



EXAMINING THE IMPACT OF COVID-19 ON TECH

May 18, 2020

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With You Today



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Agenda

- ▶ Technology Industry: COVID-19 Impact
- ▶ Four Stages of Weathering an Economic Crisis
- ▶ Supply Chain Excellence Redefined
- ▶ CARES Act Update
- ▶ Q&A
- ▶ Additional Resources

Technology Industry: COVID-19 Impact

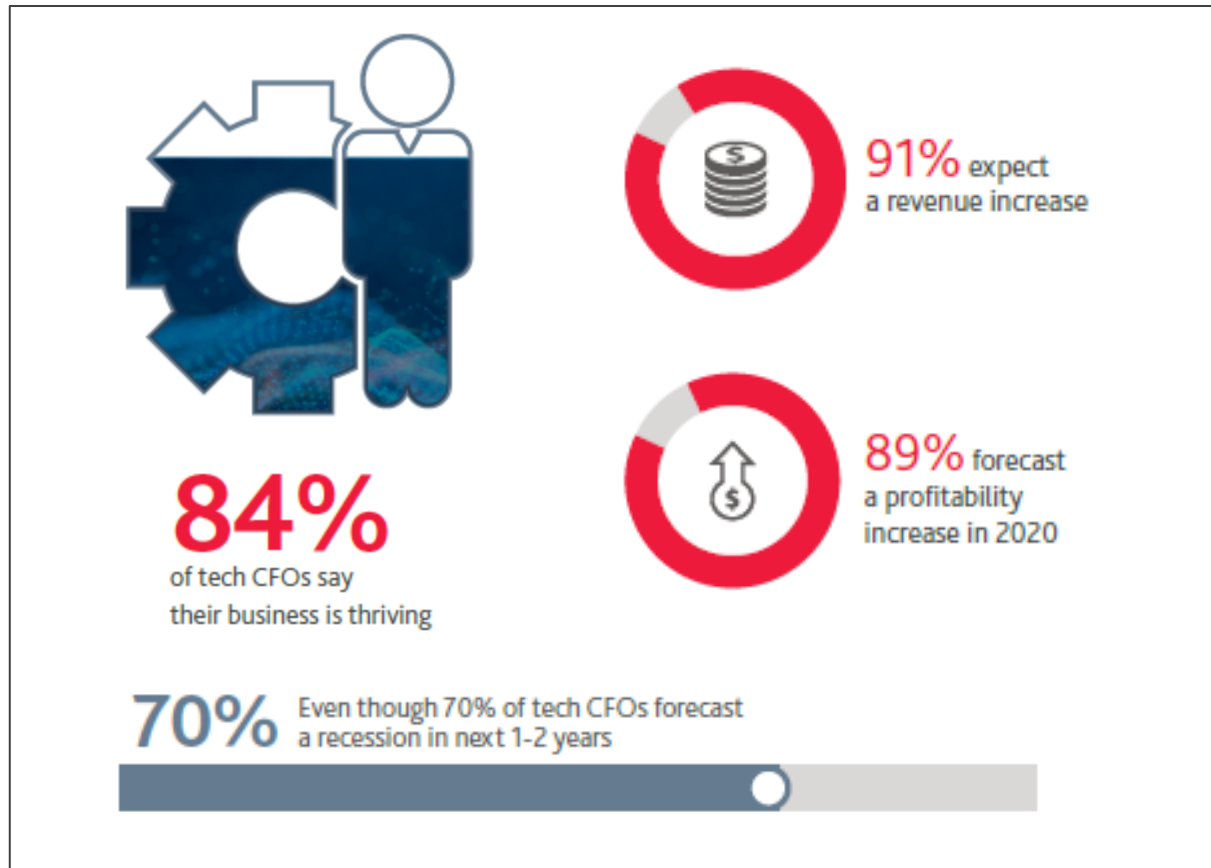
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The Technology Industry, Pre-COVID-19

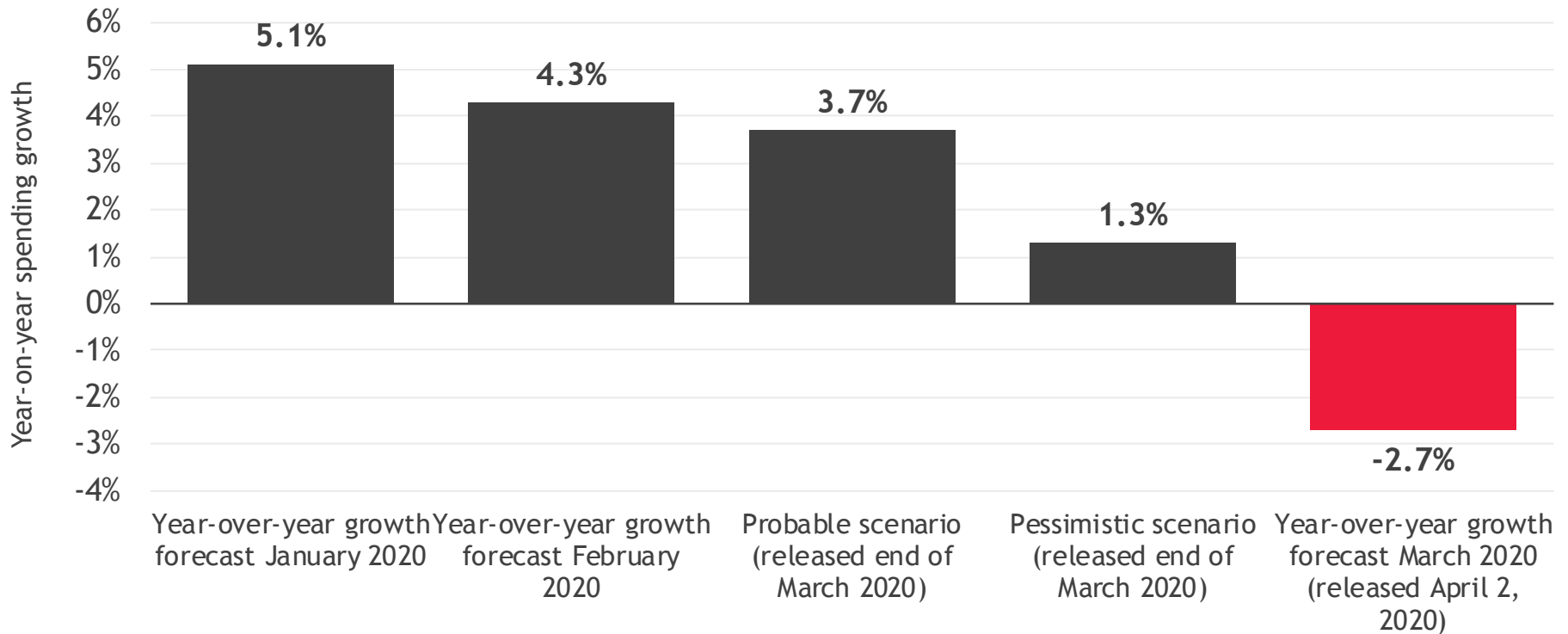
Tech CFOs Appear Confident: Sentiment in January 2020





The Technology Industry, COVID-19 Impact: Early Stages

COVID-19 Adjusted IT Spending Growth Forecast for 2020 Compared to Previous Year



Note: Worldwide; 2020

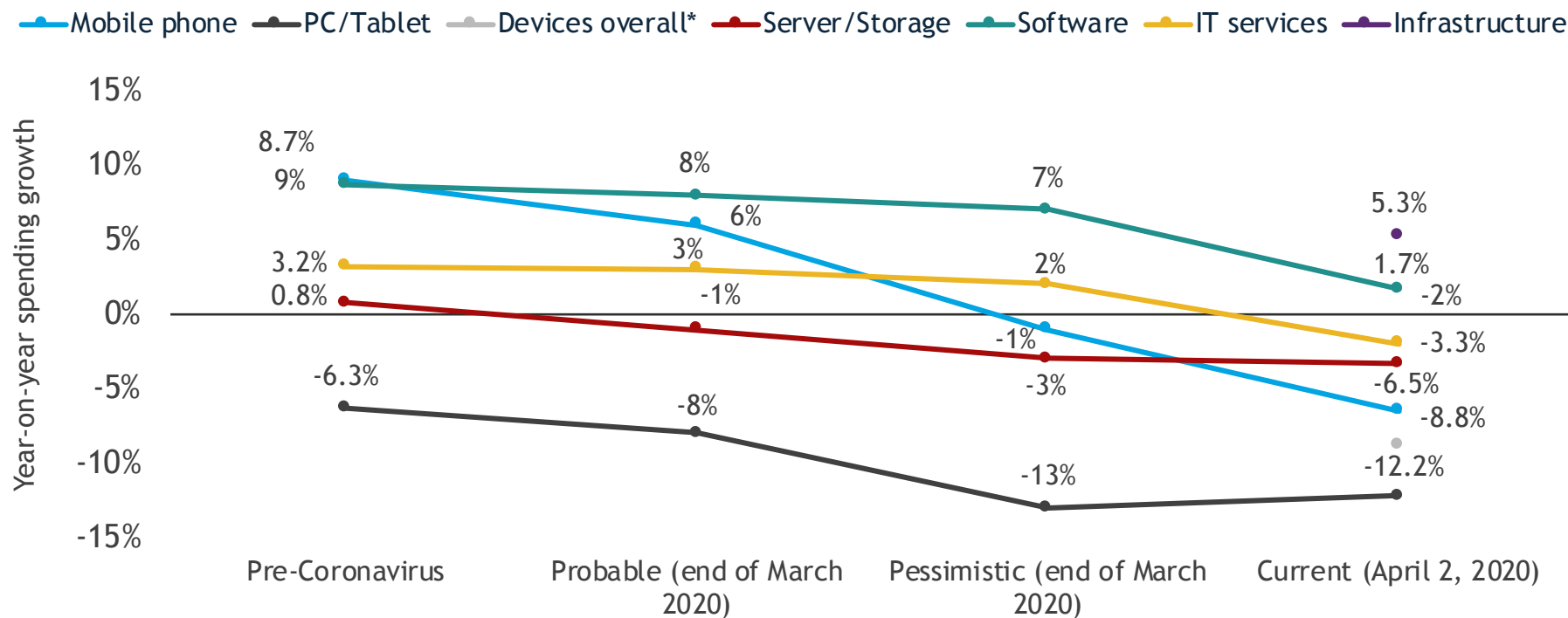
Further information regarding this statistic can be found on [page 73](#).

