# Bonnaroo's Lessons

When hit with a sudden change in plans after Mumford & Sons bowed out, festival organizers didn't panic



.biz

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elsewhere.

weekend spent at the 12th annual Bonnaroo festival in Manchester, Tenn., provided a real-time live-music business school about professionalism, evolving, the power of the shared experience and why those in the industry do what they do.

Lesson No. 1: Shit happens. When Mumford & Sons abruptly canceled Saturday's headlining show (for good reason), rather than panic, organizers found a quick and appropriate solution in Jack Johnson. They weighed such options as moving someone already scheduled into that slot, bringing in another artist in a region rich with them or just looking around the grounds, where they found Johnson.

"Jack was already doing a special surprise performance on Friday [with Animal Liberation Orchestra] and is a good friend of the festival, so we thought he would be a great vibe for that slot," says Jonathan Mayers, partner in Superfly Presents, co-producer of Bonnaroo with AC Entertainment. "Fortunately, he was here, his production team was here, and it made sense, so it was a great solution."

AC's Ashley Capps says the Bonnaroo family both in front and behind the stage was sympathetic to the lineup change. "We understood, the audience clearly understood what Mumford is dealing with, and everyone rolled with that change," he says. "And Jack Johnson stepping in was amazing.'

No one got bent out of shape. "We just go with stuff," Mayers says. "You just have to deal with it and figure out solutions. Expect the unexpected."

Lesson No. 2: Adapt or die. For the first time in years, Bonnaroo didn't run the same weekend as the Country Music Assn. (CMA) festival 60 miles up the road in Nashville, and it's no coincidence that Bonnaroo specifically targeted Music City for the first time in a meaningful way by offering single-day sales and shuttles from town in conjunction with the Nashville Convention & Visitors Bureau.

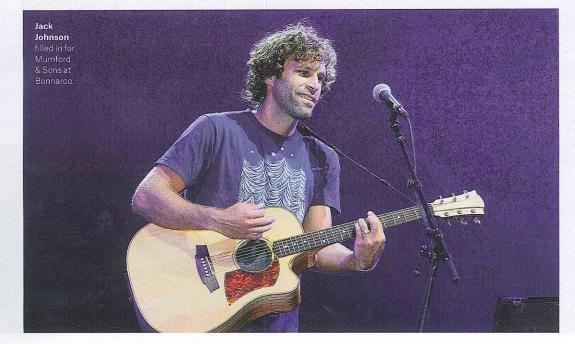
"We experimented with the idea of giving some people who live in the area an option of checking out one day-people who might not necessarily be able to camp or take four days off-and bringing them into the experience," Mayers says. "You've got to keep trying things, experimenting with things. That's how you keep growing and evolving."

Capps adds, "It gives people another opportunity to experience Bonnaroo in a different kind of way. We've been on the same weekend as CMA for a few yearswe talked about moving it, and finally we did."

Lesson No. 3: Why we do this. The word most frequently used to describe Paul McCartney's nearly three-hour performance on Friday was "epic," and the afterglow of his magic affected the vibe of the entire weekend. "Sometimes you get caught in your day-today work, and these are the rewards," Mayers says. 'That's what makes it all worthwhile, and you take that energy back to your day-to-day-you feel blessed, you don't take it for granted, and you enjoy the moment while it's happening."

Lesson No. 4: What a festival really is. As more and more events crop up in the category, some are having problems, and perhaps a true identity, or lack thereof, is the differentiator. "There's nothing proprietary about saying, 'I want to do a festival,'" Mayers says. "What is it? We're focused on our identity, what makes us unique, what differentiates us. The business of people coming together for a shared experience, that's never going out of style. The live event is more relevant than ever. We're not in the music businesswe're in the 'coming together' business." •

TAKEAWAY: Never become entrenched in your rules or plans. Even cornerstone festivals need to embrace an adapt-or-die philosophy.





