Perspective: Christian environmentalists want the administration to preserve the undersea Northeast Canyons and Seamounts Marine National Monument. **B3**

Trump questions subsidies for small airports **Page B2**

KARLA GACHET FOR THE WASHINGTON POST

From left: Matt O'Keefe, Mario Cuomo and Dominic Corso, of The Orwells, perform during a house party in Los Angeles in March.

Meet THE ORWELLS

Can they make it big in a music industry turned upside-down?

By **TODD C. FRANKEL**
The Washington Post

It'd been five shows in five states in the past nine days, and now Mario Cuomo and his band mates slouched in patio chairs outside an unfamiliar bungalow, giving no hint of the huge stakes of the backyard gig they were about to play. They sipped tequila and vodka from red plastic cups. They fiddled with their phones. None of them seemed worried that their bassist was missing, last seen earlier at the motel.

"He thought we were coming back for him," said Cuomo, the lead singer. "But nah."

Although they were playing it cool, Cuomo and the others knew this could be a pivotal moment in their careers. Most of the people pouring into the back yard were not ordinary fans. Some had probably never even heard of their rock band, the Orwells. But this parade of hip T-shirts, skinny jeans and untucked button-downs represented a powerful group: They licensed songs for films, TV, ads and video games. And in an era when few people buy music, a show such as this was vital, maybe even more valuable than a record deal.

"We've got to license some stuff today," Cuomo, 23, said to guitarist Dominic Corso as they watched the crowd grow. "It's business, Dom. L.A. is all business."

The Orwells were five friends from the Chicago suburbs grappling with what it takes to succeed in a music business undergoing dramatic change — one that has ramifications not only for music creators but also for the listening public. Last year, the U.S. music industry saw its largest spike in recorded music revenue in nearly two decades, driven by a surge in online song streaming. It was a remarkable reversal from just 10 years ago, when the online distribution of songs threatened to crush the industry. But this change in fortunes has created a new set of winners and losers.

Subscription and ad-supported streaming services such as Spotify, Pandora and Apple Music — which work like digital jukeboxes with unlimited repositories of songs — are the new industry gatekeepers. They contributed the majority of U.S. music sales for the first time last year, outpacing the money coming from CDs, vinyl and digital downloads. This shift to streaming has worked out well for musicians at the top — the Drakes and Rihannas of the world. But it threatens almost everyone else hoping to earn enough money to sustain a musicmaking career. With streaming's emphasis on individual songs and algorithms that reinforce already popular choices, the hitmaker's reward is skewed as never before.

Today, less than 1 percent of songs represent 86 percent of the music streamed, according to the market research company Nielsen.

It wasn't supposed to turn out like this. A decade ago, industry insiders talked of digital distribution's "long tail," where any musician could be discovered through the sharing power of the Web, even if they didn't make it to the top of the charts or record companies ignored them. Now that's changed.

"That's the thing that baffled me about streaming: It was supposed to be any band can be the new 'it band,' " said David Bakula, a senior vice president at Nielsen. "It's actually turning out to be the opposite. The rich are getting richer."

Even in an industry long centered on superstars, the result of these

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It's boom times for recruiters as the job market tightens

A low unemployment rate means workers have become hot commodities

By **PATRICIA LAYA** and **DANIEL FLATLEY**
Bloomberg

It's hardly ever been a better, or busier, time to be a recruiter in America.

Chris Nace — who's done such work for the past decade — says that after years of searching for business, companies are now constantly approaching his small firm that focuses on hires in the technology sector in New York City.

"Demand is the highest I can remember having," said Nace, whose firm's fees include one-time payments based on a percentage of the recruited worker's salary. "Companies are telling us they're willing to pay $25,000 or $30,000 fees for people who are one or two years out of school. That's fairly atypical."

While headhunters can get lofty retainers for executive positions, a 16-year low unemployment rate and a record-high number of job openings are turning workers across all sorts of industries — from construction to trucking to software engineering — into hot commodities. The need is so dire that employers are handing out large signing bonuses, giving second looks to people with blemishes on their resumes and reaching out to professional recruiters more than ever.

The numbers show why that's the case: There were 1.17 unemployed job seekers for every vacancy in April, the second-lowest ratio in data going back to 2000. That compares with a post-recession peak of 6.65 people per job opening in July 2009. Revenue for U.S. search-and-placement services rose to $21.9 billion in 2016, almost triple the level in 2009, according to estimates from the American Staffing Association.

"It's a candidate-driven market and companies are scrambling," said Jennifer Pearce,

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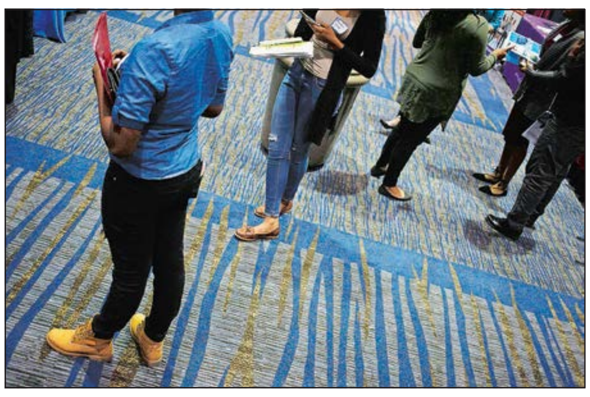

LUKE SHARRETT/BLOOMBERG

Job seekers at a career fair in Overland Park, Kansas.

TIFFANY IN BID TO REGAIN LUSTER, AND COOL, HIRES DIESEL EXEC

New York — Tiffany is taking another shot at reviving its luster, and regaining its cool, naming a former executive at Diesel as its top executive.

The company ran out of patience in February only two years after hiring Frederic Cumenal to do the same thing.

Taking over for interim CEO Michael Kowalski is Alessandro Bogliolo, who had been lured to Diesel SpA to revitalize sales there. Bogliolo is expected to take over the CEO post at Tiffany by Oct. 2. He will also become a board member.

The 52-year-old executive spent 16 years at Bulgari SpA before taking the job at Diesel.

Tiffany & Co., based in New York, has wrestled with weak sales as millennials spend money elsewhere and competition intensifies from online players like Amazon and Blue Nile. Sales growth has been shaky at Tiffany, and the luxury jeweler reported lower-than-expected sales during the most recent holiday season, a critical period for retailers.

— **Associated Press**

FROM TARGET, SOME ENCOURAGING NEWS

New York — Target is boosting its guidance for the second quarter after its campaign to revitalize the brand pushed sales higher and boosted customer traffic.

The Minneapolis discounter said it expects a modest increase in sales at existing stores, reversing a downward trend that has lingered for four consecutive quarters. The retailer also said it expects second-quarter profits to be at the high end of its previous guidance.

It's an encouraging sign that efforts to increase the range of exclusive brands under its roof and an everyday, low-price message are working. The company still faces stiff competition from Walmart and Amazon.com.

— **Associated Press**

VISA IS LOOKING TO HELP SMALL BUSINESSES GO CASHLESS

New York — Visa is looking to push more small businesses into updating their digital payment technology, offering up to $10,000 each to 50 U.S.-based small business owners that are committed to going cashless.

The program will focus on restaurants and food establishments, Visa said, with the expectation that Visa will expand the program in the coming months and years to other industries and possibly other countries as well.

Despite the proliferation of credit and debt cards, and the advent of technologies like Apple Pay and Samsung Pay, cash remains a significant method of payment in many industries across the U.S. and around the world. Going completely cashless often requires upgrades to current point-of-sale systems, which remains an impediment for many small businesses, which is largely where cash remains king.

— **Associated Press**