Source(s): IDC; [ID 480086](#)

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Adjusted Information Technology (IT) Spending Growth Forecast for 2020, by Category



Note: Worldwide; 2020

Further information regarding this statistic can be found on [page 74](#).

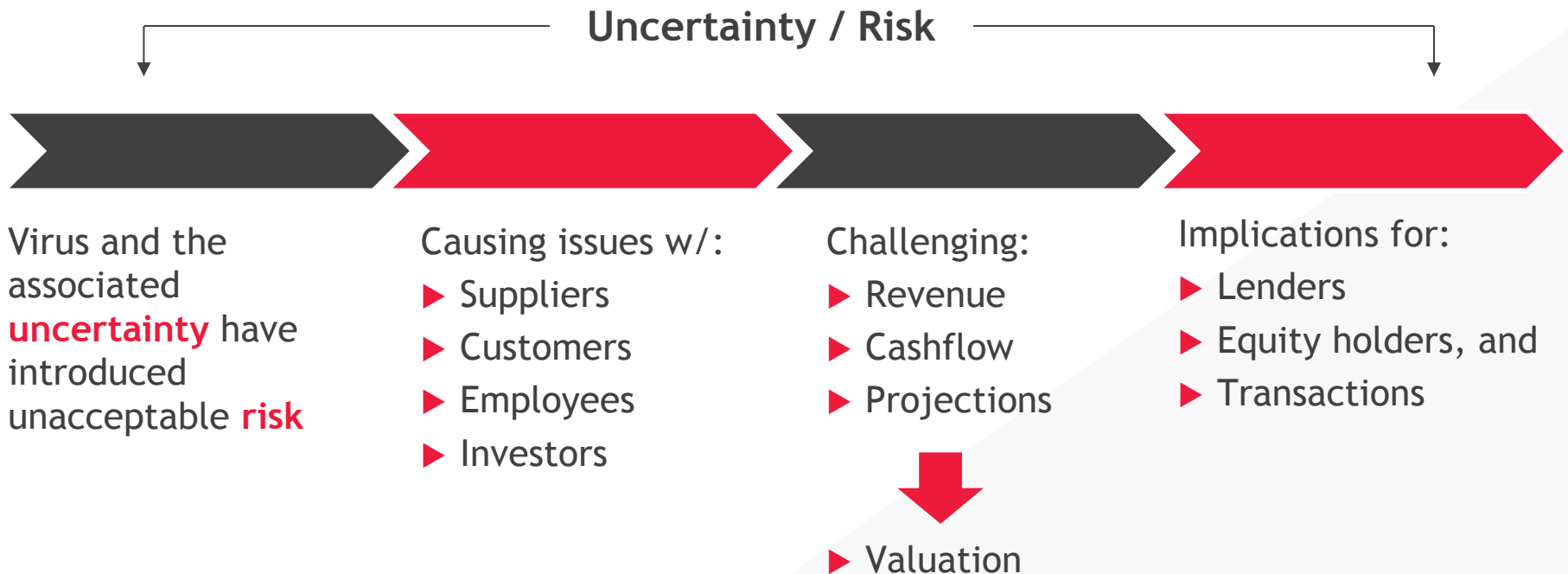
Source(s): IDC; [ID 1106083](#)

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Evolving Deal-Making Environment

COVID-19 has been a foundational disruption to deals in progress.





IMPACT ON TECH SECTOR

Challenges & Opportunities

SHORT TERM/IMMEDIATE IMPACT

- ▶ Dramatic falls or surges in demand
- ▶ Supply shock
- ▶ Balancing production capacity and safety
- ▶ Human capital management

MEDIUM CONSIDERATIONS

- ▶ Acceleration of Remote Working
- ▶ Acceleration of Digital Transformation
- ▶ New normal still being written
- ▶ Consumer confidence implications
- ▶ Valuation impact - Exits
 - IPO activity
 - M&A - offensive vs defensive positioning
 - Impact on strategic transactions (M&A/Financing etc.)
- ▶ Instructive Nature of Recovery in Asia

LONGER TERM CONSIDERATIONS

- ▶ Supply chain to be redesigned/reimagined
- ▶ Just in time arrangements/working capital considerations
- ▶ Difference between the Great Recession and COVID Recession
- ▶ Business continuity planning






Top Emerging Areas by Investments

SECTOR	INVESTMENT (\$B)
Artificial Intelligence	\$4.5 (148)
FinTech	\$4
Digital Health	\$3
Med Devices	\$1.5
Cyber Security	\$1.5
Supply Chain Tech	\$1.0 (48)
Payment Processing	\$0.9
eCommerce	\$0.9

*S&P Global Market Intelligence

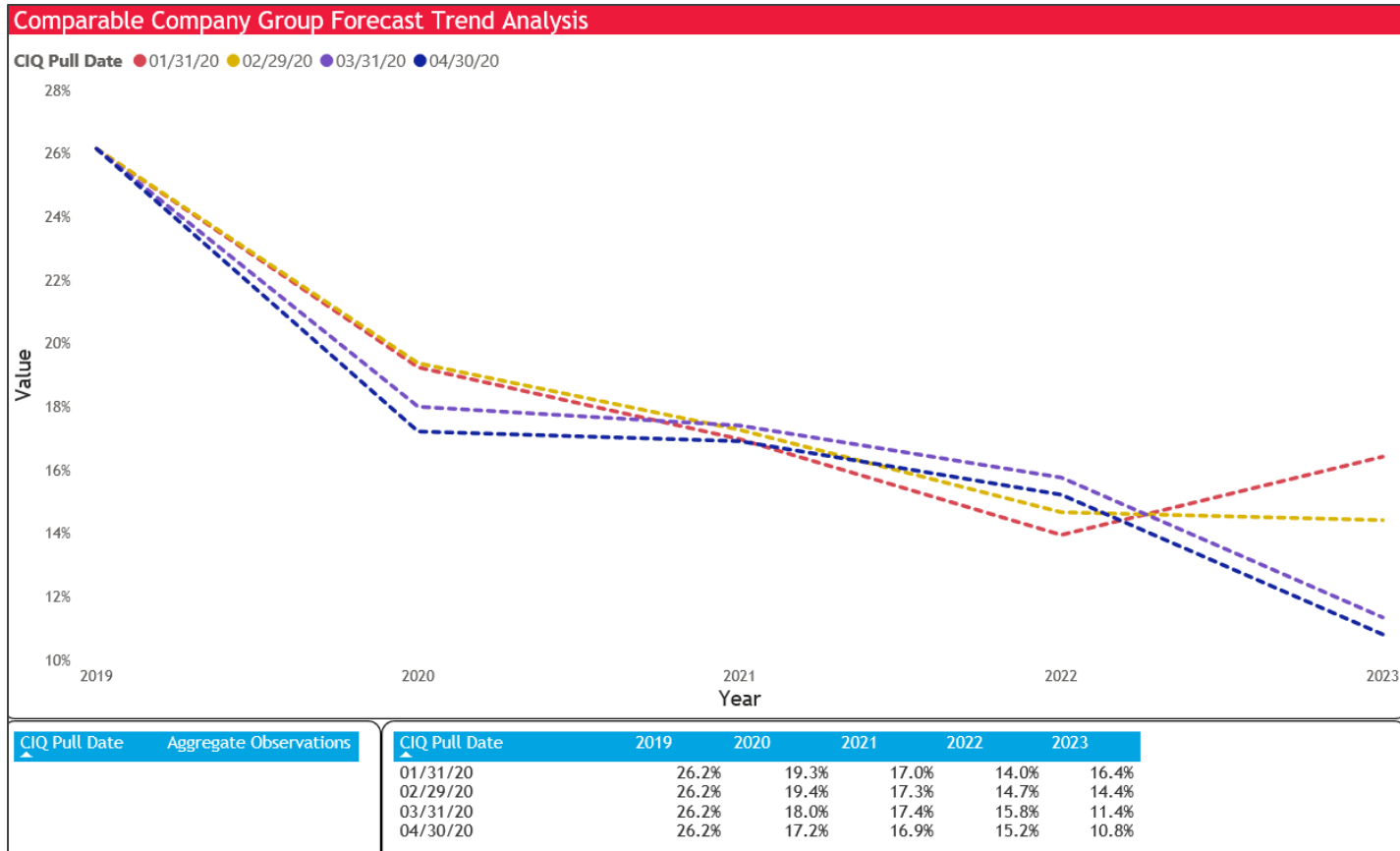
Tech Investment Hotspots

ACCORDING TO PE CFOS

1	5G Technology	
1	Artificial Intelligence	
2	Internet of Things	
3	Robotics	
4	Extended Reality	

