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"You must understand the difference between "urgent" and "important"

LUCIAN GRAINGE
Chairman/CEO,
Universal Music Group

POWER

1000

Competition? Bring it. It's major macher time as UMG dominates the market (again), Live Nation rules the concert business, Apple blows up streaming and 39 new faces storm the list

February 20, 2016 | billboard.com

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*'The fan is
always first'*

MICHAEL RAPINO
President / CEO, Live Nation

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Competition? Bring it. It's major macher time as UMG dominates the market (again), Live Nation rules the concert business, Apple blows up streaming and 39 new faces storm the list

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*'Be careful
not to breathe your
own exhaust'*

JIMMY IOVINE
Executive, Apple

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LUCIAN GRAINGE

Photographed by Christopher Patey on Jan. 21 at Universal Music in Santa Monica.



MICHAEL RAPINO

Photographed by Smallz + Raskind on Jan. 21 at The Wiltern in Los Angeles.



JIMMY IOVINE

Photographed by Amanda Friedman on Jan. 20 at The Culver Hotel in Culver City.

CELEBRATING MUSIC'S NEW POWER TRIO

THERE'S A POINT IN THE PROCESS OF RANKING the Power 100 list, usually after the third meeting — sometime in late September — when an editor complains that his or her candidates are not

being held in the proper regard and all the candy and caffeine in the world (and in my office) can't save the mood. But it is also how it should be.

The best I can say about the Power 100 is that it is a true collaborative effort, and that we approach every year as a clean(ish) slate. In 2015, there were 31 new executives on the list; this year, 39 more have entered the Billboard Power 100.

The turnover is not just because earthquake-level events like Adele's record catapult associated parties onto and up the list, but also because sometimes, all of a sudden, everything clicks for a company or executive. The music industry is in the process of recalibration and reorganization, and it stands to reason our list would be too.

The top three are so closely bunched, each deserved a cover of his own. As far as ranking them, Universal's Lucian Grainge had seven of the top 10 best-selling releases of the year, he owns nearly 40 percent market share, and all five best

album Grammy nominees are his acts. Live Nation's Michael Rapino has an even greater share of the touring market and writes the biggest checks to artists. And Jimmy Iovine and the Cupertino, Calif., gang pushed through a fraught Apple Music launch, partnered with superstars from Drake to Elton John on Beats 1 radio and continue to dominate retail. They are wildly different personalities, but their love of music and their protection of artists is in lockstep. In a top 10 filled with true industry heavyweights, they are still a class unto themselves.

After careful consideration, Grainge finishes first for a second straight year because, in my eyes, his power is fueled by the creation of the material that powers the industry. Music can live without streaming, and music can even live without touring, but music cannot live without music.

Enjoy the issue.

Tony Gervino, EDITOR-IN-CHIEF

THE RULES OF POWER

"Always deliver bad news personally."

—TONY GERVINO



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billboard HOT 100

Zayn's first single hits No. 1, instantly topping the chart success of his former band, One Direction.



Zayn Outdoes One Direction With No. 1 Debut

ZAYN GOES WHERE HIS FORMER BANDMATES haven't: to No. 1 on the Billboard Hot 100, as his debut solo single, "Pillowtalk," debuts at the top of the chart. The track from the former **One Direction** member also bows at No. 1 on the Digital Songs and Streaming Songs charts, with 267,000 first-week U.S. downloads and 22.3 million U.S. streams in the week ending Feb. 4, according to Nielsen Music. "Pillowtalk" is just the 25th song to debut at No. 1 in the Hot 100's 57-year history. With it, Zayn bests the chart peak of One Direction, whom he left on March 25, 2015 (his debut solo album, *Mind of Mine*, is due on the one-year anniversary of his departure). While he was in the group, 1D tallied four Hot 100 top 10s, rising as high as No. 2, with "Best Song Ever" in 2013. Since Zayn left, the group has landed two more top 10s: "Drag Me Down" and "Perfect."

As a former boy bander crowning the Hot 100 with his first charted solo single, Zayn is in elite company. **Michael Jackson** and **Justin Timberlake** have led the list, but Zayn is the first such artist to rule with a Hot 100 debut since **George Harrison**, whose "My Sweet Lord"/"Isn't It a Pity" reigned in 1970, following the split of **The Beatles**.

—GARY TRUST

2 Weeks Ago	Last Week	This Week	Title	CERTIFICATION PRODUCER (SONGWRITER)	Artist	Peak Position	Weeks On Chart
		1	#1 1 WK Pillowtalk	L LENNOX (ZMALIK, L LENNOX, M HANNIDES, A HANNIDES)	Zayn RCA	1	1
HOT SHOT DEBUT							
2	1	2	Love Yourself ▲	BENNY BLANCO (C. SHEERAN, B LEVIN, J BIEBER)	Justin Bieber SCHOOLBOY/RAYMOND BRAUN/DFF/AM	1	12
1	2	3	Sorry ▲	BLOODSKILLIX (J BIEBER, J MICHAELS, J TRANTER, M TUCKER, S MOORE)	Justin Bieber SCHOOLBOY/RAYMOND BRAUN/DFF/AM	1	15
4	3	4	AG Stressed Out ▲	M ELIZONDO (J JOSEPH)	twenty one pilots FUELED BY RAMEN/RRP	3	20
3	4	5	Hello ▲	G KURSTIN (A ADKINS, G KURSTIN)	Adele XL/COLUMBIA	1	15
		NEW					
		6	Summer Sixteen	NLSHREE (M SAMUELSON, NLSHREE, COMBRINGHER, A GRAHAM)	Drake YOUNG MONKEY/CASH MONEY/REPUBLIC	6	1
	9	7	DG SG Work	BOHEDA (A BRATHWAITE, M SAMUELSON, A RITTER, R THOMAS, JR, A GRAHAM, R FENYIM, M OIR)	Rihanna Feat. Drake WESTBURY ROAD/ROC NATION	7	2
12	5	8	My House	J CARLSSON (J DILLARD, J CARLSSON, R COX, AN M D BORRERO, R HAMMOND)	Flo Rida POE BOY/ATLANTIC	5	13
8	6	9	Roses ▲	THE CHAINSMOKERS (A TAGGART, E MENCEL)	The Chainsmokers Feat. ROZES DISRUPTOR/COLUMBIA	6	16
16	12	10	Me, Myself & I	MKEFNANC, ANDRISSON (G GILLIM, MKEFNANC, C ANDRISSON, L EDWARDS, J BARNES, B KOHN, B REXHA)	G-Eazy x Bebe Rexha G-EAZY/RVC/BPG/RCA	10	14

SALES, AIRPLAY & STREAMING DATA PROVIDED BY NIELSEN MUSIC. THE WEEKLY SALES RANKING IS BASED ON ALL FORMS OF MUSIC CONSUMPTION, INCLUDING PHYSICAL SALES, DIGITAL SALES, AND STREAMING. CERTIFICATIONS ARE BASED ON THE RIAA'S RECORDING INDUSTRY ASSOCIATION (RIAA) DATA. ALL RIGHTS RESERVED.





CONGRATULATIONS ADAM HARTNER

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Main Billboard Hot 100 chart table with columns for Weeks Ago, This Week, Title, Certification, Artist, Peak Position, and Weeks On Chart. Entries include 'Back To Sleep' by Chris Brown, 'Best Friend' by Young Thug, 'Oui' by Jeremih, 'Perfect' by One Direction, etc.



DNCE, the pop band fronted by Joe Jonas, darts 18-14 on the Billboard Hot 100 with its debut single, "Cake by the Ocean." The song also reaches a milestone on the Mainstream Top 40 radio airplay chart, where it hits the top 10 (11-10). "It's been a six-month process of introducing the DNCE brand," says Republic president Charlie Walk. The airplay achievement follows the quartet's cameo as Johnny Casino & The Gamblers in Fox's Grease: Live (Jan. 31), which included a 1950s-style version of "Cake."

-GT

Continuation of Billboard Hot 100 chart table, starting at rank 81. Entries include 'I Like The Sound Of That' by Rascal Flatts, 'Save Dat Money' by Lil Dicky, 'Sorry Not Sorry' by Bryson Tiller, etc.

Feature box for Rachel Platten's 'Stand By You'. Includes a photo of Rachel Platten, her name, the song title, and text stating she earned her second No. 1 on the Adult Top 40 airplay chart.

Feature box for Troye Sivan's 'Youth'. Includes a photo of Troye Sivan, his name, the song title, and text stating he topped the peak of his sole prior Hot 100 entry.

Vertical text on the right edge: DNCE, JOE JONAS, RASCAL FLATTS, LIL DICKY, BRYSON TILLER, ANDY GRAMMER, TROYE SIVAN, RACHEL PLATTEN, SIA, THE WEEKND, BRAD PAISLEY, MISSY ELLIOTT, DEJ LOAF, KEVIN GATES, JAMIE FOXX, THE WEEKND, SIA, MONKEY PUZZLE, BIG SEAN, JAMES BAY. BILLBOARD.COM. ALL RIGHTS RESERVED.



#1
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2014

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records
2015



POWER PLAYERS

SOURCE: Nielsen Soundscan Current Album + TEA Sales (Nov. to Nov., 2011 to 2015)
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Contents

THIS WEEK

Volume 128 / No. 5

Diane Warren (left) and Lady Gaga photographed Feb. 8 at The Beverly Hilton in Los Angeles. For a podcast of the group of Oscar nominees revealing the writing process behind each of their hit songs and a behind-the-scenes video from the shoot, go to Billboard.com or Billboard.com/iPad.

FEATURES

55 *The 2016 Power 100* Who runs the music biz today? According to label chiefs, tech superstars, mega-promoters, super-managers and 39 (!) first-timers on *Billboard's* annual list, it's all about the fans. Plus: executives on the people, places and things that inspire them and a preview of some fast-rising contenders for next year's list.

THE BILLBOARD HOT 100

5 Zayn Malik zooms in at No. 1 with "Pillowtalk."

TOPLINE

- 17** As artists rally the youth vote for Bernie Sanders, most music executives pledge support for Hillary Clinton.
- 20** After two tumultuous years and a splashy \$260 million IPO, a look inside SFX's bankruptcy filing.

26 Maurice White (1941-2016): The late founder and bandleader of Earth, Wind & Fire is remembered by his brother Verdine White and singer Phillip Bailey.

7 DAYS ON THE SCENE

30 *Partles* Super Bowl 50, NAACP Image Awards

THE BEAT

- 37** Sam Smith, Lady Gaga, Diane Warren and the other talent up for the best original song award at the Oscars come together for a *Billboard* portrait and put competition aside to discuss the inspirations behind their tracks.
- 42** Veteran director Benny Boom opens up about the anticipated Tupac Shakur biopic *All Eyez on Me*.
- 44** Mick Jagger's son James spills on his punk-rocker role on HBO's *Vinyl*.

STYLE

49 Clive Davis shares stories (Whitney, Aretha and Alicia) and rooms with views at his 17-acre Westchester County estate in New York.

CHARTS

98 Coldplay is set for a big gain after its energetic performance at the Super Bowl.

CODA

132 In 1986, Bon Jovi turned "Living on a Prayer" into an anthem.



PHOTOGRAPHED BY AUSTIN HARGRAVE



Elizabeth Matthews
ASCAP CEO

THANKS, BETH

Your leadership is moving the industry forward on behalf of
ASCAP members and music creators everywhere.

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Congratulations **Rich Lehrfeld**

American Express is proud to congratulate Rich Lehrfeld for a fifth consecutive year on the 2016 Billboard Power 100 List.



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Congratulations to all of our Power 100 executives.



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MUSICIANS FOR BERNIE! EXECs FOR HILLARY?

ARTISTS FROM THE RED HOT CHILI PEPPERS TO KILLER MIKE RALLY FOR SANDERS — ‘HE’S ELVIS’ — WHILE MUSIC’S DONOR CLASS BACKS CLINTON. INSIDE THE GREAT DIVIDE

BY CHRIS WILLMAN

T

THE RED HOT CHILI PEPPERS’ Feb. 5 benefit for Democratic presidential candidate **Bernie Sanders** in Los Angeles did not bear the hallmarks of a traditional Hollywood fundraiser. The Chili Peppers barely invoked Sanders’ name during their set, and donors who had paid thousands of dollars for front-row seats saw more stage diving than political stumping.

But the band was hardly the main draw. When volunteers with bullhorns paced the Ace Theatre’s lobby and asked concertgoers to

take their seats for a video appearance by the 74-year-old Sanders, the beer line instantly dispersed. And when the Chili Peppers left the stage, chants of “Ber-NIE! Ber-NIE!” rang out. The message was clear: These rock stars were in the service of a potentially even bigger rock star.

“I’d never done a political concert until I heard the authenticity and truth of Bernie’s message,” said organizer and RHCP recruiter **Rain Phoenix**, 43 (whose brother **Joaquin** was among those in the crowd). Sanders, whose candidacy was considered a longshot by most experts, soundly defeated rival **Hillary Clinton** in New Hampshire’s Feb. 9 primary, and Phoenix isn’t satisfied with just the one benefit. “I’m really into the idea of bringing amazing artists to a red

state and dropping them there.”

There will be no shortage of bands to book for future benefits, judging from the Artists for Bernie web page, which includes both the usual suspects from decades of Democratic activism — **Jackson Browne**, **Bonnie Raitt**, **Steve Earle** — as well as more millennial-friendly artists like **Killer Mike**, **Cobra Starship’s Gabe Saporta**, **Thurston Moore** and **Jeff Tweedy**. In all, Sanders lists more than 80 musicians as signees.

As for which names appear on the Artists for Hillary page... well, it doesn’t exist. Perhaps the Clinton campaign will build a similar online database later, but so far musician advocacy for the front-running Democratic candidate has been surprisingly muted. The singers who have publicly endorsed

THE OVER UNDER



Red Lobster CEO **Kim Lopdrup** sees sales spike 33 percent after Beyoncé references the restaurant chain in “Formation.”



Original Chicago singer **Peter Cetera** bails on the band’s Rock and Roll Hall of Fame induction: “[It’s] not meant to be.”



NBCUniversal Telemundo Enterprises chairman **Cesar Conde** plots new \$250 million global HQ in Miami.

or financially supported Clinton, from old-schoolers of the donor class like **Barbra Streisand**, **Jon Bon Jovi** and **Carole King** to younger artists like **Demi Lovato** (who performed at an Iowa rally in January), **Christina Aguilera**, **Kanye West**, **Katy Perry**, **Beyoncé** and **Ariana Grande**, have done so with seemingly little impact.

That's not to say that Clinton, 68, lacks significant music-business support. In fact, she would appear to be just as disproportionately favored in the industry's executive suites as Sanders is on music's street. In compiling the Power 100 issue, *Billboard* surveyed execs about their choice for president. Many declined to say, but of those who did, 20 named Clinton, while only two power players answered Sanders. The list of avowedly pro-Clinton VIPs includes manager **Scoter Braun** and Epic Records chief **Antonio "L.A." Reid** -- both

of whom have hosted benefits — along with RCA CEO **Peter Edge**, UMG Nashville's **Mike Dungan**, UTA chief **Jeremy Zimmer**, Interscope executive vp **Steve Berman**, Capitol COO **Michelle Jubelirer** and Glassnote founder **Daniel Glass**.

"Hillary brings more experience to the presidential race than any other candidate," says manager **Brandon Creed** (**Bruno Mars**, **Mark Ronson**). Island Records president **David Massey** agrees: "She has a genuine intelligence, which ... this country needs."

"Hillary Clinton has been my friend for over

Republican Hopefuls Have Music Fans, Too



DONALD TRUMP

His celebrity endorsers include **Kid Rock** ("Let the motherf---ing business guy run it like a f---ing business"). **Azealia Banks** and **Loretta Lynn**.



MARCO RUBIO

Both **Kenneth "Babyface" Edmonds** and **Lynyrd Skynyrd's Johnny Van Zant** have donated to his campaign.



JEB BUSH

Country star **Toby Keith** pledged \$2,700 to Jeb!

20 years," says **John Sykes**, iHeartMedia's Entertainment Enterprises president, "and she has kept every promise she has ever made."

Results of the New Hampshire primary, however — where Clinton earned only 17 percent of the under-30 vote, versus Sanders' 83 percent — led her to admit the obvious: "I have some work to do with young people."

To Sanders fans, the split within the music world makes sense. "Executives have protection under the current model," says artist-turned-producer **Joe Henry**. "Musicians pay for their own insurance, if they have any, and feel completely vulnerable to the shifting landscape. We'd rather gamble on a revolution than a more benevolent landlord."

Ben Folds is part of a multigenerational Sanders family: His 16-year-old daughter, **Gracie**, opened for the Chili Peppers in L.A. by playing "This Land Is Your Land" on ukulele. Folds says that millennials "love having a political relationship with a grandfatherly figure who isn't trying to kiss their ass."

Sanders supporter **Jill Sobule** performed at a Jan. 30 benefit in Iowa. "I was there with **Vampire Weekend** and **Foster the People**, playing in front of 5,000 millennials, and it was so exciting to see the energy, exuberance and participation in the political process. It's hard opening up for Bernie, though," she adds. "No one really cared about the musical acts; those kids wanted to see Bernie. He's *Elvis*." ●



A still from the TV ad for Beyoncé's Formation Tour.

Beyoncé Shakes Up Team

After a quiet year, the Queen Bey juggernaut kicks back into gear

BY DAN RYS

When **Beyoncé** turned her Feb. 7 Super Bowl cameo into both a political action and a product launch in front of 112 million TV viewers, it was just the latest in a behind-the-scenes plan to reintroduce the singer to the masses after more than a year on the sidelines.

The halftime performance of "Formation," the 34-year-old artist's first new official single since 2013, preceded a 15-second announcement of her American Express-sponsored, **Arthur Fogel**- and Live Nation-promoted Formation Tour, a 40-date trek through North America and Europe that begins April 27. The reveal ignited instant speculation that Beyoncé's sixth solo album is imminent, but when?

One high-ranking source says: "For the last album, [the label] went through an 11-month fire drill starting with [Beyoncé's 2013] Super Bowl [performance]." Indeed, the as-yet-untitled album, her last under her current Columbia Records deal, is not on Sony's release schedule and could arrive with little to no warning ("Beyoncé doesn't do release dates," remarks an insider), likely around the start of the tour.

More certain is that Beyoncé is protecting her new songs just as fiercely as she guarded word of her previous, self-titled album. In the days before the Super Bowl, the singer went so far as to rehearse without broadcasting the music or vocals, creating a bizarre, mimed spectacle at Levi's Stadium in

Santa Clara, Calif. "It was so strange to see the performance on the Jumbotron and hear nothing," a source recounts.

In recent weeks, Beyoncé also retooled her 5-year-old Parkwood Entertainment management company in its first major executive overhaul since 2011. GM **Lee Anne Callahan-Longo** exited along with head of digital **Lauren Wirtzer-Seawood** and several more senior staffers. One source attributes the split to "Beyoncé's desire to relocate" Parkwood's New York headquarters to Los Angeles, where she has been based for the past year. Another insists that the company remains New York-based; a rep for Beyoncé declined to comment.

Those exits were followed by a string of new hires: Former Pledge Music executive **Dan Ghosh-Roy** is now head of digital, Warner Bros. Records executive vp **Peter Thea** joined, and **Steve Pamon** — who orchestrated J.P. Morgan Chase's On the Run Tour sponsorship in 2014 — became Parkwood's new COO.

Meanwhile, the Formation Tour — with its AmEx sponsorship finalized a week before the announcement, according to an insider — marks Beyoncé's first time playing stadiums without her husband, **Jay Z**, a step up from the arenas of the 2013 to 2014 Mrs. Carter Show World Tour that grossed \$212 million across 126 shows. Should Beyoncé sell out 40 stadium dates, she could yield a potential gross of \$200 million to \$250 million alone, according to *Billboard* estimates. ●



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Time Runs Out For Robert Sillerman And SFX

The veteran executive is “neutered” as his would-be EDM powerhouse files for Chapter 11 — and shares lose 99.6 percent of their value

BY GLENN PEOPLES

On Feb. 1, **Robert Sillerman's** plans for EDM domination finally came crashing down. After a four-year spending spree during which his would-be powerhouse SFX Entertainment acquired promoters ID&T (with its Tomorrowland, TomorrowWorld and Mysteryland festivals), Made Event (Electric Zoo) and Disco Donnie Presents, along with dance-music download/streaming service Beatport and artist management firm TMWRK, the company filed for Chapter 11 bankruptcy protection. On that day, an investor who held SFX shares since its splashy \$12-a-share IPO in October 2013 would have lost all but 5 cents per share — a 99.6 percent decline.

It was a long fall for the 68-year-old wannabe dance music mogul, who attempted to apply a formula that had paid off for him richly in the past: creating a focused conglomerate by acquiring stand-alone companies. In the 1990s, he bought up 71 radio stations before selling them to Capstar Broadcasting for \$2.1 billion. Next, he acquired regional concert promoters and sold the ensuing company, SFX Entertainment, to Clear Channel in 2000 for \$4.4 billion. But this time, he freely admitted he didn't understand EDM — and his attempt to cash in on the dance music boom was met

with widespread cynicism in its insular community.

SFX, delisted from the Nasdaq on Feb. 10, will continue to operate, and although Sillerman is still chairman, he has been “completely neutered,” according to a source. The bondholders that have taken control of the company required SFX to hire a new CEO within 90 days, and the company already has engaged an executive search firm, says a source with knowledge of the situation. (SFX and Sillerman declined comment.)



Before the flood: TomorrowWorld on Sept. 27, 2015, in Chattahoochee Hills, Ga.

Chapter 11 provides protection from the company's creditors and gives it time to restructure debt and meet financial obligations. The judge has approved access to \$80 million of the \$115 million of debtor-in-possession financing — meaning the bondholders

are running the show — and allotted \$23 million for operating expenses. With the capital injection, SFX can continue to run its business with little to no interruption. Subsidiaries, however, are left in limbo, a source close to the situation tells *Billboard*. “Some people want to buy their businesses back, but it's not really up to them — bankruptcy complicates things.”

SFX and several of its subsidiaries have emphasized that it's “business as usual,” although Tomorrowland contradicted SFX's claim that a



“SFX's woes are due to mismanagement at the top,” says one EDM exec. Pictured: Sillerman.

2016 TomorrowWorld festival will take place, saying that its vision and strategy “are different from those of the publicly listed company.” The most recent installment of the festival, in September 2015, was beset by weather and transportation issues that stranded thousands of attendees without shelter, food and water.

“[The bankruptcy] was a good thing,” says promoter **James “Disco Donnie” Estopinal**. “It was necessary to get out from under the debt. For us, nothing's going to change. All the festivals are happening.”

Sources believe that everything from the sale of select assets to competitors to acquisition of the entire company is on the table. One scenario could see SFX acquired by a private equity firm, allowing bondholders to exit their investment and giving the buyer an opportunity to turn SFX's financials away from the public eye.

As for Sillerman? “He's not getting anything from Wall Street ever again,” says an insider. “He'll disappear.”

Additional reporting by Kat Bein.



Nieto Molina

Nieto Molina's Death Stuns Univision

Veteran radio executive died of a heart attack just nine days into his new role as senior vp/GM

THE LATIN MUSIC WORLD WAS SHOCKED ON FEB. 8 when **Alejandro Nieto Molina**, 48, died suddenly of a heart attack, just nine days into his new role as senior vp/GM of Univision Radio, the largest Spanish-language network in the United States. The radio veteran was so well known in his native Colombia that he became a trending Twitter topic in the country that day, and the country's president, **Juan Manuel Santos**, described him in a tweet as a “brilliant journalist.”

Nieto Molina's appointment had signaled a new direction for the radio giant. In a market dominated by regional Mexican music and led primarily by executives with Mexican or Cuban roots, Nieto Molina was the first

Colombian to head the company's radio operation. And unlike most network chiefs, who have backgrounds in sales, he came from a family of radio journalists and began his career behind the microphone. Along the way he founded Colombia's groundbreaking La Mega, was program director for the influential Caracol Radio network, and occupied executive posts at Prisa Radio, the Spanish-language radio company with operations in 12 countries. A rep for Univision said the company had not announced its next steps.

Alejandro Marin, GM of Colombia's Todelar Radio network, tells *Billboard*: “At a time where we lack serious leaders in radio, Alejandro was in a league of his own.”

—LEILA COBO



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and our love for music.*

The Adele Windfall

The songwriters and producers who contributed to her 25 blockbuster have shared \$13 million in royalties to date

ADELE'S 25 IS A GIFT THAT KEEPS ON giving to the music business, spreading wealth beyond her labels (XL and Columbia/Sony) and publisher (Universal) to retailers, performing rights organizations and, not least, the 16 songwriters and producers who collaborated with her on the album.

The chart below reflects how much each of them has earned from songwriting and producing so far (criteria explained below), using the appropriate standard statutory rates and formulas for sales and interactive and noninteractive streaming, and an estimated

hit-song rate of \$2.50 per spin for radio airplay. Those rates were applied to U.S. sales of 8 million, such U.S. digital radio noninteractive streaming as iHeartRadio simulcasts (excluding Pandora, which does not report its playlists to Nielsen Music), such U.S. interactive streaming as Spotify, Apple Music and YouTube (only for the single "Hello") and U.S. radio airplay. All airplay and sales data

were supplied by Nielsen Music through the week ending Jan. 28.

Billboard estimates that Adele — who co-wrote each song on the album — and other songwriters have reaped almost \$9.6 million in royalties; the songwriters' publishers combined have taken in nearly \$1.9 million. The album's 13 producers and co-producers (many of whom are also songwriters) shared \$3.1 million.

And with the Grammy Awards just days away, expect those numbers to grow significantly.

—ED CHRISTMAN



\$3,807,940
Adele
songwriter

\$2,433,340
Greg Kurstin
songwriter-producer



\$817,600
Paul Epworth
songwriter-producer



\$532,430
Ryan Tedder
songwriter-producer



\$521,130
Brian Burton
(aka Danger Mouse)
songwriter-producer



\$494,150
Samuel Dixon
songwriter-producer



\$382,790
Tobias Jesso Jr.
songwriter



\$320,880
Max Martin
songwriter-producer



\$320,880
Karl Johan Schuster
(aka Shellback)
songwriter-producer



\$305,170
Ariel Rechtshaid
producer



"HELLO"
"SEND MY LOVE (TO YOUR NEW LOVER)"
"I MISS YOU"
"WHEN WE WERE YOUNG"
"REMEDY"
"WATER UNDER THE BRIDGE"
"RIVER LEA"
"LOVE IN THE DARK"
"MILLION YEARS AGO"
"ALL I ASK"
"SWEETEST DEVOTION"
"CAN'T LET GO" (BONUS TRACK)*
"LAY ME DOWN" (BONUS TRACK)*
"WHY DO YOU LOVE ME" (BONUS TRACK)*

\$229,400
Philip Lawrence
songwriter-producer



\$211,340
Bruno Mars
songwriter-producer



\$100,630
Linda Perry
songwriter-producer



\$86,300
Christopher Brody Brown
songwriter



\$82,680
Ari Levine
producer



\$55,250
Rick Nowels
songwriter



\$45,380
Mark Ronson
producer



* Sales of the deluxe edition, available exclusively in the United States from Target, are estimated at 1.8 million. Songwriter splits are assumed to be divided evenly among the songs' co-writers, based on information from sources with knowledge of the situation or news reports of the writers' publishing deals, although individual writers' deals vary widely. In most instances, the songwriters own their publishing and have administrative deals with publishers (an 85- to 15 percent split), except for a co-publishing deal (a 75- to 25 percent split) and two straight publishing deals (50- to 50 percent split). Producers' royalties are based on the standard superstar producer rate of 4 percent per track for master recordings.

ADELE: GABRIELLA ANDRAGLIA/REX USA; BURT BRONKHORST/REX USA; GREG KURSTIN: JEFFREY MATTIOLI/REX USA; PAUL EPWORTH: JEFFREY MATTIOLI/REX USA; RYAN TEDDER: JEFFREY MATTIOLI/REX USA; BRIAN BURTON: JEFFREY MATTIOLI/REX USA; SAMUEL DIXON: JEFFREY MATTIOLI/REX USA; TOBIAS JESSO JR.: JEFFREY MATTIOLI/REX USA; MAX MARTIN: JEFFREY MATTIOLI/REX USA; KARL JOHAN SCHUSTER: JEFFREY MATTIOLI/REX USA; ARIEL RECHTSHAI: JEFFREY MATTIOLI/REX USA; PHILIP LAWRENCE: JEFFREY MATTIOLI/REX USA; BRUNO MARS: JEFFREY MATTIOLI/REX USA; LINDA PERRY: JEFFREY MATTIOLI/REX USA; CHRISTOPHER BRODY BROWN: JEFFREY MATTIOLI/REX USA; ARI LEVINE: JEFFREY MATTIOLI/REX USA; RICK NOWELS: JEFFREY MATTIOLI/REX USA; MARK RONSON: JEFFREY MATTIOLI/REX USA



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Warner Music Ups Its Stake In Mike Caren

The executive gets a promotion within the company and a multimillion-dollar investment in his Artist Partners Group

BY JEM ASWAD

It's no accident that Mike Caren's job titles at Warner Music Group — "president of global A&R" and now "creative officer" — are so vague. The executive takes a holistic approach to A&R, whether collaborating on songwriting and production with artists like **Beyoncé** ("Ring Off"), **Kanye West** ("Hell of a Life") and **David**

Guetta ("Where Them Girls At"); signing artists and overseeing their recordings; or helping them get their businesses off the ground under the umbrella of his company, Artist Partners Group.

