

A new commercial initiative

Challenging the status quo of the music industry's positioning and limiting the decline of revenues year on year.

New Global Role - President of Product

Remit - Global Creative Development (Product development, diversification and deployment)
Implementation of company wide relevant/effective strategic options to drive/create winning solutions to close identified market gaps, gain higher market share and stronger reliable revenue streams.



Key Internal Issues	How?	The Impacts	The Cost
<p>2012 - Assist/take ownership of a series of product portfolios to improve the quality output of music singles/albums/digital media.</p> <p>Improve the ratio of acts to cross-over to global markets. Improve longevity of sales (Model; Components to pop music markets. Tewis, K 2011) See Appendix One</p> <p>Higher quality world class LAUNCH hits for new & existing roster: E.G <i>Britney 'One More Time'</i> <i>Christina 'Genie in a bottle'</i> <i>Leona 'Bleeding Love'</i></p>	<p>Select stronger musical repertoire that meets the needs of various customer group's more effectively. (More global collaborations to ensure that pop music is able to be purchased by contemporary audiences).</p> <p>Widen appeal to more than just the acts own fan base encouraging more music customers.</p> <p>Matt Cardle & One Republic Leona Lewis (Chorus) & Jay-Z Marcus Collins & Andre 3000</p> <p>XF Christmas Cast Album 2012 (All twelve contestants)</p> <p>Commercial alliances/further licenses</p>	<p>Higher global chart penetration and longer product lifecycles.</p> <p>Higher market share, brand credibility, brand equity, more competitive and diverse affiliations and financial revenue</p> <p>Competitive Advantage, Value proposition, More cutting edge products</p>	<p>Internal Cost (Paye) B2B Alliances that include percentage share of profits or fees</p>
<p>Find new acts not just from the TV platforms such as Labyrinth</p>	<p>Promote a campaign that high lights this is the SYCO strategic direction, encourage submissions. You tube</p>	<p>Discovery of new acts that may not have wanted to be on the TV radar. Profits!</p>	<p>Internal Cost (Paye) = Mentor Time</p>
<p>Assisting ITV/Freemantle/Modest Management in setting and responding to the expectations of finalists to minimize any negative incidents from contestants. Effectively control artists social networks until understand the critical need for diplomatic relations with the media/public. <i>Cher Lloyds retaliatory attacks on critics on twitter sheds a negative light on the artist and the management brand</i></p>	<p>Providing a clear message to all employees and artists that will allow a better understanding of the corporate position and manage expectations and what is THEIR contract of employment/professional requirement.</p>	<p>Credibility, Ethical, Highly Responsible (Reflected in Post Interviews) dependant on success lifecycle.</p> <p>Help control SYCO Corporate Reputation and further limit the media's constant and negative pressure</p>	<p>Internal Cost (Paye) = Mentor Time</p>
<p>Emerging Radio Platforms – We7. Ensure that SYCO has all relevant</p>	<p>Supply the latest up to date music, podcast and merchandising options to take key advantages of customer</p>	<p>Have cutting edge digital capability in emerging markets. Be</p>	<p>Internal Cost (Paye) B2B Co-branding/Joint</p>

online platforms fully engaged in order to react to new online opportunities and integrate relevant music catalogue Improve 'ustream' content	playlists and drive purchasing for SYCO augmented products	less reliant on just traditional radio platforms to gain more effective broadcast time driven by music fans not heads of radio	ventures
Provide thought leadership, long term vision to support CEO/all employees with concise insight with a view to develop/train ALL (Including acts) employees in order to increase the effectiveness of SYCO processes and competences	Focus on internal employee development and manage all stakeholder expectations React fast to emerging market trends Gain further quality market research/competitor analysis to help SYCO meet the needs of stakeholders more effectively	Stronger culture, more effective operational output, long term cost effective, potential for market growth & higher financial returns on investment	Internal Cost (Paye)
Key External Issues	How	Impacts	Cost
Building a stronger Corporate Reputation and Managing the Corporate Rep to key stakeholders	Key stakeholder – Media/Social Media who provide an incessant scrutiny on the brand (defend against brand damage and manage negative social opinion). Have pre-crisis plans	Highly credible, lowering the current barriers of negative entry to all SYCO products. Close competitors out. Helps achieve SYCO's long term aims and objectives	Internal Cost (Paye) = Crisis Team that can be trained in-house
Constantly support music's legal issues and domain to fight Piracy	Help the legal teams across all digital platforms to put pressure on Google/You tube. Gov, EU	Stop/limit piracy	Legal, Internal (Paye)