## BILL WERDS

EDITORIAL

Editor JOE LEVY joe.levy@billboard.com

Deputy Editor Yinka Adegoke yinka.adegoke@billboard.com

Music Editor Evie Nagy evie.nagy@billboard.com

Music Editor Evie Nagy evie.nagy@billboard.com

Managing Editor Chris Woods chris,woods@billboard.com

Billboard.Biz Editor Jem Aswad jem.aswad@billboard.com

Special Features Editor Thom Duffy thom.duffy@billboard.com

Executive Director of Content and Programming

for Latin Music and Entertainment Leila cobo (Mami) leila.cobo@billboard.com

Executive Director of Content and Programming

for Touring and Live Entertainment Ray Waddell (Nashville) raywaddell@billboard.com

Executive Director of Content and Programming

for Touring and Live Entertainment (Publishing/Retail) ed.christman@billboard.com;

Phill Gallo (Film/Tv) phil.gallo@billboard.com; Andrew Hampp (Branding)

andrew.hampp@billboard.com; Gillboard.com

Alex Pham (Digital) alex.pham@billboard.com

Senior Editorial Analyst Glenn Peoples glenn.peoples@billboard.com

Correspondent Milchell Peters mitchell.peters@billboard.com

Corpeditor Christa Titus christa.titus@billboard.com

Associate Editor of Latin and Special Features Justich Agulia justich.agulia@billboard.com

Executive Assistant to the Editorial Director Emily White emilywhite@billboard.com

Contributing Editor, Billboard.bi.z. Andy Gensler andygensler@billboard.com

Contributors Paul Heine, Jullana Koranteng, Kerri Masson, Deborah Evans Price,

Tom Roland, Paul Sexton, Richard Smirke

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Editor M.TYE COMER tye.comer@billboard.com

Managing Editor Jessica Letkemann jessica.letkemanngbillboard.com

News Editor Mars Schneider marc.schneider@billboard.com

Features Editor Brad Wete brad.wete@billboard.com

Assicate Editor Erika Ramirez erika.ramirez@billboard.com

Social Media Editor Sarah Maloy sarah.maloy@billboard.com

Social Media Editor Sarah Maloy sarah.maloy@billboard.com

Editorial Assistant Chris Payne chris.payne@billboard.com

Director of Video, Los Angeles Hanon Rosenthal hanon.rosenthal@billboard.com

Director of Video, New York Alex Blumberg alex.blumberg@billboard.com

Country News Editor Chuck Dauphin chuck.dauphin@billboard.com

Country News Editor Chuck Dauphin chuck.dauphin@billboard.com

Director of Artist Relations Reg Gonzales reg.gonzales@billboard.com

DESIGN & PHOTOGRAPHY

Creative Director ANDREW HORTON andrew.horton@billboard.com
Photo Director Amelia Halverson amelia.halverson@billboard.com
Art Director Andrew Ryan Art Director, Billboard.com Kate Glicksberg
Senior Designer Sandie Burke
Designer Jen Glibert
Assistant Photo Editor Tawni Bannister
Junior Photo Editor Jatnna Nuñez

CHARTS & RESEARCH
Director of Charts SILVIO PIETROLUONGO silvio.pi

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Director of Charts SILVIO PIETROLLONGO SIVIO.

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Associate Director of Charts/Retail Keith Caulfield

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Chart Production Manager Michael Cusson

DIGITAL

Vice President of Product, Digital

DOUG FERGUSON doug ferguson@billboard.com

Director, Product Development Caryn Rose

Manager, Social Marketing Katie Morse

ADVERTISING & SPONSORSHIP

Executive Director, East Coast Sales Bob Weil bob.weil@billboard.com

Director, Special Features & West Coast Sales Meheo aki.kaneko@biliboard.com
East Coast Director of Sales Jason Kang jason.kang@billboard.com
East Coast Consumer Account Executive Alexandra Hartz alexandra.hartz@billboard.com
East Coast Consumer Account Executive Julian Holguin Julian.Holguin@billboard.com
East Coast Consumer Account Executive Julian Holguin Julian.Holguin@billboard.com
ponsorship/Business Development Manager Cebele Marquez Cebele.marquez@billboard.com
Executive Director, Branded Entertainment & Integrated Partnerships
Jay Goldberg jay.goldberg@billboard.com
West Coast Consumer Account Executive Danielle Weaver danielle.weaver@billboard.com
Nashville Lee Ann Photoglo laphotoglo@gmail.com (Labels);
Cynthia Mellow cmellow@comcast.net (Touring)
Europe Frederic Fenucci Frederic.fenucci.@billboard.com
Managing Director/Latin Gene Smith billboard@genesmithenterprises.com
Latin America/Mami Marda Olival marcialolival@yahoo.com
Asia-Pacific/Australia Linda Matich Iklbmatich@bigpond.comau
Classifieds/Pro Small Space Sales jeffrey.serrette@billboard.com
Japan Aki Kaneko aki.kaneko@billboard.com
Digital Account Manager Alyssa Convertini alyssa.convertini@billboard.com
Digital Account Manager Stephanie Hernandez stephanie.hernandez@billboard.com
Manager of Sales Analytics Mirna Gomez mirna.gomez@billboard.com
Executive Assistant/Advertising Coordinator Peter Lodola peter.lodola@billboard.com
Digital Sales Associate Gabrielle Ziegler@bille.ziegler@billboard.com

