

Curriculum Vitae
Lawrence Scott Miller

New York University: Steinhardt School of Culture, Education and Human Development
Department of Music and Performing Arts Professions
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New York, NY 10003
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EDUCATION

Master of Business Administration, 1994
Columbia University Graduate School of Business, New York

Bachelor of Arts, English and American Literature, 1979
Brandeis University, Waltham, MA

ACADEMIC APPOINTMENTS

Director, Music Business Program, 2015 – present
Clinical Associate Professor, 2013 – present
Adjunct Professor, 2012 – 2013
Entrepreneur in Residence, 2011 – 2012

Music Business Program, Department of Music and Performing Arts Professions
Steinhardt School of Culture, Education and Human Development

HONORS AND AWARDS

Gold Clio Award, Clio Awards LLC, 2018
Awarded for excellence in advertising creative work. Prize for contribution as a voice actor for *Boston Bruins: In Our Blood*.

2005 Grammy Award for Best Pop Vocal Performance (Los Lonely Boys), 5 Grammy Nominations

BMI Music Publisher's Award for Most Performed Song of the Year, 2004 and 2005

COURSES TAUGHT

New York University 2012 – present

MPAMB-GE 2106: Environment of the Music Industry (R)
MPAMB-GE 2211: Data Analysis in the Music Industry (R)
MPAMB-GE 2206: Strategic Marketing in the Music Industry (E)
MPAMB-GE 2207: Global Music Management (NYU – London) (E)
MPAMB-UE 100: Business Structure of the Music Industry (R)
MPAMB-UE 106: Global Music Trend Analysis (E)
MPAMB-UE 1310: Village Records (R)
MPAMB-UE 1400: Entrepreneurship in the Music Industry (R)
MPAMB-UE 1500: Collegium and Program Seminar (R)
MPAMB-UE 1000: Independent Study (E)

(R) = required (E) = elective

SERVICE

Vice Chancellor's Faculty Committee for NYU – Los Angeles 2018 - present
NYU Faculty Advisory Board for Entrepreneurial Institute and Leslie Entrepreneurship Lab 2019 - present
Steinhardt MPAP Committee on Courses and Programs (CCP) 2016 - present
MPAP Department Chair's Faculty Committee for Development 2015 - present
Chair, Search Committees, Music Business Clinical Assistant/Associate Professor 2017, 2019, 2020
Member, Search Committees, Visiting Music Assistant/Associate Professor, Vocal Performance and Vocal Pedagogy, 2017-18

GRANTS AND FELLOWSHIPS

Ralph S. Peer Lecture Series, 2019 – 2023

Funding (\$25,000) for five annual lectures at NYU featuring guest speakers and town hall conversations about contemporary issues in music publishing. Inaugural event (October 2019) featured Congressman Jerrold Nadler, Chairman of House Judiciary Committee and NMPA CEO David Israelite.

NYU-Sponsored Grants and Fellowships

Steinhardt Clinical Faculty Fellowship, 2015 – 2020

Course relief (1 per semester) for research, production and student engagement on *The Musonomics Podcast*.

NYU Faculty Travel Grant, 2017

Funds awarded for travel to NYU Shanghai to present research in three lectures, "Music and the Blockchain," "The State of the Music Industry," and "The Music Business in the 21st Century." March 2017.

NYU Entrepreneurial Institute Fellowship, 2015

Funds awarded to attend Lean Launchpad Educators Seminar in Santa Cruz.