Key Internal Issues	How	Impacts	Cost
<p>Improve the contestant entry process in order to capture higher quality singers/ increase consumer faith in SYCO brand quality and credibility. (In line with SC new brief of less variety acts and more youthful cutting edge)</p>	<p>Instruct the head of product to oversee the introduction stages of talent in order to maximise the end results when recorded into the TV format.</p> <p>Replicate a detailed brief/train staff in order to reach maximum deployment</p>	<p>Higher market share, brand credibility, increase global success with stronger talent, increase ratings and subsequent press online/offline, create more sustainable products and secure longer term financial revenue</p>	<p>PAYE staff. Raising the talent in order to gain higher financial returns and longer term sustainability through albums and tours</p>
<p>Review the X Factor Panel to improve the show's output and wow TV audiences (increase viewers)</p> <p>Keep Gary Barlow and Kelly Rowland/Nicole S, Replace with Britney Spears (Strategic option for Sony to improve BS sales) & Janet Jackson (Creative choreography?) for a UK Paula Abdul.</p>	<p>Re-vitalise the judges with a 'USA' feel which UK audiences will likely adore and respect. Add Value through engaging with enigmatic world class celebrities with multiplatinum credentials to improve the production proposition that can help further rival competitor networks</p>	<p>Engage existing/new wider audiences through the higher calibre judging panel</p> <p>Add a Global WOW into September 2012 to keep off competition from The Voice and BBC's Strictly</p>	<p>Large celebrity budgets per judge.</p> <p>Huge media interest and exciting diverse panel with lots of opinions and incredible TV content</p>
<p>Limit piracy through the output of media materials.</p>	<p>Use of live video to release song, not original footage until after release to avoid theft from You Tube and then use trimmed edited versions to ensure that the full song cannot be ripped from the youtube.mp3 tool</p>	<p>Reduction in piracy from the 14+ markets who listen only on their smartphones – Poor quality doesn't matter to this customer group. Shortening the version could encourage purchasing original products</p>	<p>Internal Cost (Paye) – A&R Team, Sony Publishing, IT, MD. Restriction of piracy helping to monetise a difficult digital arena</p>
<p>Review the format of ITV2 Xtra factor.</p> <p>Consider new format, more engaging and fun!</p> <p>Grow the ITV2 audience</p>	<p>Use a mobile crew to go to the judges dressing rooms, key behind the scenes footage – A first for this type of show</p> <p>New presenters Tinie Tempah & Louise Roe? A comedian such as Sarah Millican.</p> <p>Use the template of big brother's eviction hub, more audience, more content, more rich entertainment. Keep the excitement going!</p>	<p>More ITV2 viewers, encourage ITV1 viewers to stay on, encourage new views to watch.</p> <p>Gain new viewers from new presenters database/fans</p> <p>Word of Mouth/Buzz</p> <p>Make audience numbers higher</p>	<p>Internal Cost (Paye) ITV Staff, freemantle staff = Ratings, Cost of content, new exciting set. Increasing brand credibility</p>

<p>X Factor 2012 ITV Live Final</p> <p>Larger arena, more performing acts to also include finalist collaborations</p> <p>Full on concert - Lottery Style Ticket entrance to cover costs. E.g alltelarena.com</p> <p><i>lottery system does not guarantee tickets, it provides effective crowd control and customer safety, and gives customers the same chance of being first in line.</i></p>	<p>Adopt a diversified event to a live music event such as jingle ball USA/Jingle bell ball UK</p>	<p>More WOW factor, a TV first for a live music show.</p> <p>Chance to capitalise on a Christmas concert and gain higher music sales, audience viewers and concert ticket sales</p>	<p>Staff at SYCO, ITV, Freemantle. Hire of venue</p>
<p>Review/Provide Key Insight into improving existing products such as Red or Black.</p>	<p>Market Research. Ensure the second season is implemented effectively through a new week by week key prime time broadcast if possible.</p> <p>Allow audiences to relate more to the format over a week by week basis limiting stifling of format</p>	<p>Higher returns on investment, higher customer perception, higher viewer ratings, allow PR to be built more effectively allowing the public to grow the messages with SYCO TV</p>	<p>Internal Cost (Paye) – SYCO TV/ITV/ Freemantle</p>
<p>Create TV formats that can feature music but are not reliant on it as a formula</p>	<p>Concept 'Atlantic Coast'. A high brow reality TV Show capturing the most beautiful talent. Opportunities to build a new recording platform/merchandise to grow profits</p>	<p>New revenue streams from a very popular media theme where a gap exists currently</p>	<p>Internal Cost (Paye) & New Staff – Strategic TV partner (Jenny Drewitt)</p>
<p>Key External Issues</p>	<p>How</p>	<p>Impacts</p>	<p>Cost</p>
<p>Work closer with key media companies and understand their key issues in order to successfully address fast changing markets to improve SYCO's collaborative ventures</p>	<p>Competitor analysis, market research, benchmarking, focus groups to fully assess global trends and stakeholders needs. Legal. Licensing</p>	<p>New revenue streams</p> <p>Grow relationships</p> <p>Long term ROI</p>	<p>Internal Cost (Paye)</p>

