

DEPUTY EDITOR: **Louis Hau** 646-654-4708
SENIOR EDITOR: **Ann Donahue** 323-525-2292
SPECIAL FEATURES EDITOR: **Thom Duffy** 646-654-4716
INTERNATIONAL BUREAU CHIEF: **Mark Sutherland** 011-44-207-420-6155
MUSIC EDITOR: **Cortney Harding** 646-654-5592
BILLBOARD.BIZ EDITOR: **Chris M. Walsh** 646-654-4904
EXECUTIVE DIRECTOR OF CONTENT AND PROGRAMMING FOR LATIN MUSIC AND ENTERTAINMENT: **Lela Cobo** (Miami) 305-361-5279
EXECUTIVE DIRECTOR OF CONTENT AND PROGRAMMING FOR TOURING AND LIVE ENTERTAINMENT: **Ray Waddell** (Nashville) 615-431-0441
EXECUTIVE DIRECTOR OF CONTENT AND PROGRAMMING FOR DIGITAL/MOBILE: **Antony Bruno** (Denver) 303-771-1342
SENIOR CORRESPONDENTS: **Ed Christman** (Retail) 646-654-4723; **Gail Mitchell** (R&B) 323-525-2289; **Tom Ferguson** (Deputy Global Editor) 011-44-207-420-6069
SENIOR EDITORIAL ANALYST: **Glenn Peoples** gpeoples@billboard.com
CORRESPONDENTS: **Ayala Ben-Yehuda** (Latin) 323-525-2293; **Mitchell Peters** 323-525-2322
INTERNATIONAL: **Lars Brandle** (Australia), **Wolfgang Spahr** (Germany), **Robert Thompson** (Canada)
GLOBAL NEWS EDITOR: **Andre Paine** 011-44-207-420-6068
COPY CHIEF: **Chris Woods**
COPY EDITOR: **Christa Titus**
ASSOCIATE EDITOR, SPECIAL FEATURES: **Evie Nagy** 646-654-4709
CONTRIBUTORS: **Jim Bessman**, **Larry Blumenfeld**, **Juliana Koranteng**, **Kerri Mason**, **Deborah Evans Price**, **Paul Sexton**, **Steve Traiman**, **Anastasia Tsioulcas**, **Ken Tucker**

BILLBOARD.COM

EDITOR: **M. TYE COMER** 646-654-5525
MANAGING EDITOR: **JESSICA LETKEMANN** 646-654-5536
BILLBOARD.COM NEWS EDITOR: **David J. Prince** 646-654-5582
BILLBOARD.COM ASSOCIATE EDITORS: **Marlei Concepcion** 646-654-4780; **Monica Herrera** 646-654-5534
SPECIAL PROJECTS MANAGER: **Kristina Tunzi**

DESIGN & PHOTOGRAPHY

CREATIVE DIRECTOR: **CHRISTINE BOWER-WRIGHT**
PHOTO EDITOR: **Amelia Halverson** SENIOR DESIGNER: **Greg Grabowy**

CHARTS & RESEARCH

DIRECTOR OF CHARTS: **SILVIO PIETROLUONGO**
ASSOCIATE DIRECTOR OF CHARTS: **Raphael George**
SENIOR CHART MANAGERS: **Keith Caulfield** (The Billboard 200, Cast, Compilations, Digital Albums, Heatseekers Albums, Independent, Internet, Pop Catalog, Soundtracks; L.A.), **Wade Jessen** (Bluegrass, Christian, Country, Gospel; Nashville)
CHART MANAGERS: **Bob Allen** (Boxscore; Nashville), **Raphael George** (Blues, R&B/Hip-Hop, Reggae, Rhythmic), **Gordon Murray** (Comedy, Dance/Electronic, Jazz, New Age, Ringtones, Social Networking, World), **Silvio Pietrolungo** (The Billboard Hot 100, Digital Songs), **Paul Pomret** (Hits of the World; London), **Gary Trust** (Adult, Alternative, Chart Beat, Heatseekers Songs, Mainstream Top 40, Rock, Triple A), **Alex Vitoullis** (Classical, Kid Audio, Video)
INTERIM CHART MANAGER: **Raully Ramirez** (Latin)
CHART PRODUCTION MANAGER: **Michael Cusson**
ASSOCIATE CHART PRODUCTION MANAGER: **Alex Vitoullis**
BILLBOARD RESEARCH MANAGER: **Gordon Murray** 646-654-4633

DIGITAL

VICE PRESIDENT, DIGITAL: **JOSHUA ENGRUFF**
DIRECTOR, PRODUCT DEVELOPMENT: **Eric Ward**
MANAGER, PRODUCT DEVELOPMENT: **Justin Harris**
MANAGER, SOCIAL MARKETING: **Julie Booth**
MANAGER, AD OPS: **Paul Vikan**

