

**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 Professor**, 2021 – present  
**Clinical Associate Professor**, 2013 – 2021  
**Adjunct Professor**, 2012 – 2013  
**Entrepreneur in Residence**, 2011 – 2012

Music Business Program, Department of Music and Performing Arts Professions  
NYU 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  
**Distinguished Faculty Advisory Board for NYU 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  
**Search Committees, Music Business Visiting/Clinical Assistant/Associate Professor** 2017, 2019, 2020  
**Chair, Search Committee, Music Business Visiting Professor**, 2021-22  
**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. Second live event after covid delay (March 2022) featured songwriter and performer Roseann Cash, author Peter Guralnick.

### **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 21<sup>st</sup> 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 – 2002

### **Vice President, Advanced Technology Commercialization**

#### **Co-founder and COO, AT&T a2b music**

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. “On the Impact of Proposed Bill AB 1385 to the California Music Community,” 2021. *Musonomics*.

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* (2021).

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. “Won’t You Be My Neighbor?” *Musonomics Podcast*. May 2, 2022.  
<https://podcasts.apple.com/us/podcast/wont-you-be-my-neighbor/id985799104?i=1000559395657>

Miller, Larry. “George Wein & the Newport Legacy.” *Musonomics Podcast*. December 12, 2021  
<https://podcasts.apple.com/us/podcast/george-wein-and-the-newport-legacy/id985799104?i=1000543773295>

Miller, Larry. “Brick by Brick: Jon Platt on Creating a Mighty Career and Culture.” *Musonomics Podcast*. July 11, 2021 <https://podcasts.apple.com/us/podcast/brick-by-brick-jon-platt-on-creating-a-mighty/id985799104?i=1000528564841>

Miller, Larry. “Valuation Nation: Hipgnosis and the Business of Song Management,” *Musonomics Podcast*. March 24, 2021 <https://podcasts.apple.com/us/podcast/valuation-nation-hipgnosis-business-song-management/id985799104?i=1000514340324>

Miller, Larry. “Games Without Frontiers,” *Musonomics Podcast*. Podcast audio, January 14, 2021  
<https://podcasts.apple.com/us/podcast/games-without-frontiers/id985799104?i=1000505375199>

Miller, Larry. “Sync or Swim – Licensing Music for Podcasts,” *Musonomics Podcast*. Podcast audio, September 27, 2020 <https://podcasts.apple.com/us/podcast/sync-or-swim-licensing-music-for-podcasts/id985799104>

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=100043522094>

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](https://podcasts.apple.com/us/podcast/the-vinyl-resurrection/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/id9857](https://podcasts.apple.com/us/podcast/hello-tidal-escalation-streaming-wars-$100-billion/id9857)

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**

California Bar Association Licensing and Technology Transactions Group, February, 2021, online. "How Record Labels Amplify Talent in the Modern Music Marketplace." Keynote.

Texas Bar Association Entertainment Law Initiative, November, 2020, online. "Entertainment Law 2021: The Music Edition – Indie and Major Labels." Keynote.

Mu:Con 2020 (Korea), September, 2020, online. "Profit Models and Differentiation in the Live Music Market." Keynote.

WHO KNEW Presents: “The Smartest People in the Room – Howie Singer interviews Larry Miller.” September 2020.

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 21<sup>st</sup> 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**

*NPR Morning Edition*, “Why the songwriting catalogs of music icons could be the new gold,” February 4, 2022. <https://www.npr.org/2022/02/04/1078156947/why-the-songwriting-catalogs-of-music-icons-could-be-the-new-gold>

*NPR Planet Money-The Indicator*, “Multimillion dollar music catalogs,” by Anastasia Tsioulcas and Stacey Vanek Smith, February 1, 2022. <https://www.npr.org/2022/02/01/1077385249/multimillion-dollar-music-catalogs>

*BBC World News*, live television interview, “Bob Dylan sells recordings to Sony,” by Stephen Clarke, January 24, 2022