SYCO publishing

Key Internal Issues	How	Impacts	Cost
Drive new product alliances with key acts and back catalogue with writers, producers & performers across all 'output' departments (label, publishing) and liaise with artist management in order to increase the quality of content.	E.G Matt Cardle with more USA influence following Bruno Mars/ Kara DioGuardi Ryan Tedder – One republic (Apologise) Provide a long term strategic fit to replicate globally	A more dynamic global album Managing Matt's commercial expectations could gain higher financial results for SYCO	Internal Cost (Paye) = Studio, producer cost, legal, manager's involvement, creating a suitable deal
Product Placement - Further commercial partnerships in media. Songs in films/TV shows and adverts.	Product Placement of SYCO products into motion pictures. Process = Production company (E.G Sony Pictures) Artist manager, Agents, Publicist and legal team	Global marketing campaign in line with album/single release dates	Internal Cost (Paye) – SYCO TV. Partnerships share revenue streams/costs
Key External Issues	How	Impacts	Cost
Global competition from other music and media companies	Offering more competitive value, diversifying and share/grow further customer databases for wider reach	Poorer consideration for SYCO products against Universal, Warner, Disney Etc.	Internal Staff (Paye) SYCO need to grow all of their key competencies to combat this

SYCOfilm

Key Internal Issues	How	Impacts	Cost
Disney/Pixar Films	Create and produce motion pictures/extended drama programmes suitable for Cinema release specifically targeted at an under 16 audience (I.e Glee/Justin Bieber 'Never Say Never')	Strategic fit for the brand already working within young entertainment products with a vibrant flair	New investment plan/partnership to ensure excellent films are made (have strong scripts/ high calibre of cast.
Key External Issues	How	Impacts	Cost
Global competition from other music and media companies. SYCO not yet seen as a key player/partner within film industry	Offering more competitive value, diversifying and share/grow further customer databases for wider reach.	Poorer consideration for SYCO products	Internal Staff (Paye) SYCO need to grow all of their key competencies to combat this

SYCOventures

Key Internal Issues	How	Impacts	Cost
<p>Identify commercial gaps and opportunities from emerging themes (UK Aging population) and provide a prompt and robust response in order to capture the lead of an identified market/customer group.</p> <p>Global future population changes and the impact to purchase behaviour</p>	<p>More long term contemporary products such as Westlife, Susan Boyle. Music player that can be filled with SYCO/Sony products aimed at an aging audience. The X Factor Sony Vaio Laptop with loaded bundled content.</p>	<p>Ageing audience (Over 50) provides 48% GDP to UK (Ref: ONS 2011). Capture a huge audience of music lovers (EMEA). Useful to large expat audiences. Large Revenue opportunity. Combine and utilise existing strong technical competences (Sony Walkman) that cannot purchase SYCO products from destinations such as Spain.</p>	<p>Internal staff (Paye) Sony Walkman product design and technical team to upload and design content.</p>
<p>Develop an integrated global cross functional strategy where SYCO can utilise key internal customers to offer the most effective and competitive SYCO/Sony global value propositions</p>	<p>Sony Music, Sony Pictures, Sony Gaming, Sony Ericsson, Sony Design, and Sony Technologies. This will help showcase the best of Sony's global propositions to close competition gaps and become the market leader.</p>	<p>Repeat the model of Celine Dion's – 'My heart will go on' and Titanic Movie. Movie trailer promoted succinctly across Sony Bravia centres/Sony products, gaming, apps and mobile technologies. Creating global blanket marketing message in line with territories and their product/sales schedules</p>	<p>Global Internal Staff (Paye). Share of costs</p>
<p>Create long term alliances with a leading telecomms company in order to secure a distribution channel for when physical ends.</p>	<p>Understand that SYCO may need further technical competences/synergy that is mutually beneficial.</p> <p>(Online channel could become the only place to purchase music/media products from. Examine future 'cost' implications to telecoms ownership supply chain/of channel</p>	<p>Securing a digital distribution channel will enable SYCO to avoid premium pricing for B2B licenses</p>	<p>Legal fee's, shared database for new customer groups and licence fee's/share of profits from channel (B2B depending)</p>
<p>Monetize & Invest in Live Festivals/Events</p> <p>Have SYCO acts perform 'WOW' performances (Adele, Beyonce, Lady Gaga – Significant boost to album sales if done very well)</p>	<p>Artist Concerts/Festivals - Instant live version downloads to music consumers (WIFI – X Factor/Sony) X Factor live tours (Similar to ITV show statement)</p> <p>E.G Take percentage of service through Glastonbury/V Festival.</p> <p>Sell broadcast rights to</p>	<p>Allowing a sales channel to an existing fan base of music lovers that are likely to purchase favoured live versions of records (A memory of the unique live experience)</p> <p>Maximize memories of</p>	<p>Internal Staff (Paye). WIFI providers (Arena/Festival WIFI hubs). Charge companies who want the distribution</p>