Caren has inked a new deal that promotes him to WMG's creative officer and provides to APG a multimillion-dollar investment from Atlantic Records

and WMG that will enable the company to grow its signings, its staff (from 12 to 20 by the end of 2016) and its studios (which will soon relocate to a new complex in West Hollywood), with all of its releases distributed by Atlantic and published through Warner/Chappell. APG, which grew from Caren's Artist Publishing Group in 2013, essentially acts as a supercharged label-services division for artist imprints like rapper **Kevin Gates'** Bread Winners Association (whose *Islah* album debuted at No. 2 on the Feb. 20 Billboard 200), R&B singer **Kehlani's** Tsunami Mob (which released her Grammy Award-nominated *You Should Be Here*), a forthcoming venture from **Charlie Puth** (whose *Nine Track Mind* is at No. 6 on the Billboard 200) and more to come.

It's the latest progression in Caren's history with WMG, which began when he joined Atlantic in 1996 at age 17 and continued as he rose to become co-president of Elektra Records, where he worked with **Ed Sheeran** and **Bruno Mars**. *Billboard* caught up with the 38-year-old married father of two to find out how he makes it all work.

What can you say about APG's business model? We try to empower artists — to help execute their creative and entrepreneurial visions, which is what we've started with Charlie, Kevin and Kehlani. But it's really just the beginning. We also look at ourselves as sort of an indie-major. We have Atlantic as our partner and all of its resources, but we also have [our own] team, which includes marketing, sync, business development and legal. We approach

the artist and his or her brand in a different way because we have no [parent] company to promote.

So you're intentionally operating under the radar? That's sort of the concept: Our artists' labels — their companies — are at the forefront. I'm basically loaning them my staff and their expertise, like some venture firms do, to be able to

"I'm basically loaning my staff to artists, like a venture firm."

expedite their early plans and get their companies growing. We want to pass along all the best practices so that the smart ones will be making great decisions. Down the road, we'll be learning from them.

What brought about the idea for the company? I'm a big record collector and ... the feeling of seeing the logo when you pull a record out of the sleeve, that has all dissipated. I felt the business is missing the infrastructure to create the brands of the future, companies that would be more culturally invested. I wanted to fill a hole I felt was missing in the business.

When do you find the time to make music? Some people play golf or video games. Making the Beyoncé beat was just another sort of fun. ●

A SUPERGROUP WITH AFI? NO DOUBT'S (MINUS GWEN) ABOUT IT

Alternative rock's latest odd coupling is shopping a completed album

AFI frontman **Davey Havok** has joined forces with **No Doubt's** **Tom Dumont**, **Tony Kanal** and **Adrian Young** to form an as-yet-unnamed band, reps for the group confirmed to *Billboard*. The quartet, which sources say is managed by **Pat Magnarella** (*Green Day*), already has completed an album and is seeking a label deal.

The union recalls alternative supergroup **Audioslave** (which united **Soundgarden's** **Chris Cornell** and the musicians of **Rage**

Against the Machine). Similarly, the new band brings with it a formidable sales history — No Doubt has sold 16.3 million albums in the United States since 1992 and AFI 4.1 million since 1995, according to Nielsen Music — although the former group's firepower without singer **Gwen Stefani** is an open question.

Few No Doubt followers will be surprised that the band has found another singer, even temporarily. The group successfully toured America in 2015 — behind its 2012 album *Push and Shove*, which sold a disappointing 259,000 units — but Stefani hired new manager **Irving Azoff** and focused on her solo career (her new album *This Is What the Truth Feels Like* is due March 18 on Interscope). Young suggested as much to *Billboard* in April 2015. "We're in a little bit of limbo right now," he said, "so we'll see where that takes us." —STEVE BALVIN



From left: Kanal, Havok, Young and Dumont.

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SONY MUSIC



A Teacher, A Preacher, The Greatest Friend

Maurice White founded *Earth, Wind & Fire* in 1969 and helmed the group for 47 years (and 32 Hot 100 hits) until his death, on Feb. 4, after a decades-long struggle with Parkinson's disease. He is remembered here by his younger brother, bassist **Verdine White**, and singer **Philip Bailey**, both of whom joined the group in the early 1970s and lead it today.

Verdine White: Maurice made Earth, Wind & Fire out of the clay of his soul.

Through his music and how he lived his life, he inspired all of us. I had no idea, when I came to Los Angeles as an 18-year-old to join the band, that my life would change so profoundly.

He taught me the greatest lessons of my life ... the real values: love, kindness and compassion. Whenever we would accomplish something great together, he'd say, "Dino, we done good."

I'm grateful that I was able to make this journey with him. His music will live on, forever and ever. He's the best big brother anyone could ever ask for.

Maurice, you done good.

Philip Bailey: Maurice finished his race. Now he gets his wings, so to speak — the everlasting ability to soar freely with radiance

and splendor in the glory of God's love. It's what we used to talk about and what we used to write and sing about.

I remember one day he held out his hand, with his fist clenched tight. He said, "Try to get something out of my hand." Obviously I couldn't. He said, "That's a good lesson about life: If you hold your hands tight, nothing comes in and nothing goes out." You've got to keep your hands open in order to give and to receive.

We often spoke about our shared experience of growing up without our fathers present and the impact it had on us. Maurice shaped a lot of the feelings and perspectives on life that I had as a young adult.

He was always thoughtful. I remember attending my first Broadway musical with him: *The Wiz*. Maurice bought me a suit so I would be presentable.

He was a fierce perfectionist and workaholic. He was very task-oriented and knew how to execute his plans by pulling the right resources together to implement the vision.

I will miss you, Maurice. You were a brother, a father figure, a teacher, a preacher and the greatest friend. You cracked me up with your down-home humor, and you had so much swagger. ●

Big Game Shazams

Super Bowl branding and the app lift offbeat artists

BY KEVIN RUTHERFORD

A Super Bowl TV ad isn't just the prime arena for reviving a classic song — it also can be a vehicle for song discovery, thanks in no small part to music-identification app Shazam. The proof? While **Morgan Dorr** was hardly a household name before the game, some 44,000 people used Shazam (based on the total number of user tags from game night) to identify his new song "4X4ever,"



Jeep's Super Bowl spot was scored by Dorr's original song "4X4ever."

that was included in a Jeep commercial and commissioned by parent company FCA (Fiat Chrysler Automobiles). Unusually, the company chose a relatively unknown artist, making the spot the only ad on the list that doesn't feature a name artist or hit song. "'4x4ever' was created as an original song specifically for the brand," says **Olivier Francois**, the company's global chief marketing officer, "because there was no other piece of music that could tell this Jeep story."

TOP 10 SUPER BOWL COMMERCIALS

	ARTIST	SONG TITLE	COMPANY
1	Morgan Dorr	"4X4ever"	Jeep
2	Harry Nilsson	"Without You"	Heinz
3	Seal and The NFL Choir	"Kiss From a Rose"	NFL
4	Queen	"Somebody to Love"	Honda
5	Clarity	"Don't Panic"	X-Men Apocalypse film
6	Missy Elliott	"Pep Rally"	Amazon Echo
7	Demi Lovato	"Confident"	PayPal
8	Ramones	"Blitzkrieg Bop"	GoPro
9	Baauer (with Novelist and Leikeli47)	"Day Ones"	Budweiser
10	Incredible Bongo Band	"Apache"	Prius

Empire Of The Sun Drives Honda Sync To Chart Revival

Branding has revived many a song, but few seem less likely than **Empire of the Sun's** 2008 track "Walking on a Dream," which has found new life in an ad for the 2016 Honda Civic. The Australian group's tune peaked at No. 6 on



A still from the futuristic Super Bowl ad for the 2016 Honda Civic.

the Dance Singles Sales chart in March 2009 but remained mostly dormant until the ad's Dec. 30, 2015, premiere. It has since topped the *Billboard*/Clio Music Top Commercials chart (powered by Shazam)* with 297,000 Shazam tags during January — the highest monthly total since *Billboard* launched the chart in December 2014. It also moved 116,000 digital downloads and 7.6 million domestic streams in January, from 2,000 downloads and 1.7 million streams in December, according to Nielsen Music.

BILLBOARD & CLIO MUSIC'S TOP COMMERCIAL SONGS, JANUARY 2016

	ARTIST	SONG TITLE	COMPANY
1	Empire of the Sun	"Walking on a Dream"	Honda
2	2 Chainz	"Watch Out"	Beats by Dre
3	Borns	"Electric Love"	Chrysler
4	Joywave	"Tongues"	Google Nexus
5	Lucius	"Turn It Around"	Samsung Galaxy
6	Hermitude	"The Buzz"	Samsung Gear S2
7	American Authors	"Best Day of My Life"	Weight Watchers
8	Kiss	"Beth"	Volkswagen
9	Skrillex & Dillon Francis	"Bun Up the Dance"	Royal Caribbean
10	Avicii	"Feeling Good"	Volvo

*BILLBOARD PARTNERS WITH CLIO MUSIC EACH MONTH TO PRESENT A CHART RANKING THE TOP SONGS IN COMMERCIALS USING TAGGING DATA FROM SHAZAM, AS WELL AS SALES AND STREAMING INFORMATION TRACKED BY NIELSEN MUSIC. RANKINGS EXCLUDE ANY SONG THAT HAS RECENTLY CHARTED WITHIN THE TOP 40 OF THE BILLBOARD HOT 100.

Creative Artists Agency

Jenna Adler Tyler Amato Katie Anderson Ken Ashley Jeffrey Azoff
Emma Banks Stan Barnett Alex Becket Tim Beeding Brad Bissell Matt Blake
Adam Brill Tommy Bruce Amina Bryant Ben Buchanan Jay Byrd
Justin Cahill Shannon Casey Kevin Castleman Mark Cheatham Scott Clayton Mac Clark
Ben Coles Elena Contreras Andy Cook Bobby Cory Michelle McGowne Craig
Erin Culley Chris Dalston Caitlin Davidson Bruno Del Granado Marc Dennis Lesley DiPietro
Kelly Duroncelet Darryl Eaton Justin Edbrooke Rod Essig Nat Farnham
Ryan Fitzjohn Paul Fitzgerald Shannon Fitzgerald Jeff Frasco Paul Franklin Matt Frost
Kevin Gelbard Lee Goforth Jeff Gregg Brian Greenbaum Mike Greek Nathan Gregory
Rosa Guzman Joe Hadley Jen Hammel Ryan Harlacher Nigel Hassler Brian Hill
John Huie Tony Johnsen Meredith Jones Cameron Kaiser Jake Kennedy Dan Kim

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Carole Kinzel Matt Kingsley David Klein Bobby Koehler Lucy Kozak Jeff Krones
Stephanie Langs Erin Larsen Jake Leighton-Pope Ari Levin Rob Light Claudio Lillo
Brian Loucks Bex Majors Brian Manning Jared Martin Summer Marshall
Maria May Blake McDaniel Raf McDonnell Allison McGregor Kasey McKee Robert Mickelson
Matthew Morgan Scott Morris Jennifer Mulvihill Darin Murphy Bryan Myers
Lindsey Myers Laura Newton Mark Ngui Rebecca Nichols Katharine Nokes Robert Norman
Jon Ollier Buster Phillips Adam Radler Caroline Reason Clarissa Reformina
Angie Rho Rick Roskin Mitch Rose Randy Salcedo Brett Saliba Kylen Sharpe
Spencer Sherman Shannon Silber Andrew Simon Jazz Spinder Brett Steinberg
Megan Sykes Aaron Tannenbaum Mario Tirado Roman Trystram Marlene Tsuchii Elisa Vazzana
Kyle Wilensky Paul Wilson Hunter Williams Tom Worcester Emily Wright

The logo for Creative Artists Agency (CAA), consisting of the letters 'CAA' in a bold, white, sans-serif font.



King (right) with fiancé Ferguson after he popped the question in San Francisco.

NOTED

02-03
→

New York hip-hop DJ **Big Kap**, best-known for his 1999 collaboration album *The Tunnel* with **Funkmaster Flex**, died of a heart attack. He was 45.



Annie Imamura, Universal Music Group's director of global communications, and her husband, film critic **Elvis Mitchell**, welcomed son Benjamin Rikio Mitchell, weighing 6.9 lbs.

02-04
→

4AD named **Ben Gaffin** director of A&R.

Wiz Khalifa announced a new partnership with Colorado-based company RiverRock Cannabis for an exclusive marijuana line.



Khalifa

Management 360 signed **Justin Bieber** pastor **Judah Smith** across all areas.

02-05
→

Laurel Dann, who had held posts at Entertainment One Music, Virgin Records and Jive Records, died after a long illness. She was 69.

02-06
→

Gear Publishing Company (**Bob Seger**) appointed **Mike Boila** vice president.

Warner Music Group elevated **Stu Bergen** to CEO of international and global commercial services.

A Philadelphia judge ordered rapper **Meek Mill** to serve 90 days of house arrest, effective March 1, for violating the terms of his parole in a 2009 drug and gun case.

Jermaine Dupri signed with Creative Artists Agency in all areas.

Universal picked up an untitled musical comedy starring **Channing Tatum** and **Joseph Gordon-Levitt**.

Dan Hicks, former drummer of **The Charlatans** and founder of **Dan Hicks & His Hot Licks**, died at his home in Mill Valley, Calif., after a battle with cancer. He was 74.



Hicks

Miami attorney **Leslie Zigel**, whose clients include **Pitbull** and **Wisin**, joined Florida firm Greenspoon Marder Law. Zigel will head up the firm's

newly established Entertainment Law Group.

Singer-songwriter **Elle King** and longtime boyfriend Andrew "Fergie" Ferguson announced their engagement on Twitter.

02-08
→

Natalie Jamieson joined Bauer Media Group as entertainment and lifestyle content director. She previously served as senior entertainment reporter/presenter at BBC Radio 1.

Renata Muniz joined Epic Records as senior director of publicity. She was previously with Def Jam Records.



Muniz

02-09
→

NBC's *The Voice* winner **Jordan Smith** signed a worldwide management deal with Macklam Feldman Management.

Washington, D.C.'s historic 9:30 Club announced a music variety show set to air in April on PBS Television. *Live at 9:30 Hosted by Squarespace* will feature performances by **Garbage**, **Tove Lo** and **Ibeyi**.



Concord Bicycle Music announced the opening of Stax of Wax, a vinyl-only store at Malibu's upscale County Mart.

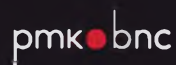
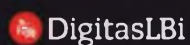
Good Charlotte inked a worldwide agreement with Kobalt Label Services.

BIRTHDAYS

- | | |
|-------------------------------------|---------------------------------------|
| Feb. 14
Rob Thomas (44) | Feb. 18
Regina Spektor (36) |
| Feb. 15
Conor Oberst (36) | Dr. Dre (51) |
| Brandon Boyd (40) | Yoko Ono (83) |
| Gloria Trevi (48) | Feb. 19
Beth Ditto (35) |
| Feb. 16
Ice-T (58) | Seal (53) |
| Feb. 17
Lupe Fiasco (34) | Smokey Robinson (76) |
| | Feb. 20
Rihanna (28) |

“Far and away the best prize that life has to offer is the chance to work hard at work worth doing.” - Theodore Roosevelt

Congratulations, **Rich Lehrfeld,**
on being one of the **Billboard Power 100**



Beyoncé, Chris Martin of Coldplay and Bruno Mars (in front from left) were joined onstage by violinists and cellists from Youth Orchestra L.A., during the Pepsi Super Bowl 50 Halftime Show at Levi's Stadium in Santa Clara, Calif., on Feb. 7.



**SUPER
BOWL
SPECIAL!**

DAYS
on the
SCENE



Beyoncé's 59 million Instagram followers got a glimpse of her with daughter Blue Ivy and husband Jay Z at the empty Levi's Stadium during rehearsals on Feb. 6, the same day she surprise-released her newest single and video, "Formation."

OPINION: C4185074127 70. AGILITY IMAGES. PO. A70-2 @BEYONCE

Super Bowl 50

SANTA CLARA, CALIF., FEB. 7

BEFORE THE DENVER BRONCOS CLAIMED THEIR THIRD trophy (against the Carolina Panthers, 24-10), Super Bowl 50 hosted a halftime show fit for its golden anniversary. Colorful rock band **Coldplay** brought its “Believe in Love” message to Levi’s Stadium as the band swept through a career’s worth of hits. The British group’s enthusiastic effort, however, was overshadowed by co-stars and halftime-show alums **Beyoncé** (2013) and **Bruno Mars** (2014). Alongside **Mark Ronson** and his **Hooligans** squad, Mars ushered in the groove with a high-energy run of Ronson’s hit “Uptown Funk!” And then there was Queen Bey. The singer paid tribute to **Michael Jackson’s** iconic 1993 halftime-show ensemble with a military-inspired DSquared2 jacket as she and her beret-clad dancers milly rocked for a performance of her surprise single “Formation.” The game, which aired on CBS, scored its own touchdown with the NFL’s second-highest TV ratings and marked the culmination of a weekend full of private pregame festivities featuring A-list music performances. **Future** and **Diplo** brought the party to San Francisco’s Battery Hotel for New Era’s Gold Rush event, which hosted VIP attendees **Justin Bieber**, **Serena Williams** and **Usher**. And at the city’s Pier 70, **Pharrell Williams** and **DJ Khaled** fired off hits for Pepsi’s Friday Night Live show, while on the following evening **Red Hot Chili Peppers**, **Run-D.M.C.** and **DJ Snoopadelic** (aka **Snoop Dogg**) impressed with sets during DirecTV’s Super Saturday Night.

—ADELLE PLATON



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Cuba Gooding Jr. (right) made a beeline to join DJ Ruckus onstage during his performance at the Playboy Super Bowl party. Held in a transformed space within Lot A of AT&T Park on Feb. 5, the fete also attracted 50 Cent, Adrian Grenier and Nick Lachey.



5

1 Lada Gaga wowed in a glittering red Gucci suit, delivering a near-perfect rendition of “The Star-Spangled Banner” to kick off the game. 2 Williams during his performance at Pier 70 on Feb. 5. 3 From left: Derek Hough posed with Nick Jonas and Julianne Hough at the DirecTV bash at Pier 70 on Feb. 6. 4 Lil Wayne performed during the 2016 Maxim Party at Treasure Island on Feb. 5. 5 Snoop (right) shook hands with Carolina Panthers running back Jonathan Stewart during a press conference in San Jose, Calif., on Feb. 4.

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NAACP Image Awards

PASADENA, FEB. 5

DURING THE ANTHONY ANDERSON-HOSTED 47th annual NAACP Image Awards, which honored performers in film and TV (with previous awards presented Feb. 4 for achievement in music, literature and animation), it was **John Legend**'s voice that rang perhaps the loudest. Receiving the President's Award for his public service from NAACP president **Cornell William Brooks**, the Oscar and Grammy winner gave a powerful speech after singing his hit "All of Me." "We know that we stand on the shoulders of giants who risked their lives to bring us closer to true freedom," Legend told an audience that included **Jada Pinkett Smith** and **Will Smith**. "Our lives should, indeed, matter just as much as anyone else's," he added. "Fighting for justice isn't an act of hate, it's an act of love. So let's spread love; let's make the world a more beautiful and just place. We have so much opportunity, let's not waste it." Other big winners included *Empire*'s **Jussie Smollett**, who was honored for outstanding new artist; **Pharrell Williams**, who was named outstanding male artist; and **Jill Scott**, who received the award for outstanding female artist.

—CHRIS GARDNER



1 "We don't need to ask for acceptance from anyone," said Taraji P. Henson (left, with *Empire* co-star Bryshere Y. Gray) upon winning for outstanding actress in a drama series. 2 Pinkett Smith and Smith. 3 Host Anderson (center) performed a "Straight Outta Hollywood" spoof to open the show. 4 Keke Palmer. 5 From left: *Straight Outta Compton*'s Neil Brown Jr., director F. Gary Gray, O'Shea Jackson Jr. and producer Scott Bernstein posed with their awards for outstanding motion picture. 6 Legend.

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Clockwise from left: J. Ralph, Sam Smith, Lady Gaga, Jimmy Napes, Diane Warren, David Lang and Steph Moccio photographed Feb. 8 at The Beverly Hilton in Los Angeles. For a podcast of the group's conversation about their Oscar-nominated songs and a behind-the-scenes video from the shoot, go to Billboard.com or Billboard.com/ipad.

AND THE OSCAR GOES TO...

Sam Smith, Lady Gaga and other songwriters up for best original song at the Academy Awards talk the real-life inspirations behind their music, from environmental devastation to sexual assault

BY MELINDA NEWMAN • PHOTOGRAPHED BY AUSTIN HARGRAVE

THE ANNUAL ACADEMY AWARD NOMINEES LUNCHEON, HELD FEB. 8 at the Beverly Hilton Hotel in Los Angeles, has just come to a close, and **Lady Gaga** and famed songwriter **Diane Warren** are in each other's arms. After all, they have been through a lot together. For the pair, writing the Oscar-nominated song "Til It Happens to You" for *The Hunting Ground* was more than just a job: The documentary examines the epidemic of rape on college campuses, and both women are survivors. "The idea was for two women with a history of sexual assault to come together and make something honest," says

THE OSCAR

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Gaga, 29, who in 2014 revealed that she was raped as a teenager. "But it's hard. There were days I didn't want to finish the song. But Diane was like, 'It's for a good cause,' and she's right. This nomination is not just for the song — it's for the cause."

Gaga and Warren, 59, are up for best original song at the 88th annual Academy Awards, and the pair is gathered with five of the other nominees in the category: **Sam Smith** and his co-writer **Jimmy Napes**, nominated for Smith's "Writing's on the Wall," from the James Bond film *Spectre*; **David Lang**, the composer behind "Simple Song #3" from the **Paolo Sorrentino** dramedy *Youth*; **Stephan Moccio**, one of the writers of **The Weeknd**'s "Earned It," the hit song from the even bigger hit movie *Fifty Shades of Grey*; and **J. Ralph**, who performed and co-wrote "Manta Ray" with **Ahnoni** for the documentary *Racing Extinction*.

But no one seems worried about the competition — they'll save that for the Feb. 28

awards show. As **David Bowie** plays in the background, the seven songwriters take photos, shake hands and, in at least one case, make plans. Smith, 23, and Gaga huddle briefly and plot a get-together — possibly even to make some music. "Maybe it will be awful," she says with a giggle. "Maybe it will be great." Either way, Smith is already a winner. "I'm the biggest Gaga fan there is," he confesses, a huge grin spread across his face. "I queued up for her shows when I was 17!"

Diane Warren and Lady Gaga

"Til It Happens to You," from *The Hunting Ground* (performed by Gaga)

Warren has been nominated for best original song seven times before, through hits with Celine Dion, LeAnn Rimes and others. But Gaga's "Til It Happens to You" feels different, she says. "I've had a lot of hit records, but never in my life has a song resonated so deeply with so many people," explains Warren, who was sexually assaulted by a friend's father as a child. "It's becoming an anthem: No, you're not a victim — you're a badass survivor." A remix of "Til It Happens to You" reached No. 1 on the Dance Club Songs chart.

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LIVE NATION



1



Sam Smith and Jimmy Napes

"Writing's on the Wall," from *Spectre* (performed by Smith)

Napes, 28, Smith's go-to co-writer, calls making a Bond-film theme song "a dream come true for us — especially being British!" The pair already snagged the Golden Globe for the sweeping track, which deliberately shows a softer side of the secret agent. "I always have to put my heart out there and be as vulnerable as I can — I wasn't going to change that for Bond," says Smith. "Every man, no matter who they are, sometimes has a little cry."



2



3

1. J. Ralph

"Manta Ray," from *Racing Extinction* (performed by Ralph and Ahnoni)

Ralph, 40, previously nominated in 2013 for *Chasing Ice*'s "Before My Time," returns to the theme of environmental devastation with ballad "Manta Ray." His inspiration? A heartbreaking recording of the last remaining Kauai O'o bird, says Ralph. "He was singing his mating call, unaware he was the last of his species. So there was no response. 'How come she's not singing back?'"

2. Stephan Moccio

"Earned It," from *Fifty Shades of Grey* (performed by The Weeknd)

For her blockbuster S&M movie, director Sam Taylor Johnson wanted a theme song from a "strong male perspective," recalls Moccio, 43. Co-written by The Weeknd, Ahmad Balshe and Jason Daheala Quenneville, "Earned It" reached No. 3 on the Billboard Hot 100, and Moccio says The Weeknd's falsetto was a key selling point: "There's a sweetness to it, but at the same time there's a lot of strength."

3. David Lang

"Simple Song #3," from *Youth* (performed by Lang and Sumi Jo)

Pulitzer Prize-winning composer Lang, 58, wrote this operatic song to capture the emotional arc of a retired conductor (played by Michael Caine) reflecting on his changing marriage. Director Paolo Sorrentino set the bar pretty high: "He just said, 'I need to cry,'" recalls Lang.

Additional reporting by Scott Feinberg.

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EXCLUSIVE

5 REVELATIONS ABOUT THE NEW TUPAC SHAKUR FILM

Music-video veteran Benny Boom, the director of *All Eyez on Me*, details the highly anticipated rap biopic

BY DAN RYS

AFTER NEARLY A DECADE, *ALL EYEZ on Me*, the long-delayed biopic of **Tupac Shakur**, is finally coming to fruition, with veteran music-video director **Benny Boom** at the helm. Boom, 44, is the film's third director, after the departures of **Carl Franklin** and then **John Singleton**. He came onboard at the end of November 2015 and wasted little time: Filming began in December with an eye on a September release to coincide with the 20th anniversary of the rapper's murder. It's a great time for another rap flick, of course. In August 2015, the **N.W.A** film *Straight Outta Compton* — which features *All Eyez on Me* lead **Demetrius Shipp Jr.** making his debut as Shakur — became the highest-grossing music biopic ever. "*Straight Outta Compton* kicked open

the door for us," says Boom. "It let us know we can make our film the way we want to." In his first in-depth interview in 2016, the director reveals five details about *All Eyez on Me* — all ones that will make any 2Pac fan smile.

1. THE FILM GOES CRADLE TO GRAVE — AND BEYOND

Tupac lived 25 tumultuous years, and rather than focusing on one period of his life, Boom plans to include as much as possible. "We're starting from before he was born," he says. "His parents were Black Panthers. You see the struggles of his youth, his relationship with his mother, father figures that were in and out of his life, and what he developed into as a man from that. It humanizes him."

and others, and Shakur had his own troubles with violence against women, having been convicted of sexual abuse in 1995. Boom says *All Eyez on Me* won't shy away from them. "That's a big part of his story, because [that conviction] completely changed his life. We don't sugarcoat things."

3. THE FILM GETS "REVOLUTIONARY"

Shakur is arguably the most revered rapper of all time, and his outspoken views on racial injustice are a big reason why. "[Racism] is a vicious cycle, and Tupac was a victim of that; he witnessed police brutality," says Boom. "It's not just a biopic about a musician: It's about a revolutionary. It's the story of a martyr, someone who died for his cause."

4. IT'S NOT ALL ABOUT THE BEEF

Shakur and **The Notorious B.I.G.** were the nexuses of the East Coast/West Coast rap wars of the 1990s, but Boom says the movie doesn't take sides. "Our film is about truth — it's not about anybody's side of the story. These were young guys acting irrationally. They had armies around them to hype them up. It's a cautionary tale."

5. DON'T BELIEVE THE HATERS

After Singleton left the film in April 2015, he criticized the producers for not being "respectful" of Shakur's legacy. Boom refutes that assertion. "It's America — you can say anything you want, but that doesn't make it true," he says, citing family members and friends of Shakur who have given the film their blessing — including **Naughty by Nature's Treach**, who Boom says "shed a tear" when he visited the set. "I wouldn't be involved if the respect wasn't paid. This is an icon of our generation, and I'm here to tell his story." ●



Above: Boom (right) and Shipp on set. Inset: Tupac in 1992.



2. THE STORY WILL NOT BE SANITIZED

Straight Outta Compton came under fire for omitting **Dr. Dre's** alleged assaults of journalist **Dee Barnes**

OVERHEARD

BY SELMA FONSECA

Bieber Supports ASAP Rocky — Quietly

Despite being onstage, **Justin Bieber** kept a low profile at *Maxim* magazine's Super Bowl party. When the evening's headliner, **ASAP Rocky**, took the stage on Treasure Island in San Francisco Bay,



Bieber and his entourage joined the rapper, but instead of performing, the "Sorry" singer stood quietly at the back and watched Rocky present a set that included "F—in' Problems" and "Wassup." Bieber stayed for the entire set then slipped away. **Lil Wayne** also played the event, which was produced by Bootsy Bellows and Karma International

Tommy Lee's Cod Piece

The 80 guests who attended the second, exclusive \$5,000-a-plate Culinary Kickoff benefit dinner in San Francisco during Super Bowl weekend were set for special treatment from star chefs **Michael Mina** and **Charlie Palmer**, but **Motley Crue** drummer **Tommy Lee** got even more personalized service. Lee and his fiancée, **Sofia Toufa**, attended the dinner at Mina's namesake



Lee

restaurant but couldn't partake of the entire menu, which included pork belly and beef, because they are pescatarians. The chefs served them Bolinas black cod instead.

