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'One-Click' Pitch for Amazon

Irvine Co. Would Fund 8M-SF Project, L-T Lease

By MARK MUELLER

The city of Irvine is pulling out all the stops to land Amazon's second headquarters, including an offer from Irvine Co. to fully finance the development of the 8-million-square-foot project, which would be largely built on its Spectrum-area land.

City and Irvine Co. officials last week unveiled their collaborative pitch to land Amazon's coveted HQ2 project,



Wagner: 'no other city can offer this level of certainty'

a second headquarters for the Seattle e-commerce giant that could potentially bring 50,000 jobs to the area that wins the bid.

More than 100 responses from across North America were expected by the Oct. 19 deadline to Amazon's RFP, with local bids also planned by a Mike Harrah-led group in Central Orange County and by Huntington Beach in concert with Long Beach in

► AmazonIrvine 85

Heeere's Blizzard!

Esports Arena Debuts at Johnny Carson's Old Studio

By CHRIS CASACCHIA

Studio 1 looked every bit its age before the demolition crews arrived.

Worn carpets, stained walls, tattered fabric, an unwelcoming darkness.

It was a relic of late-night TV, a location that once entertained a country with appearances from the likes of Frank Sinatra, Joan Rivers, Ronald Reagan and



Eddie Murphy.

The famed lot at Burbank Studios, home for decades to "The Tonight Show" starring Johnny Carson, then Jay Leno, and for a brief time, Conan O'Brien, is on to its next act.

Little remains of its past, besides a few oversized holes where jumbo monitors once hung, state-of-the-art equipment at the time.

In its stead is new stadium seating, a grand stage, trophy halls, a merchan-

► Arena 92

Applied Medical Expands Manufacturing in Europe



RSM HQs: Applied Medical has a 30-year track record of growth, profits and in-house mfg. in Rancho Santa Margarita

OC Presence Includes 18 Buildings, 1.4M SF

By SHERRY HSIEH

Applied Medical Resources Corp. in Rancho Santa Margarita expanded its European operations this month with the opening of a 215,000-square-foot manufacturing, research and development facility at its European headquarters in Amersfoort, Netherlands.

The facility will house design, development and manufacturing of medical devices and distribution to customers across Europe, the Middle East and Africa.

"Initially we were shipping products there and building only high [sales]-volume products like Kii in Europe," said Gary Johnson, referring to an Applied surgical device. "... but as we have more development

there, we need to grow our manufacturing capability." Johnson is a group president. Applied does not believe in specific titles for its executives.

Johnson said product manufacturing in Europe will help the company better serve European customers and reduce its transportation-related carbon footprint. It opened the European headquarters in 2006 with 100,000 square feet.

Applied develops minimally invasive surgical products used in a wide range of specialties, including general, colorectal, gynecology, urology, bariatric and obstetric surgery.

The Kii Access System is used to puncture, provide opening to introduce endoscopic instruments during surgery. It features minimum penetration, better views of surgical sites, and an

► Applied 16

Life at Toshiba After Nuclear and Flash

By CHRIS CASACCHIA

Toshiba America Business Solutions Inc. has moved its North American headquarters from Irvine to Lake Forest, where executives are mapping an acquisition strategy last implemented nearly a decade ago.

The printer and digital signage unit's move from 9740 Irvine Blvd., the home of several Toshiba busi-

► Toshiba 92



Larry White: back into the acquisitions business.'

Roofing Company Puts Lid On Community Need

By KIM HAMAN

Charles Antis was just a few years into his roofing business and still at that stage where, while the dollars were coming in, the money from each job had an outsized impact on the business' future. So when he got a call from a desperate woman who needed her leaking roof fixed right away, he took the job.

Driving to her home, he realized the



Antis: 'people before profit'

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Allergan Plans To Appeal Restasis Decision

By SHERRY HSIEH

Allergan PLC raised eyebrows last month when it announced its patent deal with an American Indian tribe in New York, transferring the rights for its eye drug Restasis to the Saint Regis Mohawk Tribe. The much-publicized maneuver, meant to let the tribe fight off patent challenges from generic drugmakers based on sovereign immunity, led to criticism



Saunders: CEO calls dual legal process 'unfair burden'

► Restasis 11

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OC Insider: HQ2 Round I Ends; 'This is Big' begins



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Gauging much-anticipated IPO of OC's largest marketing firm



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Technology: Costa Mesa AI developer adds Fox Sports to client lineup

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On California: Dotti on the 'OC Premium:' It's Natural

COMMERCIAL LENDING SOLUTIONS

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Bahnsen

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Currently, he favors certain sectors, including energy and financials, rather than the broad-based S&P 500. While his office is next-door to PIMCO, he doesn't have holdings there because that company, with \$1.6 trillion in assets, is so gigantic.

