



SEELGROUP LLC

Offering Practical Solutions that Work

Resided in Floyds Knobs for 20 years

Married 40 years to my original-issue bride with two sons,
their wives and three grandsons and finally a granddaughter!

Hobbies: music, foreign travel, hiking, reading, golf

ARE BUSINESS CONCERNS KEEPING YOU UP AT NIGHT?



BUSINESS CONSULTING

In 1997, began by training staff via behavior modification

In 2004, went deeper to implement fixes and improvements

Does this by:

- Serving as executive coach in the trenches with senior staff
- Leading their staff to develop a solution
- Ensuring the staff owns the solution
- Setting in place policies and best practices...and then...leave!



MY BUSINESS CREDENTIALS

Dating from 1982, am a former:

- NASD (now FINRA) Series 6, 7, 24, 63 (stockbroker and branch office manager)
- Registered Investment Advisor (RIA) Associate
- Life & Health Insurance Agent

Am still a **Certified Financial Planner**

MY BUSINESS CREDENTIALS

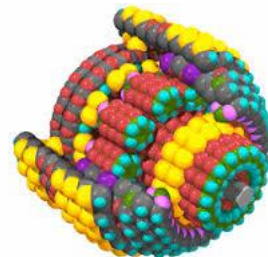
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- NASD (now FINRA) Series 6, 7, 24, 63 (stockbroker and branch office manager)
- Registered Investment Advisor (RIA)
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Am still a **Certified Financial Planner**

Earned **MBA in Entrepreneurial Studies** from the University of Louisville

- Took nano-technological drug delivery patch into international business plan competitions



WHERE DID I GAIN MY EARLY EXPERIENCES?



WHERE DID I GAIN MY EARLY EXPERIENCES?

Raised in a family with:

A Dad who was a **Phi Beta Kappa engineering graduate** of the University of Michigan

Whose family including my Dad were amazing musicians

A Mom who earned a **Chemistry degree** at the University of Michigan while my Dad was fighting in the South Pacific during World War II

WHERE DID I GAIN MY EARLY EXPERIENCES?

Earned **Doctor of Musical Arts** in 1990

- *But as completed degree, a pinched nerve in my right elbow numbed the 4th & 5th fingers of my right hand, ending a fulltime career in music...even Dr. Kleinert couldn't help me...*



WHERE DID I GAIN MY EARLY EXPERIENCES?

Earned **Doctor of Musical Arts** in 1990

And while I have pursued music in a part-time capacity since 1990, I **retooled myself into business**

My business consulting ability is enhanced from my musical life:

- *High **creativity***
- *Strong **people skills***
- ***Detail orientation** for the small stuff*

MY BUSINESS CAREER

- Owner, **Thomas A. Seel CFP** serving as financial planner to average Moms & Dads, high net-worth families, and small businesses for 10 years (1982-1991)
- **Corporate Officer**, for a top 30-sized national foundation with \$2 billion in assets that I invested on Wall Street for 17 years (1988-2004)
- **On the Board** and Investment Committee of a \$13.5 billion pension & benefits fund with 200,000 participants globally and on its Trust Company Board for 8 years (2007-2015)
- **SeelGroup LLC** as business consultant for 14 years (2004-)

RECENT CONSULTING ASSIGNMENTS INCLUDE

- **Project based:**
 - Wrote and received board approval for a business plan to open a **commercial kitchen incubator called Chef Space in West Louisville** (at old Jay's Cafeteria site)
 - Vetting a new commercial real estate tenant for a 430-acre property

Small- to mid-sized businesses are trying to emerge from the Great Recession that does not seem to want to end and need fulltime COO/CFO leadership but cannot afford same. Thus, recent assignments include senior staff help as:

- Consulting CFO for a dental practice
- CFO for an emerging national manufactured housing provider
- Generational transfer from father to son in manufacturing company
- Developing global expansion for a water company
- Over two years, doubling sales and taking owner out of daily operations

CONSULTING ASSIGNMENTS INCLUDE

- Consulting turned into fulltime position in 9 of 14 years:
 - Over 6 years, for a regional commercial/residential mortgage provider creating 8,000 new single-family homes per year as EVP/CFO/Treasurer
 - **Grew revenue 5x from \$1.6 million to \$8.0 million**
 - **Grew staffing 3x from 16 to 40**
 - **Increased leveraged impact 10x**
 - **Led effort to become a member of the Federal Home Loan Bank system**
 - Established merger plan and worked out a \$22 million annual budget between two 160-year-old institutions as VP Finance/CFO
 - **Closed 21 months of books within 16 weeks with 12 temp staff**
 - **Completed 8 audits including a State Medicaid audit**
 - **Hired 11 of 12 temp staff**
- Source/Use audited 25 years of grants for retiring President/CEO as Chief Business Officer

