

# RADIO INK

**RAB  
PREVIEW**

**AVOIDING  
FCC FINES**

**IS VENDOR  
DEAD OR ALIVE?**

**HOW PDs CAN  
BENEFIT SALES**



**RANDY  
MICHAELS**

Vol. X, Number 3  
Jan. 30-Feb. 12, 1995

U.S.A. \$4.95  
CANADA \$5.95





# Put The Control Back In Your Control Room.

TM century

It's the **Ultimate Digital Studio** from TM Century. And it's the ultimate in new technology for giving program directors and air personalities more control than ever before. More local market control than de-centralized satellite networks or other digital systems. More creative control with a design based on live assist but with walk-away capability. More audio quality control, with CD changers rather than multiple hard-disk compressions that decrease your on-air sound quality. And even more risk control,



*"I'm sure I'm speaking for the rest of the KVIL personalities...*

*We absolutely love the UDS. I can't even imagine running a radio show without it."*

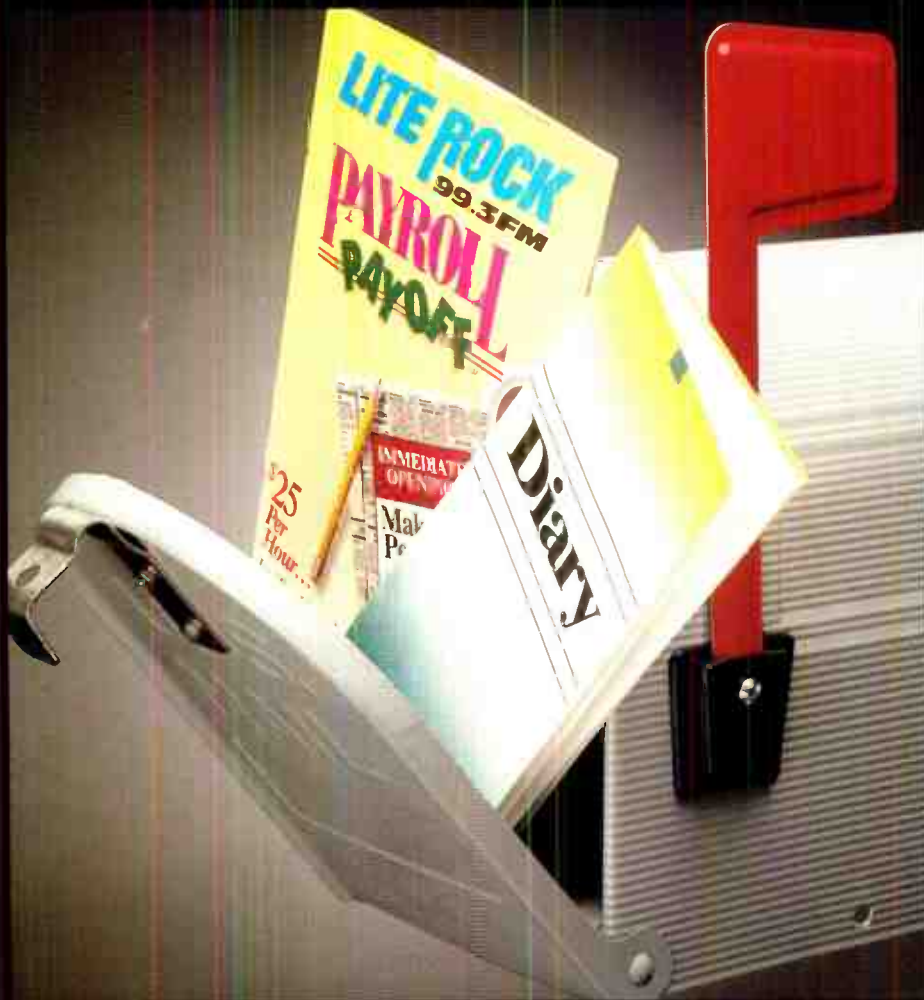
*Ken Barnett  
KVIL 163.7 FM  
Dallas, Texas*

with compatibility for any other software you have, and flexible enough for expansion and changes. Yet it's the easiest of all systems to use, with features like hot buttons and pop-up windows instead of confusing icons, error-prone touch screens and multi-layered commands. Find out more about The **Ultimate Digital Studio**, the system designed by radio people for radio people. Call **1-800-TM-CENTURY®**, or **1-214-406-6800**.

## The Ultimate Digital Studio®

Circle Reader Service #171  
World Radio History

# TIMING IS EVERYTHING.



**Creative Media  
Management, Inc.**



**Results-oriented  
direct mail & database  
services for radio.**

**(813) 536-9450**

1000 Belcher Rd. S., Suite 10, Largo, FL 34641-3307

World Radio History

# RADIO INK

Radio's Premier Management & Marketing Magazine<sup>SM</sup>

Vol. X, Number 3 January 30 - February 12, 1995

## FEATURES

30

### Interview: Randy Michaels

Jacor's Randy Michaels discusses their new capital structure and corporate culture, the lasting effects of the Power Pig/Q-105 battle in Tampa, and the importance of having fun.



36

### Special Report: RAB Preview

From the opening keynote to the closing consultants collage, the 1995 Marketing Leadership Conference will address Radio's changing role and help stations' transition from being spot sellers to being marketing leaders.



