

# DANIEL J. MILLER

303-944-1234 [dan.miller@MyFractionalCFO.com](mailto:dan.miller@MyFractionalCFO.com)

**Proactive Chief Financial Officer, a hands-on executive with extensive financial and operational expertise in multi-site retail, manufacturing and distribution; whose insightful and articulate results-oriented process based approach has created over \$7,000,000 in additional revenue and cost savings for companies in the past 7 years.**

## LEADERSHIP

- Experienced manager and mentor to team members at all levels.
- Responsible for planning, managing and implementing all finance and operations activity for fast paced, highly transactional \$120 million ESOP distribution company.
- Successfully spearheaded 8 mergers or acquisitions. Each acquisition resulted in significant revenue increase or return to shareholders.
- Provide vital cost-saving analysis and recommendations, resulting in maximized efficiencies; able to manage, prioritize and develop new systems for improved results.
- Frequent leadership of Executive Team and Board of Directors meetings with a unique ability to present technical financial data clearly to those with varying experience; served as Board officer; experienced with external shareholder requirements.
- Member of the Strategic Planning Team to guide company in profitable and sustainable growth.
- Chaired, designed, marketed and implemented local school bond and mill levy campaigns raising \$141 million. (All as volunteer; 1995, 1997, 2002, 2004).

## ACCOUNTING & FINANCE

- Proactively produce understandable internal financial statements for Executive Team and owners, reducing reporting periods by 50% from previous standard.
- Developed financial/cash flow reporting system across multiple platforms for financial reports, KPI analysis, forecast/budget-to-actual analysis; inventory management to increase asset utilization
- Refinanced multi-site manufacturing assets, resulting in 20% reduction in credit line requirements.
- Reduced external audit fees by 25%, streamlining entire accounting function/manage GAAP audit
- Recapitalized term bank debt resulting in 20% improvement in monthly cash flow.
- Reduced corporate health care expense while maximizing employee benefit and participation, resulting in 100% employee coverage (before required by Affordable Care Act)
- Detailed experience in domestic and international sales, sales tax, shipping and logistics, and export compliance.

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## BUDGETING, FORECASTING & MODELING

- Created comprehensive dashboards summarizing budget and actual for purchasing, expenses, A/R, A/P, sales and cash. Resulted in accurate budgeting, vastly better cash allocation, increased A/R collection by 36%, and reduced outstanding A/P by 14%.
- Detailed cost analysis for business unit, job costing, and inventory cost accounting.
- Created cross-discipline forecasting model and improved margin by 12%, manufacturing yield by 14% and reduced purchasing overages by 19%.
- Developed Excel barcode Warehouse Management System (WMS) saving over \$150,000 per year which led to 99.999% warehouse accuracy and 0% mis-pick.
- Formulated comprehensive sales analysis report, increasing sales in 2 main departments by 23%.

## OPERATIONS & INFORMATION SYSTEMS

- Experienced change management executive; developed many process improvement initiatives, driven through all levels of the company; many using systems already in place.
- Developed and managed new managerial/cost accounting system for \$120 million distribution business.
- Experienced with a variety of ERP/MRP platforms, and history of successful system migration..
- Re-engineered server and telecom infrastructure, cutting annual expenditures by 67%.
- Developed web-based fulfillment system, resulting in 100% accuracy and 85% reduction in labor.
- Developed detailed freight analysis and new routing guide saving \$250,000 annually
- Created Excel-based bar code system to reduce inventory loss to less than .05% on \$9 million inventory, double warehouse efficiency and effect 99.999% same day shipping result.

## CAREER EXPERIENCE

Principal	My Fractional CFO	2017-
CFO	Component Distributors, Inc.	2009-2017
CFO	Legacy Manufacturing/Day Imaging, Inc.	2004-2009
President	MSI Acquisition Corp.	2004-2005
CFO	Maintenance Solutions, Inc.	2003-2004
President/CEO	Cable Warehouse	1999-2003
CFO	Commtronics Supply Corp./Cable Warehouse	1995-1999
President	Miller Management Group	1989-1995
CFO	Robert Waxman, Inc.	1975-1989

## VOLUNTEER ACTIVITIES

Rockies Venture Club (President, BOD), Governor's Small Business Council (Member/Chair), Littleton Public Schools, Local and state soccer assoc (coach, referee, assignor), Young Voices of Colo. (Board)

## EDUCATION

MBA University of Denver, Daniels College of Business, BA Pomona College