MUSIC INDUSTRY EXPERIENCE

CEO, 2009 – present

Musonomics, LLC. New York

Executive Vice President and General Manager, 2012 – 2013

MediaNet Digital, New York and Seattle

Managing Director/Partner, Co-Head of Media & Entertainment, 2007 - 2009

L.E.K. Consulting, Los Angeles and New York

Founder and CEO

Or Music, 2002 - 2006

President

Reciprocal Entertainment, 1999 – 2002P

Vice President, Advanced Technology Commercialization

AT&T Labs, New York and Murray Hill, NJ, 1995 – 1999

EARLY CAREER HISTORY

Managing Consultant, A.T. Kearney/EDS Management Consulting, New York, 1994 – 1995

Creative Director, Tribune Broadcasting, CD101.9-FM, New York, 1990 – 1993
Director, Sales and Affiliate Relations, NBC Radio Entertainment, New York, 1984 -1987
Production Manager, WHTZ-FM/Z100 New York, 1983 – 1984
Operations Manager, Radio Computing Services, New York, 1981 – 1983
Music Director and Announcer, WCAS/Cambridge and WAAF/Boston 1979 - 1983

PUBLICATIONS

White Papers and Articles

Miller, Larry. “Same Heart New Beat: How Record Labels Amplify Talent in the Modern Music Marketplace,” 2019. Under contract with Oxford University Press for *Oxford Handbook of Music Law and Policy* (2020).

Miller, Larry. “Paradigm Shift: Why Radio Must Adapt to the Rise of Digital,” Reprinted in *Complete Television, Radio & Cable Industry Guide 2018* (Grey House Publishing), the *Journal of the American Bar Association*, October 2017 and adapted in *The Radio Station: Broadcasting, Podcasting and Streaming* (by John Allen Hendricks and Bruce Mims (Routledge), tenth edition, 2018).

Miller, Larry. “Metadata: How to Develop the Foundation for the Music Business of Tomorrow.” *Licensing Journal*, (Fall 2013) Vol. 33 Issue 10, p 1 – 5.

Podcasts

Miller, Larry. “Go Small and Stay Home: Live Music in the Time of Crisis,” *Musonomics Podcast*. Podcast audio, May 26, 2020 <https://podcasts.apple.com/us/podcast/go-small-stay-home-live-music-in-the-time-of-crisis/id985799104?i=1000475911241>.

Miller, Larry. “From Punk to President (and Beyond),” *Musonomics Podcast*. Podcast audio, December 10, 2019 <https://podcasts.apple.com/us/podcast/from-punk-to-president-and-beyond-rob-stringer/id985799104?i=1000459256360>.

Miller, Larry. “Mind the (Value) Gap,” *Musonomics Podcast*. Podcast audio, October 17, 2019 <https://podcasts.apple.com/us/podcast/mind-the-value-gap/id985799104?i=1000453918120>.

Miller, Larry. “How a Wall Street Equity Analyst Thinks About the Music Business.” *Musonomics Podcast*. Podcast audio, June 27, 2019 <https://podcasts.apple.com/us/podcast/how-wall-street-equity-analyst-thinks-about-music-business/id985799104?i=1000442963766>

Miller, Larry. “The Mainstreaming of K-Pop,” *Musonomics Podcast*. Podcast audio, April 18, 2019 <https://podcasts.apple.com/us/podcast/the-mainstreaming-of-k-pop/id985799104?i=1000435322094>

Miller, Larry. “Is Spotify Suing Songwriters?” *Musonomics Podcast*. Podcast audio, March 19, 2019 <https://podcasts.apple.com/us/podcast/is-spotify-suing-songwriters/id985799104?i=1000432451693>

Miller, Larry. “How Music Got Modernized,” *Musonomics Podcast*. Podcast audio, October 24, 2018 <https://podcasts.apple.com/us/podcast/how-music-got-modernized/id985799104?i=1000422546157>

Miller, Larry. “Spin Cycle,” *Musonomics Podcast*. Podcast audio, August 27, 2018 <https://podcasts.apple.com/us/podcast/spin-cycle/id985799104?i=1000418634504>

Miller, Larry. “Home is Where the Smart Is,” *Musonomics Podcast*. Podcast audio, April 29, 2018 <https://podcasts.apple.com/us/podcast/home-is-where-the-smart-is/id985799104?i=1000410273871>