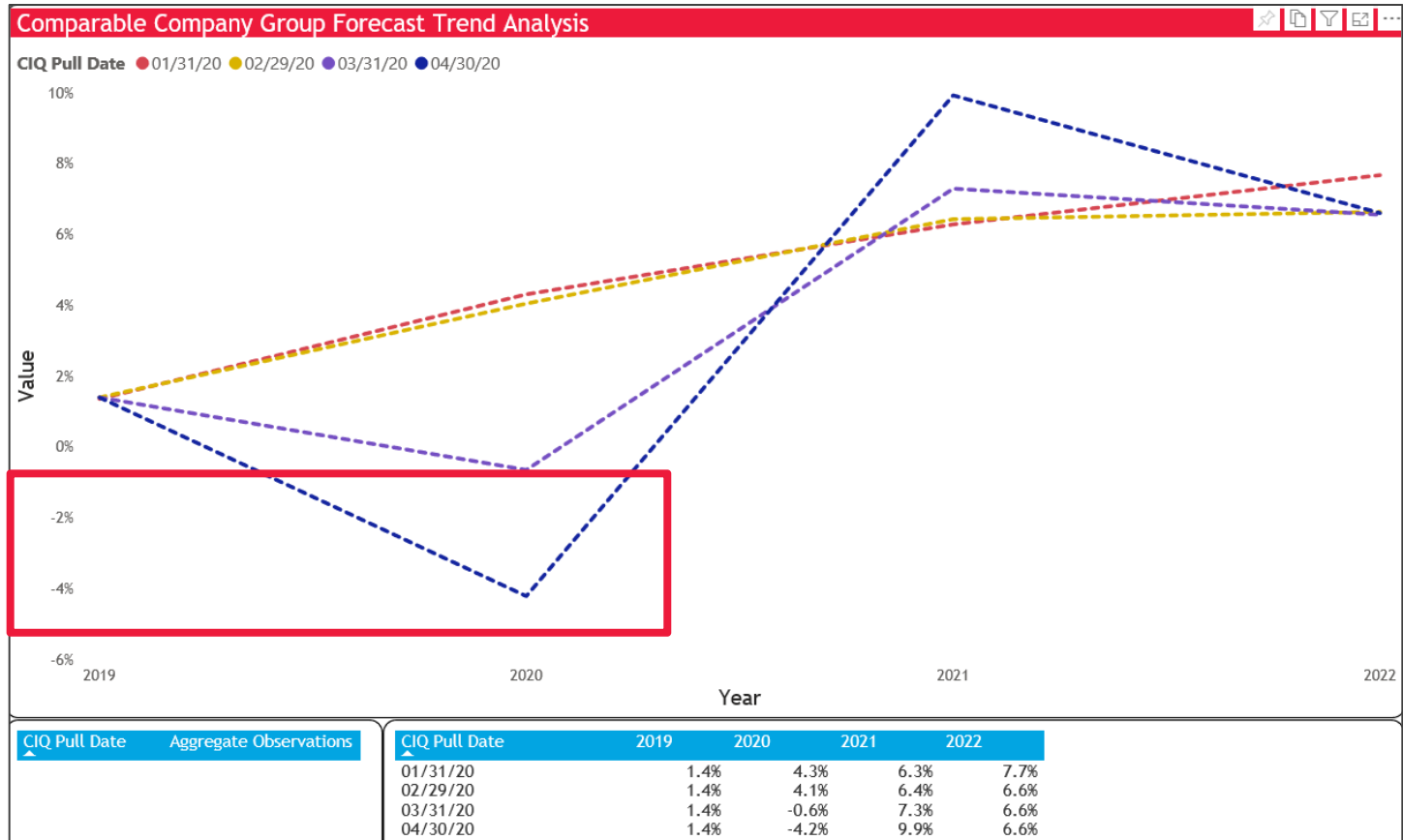
DETERIORATING ANALYST SENTIMENT - REVENUE GROWTH

Software & Services Sector



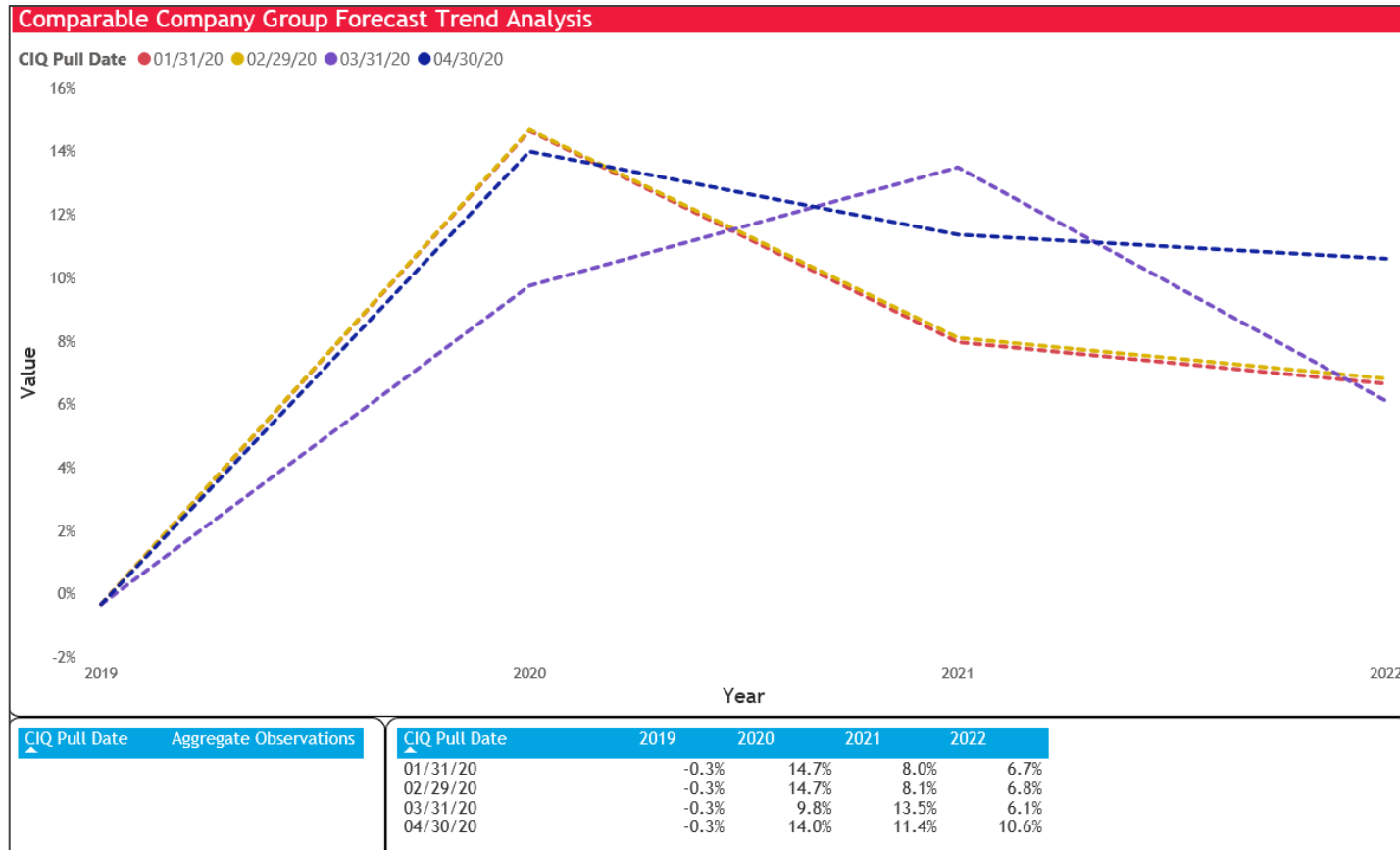
ANALYST SENTIMENT

Hardware & Equipment

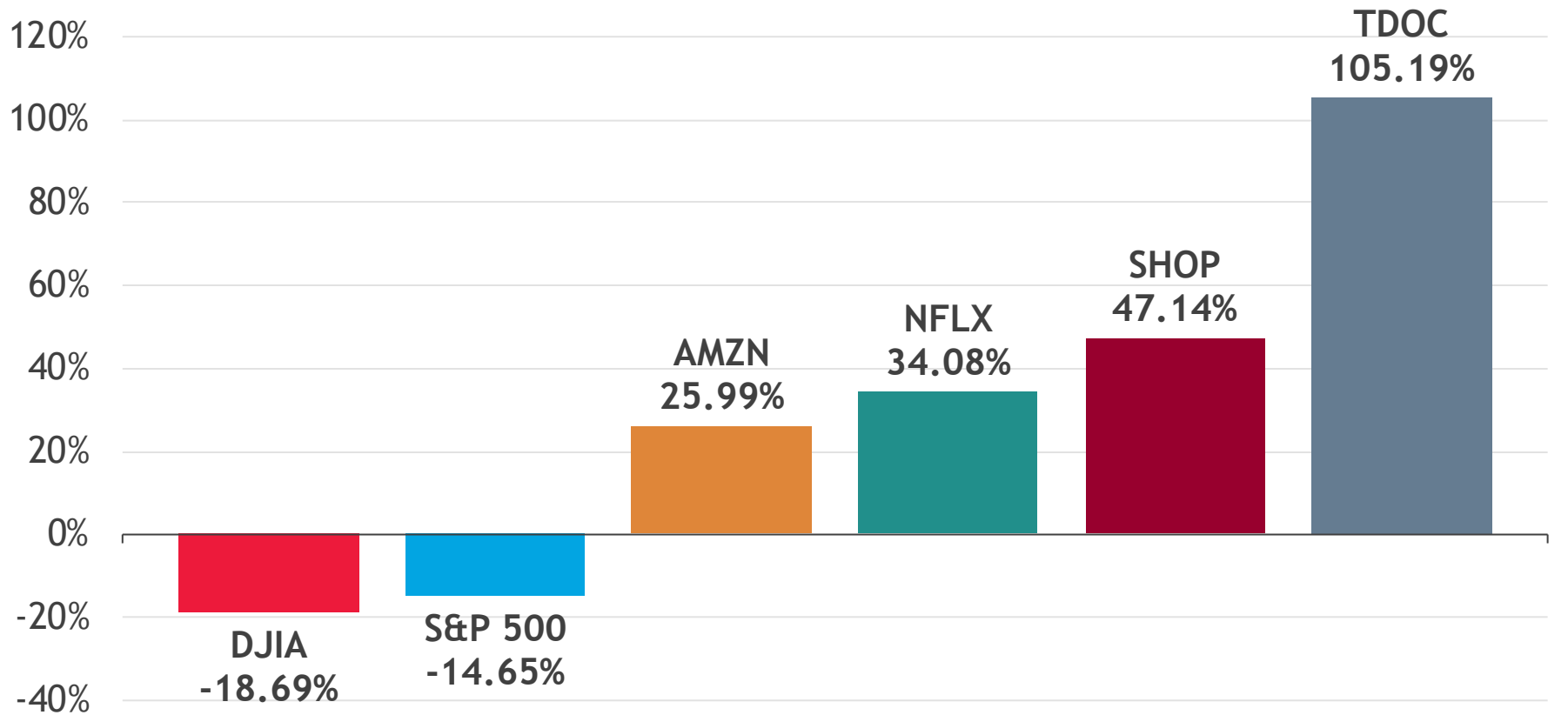


ANALYST SENTIMENT

Semiconductor & Equipment



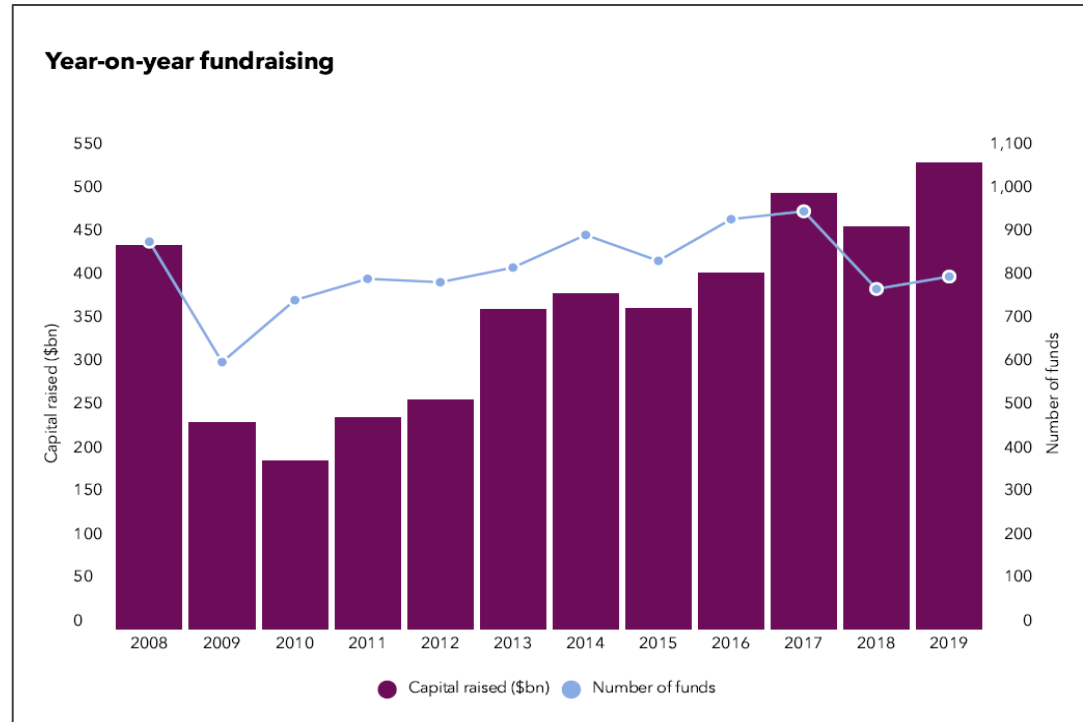
The Resilience of (Certain) Tech Companies



YTD, as of EOD April 21

PE Capital Raising - Global

- ▶ Despite worsening macroeconomic outlook, fundraising was strong in 2019.
- ▶ In private equity, fundraising surged to its highest since the financial crisis.
- ▶ Fundraising totals for the year reached \$537.2 billion, more than double 2009's \$237.5 billion and nearly \$75 billion more than in 2018.



Source: Private Equity International

Tech Private Equity

Tech fundraising continues on...

- ▶ There has been a huge increase in capital raised for funds focused exclusively on TMT in Q1 2019 compared with previous Q1s.
- ▶ The largest TMT-focused funds closed were Vista Equity Fund VII - \$16 Billion, Thoma Bravo Fund XIII, which raised \$12.6 billion, Siris Partners IV (\$3.45 billion) and TCV X (\$3 billion).