DIGITAL Manager, Ad Ops Donna Delmas

## MARKETING & CREATIVE SERVICES

Vice President, Marketing DOUG BACHELIS doug, bachelis@billboard.com
Director of Marketing Kerri Bergman Kerri.bergman@billboard.com
Marketing Design Manager Kim Grasing
Marketing Coordinator Julie Cotton

## CIRCULATION COORDINATOR

riptions@billboard.biz

## CONFERENCES

Associate Director, Operations Juliet Dickey juliet.dickey@billboard.com Operations Manager Elizabeth Hurst elizabeth.hurst@billboard.com Marketing Manager Andrea Martin andrea.martin@billboard.com Marketing Coordinator Taylor Johnson taylor.johnson@billboard.com

Vice President, Business Development & Licensing ANDREW MIN andrew.min@billboard.com Director, Business Development& Licensing Diane Driscoll diane.driscoll@billboard.com Manager, International Licensing & Sales Angeline Biesheuvel Magazine Reprints Wright's Media 877-652-5295 or pgm@wrightsmedia.com

PRODUCTION

Production Director TERRENCE C. SANDERS Associate Production Director Anthony T. Stallings Associate Production Managers Rodger Leonard, David Diehl

OPERATIONS
Group Financial Director Barbara Grieninger
ons Coordinator Dana Parra dana.parra@billboard.com

CHIEF EXECUTIVE OFFICER, GUGGENHEIM DIGITAL MEDIA
ROSS LEVINSOHN

EXECUTIVE VP, GUGGENHEIM DIGITAL MEDIA

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## "Songwriting is like a drug, and I will smoke it until the day I die." -Benny Blanco

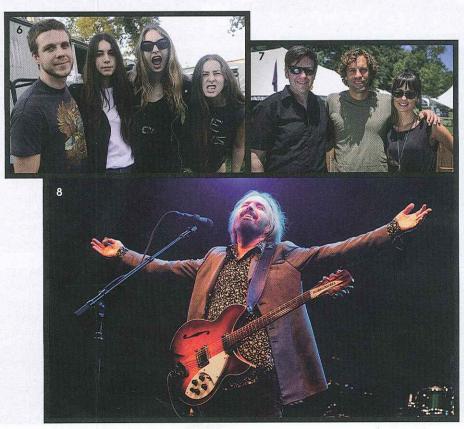
# Writers Flock, **Bonnaroo Rocks**

In New York, Steven Tyler, Joe Perry, Berry Gordy and Benny Blanco were feted at the Songwriters Hall of Fame induction dinner, while Jay-Z and sports elite toasted 10 years of the 40/40 Club. In Tennessee, Tom Petty and Jack **Johnson** wowed Bonnaroo