Miller, Larry. "Is Radio Headed for a Digital Cliff?" *Musonomics Podcast*. Podcast audio, December 21, 2017 <https://podcasts.apple.com/us/podcast/is-radio-headed-for-a-digital-cliff/id985799104?i=1000398041172>

Miller, Larry. "It's (Still) a Long Way to the Top: The present and future of the concert and festival business," *Musonomics Podcast*. Podcast audio, June 1, 2017 <https://podcasts.apple.com/us/podcast/its-still-long-way-to-top-present-future-concert-festival/id985799104?i=1000386043725>

Miller, Larry. "How China's Music Market is Going Legit," *Musonomics Podcast*. Podcast audio, April 21, 2017 <https://podcasts.apple.com/us/podcast/is-radio-headed-for-a-digital-cliff/id985799104?i=1000398041172>

Miller, Larry. "Lyrics, Lyricists and Licenses," *Musonomics Podcast*. Podcast audio, March 2, 2017 <https://podcasts.apple.com/us/podcast/lyrics-lyricists-and-licenses/id985799104?i=1000382076620>

Miller, Larry. "Who Cares About Quality," *Musonomics Podcast*. Podcast audio, November 14, 2016 <https://podcasts.apple.com/us/podcast/who-cares-about-quality/id985799104?i=1000377857116>

Miller, Larry. "Bright Lights, Music Cities (and States)," *Musonomics Podcast*. Podcast audio, August 3, 2016 <https://podcasts.apple.com/us/podcast/bright-lights-music-cities-and-states/id985799104?i=1000373709822>

Miller, Larry. "Music, Data and the Blockchain: A Digital Utopia?" *Musonomics Podcast*. Podcast audio, June 30, 2016 <https://podcasts.apple.com/us/podcast/music-data-and-the-blockchain-a-digital-utopia/id985799104?i=1000371718364>

Miller, Larry. "The Headwinds Facing Music Startups," *Musonomics Podcast*. Podcast audio, June 2, 2016 <https://podcasts.apple.com/us/podcast/the-headwinds-facing-music-startups/id985799104?i=1000369909873>

Miller, Larry. "The Vinyl Resurrection," *Musonomics Podcast*. Podcast audio, April 22, 2016 <https://podcasts.apple.com/us/podcast/the-vinyl-resurrection/id985799104?i=1000367343293>

Miller, Larry. "Songwriting, Consent and the Age of Discontent," *Musonomics Podcast*. Podcast audio, March 31, 2016 <https://podcasts.apple.com/us/podcast/songwriting-consent-and-the-age-of-discontent/id985799104?i=1000365912047>

Miller, Larry. "Music in the Time of Politics," *Musonomics Podcast*. Podcast audio, March 2, 2016 <https://podcasts.apple.com/us/podcast/the-vinyl-resurrection/id985799104?i=1000367343293>

Miller, Larry. "Music, Money and the Super Bowl," *Musonomics Podcast*. Podcast audio, February 4, 2016 <https://podcasts.apple.com/us/podcast/the-vinyl-resurrection/id985799104?i=1000367343293>

Miller, Larry. "The 3 Most Important Stories of 2015," *Musonomics Podcast*. Podcast audio, January 1, 2016 <https://podcasts.apple.com/us/podcast/the-3-most-important-stories-of-2015/id985799104?i=100035>

Miller, Larry. "That Weird Thing That Happened to Recording Studios," *Musonomics Podcast*. Podcast audio, November 30, 2015 <https://podcasts.apple.com/us/podcast/that-weird-thing-that-happened-to-recording-studios/id985799104>

Miller, Larry. "YouTube's Big Red Elephant is Loose in the Music Industry's Room," *Musonomics Podcast*. Podcast audio, October 27, 2015 <https://podcasts.apple.com/us/podcast/youtubes-big-red-elephant-is-loose-in-music-industrys/id985799104?i=1000355620857>