Khloe And French Redux?

Khloe Kardashian and rapper **French Montana** sparked rumors that they're dating again when they attended the FWRD X Unravel by Elyse Walker party in Los Angeles on Feb. 3

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100

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PLAYLIST

K. MICHELLE'S ANTI-VALENTINE ANTHEMS

K. Michelle has her pick of suitors on VH1's hit reality show *Love & Hip Hop Atlanta* and her solo spinoff, *My Life*, now in its second season. But as anyone who has heard her music, including new single "Not a Little Bit," knows, the R&B singer, 31, is no stranger to heartache. She shares a few of her favorite breakup ballads for the valentine-less.

"Didn't We Almost Have It All" Whitney Houston (1987)

"I can only listen to it when I'm at my darkest points. Whitney's voice has never just been about her range; it's about her ability to make you feel her pain, her happiness, her hope, her resignation. When I hear it, I'm like, 'Cut it off — I can't take it!'"

"You'll Think of Me" Keith Urban (2002)

"What many people don't know about me is that growing up in Memphis, I always loved country. This is one of the best songs out there when it comes to describing the aftermath of a breakup."

"Mine Again" Mariah Carey (2005)

"This song stays with me; it speaks to when you know [a relationship] is over. It's painful not to be with the one you love simply because you were at the wrong stage of life when you met them."

"Not a Little Bit," K. Michelle (2016)

"It's about those last steps that a person takes after a breakup: when you can acknowledge the importance of the relationship but also see that you're better off alone. It's about taking your power back as a woman so you can stand strong as a single person, without regret." —ADELLE PLATON

"I had a punk phase as a teenager, which a lot of kids do, but it stuck with me," says James Jagger (center) in *Vinyl*.



Q&A

Moves Like Jagger (Aka Dad)

Mick's son James rocks out — and gets strung out — as a rising punk star in HBO's *Vinyl*

BY JEM ASWAD

In a straight-on photograph, it's not so obvious. But when **James Jagger** is singing, sneering and pouting on HBO's new series *Vinyl*, he's the spitting image of his pops, **Mick** — co-executive producer (with **Martin Scorsese**) of the show. *Vinyl*, which premieres Feb. 14, explores the fictional story of Richie Finestra, a label head trying to save his company in the sex- and drugs-saturated world of early-1970s New York. Jagger plays Kip Stevens, the heroin-addicted lead singer of a punk group called The Nasty Bits. But this isn't a case of nepotism gone wrong: The role is perfect for him. Son of Mick and **Jerry Hall**, the London-raised Jagger, 30, has experience as an actor (*Stealing Summers, Sex & Drugs & Rock & Roll*) and musician (he fronted the band **Turbogest**) — and of course, he brings more than a little of his family's history to the role.

Was it difficult acting in your dad's project?

He wasn't there any time I was working, so it didn't feel like I was working for him in any sort of way. I didn't feel uncomfortable.

How did you research the role?

I don't know them personally, but there were people in the punk scene I could identify with for the role: **Stiv Bators**, **Iggy Pop** certainly, **Richard Hell**, **Johnny Thunders** maybe — a little bit of his attitude.

In the first episode, Kip is both an addict and a potential star. What happens with his character?

It gets worse before it gets better, let's just put it that way. You see more of the human side to Kip

as the show progresses. It was really enjoyable for me to portray this guy — he's a total asshole, but he's also got hopes and dreams. It was nice to be able to show there's more than one facet than this sort of demonic, ruthlessly competitive, ambitious [character]. He's a sweet guy, deep down.

Who wrote The Nasty Bits' songs?

Me and some old bandmates from **Turbogest** wrote a couple of songs in the pilot, and a few other people. We had a great band recording them. [**Sonic Youth's Lee Ranaldo** was kind of producing it with these fantastic musicians: **Wayne Kramer** [of **The MC5**] played guitar on one track, and [**New York Dolls'**] **David Johansen** did vocals for the Dolls stuff [that the show uses]. We tracked them at [**Jimi Hendrix's** Manhattan studio] **Electric Lady**, which was such a surreal experience.



Mick (left) and James Jagger at the *Vinyl* premiere in January.

There's a pretty serious sex scene in the first episode. Had you ever done one before?

Once before, yes. They can be really awkward; they can be really funny. It depends on the circumstances of the scene and whether you're comfortable with the person you're doing it with. At the end of the day, it's work, and we're adults, so we should be able to get over the fact that we're naked.

How are they funny?

What's *not* funny about being naked? I feel it's worse for girls than it is for guys. We don't tend to be as self-conscious. Man, I love getting naked. (Laughs.) Any opportunity, as far as I'm concerned! ●

**JAY
MARCIANO**

**LOUIS
MESSINA**

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HEAR SAY

A LOOK AT WHO'S SAYING WHAT IN MUSIC

COMPILED BY NATALIE WEINER



"I am not performing at the Grammy Awards ... but hey, it's the thought that counts."

—DRAKE

The rapper, on Twitter, refuting a Grammys ad that made it seem as if he were playing the awards show.

"This kid was beautiful, like a woman can be beautiful and men rarely are, and he turned it on as soon as he stepped into the room."

—ANTONIO "L.A." REID

The Epic executive describing a then-14-year-old Justin Bieber in his just-released memoir, *Sing to Me*.

"When you realize your dad took your mom to Red Lobster every week."

—JOHN LEGEND

The R&B crooner reacting to the "When he f— me good/I take his ass to Red Lobster" line in Beyoncé's new single "Formation," captioning a picture of a thoughtful-looking President Obama.

"Who?"

—DEMARIUS THOMAS

The Broncos receiver, after being asked his favorite song by halftime performer Coldplay at a Super Bowl media event.

"Tea anyone?"

—KIM KARDASHIAN

The reality star captioning a selfie of herself and Amber Rose on Instagram, after Kanye West, Wiz Khalifa and Rose's instantly infamous online war of words.

"Cruz, Trump & Rubio. Rubba dub dub — 3 insecure, treacherous, arrogant, indifferent, insincere, aggressive, sociopathic narcissists in a tub."

—CHER

The singer talking politics on Twitter after the Iowa caucus.

"This is football, not Hollywood — I thought it was outrageous that she used it as a platform to attack police officers."

—RUDY GIULIANI

New York's ex-mayor on Beyoncé's Black Panthers-inspired Super Bowl performance on Fox News.

WHAT TO GET THE IOVINES?

The wedding of Interscope and Beats founder **Jimmy Iovine**, 62, to **Liberty Ross**, 37 (taking place Feb. 14 at **David Geffen's** Beverly Hills mansion) likely has guests stressing over a suitable gift for a couple that already has it all. New York wedding planner **Marcy Blum**, who has overseen nuptials for **Billy Joel**, **LeBron James** and others, says that a meaningful present for 1 percenters requires a degree of creativity. "Clients like this — high profile and wealthy — don't need you to get them a wine decanter or barware." Instead, try these three (likely) no-fail suggestions:

AN ANTIQUE

A restored Bosendorfer piano from the Vienna Opera House is perfect "for someone who is vocal about music's future," says Blum. "It speaks to music's agelessness."



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ARTWORK

Blum suggests checking art websites — like Artsy, which sells works by Ross favorite **Alex Israel** — for presents that have "longevity."



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A DONATION

"Charity is always meaningful," says Blum. A good bet is USC's Jimmy Iovine and Andre Young Academy, funded by a gift from Iovine and **Dr. Dre** (far right).



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Davis photographed Jan. 21 at his residence in Pound Ridge, N.Y., in front of a Damien Hirst. For exclusive video of Davis talking about the guests who have stayed there, go to Billboard.com or Billboard.com/ipad.

Clive Davis

A Clive Davis Masterpiece

Whitney Houston sought solace there. Aretha Franklin performed stand-up in his theater. Alicia Keys debuted at his piano. The industry legend opens up his weekend home to share stories and his latest passion — modern art.



BY NANCY HASS
PHOTOGRAPHED BY DOUGLAS FRIEDMAN

COURTESY OF DAMIEN HIRST



American Idyll
Windows in the main house look out on 17 acres of woodland as well as two pools and a tennis court. "This is heaven," says philanthropist Barbara Davis, a friend and frequent guest.

BY THE END OF WHAT IS often a 50-hour workweek at Sony Music Entertainment, **Clive Davis** is just getting started. At 4 p.m. on any given Friday, the 83-year-old chief creative officer is making sure everything is arranged for the guests — there are always guests — headed to meet him at his 17-acre weekend compound in New York's northern Westchester County. Is their transportation on time? Are there fresh flowers in each of the eight guest bedrooms? Is the 30-seat plush home theater set up for the "absolutely fantastic" show he has planned?

Leave it to other industry legends to be jaded about their platinum-plated lifestyles or cavil about the attention (and house guests) that fame brings. After 50 years in the business, the five-time Grammy winner, who guided the careers of **Janis Joplin**, **Whitney Houston** and **Aretha Franklin** — she once performed a comedy routine at Davis' annual *American Idol*-like Memorial Day party — loves it all still, especially sharing his home, his hospitality and his new collection of blue-chip art.

"The greatest joy is to have people here enjoying this place," he says, standing by the Yamaha grand piano where **Alicia Keys** made her informal debut for label executives in the light-flooded contemporary house in Pound



Table Dressing

A Dale Chihuly triptych glass bowl that Davis won at an auction sits on the kitchen eating area. "I immediately fell in love with it," he says.

Ridge, an hour north of Manhattan. "I see it through their eyes and it's a pleasure over and over."

Davis fell in love with the **Vuko Tashkovich**-designed house at first sight in 1991, soon after his second divorce. He had already settled on buying in the area; he had long spent summer weekends in the Hamptons with his family (he has four grown children), and while he loved the social whirl, he wanted somewhere to escape to year-round. Northern Westchester, where **Martha Stewart**, **Michael Douglas** and **Bruce Willis** (who purchased his own home for \$9 million in 2014) own huge spreads, was perfect for Davis, a self-described "true foodie" who likes to have every dinner out. The Bedford Post Inn co-owned by **Richard**



Fit To Be Square

"It's like the house was designed around this painting," says Davis of the Frank Stella that lives in the guesthouse. It was one of his first modern art purchases, marking the beginning of his foray into collecting. Also on display in Pound Ridge are works by Alex Katz, Fernando Botero and Adolph Gottlieb.

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Gere, with two top-rated restaurants, is only a few miles away.

The 8,000-square-foot house met Davis' desire for "modern and spacious," with the added benefit of calming views through huge walls of glass. There were four graciously proportioned bedrooms in addition to his vast master suite. And a capacious office for his commanding desk and the awards he continues to accrue.

Most important, the house inspired him to try something radical: Instead of hiring a decorator, he would kit-out the place himself. Designer **Vicente Wolf** oversaw the interiors of the 6,000-square-foot guesthouse that Davis added in 1999 and helped a bit later on rearranging some of the main house's living room seating areas. But it is "virtually all Clive," says Wolf, who has designed interiors for actress **Julianna Margulies** and designer **Ralph Pucci**. "He clearly enjoyed every minute of doing it."

"I figured that I would make buying things part of my travels," says Davis, "part of the fun." For a long stretch, he made several trips a year to Paris expressly to shop the famed upscale *puces*, the antiques and flea market. He fell in love with the elegant lines of Art Deco: Throughout the house are glossy examples of the period, including barrel chairs and consoles in highly figured grains of wood. He found pieces that also would work in the guesthouse's four bedrooms, each of which was designed to be unique "like the suites at the Beverly Hills Hotel so that if you come more than once, you can have a whole new experience," he says. Houston and daughter **Bobbi Kristina** stayed there once seeking a restorative weekend. ("It was so therapeutic for them," he says, "they ended up staying an extra day.")

Davis' latest obsession is modern art. When he first decorated the house, he purchased some fairly valuable signed lithographs (including **Picasso**), but is now replacing those with what he

Let There Be Light

A hand-painted wedding trunk Davis purchased in Thailand adds accent color to the sun-filled, neutral-tone living room, which looks out onto what Davis calls "the glorious show of nature."

calls "real things." In the past few years he has added a giant spin-art work by **Damien Hirst** in the entryway, as well as works by **Joan Mitchell**, **David Salle** and **Louise Nevelson**. Unlike many ultra-wealthy neophytes entering the world of high-end art, Davis eschews using a consultant to help him make decisions. What's the joy in that? "I peruse the auction house catalog," he says. "I learn so much and it just gives me a thrill." His talent in picking winners — the essence of what has made him a legend — has extended to his new hobby, he says. A recent reassessment of pieces for insurance purposes valued them at four times what he paid. "That isn't why I am buying," says Davis, "but I admit it: It's extremely gratifying to be right." ●



Deco Decor

The vintage furniture, artwork and cut glass decanters in the dining room all come from the legendary *marche aux puces*, "in Paris. Actress-singer **Patti LaPore** calls weekends at the property "gracious, lively, elegant, delicious."

"My travels have been enhanced by looking for pieces to furnish this house. It adds another layer to how you view things." —Davis



The C Suite

The built-in shelves of Davis' office, which he had painted hunter green, frame an antique Art Deco desk and feature artifacts of his music career — save for his five Grammys. "Those are in the city," he says, referring to his other home, a duplex penthouse in the Ritz Tower in midtown Manhattan.

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ADAM HARTER

Vice President, Cultural Connections, Pepsi

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2016

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John Jay Cabuay

Who runs the music business today?

Ask the label chiefs, tech superstars, mega-promoters, super-managers and 39 (!) first-timers on this year's list, and they all know the answer: It's the fans, as streaming and social media continue to present new challenges — or, er, opportunities? — to the top players in the industry

POWER100

THE RULES OF POWER

"You must understand the difference between 'urgent' and 'important.'"

— LUCIAN GRAINGE

Grainge photographed by Christopher Patey on Jan. 21 at Universal Music in Santa Monica.



LUCIAN GRAINGE, 55
CHAIRMAN/CEO, UNIVERSAL
MUSIC GROUP

LAST YEAR'S RANK: NO. 1

ON THE SECOND workday of 2016, Universal Music Group chairman/CEO Lucian Grainge flew to Las Vegas for CES, the annual consumer electronics show. For three days, Grainge and a handful of his top executives held almost nonstop meetings in a suite at the Wynn Las Vegas with electronics manufacturers, ad-tech startups and consumer-goods companies. One night, Grainge co-hosted, with Condé Nast CEO Robert Sauerberg, the annual dinner put together by the high-powered consultancy MediaLink, which attracted top executives from companies not normally identified with the music business, including GE, WPP and Unilever. Grainge provided some music-business cool in the form of a jazz performance by Lady Gaga.

Record labels never have had a major presence at CES, which focuses on gadgets, not media. But Grainge has made it a priority to promote the value that his 7,500-employee company and its artists can bring to other businesses — technology, marketing, even film. The latest example: a deal with iHeartMedia, announced at CES, to develop virtual reality content around UMG's artists. "I want us to help set up the future and take advantage of the opportunities that technology

and a global market give us," says Grainge, who moved from his native London to Los Angeles in 2010 and took over UMG in 2011. "We as music companies have to be part of that conversation."

Under Grainge, UMG has become what may be the most dominant company in the history of the recorded-music business. It boasted seven of 2015's 10 best-selling albums and 38.5 percent of the year's recorded-music sales, according to Nielsen Music. It has all five Grammy album of the year nominees: Kendrick Lamar, Taylor Swift, The Weeknd, Chris Stapleton and Alabama Shakes; the second-biggest music publishing company; and a fast-growing merchandising division that has deals with The Beatles and The Rolling Stones. Its core business is growing — overall revenue for the first three quarters of 2015 increased 2.1 percent on a currency-adjusted basis over the same period in 2014 — and parent company Vivendi recently signaled its approval by extending Grainge's contract through 2020.

Streaming now accounts for half of UMG's digital revenue, and Grainge wants to get the best deals possible from technology companies. "Everything that we're doing as an organization is to create competition within the market," he says. A few weeks ago, UMG announced a licensing agreement that Grainge hammered out with SoundCloud CEO Alexander Ljung. The Berlin-based startup plans to launch a paid streaming service, and the deal lets UMG reserve some of its music for subscribers — a provision important to Grainge because of the precedent it sets for other services. Sources say UMG has had no long-term contract with Spotify for months. (Although both companies declined to comment, they continue to do business.)

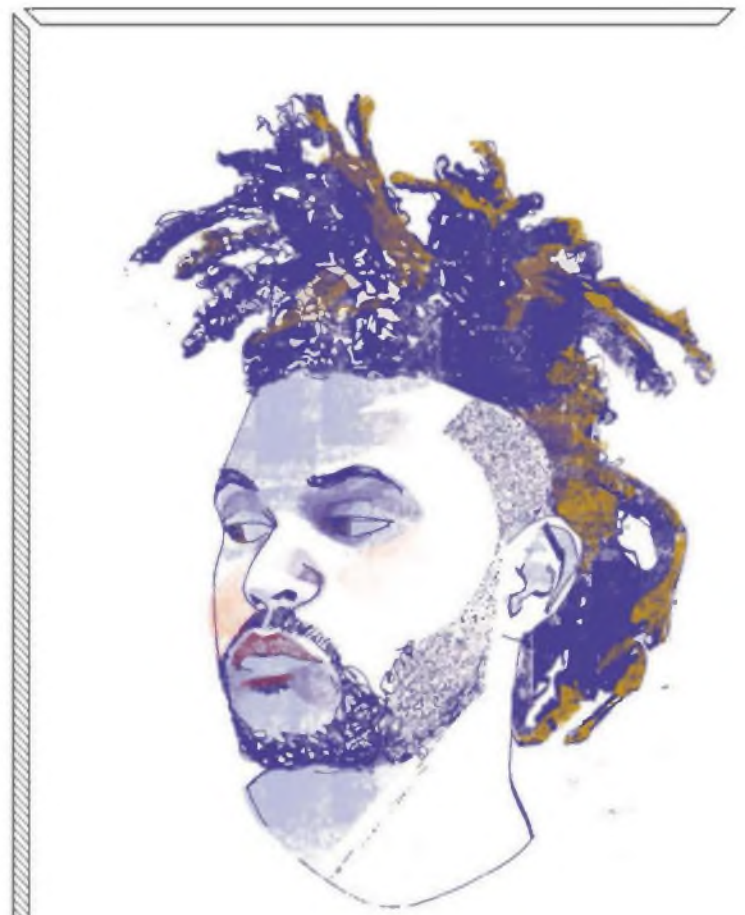
"The reality is that we're the underdog in these discussions," says Grainge about negotiations with tech firms. "These platforms have access to their own data, hundreds of millions of consumers, and they're structured globally — and that's really a first

for content delivery."

Grainge, a former A&R executive who worked with acts from Eurythmics to Amy Winehouse, still runs UMG as a company that's "dominated by the creative process," he says. "The first conversation we have every month is: 'What do you have to play me? What's the hit? What's the next single?'" When acts succeed, though, he wants to leverage the resulting assets in ways that go beyond sales and subscriptions. UMG produced the Oscar-nominated Winehouse documentary *Amy*, and along with corporate cousin StudioCanal has invested in Lee Daniels' just-announced documentary on the Apollo Theater, as well as Ron Howard's upcoming movie about The Beatles. (UMG owns the band's recordings.)

Grainge — who has a son from his first marriage and a daughter and stepdaughter with his wife,

Caroline, with whom he lives in Pacific Palisades, Calif. — made it a point to forge connections in Hollywood. "Lucian has built powerful relationships in the world of media and entertainment," says Jim Gianopulos, chairman/CEO of Twentieth Century Fox Film, a friend for six years. Grainge has served on the board of DreamWorks Animation since 2013, and his friends include such media heavyweights as Snapchat CEO Evan Spiegel and Eddy Cue, who runs Apple's Internet software business. "He's a Renaissance man," says Gianopulos, "with both strong creative and business instincts." This year he'll apply those instincts, which have served him so well in the music industry, to other aspects of the media business. "I want us to become a multifaceted entertainment company," says Grainge. "I want us to go from underdogs to being on an equal footing." —ROBERT LEVINE



THE WEEKND
ON LUCIAN GRAINGE

"I've known Lucian for a while but we recently became really close friends, and he is passionate, to say the least. The way he follows through with his vision is inspiring, and he keeps the team focused."

2

MICHAEL RAPINO, 50
 PRESIDENT/CEO, LIVE NATION
 LAST YEAR'S RANK: 2

MICHAEL RAPINO FELT it coming 30 years ago. That is when, at age 20, the Thunder Bay, Ontario, native booked his first artist, Jeff Healey, and realized that what he loved most about music wasn't million-selling records but "those magical two hours" — the live show.

In the three decades since, as Rapino has risen to the top post at the world's largest global concert-promotion company, those two hours have become the reliable profit center of a music business in disarray. "Industry stories are being written daily about what's going to happen on the recorded side and the digital side," says Rapino. "We're very proud that on Live Nation's side [2015 is] a record revenue and ticket-selling year for the third straight year."

His pride is neither quiet nor Canadian, and there's no reason it should be: Through the third quarter of 2015, the 8,000-employee Beverly Hills-based live-entertainment giant reported revenue of \$5.8 billion (adjusted for currency-exchange rates), up 9 percent from the previous year. Primary ticket sales through its Ticketmaster division were up 4.7 percent to 115.4 million for the same period, and according to Billboard Boxscore, Live Nation had 11 of the top 25 tours of 2015 — more than any other promoter — with One Direction coming in at No. 2 (total gross of \$208 million for 80 shows) and U2 at No. 3 (\$152 million gross at 76 arenas).

"People know Michael's reputation as a hugely successful businessman, but see him at a show and it's clear what drives him," says Bono. "You'd think every gig is his first, he's such

a fan of live music. He's a very special guy — someone who has dramatically transformed an entire industry but has no drama about himself at all."

The married father of three — who maintains a reported \$14.8 million residence with wife Jolene in Los Angeles' affluent Brentwood enclave — is as serious about his health as he is about his business. "My kids, my health and my job are all equally important," he says. Rapino is a vegan who has started every day for the past five years with 10 minutes of morning meditation. Maybe that's one reason why even without a 1D or U2 tour on the books for 2016, he's stress-free about the coming year. "We've been public now 10 years, and every year somebody always [asks], 'My God, where is the next U2?'" he says. "I have zero concern about the pipeline. We wouldn't have known who 1D was five years ago. We probably wouldn't have said that Taylor Swift was going to blow out stadiums or that Luke Bryan would be selling stadiums."

But part of that confidence also comes from the dividends already being paid out from Rapino's aggressive strategy in the highly profitable festival space. Since he took the reins at Live Nation three years ago, the company has spent big on established festival moneymakers, starting in 2013, when it snapped up a stake in EDM specialist *Insomniac* (and its *Electric Daisy Carnival*) for an investment estimated between \$50 million and \$80 million. In December 2014 a reported \$125 million bought a 51 percent stake in C3 Presents, which produces *Lollapalooza* globally. Five months later, Live Nation went for the hat trick with a controlling stake in *Bonnaroo*, the Manchester, Tenn., festival that sells out to more than 80,000 fans annually, with gross receipts estimated at \$25 million. Key in the *Bonnaroo* acquisition is a permanent space — more than 700 acres of farmland about 60 miles southeast of Nashville — from which new festivals can be launched. Speculation runs to country or EDM, though step one, says Rapino, is tapping



Live Nation's capital to upgrade infrastructure. "We're bringing in water and permanent bathrooms," he says. "Every festival meeting someone wants to talk about another Ferris wheel, and at the end of the day [people] just want a really clean place to pee."

With more than 800 sponsors, Live Nation saw solid growth in its sponsorships and advertising division in 2015, reporting \$274.9 million in revenue through the third quarter of 2015; a rise of 19 percent. The company renewed its concert live-streaming partnership with Yahoo for a second year, after year one logged an average of roughly 369,000 viewers per concert and a grand total of 135 million live streams. Rapino says he thinks of Live Nation's more than 70 festivals and 25,000 shows as "studios"

but knows that the company's strength isn't in content creation. A partnership with Vice has yielded Live Nation TV, and Rapino reports reaction to the beta site at CES in January was "a big win" with core customers like Budweiser and Citibank. "Being able to say we have a new channel launch with rich video content from Vice was very well received."

A frequent Rapino mantra is "we work for the artist," though he also believes "the fan is always first." "Our guiding principle," he says, "is to make sure we do everything in our power to fulfill that promise."

DO YOU SUPPORT A 2016

PRESIDENTIAL CANDIDATE? "I'm a recently new American, so I've only been able to vote since the last election, and I'm socially liberal. Hillary Clinton would be the best option right now."

—JOE LEVY



MADONNA

ON MICHAEL RAPINO

"Loyalty, hard work and thinking out of the box make the perfect person to be in business with. That's the guy I want on my team. Michael Rapino is that guy ... He's a rebel heart."

Rapino photographed by Smallz + Raskind on Jan. 21 at The Wiltern in Los Angeles.

3



EDDY CUE, 51
SENIOR VP INTERNET &
SOFTWARE SERVICES, APPLE
LAST YEAR'S RANK: 10

JIMMY IOVINE, 62
EXECUTIVE, APPLE
LAST YEAR'S RANK: 5

ROBERT KONDRK, 54
VP APPLE'S MEDIA APPS &
CONTENT
LAST YEAR'S RANK: 10

TRENT REZNOR, 50
EXECUTIVE, APPLE
LAST YEAR'S RANK: -

THE RULES OF POWER

**"Be careful not
to breathe your
own exhaust."**

—JIMMY IOVINE

Iovine photographed by Amanda Friedman on Jan. 20 at The Culver Hotel in Culver City. For an exclusive interview and behind-the-scenes video, go to Billboard.com or Billboard.com/ipad. Opposite page, from left: Cue, Kondrk and Reznor.

ON JUNE 21, 2015, Eddy Cue started Father's Day with a brisk awakening from Taylor Swift. Rising, as he usually does, at 5 a.m., he discovered that the superstar had written an open letter to Apple on her Tumblr page to say she would withhold 1989 from Apple Music because the company wasn't planning to pay royalties during the free, three-month trial period it offers to attract subscribers. "This is not about me," Swift wrote. It was about the creators "that will not get paid for a quarter of a year's worth of plays."

Cue immediately called "the only other person I know who is up that early" — Apple CEO Tim Cook. Next was Jimmy Iovine, the former producer and head of Interscope Records who, with Trent Reznor, joined Apple in 2014 to launch its on-demand streaming service. Cue and Iovine called the head of Swift's label, Scott Borchetta, and then the three of them called Swift. Within hours, Cue tweeted that Apple would pay royalties on trial-period streams.

This rapid-fire maneuvering didn't merely head off a PR disaster — it showcased the unique combination of business savvy and music-industry connections Apple now commands with Cue, Iovine, Reznor and Robert Kondrk on one team. Iovine runs the creative side with Reznor (neither have official titles) from Apple Music's Culver City office, while Kondrk, who lives in the Hollywood Hills and splits his time between Culver City and Apple's Cupertino, Calif., headquarters, handles day-to-day management and business development. Iovine and Kondrk report to Cue, who, in addition to Apple Music and the iTunes Store, oversees everything from Apple Pay to Siri in Cupertino.

Apple has been the biggest music retailer in the United States since 2008, and *Billboard* estimates

that last year, the tech giant was responsible for 40 cents of every dollar that music retailers and digital services paid to labels for U.S. sales and streaming. But until 2015, Apple's power depended almost entirely on download sales, which, industrywide, declined 12.5 percent last year, while total U.S. song streams doubled. Its move into streaming through the acquisition of Beats Electronics, which brought aboard co-founder Iovine and chief creative officer Reznor, signaled Apple's intention to work with labels and their artists at a time when all parties have a vested interest in Apple Music succeeding.

Iovine and Cue's responsiveness to Swift sent a pro-artist message — and she reciprocated, giving her 1989 concert film to Apple Music as a Christmas exclusive. (Says Cue: "I think it surprised her that someone would reach out on Father's Day.") Drake and Beats' other founder, Dr. Dre, also supplied short-term album exclusives — a testament to the company's market share (and deep pockets) and the relationships Iovine developed in his 25 years at Interscope. "I came to Apple because they believe in artists and understand what they do," says Iovine, who lives in Malibu and Holmby Hills, Calif., with his fiancée, British model Liberty Ross. (They plan to marry on Feb. 14.) Still, asked if he imagined working in an office with Reznor back when he first heard Nine Inch Nails' *Pretty Hate Machine*, Iovine, who later signed the band, says, "I couldn't imagine that guy in my house!"

Labels like Apple Music because it markets itself with a free trial period instead of a free tier that pays lower rates to rights-holders on an ongoing basis. "Businesses are being built on the backs of musicians, songwriters, producers, engineers," says Iovine. "If we had a free service, that would be

good for Apple, but not for artists or songwriters." Adds Reznor: "We're building an ecosystem from the ground up to add value back into music."