- 1 Peace be with you: Wiz Khalifa (left) honored Benny Blanco, recipient of the Hal David Starlight Award, at the Songwriters Hall of Fame 44th annual induction and awards dinner at the Marriott Marquis in New York on June 13. Then the two aligned their chi backstage.
- 2 Motown founder Berry Gordy (left) celebrated receiving the Pioneer Award with Sony/ATV Music Publishing's Martin Bandier at the Songwriters Hall of Fame ceremony.
- 3 Feels like the first time: Mick Jones (far left) and Lou Gramm (far right) of Foreigner toasted their induction with fellow honorees Joe Perry and Steven Tyler of Aerosmith at the Songwriters Hall of Fame event.
- 4 Money talks: New England Patriots owner Robert Kraft (left) and Jay-Z celebrated the 10th anniversary of the latter's 40/40 Club in New York on June 17.
- 5 Spiking the ball: 40/40 Club co-owner Juan "OG" Perez, rookie Jets quarterback Geno Smith, Jay-Z, Giants wide receiver Victor Cruz and Yankees star Robinson Cano (from left) play the field at the club's anniversary party Smith, Cruz and Cano are clients of Jay-Z's Roc Nation Sports agency.
- 6 Sister trio Haim christened the first day of Bonnaroo in Manchester, Tenn., with an airtight set of pop-rock on June 13. From left: Drumm Dash Hutton, singer/guitarist Danielle Haim, bassist **Este Haim** and keyboardist **Alana**
- 7 You're our hero: Before saving the day at Bonnaroo by filling in last minute when headliners Mumford & Sons were forced to cancel, **Jack Johnson** (center) politicked with Fuse's **David Weier** and Fuse News' **Liz** Walaszczyk on June 14.
- 8 Learning to fly: Tom Petty and his Heartbreakers closed out Bonnaroo with a soaring headlining set on June 16.









## **INSTAGRAM US! #BACKBEAT**



Willie Nelson posed backstage with New Jersey Performing Arts Center execs David Rodriguez (left) and Evan White (right) after his Willie Nelson & Family tour lit up NJPAC in Newark, N.J., on

@shorefire Backstage last night at #NJPAClive: David Rodriguez, NJPAC Executive Producer, Willie Nelson and Evan White, NJPAC Director of Programming. @Billboard #Backbeat

To get your Instagram photos onto Billboard.biz, tag @Billboard and include #Backbeat in the caption, along with the who what, when and where. One submission will be featured in the

