

about the critical aspects of funding your business in today's economy! We will discuss these important topics and more.: Tech Coast Venture Network Forum, Tech Coast Venture Network, Irvine, CA.

Awards and Honors

Phi Beta Kappa, Mu of Ca.

SERVICE

College Service

Committee Member, Business Plan Competition. (October 2011 - Present).

University Service

Faculty Marshall for Entrepreneurship Program, Graduation. (2011).

Professional Service

Attendee, Meeting, Monday Club, Newport Beach, CA. (2003 - Present).

Board of Directors of a Company, Tech Coast Venture Network, Irvine, CA. (September 1998 - Present).

Program Organizer, Southern California Business Growth Conference, Anaheim, CA. (2011).

Committee Member, Southern California Business Growth Conference, Anaheim, CA. (2009 - 2011).

Program Organizer, Tech Coast Venture Network, Irvine, CA. (February 2010).

Program Organizer, Tech Coast Venture Network, Irvine, CA. (March 2009).

Program Organizer, Harvard Entrepreneur's Conference, Anaheim, CA. (2008).

Committee Member, Harvard Entrepreneur's Conference, Anaheim, CA. (2007 - 2008).

Consulting

Management, Actilean, Huntington Beach, CA. (January 2012 - Present).

Assist client in securing a business partner; work on development of business plan; identification of strategic direction for business.

Compensated Position
100 Hours

Management, Universal Commerce dba MobilePay USA, Irvine, CA. (January 2012 - Present).

Worked with client as their strategic positioning and developed business plan & financial model to support outside funding request. Delivered Business Resume, Business Plan, Financial Model & PwerPoint Deck

Compensated Position
100 Hours

Management, K-12 Card / Trans-Ad, Irwindale, CA. (January 2011 - Present).

Worked with client on several start-up projects to create month-by-month detailed financial models

Compensated Position
100 Hours

Executive Coaching, Megan Callanan, Tustin, CA. (November 2010 - Present).
Work with client on development of new product ideas, commission analysis, formal sales presentation materials as well as market research
Compensated Position
100 Hours

Management, The Lime Truck, Los Angeles, CA. (September 2010 - Present).
Part-Time CFO / Accountant; maintain the firm's books and records; coordinated with payroll service and outside CPA;
Compensated Position
200 Hours

Management, EPSI, Brea, CA. (August 2010 - Present).
Worked with client on two projects - the first was a recapitalization of the business and the second was the development of a pricing / estimation tool
Compensated Position
100 Hours

Management, Myriad Litigation Solutions, Los Angeles, CA. (September 2008 - Present).
Myriad Litigation Solutions, a provider of both traditional (i.e. copy and print) and electronic data discovery services. They have been privately funded with convertible notes for several million dollars. You can find out more about the company at www.myriadlit.com

Initially brought in to help them write a business plan, I have since worked with the management team to help them understand their costs, create and close subsidiaries outside of California, explore acquisition targets, secure asset-based financing, develop a collection process and better manage their HR and insurance relationships. I functionally supervise a disperse accounting and HR staff of 3 to 4 people.

I also worked with Myriad's outside CPA firm in preparing their first ever reviewed financial statements.
Compensated Position
1000 Hours

Management, Ears to Hear, Costa Mesa, CA. (June 2011 - February 2012).
Worked with client to develop business plan / loan package that enabled employee to purchase business from employer with financing from a supplier
Compensated Position
100 Hours

Management, Auto Repair Money LLC, Santa Barbara, CA. (August 2010 - February 2011).
Worked with client to develop comprehensive business plan and financial model.
Compensated Position
100 Hours

Management, Speed Tax, Laguna Hills, CA. (October 2010 - November 2010).
Worked with client to write a comprehensive business plan and develop a detailed month-by-month financial model.
Compensated Position
100 Hours

Management, Polar CMC, Irvine, CA. (November 2008 - July 2010).

Worked with Client on infrastructure development (who does what and who reports to whom) as well as advertising and marketing plan,
Compensated Position
100 Hours