Four Stages of Weathering an Economic Crisis

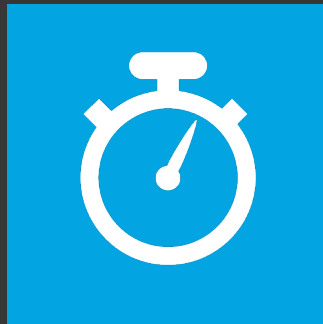
ESKANDER YAVAR

National Manufacturing
Practice Leader

Four Stages of Weathering an Economic Crisis



Persevere



Maintain



Recover



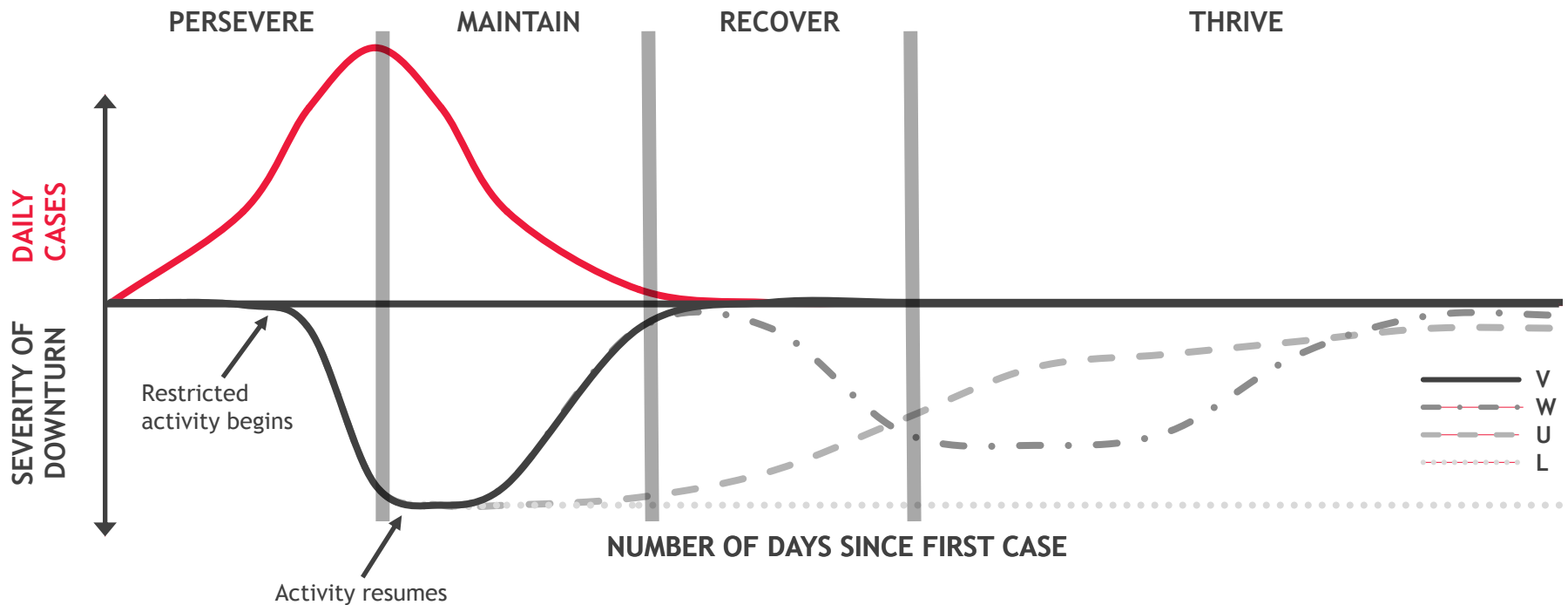
Thrive

PANDEMIC/ECONOMIC DOWNTURN OVERLAY





Effects of the Curve

STAGE 4 - THRIVE

Business is meeting or exceeding market growth rates. Order rates continue to grow and the new norm of growth is established in the business.



Evolution of a Manufacturer by Stage

	PEOPLE	STRATEGY & OPERATIONS	RISK	FINANCIALS	REGULATION
 Persevere	Employee Health & Safety	Crisis Management & Customer Retention	Supply Chain Continuity	Liquidity & Cash Flow	Regulatory Response & Policy Development
 Maintain	Workforce Planning & Productivity	Recession Proofing	Supply Chain Optimization	Cost Optimization	Regulatory Compliance
 Recover	Strategic Hiring	Customer Acquisition	Supply Chain Capacity	Financial Hardening	Compliance Effectiveness
 Thrive	Talent Acquisition & Retention	Performance Improvement & Innovation	Resiliency Engineering	Growth Financing	Intelligent Compliance

PERSEVERE

Pain Points



PEOPLE

EMPLOYEE HEALTH & SAFETY

- ▶ Workplace safety, spread prevention
- ▶ Remote working options, staff augmentation
- ▶ Layoffs, furloughs, plant closures
- ▶ Employee morale
- ▶ Workforce shortages
- ▶ Increased cyber risk due to WFH



STRATEGY & OPERATIONS

CRISIS MANAGEMENT & CUSTOMER RETENTION

- ▶ Crisis response
- ▶ Stakeholder management and communication
- ▶ Reputational impact and opportunity
- ▶ Retrofitting supply chains to produce medical supplies
- ▶ Customer communication
- ▶ Customer financial distress
- ▶ Ensuring customer health and safety
- ▶ Strategies to mitigate revenue loss



RISK

SUPPLY CHAIN CONTINUITY

- ▶ Preventing supply chain disruptions
- ▶ Supplier defaults
- ▶ Delivery delays and shortages
- ▶ Mandated shutdowns
- ▶ Navigating insurance claims
- ▶ Increased cyber attacks and cyber risk
- ▶ Minimizing legal liabilities



FINANCIALS

LIQUIDITY & CASH FLOW

- ▶ Demand slowdown
- ▶ Liquidity issues
- ▶ Access to capital
- ▶ Pricing considerations
- ▶ Cost reduction, budget cuts



REGULATION

REGULATORY RESPONSE & POLICY DEVELOPMENT

- ▶ CARES Act impacts, opportunities for financial relief
- ▶ Responding to changing global tax legislation
- ▶ Financial reporting deadlines
- ▶ Tax filing and payment deadlines
- ▶ OSHA compliance

PERSEVERE

Considerations



PEOPLE

EMPLOYEE HEALTH & SAFETY

- ▶ Readjust non-essential hours and evaluate work-from-home options for employees
- ▶ Confirm tiered workforce plans to ensure essential workers are protected
- ▶ Provide workers with personal protective equipment and temperature checks
- ▶ Ensure employees' workspaces are at least six feet apart, minimize crossing of paths and put cleaning and disinfection protocols in place



STRATEGY & OPERATIONS

CRISIS MANAGEMENT & CUSTOMER RETENTION

- ▶ Identify and activate a crisis response task force
- ▶ (Over)communicate with clarity, composure, and compassion
- ▶ Invest in working capital to avoid loss of critical customers and minimize reputational risk
- ▶ Reach out to key customers to understand their situations



RISK

SUPPLY CHAIN CONTINUITY

- ▶ Conduct a business continuity risk assessment to identify operational, financial and market risks
- ▶ Adapt your enterprise risk management plan
- ▶ Communicate with suppliers to ensure their ability to serve your business
- ▶ Triage demand changes and supply needs
- ▶ Adjust demand and collection plans accordingly
- ▶ Identify alternative suppliers and transportation modes



FINANCIALS

LIQUIDITY & CASH FLOW

- ▶ Revise cashflow projections and financial forecast
- ▶ Evaluate customer strength, risk profiles, and AR exposure
- ▶ Control variable costs and revenue/receivable risk
- ▶ Negotiate longer payment terms with suppliers
- ▶ Negotiate a debt service holiday or covenant relief
- ▶ Revisit your pricing model to provide more flexible and affordable options



REGULATION

REGULATORY RESPONSE & POLICY DEVELOPMENT

- ▶ Determine if your business qualifies as essential and leverage the state-run appeal process if necessary
- ▶ Consider applying for a low-interest government loan
- ▶ Take advantage of U.S. and international tax relief provisions

INNOVATING IN CRISIS:

Stories of Manufacturing Ingenuity

COVID-19 is causing unprecedented disruption to our nation's health and economy. Successfully flattening the infection curve requires everyone to do their part. Across the country, American manufacturers are taking action to help frontline health workers in the fight against COVID-19—and getting creative to save thousands of American jobs.

[These are their stories.](#)

Interested in submitting your story? Click [here!](#)

THE PROBLEM

Health workers across the country are [reporting critical shortages](#) of personal protective equipment (PPE) amid an influx of COVID-19 patients. PPE includes protective masks, suits and other equipment that are critical to ensuring the health and safety of frontline health workers. In some cases, health workers are forced to make a difficult choice - stop going to work or perform duties without adequate protection, risking their own health. On April 6, the Department of Health and Human Services inspector general released a report that it found severe shortages of PPE in hospitals across the country.



HOW MILLIKEN IS HELPING

Milliken & Company is a global textile manufacturer that announced it will [increase domestic production](#) of anti-microbial fabric for medical products such as scrubs, lab coats and privacy curtains. They are scaling up their manufacturing and distribution channels to ensure there is a ready supply of these much-needed products available to frontline medical workers.




INNOVATING IN CRISIS:

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THE PROBLEM

An influx of demand [has caused nationwide hand sanitizer shortages](#), as people race to stock up and protect themselves from getting sick. Both in stores and online, hand sanitizer is becoming more expensive and harder to come by.

HOW COPPER BOTTOM IS HELPING

Copper Bottom Distillery in Daytona Beach, Florida, shifted their production from spirits to hand sanitizer. They've opened their doors for people to come in and fill up bottles of hand sanitizer and are helping supply local healthcare organizations as well.

SUPPLY CHAIN EXCELLENCE REDEFINED

JEFF PRATT

National Supply Chain Leader

Supply Chain Objectives

SERVICE



- ▶ In Stock Rate
- ▶ Volume Fill Rate
- ▶ Breadth of Offerings
- ▶ Fulfillment Lead Time
- ▶ Percent perfect order fill rates increase by 5-30%
- ▶ Increased focus on most profitable customers

COST



- ▶ Procurement/ Manufacturing
- ▶ Logistics/Storage
- ▶ Fulfillment
- ▶ Expediting
- ▶ Sourcing savings of 5-15% of total supplier spend
- ▶ Transportation cost savings of 5-10%

CAPITAL



- ▶ Inventory
- ▶ Manufacturing Capacity
- ▶ Logistics Capacity
- ▶ Storage Capacity
- ▶ Inventory savings of 10-20%
- ▶ Warehouse capacity increase of 10-20%

What Clients are Saying:



SALES & MARKETING

- ▶ *“Customer demand has changed dramatically”*

SOURCING & SUPPLIER MANAGEMENT

- ▶ *“We have experienced supply disruption in the last 12 months”*
- ▶ *“We aren’t sure what level of supplier risk we have”*

PLANNING & PROCUREMENT

- ▶ *“We’re haven’t ordered the right amount”*

INBOUND LOGISTICS

- ▶ *“Unpredictability of transportation is driving inventory spikes”*

OPERATIONS/ FULFILLMENT

- ▶ *“Our operations need to be more efficient”*
- ▶ *“Some inventory is not moving”*