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	#1 AG RADIOACTIVE Imagine Dragons	A	1	38
2 2 2	DG MY SONGS KNOW WHAT YOU DID IN THE DARK (LIGHT EM UP) Fall Out Boy	-	2	19
3 3 3	B.WALKER (FALL OUT BOY, B.WALKER, J.HILL)  HO HEY  The Lumineers	_	1	61
4 4	R.HADLOCK (W.SCHULTZ,LFRAITES)  DUALTONE  SAIL  AWOLNATION	A	4	58
5 5	ALBRUNO (ALBRUNO)  RED BULL  GONE, GONE, GONE  Phillips		5	30
	G.WATTENBERG (D.FUHRMANN,T.GLARK,G.WATTENBERG) 19/INTERSCOPE  LEGO HOUSE Ed Sheeran		6	34
XX	JGOSLING (E.SHEERAN, J.GOSLING, C.LEONARD) ELEKTRA/ATLANTIC  SAFE AND SOUND Capital Cities	Ve	248	39.5
1 8 7	R.MERCHANT,S.SIMONIAN (R.MERCHANT,S.SIMONIAN) LAZY HOOKS/CAPITOL	-	7	21
9 8	B.DARNER,IMAGINE DRAGONS (D.REYNOLDS,W.SERMON,B.MCKEE) KIDINAKÕRNER/INTERSCOPE		3	67
0 11 9	DEMONS ALEX DA KID (IMAGINE DRAGONS.A.GRANT,I.MOSSER) Imagine Dragons KIDINAKORNER/INTERSCOPE		9	37
7 10	YOUNG AND BEAUTIFUL R.NOWELS (L.DEL REV.R.NOWELS)  Lana Del Rey RATERTOWER/POLYDOR/INTERSCOPE  WATERTOWER/POLYDOR/INTERSCOPE	4	3	8
OT SHOT 11	I GOT YOU Jack Johnson  M.CALDATO, JR. (IJOHNSON)  BRUSHFIRE/REPUBLIC		11	1
3 12 12	SWEATER WEATHER  JPILBROW (J.JRUTHERFORD.Z.ABELS,J.FREEDMAN)  The Neighbourhood (RIEVOLVE/COLUMBIA		12	21
13 13	SG CAME BACK HAUNTED TREZNOR,A.ROSS,A.MOULDER (T.REZNOR) THE NULL CORPORATION/COLUMBIA		13	2
5 16 14	MOUNTAIN SOUND  J.KING (N.B.HILMARSDOTTIR,R.THORHALLSSON,A.R.HILMARSSON)  Of Monsters And Men REPUBLIC	4	14	39
4 14 <b>1</b> 5	STUBBORN LOVE The Lumineers RHADLOCK (W.SCHULTZ,J.FRAITES) DUALTONE		10	37
6 18 16	BREEZEBLOCKS  CANDREW (I,NEWMAN,G,UNGGR-HAMILTON,G,SAINSBURY,T.GREEN,C,ANDREW) INFECTIOUS/CANVASBACK/AITLANTIC		16	20
8 19 17	ON TOP OF THE WORLD ALEX DA KIDILMAGINE DRAGONS (D.REYNOLDS.W.SERMON,B.MCKEE,A.GRANT) KIDINAKORNER/INTERSCOPE		16	37
26 29 18	SUMMERTIME SADNESS Lana Del Rey EHAYNIER.NOWELS (L.DEL REY.R.NOWELS) POLYDOR/INTERSCOPE		18	9
NEW 19	THE ONE THAT GOT AWAY The Civil Wars		19	1
27 31 20	REBEL BEAT Goo Goo Dolls		20	15
20 17 21	G.WATTENBERG (J.RZEZNIK,G.WATTENBERG) WARNER BROS.  DIANE YOUNG Vampire Weekend		17	13
9 21 22	R.BATMANGLIJA.RECHTSCHAID (R.BATMANGLIJ.E.KOENIG) XL/BEGGARS GROUP  STILL INTO YOU Paramore	4	12	10
	J.MELDA-JOHNSEN (H.WILLIAMS,T.YORK) FUELED BY RAMEN/RRP  ROYALS Lorde			11 1361
38 23	LAVA/REPUBLIC  RED HANDS  Walk Off The Earth	200	23	2
22 23 24	TSALTERG.LUMINATI.WALK OFF THE EARTH (G.NICASSIO,S.BLACKWOOD,R.MARSHALLT.SALTER) COLUMBIA  OUT OF MY LEAGUE Fitz And The Tantrums		21	14
21 22 25	T.HOFFER (M.FITZPATRICK,N.SCAGGS,J.KING,J.KARNES,J.RUZUMNA,J.WICKS) DANGERBIRD/ELEKTRA/ATLANTIC		20	8
24 26 26	HARLEM  SINCLAIR (D.BOYD.S.HANSEN,LSINCLAIR.M.VIOLA,LPLOCH,R.PLOCH,S.PLOCH,N.PLOCH,S.VADEN)  RCA  AND THE PROPERTY OF THE PROP		24	7
NEW 27	PICTURES Terry McDermott NOT LISTED (NOT LISTED) TERRY MCDERMOTT		27	1
NEW 28	NOT GONNA DIE H.BENSON (J.L.COOPER, M.COOPER)  ATLANTIC/WORD-CURB		28	1
25 29	LET HER GO Passenger CVALLEIO,M.ROSENBERG (M.ROSENBERG) BLACK CROWNETTWERK	. a	25	13
25 28 30	I'LL FOLLOW YOU Shinedown ATLANTIC ATLANTIC		25	11
31 27 31	WE WON'T BE SHAKEN LINGRAM (LROY, J.SMITH, C.BROWN, T.ROSENAU) Building 429 ESSENTIAL/PLG		27	8
17 24 32	UP IN THE AIR S.LILLIYWHITE, JLETO (JLETO)  Thirty Seconds To Mars IMMORTAL/VIRGIN/CAPITOL		16	13
29 30 33	LIFT ME UP NOT LISTED (NOT LISTED) Five Finger Death Punch Featuring Rob Halford PROSPECT PARK		19	5
- 39 34	POMPEII Bastille M.CREW.D.SMITH (D.SMITH) VIRGIN/CAPITOL VIRGIN/CAPITOL		34	5
30 32 35	BLEEDING OUT  ALEX DA KID (IMAGINE DRAGONS.A.GRANT.J.MOSSER)  Imagine Dragons  KIDINAKORNER/INTERSCOPE		30	19
32 35 36	SAN FRANCISCO  CHANDITE MOVER'S CLOEDENALD PANK KEARL SCONGWELHOGAND APPELBAUMANINCE CLIMAND PHOTO PINEN/SLANO/ROMG		32	13
28 33 37	PANIC STATION . Muse		27	17
12 20 38	MUSE (M.BELLAMY) HELIUM-3/WARNER BROS.  CLOUDS Zach Sobiech		3	5
35 36 39	K.DEMER (Z.SOBIECH)  ROCK THE CAUSE  CARRIED AWAY  Passion Pit		24	18
NEW 40	C.ZANE.M.ANGELAKOS (M.ANGELAKOS) FRENCHKISS/COLUMBIA  SAY GOODBYE Nicholas David		40	1
	NOT LISTED (NOT LISTED)  WAKE THE WORLD  ALONE  Sleeping With Sirens Featuring MGK		12000	- 1
	C.MIZELL (R.C.BAKER,K.QUINN,J.LAWSON,J.FOWLER,J.HILLŠ.G.BARHAM) RISE		23	2
NEW 42	WAYS TO GO R.RABIN (GROUPLOVE) CASABLANCA/ATLANTIC THE HANGEMANYS PODV COUNT		42	1
40 41 43	THE HANGMAN'S BODY COUNT Volbeat R.CAGGIANO, VOLBEAT, LHANSEN (M.POULSEN, VOLBEAT) VERTIGO, REPUBLIC		37	9
	STONE N.RASKULINECZ,ALICE IN CHAINS (J.CANTRELL)  Alice In Chains CAPITOL	1	37	3
- 37 44	CASTLE OF GLASS R.RUBIN,M.SHINODA (LINKIN PARK) LINKIN PARK MACHINE SHOP/WARNER BROS.	7.0	41	11
			34	3
43 44 45	ALIVE OSLOAN, EMPIRE OF THE SUN PRANTES (LSTEELE NLITTLEMORE PMAYES, ISLOAN, S.BACII) THE SLEEPY JOCKSON/ASTRAINERS/CAPITOL		177	
43 44 <b>45</b> 34 47 <b>46</b>	ALIVE Empire Of The Sun		39	18
43 44 <b>45</b> 34 47 <b>46</b> 42 42 47	ALIVE DISCONLINUME OF THE SUN PARMYES (LISTEELE NLITTLEMORE PARMYES LISCONLIS BACIO) THE END Black Veil Brides		39	18
43 44 <b>45</b> 34 47 <b>46</b> 42 42 47	ALIVE  OSOMALMANDE OF THE SUN PRAMES (LSTEELENLITILEMORE PMAYES LSOMS BAO)  IN THE END  LFELDMANN (LFELDMANNALDIONSON A.BIERSACK A. PURDY LFERGUSON LSTANDBY/LAVA/REPUBLIC  THE HIGH ROAD  Empire Of The Sun  MES LEEPY LOCKOONASTRAVIRENS/CAPITOL  Black Veil Brides  STANDBY/LAVA/REPUBLIC  THE HIGH ROAD  Three Days Grace		198933	100

