



Warren D. Miller (wmler@beckmill.com)

Dorothy Beckert and Warren Miller co-founded their firm in 1991. BECKMILL RESEARCH, LLC, originated the SPARC Framework and the Value MapSM, a proprietary tool that guides the use of firm-specific capabilities to extend durability of competitive advantage, enhance its inimitability, and increase enterprise value. Now based near Lexington, Va., the firm now limits its work to **value maps**, **litigation support** (e.g., divorce; dissenting shareholder; damages), **valuation** (e.g., financial reporting; tax; private equity; IP; business planning), **M&A, strategy** (building new capabilities; related diversification; executive screening/recruiting/testing), **exit planning** (incl. succession and transitions), and **statistics-driven research** (e.g., customer-loyalty surveys; stand-alone public-comps analysis; employee-satisfaction surveys).

Firm's Background

- Significant involvement in over 400 M&A transactions, valuations, and advisory engagements
- Strategic advisors on matters of due diligence, growth, strategy, incentives, and succession
- CFO in successful turnaround of UNITED VIDEO SATELLITE GROUP (later acquired by GEMSTAR)
- Currently serving as part-time outsourced CFO for mature professional-services firm
- Expert witness (testifying [Virginia, Illinois, Oklahoma] and consulting [Virginia and Oklahoma])
- Specialists in valuation for financial reporting under ASC 350, 360, 805, and 820

Designations / Service to the Profession / Education

- **Chartered Financial Analyst** (www.cfainstitute.org)
- **Accredited Senior Appraiser – Business Valuation** (www.bvappraisers.org)
- Named one of Virginia's "Super CPAs" (in business valuation/litigation support) by *Virginia Business* (2004, 2006, 2007)
- Member – APPRAISAL ISSUES TASK FORCE (www.aif.info)
- Honorably discharged veteran, U.S. MARINE CORPS
- Ph.D. student – Strategic Management – 1983-87 – OKLAHOMA STATE UNIVERSITY
- MBA, CPA, CMA (Certified Management Accountant)

Selected Publications / Papers / Presentations

- **Value Maps: Valuation Tools That Unlock Business Wealth** (John Wiley & Sons, Inc., 2010).
- Co-author (with Thomas M. Box, Ph.D.), **Strategy in Small Doses – 2nd Ed.** (forthcoming, 2010).
- Co-developer/instructor of 3- and 2-day courses on "Valuation for Financial Reporting" – sponsored by NATIONAL ASSOCIATION OF CERTIFIED VALUATION ANALYSTS (2008-09 – www.nacva.com).
- "Valuation as Craft" – *Business Valuation Review*, Vol. 27, No. 4 (2009).
- "Kissed by a Jackhammer: The Increasing Pressure on Financial Professionals to Make Ethical Compromises" – speech to the 2009 MBA Ethics Seminar, Arizona State University, Tempe.
- "The Fatal Flaw in SFAS No. 157" – *Strategic Finance* (August 2008, pp. 41-47).
- For *CFA Digest*, abstractor of valuation-related research appearing in *Strategic Management Journal* (2007 –).
- "Using SPARC to Enhance Value for Clients" – *The Value Examiner* (March-April 2008).
- "Three Peas in the Business Valuation Pod: The Resource-Based View of the Firm, Value Creation, and Strategy." Ch. 12, *The Handbook of Business Valuation and Intellectual Property Analysis*, Robert F. Reilly & Robert P. Schweihs (Eds.), NYC: McGraw-Hill, 2004, pp. 305-327.
- *Harvard Business Review* articles:
 - "Siblings and Succession in the Family Business," 76/1 (Jan.-Feb. 1998), pp. 22-36.
 - Case commentary – "When the Boss Won't Budge," 78/1 (Jan.-Feb. 2000), pp. 34-35.
 - "The Ghost in the Family Business," 78/3 (May-June 2000), pp. 34-44.

Speaking / Teaching – Warren Miller

- Continuing Professional Education instructor for CPAs/CAs in 30 states, Puerto Rico, Canada
- Invited presentations at seven national and nine state professional conferences
- Keynoted CARGILL INC.'s Asia-Pacific Management Meeting, Kota Kinabalu, Malaysia (2001)