Spotify, the leading proponent of using a free tier to market a subscription service, is estimated to have at least 25 million paying subscribers worldwide. After just six months, Apple has 10 million, partly thanks to its Beats 1 online station and its DJs, who include Zane Lowe, Drake, Dre, Elton John and Pharrell Williams.

Perhaps more important, Apple has direct access to 800 million consumers — and their credit card numbers — through iTunes. "The future of music is streaming and subscription, but that doesn't mean sales are going away," says Cue.

"We can leverage that, and we do." There's still plenty of opportunity for Apple Music and its competitors because the streaming business is still, on a global basis, fairly small. "The way I talk about it," says Kondrk, "we're at the end of our beginning."

—R.L.



TAYLOR SWIFT ON JIMMY IOVINE

"The first time I spoke to Jimmy Iovine, it was on a 5 a.m. conference call with my management team and the top guys at Apple.

Earlier that day, Father's Day to be exact, I had written a blog post criticizing Apple Music, the new streaming service Jimmy had worked tirelessly to create and cultivate. The 'Apple Letter' went viral. I remember thinking, 'Jimmy Iovine must hate me right now.' But to my surprise, the voice I heard on the other end of the phone was jovial and thoughtful. He told me that he thought those of us in the industry speaking up about this were right. Later on I would learn that Jimmy was one of the voices that advocated in my favor, and in favor of fairly compensating all

music creators for Apple's three-month free trial period.

"Since that day, I've gone on to work with Jimmy and [Apple Music original content director] Larry Jackson on a concert film of The 1989 World Tour. The brainstorming sessions and meetings about this project were electric, with ideas being shared and bounced around with such excitement. Jimmy is one of those rare people who is thrilled by doing what he does every day. His energy is contagious.

"I'll never know what would've happened if Jimmy hadn't been at Apple, factoring his industry knowledge, humility and generosity into the equation. But I do know this: Jimmy respects the people who make music, and in turn, has become one of the most loved and revered people in the music world."



4

DOUG MORRIS, 77
CEO, SONY MUSIC ENTERTAINMENT
LAST YEAR'S RANK: 7

By many measures, Doug Morris' fifth year as CEO of Sony Music may have been his most successful yet — revenue and operating income are both significantly up, for instance, in a difficult climate.

But beyond the spreadsheet, the 50-year-plus industry veteran, who has mentored Apple's Jimmy Iovine, Atlantic's Craig Kallman and Republic's Monte Lipman, among other top executives, can claim ownership of the most transformative, feel-good and, probably, profit-generating storyline to emerge from the music industry in the last decade: XL/Columbia's Adele, whose 25 shattered first-week sales records and finished 2015 selling 7.4 million copies. "Work is a lot of fun when you have a hit like that," says Morris, adding that Sony has "re-upped Adele through signing a long-term contract to license her records." While 25 is still not on Spotify, Apple et al., he is bullish on streaming. "2016 will be a tipping-point year, with everything becoming more transparent," he says.



Sony also laid claim to the most downloaded song of 2015, Mark Ronson's "Uptown Funk!," featuring Bruno Mars, which moved 5.5 million units.

THE BIGGEST ISSUE FACING THE RECORD INDUSTRY "How can music subscription services grow when there is still so much free music available? Spotify has millions of people going to their free tier. YouTube is probably an even worse offender."



CAM
ON DOUG MORRIS

"Doug is a songwriter at heart. He doesn't chase trends. Instead, he patiently waits for a song with 'magic' — a song that unavoidably makes you feel something — and then it's full steam ahead. It's heartwarming to have a 'true north' like him in my corner, encouraging me to trust in my own music."

MARTIN BANDIER, 74
CHAIRMAN/CEO, SONY/ATV
MUSIC PUBLISHING
LAST YEAR'S RANK: 4

As 2015 was ending, longtime publishing kingpin Martin Bandier faced an uncommonly uncertain future: Not only was Sony/ATV's ownership in doubt, with equal stakeholders Sony Corp. and the Michael Jackson estate vying for control, but he was without a contract. "We are dealing with an internal corporate shareholder buy/sell arrangement," Bandier told *Billboard* in January, "although it's not like the company is for sale."

In early 2016, though, Bandier signed a new three-year deal, keeping him atop the industry's leading publisher no matter who buys the company. It's easy to see why: In 2015, Sony/

ATV's revenue grew to \$436 million in the first nine months, from \$409 million in 2014, and it finished the year with an estimated 30 percent market share. Bandier, a married father of three, also has assumed a key leadership position in fighting for better songwriter compensation from streaming companies through direct deals — he was the first publisher to sign with Pandora — and lobbying the U.S. Department of Justice. "Despite the industry challenges, we continue to grow our business," he says. "I am confident that we will continue to be the world's leading publisher."

COLLECTS "Baseball memorabilia. My most prized object is Jackie Robinson's signed application to Major League Baseball in 1947."



5

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SPORTS & ENTERTAINMENT

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Founder, SB Projects

JAY BROWN

President, Roc Nation

STEPHEN HILL

President of Programming, BET Networks

RICH LEHRFELD

SVP, Global Brand Marketing and
Communications, American Express

MONTE LIPMAN

Chairman/CEO, Republic Records

PETER SHAPIRO

Founder/Owner, Brooklyn Bowl

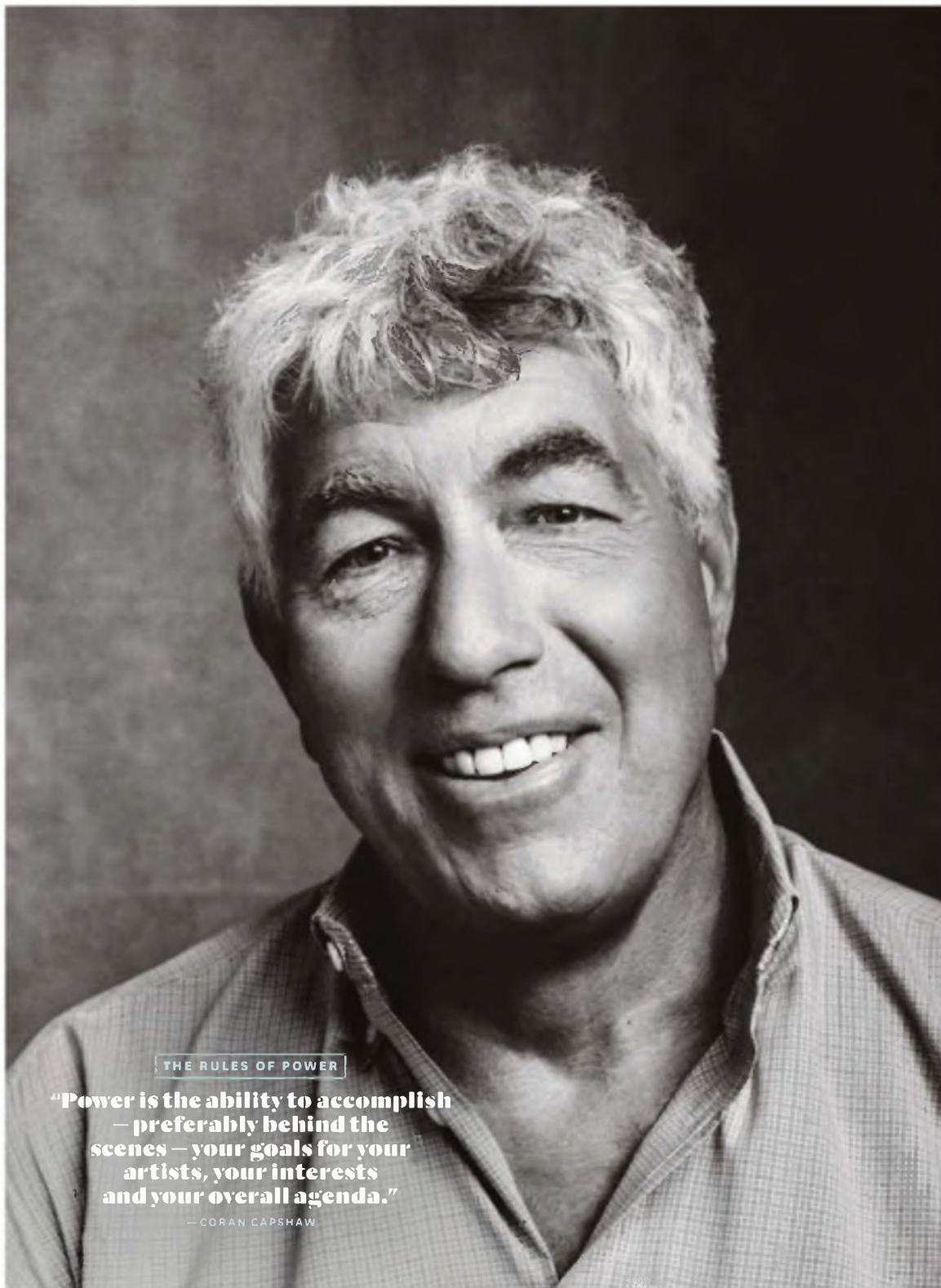
CHARLIE WALK

Executive VP, Republic Records

6

IRVING AZOFF, 68
CHAIRMAN/CEO, AZOFF
MADISON SQUARE
ENTERTAINMENT
LAST YEAR'S RANK: 3

Longtime power broker Azoff ended 2015 by announcing the creation of a new company, Oak View Group, with Tim Leiweke. Once rivals, he and Leiweke had run live music — Azoff as the chairman of Live Nation and Leiweke as the CEO of Anschutz Entertainment Group — until both moved on three years ago. Now, Leiweke and Azoff MSG Entertainment — Azoff's joint venture with Madison Square Garden Company executive chairman James Dolan — will combine forces to leverage the power of independently managed stadiums and arenas into a national sports and entertainment footprint that can optimize sponsorship revenue and content-acquisition power. It will also take on the secondary-ticket market's drain of \$8 billion away from artists, promoters and venues. While the only top management client with a new studio album was Don Henley, Azoff added live powerhouses Jon Bon Jovi and John Mayer (whose Dead & Company will headline Bonnaroo this summer) to a roster that includes Fleetwood Mac and the Eagles, while TV (Gwen Stefani and Christina Aguilera on *The Voice*) remained strong. Finally, two Azoff-managed venues, Madison Square Garden and The Forum in Inglewood, Calif., were the top-grossing U.S. arenas in 2015.



THE RULES OF POWER

“Power is the ability to accomplish — preferably behind the scenes — your goals for your artists, your interests and your overall agenda.”

— CORAN CAPSHAW

7 **CORAN CAPSHAW, 57**
FOUNDER, RED LIGHT MANAGEMENT
LAST YEAR'S RANK: 6

As one of the few executives in the Power 100 who doesn't answer to a board, Capshaw celebrated his independence by quietly expanding his empire: His management, touring, branding, venues, festivals, labels and merchandising concerns are estimated to have grossed \$1 billion-plus in revenue in 2015. But it's not simply the enviable earnings that give Capshaw his standing: Between Red Light, the world's largest independent management firm, with close to 250 acts, and his ATO label, Capshaw-affiliated

artists received 27 Grammy nominations, led by Chris Stapleton, Alabama Shakes and Sam Hunt, plus country star Luke Bryan. Says Capshaw, who lives with his wife on a working farm outside of Charlottesville, Va., “I find it personally rewarding to help grow artists' careers.”

Live music is at the heart of Capshaw's brand: He owns amphitheaters and clubs, plus pieces of such music festivals as Bonnaroo, Outside Lands, Lollapalooza and Austin City Limits Music Fest, and he partnered with Live Nation in Nashville's new Ascend Amphitheater. And if you're headed to South by Southwest, Capshaw has a 25 percent stake in that, too.

CONGRATULATIONS

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JENNIFER BREITHAUPT

Managing Director, Advertising, Media and Global Entertainment

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8

LEN BLAVATNIK, 58
VICE CHAIRMAN/OWNER, WARNER MUSIC GROUP
LAST YEAR'S RANK: 11

If Len Blavatnik isn't the most powerful person in music, he can take solace in the fact that he's the wealthiest: The Ukraine-born industrialist is worth an estimated \$17 billion, and his privately held Access Industries claims stakes in Deezer and Spotify, plus ownership of 4,000-employee WMG. Blavatnik cites the 2015 breakthroughs of Twenty One Pilots,



England's Jess Glynne and Germany's Robin Schulz as signs of Warner's global prowess, but it's his First Access Entertainment joint venture with manager Sarah Stennett that exemplifies his synergistic vision. "We need to recapture the true value of music," he says. "It's the lifeblood of so many new experiences, technologies and products — and the industry should share more fully in the success it helps to create." The married father of four lives in London and New York, where, in 2015, he spent a record \$77.5 million for a Fifth Avenue co-op.



9

ROB LIGHT, 58
PARTNER/MANAGING DIRECTOR/HEAD OF MUSIC, CREATIVE ARTISTS AGENCY
LAST YEAR'S RANK: 9

"The days of me screaming over a stagehand bill" are long gone, says the famously energetic Light, whose 115 agents and executives in CAA's music division generated \$3.4 billion in worldwide touring revenue in 2015, according to the agency. These days, notes the married father of five, "trying to break Twenty One Pilots or reinvent Justin Bieber takes real strategy."

What are you most proud of accomplishing in 2015?

First, having a number of the top tours, with One Direction, AC/DC, Katy Perry, Fleetwood Mac, James Taylor and Bette Midler. Second, the number of breakout new artists who are really starting to sell tickets: Brantley Gilbert, Sam Hunt, Meghan Trainor, Leon Bridges and Tori Kelly.

Are you as aggressive in business as you once were?

I've never fought harder. I'm the first one in the office in the morning, last one to leave, and I still get the question, "How do you cover so many shows?" But I also have been much more aggressive in empowering my people. I'm not going anywhere, but delegating has freed me up to do so many other things, whether it's signing Ariana Grande or helping convince Lana Del Rey to do an amphitheater tour.

How do you think live-music executives fare on the Power100?

A lot of people think it should be all label presidents or publishers because they "move the needle." But more money is coming out of the live business than anywhere else. When I look at the year's top breakout artists, it was because of touring. Live really is where the music business is right now.

DANIEL EK, 32
CO-FOUNDER/CEO, SPOTIFY
LAST YEAR'S RANK: 20

Despite a year in which Apple Music emerged as a formidable competitor to Spotify and Taylor Swift and Adele withheld their music from the on-demand streaming service, Ek's 7-year-old platform came out on top. His characteristically dry (and quickly deleted) "Oh ok" tweet in response to Apple Music's big bang of a June 2015 debut sounded ill-advised in January when it emerged that Apple's streaming service had reached the 10 million subscriber mark — that

is, until Spotify later tweeted that its subscriber growth in the last six months "was the fastest ever." Estimates put that figure at at least 25 million subscribers — more than any other streaming service — and more than 75 million active users. (No. 3 service Deezer had 3.8 million revenue-generating customers as of June 2015.)

Ek, who lives in his native Stockholm with his fiancée and their two children, shrugged off being painted as the Blofeld-like villain in the debate over "freemium," and he continues to refine his product. In June, Spotify acquired Seed Scientific, a data-analytics startup, to further improve song recommendations for listeners.





JENNIFER BREITHAUPT
Global Head of Entertainment Marketing

Congratulations to Jennifer
and all of the 2016 Billboard
Power 100 Honorees.



11 BOB PITTMAN, 62
CHAIRMAN/CEO,
IHEARTMEDIA

LAST YEAR'S RANK: 8

The uncertain nature of the radio business doesn't faze Pittman, the chairman/CEO of a company that reaches 110 million listeners each week. "Plans can lull you into a false sense of security. It's better to understand the future is unknowable," says the world traveler and licensed pilot who has logged 6,500 flying hours. That attitude could serve him well in 2016. Revenue dipped only 1.7 percent, to \$4.5 billion, through September, but deep debt could reportedly lead to a financial restructuring.

BIGGEST PROBLEM FACING RADIO "Getting advertising dollars in proportion to the impact we have. Only 75 percent of millennials watch TV. Radio still reaches 93 percent of millennials and adults, yet few advertisers have adjusted their plans."

12 MICHELE ANTHONY, 59
EXECUTIVE VP,
UNIVERSAL MUSIC GROUP

LAST YEAR'S RANK: 12

BOYD MUIR, 56
EXECUTIVE VP/CFO,
UNIVERSAL MUSIC GROUP

LAST YEAR'S RANK: 12

UMG maintained its 38.5 percent market share in 2015 while the pair, as Boyd puts it, focused on "helping [chairman/CEO] Lucian [Grainge] execute his vision for the company." Initiatives by the duo included revising its digital structure, and bringing in Jay Frank to develop a playlist strategy and producers David Blackman and Scott Landis to head its new film, TV and theater arm.

13 STEPHEN COOPER, 69
CEO, WARNER MUSIC GROUP

LAST YEAR'S RANK: 14

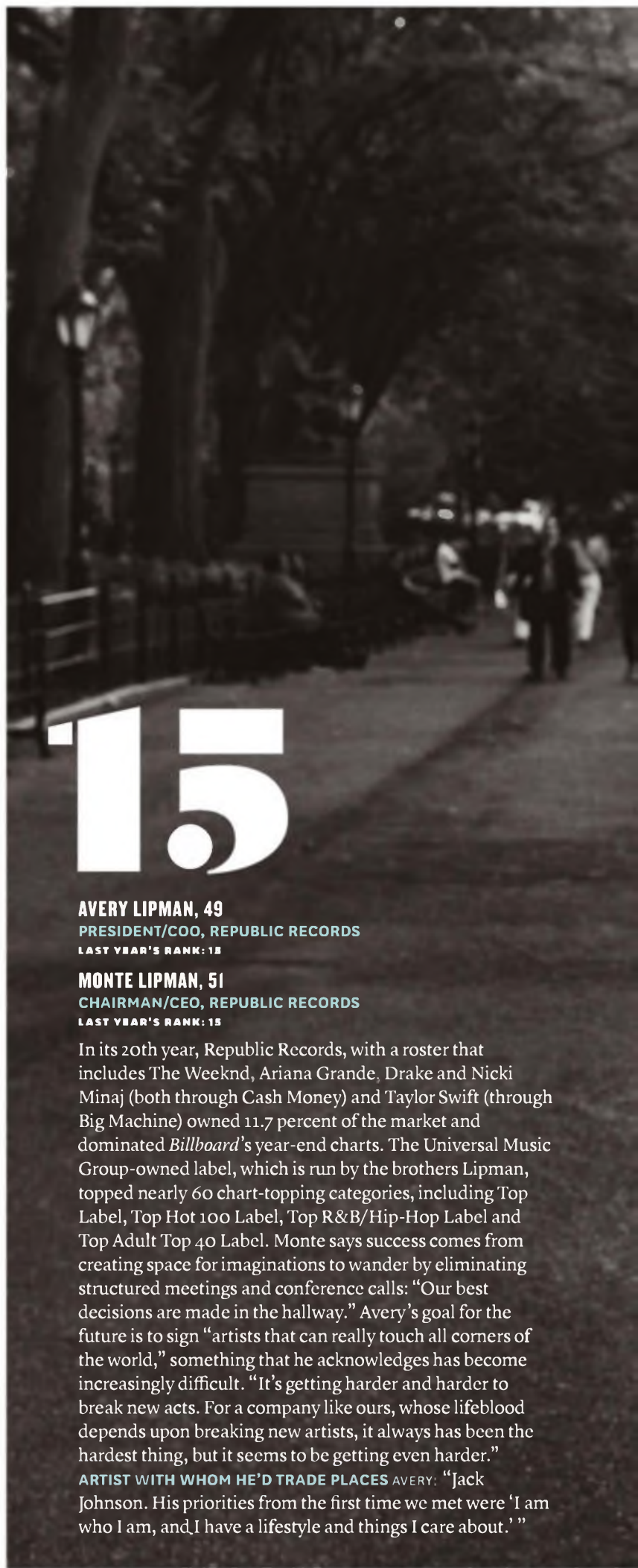
"We have done a lot by way of globalizing our business," says Cooper, who also grew digital revenue 6.3 percent, to \$1.3 billion, in calendar year 2015, a year in which overall industry digital sales fell. WMG doesn't break out streaming revenue, but Cooper says that "it overtook downloads."

2016 CANDIDATE "I don't have a candidate yet, [but] the way the process has been shaken up this year is good for the country. Politicians are beginning to understand that they shouldn't treat the people who elected them like village idiots."

14 ROB STRINGER, 53
CHAIRMAN/CEO,
COLUMBIA RECORDS

LAST YEAR'S RANK: 17

In 2015, Stringer witnessed the fourth-quarter sunset of One Direction and the critically acclaimed fall debut of R&B artist Leon Bridges, but his year was defined by the November release of Adele's album 25. The married father of two girls says strategizing began last summer "for what we knew was going to be a good run." It was time well spent: One in 33 albums bought in 2015 was a copy of 25, amounting to 7.4 million units sold. The blockbuster boosted Columbia's market share two points to 12.5 percent (factoring in releases by its RED distribution arm). Stringer credits the feat to a "process that combines old-school musical touches with a postmodern digital plan." Or, in other words, "We didn't f— it up."



15

AVERY LIPMAN, 49
PRESIDENT/COO, REPUBLIC RECORDS

LAST YEAR'S RANK: 18

MONTE LIPMAN, 51
CHAIRMAN/CEO, REPUBLIC RECORDS

LAST YEAR'S RANK: 15

In its 20th year, Republic Records, with a roster that includes The Weeknd, Ariana Grande, Drake and Nicki Minaj (both through Cash Money) and Taylor Swift (through Big Machine) owned 11.7 percent of the market and dominated *Billboard's* year-end charts. The Universal Music Group-owned label, which is run by the brothers Lipman, topped nearly 60 chart-topping categories, including Top Label, Top Hot 100 Label, Top R&B/Hip-Hop Label and Top Adult Top 40 Label. Monte says success comes from creating space for imaginations to wander by eliminating structured meetings and conference calls: "Our best decisions are made in the hallway." Avery's goal for the future is to sign "artists that can really touch all corners of the world," something that he acknowledges has become increasingly difficult. "It's getting harder and harder to break new acts. For a company like ours, whose lifeblood depends upon breaking new artists, it always has been the hardest thing, but it seems to be getting even harder."

ARTIST WITH WHOM HE'D TRADE PLACES AVERY: "Jack Johnson. His priorities from the first time we met were 'I am who I am, and I have a lifestyle and things I care about.'"



THE RULES OF POWER

**"Power is not given,
it is taken."**

—MONTE LIPMAN



Monte (left) and Avery Lipman photographed by Wesley Mann on Sept. 24, 2015, in New York's Central Park.

POWER 100

16 **MARC GEIGER, 53**
PARTNER/HEAD OF MUSIC
WILLIAM MORRIS ENDEAVOR
LAST YEAR'S RANK: 13

Under Geiger's watch, the 100 agents in WME's music department booked some 35,000 dates in 2015, up from 33,000 in 2014. Among the agency's top performers at the box office and festivals (where WME claimed more than half the major headliners in 2015) were The Weeknd, Drake, Florence & The Machine and Luke Bryan. Geiger says spurring growth in his department in 2015 involved "making sure every room in the house is optimized." WME's hip-hop division, for example, added Grammy winners Macklemore & Ryan Lewis and Run the Jewels. Other key signings included Maroon 5, Haim and Brett Eldredge.

BIGGEST ISSUE FACING THE TOURING INDUSTRY "The issues related to the live business are dwarfed by those in the recording-streaming-collections business, [but] there's a major ticketing issue — regarding pricing versus actual demand — that needs a lot of work."

17 **STEVE BARNETT, 63**
CHAIRMAN/CEO,
CAPITOL MUSIC GROUP
LAST YEAR'S RANK: 16

Capitol Music Group started 2015 with a Grammy sweep of the top four categories by Sam Smith and Beck and ended the year with strong breakthroughs by developing artists like Silento, best new artist Grammy nominee Tori Kelly and Halsey, who already has sold out her date at New York's Madison Square



WIZ KHALIFA

ON JULIE GREENWALD AND CRAIG KALLMAN

"Julie and Craig have the most f—ing creative and innovative way of approaching the biz. They're team players who help bring my vision to life in a fun, new way. Plus, they always let me roll up wherever."

Garden in August. "There's a tremendous focus on our A&R," says Barnett. He has increased Capitol's market share in each of his three years at the helm, bringing it to 8.1 percent in 2015. With former Columbia Records colleague Ashley Newton onboard as CMG president, Barnett will focus more on marketing in the coming year, which, he says, "is really at the heart of what I always did."

18 **JODY GERSON, 54**
CHAIRMAN/CEO, UNIVERSAL
MUSIC PUBLISHING GROUP
LAST YEAR'S RANK: 28

A year into her tenure, Gerson, named *Billboard's* 2015 Women in Music Executive of the Year, oversaw 20 new signings, including Ariana Grande and Shawn Mendes, but counts extending Adele's contract as her biggest

achievement. "It was not easy," she recalls. The early Belieber also scored with the No. 1 success of Justin Bieber's *Purpose*. "I feel vindicated," she says. "I always knew he was going to make a comeback." One of Gerson's first gambits in her new role was the March signing of breakout singer-songwriter and Adele collaborator Tobias Jesso Jr. to a seven-figure deal. "That one was thrilling," she says. "It showed me that I could still identify and nurture talent, which were the things that got me this job."

19 **JAY MARCIANO, 61**
COO, ANSCHUTZ
ENTERTAINMENT GROUP;
CHAIRMAN, AEG LIVE
LAST YEAR'S RANK: 19

Under Marciano, AEG Live, the largest festival producer in North America, reported

grosses totaling \$1 billion, up from \$923 million in 2014. The company also handled Taylor Swift's 1989 Tour — the year's biggest, with a \$217 million gross — and huge runs from The Rolling Stones (\$131 million), Kenny Chesney (\$114 million), Shania Twain (\$65 million) and the second year of Eric Church's Outsiders Tour (\$30 million). Although he's got The Stones and another top-shelf act, Carrie Underwood, on the road in 2016 as insurance, Marciano likens touring to the recording business. "If you have a hit tour, it's fantastic. If it's not, you're losing money."

20 **JULIE GREENWALD***
CHAIRMAN/COO, ATLANTIC
RECORDS GROUP
LAST YEAR'S RANK: 21

CRAIG KALLMAN, 50
CHAIRMAN/CEO, ATLANTIC
RECORDS GROUP
LAST YEAR'S RANK: 21

Atlantic's tag-team leaders had two of the year's top 10 albums, Ed Sheeran's *X* — No. 4, with 2.2 million physical and digital album-equivalent units sold — and Fetty Wap's self-titled debut (No. 10). Other notable releases included LPs from Coldplay, Ty Dolla Sign and *Hamilton*, which had the highest Billboard 200 bow for a cast album since 1963. Priorities for 2016: Missy Elliott's first LP in 11 years and Charlie Puth's solo album debut.

2016 INDUSTRY PREDICTION
 KALLMAN: "We [recently] saw a big industry push into dance and electronic. I think the pendulum will swing back a bit more to hip-hop and rock — both separately and together."

THE RULES OF POWER

"Attitude and gratitude."

— MARC GEIGER



THE RULES OF POWER

"Use power to empower others."

— JODY GERSON





CONGRATULATIONS

ALLEN SHAPIRO AND
MIKE MAHAN

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21 GUY OSEARY, 43
CO-FOUNDER, MAVERICK
LAST YEAR'S RANK: 18

Fifteen months after Oseary formed Maverick, a consortium of nine top managers and their artists, including Alicia Keys, Pharrell Williams and Nicki Minaj, Oseary's big earners of 2015 were U2, which raked in \$152 million for the year on its Innocence + Experience Tour, and Madonna's ongoing Rebel Heart Tour, which grossed \$88 million for the same period. Oseary also signed comedy sensation and *Trainwreck* star Amy Schumer, who's set to play New York's Madison Square Garden in June.

BIGGEST ISSUE FACING THE RECORD INDUSTRY "There's not enough innovation or chance-takers in the music business. We have a lot of the same exact people in control doing the same exact thing over and over again, even though we all know it isn't going to work."

22 SCOTT BORCHETTA, 53
PRESIDENT/CEO, BIG MACHINE LABEL GROUP
LAST YEAR'S RANK: 23

Borchetta says he wrapped up 2015 with four goals accomplished: Getting Taylor Swift five No. 1 Mainstream Top 40 singles off 1989 (a sixth is now being promoted), landing her key Grammy nods (she has seven), breaking Thomas Rhett bigger at radio — latest single "Die a Happy Man" is the first to log six weeks atop the Country Airplay chart since Swift's "Our Song" did in 2008 — and securing Cheap Trick a 2016 entry into the Rock and Roll Hall of Fame. The year ahead

23 TOM CORSON, 55
PRESIDENT/COO, RCA RECORDS
LAST YEAR'S RANK: 31

PETER EDGE, 54
CHAIRMAN/CEO, RCA RECORDS
LAST YEAR'S RANK: 31

For RCA heads Edge and Corson, the year was about breaking artists, which Edge

will see Big Machine release a new Cheap Trick album in April and, possibly, new music from Swift, although Borchetta says the decision is entirely in her hands. "Whatever the call is — 'Hey, I've got a new record,' or 'Hey, I'm going to take a year off' — will be completely acceptable," he says. "She'll know." Whether she has a high profile in 2016 or not, Borchetta will: He's reprising his role as *American Idol*'s mogul/mentor for the show's final season.

