Discussion Question How do you think technology has changed the way people listen to music.  How do you recommend music right owners still get paid?  Are they mutually exclusive?

Answer: 200 words

2 responses for those two discussions

**Discussion 1:**

Technology has had a tremendous impact on the way people listen to music: we now have more access and control over music than ever in the past, and often entirely for free! I can still remember listening to the radio with a cassette in my stereo, finger near the record button just hoping a song I liked would come on so that I could record it and have it to listen to whenever I wanted. Now we don't have to wait at all, the moment a song is released we can simply search for it on Spotify and listen to it on-demand, from the comfort of our home, car or anywhere all for free.  I think this revolution in terms of access and control has in many ways expanded our relationship with music, as well as weakened it. It's too easy these days to simply listen to what you already know you love, the romance of hearing a song for the first time on the car radio is in many ways gone. At the same time, our ability to discover (if we make a concerted effort) has never been easier, as more artists than ever have the ability to reach us through creative (and again, often free) mechanisms rather than getting air time on traditional radio.

In terms of compensation, there is simply no good answer here. Technology has made so much content accessible for free that we had otherwise had to pay for. The reality is that people have come to expect this free access -- and technology has made it such that they can easily "steal" it if its not readily given. But of course, artists have expenses associated with their music and they deserve to be compensated. Perhaps moving forward it will be less about the payment they receive for a song being played and more about their status and ability to command a premium for concert tickets and advertising sponsorships that come from those plays. What if we considered the playing of an artists' songs not their method to generate revenue, but rather their opportunity to establish their celebrity -- through which they would, in other ways, use to generate revenue?

Response 1: Discuss how Pandora can address the situations facing the company? Answer: 100-150 words

**Discussion 2:**

Nowadays, MP3 and CD players are nonexistent because of how far the music and technology industries have evolved. Pandora played an instrumental part in changing the way that consumers receive music by offering internet radio. Instead of sticking with a few favorite artists or records, suddenly, the industry has changed in a way that allows consumers to have an infinite amount of artists at their fingertips. These major industrial and cultural shifts have come significant challenges for Pandora, such as the new cost structure of music rights, a hypercompetitive environment, and a lack of a differentiation strategy. In particular, Pandora’s costs relating to licensing caused the artists, producers, etc. to decrease overall returns. I think that Pandora is mutually exclusive with the artists, but the artists should ultimately receive most of the profit gained from each stream since it is their creation. Pandora should find more revenue streams to continue to grow and support the artists that it relies upon.

Response 2: Discuss how Pandora can address the situations facing the company?Answer: 100-150 words