TOP ROCK A	LBUMS™		
LAST THIS ARTIST WEEK WEEK IMPRINT/DIST	Title	CERT.	WKS. ON CHART
HOT #1 BLA	CK SABBATH 13		1
	O DOLLS Magnetic		1
4 8 IMAGIN	E DRAGONS Night Visions	_	41
NEW A JIMMY	/INTERSCOPE/IGA  EAT WORLD Damage		1
EXOTIC LOCATI	F THE STONE AGELike Clockwork		2
MATADOR	SERTY Wrote A Song For Everyone	9-14	128
VANGUARD/WE	LK green growth and a super-		3
	N/THIRTY TIGERS		1
WATERTOWER/	The Great Gatsby: Music From Baz Luhrmann's Film		6
15 9 GG FA	LL OUT BOY Save Rock And Roll		9
11 10 THE LUI	AINEERS The Lumineers		63
10 11 VAMPIRE V	VEEKEND Modern Vampires Of The City		5
13 12 MUMFO GENTLEMAN O	RD & SONS Babel FTHE ROAD/GLASSNOTE	A	38
NEW 13 THE BLAC	K DAHLIA MURDER Everblack		1
2 14 SLEEPIN	IG WITH SIRENS Feel	30	2
9 15 ALICE IN C	CHAINS The Devil Put Dinosaurs Here	er e	3
3 16 MEGAD	ETH Super Collider	14	2
5 17 BARENA	KED LADIES Grinning Streak		2
NEW 18 NICHOL	AS DAVID Say Goodbye (EP)		1
14 19 THE NA		Hillian Co.	4
4AD	Some Nights		2.0
FUELED BY RA	EN OF BODOM Halo Of Blood	_	69
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18 22 LANA D POLYDOR/INT	RSCOPE/IGA		72
21 28 ED SHEI			53
22 24 OF MONST	TERS AND MEN My Head Is An Animal		63
	RD & SONS FTHE ROAD/GLASSNOTE	A	165
26 PHILLIP PH 19/INTERSCOP	ILLIPS The World From The Side Of The Moon	•	30
RE 27 BLACK VEIL B	RIDES Wretched And Divine: The Story Of The Wild Ones		11
29 <b>28 SHE &amp; H</b>	IM Volume 3		6
20 29 BUILDII	<b>IG 429</b> We Won't Be Shaken		. 2
30 30 ALT-J	An Awesome Wave		26
RE 31 THIRD I	DAY Miracle		22
33 SZ ALABAI	A SHAKES Boys & Girls		60
21 SB THE BA	ND Opus Collection		2
8 84 CITY AND	OCOLOUR The Hurry And The Harm		2
DINE ALONE	TISTS Vans Warped Tour '13: 2013 Tour Compilation		
SIDEONEDUM	ONDS TO MARS LOVE LUST FAITH + DREAMS		2
IMMORTAL/VI	RGIN/CAPITOL		4
FUELED BY RA	MEN	J.F.	10
ATLANTIC/AG	GAL. THE MAN Evil Friends		2
KANINE/SIRE	R BLOOD Pythons WARNER BROS.		1
NEW 40 DEAFHI DEATHWISH	EAVEN Sunbather		1
NEW 41 SCALE 7	THE SUMMIT The Migration		1
45 42 BRING IN	ME THE HORIZON Sempiternal	184	11
48 43 ERIC CL BUSHBRANCH	APTON Old Sock	-84-	14
NEW 44 THE AL TOOTH & NAII	MOST Fear Inside Our Bones	1	1
35 45 VOLBEA	Coutlaw Gentlemen & Shady Ladies	i ar	10
	LARK JR. Blak And Blu	T VE	19
G DS T	FROLLING STONES GREET	•	14
38 AS HALEST	rolling stones/ABKCO/INTERSCOPE/UME  **TORM** The Strange Case Of		35
NEW 49 AOIFE	D'DONOVAN Fossils	ent sil	
YEP ROC	ARTISTS Ghost Brothers Of Darkland County		1
32 50 VARIOUS /	RD C.	5	2



