新報告：唱片公司如何在現代音樂市場中發展明星藝人

RIAA 委託紐約大學教授 Larry Miller 研究美國音樂產業的現況，Miller 教授訪談了將近 50 位唱片高層主管，並引用 RIAA 數據，而完成了這份報告。該報告從 A&R、市場行銷、藝人經營、發行銷售以及數據等方面，探討今昔的變遷。

Larry Miller 簡介

Clinical Associate Professor and Director, Music Business Program NYU Steinhardt School of Culture, Education, and Human Development

紐約大學史坦哈德文教暨人類發展學院副教授兼音樂商務學程主任

RIAA, Recording Industry Association of America,美國唱片業協會代表美國唱片業的團體，成員由市占率約 90%的唱片公司組成。

完整報告下載
https://s3.amazonaws.com/cache.transmissionmedia.com/musonomics/MusonomicsModernLabelReport.pdf

華納音樂集團華納唱片公司藝人及唱片服務總裁的話: 世事依舊如常,但每件事卻都不一樣了!

A REBOOTED RECORD INDUSTRY: *WHAT'S DIFFERENT?*

A&R

A&R 團對徹底重塑了尋找可造之材的方式

A&R teams have dramatically reinvented how they search for and find groundbreaking artists.

THEN: Reviewing demo recordings and scouting local scenes to find the next big artist

過去：聽 demo 帶以及各地星探去發掘未來巨星

NOW: Constantly sifting through the enormous trove of new music and data online to find the right artist partner — but "GOOSEBUMPS" still matter

現在：經常透過網路篩選大量的音樂，但是悸動的感覺仍是關鍵

創新的數位行銷主動與歌迷有更好的連結已經取代了傳統的宣傳方式

MARKETING & PROMOTION

Traditional PR methods have been replaced with innovative digital marketing initiatives designed to better connect artists with fans.

THEN: Planning an artist's campaign at least three months prior to release date, convincing radio programmers to play windowed singles to maximize street date

過去：宣傳期至少 3 個月，並在廣播電台大量播放主打歌

NOW: Backed by 24/7 global teams specializing in streaming, social media, interpreting Shazam and other local performance data, all while churning out a continuous stream of new material to keep fans engaged and excited long after release date

現在：發行後由全球不眠不休的團隊，以串流、社群媒體以及各種網路工具，讓歌迷維持熱情

長約已被揚棄，取而代之的是客製化全年無休的粉絲經營

ARTIST SERVICES

Long-term deals have given way to a suite of offerings designed to engage fans 24/7.

THEN: Entrenched, inflexible contracts covering a finite number of album cycles and option periods

過去：缺乏彈性的制式合約，只包含有限的專輯發行數量和時間限制。

NOW: Nimble, a la carte suite of professional services coordinated across the label and customized to fit an artist's need and vision: digital strategy, merchandising, e-commerce, fan clubs, VIP experiences, ticketing and more

現在：靈活且可任選專業合作項目，為藝人量身打造生涯規劃，包括數位策略、週邊商品、電子商務、粉絲團等

SALES & DISTRIBUTION

現在的音樂發行已經是複雜的數位世界，唱片團隊使用線上發行滿足歌迷的需求

Music distribution is now a complex digital world where label teams work with online distributors to meet the needs of fans.

THEN: Manufacturing CDs, shipping them to big-box retailers, fighting for end-cap space on retail floors

過去：生產 CD 運送到唱片行、大賣場，努力爭取有限的貨架

NOW: Global Business Development teams ensure clean delivery of hundreds of thousands of metadata-filled digital songs and albums weekly to hundreds of online retailers and services across the world to guarantee fans' instantaneous access to music

現在：全球商務團隊每週確保在數百家網路平台上發布成千上百首歌，讓世界各地的歌迷立即聽取

DATA

唱片公司運用他們厚實的專業去攝取空前洶湧的海量資料以及更深入的分析

Labels utilize their deep expertise to ingest an unprecedented, rising tide of data and extract insights.