CULTIVATED FOUR AREAS OF GIFTEDNESS

- **MONEY**

- **Have raised \$1.1 billion** in outright cash gifts, deferred gifts, loans, and deposits
- **Daily supervision of \$2 billion** on Wall Street; on board of a \$13.5 billion pension fund
- **Created budgets and spent it** through best practices
- **Supervised accounting** using Leonard, Sage, Blackbaud, Quickbooks, and **audit**

- **MUSIC**

- Hold an **academic doctorate** with dissertation that is published
- With MBA in Entrepreneurial Studies, **teach MBA classes building teams**
- **Taught 27 years** in college, university, seminary, and public seminars
- **Write** policy and best practices

- **MINISTRY**

- A **genuine servant's heart** to help, and empower people in business...and in Church
- On staff in local, regional, and national church

- **MANAGEMENT (also LEADERSHIP)**

- As a leader, I can lead from the middle or rear as well as from the front
- **Seek to grow giants around me** and work myself out of a job

UNIVERSITY-LEVEL TEACHING

For over 27 years as an adjunct faculty member, most recently for:

- **University of Phoenix** since 2011 teaching MBA classes
“I love to see the lights go on in my students...!”
- **Indiana Wesleyan University**
from 2004-2011 teaching MBA classes



Also:

- Speaker at national broker/dealer investment conferences for 15 years
- Other university/seminary teaching for 13 years
- Financial planning classes for mom & dads, high net-worth families, and small businesses for 15 years

CONSULTING BUSINESS MODEL

Work with CEOs on:

- Strategy to fulfill Vision & Mission
- Board Governance
- Executive coaching in the trenches
- Establish Policies & Best Practices
- Serve as interim/transition CEO, COO, CFO
- Serve as outsourced part-time COO or CFO for emerging small- mid-sized firms who need fulltime senior staff leadership but cannot afford it
- Often called in during crisis: financial, operational, leadership, or cultural
- Reorganization by preparing company for sale to next generation/other
- Develop fund/capital-raising strategy



CONSULTING BUSINESS MODEL

Work with COOs on:

- Strengthen free cash flow
- Knowing your customer every day
- Improving sales
- Expanding production staff to meet business growth
- Tweak/create/close business lines
- Develop business plan to vet new lines of business
- Cost/benefit analysis with capital rationing



CONSULTING BUSINESS MODEL

Work with CFOs on:

All back office functionality including:

- Treasury, investing endowments
- Supervise accounting, audit, budgets
- Risk management
- Supervise IT & HR
- Supervise Legal
- Marketing & Development—as part of teams have raised \$1.1 billion
- Grant writing and compliance
- Write business plans with Industry & Competitiveness Analysis



INDUSTRY CORE COMPETENCIES

- **Financial Services**
- **Food Service**
- **Healthcare**
- **Higher Education**
- **Manufacturing**
 - Nano-technology
- **Not-For-Profit 501(c)3s**
- **Real Estate**
 - Commercial and residential
- **Retail**
- **Social services including**
 - Children, Elderly, Homeless



HAVE BUILT A REFERRAL NETWORK WITH

- Accounting/Audit Firms
- Attorney Firms
- Commercial Bankers
- Brokerage Houses



At a deep discount to large consulting firms

SUMMARY

I can help for-profit businesses and not-for-profit 501(c)3s in the following areas:

- As small- to mid-sized companies are emerging from the Great Recession, I can serve as **outsourced part-time COO or CFO/Controller** who need fulltime support but cannot afford it
- **Executive coaching** with CEO, COO, CFO in the trenches not the classroom
- **Interim leadership** while firm searches for new incumbent that can take 6-12 months to accomplish
- **Transition CEO** leadership from 20-year retiring President to new incumbent
- Firm is seeking a new auditor, but auditor determines they will write the company up owing to material weaknesses and need me to come in to **establish and/or shore up policy and best practices** first
- Commercial loan clients who are **struggling to meet loan payments**
- Merger/Acquisition/Workout **team leadership with staff** after M&A&W signed