Another one of his firm's key selling points, he said, is offering a "financial consigliere" where clients are pointed toward the best recommendations on a variety of fields, such as chartering a plane, adopting children in Russia or defending against lawsuits.

Publicity Master

Speaking in public or writing blogs, tweets and white papers are ways his firm generates new business from potential clients at churches, political groups and alumni associations, he said.

When Bahnsen decided to express his conservative views publicly, he was initially nervous it would damage his business.

"It took courage to get over the hump, but once I did, I couldn't believe what I found,"

he said. "Investors want their advisers to have convictions, to be thoughtful, to be engaged."

In a recent example of his strategy's effectiveness, he recently asked Trump to pardon Michael Milken, a request so unusual that it generated an interview on Bloomberg TV and an article in the Los Angeles Times.

Bahnsen said he's never met Milken but was inspired to write the letter after seeing **Tesla Inc.** raise \$1.5 billion in the high-yield market rather than dilute the stock with more shares. He said he believes Milken was unfairly demonized for high-yield bonds "that have proven to be great."

While he believes his letter will eventually be shown to Trump, whom he called charming in private settings—yes, he's met him—he's not a fan, saying "President Trump is his own worst enemy."

Bahnsen said he knows he embarrasses fellow Republicans, such as when he introduced a speaker this year at the Lincoln Club.

"Half of the audience that night was very worried when I went up on stage, because the Lincoln Club is largely pro-Trump, and they know I'm not. I behaved myself, but I got my point across." ■

Main Street to Blame For 2008 Financial Crisis?

David Bahnsen saw the 2008 financial crisis from a unique view as a managing director at **Morgan Stanley**.

To more fully understand what happened, he said he's read more than 70 books on the crisis.

As a result, he's written his own book, "Crisis of Responsibility: Our Cultural Addiction to Blame and How You Can Cure it," which is scheduled to be published in February by **Post Hill Press**.

The book, which he said is a call for higher morality, discusses subjects like free trade, government, the media and immigration, among other things. Bahnsen said he doesn't see a repeat of 2008 on the horizon.

In his view, the financial crisis occurred because of a "perfect storm" of issues, such as easy monetary policy, excessive leverage on

Wall Street and misdirected government policy.

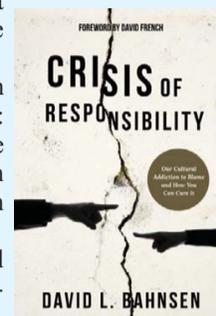
In what is certain to be controversial, he said the main cause of the 2008 financial crisis is that too many homeowners had no shame when walking away from their mortgages. He said many other books are loathe to tackle the subject.

"The largest creator of the financial crisis was Main Street, not Wall Street," Bahnsen said. "The sine qua non was the complete shift in American moral character where we were willing to default on an obligation we were capable of making."

It's a theme that isn't politically correct and is certain to get plenty of headlines.

Bahnsen is ready to argue his point in public.

—Peter J. Brennan



Antis

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neighborhoods were transitioning from middle-class to housing stock of less-than-stellar shape. When he arrived at the dilapidated home, one glance with his experienced eye told him it was more than a simple fix.

Nevertheless, he approached the door. "I've always been one to keep my commitment," says Antis, founder and chief executive of Irvine-based **Antis Roofing & Waterproofing**.

An exhausted-looking woman opened the door, and the odor of mold wafted over him.

"There was this moment, where I thought, 'I have to get out of here. I need to feed my family,'" he recalls.

As he stood in the doorway, debating what to do next—surely, this job was beyond what he'd planned for—a little girl of about 5 peered at him from around her mother's legs. "Would you like to see my room?" she asked shyly.

Antis found himself being led by the hand into the little girl's room, where the mold odor permeated, though the girl seemed oblivious to it. She proudly showed him her cherished unicorn poster, even as he took in the sight of several mattresses on the floor covered in moldy bedding.

"At that moment, it hit me, 'I have to take care of this roof,'" he says. "Even though we were a young company, I felt in my heart it should be people before profit."