THEN: Tracking retail scans and radio spins

過去：追蹤零售報表和電台播歌率

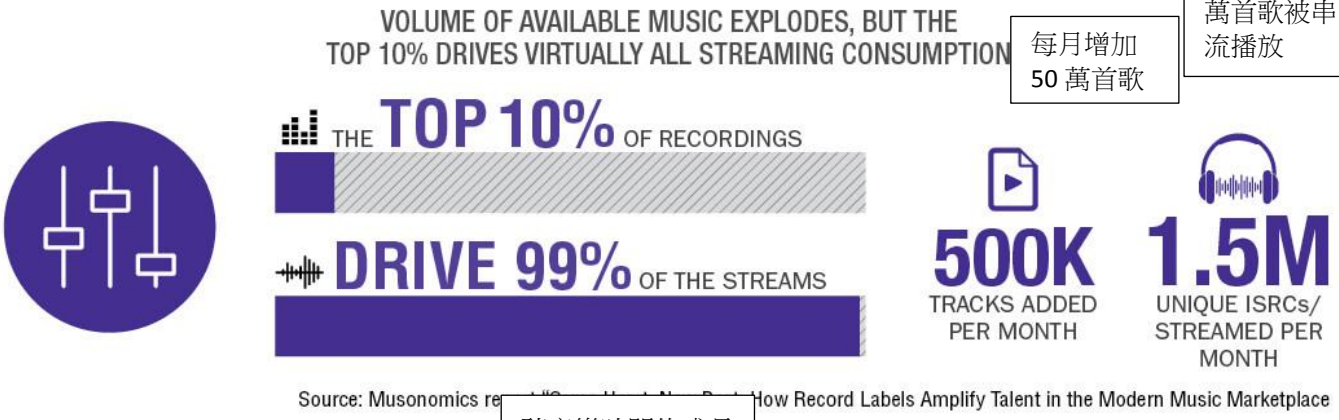
NOW: Infinite value. From tracking social media engagement to real-time song performance to localized hot spots for potential tour stops and more, labels are swimming in an ever-deepening ocean of data about music consumption and discovery. But it still takes an experienced team to analyze this info, and gut always matters most.