ADVERTISING SALES

VICE PRESIDENT, SALES/ASSOCIATE PUBLISHER: **JEREMY LEVINE** 646-654-4627
NATIONAL SALES DIRECTOR/DIGITAL & CONSUMER: **Derek Sentner** 646-654-4616
DIRECTOR, BUSINESS DEVELOPMENT & EAST COAST SALES, PRINT: **Christopher Robbins** 646-654-4759
EAST COAST SALES DIRECTORS, DIGITAL: **Antonio Amato** 646-654-4688
DIRECTOR, SPECIAL FEATURES & WEST COAST SALES: **Aki Kaneko** 323-525-2299
MIDWEST SALES DIRECTOR, DIGITAL: **Alana Schliﬂke** 312-583-5514
WEST COAST SALES DIRECTOR, DIGITAL: **Casey Denney** (323) 525-2237
NASHVILLE: **Lee Ann Photoglo** 615-376-7931 (Labels), **Cynthia Mellow** 615-352-0265 (Touring)
ADVERTISING DIRECTOR DETROIT: **Kathy Vargo** 248-687-9168
ADVERTISING DIRECTOR EUROPE/U.K.: **Frederic Fenucci** 011-44-207-420-6075
INSIDE ACCOUNT REP: **Jeff Serrette** 646-654-4697
MANAGING DIRECTOR/LATIN: **Gene Smith** 973-746-2520
LATIN AMERICA/MIAMI: **Marcia Olival** 305-864-7578, Fax: 305-864-3227
ASIA-PACIFIC/AUSTRALIA: **Linda Match** 612-9440-7777, Fax: 612-9440-7788
JAPAN: **Aki Kaneko** 323-525-2299
MANAGER OF SALES ANALYTICS: **Mirna Gomez** 646-654-4695
ADVERTISING COORDINATOR: **Alexandra Hartz** 646-654-5581

MARKETING

SENIOR MARKETING DIRECTOR: **LILA GERSON** 646-654-4629
EVENT MARKETING MANAGER: **Nicole Carbone** 646-654-4634
SENIOR MARKETING MANAGER: **James Cress** 646-654-5489
MARKETING MANAGER: **Kerri Bergman** 646-654-4617
MARKETING ART DIRECTOR: **Melissa Subatch**
MARKETING DESIGN MANAGER: **Kim Grasing**

CIRCULATION

DIRECTOR, CIRCULATION: **NEIL EISENBERG**
ASSOCIATE DIRECTOR, CIRCULATION: **Linda Lam**
SUBSCRIPTIONS: 800-658-8372 (U.S. Toll Free) 847-559-7531 (International) or nbb@omeda.com

LICENSING, EVENTS & REPRINTS

VICE PRESIDENT, BUSINESS DEVELOPMENT & LICENSING: **ANDREW MIN** amin@billboard.com
EXECUTIVE DIRECTOR, CONFERENCES & SPECIAL EVENTS: **MICHELE JACANGELLO**
ASSOCIATE DIRECTOR, EVENT REGISTRATION SALES & MARKETING: **Lisa Kastner** 646-654-7268
SPONSORSHIP/BUSINESS DEVELOPMENT MANAGER: **Cebelle Marquez** 646-654-4648
SPONSORSHIP SALES MANAGERS: **Matthew Carona** 646-654-5115; **Kim Griffiths** 646-654-4718
SPECIAL EVENTS DIRECTOR: **Margaret O'Shea**
SPECIAL EVENTS MANAGER: **Lisa DiAntonio**
EVENT CLIENT SERVICES MANAGER: **Courtney Marks**
DIRECTOR, LICENSING & CUSTOM MEDIA: **Diane Driscoll** 646-654-4677
MANAGER, INTERNATIONAL LICENSING & SALES: **Angeline Biesheuvel**
MAGAZINE REPRINTS: **Rosie Hassell** - 1-717-505-9701 Ext. 136 or rosie.hassell@theysgroup.com

PRODUCTION

PRODUCTION DIRECTOR: **TERRENCE C. SANDERS**
ASSOCIATE PRODUCTION DIRECTOR: **Anthony T. Stallings**
ASSOCIATE PRODUCTION MANAGER: **Rodger Leonard**
GRAPHIC PRODUCTION ARTIST: **Gene Williams**

OPERATIONS

GROUP FINANCIAL DIRECTOR: **BARBARA GRIENINGER**
PERMISSIONS COORDINATOR/ASSISTANT TO PUBLISHER: **Dana Parra** 646-654-4696

BILLBOARD OFFICES

NEW YORK: 770 Broadway, New York, NY 10003
Phone: 646-654-4500
Edit. Fax: 646-654-4681
Adv. Fax: 646-654-4799

LOS ANGELES: 5055 Wilshire Blvd., Los Angeles, CA 90036
Phone: 323-525-2300
Fax: 323-525-2394/2395

MIAMI: 101 Crandon Blvd., Suite 466, Key Biscayne, FL 33149
Phone: 305-361-5279
Fax: 305-361-5299

LONDON: Endeavour House, 189 Shaftesbury Ave., London WC2H 8TJ.
Phone: 011-44-207-420-6003
Fax: 011-44-207-420-6014

