



**Warren D. Miller ([wmiller@beckmill.com](mailto:wmiller@beckmill.com))**

Dorothy Beckert and Warren Miller co-founded BECKMILL RESEARCH, LLC, in Tulsa in 1991. We originated the SPARC Framework and the Value Map<sup>SM</sup>, a proprietary tool that guides the use of firm-specific capabilities to extend durability of competitive advantage, enhance its inimitability, and increase the value of the business. Based near Lexington, Va., we limit our work to [value mapping](#), [valuation](#) (tax; private equity; GAAP reporting; IP; litigation support; value-based management; business planning), [M&A](#) (including succession/internal transitions), [strategy](#) (strengthening capabilities; formulation; implementation; diversification), [forensics](#), [sell-side ESOPs](#), and [statistics-driven research](#) (e.g., customer-loyalty surveys; competitive analysis).

**Overview**

- Significant involvement in over 375 valuations, M&A transactions, and advisory engagements
- CFO in the successful turnaround (1979-80) of UNITED VIDEO SATELLITE GROUP (later acquired by GEMSTAR TV GUIDE INT'L)
- Expert witness (consulting and testifying [in Virginia and Oklahoma])
- Specialists in valuation for financial reporting under SFAS 123R, 141, 142, and 144

**Designations / Service to the Profession / Education**

- **Chartered Financial Analyst** ([www.cfainstitute.org](http://www.cfainstitute.org))
- **Accredited Senior Appraiser – Business Valuation** ([www.bvappraisers.org](http://www.bvappraisers.org))
- Named one of Virginia's "Best CPAs" (in business valuation/litigation support) by *Virginia Business* (2004, 2006, 2007)
- Member – Financial Reporting Committee, INSTITUTE OF MANAGEMENT ACCOUNTANTS
- Member – Partners' Committee, BRIEFCASE FUND, LP
- Member – APPRAISAL ISSUES TASK FORCE ([www.aitf.info](http://www.aitf.info))
- Honorably discharged veteran, U.S. MARINE CORPS
- Ph.D. student – Strategic Management – 1983-87 – OKLAHOMA STATE UNIVERSITY
- BBA, MBA, CPA, CMA (Certified Management Accountant)

**Selected Publications / Presentations**

- "Beyond the *What*. Using SPARC to Determine the *Why* and Add Value for Clients?" – presentation to be given 6/11/2008 at Annual Consultants' Conference, Las Vegas ([www.nacva.com](http://www.nacva.com))
- "Using SPARC to Identify Value Drivers" – *Business Valuation Review*, 2008 (forthcoming)
- "The Fatal Flaw in SFAS 157" – *Strategic Finance*, June 2008
- "SPARC and Enhancing Value for Clients" – *The Value Examiner* (March-April 2008)
- "Annual Owners' Seminar" – TEXAS ASSOCIATION OF PERSONNEL CONSULTANTS (Feb. 28 – March 1, 2008, Sedona, Ariz.)
- Abstractor of research appearing in *Strategic Management Journal* for *CFA Digest* (2007 – )
- "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.
- "An Overview of the Analysis and Interpretation of Investment-Specific Risk," *Business Valuation Review*, June 2003.
- *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 29 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)