*Washington Post*, “Why artists like Bruce Springsteen, John Legend and Bob Dylan are suddenly selling their catalogues,” by Travis Andrews, January 19, 2022. <https://www.washingtonpost.com/arts-entertainment/2022/01/19/music-catalogs-sale/>

*Variety*, “Morgan Wallen, Olivia Rodrigo and Older songs Dominated U.S. Music in 2021: MRC Year-End Report,” by Geoff Mayfield, January 6, 2022. <https://variety.com/2022/music/news/morgan-wallen-olivia-rodrigo-2021-mrc-year-end-report-concludes-1235148043/>

*Axios*, “Music sounds like money to Wall Street,” by Hope King, January 6, 2022. <https://www.axios.com/music-money-wall-street-john-legend-42c2edd6-5aa1-459e-944e-beaf669fee5e.html>

*BBC World News*, live television interview, “Bruce Springsteen sells music rights in record sale,” by Stephen Clarke, October 12, 2021

*BBC World News*, live television interview, “Hipgnosis and the value of music,” by Stephen Clarke, December 16, 2021

*Axios*, “Music is a hot new Wall Street asset,” by Hope King and Sara Fischer, April 27, 2021 <https://www.axios.com/music-rights-streaming-copyright-99c9a9ab-6f9c-449b-bdde-c49a2e57da38.html>

*Wall Street Journal*, “Superfans’ Message to Taylor Swift, BTS and Other Music Superstars: Enough With the Deluxe Albums and Pricey Merch,” by Neil Shah, April 24, 2021 [https://www.wsj.com/articles/superfans-message-to-taylor-swift-bts-and-other-music-superstars-enough-with-the-deluxe-albums-collectibles-and-pricey-merch-11618410892?mod=searchresults\\_pos1&page=1](https://www.wsj.com/articles/superfans-message-to-taylor-swift-bts-and-other-music-superstars-enough-with-the-deluxe-albums-collectibles-and-pricey-merch-11618410892?mod=searchresults_pos1&page=1)

*Wall Street Journal*, “Lil Nas X Tops the Charts with Controversy-Stirring Single, ‘Montero,’” by Neil Shah, April 5, 2021 [https://www.wsj.com/articles/lil-nas-x-tops-the-charts-with-controversy-stirring-single-montero-11617656446?mod=searchresults\\_pos5&page=1](https://www.wsj.com/articles/lil-nas-x-tops-the-charts-with-controversy-stirring-single-montero-11617656446?mod=searchresults_pos5&page=1)

*Vice*, “The Way Streaming Services Pay Artists is Broken. Soundcloud is Trying to Fix It,” by Drew Schwartz. March 5, 2021 <https://www.vice.com/en/article/y3g7dg/how-soundclouds-new-fan-powered-royalty-plan-works>

*Variety*, “Music Biz Graduates Keep Their Heads Up, Despite Grim Job Market,” by Jem Aswad. June 24, 2020 <https://variety.com/2020/music/news/music-business-schools-college-bandier-berklee-nyu-1234646834/>

*Rolling Stone*, “Restaurant Chains Took Loans Mean for Small Businesses. Will Radio Conglomerates Do the Same?” May 14, 2020 <https://www.rollingstone.com/music/music-features/radio-conglomerates-stimulus-bill-999462/>

*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/riica-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 Jessia 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](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)

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## **CONSULTING – REPRESENTATIVE ASSIGNMENTS**

**Recording Industry Association of America (RIAA)**, Washington 2018 - 2022  
Advised executive team on public policy matters

**TPG**, New York 2022  
Advised investor on acquisition of recorded music and music publishing assets.

**SiriusXM/Pandora**, New York 2022  
Development of new advertising product for leading digital service provider.

**Acquisition of interest in Believe Digital**, Paris 2021  
Advised sovereign wealth fund on acquisition of minority interest in publicly listed music distribution platform.

**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.

**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 2013**

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

Center for Music Ecosystems