	youtube/facebook for global streaming	Unique live performances	channel.
Open winning songs to the UK/world ! Support SC's strategy to become a 'Sir'	<p>If top end producers/writers are becoming increasingly hard to engage, open the doors through the TV platforms to discover British songwriters and use the SYCO in-house team to produce them.</p> <p>SYCO could find hit records/writers/producers that further support SYCO's strategy of finding the best musical talent globally. It will also help close the issue of 'manufacturing pop records' from opinion formers</p>	<p>Brand credibility, ethical, market leading. Highly cost effective, finding new exciting composers that can be retained to work on all SYCO music products.</p> <p>New engaging elements to the broadcast output</p>	Legal and Internal Staff (Paye), Studio
Key External Issues	How	Impacts	Cost
Competitor's strong creativity and innovations	Higher budgets, more staff, diverse acts, aggressive business models	Extending the gap in the market further	Loss of opportunity, market share and revenues.

Appendix One (Excerpts from Article Making Music for a Global Audience)

Four components to pop music markets to are:

Children 6yrs - 13yrs	Clubbers 13yrs – 18yrs & 18yrs – 35yrs
Contemporary (Parental markets, mums & dads)	Core Audience 18yrs – 25yrs

Table 1 Four Components to Pop Music Markets; Tewis K, 2011)

These four groups currently access new and existing music in five ways, online, mobile technology, TV, sharing (Social gatherings) and radio. Regardless of how much technology develops and shapes the purchase behaviour of a buying audience within the next 25 years, it is my belief that this audience will always be ‘sharing’ music in much the same fashion.