Miller, Larry. "The Transparency Moment," *Musonomics Podcast*. Podcast audio, September 2, 2015 <https://podcasts.apple.com/us/podcast/the-transparency-moment/id985799104?i=1000351196055>

Miller, Larry. "Summer Festival Fever Spreads from Newport to Tennessee," *Musonomics Podcast*. Podcast audio,

August 3, 2015 <https://podcasts.apple.com/us/podcast/summer-festival-fever-spreads-from-newport-to-tennessee/id985799104?i=1000348683107>

Miller, Larry. "George Wein and the Newport Legacy," *Musonomics Podcast*. Podcast audio, July 23, 2015 <https://podcasts.apple.com/us/podcast/george-wein-and-the-newport-legacy/id985799104?i=1000347809371>

Miller, Larry. "Apple, Music and the Launch of Apple Music," *Musonomics Podcast*. Podcast audio, June 28, 2015 <https://podcasts.apple.com/us/podcast/apple-music-and-the-launch-of-apple-music/id985799104?i=1000345910908>

Miller, Larry. "What's a Mixtape, Anyway?" *Musonomics Podcast*. Podcast audio, June 6, 2015 <https://podcasts.apple.com/us/podcast/whats-a-mixtape-anyway/id985799104?i=1000344246481>

Miller, Larry. "Hello, Tidal! The Escalation of the Streaming Wars and the \$100 Billion Music Business," *Musonomics Podcast*. Podcast audio, May 7, 2015 [https://podcasts.apple.com/us/podcast/hello-tidal-escalation-streaming-wars-\\$100-billion/id985799104?i=1000341539307](https://podcasts.apple.com/us/podcast/hello-tidal-escalation-streaming-wars-$100-billion/id985799104?i=1000341539307)

Miller, Larry. "Record Store Day, the Vinyl Resurgence and the State of Physical Music Retail" *Musonomics Podcast*. Podcast audio, April 14, 2015 <https://podcasts.apple.com/us/podcast/record-store-day-vinyl-resurgence-state-physical-music/id985799104?i=1000341539307>

Presentations, Selected Public Discussions and Conferences

New York State Bar Association Entertainment, Arts & Sports Law Section Music Business Law Conference, November 2019, New York. Keynote.

Music Canada Symposium, October 2019, Toronto. Keynote, "Amplifying the Music Ecosystem."

Sony Corporation, Board of Directors Quarterly Meeting, New York. September 2019. Keynote.

World Intellectual Property Organization (WIPO), Standing Committee on Copyright and Related Rights (SCCR), April 5, 2019, Geneva, Switzerland. Keynote. "An Industry Transformed."

NY:LON Connect, January 2019, London. Moderator "The Role of Music Accelerators."

Music Industry Research Association (MIRA) June 2018 Conference, Los Angeles. Moderator "How Big Data is Shaping Industry Trends," and "Interview With (outgoing RIAA CEO) Cary Sherman."

Conference on Innovation at the Center of Music and Nightlife (presented in partnership between NYU Steinhardt and NYC Mayor's Office of Media and Entertainment), June 2018, NYU. Co-chair and co-host.

Conference on the Impact of the Copyright Royalty Board Decision – Impact and Implications for the Music Industry (presented in partnership between NYU Steinhardt and NYU Law School Engelberg Center), May 2018, NYU Law School. Co-chair and host.

Music Business Association May 2018 Conference (MusicBiz), Nashville. Moderator, "The Billboard Hot 100 at 60."

Country Radio Seminar, February 2018, Nashville. Moderator, "Radio 2025: The Future is Now."

Mondo.NYC, October 2017, NYU. Moderator: "Can Washington Help the Music Industry Move Forward."

Conference on Sound Development (presented in partnership between NYU Steinhardt and NYC Mayor's Office of Media and Entertainment), June 2017. NYU. Co-chair and co-host. Moderator, "Live Music: The Current Landscape."

NYU Shanghai, March 2017, invited lecturer. “Music, Data and the Blockchain: A Digital Utopia?;”
“Musonomics: The State of the Industry;” “Career Focus: Music Business in the 21st Century.”