現在：追蹤社群媒體可即時掌握各地歌迷對於歌曲的反應，並發掘潛在的巡演地點。唱片公司在海量的資訊中探索，勇氣仍是必須的

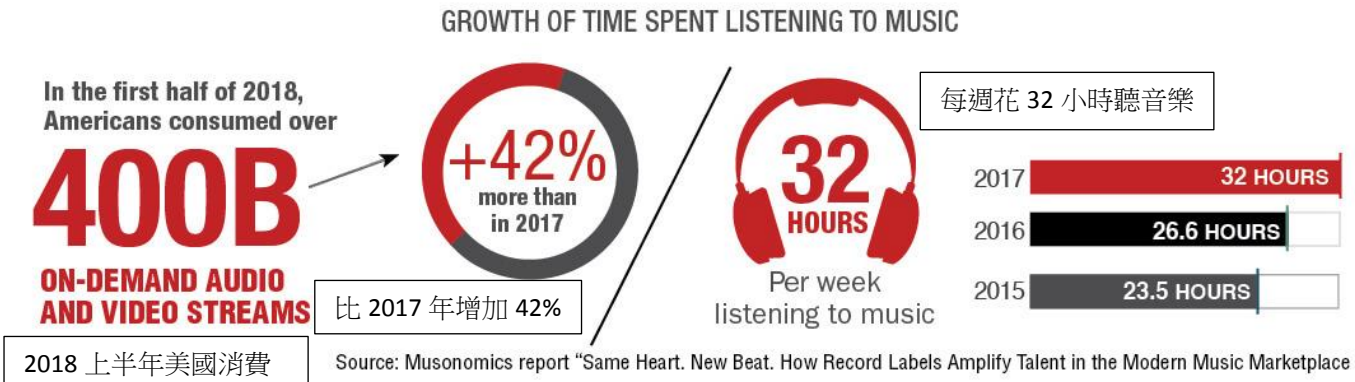
上線音樂曲目數激增但幾乎所有串流消費都集中在最熱門的前 10%歌曲

每月有 150 萬首歌被串流播放

每月增加 50 萬首歌



聽音樂時間的成長

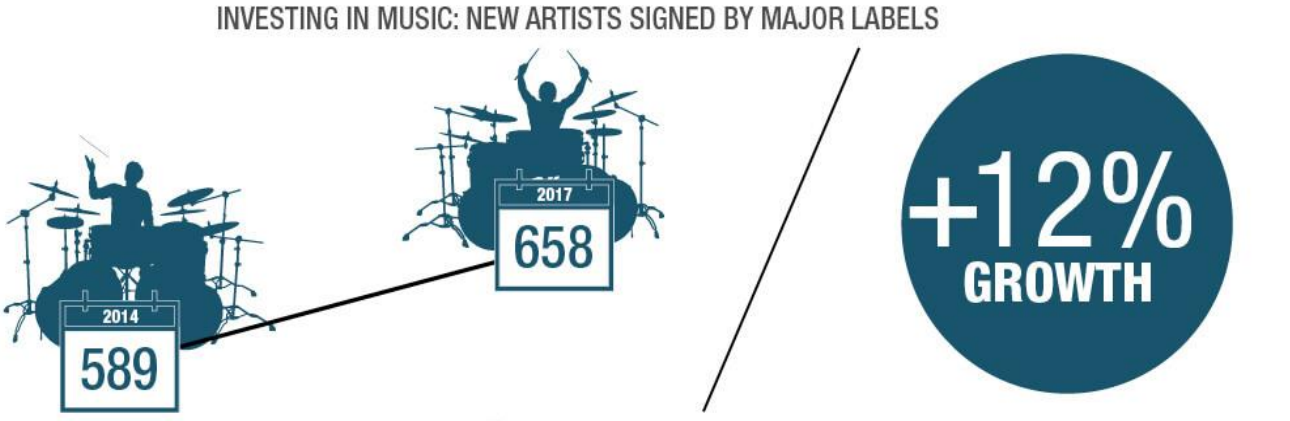


每週花 32 小時聽音樂

比 2017 年增加 42%

2018 上半年美國消費者在串流影音的使用量是 4000 億次

音樂投資：主要唱片公司簽約新藝人的數量



新人合約從 2014 年的 589 件至 2017 年為 658 件，增加了 12%

Some of the additional key findings:

報告中還提到其他發現

· Record labels have evolved to become music-based entertainment companies, focused on engaging fans with a continuous stream of social, 'snackable' music-based content

唱片公司已經發展成為以音樂為基礎的娛樂公司，專注於吸引歌迷們且不斷推出社交、快餐式的音樂內容。

· The promotion of a single song now requires the resources that used to be allocated for an entire album

現在為單曲宣傳所需要的資源，等同過去對整個專輯投入的宣傳資源。

· Data is critical in every aspect of operations – but only provides insight when coupled with the instinct derived from working on a deep roster of artists and genres across territories – to separate data signals from noise and form the right strategy for an individual artist or release

數據資料在營運的各個方面是關鍵，但只有在取得跨領域藝人和曲風的廣大資料時才能提供深入分析，將數據訊號與雜訊分開，並為個別藝人或發行作出正確的策略。

· No longer constrained by limited physical retail shelf space, the opportunity for legacy artists has exploded as labels now maximize catalog in ways that go far beyond the occasional reissue

不再受限於實體零售貨架的空間，經典藝人的機會紛至沓來，因為唱片公司現在將曲目最大化的方式，已遠遠超出過去的偶爾重新發行。

其他相關連結 (RIAA 提供):

- RIAA microsite hosting the report and other content: https://www.riaa.com/rebooting-the-record-label/
- A blog from Mitch Glazier: https://medium.com/@RIAA/its-still-all-about-the-music-and-labels-remain-at-its-heart-a723ae355b9c
- Video: https://twitter.com/RIAA/status/1083452124724383746
- Billboard interview with Mitch Glazier: https://www.billboard.com/articles/business/8493021/recorded-music-business-study-riaa-larry-miller-label-services