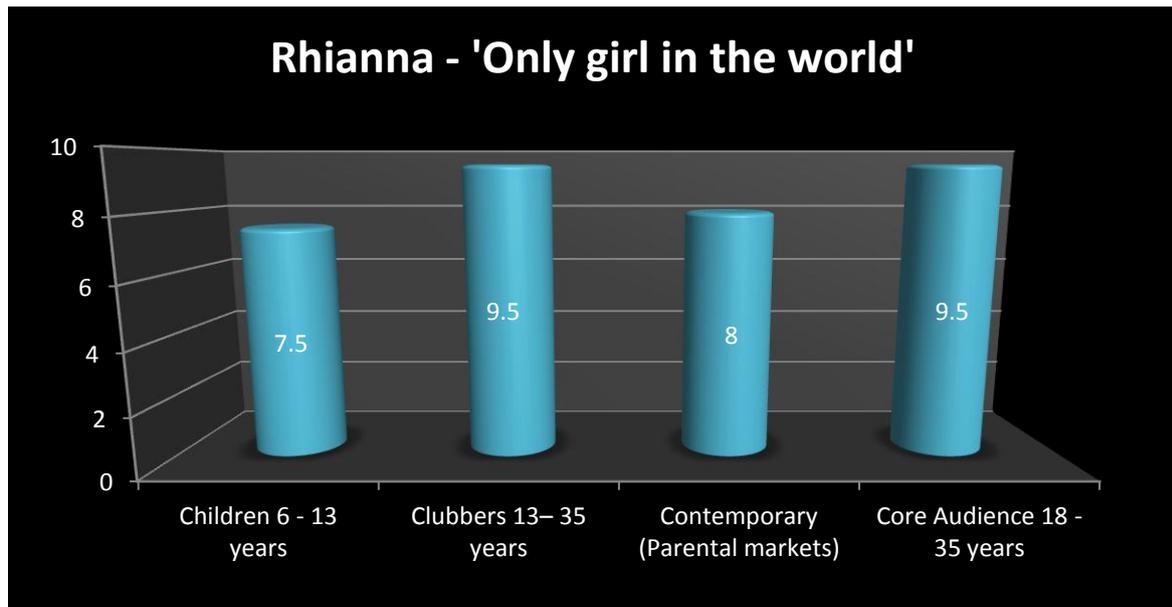


Diagram 1 Four components to pop music markets; Tewis K, 2011 – Production; Rhianna, only girl in the world

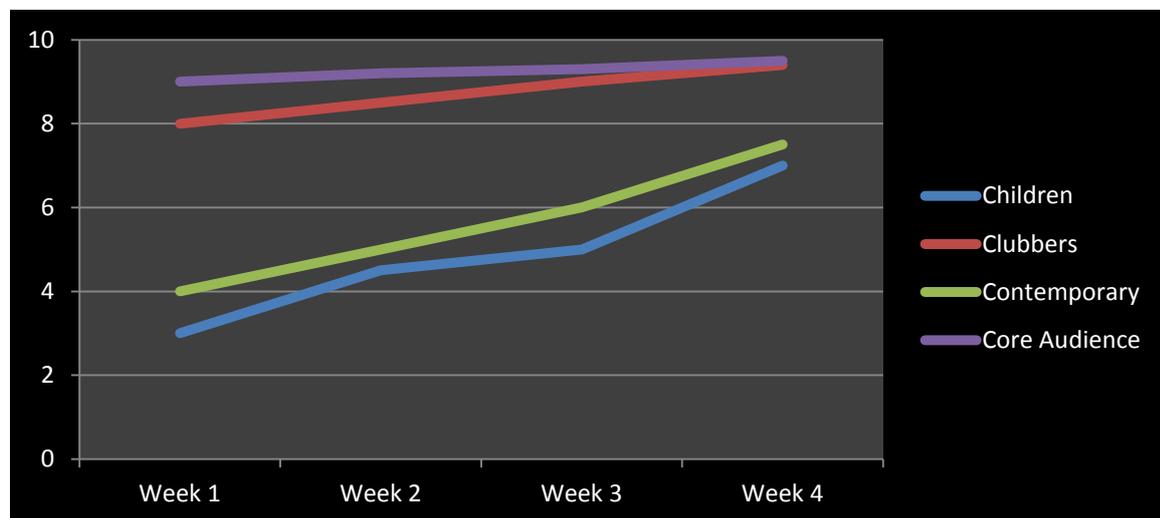


Diagram 2 Timeline of Adoption of music to four component pop markets; Tewis K, 2011 – Production; Rhianna, only girl in the world

Diagram 2 demonstrates the purchase/influence behaviour (timeline format) over the period of the first four weeks of single release. Highlighted with an effective rating (1-10) what each of the four music components market reaction would have been and shows justification as to why ‘Core’ and ‘Contemporary’ markets are crucial to music sales and the timeline they take to adopt the product.

Appendix Two (Excerpts from Article Making Music for a Global Audience)