24 MICHAEL MAHAN, 39
PRESIDENT, DICK CLARK PRODUCTIONS
LAST YEAR'S RANK: 25

ALLEN SHAPIRO, 68
CEO, DICK CLARK PRODUCTIONS
LAST YEAR'S RANK: 25

Shapiro and Mahan pack their awards shows with big moments, and the results show. The Academy of Country Music Awards (staged in front of 70,000

calls "the lifeblood of our business." Mark Ronson, Elle King and Wolf Alice all landed Grammy nods, while debuts from Bryson Tiller and R. City each produced top 15-charting singles on the Hot 100. The year ahead appears strong with Kygo and Zayn Malik set to release solo LPs. "If you want to talk about true power," adds Corson, "break some artists. That's power."



MARK RONSON
ON TOM CORSON AND PETER EDGE

"To put it mildly, my albums haven't always been the most U.S. radio-ready. When Jeff Bhasker was crafting *Uptown Special*, I was constantly thinking that I wanted to give Peter and Tom a record they could do something with to show them it wasn't pointless sticking by me."

at AT&T Stadium in Dallas) was up 10 percent in viewership to 16 million, and the Billboard Music Awards — which premiered Taylor Swift's "Bad Blood" video and had the Kanye West performance that MTV's Video Music Awards didn't get — were at a 14-year high with 12 million viewers. "We live in an era in which you have very little time to succeed. We have to create shows that bring a younger demo to a medium that they're spending less and less time at," says Shapiro. (*Billboard* and DCP are both owned by Prometheus Global Media.)

25 JOHN JANICK, 37
CHAIRMAN/CEO, INTERSCOPE GEFLEN A&M
LAST YEAR'S RANK: 24

Jimmy Iovine's hand-picked successor has a big baseball cap to fill but continued to put his own stamp on Interscope after taking over in late May 2014. The label released Kendrick Lamar's *To Pimp a Butterfly* (11 Grammy nods, massive critical praise and inspiration for David Bowie's final album, *Blackstar*) and nurtured breakthrough LPs from Selena Gomez and Tame Impala. It also benefited from Dr. Dre's *Compton*, which has generated more than 61 million on-demand audio streams.

ISSUE FACING THE RECORDING INDUSTRY "We should be able to get people to spend \$10 [for a monthly subscription], but when they can get music for free on YouTube, we have to figure out how we're going to engage better."



THE RULES OF POWER

"Power is an illusion."
 — GUY OSEARY



THE RULES OF POWER

"We do what we say we're going to do."
 — MICHAEL MAHAN



24 25



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27

JENNIFER BREITHAUPT*
MANAGING DIRECTOR OF MEDIA, ADVERTISING & GLOBAL ENTERTAINMENT, CITI
LAST YEAR'S RANK: 22

Few bring fans closer to their favorite artists than Breithaupt. She worked with nearly 1,500 performers and provided access to more than half of the top 100 tours and

more than 6,500 music events and experiences in 2015, resulting in double-digit growth year-over-year in both ticket sales and ticket revenue. Citi spent an estimated \$100 million on music-related properties, including a \$19 million deal with NBC's Today.

Citi replaced Toyota as sponsor of the Today concert series in 2015. What was the thinking behind the partnership? It was an easy decision. The sponsorship provides

year-round opportunities for millions of Citi customers. Today viewers and fans to experience live music through a multitude of platforms: on-air, digital and social, and experiences ranging from VIP access to exclusive meet-and-greets.

What is Citi's new focus on providing "access beyond attendance"? We're placing an emphasis on experiences customers can enjoy from home. In 2015, we worked with a range of artists through our Backstage With Citi series [on

Yahoo], which offers behind-the-scenes backstage access and interviews.

Citi continues to expand ticket presales through Citi Private Pass. What results have you seen? In 2015, we promoted presales in 11 countries, including the United Kingdom, China, Singapore, Australia and Taiwan, with artists ranging from Madonna to Katy Perry and Maroon 5. There is a huge demand from Citi cardmembers — most notably in Asia.

26 **ARTHUR FOGEL, 62**
PRESIDENT, LIVE NATION GLOBAL TOURING; CHAIRMAN, LIVE NATION GLOBAL MUSIC

LAST YEAR'S RANK: 26

The reigning king of the megatour, Fogel generated more than \$300 million in box-office revenue from 185 shows that played to 2.6 million concertgoers in 2015. U2's Innocence + Experience Tour wrapped in Paris with a cumulative gross of \$152 million and attendance of 1.3 million. Teed up for 2016: Sting and Peter Gabriel's Rock Paper Scissors Tour.

BIGGEST ISSUE FACING THE LIVE INDUSTRY "The strength of the U.S. dollar against other currencies."

28 **TOM POLEMAN, 51**
PRESIDENT OF NATIONAL PROGRAMMING PLATFORMS, IHEARTMEDIA

LAST YEAR'S RANK: 29

JOHN SYKES, 60
PRESIDENT OF ENTERTAINMENT ENTERPRISES, IHEARTMEDIA
LAST YEAR'S RANK: 29

iHeartRadio had its best ratings in 10 years, says Poleman, up 7 percent with listeners 12 and older — it reaches a total

weekly audience of about 110 million — compared with the industry average of 3 percent. The programming chief, who also co-produces iHeart's many live and TV events with the well-connected Sykes, credits its *On the Verge* program for helping to break Rachel Platten and X Ambassadors.

29 **MIKE DUNGAN, 61**
CHAIRMAN/CEO, UNIVERSAL MUSIC GROUP NASHVILLE
LAST YEAR'S RANK: 33

Dungan's division, which carries top seller Luke Bryan and critical darling Kacey Musgraves, held the Top Country Albums No. 1 slot for 30 weeks with Sam Hunt's and Chris Stapleton's debut LPs accounting for 12 of them. The freshmen also vied for new artist honors at the Country Music Association Awards (Stapleton won) and are up for key all-genre Grammys. **COLLECTS** "I have 1,000 baseballs, autographed by John F. Kennedy, Frank Sinatra, Woody Allen."

30 **SCOOTER BRAUN, 34**
FOUNDER, SB PROJECTS
LAST YEAR'S RANK: 41

Braun's proudest

professional moments of the past year go by the names Justin Bieber, Tori Kelly and Carly Rae Jepsen. Bieber has resided near the top of the Billboard 200 since releasing *Purpose* in November — his fifth million-selling album. Kelly is up for a best new artist Grammy, and Jepsen had a radio hit with "I Really Like You" and impressed as Frenchy in Fox's *Grease Live!* Braun also expanded into film and TV (he's a producer of CBS' *Scorpion*).

2016 CANDIDATE "Hillary Clinton. I was proud to have her at my house."

31 **JON PLATT, 51**
CEO, WARNER/CHAPPELL
LAST YEAR'S RANK: 46

As Warner/Chappell rises, so does Platt. Promoted to CEO in November, he'll add chairman duties in May. In third-quarter 2015, the publisher captured 19.4 percent of the top 100 radio songs — its highest since *Billboard* began tracking that market-share measure — due in part to songwriters Julia Michaels and Justin Tranter (Justin Bieber's "Sorry," Selena Gomez's "Good for You")

and Twenty One Pilots. Capping the year: multiple Grammy nods for Kendrick Lamar and Chris Stapleton.

32 **MARTY DIAMOND, 57**
HEAD OF EAST COAST MUSIC, PARADIGM TALENT AGENCY
LAST YEAR'S RANK: -

CHIP HOOPER, 53
WORLDWIDE HEAD OF MUSIC, PARADIGM TALENT AGENCY
LAST YEAR'S RANK: 36

PAUL MORRIS, 44
FOUNDER/PRESIDENT, AM ONLY
LAST YEAR'S RANK: -

TOM WINDISH, 43
FOUNDER/PRESIDENT, THE WINDISH AGENCY
LAST YEAR'S RANK: 98

Partnering with Windish brought its 750-act roster — including Diplo, alt-J, Courtney Barnett and Lorde — into Paradigm's fold, which now encompasses 2,200 clients booked by 115 agents. A 2012 pact with Morris' EDM heavyweight AM Only continues to pay off, with Skrillex and DJ Snake reaching new heights.

HIDDEN MUSICAL TALENT MORRIS: "I was half of the DJ duo Monkey Allan. We performed at private events for a lot of money."



THE RULES OF POWER

"No matter what side of the business I've been on, buyer or seller, I treat everyone like a customer."

—JOHN SYKES



BREITHAUPT: KEVIN MAZUR; FOGEL: MARK SOTTIS; COURTESY OF CLEAR CHANNEL; DUNGAN: COURTESY OF UMG; NASHVILLE: BRUCE DUFFY; PLATT: JOSEPH ILLIANS; DIAMOND: JON VOY FANER; HOOPER: COURTESY OF PARADIGM; MORRIS: JON VOY FANER; WINDISH: SAMANTHA WEST



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33 **JOEL A. KATZ, 71**
CHAIRMAN, GLOBAL MEDIA & ENTERTAINMENT GROUP, GREENBERG TRAURIG
LAST YEAR'S RANK: 32

Katz handled some of the industry's biggest deals, including negotiating the sale of George Strait's Muzo publishing company to Hearts Bluff Music and re-upping Big Machine's distribution agreement with Universal. He also mediated on behalf of more than 30 senior industry executives, including Sony Nashville's top 2015 hires.

COLLECTS "Davidoff Dom Perignon cigars."

34 **BRIAN MCANDREWS, 56**
CHAIRMAN/PRESIDENT/CEO, PANDORA
LAST YEAR'S RANK: 40

TIM WESTERGREN, 50
FOUNDER/DIRECTOR, PANDORA
LAST YEAR'S RANK: 40

While listener growth stalled with Apple Music's late-June arrival, Pandora had "a watershed year," says Westergren. It paid \$467 million in royalties through the third quarter, and signed direct deals with labels, publishers and performing rights organizations to aid global expansion and an upcoming on-demand service. Pandora also purchased Ticketfly for \$450 million to connect listeners to live events.

ARTIST WITH WHOM HE'D TRADE PLACES WESTERGREN: "Questlove. He's like a planet everyone is orbiting."

35 **CAMERON STRANG, 49**
CHAIRMAN/CEO, WARNER BROS. RECORDS; CHAIRMAN, WARNER/CHAPPELL
LAST YEAR'S RANK: 27

In May, Jon Platt completes

his transition to chairman/CEO of Warner/Chappell, which should enable Strang to bolster Warner Bros.' roster. Jason Derulo continues to shine — he sold 1.8 million downloads of his hit "Want to Want Me" in 2015 — as does Grammy nominee and "Rise Up" singer Andra Day. The coming year also should see albums from veteran acts Red Hot Chili Peppers, Linkin Park and Green Day.

36 **HARTWIG MASUCH, 61**
CEO, BMG
LAST YEAR'S RANK: 42

After years of expansion, 2015 was relatively quiet for BMG. "It was about consolidation and solidifying our position," says Masuch, who nevertheless oversaw about 20 acquisitions, including S-Curve and Rise Records. The deals contributed to the publisher and label registering double-digit growth in revenue and profit, making it the No. 4 industry player behind Universal, Sony and Warner.

HIDDEN MUSICAL TALENT Put out three records as the singer of new wave band The Ramblers.

37 **ROBERT KYNCL, 45**
CHIEF BUSINESS OFFICER, YOUTUBE
LAST YEAR'S RANK: 43

Kyncl and his team launched subscription service YouTube Red in 2015, amending millions of contracts written for its ad-supported YouTube service to provide for the paid tier. They also unveiled three vertical apps, consolidated the Google Play/YouTube teams and in March saw per-day viewership numbers rise 40 percent year over year.

The Live Nation Power 100 team, from left: Wavra, Russell Wallach (No. 43), Fogel (No. 26), Zedeck, Rapino (No. 2), O'Connell, Roux, Jared Smith (No. 43) and Campana photographed by Smallz + Raskind on Jan. 21 at The Wiltern in Los Angeles.



These five executives generated an estimated \$1 billion in gross revenue for Live Nation's core business of live music. Campana and Roux promoted more than 3,500 shows in North America by a wide range of A-list acts — Fleetwood Mac, Nicki Minaj and One Direction among them — that sold 28 million-plus tickets in 2015, up from 25 million in 2014 and the fourth consecutive annual increase in sales. O'Connell, who is country music's top promoter, presented 600 shows and launched new festivals in Chicago (Windy City LakeShake) and New York (Farmborough). Wavra, who plotted One Direction's global two-year run, which grossed \$500 million, reigns as pop's top promoter and one of the stars of Zedeck's team, which presented approximately 25,000 live shows for 60 million fans in 2015.

38

MARK CAMPANA, 58
CO-PRESIDENT OF NORTH AMERICA CONCERTS, LIVE NATION
LAST YEAR'S RANK: 55

BRIAN O'CONNELL, 50
PRESIDENT, LIVE NATION COUNTRY MUSIC
LAST YEAR'S RANK: 37

BOB ROUX, 58
CO-PRESIDENT OF NORTH AMERICA CONCERTS, LIVE NATION
LAST YEAR'S RANK: 55

BRAD WAVRA, 61
SENIOR VP TOURING, LIVE NATION
LAST YEAR'S RANK: -

DAVID ZEDECK, 51
EXECUTIVE VP/PRESIDENT OF GLOBAL TALENT & ARTIST DEVELOPMENT, LIVE NATION
LAST YEAR'S RANK: -





THE RULES OF POWER

**"I am willing to go anywhere,
any time, and I work 24/7 to
accomplish the goal."**

— BRIAN O'CONNELL

40 PAUL TOLLETT, 50
PRESIDENT/CEO,
GOLDENVOICE
ENTERTAINMENT
LAST YEAR'S RANK: 47

With parent company AEG Live building a portfolio of festivals that now numbers 30, Tollett's stock has risen. His résumé includes Coachella, which grossed \$84.2 million in 2015, and Stagecoach (\$21.8 million) — evidence that Tollett has cracked the code on curating multistage events.

41 JOHN BRANCA, 65
PARTNER,
ZIFFREN BRITTENHAM
LAST YEAR'S RANK: 45

In October, Branca, co-executor of Michael Jackson's estate, became a key player in a major ongoing music-publishing transaction when Sony Corp. triggered a clause to either sell its 50 percent stake in Sony/ATV, the music publisher it co-owns with the estate, or buy the other half. It's a win-win for Branca: If he doesn't orchestrate the estate's purchase of Sony/ATV, which generated revenue of about \$1.2 billion in 2015, he'll deliver a huge payday to the King of Pop's heirs.

42 ANDRE J. FERNANDEZ, 47
PRESIDENT, CBS RADIO
LAST YEAR'S RANK: -

After almost 20 years away, the Brooklyn native returned to New York in April to take the helm of the nation's third-largest radio group. He's now overseeing 117 stations in 26 markets, and after a round of layoffs and restructuring, Fernandez says he's working to create "more of a culture of innovation and risk taking."

39

JONATHAN DICKINS, 43
FOUNDER, SEPTEMBER
MANAGEMENT
LAST YEAR'S RANK: -



As Adele's manager, Dickins oversaw the record-breaking success of her album 25, which sold 7.4 million copies in the United States in just seven weeks. His roster also includes London Grammar and producer Paul Epworth.

What do you consider to be your biggest business achievement in 2015?
 [At the risk of] stating the obvious, it's the Adele comeback. To come back with good music and have people

embrace it the way that they did.

What were the challenges in building the campaign?
 The music industry is a simple game that can be complicated by idiots. If you get the music right, you've got half a shot. The most important thing was making sure Adele was given time and allowed a creative environment without pressure.

What is the biggest issue facing the industry in 2016?
 Not putting out enough

good records. There is a "short-term-ism" in the music business. If you have a short-term focus, unfortunately you're going to get short-term results.

Did you and Adele exchange gifts following 25?
 You're going to get me in trouble. She's the most generous person and got me a very nice watch case. Being a typical bloke, I haven't got her anything yet, but I know what I am getting her. The problem is that it will probably come in February.

43 JARED SMITH, 38
PRESIDENT, TICKETMASTER
NORTH AMERICA
LAST YEAR'S RANK: 94

RUSSELL WALLACH, 50
PRESIDENT, MEDIA &
SPONSORSHIP,
LIVE NATION
LAST YEAR'S RANK: 44

Wallach had a big year at Live Nation: Sponsorship and advertising, which included marketing partnerships with Snapchat, Vice and Hilton hotels, was up 19 percent, to \$274.9 million, through the third quarter of 2015. And even before Smith and

Ticketmaster put tickets for Adele's tour on sale in December, ticketing revenue was up 9 percent, to \$1.2 billion, through the third quarter, and primary ticket sales rose 4.7 percent, to 115.4 million. An antitrust lawsuit that fan ticket app Songkick brought against Ticketmaster and Live Nation in January 2016 generated headlines — as did a critical report on ticket scalping issued weeks later by the New York attorney general — but the developments have yet to affect Ticketmaster's bottom line.

44 KEVIN KELLEHER, 57
EXECUTIVE VP/CFO, SONY
MUSIC ENTERTAINMENT
LAST YEAR'S RANK: 54

DENNIS KOOKER, 48
PRESIDENT, GLOBAL DIGITAL
BUSINESS & U.S. SALES, SONY
MUSIC ENTERTAINMENT
LAST YEAR'S RANK: 54

JULIE SWIDLER, 57
EXECUTIVE VP BUSINESS
AFFAIRS/GENERAL COUNSEL,
SONY MUSIC ENTERTAINMENT
LAST YEAR'S RANK: 54

As part of the corporate team steering Sony Music, Kelleher kept profits up, while Kooker spurred growth through acquisitions of The Orchard and indie label Century Media. Swidler helped SME CEO Doug Morris assemble a new Nashville team while running the division in the first half of 2015. SME ended the year with 29.5 percent of the market, up one point.

45 SCOTT GREENSTEIN, 56
PRESIDENT/CHIEF CONTENT
OFFICER, SIRIUSXM
LAST YEAR'S RANK: 60

Greenstein played a leading role in the deal that will keep Howard Stern on SiriusXM at least through 2020. He also oversaw a programming strategy that helped grow the satellite radio service's subscriber base to 29.6 million — up 2.3 million — making SiriusXM a *de rigueur* stop for artist promotion. Even Adele did her first U.S. media appearance — a town hall with subscribers — at its New York studio. "Labels have seen that if we get behind a record, we can force terrestrial [radio] to follow," says Greenstein. The Stern deal includes launching a video component — a hint of diversification to come?



THE RULES OF POWER
"I am not big on power, which sounds like arrogance. I think respect is the No. 1 rule of business."
— DENNIS KOOKER



**CAREER ARTIST
MANAGEMENT**

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POWER 100

46 ADAM HARTER, 44
VP MARKETING & CULTURAL CONNECTIONS, PEPSI BEVERAGES NORTH AMERICA
LAST YEAR'S RANK: -

Harter, who spent an estimated \$50 million to \$75 million on music sponsorship in 2015, added a Live Nation deal (sponsorship of three music festivals; pouring rights at 70-plus venues) and Fox's *Empire* to a roster that includes the Super Bowl halftime show and the Grammys. The groundbreaking *Empire* buy actually integrated a Pepsi ad into the storyline of the midseason finale, generating 2 billion-plus earned media impressions valued at more than \$30 million.

47 OLIVER EL-KHATIB, 32
FOUNDER, OVO; CO-MANAGER, DRAKE
LAST YEAR'S RANK: -

OVO Sound, the label Drake established with longtime associate El-Khatib, scored big with *What a Time to Be Alive*, the surprise mixtape from Drake and Future that gave each a second entry atop the Billboard 200 in 2015. Drake also released singles on SoundCloud, including "Hotline Bling," which peaked at No. 2 on the Hot 100 and became a viral video sensation. Releases from Roy Woods and ILoveMakonnen added to the label's luster.

48 STEVE BARTELS, 52
CEO, DEF JAM RECORDINGS
LAST YEAR'S RANK: 51

Anticipated albums from Kanye West and Frank Ocean didn't materialize in 2015, but Bartels still had a power year thanks to Justin Bieber, Big Sean and Alessia



ALESSIA CARA

ON STEVE BARTELS

"Steve breaks the stereotype of the whole 'big and scary executive' thing. Although extremely smart and professional, he's still a giant teddy bear. He's always giving handwritten notes to people and blasting music from his office. He's a people person, a father and cares about his team."

Cara. Comeback kid Bieber scored his first Hot 100 No. 1 with "What Do You Mean?" and broke the record for most simultaneous Hot 100 hits (17). The new year started strong with Cara's "Here" hitting No. 5 on the Hot 100 and West's new album finally scheduled for a Feb. 11 release.

49 RICHARD GRIFFITHS, 61
CO-FOUNDER, MODEST! MANAGEMENT
LAST YEAR'S RANK: 39

HARRY MAGEE, 56
CO-FOUNDER, MODEST! MANAGEMENT
LAST YEAR'S RANK: 39

The U.K.-based Griffiths and Magee oversaw global tours from two of 2015's biggest ticket-movers — One Direction and 5 Seconds of Summer — that grossed more than \$208 million and \$38.5 million, respectively. 1D's indefinite hiatus has

spurred breakup talk, and though Modest! no longer represents Harry Styles and Zayn Malik, Magee says his firm will "definitely" manage other members in their forthcoming solo careers.

50 ALLEN GRUBMAN, 73
PARTNER, GRUBMAN, SHIRE & MEISELAS
LAST YEAR'S RANK: 49

KENNY MEISELAS, 59
PARTNER, GRUBMAN, SHIRE & MEISELAS
LAST YEAR'S RANK: 49

Kings of multiplatforming Grubman and Meiselas, lawyers to Lady Gaga, Elton John and 2015 chart-topper The Weeknd, oversaw deals for Nicki Minaj's upcoming Freeform cable TV show, *Nicki*, and Usher's role in the 2016 film *Hands cf Stone*. "You used to have music lawyers, movie lawyers, sports lawyers, but now

you have to do it all," says Grubman.

COLLECTS MEISELAS: "Sneakers. For my birthday The Weeknd gave me a pair of Air Jordan Cement 3 Retros."

51 DENNIS ARFA, 66
CEO, ARTIST GROUP INTERNATIONAL
LAST YEAR'S RANK: 48

Arfa's marquee client Billy Joel recently sold out the 32nd show of his monthly Madison Square Garden residency, and the 30 shows he played nationally in 2015 — including a headlining gig at Bonnaroo — raked in \$68.4 million. Arfa runs one of the biggest independent booking agencies, which also represents Neil Young, Rush — its North American tour grossed \$35 million — and Linkin Park, which staged five sold-out concerts in China. "The name of the game," he says, "is to represent stars globally."

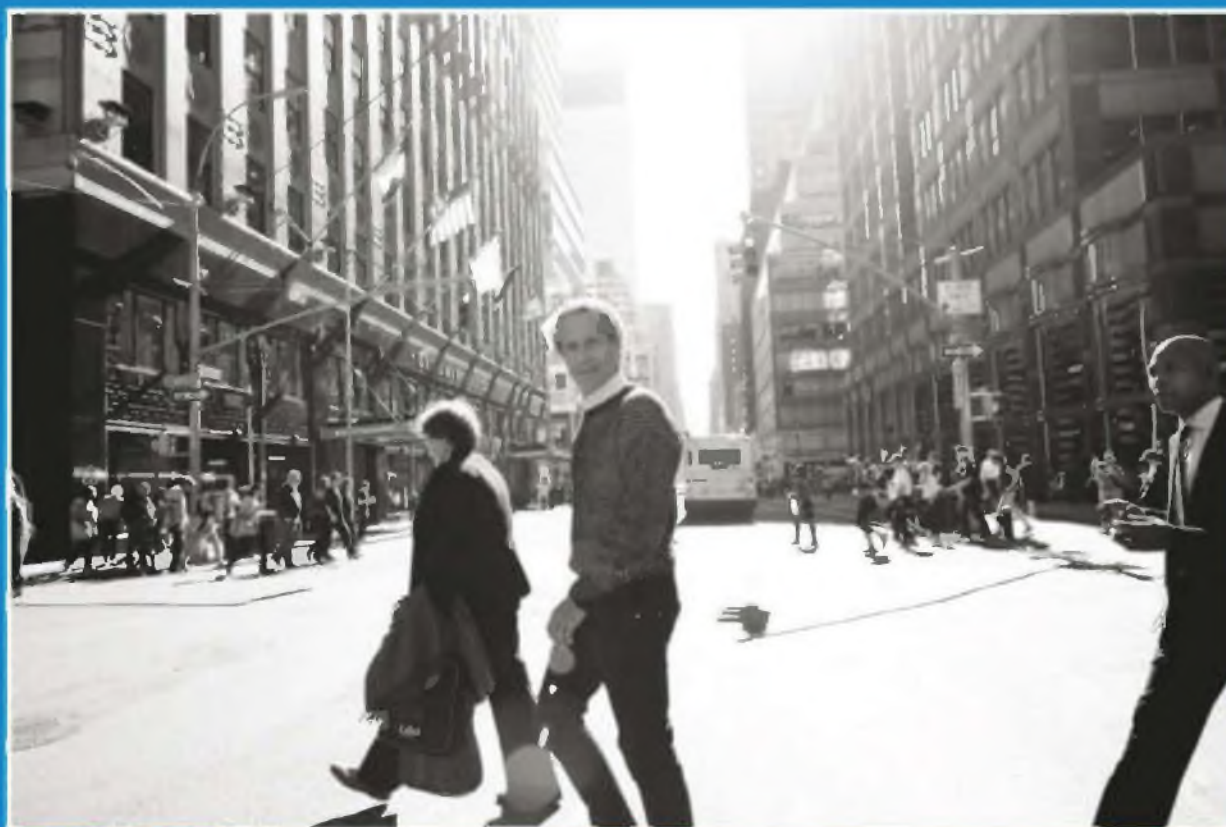
52 JAY BROWN, 42
CO-FOUNDER/CEO, ROC NATION
LAST YEAR'S RANK: 30

In a year marked by negative press about its nascent streaming service Tidal and, most recently, the turbulent 2016 release of Rihanna's *Anti*, Roc Nation laid groundwork for a better future. Brown and his team forged a partnership with management firm Three Six Zero Group (Calvin Harris, Deadmau5) and deals with Philymack (Demi Lovato, Nick Jonas) and Brooklyn's Barclays Center, where Jay Z, Beyoncé and Nicki Minaj performed at the Tidal X concert in October. Rihanna's tour also should make for a brighter 2016.



THE RULES OF POWER
 "You get more with honey than you do with a gun."
 —ALLEN GRUBMAN

A spirited congratulations
to our founder
DANIEL GLASS



Love, Your Glassnote Team



54 ANTONIO "L.A." REID, 59
CHAIRMAN/CEO,
EPIC RECORDS
LAST YEAR'S RANK: 61

SYLVIA RHONE, 63
PRESIDENT, EPIC RECORDS
LAST YEAR'S RANK: 61

Reid says listening to his artists helped Epic register its strongest year and land its first Billboard 200 No. 1 — Meghan Trainor's *Title* — since he took over the label in 2011. "Whenever I thought we had the better idea, I was wrong," he recalls. In 2015, he and Rhone partnered with Janelle Monáe's Wondaland label, added Mariah Carey to the label and scored hits with Future and Sara Bareilles.

COLLECTS REID: "Phone numbers. My most prized is Barack Obama's."

55 NEIL PORTNOW, 67
PRESIDENT/CEO,
THE RECORDING ACADEMY
LAST YEAR'S RANK: 56

Grammy Awards ratings have topped 25 million viewers for the last five years, and an uptick in 2016 wouldn't be surprising given the top nominees — Kendrick Lamar (11), Taylor Swift and The Weeknd (7 each) — CBS' promotion of the awards during Super Bowl 50 and, says Portnow, "The fact [that the] appetite for music is at an all-time high."

HIDDEN MUSICAL TALENT
 "My high school band, The Savages, just did a 50-year reunion and recording."

56 DAVID MASSEY, 58
PRESIDENT/CEO,
ISLAND RECORDS
LAST YEAR'S RANK: 53

The conscious uncoupling of Island and Def Jam in



53 PASQUALE ROTELLA, 41
FOUNDER/CEO,
INSOMNIAC EVENTS
LAST YEAR'S RANK: 59

Since partnering with *Live Nation* in 2013, Rotella has steadily built *Insomniac* into a global EDM empire. His flagship festival, *Electric Daisy Carnival Las Vegas*, drew more than 134,000 attendees in 2015. This year, Rotella will oversee the brand's expansion to Brazil and Japan.

What is the current state of the dance industry?
 It has been accepted into pop culture at this point, which took more than two decades. It's not just a fad. I know people mention that bubbles are going to pop, but it's not going anywhere.

Where is the festival scene heading?
 Things will get even more creative. I believe that will include experience

and customer service. You'll see some expand internationally, even more so than they have.

Which markets excite you?
 Asia, South America. There are a couple I don't want to mention because I've got to get there first.