OUTBOUND LOGISTICS

- ▶ *“We struggle to keep up with stocking and picking”*
- ▶ *“We need to safely add more warehouse capacity”*

CUSTOMER SUPPORT/ FIELD SERVICE

- ▶ *“We can’t clearly differentiate how we serve our best customers”*

SUPPLY CHAIN RESILIENCE

Actions Vary by Company and Stage of Recovery

PERSERVE

Supply Chain Continuity Planning

- ▶ Communicate with suppliers to ensure their ability to serve your business
- ▶ Triage demand changes and supply needs
- ▶ Identify alternative suppliers and transportation modes as needed

MAINTAIN

Simplification

- ▶ Update plans based on shifts in customer demand
- ▶ Reconfigure supply chains to find cost reductions
- ▶ Evaluate alternate supply sources to mitigate risks and lower long-term costs
- ▶ Consider diversifying your supplier base
- ▶ Assess the cost-benefit of maintaining duplicate facilities

RECOVER

Supply Chain Scale-Up

- ▶ Improve the Sales and Operations Planning process to ensure changes in demand are met
- ▶ Re-evaluate the global supply chain footprint
- ▶ Renegotiate supply chain agreements, leveraging volume increases

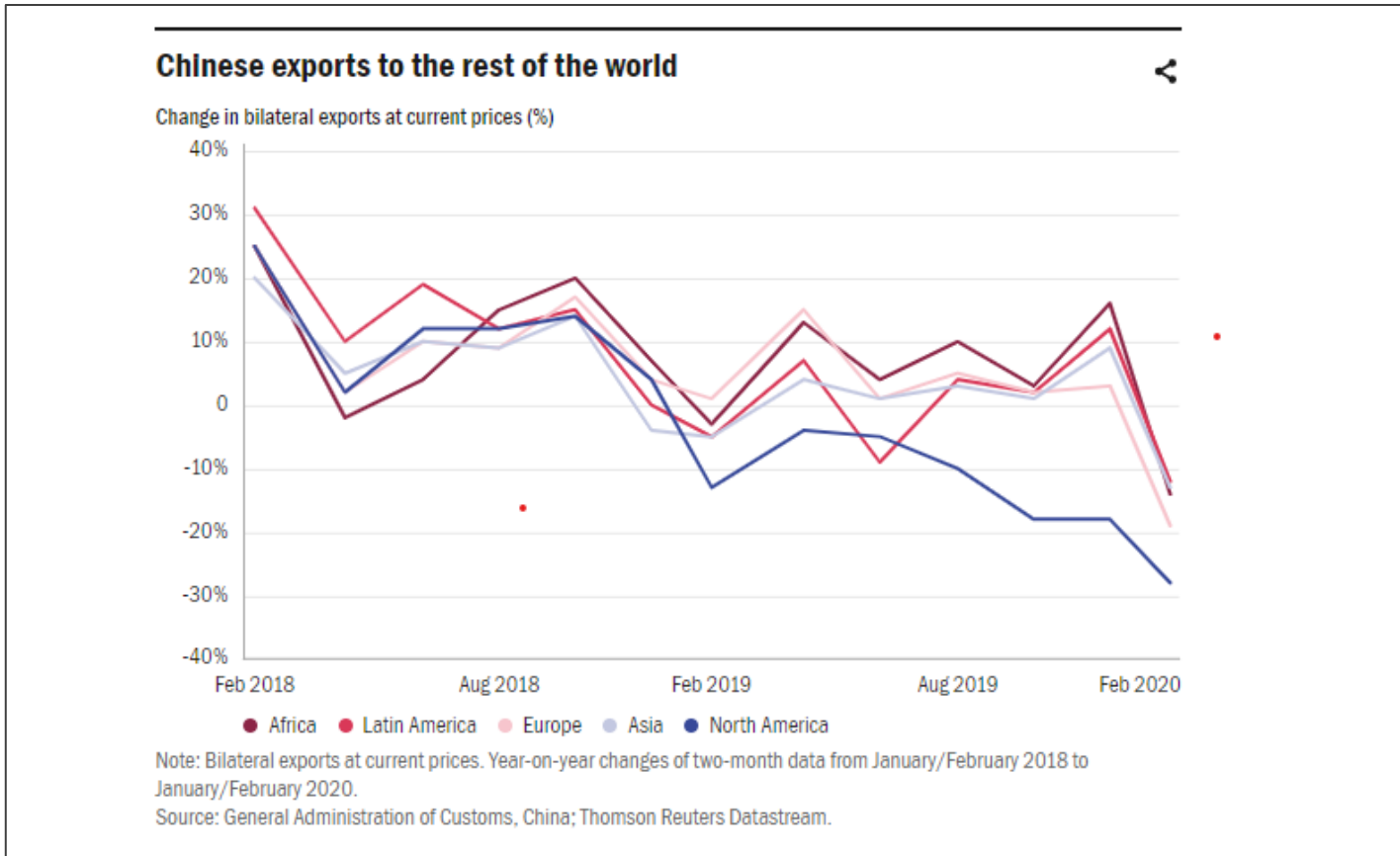
THRIVE

Resiliency Engineering

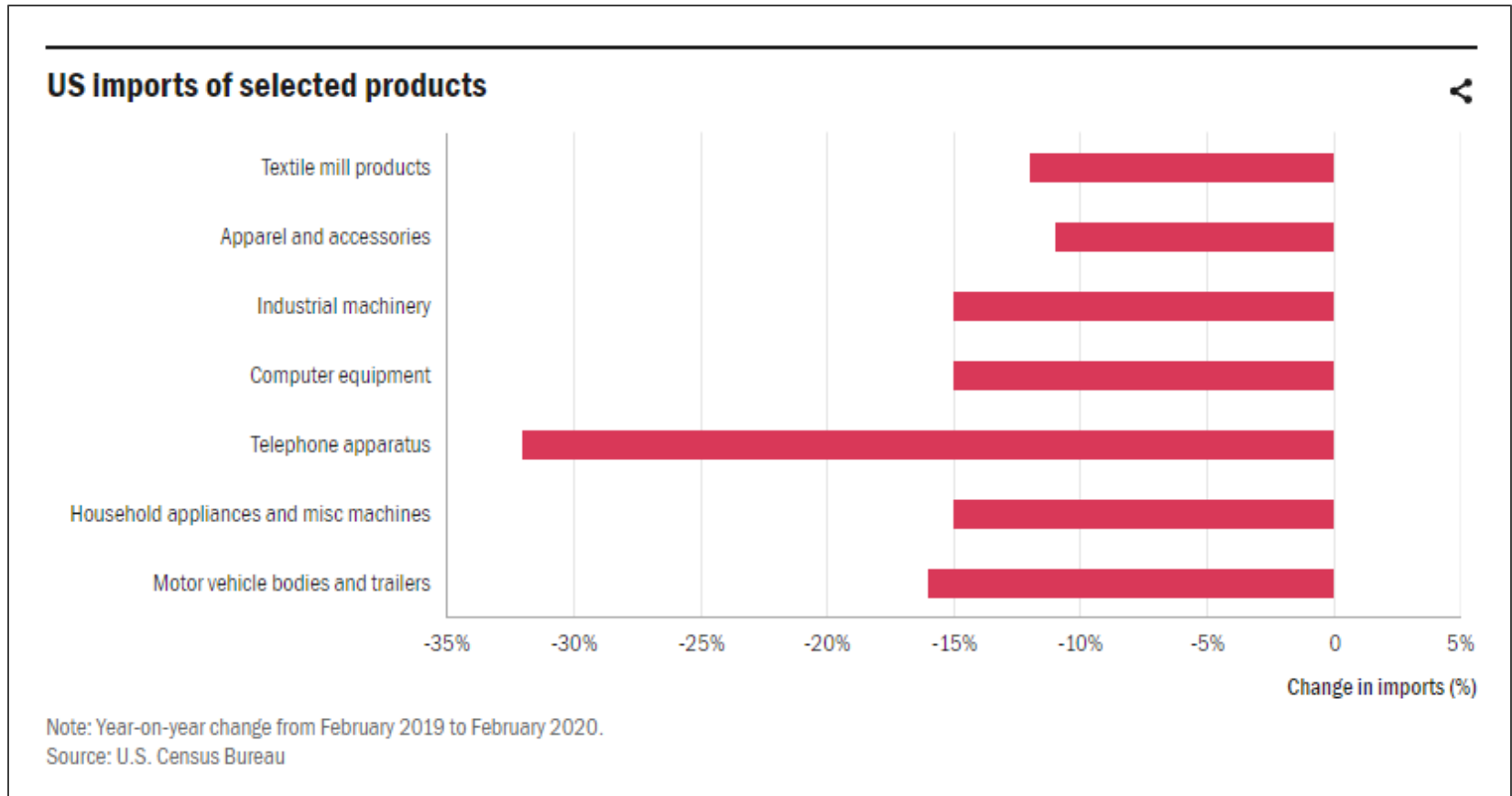
- ▶ Ensure customer demand is met
- ▶ Look for opportunities to increase inventory turns
- ▶ Evaluate digital technologies and Industry 4.0 to increase scalability and visibility of the Supply Chain

