



EMI Group plc Case Study

EMI Group plc is the third strongest competitor in North America. The company, like its competitors, is seeking ways of maintaining its competitive position amidst the challenges facing the industry. The paper considers the strategic response of EMI Group plc following the price cuts in retail price by Universal Music Group, the leading competitor in the market. EMI Group plc The purpose of this paper is to consider the dilemma faced by EMI Group plc in responding to the price cut implemented by UMG, the strategic options available to EMI, and the recommended conditions for selection.

In 2003, the U. S. recorded music industry realized that the decline in sales it experienced in the previous years was likely to continue in the future. The major culprits for the decline in sales were the external factor of file sharing in the Internet, CD burning or piracy, competition from other entertainment formats, and economic downturns (Harmon, 2003). This threatened the competitive position of the top five recording companies operating in the United States.

The need to maintain its leading position was a reason for Universal Music Group (UMG) to lower the retail price of its CDs as a means of turning around the expected continuing slump in sales. The strategic move of UMG required a response from the other recording companies. The industry-reinvigorating scheme of UMG involves a two-stage process. First, UMG commences price cuts on its CDs to a standard retail price of \$12. 98. This involves a jumpstart agreement with retailers to purchase CDs at the wholesale price of \$9. 09 for regular CDs or \$10.

10 for superstar CDs to give them a reasonable profit margin but in exchange for allotment of around one-third of store space to the company's CDs. This also involves the cancellation of cooperative advertising in favor of direct market advertising. Second, other recording companies such as EMI should follow the price cuts. (Conniff, 2003) Lower prices of CDs from all the recording companies should comprise compelling incentives for customers to purchase CDs. The basic idea of the reinvigoration plan is to influence consumers to purchase CDs because of the lower price.

Even with lower prices, the expected increase in sales should translate into profit for the major recording companies. Consideration of all factors affecting the reinvigorating plan shows that the decrease in price by UMG would increase its sales during the period when other companies have yet to decrease their price. However, this is only in the short-term. This plan assumes that price is the sole determining consideration of the recorded music market in their decision to purchase CDs.

If this were so, then the price cuts would solve the problem. However, this is not so. Taste in

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