Music 4.5 Conference, New York. March 2017. Moderator, “The Economics of Streaming.”

Digital Music New York. June 2015. “Live Q&A Event with Larry Miller;”

Midem, Cannes, France. June 2015. Keynote, “Music Data as a Competitive Weapon.”

MusicBiz, Nashville. May 2015. Moderator, “Metrics and Sales Analysis Town Hall: Q&A with Larry Miller.”

New York City Bar Association Entertainment Bar Committee, May 2014. Featured speaker. “The Future of Performing Rights: Pandora and Beyond.”

Selected Media Citations

Billboard, “Revealed: 2020 Top Music Business Schools,” by Thom Duffy. April 27, 2020 <https://www-billboard-com.cdn.ampproject.org/c/s/www.billboard.com/amp/articles/business/9365285/billboard-top-music-business-schools-2020-list>

CNN Business, “The music industry was left for dead a few years ago. Now it’s booming again,” by Frank Palotta. February 28, 2020 <https://www.cnn.com/2020/02/28/media/music-industry-streaming/index.html>

Axios, “Record labels rush to IPO amidst music streaming boom,” by Sara Fischer. February 18, 2020. <https://www.axios.com/record-labels-music-streaming-ipo-27f18a47-3422-4841-9e72-7d4f6615337f.html>

Marketplace, NPR/American Public Media, “TikTok helps songs go viral, but does it make them hits?” by Jasmine Garsd. February 12, 2020. <https://www.marketplace.org/2020/02/12/tiktok-helps-songs-go-viral-but-does-it-make-them-hits/>

New York Times, “Taylor Swift’s Feud With Scooter Braun Spotlights Musicians’ Struggles to Own Their Work,” by Ben Sisario and Joe Coscarelli. August 23, 2019. <https://www.nytimes.com/2019/07/01/arts/music/taylor-swift-master-recordings.html>

Yahoo Finance, “Why Taylor Swift’s beef with her record label misses the point,” by Katie Krzaczek. July 1, 2019. <https://finance.yahoo.com/news/taylor-swift-justin-bieber-big-machine-label-sale-201544253.html>

Billboard, “New York Music Month Conference Highlights City’s Bustling Music Tech Industry,” by Tatiana Cirisano. June 4, 2019. <https://www.billboard.com/articles/business/8514487/new-york-music-month-conference-2019-intersection-music-tech-recap>

Rolling Stone, “A Fake Rhianna Album Climbed the Music Charts This Weekend,” by Amy X. Wang. March 4, 2019. <https://www.rollingstone.com/music/music-news/fake-rihanna-album-charts-803144/>

SiriusXM, live radio interview with NYU Steinhardt students discussing music and the post-millennial generation on “Debatable,” with Alan Light and Mark Goodman. February 28, 2019. <https://twitter.com/siriusxmvolume/status/1101237036072271874>

Music Business Worldwide, “US Music Streaming Revenues Grew 30% in 2018 to Hit \$7.4BN, As Subscriptions Topped 50m.” February 28, 2019. <https://www.musicbusinessworldwide.com/us-music-streaming-revenues-grew-30-in-2018-to-hit-7-4bn-as-subscriptions-topped-50m/>

Variety, “RIAA-Commissioned Report Argues Labels Still Beat DIY Approach, Even in Digital Age,” by Roy Trakin. January 11, 2019.

<https://variety.com/2019/music/news/rica-report-major-labels-moving-forward-1203105917/>

Billboard, “‘The Mood Has Changed’: As the Business Grows, Labels Are Redefining Their Role,” by Robert Levine. January 10, 2019.

<https://www.billboard.com/articles/business/8493021/recorded-music-business-study-riaa-larry-miller-label-services>

Billboard, “With Stocks in Flux, Why Analysts Think the Music Business Can Weather a Possible Recession,” by Steve Knopper. January 20, 2019.