NASHVILLE: P.O. Box 331848
Nashville, Tennessee 37203

• Adweek • Brandweek • Mediaweek • The Hollywood Reporter • Billboard • Back Stage
• Film Journal International • ShoWest • ShowEast • Cinema Expo International
• CineAsia • The Clio Awards

e5 Global Media, LLC

CHAIRMAN: **James A. Finkelstein**
CHIEF EXECUTIVE OFFICER: **Richard D. Beckman**

CHIEF OPERATING OFFICER: **Howard Appelbaum**; CHIEF FINANCIAL OFFICER: **Marshall Morris**;
VICE PRESIDENT, HUMAN RESOURCES: **Anne Doyle**; VICE PRESIDENT, LICENSING: **Andrew Min**;
VICE PRESIDENT, CIRCULATION: **Madeline Krakowsky**; VICE PRESIDENT TECHNOLOGY: **Kuljit Saini**

A Road Map For Indies

Immediate Access To Consumers Doesn't Mean Immediate Revenue

BY RICH BENGLOFF

There's more music being made and released than ever before. The barriers to entry are down, the floodgates are open, and anyone who can make music that moves people has a way to get it out to the world.

But of the 105,000 albums released in the United States in 2008, the most recent year for which data is available, fewer than 6,000 titles sold more than 1,000 copies each, according to Nielsen SoundScan.

Of course, there are other channels, such as concert and individual digital-track sales, that aren't included in these tallies. But those sales don't change the fact that greater market access has come at the cost of an avalanche of new music. It's difficult for artists to stand apart from an ever-increasing crowd.

As a SoundExchange board member I know that there are more than 40,000 acts and 5,000-plus labels registered with the performance right organization. According to MySpace, there are more than 5,000 artist pages on its network.

So in theory, enterprising new artists embracing a DIY approach can launch their own careers and break out on their own. But in reality, these statistics suggest most acts going it alone will struggle to reach even a modest living without resorting to the proverbial "day job."

These statistics and the glut of new releases highlight the importance to an artist of aligning with a label. Labels have the experience, infrastructure and industry contacts to promote music and get acts noticed by industry tastemakers and music fans worldwide.

That said, in the independent label community, we've recognized the need to transform business models and to create the label of the next decade by adapting to technology-driven tactics and the aforementioned new consumer demand model.

Today, in addition to our legislative advocacy, commerce and member services functions, education is a top priority at the American Assn. of Independent Music (AAIM), and our detailed plan for the future is a centerpiece. We've met, we've shared ideas, we've tapped the expertise of the full indie community, and we've created a comprehensive road map for the new decade.

We've outlined the importance of creating a robust e-mail database, the value



Greater market access has come at the cost of an avalanche of new music. It's difficult for artists to stand apart from the ever-increasing crowd.

of a thoughtful direct-to-consumer program and the power of technology to help build deep and lasting fan relationships—ones that realize a clear and measurable return on investment in new models.

Embracing this change is no longer optional. Indie labels need to expand their sources of revenue and reduce their expenses—a challenge in the best of times. But by using such techniques as outsourcing noncreative functions to specialized firms like AAIM's associate members, labels can leverage outside expertise to lower costs while sticking to their core mission of creating music that changes lives.

As a new music business emerges, labels will need to continue to evolve and

change to meet these challenges. But we believe the glass is half full, and the AAIM road map not only advocates embracing the new, it explains how to do it. It covers a variety of topics from customized artist contracts to flexible expert staffs, and an aggressive and nontraditional approach to reaching fans and maximizing numerous revenue streams.

How can artists and labels accomplish this? The basics still matter: Listen to your consumer, work smart, analyze your expenses and staff production. But also tailor different products to address market segmentation and utilize traditional "down time" like the period between touring and recording. And don't forget the importance of pursuing synch opportunities and performance royalties instead of giving music away for "promotional opportunities" if there's no well-thought-out end monetization goal from the promotion.

In short, focus on new and nontraditional revenue and profit models. At heart, music always comes first. So for all of us who are passionate about music, moving forward requires learning how to build and maintain a strong bond between artists and labels and their fans.

As we start this new decade, the AAIM "Roadmap for Independent Music Labels," created in conjunction with our colleagues from the World Independent Network, is our prescription for future health and success, created by a community. And it's just one part of an ongoing conversation between peers that educates and enlightens.

We haven't figured out all the answers, but I think we know the right questions to ask. To thrive, all of us in the community must listen and educate. It's more essential than ever to continue this conversation so that we can learn from one another and each add our own creative ingredients during a time of upheaval and change, as we enter the next decade and meet the continuing changes it will bring to our industry.

Rich Bengloff is president of the American Assn. of Independent Music.

WRITE US. Share your feedback with Billboard readers around the world. Send correspondence to letters@billboard.com. Include name, title, address and phone number for verification.

SUBSCRIBE. Go to billboard.biz/subscribe or call 800-658-8372 (U.S. toll free) or 847-559-7531 (International).

Letters should be concise and may be edited. All submissions published shall become the sole property of Billboard, which shall own the copyright in whole or part, for publication.