What's the best approach to prevent drug-related deaths from negatively affecting dance music?
 Educate the public. Speak up when ridiculous accusations come up. And run safe events and continue to find innovative ways to ensure safety and security.

What is one prediction for the industry in 2016?
 We're going to see some festival [closings]. Saturation is a big issue.

2014 energized Massey and his team. "I wanted to go back to the idea of Chris Blackwell-era Island: an artist-driven label that was a major, but in an intimate manner," he says. Island's 2014 hot streak (Nick Jonas, Tove Lo) continued in 2015 with Fall Out Boy's and Shawn Mendes' albums debuting at No. 1 and Demi Lovato's *Corfident* at No. 2. Island also formed SafeHouse Records with Lovato, Jonas and their manager Phil McIntyre.

57 RICH RILEY, 42
CEO, SHAZAM
ENTERTAINMENT
LAST YEAR'S RANK: 57

The song-identification app had a record year, zooming from 86 million active users per month in 2014 to 120 million, and officially became a "unicorn," one of the rare privately held companies valued at \$1 billion or more. Riley says

it's just the beginning. The executive, who lives in New Canaan, Conn., with his wife and four children, points to recent brand partnerships with Target and Nike, among others. Customers can now "Shazam" a TV ad or learn more about a store's soundtrack. A recent campaign with Showtime even encouraged using the app on any \$1, \$5 or \$20 bill to unlock exclusive content from the series *Billions*.

58 JONATHAN HULL, 36
HEAD OF MUSIC
PARTNERSHIPS, FACEBOOK
LAST YEAR'S RANK: -

No person reaches more music fans than Hull. The father of three and hobbyist musician — he plays and records with the band Jones Street Station — splits his time educating the product team about the music industry while helping artists, managers and labels get the most out

of Facebook, where more than 780 million connect to at least one artist, and Instagram, where six of the top 10 accounts are musicians.

2016 CANDIDATE "Bernie Sanders or Hillary Clinton and I'll be happy."

59 RICH LEHRFELD, 47
SENIOR VP GLOBAL BRAND
MARKETING &
COMMUNICATIONS,
AMERICAN EXPRESS
LAST YEAR'S RANK: 68

Looking to give fans new ways to experience artists — and vice versa — Lehrfeld, whose 2015 music spend is estimated in the \$25 million to \$50 million range, launched American Express' *Unstaged* live-stream music series. The Taylor Swift video alone amassed 1.4 billion YouTube views as well as an Emmy, but Lehrfeld says he also is aiming for an experiential payoff: "creating memories."



THE RULES OF POWER

"Don't abuse it."
 — SYLVIA RHONE

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 including all of our label partners. We have
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— Scott Pascucci, Steve Smith

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 Yimage Yousuf • Elly Yun • Vic Zaraya



60 **JEFFREY HARLESTON, 54**
**GENERAL COUNSEL/
 EXECUTIVE VP BUSINESS
 & LEGAL AFFAIRS,
 UNIVERSAL MUSIC GROUP**
LAST YEAR'S RANK: -

MICHAEL NASH, 58
**EXECUTIVE VP DIGITAL
 STRATEGY,
 UNIVERSAL MUSIC GROUP**
LAST YEAR'S RANK: -

Late in 2015, UMG recruited Harleston and Nash for a new executive management board to drive growth and creativity. Attorney Harleston's role was expanded to include global operations, while digital expert Nash was hired from Warner just before UMG crossed a major threshold: Streaming royalties accounted for 51 percent of the company's digital recorded-music revenue in the third quarter of 2015.

**ARTIST WITH WHOM HE'D
 TRADE PLACES** HARLESTON: "There was a time in my life when I wanted to be the fourth member of Bell Biv DeVoe. If you're ever with me and 'Poison' comes on, look out, because I'm going to do the whole routine."

61 **LOUIS MESSINA, 68**
**CEO, MESSINA
 TOURING GROUP**
LAST YEAR'S RANK: 74

The veteran concert promoter had his best year ever in 2015, selling 6 million tickets for concerts by Taylor Swift, Kenny Chesney, Ed Sheeran and Eric Church. He has a big year ahead, too, with George Strait, who returns to the stage with eight sold-out shows at the 20,000-capacity Las Vegas Arena in April and September.

2016 INDUSTRY PREDICTION
 "The rise and fall of



ED SHEERAN

ON LOUIS MESSINA

"Louis literally found me sitting on the sidewalk and invited me on his bus. He told me he would take me to stadiums in two years — and he did. He's one of those characters you want to hang around with all the time, but usually those types are without the drive or sense that Louis has in abundance."

November and launched nearly 100 other exclusive-track albums in 2015. Beach, who joined Target in 1998 and moved through housewares to his current role in 2014, says that even streamers want something to hold: "We work closely with artists to deliver that special content."

65 **MARTIN MILLS, 66**
**FOUNDER/CHAIRMAN,
 BEGGARS GROUP**
LAST YEAR'S RANK: 63

Taylor Swift is credited with getting Apple Music to drop its demand that artists forgo payment during its three-month free trial-subscription period, but Mills fired the first warning shot when he posted a letter of concern on his company's website in mid-June. Consistently one of the larger indie operations, London-based Beggars Group finished 2015 with 0.31 percent of the market, and that doesn't include its stake in Adele's label, XL Recordings.

66 **RAJA RAJAMANNAR, 54**
**CHIEF MARKETING OFFICER,
 MASTERCARD**
LAST YEAR'S RANK: 69

The data-driven Rajamannar launched MasterCard's biggest investment in music in 2015, spending an estimated \$15 million to \$25 million. As part of that initiative, he aligned the financial services giant with more genres, such as EDM. He also orchestrated MasterCard's first sponsorship of a concert series, *Jimmy Kimmel Live!*'s postshow live streams and cashless technology at Gwen Stefani's exclusive Oct. 17 gig for cardholders in New York.

festivals. The money's big, but there are only so many headliners."

62 **BRANDON CREED, 38**
**MANAGER, THE CREED
 COMPANY**
LAST YEAR'S RANK: 73

Creed's top clients, Mark Ronson and Bruno Mars, teamed to create "Uptown Funk!," 2015's best-selling digital song, with 5.5 million downloads. Both also performed at the Super Bowl 50 halftime show (Mars' second appearance in three years), but Creed says he's choosy about what opportunities he brings to his hitmakers. "I believe in the power of 'no,'" he says. "It will almost always lead you to the right place."

2016 CANDIDATE "Hillary Clinton brings more experience than any other candidate, particularly in foreign policy."

63 **JOHN ESPOSITO, 60**
**PRESIDENT/CEO, WARNER
 MUSIC NASHVILLE**
LAST YEAR'S RANK: 66

WMN's straight-talking CEO led a team that landed nine tracks from six of the Nashville division's artists atop *Billboard*'s Country Airplay chart, while Brett Eldredge's second studio album, *Illinois*, hit No. 1 on Top Country Albums. **COLLECTS** "All things Sinatra. I just got the Morrison Hotel Gallery book on him. It comes with white gloves."

64 **RYAN BEACH, 40**
**VP ELECTRONICS &
 ENTERTAINMENT, TARGET**
LAST YEAR'S RANK: -

A top player in music's physical realm, the Minneapolis-based superstore sold 1 million CDs of a deluxe version of Adele's 25 (with three extra songs) in 10 days in



THE RULES OF POWER
 "Exercise the 'platinum' rule: Do unto others as they want done unto them."
 — RYAN BEACH





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PORTRAIT OF A POWERFUL LIFESTYLE

Executives dish on the people, places and things that inspire them on and off the clock



DESTINATION

Bob Pittman, iHeartMedia

"Jamaica. It has a rich culture, great music heritage, and the weather is always warm. I've also owned a house there for 20 years."

▼ **SCREEN TIME**

Michele Anthony, Universal Music Group

"I watched all 10 episodes of *Making a Murderer* in 36 hours. Two of my dearest friends are Lorri Davis and her husband, Damien Echols, who spent 18 years on death row in Arkansas, wrongfully convicted of a horrific crime. Through the tireless efforts of Lorri and friends like Eddie Vedder and Johnny Depp, The West Memphis Three were set free in 2011. I was very compelled to watch the series."



HEADPHONES ▶

Daniel Glass, Glassnote Entertainment Group

"The **AKG N90Q** [offers] superior sound with emerging technology," says Glass of the auto-calibrating and noise-canceling headphones that retail for \$1,499.95. "It's as if they know my ears. Aural ecstasy!"



SUIT DESIGNER

Rich Riley, Shazam Entertainment

"Even with an American linebacker build, I can wear **Ermenegildo Zegna** suits off the rack, and they manage to look great."



▲ **CHARITY**

Rob Light, Creative Artists Agency

"**Global Poverty Project's** mission to end world poverty and the way it is conveying the message that all of us are 'global citizens' is truly inspiring." Above: Eddie Vedder and Beyoncé performed at the 2015 Global Citizen Festival.



▼ **CAR**

Clint Higham, Morris Higham Management

"Cars are a personal passion. I'm in the constant pursuit for the perfect one. I've owned north of 100 of them, so it's almost impossible to say — but the **Rolls Royce Ghost** has to be at the top of the list for me."

▲ **ART**

Andre J. Fernandez, CBS Radio

"I am currently liking anything by **Romero Britto**, the Brazilian pop artist. I love the colors, the playful themes, the optimism that his work inspires. I also like the wood carvings produced in the **Reconcavo** region of Bahia."

◀ **MEAL**

Adam Harter, Pepsi Beverages North America

"Dining at **Guidoriccio** in Siena, Italy, feels like going back in time," says Harter of the restaurant located near the Piazza del Campo. "You're greeted by a little old man who picks out the most amazing wine, and I'm obsessed with the *pici pomodoro e aglio*...it's as good as it gets!"



JAMAICA: TONY GILBERT/GETTY IMAGES; HEADPHONES: COURTESY OF AKG; SUIT: ERMENEGILDO ZEGNA; ART: ROMERO BRITTO; MEAL: ADAM HARTER/PEPSI BEVERAGES; CHARITY: EDDIE VEDDER AND BEYONCÉ PERFORMING AT THE 2015 GLOBAL CITIZEN FESTIVAL; CAR: MORRIS HIGHAM MANAGEMENT



**CAREER ARTIST
MANAGEMENT**

**CONGRATS FROM CAM TO
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67 RANDY GOODMAN, 59
CHAIRMAN/CEO, SONY MUSIC NASHVILLE
 LAST YEAR'S RANK: -

The past six months have been action-packed for Goodman, who took the top Nashville job after a protracted executive search by Sony. "We brought in new leadership and assessed the artist roster, staff and financial situation while meeting with artists and managers," he says. In spite of the upheaval, the division still aced the releases of Carrie Underwood's *Storyteller*, her sixth consecutive No. 1 on Top Country Albums, and Chris Young's No. 5 Billboard 200 debut, *I'm Comin' Over*.

68 STEVE LEVINE, 60
PARTNER/CO-HEAD OF WORLDWIDE CONCERTS ICM PARTNERS
 LAST YEAR'S RANK: -

ROB PRINZ, 57
PARTNER/CO-HEAD OF WORLDWIDE CONCERTS ICM PARTNERS
 LAST YEAR'S RANK: -

MARK SIEGEL, 62
PARTNER/HEAD OF MUSIC, ICM PARTNERS
 LAST YEAR'S RANK: -

Bolstered by J. Cole and Chris Brown tours, ICM's music division had a 30 percent increase in revenue in 2015 (and thanks to client Kendrick Lamar, a boost in prestige). Prinz's April arrival from UTA with Bob Seger and Celine Dion also factored in the upswing.

69 WILLARD AHDRTZ, 51
FOUNDER/CEO, KOBALT
 LAST YEAR'S RANK: 72

The largest independent music publisher expanded when Ahdritz oversaw Kobalt's acquisition of



CARRIE UNDERWOOD

ON RANDY GOODMAN

"I'm really happy to have Randy at the helm. His enthusiasm and work ethic from day one really energized his team."

the American Mechanical Rights Agency, creating what he calls the "first global digital-collections society." AMRA's global deal with YouTube will pursue payment of video royalties in more than 100 territories. Kobalt also signed a deal to administer the film and TV scores and songs published by studio IM Global Music.

70 ROBERT GREENBLATT, 55
CHAIRMAN, NBC ENTERTAINMENT
 LAST YEAR'S RANK: -

LORNE MICHAELS, 71
EXECUTIVE PRODUCER SATURDAY NIGHT LIVE, THE TONIGHT SHOW STARRING JIMMY FALLON, LATE NIGHT WITH SETH MEYERS
 LAST YEAR'S RANK: 55

Michaels was instrumental in the deal that led to Adele reaching more than 25 million viewers through

her special *Live in New York City* (13.8 million), *Saturday Night Live* (8.5 million) and *The Tonight Show Starring Jimmy Fallon* (4 million). Helping the network's ratings surge was *Dolly Parton's Coat of Many Colors*, which Greenblatt helped to bring to NBC. It was the most-watched movie on broadcast TV in more than four years (13 million).

2016 INDUSTRY PREDICTION
 GREENBLATT: "Several cable channels will go out of business."

71 CLIFF BURNSTEIN*
CO-FOUNDER, Q PRIME
 LAST YEAR'S RANK: 58

PETER MENSCH, 62
CO-FOUNDER, Q PRIME
 LAST YEAR'S RANK: 58

Quiet giants of the industry, Burnstein and Mensch's Q Prime roster includes budding superstar Eric Church, who sold 812,000

albums and 2.7 million digital songs, and grossed \$29.8 million on the road in 2015; perennial revenue generator Metallica (822,000 albums sold in 2015); Muse; The Black Keys; Cage the Elephant; and roots singer Rhiannon Giddens.

72 MONICA ESCOBEDO, 38
ENTERTAINMENT PRODUCER; ABC NEWS, GOOD MORNING AMERICA
 LAST YEAR'S RANK: 77

BRITTANY SCHREIBER, 28
MUSIC BOOKING PRODUCER, NBC NEWS
 LAST YEAR'S RANK: -

How important are network morning shows to music marketing? Even Adele, One Direction and Justin Bieber made stops on NBC's *Today*, which Schreiber books, or ABC's *Good Morning America*, in 2015. Meanwhile, intense competition between the two shows—*GMA* led the year with 4.9 million average viewers, while *Today* won the key 25-54 demographic—keeps Escobedo and Schreiber vying for bigger and more creative gets. Escobedo reeled in the live premiere of 1D's "Drag Me Down," while Schreiber scored Adele.

73 PHIL KENT, 61
CHAIRMAN, VEVO
 LAST YEAR'S RANK: -

Kent's hiring in September marks a new era for the video platform that has grown to more than 11 billion monthly views and 900 brand advertisers. As CEO of Turner Broadcasting System, the media-shy Kent led a content empire that included CNN, Adult Swim and TBS—crucial expertise should Vevo diversify with cable content and a paid tier.



GOODMAN: ALAN GOODMAN; LEVINE: CCM; PRINZ: LESLIE COHN; SIEGEL: GETTY IMAGES; AHDRTZ: THRUVOX; GREENBLATT: ELVIN HINTZ/GETTY IMAGES; MICHAELS: WIREIMAGE.COM; ESCOBEDO: HEIDI GOODMAN; SCHREIBER: ANTHONY QUINTANO/GETTY IMAGES; KENT: STEPHEN BRONFMAN/REX USA

A portrait of Neil Portnow, a man with glasses and a beard, wearing a dark suit and tie. The background is a gradient from brown to grey.

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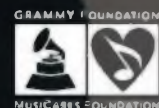
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GRAMMY
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Walk photographed by David Needleman on Nov. 23, 2015, at Milk Studios in Los Angeles.



74

CHARLIE WALK, 48
PRESIDENT, REPUBLIC GROUP
LAST YEAR'S RANK: 91

With nearly one out of every three top 10 songs on the 2015 Mainstream Top 40 airplay chart belonging to a Republic-affiliated artist — The Weeknd, Shawn Mendes and Nick Jonas among them — Walk's record as a promotion man is undeniable. Now, after three years as executive vp at the label, the married father of four has been elevated to president.

You helped break Nick Jonas as a solo star but built a band, DNCE, around Joe Jonas. Why that strategy?
Joe was a great frontman for the Jonas Brothers, so he and I made a decision: Be a great frontman again.

What's the biggest challenge facing record companies today?
The designation "record company." We are in the artist-as-brand development business. We're the bank that puts up money all the way through to develop and provide expert A&R, promotion, marketing and strategy. We are the machine behind those artists and no longer just a company that puts out records.

You have added radio promotion for Island to your responsibilities. Isn't that just one man doing two jobs?
It absolutely has been more work, but Republic is set up to work with partners. So, Big Machine Label Group's Scott Borchetta brought us Thomas Rhett, whom we're crossing over. Drake is going to have an amazing album out this year on Cash Money. With Island, it has been the year of Shawn Mendes, and new music from Nick Jonas and Demi Lovato is on track.

As executive vp, you touched every aspect of Republic's business. What will change in your new role?
I don't want to work great records, I want to work great artists. The great artists make the great records.

76 **JOHN JOSEPHSON, 54**
CHAIRMAN/CEO, SESAC
LAST YEAR'S RANK: -

ELIZABETH MATTHEWS, 47
CEO, ASCAP
LAST YEAR'S RANK: -

MICHAEL O'NEILL, 54
PRESIDENT/CEO, BMI
LAST YEAR'S RANK: -

With the U.S. Department of Justice expected to rule in 2016 on amending the nearly 75-year-old consent decree that, says O'Neill, "could change the landscape of music publishing and songwriting" — not necessarily to the advantage of artists and writers — these executives have the white-knuckle job of positioning their performance-rights organizations for growth in turbulent times.

78 **BRADFORD COBB, 41**
PARTNER, DIRECT MANAGEMENT GROUP
LAST YEAR'S RANK: 79

Along with partners Steve Jensen and Martin Kirkup, Cobb has guided the careers of Katy Perry — whose 151-date Prismatic World Tour, which ended in October 2015, grossed more than \$160 million — and Adam Lambert, the highest-earning former *American Idol* contestant of 2015, who raked in \$10 million on a world tour with Queen. **COLLECTS** "William Eggleston photographs."

79 **ALEXANDER LJUNG, 34**
FOUNDER/CEO, SOUND CLOUD
LAST YEAR'S RANK: -

SoundCloud's early-2016 deal with Universal Music Group was a key step in enabling the streaming platform, which has more than 175 million users worldwide, to add a pay tier. "We have the majority

of the music industry aligned now," says Ljung. "We were able to work with Alexander," says UMG's Lucian Grainge, "because on an emotional and intellectual level he's respectful of talent."

80 **SCOTT PASCUCCI, 57**
CEO, CONCORD BICYCLE MUSIC
LAST YEAR'S RANK: -

STEVE SMITH, 61
CHAIRMAN, CONCORD BICYCLE MUSIC
LAST YEAR'S RANK: -

Concord continued its shopping spree in 2015, purchasing the Vanguard, Sugar Hill and Fearless catalogs; the remainder of Wind-up Records; and a significant share of Razor & Tie's labels and publishing. It licensed worldwide rights for R.E.M.'s Warner Bros. catalog and, this year, signed a global publishing deal for George Harrison's songs. From 2013 to 2015, annual revenue increased from \$82 million to \$175 million.

81 **LYOR COHEN, 56**
FOUNDER/CEO, 300 ENTERTAINMENT
LAST YEAR'S RANK: -

KEVIN LILES, 47
CO-FOUNDER, 300 ENTERTAINMENT
LAST YEAR'S RANK: -

TODD MOSCOWITZ, 46
CO-FOUNDER, 300 ENTERTAINMENT
LAST YEAR'S RANK: -

A year and a half after its launch, 300 logged its first major hit with Fetty Wap's "Trap Queen," which reached No. 2 on the Hot 100, sold 2.8 million downloads in 2015 and earned Wap two Grammy nods. Set for 2016: T. Wayne and Young Thug.

75 **AFO VERDE, 49**
CHAIRMAN/CEO, LATIN REGION, SPAIN & PORTUGAL, SONY MUSIC ENTERTAINMENT
LAST YEAR'S RANK: 81

Big signings and big hits defined Sony Latin's 2015. "El Perdon," the pairing of new label additions Enrique Iglesias and Nicky Jam, yielded the top genre hit of

the year and pushed Sony's Latin-track market share up more than four points to nearly 49.1 percent, its third consecutive year of growth. Verde also led Sony's deal with EGREM for Cuba's largest musical catalog. **HIDDEN MUSICAL TALENT** "I'm a founding member of Argentine reggae band La Zimbabwe."



THE RULES OF POWER

"Keep your friends close, but your haters closer."

—GEE ROBERSON

77

CORTEZ BRYANT, 36
PARTNER, MAVERICK; COO,
YOUNG MONEY

LAST YEAR'S RANK: -

SHAWN GEE, 44
PARTNER, MAVERICK

LAST YEAR'S RANK: -

GEE ROBERSON, 41
PARTNER, MAVERICK

LAST YEAR'S RANK: -

After joining their rosters — which include Nicki Minaj, Lil Wayne and Jill Scott — under Maverick's ad-hoc management consortium in late 2014, the longtime associates teamed up for a banner year. Under their guidance, Minaj graduated to her first worldwide arena tour for *The Pinkprint*, selling an average of 14,000 tickets per show in North America, and inked a deal with ABC Family (now called Freeform) to develop a sitcom based on her life. The trio also negotiated a deal with Live Nation to stage six all-star R&B festival shows in six markets and had clients Scott and G-Eazy land No. 1 and No. 5 albums, respectively, on the Billboard 200. Says Roberson, "It was all about priceless cultural moments."

2016 CANDIDATE BRYANT: "I know who I'm not going to be voting for — I don't believe in the Donald Trump idea."

From left: Roberson, Bryant and Gee photographed by Eric Ogden on Jan. 12 at the Maverick offices in New York.

POWER 100

82 JASON OWEN, 39 PRESIDENT/CEO, SANDBOX ENTERTAINMENT

LAST YEAR'S RANK: -

Owen has had a winning streak managing women in country: Shania Twain grossed \$65 million with the year's ninth-biggest tour, Kacey Musgraves sold out Royal Albert Hall in London, and Little Big Town's "Girl Crush" is a triple Grammy nominee. Owen made news for not taking the Sony Nashville presidency but says the decision helped his move into TV. He's an executive producer with new client Faith Hill on an upcoming daytime show.

ARTIST WITH WHOM HE'D TRADE PLACES "Beyoncé. I've always wanted a wind machine."

83 STEVE BOOM, 47 VP DIGITAL MUSIC, AMAZON

LAST YEAR'S RANK: 86

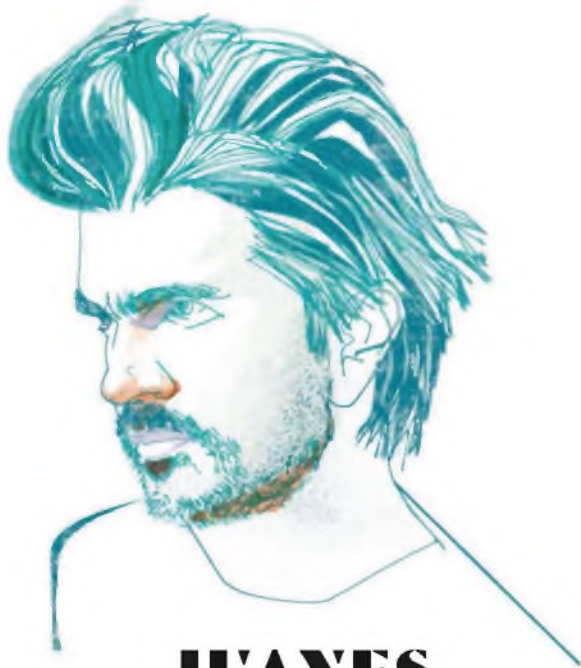
Boom led Amazon, already a market leader in CD and download sales, into the streaming business with Amazon Prime Music and reportedly is now exploring launching a standalone service. He won't cite specifics but says Prime Music usage has grown 50 percent year to year since its June 2014 launch (aided by Amazon's new Siri-esque Echo speaker) and has strengthened Amazon Prime, which has "tens of millions of users."

84 STEPHEN HILL, 54 PRESIDENT OF PROGRAMMING, BET NETWORKS

LAST YEAR'S RANK: 84

DEBRA LEE, 61 CHAIRMAN/CEO, BET NETWORKS

LAST YEAR'S RANK: 84



JUANES

ON JESUS LOPEZ

"Jesus is a visionary and innovator, from the inception of rock en Espanol to the birth of reggaeton, always taking chances and marking trends. I've been fortunate to call him my friend, partner and mentor through the years."

After a year marked by staff cuts and restructuring, BET ended 2015 by expanding overseas. The cable network launched a 24-hour channel in France and brought its BET Experience festival — headlined by Mary J. Blige and Maxwell — to South Africa. Meanwhile, the U.S. edition had a 36 percent boost in attendance (150,000-plus) and has been renewed through 2018.

GOLF OR POKER? HILL: "Golf. I'm murder at the windmill."

85 JESUS LOPEZ, 60 CHAIRMAN/CEO, UNIVERSAL MUSIC LATIN AMERICA & IBERIAN PENINSULA

LAST YEAR'S RANK: 71

Universal Music Latin Entertainment remained the leader in 2015 U.S. Latin album sales with 43.1 percent of the market, led by Juan Gabriel's *Los Duo*, the top-selling Latin LP

of the year. A native of Spain, Lopez oversees 400 artists in 22 countries, including J Balvin, Latin's biggest breakthrough of 2015. He says his focus in 2016 will be forging partnerships that will foster the crossover of Latin music to the United States.

86 NATALIA NASTASKIN, 45 HEAD OF U.S. MUSIC OPERATIONS, UNITED TALENT AGENCY

LAST YEAR'S RANK: 52

NEIL WARNOCK, 70 HEAD OF WORLDWIDE MUSIC, UNITED TALENT AGENCY

LAST YEAR'S RANK: -

JEREMY ZIMMER, 57 CO-FOUNDING PARTNER/CEO, UNITED TALENT AGENCY

LAST YEAR'S RANK: -

UTA's acquisition of The Agency Group brought 2,000-plus music clients and nearly 100 agents into Zimmer's realm, including Guns N' Roses, which is

slated to reunite at Coachella in April. UTA's stock also rose when Kanye West and Mariah Carey defected from Creative Artists Agency.

ARTIST WITH WHOM SHE'D

TRADE PLACES NASTASKIN:

"Eminem. I love artists who write and can stay true for so long."

87 DANIEL GLASS, 58 FOUNDER/PRESIDENT, GLASSNOTE ENTERTAINMENT GROUP/INSIEME MUSIC PUBLISHING

LAST YEAR'S RANK: 87

Glass preaches face-to-face communication and "old-fashioned relationships" to his troops. In 2015, his methods yielded crucial synchs with Apple for developing acts Holychild and Flo Morrissey. Glassnote's Childish Gambino was a digital powerhouse, with 396 million programmed and on-demand streams in 2015 without a new release, and Mumford & Sons' No. 1 *Wilder Mind* sold 532,000.

88 KEN EHRLICH, 73 FOUNDER, AEG EHRLICH VENTURES

LAST YEAR'S RANK: 86

JACK SUSSMAN, 59 EXECUTIVE VP SPECIALS, MUSIC & LIVE EVENTS, CBS ENTERTAINMENT

LAST YEAR'S RANK: 86

Ehrlich and Sussman worked together on 2015 specials on Stevie Wonder and Frank Sinatra and, as they have for 18 years, the Grammys. The big news this year: They won't have to field complaints about the broadcast's hated West Coast tape delay, as what Sussman calls "the greatest concert all year" goes live coast to coast.



CORAN CAPSHAW

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MANAGEMENT

ONES TO WATCH

The 2016 performance of these bosses, who are steering some of the industry's most talked-about companies, could vault them onto next year's Power 100



HENRY CARDENAS, 59
FOUNDER/CEO,
CARDENAS MARKETING
NETWORK

CMN produced more than 180 concerts and generated \$180 million-plus in ticket revenue in 2015 with performers like Marc Anthony, making it Latin's top indie live-entertainment and marketing powerhouse.



IAN HOGARTH, 34
CO-FOUNDER/
CHAIRMAN, SONGKICK

MATT JONES, 29
CEO, SONGKICK

Heads turned when Hogarth merged with Jones' direct-to-fan ticketer Crowdsurge, scored presales for Adele's tour — then hit Ticketmaster with an antitrust suit.



RON PERRY, 37
PRESIDENT, SONGS

MATT PINCUS, 43
FOUNDER/CEO, SONGS

SONGS has placed among the top 10 music publishers for the past eight consecutive quarters, making it one of just four independent publishers that have crossed that threshold.



SARAH STENNETT*
CEO, FIRST ACCESS
ENTERTAINMENT

Among her top-tier clientele (Ellie Goulding, Iggy Azalea), 1D refugee Zayn Malik is poised to become her flagship act in 2016, bolstered by the added oomph of her joint venture with Warner Music Group owner Len Blavatnik.