GLOBAL SUPPLY CHAIN FOOTPRINT

Chinese Exports to North America Have Declined



Specific Technology Products and Components Have Been Affected



SUPPLY CHAIN GLOBAL FOOTPRINT

Optimization Requires Several Areas of Consideration

SALES & OPERATIONS PLANNING <ul style="list-style-type: none">▶ Demand & Capacity Planning▶ Process Design & Reengineering▶ Customer Service	SOURCING AND SUPPLIER MGT <ul style="list-style-type: none">▶ Supply Chain Risk Assessment▶ Strategic Sourcing▶ Supplier Management	NETWORK OPTIMIZATION <ul style="list-style-type: none">▶ Customer Service Optimization▶ Logistics Cost Optimization	SITE RELOCATION <ul style="list-style-type: none">▶ Site Selection▶ Incentive Negotiation & Compliance▶ Facility Management
COST OPTIMIZATION <ul style="list-style-type: none">▶ Cost Analysis & Modeling▶ Product & Service Profitability▶ Cost Reduction Strategies	TAX EFFICIENCY <ul style="list-style-type: none">▶ Credits & Incentives▶ Value Chain Tax Analysis▶ Tax Structuring▶ Credits & Incentives	TRADE COMPLIANCE <ul style="list-style-type: none">▶ Customs Valuation▶ IP Protection▶ Import/Export Audits	WORKFORCE RELOCATION <ul style="list-style-type: none">▶ Performance Mgmt.▶ Talent Acquisition▶ Labor Analysis

CARES ACT UPDATE

DAVID WONG

STS R&D Tax Principal

DAVID DUSKI

Fraud, Investigations &
Disputes Director

Agenda



PPP - SBA Loans &
Forgiveness (5 minutes)



Title IV (\$500 billion)
(5 minutes)



Payroll Tax Benefits
(5 minutes)





Paycheck Protection Program Loans

Small Business Association

Small Business Administration - PPP Loans

Paycheck Protection Program:

- ▶ SBA Loans for small business with less than 500 employees
- ▶ \$659 billion in funds allocated to date (2 rounds)
- ▶ Loans up to a maximum of \$10,000,000, or 2.5x average monthly payroll costs including wages paid to employees (limited to \$100,000 annually), healthcare, and benefits.
- ▶ Loan is forgivable to the extent employees remain employed and compensation is not reduced below a certain threshold.



Expected Forgiveness Amount

Amounts of the PPP loan that were used during the eight weeks following (covered period) receipt of the proceeds for:

- ▶ Payroll costs, and to pay the following obligations in effect on Feb. 15, 2020 for mortgage interest, rent, and utilities

Data necessary to calculate the expected forgiveness amount for the covered period:

- ▶ Gross payroll, that includes wages, tips, PTO or other paid leave, severance
- ▶ Health care costs for employees
- ▶ Contributions to qualified retirement plans
- ▶ Payments of state/local taxes based on compensation
- ▶ Self-employment income of partners or owners
- ▶ Amount paid on leases, mortgages and utility contracts that predate Feb. 15, 2020



Title IV Loans

Main Street Lending

CARES Act: Title IV - Coronavirus Economic Stabilization Act of 2020 (CESA)

PURPOSE: To provide liquidity to eligible businesses, states, and municipalities related to losses incurred due to the coronavirus. This is a \$500 billion stabilization loan program and gives broad discretion to the Secretary of the Treasury.

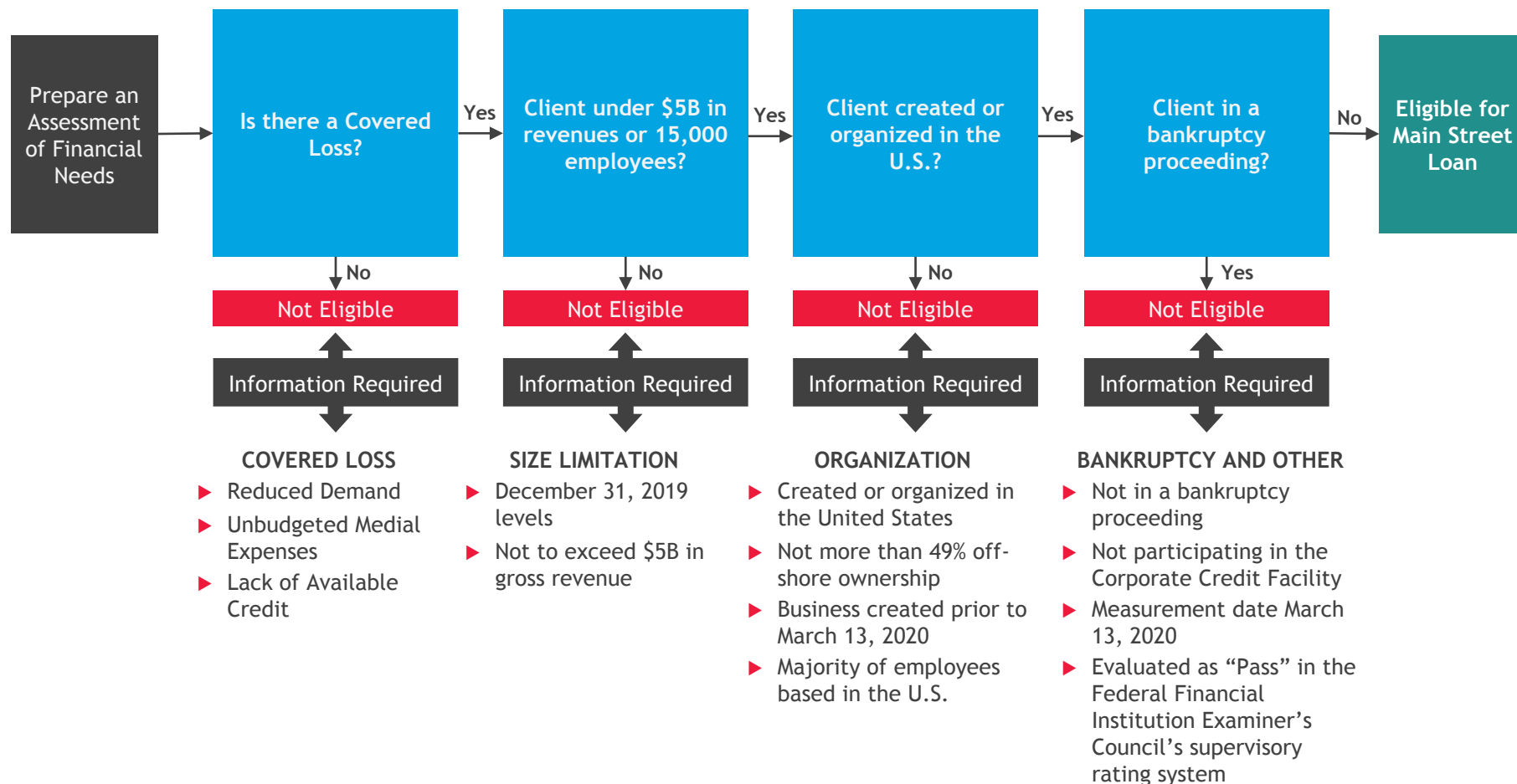
- ▶ \$46 billion in direct Treasury loans to severely distressed economic sectors
 - \$25 billion for passenger air carriers and their contractors
 - \$4 billion for cargo air carriers
 - \$17 billion for businesses critical to national security
- ▶ \$454 billion to provide liquidity to businesses, governments, and nonprofit organizations not otherwise receiving sufficient relief
 - To be administrated through various Fed Reserve facilities



Title IV Loans

MAIN STREET LENDING EVALUATION

INITIAL MAIN STREET LENDING EVALUATION FLOWCHART



TITLE IV LOANS

Main Street Loan Facilities

	Main Street New Loan Facility	Main Street Priority Loan Facility	Main Street Expanded Loan Facility
Term	4 years	4 Years	4 years
Principal & Interest Payments	Y1 - No P&I Y2-4 - 33.33%/Year	Y1 - No P&I Y2 & 3 - 15%/Year Y4 - 70%	Y1 - No P&I Y2 & 3 - 15%/Year Y4 - 70%
Rate	LIBOR + 300bps	LIBOR + 300bps	LIBOR + 300bps
Minimum Loan Size	\$500,000	\$500,000	\$10.0 Million
Maximum Loan Size	Lesser of (a) \$25 Million; or (b) the amount that does exceed borrower's leverage by 4x Adjusted EBITDA (including undrawn available debt)	Lesser of (a) \$25 Million; or (b) the amount that does exceed borrower's leverage by 6x Adjusted EBITDA (including undrawn available debt)	Lesser of (a) \$200 million; (b) 35% of outstanding & undrawn bank debt; or (c) the amount that does exceed borrower's leverage by 6x Adjusted EBITDA (including undrawn available debt)
Loan Participation	(a) SPV - 95%; Lender - 5%; (b) Seniority - pari passu basis	(a) SPV - 85%; Lender - 15%; (b) Seniority - Senior to or pari passu basis	(a) SPV - 95%; Lender - 5%; (b) Seniority - pari passu basis; (c) Collateral - pro rata basis