## Jack's Back

Jack Johnson (above) blasts onto Hot Rock Songs at No. 11 with "I Got You," the first single from his sixth studio album, From Here to Now, due Sept. 17. The track starts at No. 3 on Rock Digital Songs with 48,000 downloads sold, according to Nielsen SoundScan, as well as No. 48 on Rock Airplay (1.4 million audience impressions, according to Nielsen BDS).

The Civil Wars concurrently

bow in the top 20 of Hot Rock Songs with "The One That Got Away" (No. 19), fueled by a No. 12 start on Rock Digital Songs (21,000). The track introduces the folk act's self-titled second full-length album, due Aug. 6, and first since the duo announced its hiatus late last year.

Grouplove likewise returns to Hot Rock Songs with "Ways to Go" at No. 42. The track marks the band's highest debut on Alternative (No. 20; see page 49) and previews sophomore set *Spreading Rumors* (Sept. 17). The act tallied the Alternative No. 1 "Tongue Tied" (which reigned a year ago this week) and the No. 10-peaking "Itchin' on a Photograph" from first album Never Trust a Happy Song.

On Top Rock Albums, **Goo Goo Dolls** begin at No. 2 with *Magnetic* (29,000 copies). The set starts at No. 8 on the Billboard 200 (see page 42), where it's the band's fourth top 10. -Gary Trust