



## UNIVERSAL MUSIC GROUP

### Company description

Universal Music Group (UMG) is the world's leading music company. Its global operations encompass the development, manufacture, marketing, sales and distribution of recorded music through a network of subsidiaries, joint ventures and licensees in 71 countries, representing 98% of the global music market. UMG's businesses also include music publishing. UMG is the global market leader and the leader in 65% of the markets where it operates including the U.S., U.K., Germany, France, Canada, Italy and Australia. With over 10,700 employees worldwide, UMG leads the music industry in global sales with an estimated worldwide market share in 2003 of 23.6%. In 2003 UMG realized revenues of 4.975 billion Euros and had an operating income of 700 million Euros.

### Critical business issue

Danny Matulesky is UMG's Vice President IT Global Applications. In 2002, he faced the challenge to cut IT spending by 25% while implementing a new business intelligence system. Additionally, the initial roll out was so successful that requests came in from all over the world and piled up on the IT departments' desks. His team needed to be in control of the application set-up, implementation, roll-out and usage. Losing track would mean a loss in credibility among the company leaders who need this information to keep up-to-date in the very competitive landscape of the music industry. Without timely, accurate information, the time and money invested in the business intelligence application would have been a total waste.

### Reasons

The IT department needed a successful BI implementation even if the 25% budget cut impacted the extra resources normally needed to set up, implement and roll out a new application because:

- UMG decision makers did not allow any flaws in development of this business-critical application, because they needed the right information at their fingertips fast!
- UMG was sold on the idea that the business intelligence system would give instant return on their investment.

### Capabilities

Danny realized he needed to gain firmer control on his spending. Also, his finance people required full-proven facts to cross charge other departments for resource usage.

Additionally, he needed to gain improved controls on the development, testing and implementation stages of his BI application releases. He needed his team to have an insight in application usage and maintenance status and pressure. This would allow them to spend their valuable and scarce time where it would add most value.

### We provided

By using EQM, Danny Matulesky made sure the procedure of setting up, testing, implementation and deployment was followed and finished correctly. His team was able to directly visualize system usage and could plan their time in the most economical way. By visualizing end user behavior, report usage, and universe status, Danny was able to accurately reallocate costs to the departments and contribute in keeping the system lean and mean.

### Result

In a short period of time EQM became the cornerstone of UMG's BI implementation. EQM made sure the management worked with accurate figures. EQM enabled the IT department to roll out quickly and according to plan, while keeping spending in control. As a result, EQM allows the end users have a grip on the volatile music industry.