Payroll Related Benefits

Employee Retention Credits
and Payroll Tax Deferral



PAYROLL RELATED BENEFITS

Cash Flow Help through Payroll

Employee Retention Credit:

- ▶ Is a refundable payroll tax credit for employers who are harmed by COVID-19, but retain their employees. Equal to 50% of qualified wages (capped at \$10,000) paid to employees between March 12, 2020 and December 31, 2020. Maximum available credit is \$5,000 per employee (50% of \$10,000)
- ▶ Employers qualify for the credit if:
 - Their operations were fully or partially suspended due to a COVID-19 related shutdown order, or
 - Their gross receipts for the quarter were less than 50% of the gross receipts for the same quarter in the prior year
- ▶ Employers with more than 100 full-time employees (on average in 2019) would only receive the credit for wages paid to employees who are not working. Employers with 100 or fewer employees would receive the credit for all wages paid to employees
- ▶ Any employer who receives a PPP loan is ineligible to receive this credit

EMPLOYEE RETENTION CREDIT

FAQ

- ▶ What type of 'back-up' data is needed to claim the Employee Retention Credit?
- ▶ If we furlough employees, but continue to pay their health care costs, can the health care costs paid during the furlough (which would include both the employee and employer portion of the health care costs) be eligible for the Employee Retention Credit?
- ▶ How should we document the number of hours paid but not worked for salaried employees?
- ▶ We are an essential business, can we still qualify?

Questions & Answers

Additional Resources

PERSEVERE Solutions

Managing Your Business in a Crisis

The COVID-19 crisis has upended global supply chains, dramatically reduced demand in some sectors while increasing demand beyond capacity in others, and plunged the economy into a likely recession. Manufacturers must take action now to weather the storm and scenario plan for the post-COVID-19 future.

BDO CAN HELP:



Keep
Employees
Safe



Improve Cash
Flow &
Liquidity



Streamline
Operations



Stabilize
Business



Retain
Customers



Mitigate Supply
Chain Disruption



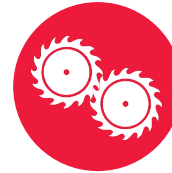
Optimize
Inventories



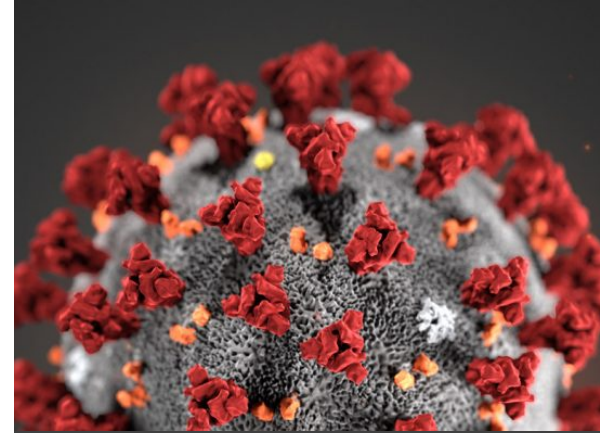
Minimize
Liabilities



Bolster
Cybersecurity



Pivot
Production



95% of businesses
report supply chain
disruptions due to
COVID-19.

78% of manufacturers
anticipate a
financial impact
from COVID-19.

53% of manufacturers
anticipate a change
in operations.

Sources: NAM, ISM

PRESENTER:

Aftab Jamil



AFTAB JAMIL

Assurance Partner & Global
Technology Industry Leader

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BIOGRAPHY:

Aftab Jamil has more than 28 years of experience in public accounting. He has substantial experience in serving VC and PE backed medical device, life sciences and technology companies. Aftab has served public and private companies ranging from start-up, development stage enterprises to established multinational companies.

Aftab has experience with SEC reporting, mergers and acquisitions, international operations and strategic partnerships. He has participated in the preparation of numerous IPOs and secondary public equity and debt registration statement filings as well as on-going Securities and Exchange Commission reporting.

Aftab has also spent substantial time assisting publicly and privately held clients and their audit committees in understanding, evaluating, and implementing new accounting and regulatory requirements. In addition, Aftab has been a key contributor in multiple publications and “Thought Leadership” projects on related topics.

PRESENTER:

Eskander Yavar



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BIOGRAPHY:

Eskander Yavar has over 20 years of professional services experience and serves as the national leader for BDO's Manufacturing & Distribution industry practice as well as the Management and Technology Advisory Services practice. Eskander also leads the Industry 4.0 initiative driving automation, connectivity, and workforce transformation across our clients and their entire value chain.

Eskander's experience includes both the technical knowledge associated with complex technology, supply chain, financial, and operational performance improvements and the "high touch" interaction style that improves the flow and timeliness of complex, transformational engagements. He has led numerous transformational projects within the chemicals, food manufacturing, and petrochemicals subsegments.

PRESENTER:

Jeff Pratt



JEFF PRATT

Supply Chain Practice Lead
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BIOGRAPHY:

Jeff has over 28 years of experience in Supply Chain Management, and brings sourcing, process, technology enablement, change, organizational, financial, and performance measurement experience to help clients maximize the success, user experience, and long-term business impact of Supply Chain transformation programs. Jeff is known for his hands-on style and serves as a coach and trusted advisor to current and former colleagues and clients.

As BDO's Supply Chain Practice lead, Jeff works to drive executable solutions by drawing on industry knowledge, multidisciplinary backgrounds in process, technology enablement, and strategy, and practical use of leading practices. Specifically his focus is on delivering solutions through the following services:

Jeff has extensive experience in the consumer products, high tech, insurance, manufacturing, media and entertainment, construction, hospitality, professional services, and financial services industries and has driven supply chain efficiency programs as large as \$1Billion annually. He has worked on domestic and international projects. In addition to his consulting experience, Jeff has also held "C-level" and global leadership roles with oversight of over 180 professionals, and \$50M in budgetary responsibility.

PRESENTER:

David Wong



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STS R&D Tax Principal

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BIOGRAPHY:

David is a partner with BDO USA's Specialized Tax Services practice and leads both the West Region and Southwest Region R&D and FDII tax services practices. He has extensive knowledge in R&D tax credits and the Foreign Derived Intangible Income ("FDII") Deduction.

David has over 16 years of professional experience, including many years in the R&D Tax Credit Practice at a Big Four firm. He has experience helping both large and small companies identify and document their R&D credits as well as assisting them in defending those credits upon IRS and/or state taxing authority exams. He has experience with California, Arizona, New Mexico, Oregon, Washington, Utah, Idaho, and Texas, having worked with companies ranging from the development stage to those with over \$20 billion in revenues. During his career, David has identified and defended over \$2 billion of R&D tax credit claims.

David has served companies in a broad range of industries, including:

- ▶ Computer Animation
- ▶ Consumer Products
- ▶ Financial Services
- ▶ Food & Beverage
- ▶ Healthcare & Telemedicine
- ▶ Insurance & General Agencies
- ▶ Manufacturing
- ▶ Oil & Gas
- ▶ Online Retailing
- ▶ Pharmaceuticals
- ▶ Professional Services
- ▶ Semiconductor
- ▶ Software
- ▶ Video Gaming

His extensive experience has enabled him to achieve, on average, a 95% allowance on R&D claims for many of his clients on exam or at appeals.

David has also published various articles in technical journals such as The Tax Advisor (May 2010), Gamasutra.com (October 2012), ShaleMag.com (July 2018), and BizJournals.com (December 2018).

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BIOGRAPHY:

David Duski is a Director in BDO's Forensic Investigation and Litigation Services group and leads its intellectual property consulting practice. Throughout his career, David has provided dispute resolution services for cases involving patent infringement, trademark infringement, trade secret misappropriation, false advertising, breach of contract, business interruption, legal malpractice, and product liability, among others. He has also provided financial and economic consulting for attorneys and corporate clients.

David has conducted complex financial analyses involving lost sales, lost profits, incremental profits, manufacturing and marketing capacity, fixed and variable costs, product line profitability, price erosion, reasonable royalties, unjust enrichment, commercial success, and prejudgment and post-verdict interest for both plaintiffs and defendants. He has also served as an expert witness in matters filed in U.S. District Court, state court, and before the American Arbitration Association. Additionally, David has lectured on the topic of intellectual property damages at The John Marshall Law School, Loyola University Chicago School of Law, and the Chicago Bar Association.

His case experience encompasses a broad array of industries including automotive, aviation, biotechnology, cellular, chemicals, consumer products, energy, financial securities, healthcare, HVAC, information technology, internet, medical products, military, network security, online learning, optical, pharmaceuticals, semiconductors, sporting goods, supercomputers, and telecommunications.

David graduated from DePaul University earning a bachelors degree in Accounting and Finance.