<https://www.billboard.com/articles/business/8493001/stock-market-music-business-recession-analysts>

Business Insider, “How Columbia House sold 12 CDs for as little as a penny,” video interview by Matthew Stuart and Clancy Morgan. January 2, 2019.

<https://www.businessinsider.com/columbia-house-bmg-music-profit-money-business-model-2018-7?r=UK&IR=T>

New York Times, “Beyoncé Hoax Hits Streaming Services,” by Ben Sisario. December 21, 2018

<https://www.nytimes.com/2018/12/21/business/media/beyonce-albums-piracy.html>

Billboard, “Terrestrial Radio Ducks Music Modernization Act, But Still Must Face the Music, (Op-Ed)” by Larry Miller. October 5, 2018.

<https://www.billboard.com/articles/news/politics/8478501/terrestrial-radio-music-modernization-act-essay>

Rolling Stone, “Why More Pop Songwriters Are Stepping Into the Spotlight,” by Elias Leight. August 15, 2018.

<https://www.rollingstone.com/music/music-features/benny-blanco-eastside-pop-songwriter-credit-711061/>

New York Times, “Why Songs of the Summer Sound the Same,” by Sahil Chinoy and Jessie Ma. August 9, 2018

<https://www.nytimes.com/interactive/2018/08/09/opinion/do-songs-of-the-summer-sound-the-same.html>

The Economist, “How is college radio faring in the streaming era?” by G.M. June 27, 2018

<https://www.economist.com/prospero/2018/06/27/how-is-college-radio-faring-in-the-streaming-era>

Washington Post, “How the end of the MTV era led to a music video renaissance,” by Sonia Rao. June 14, 2018.

https://www.washingtonpost.com/lifestyle/style/how-our-new-era-of-political-music-videos-came-to-be/2018/06/13/c33ec40c-6349-11e8-99d2-0d678ec08c2f_story.html?noredirect=on&utm_term=.3c6e95a7e91e

CNN International, live interview on “*Quest Means Business*” on the growth of streaming revenues in the music business. April 24, 2018.

<https://snpy.tv/2r0VW66> (link does not work with Google Chrome)

BBC, videotaped interview on “*Business Briefing*” on Spotify’s IPO, filmed at NYU Steinhardt Dolan Studios. April 3, 2018.

<https://vimeo.com/263027588>

Los Angeles Times, “With documentaries on David Crosby and Joan Jett, music company BMG is pushing into the film business,” by Ryan Faughdner. April 3, 2018.

<https://www.latimes.com/business/hollywood/la-fi-ct-bmg-music-movies-20180403-story.html>

Variety, “DIY Rapper Russ Gives Career Advice to Students at NYU Talk,” by Jem Aswad. March 29, 2018.

<https://variety.com/2018/biz/news/rapper-russ-gives-career-advice-to-students-at-nyu-1202739642/>

Washington Post, “Apple Music May Finally Have the Muscle to knock off Spotify,” by Steven Zeitchik. February 12, 2018.

<https://www.washingtonpost.com/news/business/wp/2018/02/12/apple-music-may-finally-have-the-muscle-to-knock-off-spotify/>

The Economist, “In popular music, collaborations rock.” February 3, 2018.
<https://www.economist.com/business/2018/02/03/in-popular-music-collaborations-rock>

Associated Press, “NYC, Grammy officials sparring over expense of awards show,” by Deepti Hajela and Karen Matthews. January 24, 2018.
<https://apnews.com/1695f82792254cbfbc2a87fbc905275>

Wall Street Journal, “The Music Industry’s New Gatekeepers,” by Neil Shah, November 15, 2017
<https://www.wsj.com/articles/the-music-industrys-new-gatekeepers-1510761601>

New York Times, “Dispute Over Prince’s Estate Throw the Future of His Vault Into Question,” by Ben Sisario, June 25, 2017
https://www.nytimes.com/2017/06/25/arts/music/new-disputes-over-princes-estate-cloud-the-future-of-his-vault.html?_r=0