DAVE FREE, 29
PRESIDENT,
TOP DAWG
ENTERTAINMENT

ANTHONY TIFFITH, 45
FOUNDER/CEO,
TOP DAWG
ENTERTAINMENT

The indie label's next-generation roster includes Kendrick Lamar, Schoolboy Q, Ab-Soul and SZA.

89

SARAH MOLL, 39
DIRECTOR OF MEDIA EVENTS,
NFL

LAST YEAR'S RANK: 89

Moll had a daunting task in 2016: improving upon a halftime show — for Super Bowl 50, no less — that set two consecutive ratings records in 2014, with Bruno Mars and Red Hot Chili Peppers performing, and 2015, which featured Katy Perry, Missy Elliott and a couple of dancing sharks. The latter drew 118.5 million viewers, topping 2014's TV audience by 3.2 million. Moll and her team rose to the challenge with an A-list lineup that included Lady Gaga singing the national anthem, Beyoncé, Coldplay, Mark Ronson and Mars.

90

JOEL KLAIMAN, 47
EXECUTIVE VP/GM,
COLUMBIA RECORDS

LAST YEAR'S RANK: 98

Klaiman, who oversees digital and promotions among other departments, spent 2015 tailoring rollouts for such blockbusters as

One Direction's *Made in the A.M.* and Adele's 25, which together have sold 8.6 million-plus copies. His approach also brought attention to breakout talents George Ezra, Leon Bridges and Rachel Platten, whose "Fight Song" crowned the Adult Contemporary chart in September. Next: strategies for 2016 albums by Maxwell, John Legend and Haim.

91

RICK KRIM, 56
CO-PRESIDENT, SONY/ATV
U.S. MUSIC PUBLISHING

LAST YEAR'S RANK: -

DANNY STRICK, 59
CO-PRESIDENT, SONY/ATV
U.S. MUSIC PUBLISHING

LAST YEAR'S RANK: 92

Questions about a future sale haven't slowed Sony/ATV's momentum: The publisher has ranked No. 1 among the top 100 radio songs for 13 consecutive quarters under Strick, who oversees the East Coast, Nashville and Latin divisions, and his West Coast counterpart, Krim. Factor in its administration of EMI Music Publishing and

the two portfolios combined earn \$1.2 billion. Key 2015 signings included Fetty Wap and The Chainsmokers.

COLLECTS STRICK: "Single-origin teas. My prize right now: plum blossom oolong from Fenghuang, China."

92

PETER SHAPIRO, 43
FOUNDER, DAYGLO VENTURES;
CO-PRODUCER, FARE THEE
WELL TOUR

LAST YEAR'S RANK: 100

Saying goodbye is never easy, but \$52 million sure helps ease the pain. That's the total gross Shapiro helped rake in from five shows as co-producer of The Grateful Dead's 50th-anniversary Fare Thee Well Tour. It wasn't his only win: His flagship venue Brooklyn Bowl enjoyed its best year since its 2009 launch, while locations in London and Las Vegas continue growing.

93

CLINT HIGHAM, 44
PRESIDENT/PARTNER, MORRIS
HIGHAM MANAGEMENT

LAST YEAR'S RANK: 93

He rose from intern to namesake of his Nashville

management firm, partly through his long association with client Kenny Chesney, who brought in more than \$114 million with the fifth-highest-grossing tour of 2015. The year also saw the breakout of Old Dominion, whose debut single, "Break Up With Him," was a Country Airplay No. 1. **2016 CANDIDATE** "It's disheartening that I'm unable to find one."

94

RAUL ALARCON JR., 59
CHAIRMAN/CEO, SPANISH
BROADCASTING SYSTEM

LAST YEAR'S RANK: 88

Under Alarcon's leadership, publicly traded SBS — which boasts a portfolio of 22 radio stations in top Hispanic markets, the 30-market affiliate AIRE radio network, and the broadcast and cable MegaTV network — focused on diversification in 2015. SBS launched the LaMusica radio streaming app and staged the first music show at Miami's Marlins Park stadium in December, selling 30,000-plus tickets.



THE RULES OF POWER

"Whether on a small or grand scale, power is demonstrated by your not having to use it."

— RAUL ALARCON JR.



MOLL: JEFF BAST; KLAIMAN: JOHN FICARDI; KRIM: COURTESY SONY/ATV; STRICK: MICHAEL WINTER; SHAPIRO: ROB BECKETT; HOGARTH: JAMES CARROLL; FREE: JAMES CARROLL; TIFFITH: CHRIS O'NEILL; ALARCON: JAMES CARROLL; PERRY: JAMES CARROLL; PINCUS: JAMES CARROLL; JONES: JAMES CARROLL; STENNETT: JAMES CARROLL; HOGARTH: COURTESY

"It's the first music streaming service to focus on our culture and music. It's an incredible accomplishment and well overdue."
- **Juanes**

"Viva LaMusica! A music service that authentically connects with Latinos via a thoroughly engaging and user-friendly smartphone app."
- **Enrique Iglesias**

"Congrats to all the good people at SBS for giving us LaMusica - a novel way to both see and hear music."
- **Romeo Santos**

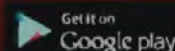
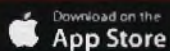
"Finally, a music service that clearly understands our culture and is dedicated to serving MILLIONS of aficionados of nuestra música!"
- **Gerardo Ortiz**

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95 PHIL MCINTYRE, 33
CEO/FOUNDER,
PHILYMACK

LAST YEAR'S RANK: -

McIntyre brought clients the Jonas Brothers to stadiums and Demi Lovato to arenas. Then he saw the former break up and the latter check in to rehab. His faith that the talent he had nurtured would mature paid off in 2015: Nick Jonas and Lovato sold 2.9 million and 2.2 million digital tracks, respectively, and wowed with 274.1 million and 475.6 million programmed and on-demand streams. Roc Nation invested in PhilyMack and, in a joint venture with Island Records, McIntyre, Jonas and Lovato started the label SafeHouse.

96 JORDAN FELDSTEIN, 38
FOUNDER/CEO, CAREER
ARTIST MANAGEMENT

LAST YEAR'S RANK: -

"All relationships are reciprocal," says Feldstein, who spent 2015 expanding his roster through partnerships with Tap Management, where Lana Del Rey is a client, and Chace Johnson, who represents ASAP Rocky. He also added R&B singer Miguel, whose *Wildheart* debuted at No. 2 on the Billboard 200. The 21 consecutive weeks that client Maroon 5's "Sugar" spent in the Hot 100 top 10 also sweetened his standing.

97 STEVE BERMAN, 52
VICE CHAIRMAN, INTERSCOPE

LAST YEAR'S RANK: 96

Interscope's 2015 highlights included breaking hip-hop duo Rae Sremmurd and, in a Jeep commercial synch, alt-rockers X Ambassadors; and releasing Kendrick

99

SARAH TRAHERN, 51
CEO, COUNTRY MUSIC
ASSOCIATION

LAST YEAR'S RANK: -

The Country Music Association, which Trahern has led since 2013, made an instant star of Chris Stapleton when his debut LP, Traveller, became the first ever to re-enter the Billboard 200 at No. 1, after more than 13.6 million TV viewers watched him perform with Justin Timberlake and win three CMA Awards on the November 2015 broadcast.

How do you explain the Stapleton effect?

The show is known for unexpected collaborations — on past shows we paired Ariana Grande with Little Big Town, and Meghan Trainor with Miranda Lambert — and

we try to raise the bar every year. We topped the scale with Justin and Chris. I'd seen Chris for years with [his former band] The SteelDrivers at bluegrass festivals, so I always knew he was an amazing vocalist.

Has anything similar happened at past CMAs?

Yes. Nickel Creek and Alison Krauss got a little more notoriety here, but things happen so much faster today because of social media. The minute the show hit, people were saying, "Did you hear about Chris Stapleton and Justin Timberlake?"

Do you find yourself rooting for certain artists?

At [my previous employer] C-SPAN, we had a saying on the wall because we had to be neutral as journalists: "If you care who wins, you shouldn't work here." That's how I have to feel about the CMAs. All of the artists are our children. When they read the nominations, I'm glad I don't have a vote.

Trahern photographed by Robby Klein on Jan. 18 at CMA headquarters in Nashville.



Lamar's *To Pimp a Butterfly*; Dr. Dre's first album in 14 years, *Compton*; and Selena Gomez's *Revival*. "We fought very hard to sign her," says Berman, who also cites Gomez's Victoria's Secret fashion show performance as a marketing coup.

98 MICHELLE JUBELIRER, 41
COO, CAPITOL MUSIC GROUP

LAST YEAR'S RANK: 99

Jubelirer, who was promoted from executive vp in May, says Ashley Newton's January arrival as CMG president frees her up to focus on emerging business strategies. "If we stay a record company, we will ultimately die," contends the former attorney. Her advancement came during a good year for Capitol's young talent: Tori Kelly

scored a best new artist Grammy nod and landed at No. 2 on the Billboard 200 with her major-label debut, *Unbreakable Smile*.

100 DAVID ISRAELITE, 47
PRESIDENT/CEO, NATIONAL
MUSIC PUBLISHERS'
ASSOCIATION

LAST YEAR'S RANK: -

Arguably the industry's most powerful lobbyist, Israelite brought together indie publishers and Apple so the latter could launch its new subscription service. Similarly, he helped performance rights organizations and publishers to sign direct licensing deals with Pandora.

2016 CANDIDATE "Chris Christie and Marco Rubio, who offer the best [hope] for the future of the Republican Party."

METHODOLOGY A committee of *Billboard* editors and reporters weighed a variety of factors in determining the Power 100 rankings, including but not limited to impact on consumer behavior, as measured by metrics such as chart performance, social media impressions and radio and TV audiences reached; company growth; career trajectory; reputation among peers; and overall impact in the industry. Where appropriate, *Billboard* also considered record-label market share using Nielsen Music U.S. total album plus track equivalent album (TEA) sales, and U.S. current album plus TEA market share, which was calculated using Nielsen Music data. Unless otherwise noted, *Billboard* Boxscore and Nielsen Music are the sources for tour grosses and sales and streaming data.

CONTRIBUTORS Jem Aswad, Steve Baltin, William Chipps, Ed Christman, Leila Cobo, Michael Corcoran, Adrienne Gaffney, Andy Genster, Shirley Halperin, Jenn Haltman, Steven J. Horowitz, Matt Medved, Gail Mitchell, Melinda Newman, Glenn Peoples, Dan Rys, Richard Smirke, Eric Spitznagel, Phyllis Stark, Ray Waddell, Chris Willman



THE RULES OF POWER

"Stay authentic. Authenticity rules."

—PHIL MCINTYRE



THE RULES OF POWER

"I love Margaret Thatcher's quote: 'Power is like being a lady. If you have to tell people you are, you aren't.'"

—SARAH TRAHERN

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Be Legacy



CHARTS



NUMBERS: DRAKE'S SWEET 'SIXTEEN'

They don't call him the 6 God for nothing: **Drake** blasts in at No. 6 on the Billboard Hot 100 — and No. 1 on Hot R&B/Hip-Hop Songs — with his latest single, "Summer Sixteen," from his *Views From the 6* album, due in April.

215^K

"Summer Sixteen" starts at No. 2 on the Digital Songs chart with 215,000 downloads sold in the week ending Feb. 4 (according to Nielsen Music) — Drake's best sales week as a lead artist. It's his 78th charting effort on Digital Songs.

16

Fittingly, "Summer Sixteen" gives Drake his 16th top 10 single on the Hot 100. It joins his featured turn on **Rihanna's** "Work" (9-7) to give Drake a pair of concurrent top 10 songs for first time since the April 6, 2013-dated Hot 100.

6

The song is — wait for it — the sixth top 10 single on the Hot 100 with either the word "sixteen" or "16" in its title. One such title went all the way to No. 1: **Ringo Starr's** "You're Sixteen" in 1974.
—KEITH CAULFIELD and GARY TRUST

Coldplay, Bruno Mars and Beyoncé jump up the charts after their Super Bowl performance.



TOMORROW'S HITS

'RIVER' RISES

Folk, rock and EDM collide harmoniously in "River" (Teleport), the second release from Los Angeles singer-songwriter **Bishop**. The track, co-produced and -written by Justin Bieber collaborator Mark "The Mogul" Jackson, enters Rock Digital Songs at No. 15 (8,000 downloads sold, according to Nielsen Music) and Hot Rock Songs as the Hot Shot Debut at No. 22.



NEW 'LIFE' FOR PHASES

Los Angeles-based group **Phases** is rising on Dance Club Songs with "I'm in Love With My Life" (Warner Bros.), which surges 30-21. After reaching No. 35 on **Alternative** in July 2015, the track has been remixed for club promotion by DJs who include **Dave Aude** and **Eau Claire**. The tune is also garnering exposure thanks to its Feb. 8 sync in NBC's **Eva Longoria**-led *Telenovela*.

CHART BEAT

Radio Goes Gaga After garnering a best original song Academy Award nomination (see page 57), Lady Gaga's "Til It Happens to You" debuts on its first Billboard airplay chart, entering Adult Contemporary at No. 24. The Diane Warren co-written single is from the documentary The Hunting Ground, which examines campus rape, but its weighty subject matter isn't deterring programmers. "We've gotten a lot of positive social media response," says WPEZ Macon, Ga., PD Brian Roberts. The single became Lady Gaga's 14th No. 1, and first in more than two years, on the Dance Club Songs chart dated Jan. 23. —GARY TRUST



Lady Gaga

41% THIS WEEK MIKE POSNER'S 'I TOOK A PILL IN IBIZA' STREAMS 4.3 MILLION



12% THIS WEEK DAYA'S 'HIDE AWAY' AUDIENCE 54.1 MILLION



33% THIS WEEK SHAWN HOOK'S 'SOUND OF YOUR HEART' STREAMS 1.1 MILLION



Touchdown! Coldplay And Co-Stars Spike Up Charts

The band's sales jump thanks to its Super Bowl halftime show with Beyoncé and Bruno Mars — and a well-timed Google Play discount

BY KEITH CAULFIELD



COLDPLAY MAY HAVE SHARED THE spotlight with Beyoncé and Bruno Mars, but the band is still cashing in on its Feb. 7 Super Bowl halftime show performance: Its latest album, 2015's *A Head Full of Dreams*, is aiming for a big gain on the charts in the tracking week ending Feb. 11. Industry forecasters suggest the set could move upward of 90,000 equivalent album units, with pure album sales equating to perhaps 80,000 of that sum.

Helping bolster that figure — by a lot — is the album's 99-cent sale price in the Google Play store and a \$6.99 tag at iTunes. In the week ending Feb. 4, *A Head Full of Dreams* (pictured right) moved 25,000 units (up 92 percent) and 15,000 in pure album sales (up 97 percent) to rise 37-16 on the Billboard 200 dated Feb. 20. On the Feb. 27 Billboard 200, *A Head Full of Dreams* could shoot back into the top five — possibly the top three — where it appears that *Future* is heading for his third straight No. 1 album in less than seven months. The



rapper's new *Evol*, which arrived Feb. 5 through A-1/Freebandz/Epic, may earn around 135,000 units in the week ending Feb. 11. It follows *DS2* (No. 1 on the Aug. 8, 2015-dated chart) and *What a Time to Be Alive* with *Drake* (No. 1 on Oct. 10).

Coldplay's Super Bowl co-stars will jump up the charts with some help from sale pricing as well. Mars' most recent LP, *Unorthodox Jukebox*, was discounted to \$1.99 at Google and could sell 10,000 copies in the week ending Feb. 11 (up from just 1,000 in the Feb. 4 week). As for Beyoncé, the diva dropped new single "Formation" on Feb. 6, the day before she played it at the Super Bowl, as a free download via Tidal; the song shoots to No. 2 on the Billboard + Twitter Top Tracks chart.

The social media buzz generated by the song and its performance pushes Beyoncé 21-8 on the Social 50 chart, with a 62 percent increase in chart points (the only gaining artist, by points, in the top 10). In the week ending Feb. 7, Beyoncé notched a 1,532 percent increase in Instagram reactions (likes and comments on her photos) and tallied a 113 percent lift in mentions of her handle on the Twitter platform, according to Next Big Sound. Meanwhile, Coldplay climbs 50-42 on the Social 50 and Mars re-enters at No. 50.

SIMONS CATCHES ON

Mixing acoustic guitars and house production, Matt Simons' "Catch & Release" (Republic) is building stateside after reaching the top 10 of multiple European charts. The song, sparked by a remix from Dutch duo *Deepend*, is bubbling under Adult Top 40 and Triple A, with leading support from tastemaker *KINK* Portland, Ore.

—KEVIN RUTHERFORD, KEITH CAULFIELD and GARY TRUST



Simons



Phases

MARKET WATCH

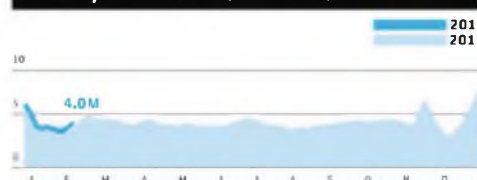
A WEEKLY NATIONAL MUSIC SALES REPORT

Weekly Unit Sales

	ALBUMS	DIGITAL ALBUMS*	DIGITAL TRACKS
This Week*	3,963,000	1,814,000	15,715,000
Last Week	3,353,000	1,519,000	14,958,000
Change	18.2%	19.4%	5.1%
This Week Last Year	4,197,000	1,978,000	19,709,000
Change	-5.6%	-8.3%	-20.3%

*Digital album sales are also counted within album sales.

Weekly Album Sales (Million Units)



YEAR-TO-DATE

	2015	2016	CHANGE
Overall Unit Sales			
Albums	22,481,000	18,899,000	-15.9%
Digital Tracks	111,667,000	82,876,000	-25.8%
Store Singles	373,000	137,000	-63.3%
Total	134,521,000	101,912,000	-24.2%
Album w/TEA*	33,647,700	27,186,600	-19.2%

*Includes track-equivalent album sales (TEA) with 10 track downloads equivalent to one album sale.

Digital Track Sales



Sales by Album Format

	2015	2016	CHANGE
CD	10,477,000	8,936,000	-14.7%
Digital	10,924,000	8,702,000	-20.3%
Vinyl	1,025,000	1,209,000	18.0%
Other	55,000	52,000	-5.5%

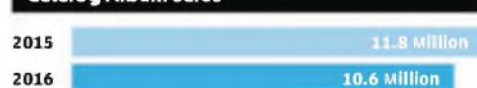
Sales by Album Category

	2015	2016	CHANGE
Current	10,689,000	8,312,000	-22.2%
Catalog	11,792,000	10,587,000	-10.2%
Deep Catalog	9,763,000	8,984,000	-8.0%

Current Album Sales



Catalog Album Sales



Nielsen Music counts as current only sales within the first 18 months of an album's release (12 months for classical and jazz albums). Titles that stay in the top half of the Billboard 200, however, remain as current. Titles older than 18 months are catalog. Deep catalog is a subset of catalog for titles out more than 36 months.

For week ending Feb. 4, 2016. Figures are rounded. Compiled from a national sample of retail store and track sales reports collected by Nielsen Music.

Billboard Artist 100

February 20
2016
billboard

NO. 10 Charlie Puth

The pop singer-songwriter reaches the Artist 100 top 10, after previously peaking at No. 30 in April 2015, as his debut LP, *Nine Track Mind*, enters Top Album Sales at No. 5 with 47,000 sold.



2 WKS. AGO	LAST WEEK	THIS WEEK	ARTIST	IMPRINT/DISTRIBUTING LABEL	PEAK POS.	WKS ON CHART
	1	1	#1 JUSTIN BIEBER	SCHOOLBOY/RAYMOND BRAUN/DEF JAM	1	83
82	16	2	RIHANNA	WESTBURY ROAD/ROC NATION	2	80
2	2	3	ADELE	XL/COLUMBIA	1	53
	4	4	DRAKE	YOUNG MONEY/CASH MONEY/REPUBLIC	1	84
68	61	5	KEVIN GATES	BREAD WINNERS' ASSOCIATION/ATLANTIC/AG	5	6
	39	6	ZAYN	RCA	6	2
6	3	7	TWENTY ONE PILOTS	FUELED BY RAMEN/AG	2	42
5	5	8	THE WEEKND	XO/REPUBLIC	1	69
76	54	9	SIA	MONKEY PUZZLE/RCA	5	84
33	31	10	CHARLIE PUTH	ARTIST PARTNERS GROUP/ATLANTIC/AG	10	45
8	7	11	SELENA GOMEZ	INTERSCOPE/IGA	2	71
9	8	12	TAYLOR SWIFT	BIG MACHINE/BMLG	1	80
13	10	13	BRYSON TILLER	TRAPSOUL/RCA	10	19
39	35	14	COLDPLAY	PARLOPHONE/ATLANTIC/AG	5	48
11	13	15	SHAWN MENDES	ISLAND	2	52
12	12	16	FETTY WAP	RCF/300/AG	3	52
15	17	17	FUTURE	A-1/FREEBANDZ/EPIC	1	29
18	19	18	FLO RIDA	POE BOV/ATLANTIC/AG	1	47



2 WKS. AGO	LAST WEEK	THIS WEEK	ARTIST	IMPRINT/DISTRIBUTING LABEL	PEAK POS.	WKS ON CHART
14	14	19	ONE DIRECTION	SYCO/COLUMBIA	2	84
4	6	20	DAVID BOWIE	ISO/COLUMBIA	1	4
27	22	21	J. COLE	DREAMVILLE/ROC NATION/COLUMBIA	2	61
						
25	24	22	G-EAZY	G-EAZY/RVG/BPG/RCA	8	14
21	23	23	ELLIE GOULDING	CHERRYTREE/INTERSCOPE/IGA	7	68
16	21	24	CHRIS BROWN	RCA	1	84
3	9	25	PANIC! AT THE DISCO	DCDZ/FUELED BY RAMEN/AG	3	15
22	25	26	SAM HUNT	MCA NASHVILLE/UMGN	5	82
17	20	27	CHRIS STAPLETON	MERCURY NASHVILLE/UMGN	2	15
20	26	28	MEGHAN TRAINOR	EPIC	1	82
10	15	29	EAGLES	ERC	10	3
24	27	30	ALESSIA CARA	EP/DEF JAM	15	24
26	28	31	RACHEL PLATTEN	COLUMBIA	12	41
30	34	32	LUKE BRYAN	CAPITOL NASHVILLE/UMGN	1	84
29	32	33	THOMAS RHETT	VALOR/BMLG	7	53
55	52	34	BEYONCE	PARKWOOD/COLUMBIA	6	82

PU TH: CARIE LAFFOON; FLO RIDA: COURTESY OF ATLANTIC RECORDS; COLE: ISAAC BREKLEN; W/REIMAGE

The week's most popular artists across all genres, ranked by album and track sales as measured by Nielsen Music, radio airplay audience impressions as measured by Nielsen Music, streaming activity data from online music sources tracked by Nielsen Music and fan interaction on social networking sites, as compiled by **Billboard**. See **CHARTS** legend on **billboard.com** for complete rules and explanations. © 2016, Prometheus Global Media, LLC and Nielsen Music, Inc. All rights reserved.

ALBUM/STREAMING & SALES DATA COMPILED BY **nielsen** MUSIC

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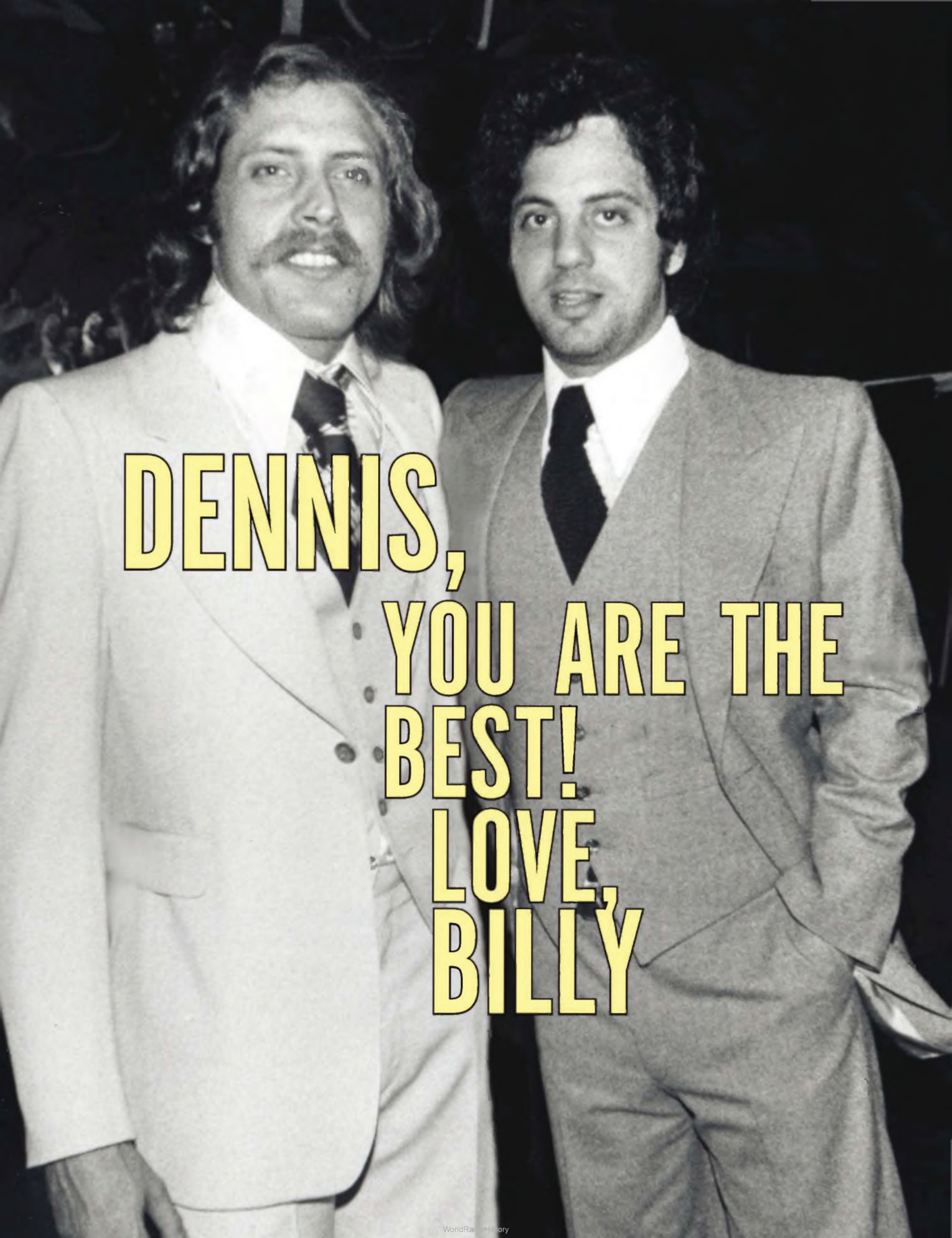
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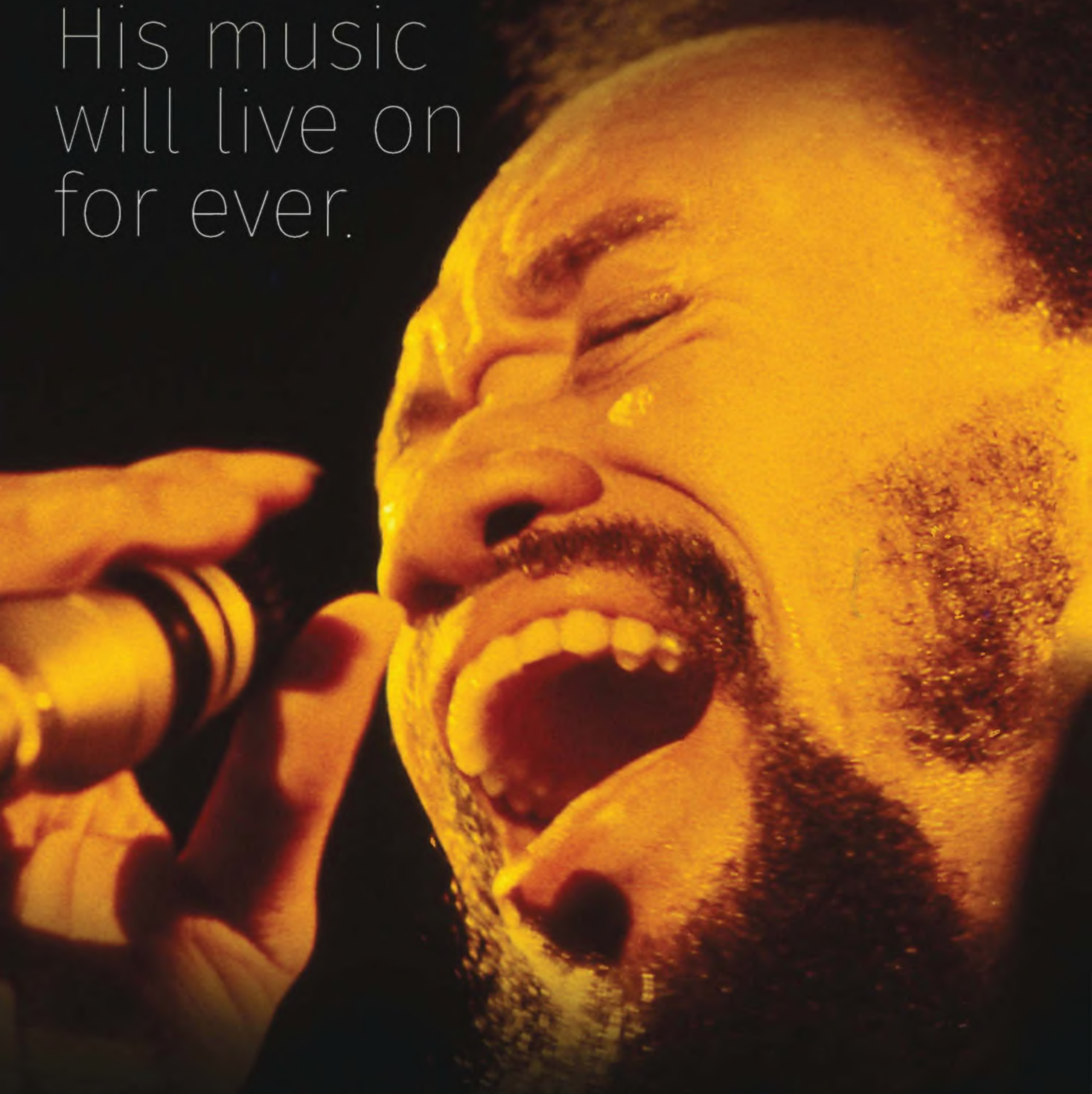
(But it happened again at SiriusXM.)