Antis went up on the roof to see how bad it was—and yes, it was as bad as he'd feared, maybe even worse. He mustered up seven friends from his church, and the following Saturday, they went up there and installed a rough but dry roof. They all volunteered their time, and Antis paid for the materials.

"Whenever we saw each other after that, we had this great bond because we'd done something good," he recalls. "That was my first experience with how a relationship with the community can drive culture."

Though Antis didn't realize it at the time, a seed was planted that would eventually grow into a tree of giving that would ultimately affect nonprofits throughout Orange County, but one in particular—**Habitat for Humanity**.

For those efforts, the company is the winner of the Orange County Business Journal's first annual Civic 50 award in the Emerging Companies category.

On the House

Twenty years later, in 2009, giving a new roof



Talking help: Antis Roofing CEO Charles Antis talks with President and COO Karen Inman, middle, and Director of Cause Susan Degrossi

to those in need officially become an integral part of Antis Roofing's community outreach program. That was the year **Sharon Ellis**, president and chief executive of **Habitat for Humanity of Orange County** asked Antis if his company would be willing to donate a roof.

Antis' response was yes—after all, he'd already been donating roofs all those years, some 1,000 in all, just not in a systemized way.

He explains, "Every few months, somebody would call and have a leak or need something, and they didn't have the money to do it. We were in the same dilemma, but over the years, looking back, we never let someone have a leaky roof just because they didn't have the money to pay."

After installing that first Habitat, the Antis team was officially recognized for its efforts. It was a great feeling, Antis says. Ellis reached out to him again, "And we've donated every roof since," he says, meaning roofing every Habitat home built in the county.

Making it Work

The Antis team has a straightforward philosophy. "We don't measure impact on how it reflects back on us," the CEO says. "We measure impact for impact sake."

President and Chief Executive Officer **Susan Inman** echoes his sentiments. "We will always

err on the side of generosity with our stakeholders, our employees, our clients and our vendors. People can rally behind that because they know that they will be taken care of."

That attitude didn't develop overnight but was born of a period when the company and the entire industry struggled to stay profitable in midst of the worst recorded drought in California history on top of the worst recession in seven decades.

"And here we are," Antis says with a laugh, "giving away roofs."

The value of the annual donations was about \$60,000; the company was losing money. "I thought, how do we pay for this?" he says.

Antis tried bringing in other roofing companies to help defray the costs, but none followed through. Still, the company continued donating, even in 2015, its most challenging year. But decisions had to be made.

Proof of Identity

Antis and Inman realized that if it really was a people-first, community-oriented company, it needed to prove it—not just to community stakeholders but to employees and even themselves. So when competitors were eyeing employees as potential liabilities rather than assets, the two decided to celebrate them.

Antis borrowed money to give the employ-

ees a party—the biggest, most exciting party the company had ever seen. It all came together after the party.

"An inside-out thing happened," he says. "Our philanthropy became even more important. We were treating everyone the way they should be treated, starting with our employees."

"Now I can't talk about our community involvement without talking about our employees," Antis says. "It has to be our giving, our vision, a model of how we feel we can make the community better."

"Plus, our team members make the connection that they have made the world a better place just by being here at Antis," Inman says. "They know they're making a difference."

That shared vision resulted in a dramatic drop in employee turnover, Antis said, and a year-over-year retention rate that's now 90%. He said happy employees translated to improved work quality and customer service, leading to more jobs. And the company's increased philanthropy brought it a higher profile in the community. It didn't hurt when the economy started to turn around and the drought ended.

More Giving, Growing

Antis Roofing continued to donate to Habitat for Humanity—Inman estimates it's given nearly \$700,000 in roofs since 2009—but the company hasn't stopped there.

It's also donated the materials, labor or both to **American Family Housing**, which provides emergency and long-term housing for the homeless. The company has worked with several nonprofit groups to provide materials and labor for new roofs or roof maintenance.

Plus, under its leadership role in the National Roofing Contractors Association, Antis is committed to providing roofs to Ronald McDonald House in Orange County—and its counterparts in the NRCA have committed to doing the same in their communities across the U.S. **Susan Degrossi**, Antis Roofing's chair of cause, is chairperson of the NRCA national committee that organizes the Ronald McDonald House program.

"Years ago, consultants told us we couldn't do this, that it wasn't sustainable," Antis says. "But we still had the courage to push through to where we are now. We've had record years—2016 was our best year ever," when it donated 140 roofs to various nonprofits or to customers in need.

"For us, it's never been about profit," Inman says. "It's about impact. And most of all, it's about people." ■