New York Post, “iHeart Media to launch paid music streaming service: sources” by Claire Atkinson, September 20, 2016
<http://nypost.com/2016/09/20/iheartmedia-to-launch-spotify-music-streaming-competitor/>

New York Times, “Frank Ocean’s ‘Blonde’ Amplifies Discord in the Music Business,” by Ben Sisario, August 25, 2016
<http://www.nytimes.com/2016/08/26/business/media/frank-oceans-blonde-amplifies-discord-in-the-music-business.html>

New York Times, “Music World Bands Together Against YouTube, Seeking Change to Law,” by Ben Sisario, May 31, 2016
<http://www.nytimes.com/2016/06/01/business/media/music-world-bands-together-against-youtube-seeking-change-to-law.html?>

Washington Post, “What makes Spotify, Tidal and Apple Music think original programming will win over subscribers?” Ashley Nguyen, May 20, 2016
<https://www.washingtonpost.com/news/the-switch/wp/2016/05/20/what-makes-spotify-tidal-and-apple-music-think-original-programming-will-win-over-subscribers/>

Marketplace, NPR/American Public Media, “We’re Running Out of Beyoncé’s,” by Tony Wagner, May 6, 2016
<http://www.marketplace.org/2016/05/05/world/streaming-exclusives>

Financial Times, “Beyoncé scores a hit for Tidal but business may not ride the wave,” by Anna Nicolaou and Mamta Badkar, May 3, 2016
<http://www.ft.com/intl/cms/s/0/ace0562c-0d8c-11e6-b41f-0beb7e589515.html#axzz4840q5IHu>

Wall Street Journal, “Pricing Tickets for a Classic Rock Megashow,” by Neil Shah, April 28, 2016,
<http://www.wsj.com/articles/pricing-tickets-for-a-classic-rock-megashow-1461872091>

Los Angeles Times, “Beyoncé bets on a Tidal exclusive to boost ‘Lemonade’ sales,” by Ryan Faughnder, April 25, 2016,
<http://www.latimes.com/entertainment/envelope/cotown/la-et-0426-ct-beyonce-tidal-20160426-story.html>

Wall Street Journal, “Guns N’ Roses Puts It Back Together,” by Neil Shah, March 24, 2016,
<http://www.wsj.com/articles/guns-n-roses-puts-it-back-together-1458760765>

Los Angeles Times, “Sony is betting on love for the Beatles lasting in a new \$750 million deal,” by Ryan Faughnder, March 16, 2016,
<http://www.latimes.com/entertainment/envelope/cotown/la-et-ct-sony-music-atv-20160316-story.html>

NPR/American Public Media *Marketplace*, “Getting the band back together can really pay off,” by Tony Wagner, January 25, 2016,
<http://www.marketplace.org/2016/01/22/business/business-getting-band-back-together>

Los Angeles Times, “David Bowie bonds were a ‘revolutionary business move, and here’s how they panned out,” by

Samantha Masunaga, January 11, 2016, <https://www.latimes.com/business/la-fi-bowie-bonds-history-20160111-story.html>

Los Angeles Times, “Sony/ATV sale expected to attract rivals, private equity,” by Ryan Faughnder,” October 17, 2015, <http://www.latimes.com/entertainment/envelope/cotown/la-et-ct-sony-atv-music-20151017-story.html>

New York Times, “Music Publishing Deal Driven by Shift from Sales to Streaming,” by Ben Sisario, July 6, 2015, <http://www.nytimes.com/2015/07/07/business/media/music-publishing-deal-driven-by-shift-from-sales-to-streaming.html>

CBS This Morning, “Apple vows to pay artists in response to Taylor Swift’s open letter,” June 23, 2015, <https://www.youtube.com/watch?v=zVAe5rBE3gQ>