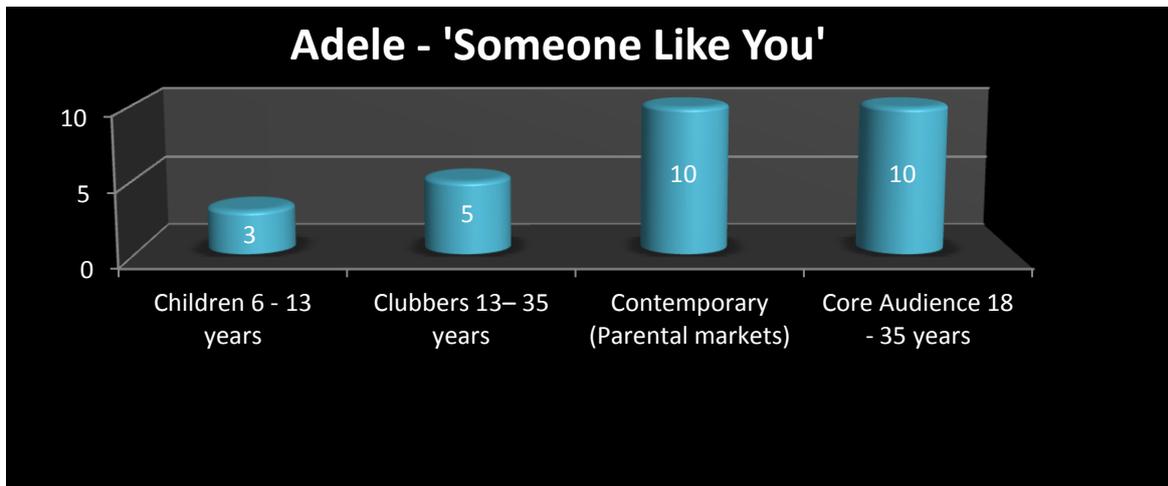


Diagram 3 Four Components to Pop Music Markets; Tewis K, 2011 – Production; Adele – Someone like you

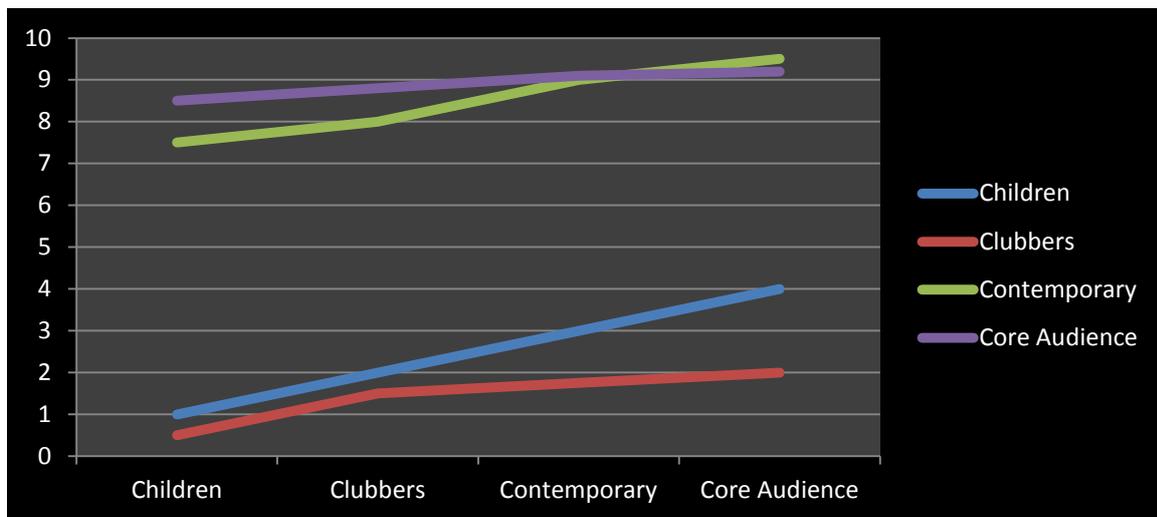


Diagram 4 Timeline of Adoption of music to four component pop markets; Tewis K, 2011 – Production; Adele – Someone like you

Diagrams 1 and 3 demonstrate a very high rating in the 'core audience' and 'contemporary markets'.

These are in my opinion are where the key financial gains play a sustainable role as a business model. Recordings that sell well in these identified areas have a higher chance of developing album sales if the single sells well. This is because these customer bases have money to spend and are persuaded at an early stage through music platforms such as Itunes to preview similar for sale products.

The two examples (diagram 1 and 2) also demonstrate that a successful 'fit' into multiple broadcast playlists allow for a longer product lifecycle and deeper market penetration by being promoted.

Although the other two identified markets; 'Children' and 'Clubbers' are not as prevalent from Adele's and Rhianna's singles in comparison to the leading components these supporting markets should not be ignored as they can play a significant part in providing late majority/laggard sales. In the case of clubbers, good quality remix productions made for a clubbing audience can provide

Conclusions

Director of Product will improve:

- Global Operations
- Efficiency of Systems, Processes & Structures
- Profits/Profitability
- Stronger scale ability
- Value propositions to organisational products
- And will create employee future 'SYCO Experts' to close market gaps