Congratulations Scott Greenstein on once again
being chosen for the Billboard Power 100.

- Your SiriusXM team

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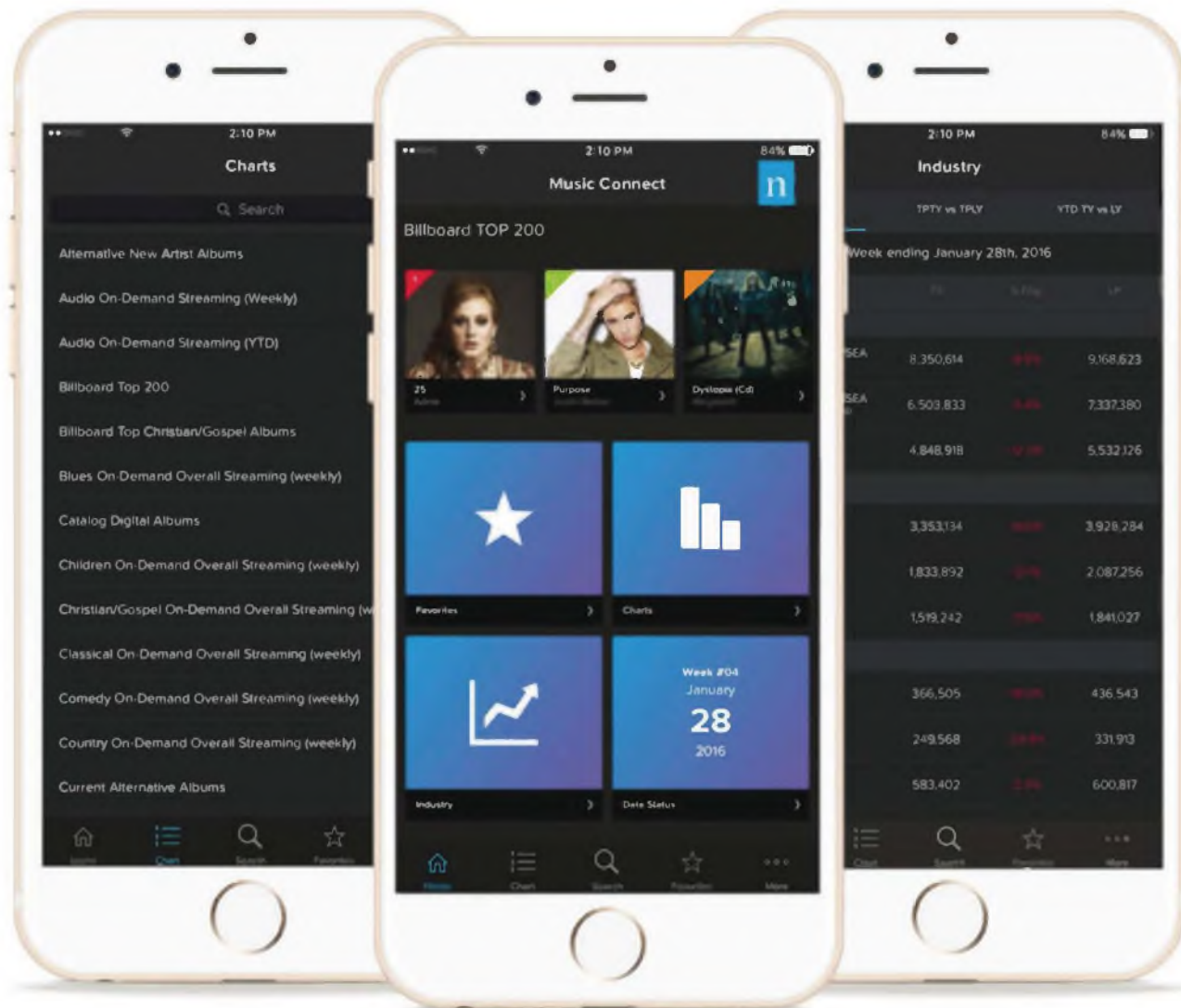
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1941 - 2016



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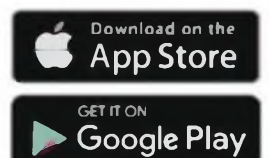
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Four songs from
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We join *Billboard* in recognizing his outstanding achievements in the music industry

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Billboard's Power 100 List

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CONFERENCE & AWARDS**

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DANCE CLUB SONGS™

LAST WEEK	THIS WEEK	TITLE	Artist	WEEKS ON CHART
2	1	STOLEN CAR Mylene Farmer & Sting	10	
3	2	OVER AND OVER AGAIN Naihan Sykes Feat. Ariana Grande	9	
5	3	ANOTHER LONELY NIGHT Adam Lambert	6	
6	4	HOLLOW Tori Kelly	7	
9	5	THE GIRL IS MINE 99 Souls Feat. Destiny's Child & Brandy	5	
8	6	TRUE ORIGINAL Dave Aude Feat. Andy Bell	8	
11	7	STRANDED Dirty Disco Feat. Inaya Day	6	
15	8	GG ADVENTURE OF A LIFETIME Coldplay	5	
4	9	ALONE NO MORE Philip George And Anton Powers	10	
7	10	MAGNETS Disclosure Feat. Lorde	10	
16	11	I'M BURNING UP Karine Hannah / Dave Aude	6	
1	12	CALIFORNIA DREAMIN Freischwimmer	10	
21	13	LITHIUM Athena	6	
13	14	SHOUT IT OUT LOUD Robin S. & DJ Escape	12	
19	15	YOU'RE SO BEAUTIFUL Camille	8	
22	16	ROSES The Chainsmokers Feat. ROZES	6	
10	17	SACRIFICE DeGrazio	9	
17	18	WHEN LOVE HURTS JoJo	12	
14	19	CRAZY BEAUTIFUL Skylar Stecker	9	
18	20	SORRY Justin Bieber	13	
30	21	I'M IN LOVE WITH MY LIFE PHASES	4	
20	22	SHATTERPROOF Kwanza Jones	6	
25	23	FROZEN Natty Rico Feat. Melissa Moirano, Done & Frankie J	5	
28	24	HIGH HORSE Amuka & DJ JST	5	
HOT DEBUT	25	WHEN WE WERE YOUNG Adele	1	
26	26	BANG MY HEAD David Guetta Feat. Sia & Fetty Wap	8	
24	27	FOCUS Ariana Grande	8	
32	28	ALIVE Sia	5	
39	29	TAKE ME BACK Claire Raso	3	
1	30	BE RIGHT THERE Diplo & Sleepy Tom	7	
41	31	CREATION Liam Keegan Feat. Holly Lois	3	
42	32	LOVE IS Inas X	3	
49	33	SOUND OF YOUR HEART Shawn Hook	2	
40	34	FLAMES Alessandro Coli	3	
23	35	HIGHER PLACE Dimitri Vegas & Like Mike Feat. Ne-Yo	16	
46	36	LOVE YOURSELF Justin Bieber	2	
12	37	TIL IT HAPPENS TO YOU Lady Gaga	13	
29	38	WTF (WHERE THEY FROM) Missy Elliott Feat. Pharrell Williams	9	
34	39	LOVE MYSELF Hailee Steinfeld	15	
43	40	DON'T STOP Primo Cruz	3	
45	41	IN THE NIGHT The Weeknd	2	
46	42	SAME LOVE Tracy Young Feat. Karina Iglesias	2	
36	43	HELLO Adele	13	
NEW	44	JEALOUS M.E.L.	1	
35	45	AGE OF INNOCENCE Elephante Feat. Trouze & Damon Sharpe	11	
44	46	FALL 4 U Natali Yura	13	
NEW	47	YOUTH Troye Sivan	1	
NEW	48	LOVE OVERDOSE Nikki Lund vs North2South	1	
NEW	49	SOLID GROUND Kourtney Kelly	1	
NEW	50	CAKE BY THE OCEAN DNCE	1	

BOXSCORE

February 20
2016
billboard

LEGEND

● Bullets indicate titles with greatest weekly gains.

Album Charts

- Recording Industry Assn. of America (RIAA) certification for physical shipments & digital downloads of 500,000 albums (Gold).
- ▲ RIAA certification for physical shipments & digital downloads of 1 million units (Platinum). Numerical noted with Platinum symbol indicates album's multi-platinum level.
- ◆ RIAA certification for physical shipments & digital downloads of 10 million units (Diamond). Numerical noted with Diamond symbol indicates album's multi-platinum level.
- Latin albums certification for physical shipments & digital downloads of 30,000 units (Oro).
- △ Latin albums certification for physical shipments & digital downloads of 60,000 units (Platino). Numerical noted with Platino symbol indicates album's multi-platinum level.

Digital Songs Charts

- RIAA certification for 500,000 paid downloads and on-demand streams where 100 streams equal 1 download (Gold).
- ▲ RIAA certification for 1 million paid downloads and on-demand streams where 100 streams equal 1 download (Platinum). Numerical noted with Platinum symbol indicates song's multi-platinum level.

Awards

- PS (PaceSetter for largest % album sales gain)
 - GG (Greatest Gainer for largest volume gain)
 - DG (Digital Sales Gainer)
 - AG (Airplay Gainer)
 - SG (Streaming Gainer)
- Publishing song index available on Billboard.com/biz.

Visit Billboard.com/biz for complete rules and explanations.

CONCERT GROSSES

	GROSS PER TICKET PRICE(S)	ARTIST	ATTENDANCE CAPACITY	PROMOTER
1	\$5,133,990 \$412/\$214/\$164/\$54	JENNIFER LOPEZ THE AXIS AT PLANET HOLLYWOOD, LAS VEGAS JAN. 20, 22, 23, 27, 29, 30	25,918 SIX SELLOUTS	CAESARS ENTERTAINMENT, LIVE NATION
2	\$2,940,106 \$495/\$179/\$94/\$54	BRITNEY SPEARS THE AXIS AT PLANET HOLLYWOOD, LAS VEGAS DEC. 27-28, 30-31, JAN. 2-3	19,454 25,203 SIX SHOWS	CAESARS ENTERTAINMENT, LIVE NATION (DEC. ONLY)
3	\$1,104,351 (20,092,010 PESOS) \$58.85	ALEJANDRO SANZ AUDITORIO NACIONAL, MEXICO CITY JAN. 29, 30	18,766 TWO SHOWS	OCESA CIE
4	\$1,101,260 (\$1,556,928 AUSTRALIAN) (\$107.99/\$72.61)	KEVIN HART, PLASTIC CUP BOYZ PERTH ARENA, PERTH, AUSTRALIA FEB. 3	13,729 SELLOUT	LIVE NATION
5	\$937,243 \$749.50/\$89.50	VAN MORRISON, SHANA MORRISON FOX THEATER, DALLAS AND JAN. 18-20	5,874 THREE SELLOUTS	ANOTHER PLANET ENTERTAINMENT
6	\$686,450 \$250/\$150	BRUNO MARS, DJ CRYKIT THE CHELSEA AT THE COSMOPOLITAN, LAS VEGAS DEC. 31	3,426 SELLOUT	C3 PRESENTS
7	\$562,964 \$79.50	TOOL, PRIMUS, 3TEETH PENSACOLA BAY CENTER, PENSACOLA, FLA. JAN. 30	7,359 7,444	C3 PRESENTS
8	\$554,724 (\$770,365 AUSTRALIAN) \$215.95/\$29.54	ELTON JOHN, TATE SHERIDAN HORDERN PAVILION, SYDNEY DEC. 17	3,127 3,194	CHUGG ENTERTAINMENT
9	\$508,128 \$326/\$140/\$108/\$75	OLIVIA NEWTON-JOHN THE SHOWROOM AT THE FLAMINGO, LAS VEGAS DEC. 29-31, JAN. 1-2, 19-23, 26-30	4,814 10,983 15 SHOWS	CAESARS ENTERTAINMENT
10	\$397,111 (\$281,392 PESOS) \$42.49	OV7 & KABAH AUDITORIO NACIONAL, MEXICO CITY JAN. 28	9,346 9,599	OCESA CIE
11	\$319,099 (\$455,817 AUSTRALIAN) \$64.44/\$42.54	ADAM LAMBERT, MELANIE MARTINEZ PALAIS THEATRE, MELBOURNE JAN. 25-26	5,179 5,454 TWO SHOWS ONE SELLOUT	DAINTY GROUP
12	\$311,228 (\$432,586 AUSTRALIAN) \$55.40	GILLIAN WELCH, DAVE RAWLINGS PALAIS THEATRE, MELBOURNE FEB. 5-6	5,618 TWO SELLOUTS	LOVE POLICE TOURING
13	\$286,532 (\$2,211,017 PESOS) \$38.79	MAJOR LAZER PEPS CENTER WTC, MEXICO CITY JAN. 29	7,386 7,736	OCESA CIE
14	\$251,371 (\$228,910) \$73.38/\$65.89	TIZIANO FERRO VORST NATIONAL, BRUSSELS DEC. 15	4,203 4,500	GRACIA LIVE
15	\$245,559 (\$340,312 AUSTRALIAN) \$55.56	FOALS, DJANGO DJANGO HORDERN PAVILION, SYDNEY JAN. 5	4,869 5,111	SECRET SOUNDS TOURING
16	\$240,052 (\$160,220) \$63.68/\$59.18	STATUS QUO, WILKO JOHNSON SSE HYDR0, GLASGOW, SCOTLAND DEC. 4	3,987 4,203	LIVE NATION
17	\$239,886 (\$159,193) \$48.97/\$37.67	CINEMATIC ORCHESTRA EVENTIM APOLLO, LONDON NOV. 28	5,056 5,097	SOUNDCRASH
18	\$237,193 (\$155,450) \$151.06/\$38.15	DIVERSITY EVENTIM APOLLO, LONDON NOV. 21	4,438 6,105 TWO SHOWS	SIM CONCERTS
19	\$235,164 \$100/\$59	DARYL HALL & JOHN OATES DR. PHILLIPS CENTER, WALT DISNEY THEATER, ORLANDO DEC. 3	2,600 SELLOUT	IN-HOUSE, AEG LIVE
20	\$233,510 (\$76,067 REALS) \$70.37/\$10.66	LULU SANTOS METROPOLITAN, RIO DE JANEIRO NOV. 27-29	8,591 9,411 THREE SHOWS	146-TIME FOR FUN
21	\$232,540 (\$214,388) \$70.50/\$59.66	JOVANOTTI VORST NATIONAL, BRUSSELS DEC. 8	4,335 4,500	GRACIA LIVE
22	\$230,444 (\$320,827 AUSTRALIAN) \$66.55/\$45	THE AMITY AFFLICTION & A DAY TO REMEMBER PERTH ARENA, PERTH, AUSTRALIA DEC. 14	4,228 5,757	LIVE NATION
23	\$228,879 \$200/\$150/\$99.50/\$45	MORRISSEY THE JOINT, HARD ROCK HOTEL, LAS VEGAS JAN. 2	3,195 SELLOUT	AEG LIVE
24	\$225,740 \$200/\$150/\$75/\$39.50	MARTIN LAWRENCE THE JOINT, HARD ROCK HOTEL, LAS VEGAS JAN. 16	2,757 SELLOUT	AEG LIVE
25	\$225,228 (\$149,325) \$37.71	BILL BAILEY EVENTIM APOLLO, LONDON DEC. 8-9	5,973 6,555 TWO SHOWS	PHIL MCINTYRE ENTERTAINMENT
26	\$224,244 \$96/\$31	THE NEW STANDARDS STATE THEATRE, MINNEAPOLIS DEC. 4-5	4,859 5,892 THREE SHOWS	DAVE NESS
27	\$223,591 (\$306,591 AUSTRALIAN) \$54.33	THE WOMBATS, LAST DINOSAURS HORDERN PAVILION, SYDNEY JAN. 3	4,386 5,170	SECRET SOUNDS TOURING
28	\$222,064 \$45/\$25	SHINEDOWN & BREAKING BENJAMIN, SEVENDUST TIMES UNION CENTER, ALBANY, N.Y. NOV. 23	1,187 6,300	FRANK PRODUCTIONS, NS2, CMOORE LIVE/SLP CONCERTS
29	\$220,932 \$79.50/\$28.65	TOBYMAC, COLTON DIXON, BRITT NICOLE, HOLLYN BRIDGESTONE ARENA, NASHVILLE DEC. 13	8,340 9,707	WAY-FM
30	\$220,267 \$39.75/\$25	BRANTLEY GILBERT, CANAAN SMITH, MICHAEL RAY MULMAN CENTER, TERRE-HAUTE, IND. JAN. 30	5,725 SELLOUT	FRANK PRODUCTIONS, NS2, CMOORE LIVE
31	\$219,891 (\$145,671) \$41.02/\$40	DISCLOSURE, LION BABE, JACKMASTER SSE HYDR0, GLASGOW, SCOTLAND NOV. 26	5,497 5,649	DF CONCERTS
32	\$219,613 (\$284,970 PESOS) \$27.40	ANA TORROJA AUDITORIO NACIONAL, MEXICO CITY NOV. 26	8,016 9,520	OCESA CIE
33	\$218,432 \$39.75/\$27	BRANTLEY GILBERT, CANAAN SMITH, MICHAEL RAY DOW EVENT CENTER ARENA, SAGINAW, MICH. JAN. 28	5,536 SELLOUT	FRANK PRODUCTIONS, NS2, CMOORE LIVE
34	\$217,490 \$35	KENNY ROGERS MOHEGAN SUN ARENA, UNCAVILLE, CONN. DEC. 12	6,214 6,835	IN-HOUSE
35	\$214,808 \$255/\$50	DARYL HALL & JOHN OATES VAN WEZEL PERFORMING ARTS HALL, SARASOTA, FLA. DEC. 2	1,693 SELLOUT	AEG LIVE, IN-HOUSE



ETHAN WILLENGETTY IMAGES

Pop Divas Shine In Vegas

With ticket sales reported by Caesars Entertainment in Las Vegas, three pop superstars appear on the latest Boxscore chart based on their resident productions in the city. Leading at No. 1 is Jennifer Lopez (above) with the first box office stats reported from her Planet Hollywood residency, titled All I Have, that launched Jan. 20 with a six-show run at the Axis Theater.

With sellout crowds at all shows, the pop diva raked in \$5.1 million from 25,918 sold tickets. On the heels of the opening run, she followed with four more performances in early February and is set to return to the residency with multiple dates planned in May and June.

Taking No. 2 on the chart is Britney Spears with \$2.9 million in revenue earned at the Axis Theater for six performances of her Piece of Me production, now entering its third year at Planet Hollywood. Her six-show engagement to close out 2015 and ring in the new year drew 19,454 fans.

Since her residency began at the end of 2013, the diva has raked up \$71 million in sales at 135 concerts, with an attendance count topping 486,000.

Finally, pop icon Olivia Newton-John lands at No. 9 with sales reported from Summer Nights, her Las Vegas residency at the Flamingo showroom that was extended last fall after a year-and-a-half-long run. Featuring hits from her four-decade career, the star's shows are scheduled at the casino through the end of 2016. —Bob Allen

PROMOTION



55 ANNIVERSARY

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Aretha Franklin is an American R&B artist who has sold more than 75 million records worldwide with the success of her biggest hits such as "Respect" and "(You Make Me Feel Like) A Natural Woman." Now having become one of the best-selling female artists of all time, "The Queen of Soul" has won 18 Grammys, including a Lifetime Achievement Award, and is a recipient of the Presidential Medal of Freedom and a Kennedy Center honoree.

ISSUE DATE April 2

ISSUE CLOSE March 17

ON-SALE DATE March 25

MATERIALS DUE March 18

Joe Maimone / 212-493-4427 / joe.maimone@billboard.com

Aki Kaneko / 323-525-2299 / aki.kaneko@billboard.com

Jeff Serrette / 212-493-4199 / jeff.serrette@billboard.com

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EVENTS & HAPPENINGS

WINTERFEST 2016

JAN. 21-24 | PARK CITY LIVE | PARK CITY, UTAH

Billboard Winterfest, for its second consecutive year, brought music to the mountains during the 2016 Sundance Film Festival. This year's event featured The Chainsmokers, Cage The Elephant, Wiz Khalifa, Travis Scott and Kygo. The Patch, a SOUR PATCH KIDS program, Tinder and Park City Live partnered with Billboard to host the four-night festival.



1



2



3

1. Kygo onstage at Park City Live during his electrifying Sunday-night show.
2. The Chainsmokers brought down the house with their remixes of current hits including Justin Bieber and Tove Lo and, of course, their hit "Roses."
3. Travis Scott performed his Billboard Hot 100 hit "Antidote" on Saturday.
4. Park City Live was once again home to all of the Billboard Winterfest performances.
5. Tinder VIPs received a private meet-and-greet with rapper Wiz Khalifa prior to his performance on Friday night.
6. The Patch, a SOUR PATCH KIDS program, provided sweet treats for all Winterfest shows including Cage The Elephant on Jan. 22.



4



6



5

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Jack Brennan has worked on "Law & Order", "Third Watch",
"The Good Wife" and "The Bounty Hunter".

He worked on Stage - TV - Radio with
Mr. Show Biz Himself John King
Jack's stage act - He runs across the
stage, dives over a chair, rolls out
into a karate front, back and round kicks
while at the same time whistling
"God Save The Queen"
With flames shooting out of his ass-

For more info on Jack go to
Brettandthecity.com - The boss Jack - Video-2 monkey
Or www.dailymotion.com - HoboJack ScrantonPa.
(click icon - Picture)

www.sasastunts.com - members - Jack Brennan.
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REWINDING THE CHARTS

29 Years Ago BON JOVI TURNED A 'PRAYER' INTO AN ANTHEM

The New Jersey act solidified its standing among the titans of hair bands with its second Hot 100 leader — and most famous hit

"THE HARDWORKING, HARD-TOURING pop-metal outfit has an exceptionally strong album that should take the band all the way," *Billboard* reported in its Sept. 6, 1986, issue. And the forecast for Bon Jovi's third full-length, *Slippery When Wet*, soon proved accurate: The set became the rockers' first of five Billboard 200 No. 1s and their top seller (12 million copies sold in the United

States, according to the RIAA).

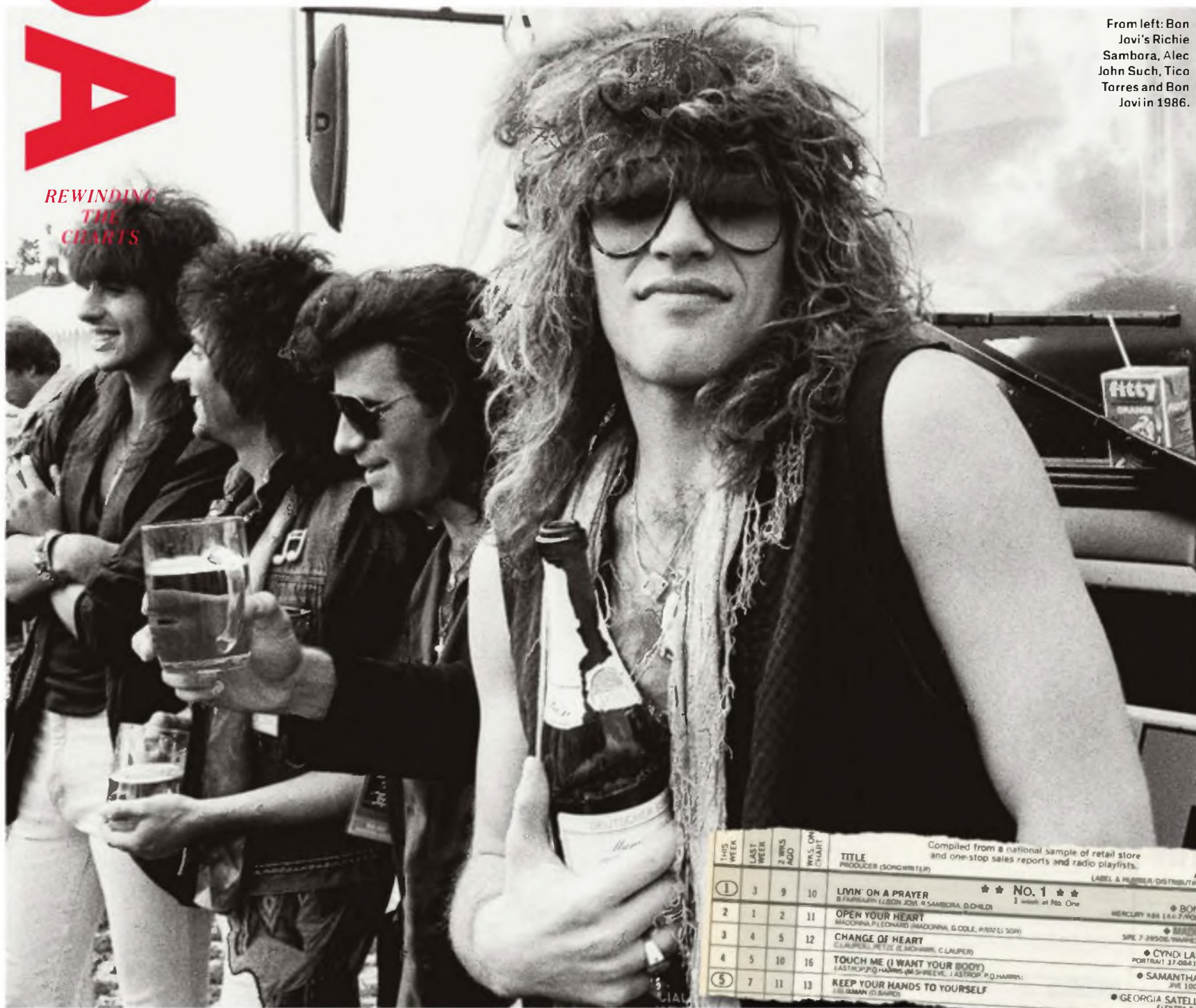
The album likewise established the New Jersey group as a force on the Billboard Hot 100. Lead single "You Give Love a Bad Name" topped the chart on Nov. 29, 1986, while follow-up "Livin' on a Prayer," which detailed the working-class plight of fictional characters Tommy and Gina, reigned as the group's longest-ruling No. 1

to date (of four).

Nearly three decades later, the legacy of "Prayer" remains as strong as ever, effectively known as Bon Jovi's signature song as well as an unequivocal Jersey anthem. The success also extended to co-writer Desmond Child, who would go on to co-author megahits for Ricky Martin ("Livin' la Vida Loca") and Katy Perry ("Waking Up in Vegas").

Today the band treads on independent ground, after parting ways with longtime imprint Mercury Records in 2015 after 32 years and signing a management deal with Irving Azoff. It plans to release a new album in 2016. "I have a lot of material to write about," Jon Bon Jovi told *Billboard* in 2015. "The new record is something we are going to be very proud of."

—GARY TRUST



From left: Bon Jovi's Richie Sambora, Alec John Such, Tico Torres and Bon Jovi in 1986.

THIS WEEK	LAST WEEK	WEEKS ON CHART	TITLE	ARTIST
1	3	9	LIVIN' ON A PRAYER B. FARRAR, J. BON JOVI, D. SAMBORA, D. CHILD	BON JOVI
2	1	2	OPEN YOUR HEART MADONNA, P. LEONARD, MADONNA, G. COLE, P. W. S. (L. SOW)	MADONNA
3	4	5	CHANGE OF HEART CLAUDIA PETERLIN, E. M. (M. H. C. LAUPER)	CYNDI LAUPER
4	5	10	TOUCH ME (I WANT YOUR BODY) L. ASTROP, P. HARRIS, G. SHREVE, J. ASTROP, P. Q. HARRIS	SAMANTHA FOX
5	7	11	KEEP YOUR HANDS TO YOURSELF J. L. (L. M. M. G. BARD)	GEORGIA SATELLITES

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