Los Angeles Times, “Apple Muscles Into Music Streaming,” by Ryan Faughnder, June 9, 2015, <http://www.latimes.com/entertainment/envelope/cotown/la-et-ct-apple-music-beats-20150609-story.html>

Los Angeles Times, “Apple’s new music streaming service could revive the recording industry,” by Ryan Faughnder, June 6, 2015, <http://www.latimes.com/entertainment/envelope/cotown/la-et-ct-apple-music-launch-20150606-story.html#page=1>

New York Times, “Sony Terms With Spotify Uncovered in Contract,” by Ben Sisario, May 24, 2015. <http://www.nytimes.com/2015/05/25/business/media/sony-terms-with-spotify-uncovered-in-contract.html>

Los Angeles Times, “Top 10 juicy rationalizations for Apple’s \$3.2 billion Beats deal,” by Chris O’Brien and Ryan Faughnder, May 10, 2014, <http://www.latimes.com/business/technology/la-fi-tn-top-10-juicy-rationalizations-for-apples-32-billion-beats-deal-20140509-story.html>

Harvard Political Review, “A Brave New World: Spotify and the Future of Music,” by David Freed, March 20, 2014, quoted throughout. <http://harvardpolitics.com/covers/brave-new-world-spotify-future-music/>

SRF 3 Schweizer Radio und Fernsehen, “YouTube: Grosse Fabrik der kleinen Traume,” February 16, 2014, radio interview. <http://www.srf.ch/sendungen/input/youtube-grosse-fabrik-der-kleinen-traeume>

Time, “Beats Has a Secret Weapon to Decimate Spotify, iTunes,” by Victor Luckerson, January 16, 2014, quoted throughout. <http://business.time.com/2014/01/16/beats-music-streaming-service-partners-with-att/>

Time, “Spotify and YouTube Are Just Killing Digital Music Sales,” by Victor Luckerson, January 3, 2014, quoted throughout. <http://business.time.com/2014/01/03/spotify-and-youtube-are-just-killing-digital-music-sales/>

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CONSULTING – REPRESENTATIVE ASSIGNMENTS

Acquisition of interest in Universal Music Group by Tencent, Los Angeles 2019
Advised acquirer Tencent on acquisition of equity stake in world's largest music company.

Sony Corp., New York 2019
Advised board of directors on various strategic matters related to company's investment in Sony Music.

Recording Industry Association of America (RIAA), Washington 2018, 2019, 2020
Advised executive team on public policy matters

United States Copyright Royalty Board, Washington 2017
Expert witness of behalf of National Music Publishers Association and Nashville Songwriters Association in Phonorecords III.

SESAC vs Radio Music License Committee, New York 2017
Expert witness on behalf of performing rights organization SESAC in federally mandated arbitration with radio industry.

World Intellectual Property Organization (WIPO), Geneva, Switzerland 2019
Advised IFPI (International Federation of Phonographic Industries) on SCCR (Standing Committee on Copyright and Related Rights) strategy

Downtown Music Holdings, New York 2018 and 2019
Advised board on various strategic matters.

Universal Music Publishing, New York and Miami 2017 and 2018
Advised executive team on various strategic matters.

Sony/Universal Joint Venture, Los Angeles 2017
Advised board of APM, world's largest film and television production music platform on organizational strategy

Sound Exchange, Washington 2017
Advised executive team on public policy matters related the U.S. Terrestrial Radio performing rights exemption.

HIG Capital, New York 2017
Advised investment committee on acquisition of music technology assets.

Canadian Pension Plan Investment Board, Toronto 2015
Advised investment committee on acquisition of music publishing assets.

Zildjian Company, Norwell, MA 2015
Advised executive team of Avedis Zildjian company on global pricing strategy.

PEER REVIEW COMMITTEE

SAGE Knowledge Business Cases, 2018, 2019, 2020

PROFESSIONAL ASSOCIATION MEMBERSHIPS

Music and Entertainment Industry Educators Association (MEIEA)
Music Business Association