## DEPARTMENTS

Publisher's Notes .....	6
Reader Letters .....	8
People In Ink™ .....	10
News .....	12
Forum .....	15
Case Study .....	16
PD Forum .....	27
Copy Clips™ .....	48
Movers & Shakers .....	49
Sales Promotion Planner .....	50
Product News .....	51
Grapevine .....	52
Events Calendar .....	53
Blast From The Past™ .....	58
Advertiser Index .....	58

## COLUMNS

<b>Management</b> .....	18
How listening can affect your bottom line. by DJ Mitsch	
<b>Marketing</b> .....	20
Industry leaders predict Radio in the year 2000. by Bill Burton	
<b>Sales</b> .....	21
What football can teach you about sales management. by Chris Lytle	
<b>Promotion</b> .....	22
The great Easter egg treasure hunt. by Bill Haley	
<b>New Business Development</b> .....	24
Is vendor dead or alive at your station? by Kathryn Maguire	
<b>Programming For Management™</b> .....	26
How PDs can benefit sales. by John Lund	
<b>Engineering For Management™</b> .....	28
Avoiding FCC fines. by Roy Pressman	

**COMING NEXT ISSUE:**  
February 13

- United Stations' Nick Verbitsky
- Cutting Edge Sales Ideas

Cover photo by Paula Norson

Copyright © 1995 by Streamline Publishing, Inc. and Radio Ink (ISSN 1064-587X). All rights reserved. Radio Ink is published biweekly January through June, semi-monthly in July, biweekly August - November and monthly in December. 25 issues each year. by Streamline Publishing, Inc., 8000 North Federal Highway, Boca Raton, FL 33487. © Radio Ink is a registered trademark of Streamline Publishing, Inc. POSTMASTER: Send changes of address to Radio Ink, 8000 North Federal Highway, Boca Raton, FL 33487. Second Class Postage paid at Boca Raton, FL and additional mailing offices. Subscriptions: Mail subscription rate: Two years \$225.00, One Year \$125.00, Six Months \$75.00. Canadian subscribers: \$350.00 for two years, \$175.00 for one year, or \$100.00 for six months. European subscribers: \$398.00 for two years, \$199.00 for one year, or \$110.00 for six months. Florida residents add 6% sales tax. All subscriptions, renewals and changes of address should include address label from most recent issue and be sent to the Circulation Department, Radio Ink, 8000 North Federal Highway, Boca Raton, FL 33487. Copying done for other than personal or internal reference without the express permission of Radio Ink is prohibited. Bulk Business Mail paid at West Palm Beach, FL. Address requests for special permission to the Managing Editor. Reprints and back issues available upon request. Printed in the United States.

**Editorial Offices:**  
8000 North Federal Highway  
Boca Raton, FL 33487  
Phone (407) 995-9075  
FAX (407) 995-8498

**Subscription Information/Advertising/ Classifieds/Resource Directory**  
Phone (407) 995-9075  
FAX (407) 995-8498

# Case History # 58



## Consolidate America

"If I can fly across the country in four hours, how come it takes me 60 days to get financial statements?" The owner of 14 stations coast to coast posed that question to a CBSI representative along with a plea to help him solve this reporting problem.



The solution was CBSI's InterAcct Accounting System. Each of the 14 stations was set up with InterAcct. Now month-end data from each entity is sent electronically to the home office and **automatically** entered into the corporate InterAcct System. Consolidated corporate financials are available **instantly**. Today the owner manages each station more profitably, and the corporation reaps the benefits. So, if the absence of fast, accurate financial reports is your problem. CBSI is the solution.

Call your CBSI representative today—he'll help you declare financial independence.



### **Straight Talk From The Big Name In Broadcast Solutions**

P.O. Box 67 • Reedsport, Oregon 97467

Call 1-800-547-3930 in the USA and Canada

Telephone (503) 271-3681 • FAX (503) 271-5721

**NO ONE  
RADIO RATINGS  
COMPANY CAN  
SATISFY ALL OF  
YOUR RATINGS  
NEEDS, BUT  
WILLHIGHT  
RESEARCH HAS  
OVER 100 RADIO  
CLIENTS THAT  
THINK WE DO AN  
EXCELLENT JOB!**

*Rick Staeb,  
General Manager  
KGMI AM KISM FM*

*"The methodology is thorough, the presentation is clear and the options available to the broadcaster and the agency for really looking "into" the numbers are great"*

*"I have worked with Willhight Research since 1981 and have seen the quality of the product and the services grow substantially from the early years. It has become such a strong product, that I would put it up against any other rating service..."*

*"As a programming and sales tool, a Willhight study is well worth the money spent"*

**I**f you need an accurate ratings study with quarter hour data, and advertiser acceptance, contact us before you buy a county or condensed market report. For perhaps even less money than you think, find out what you could be getting.

**Radio Ratings you can count on.**

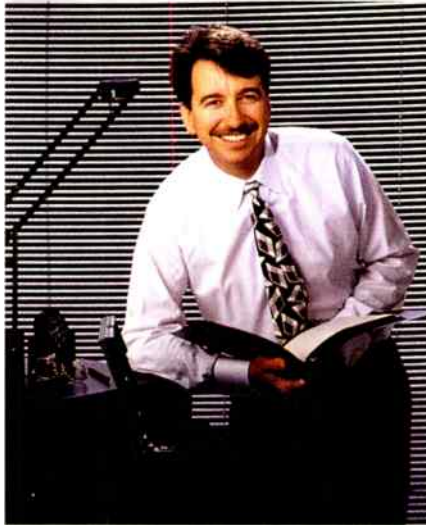


**Willhight Research, Inc.**  
Phone 206-431-8430 FAX 206-431-0603  
Seattle, Washington

Circle Reader Service #104

## **PUBLISHER'S NOTES**

# Develop A One-Point Focus



**I**f I were to mention the names of different companies, how would you respond? Let's try a few. Wal-Mart: Always the lowest price ... Always. Federal Express: Absolutely, positively overnight. Burger King: Your way, right away.


Although these are position statements, the aforementioned companies always endeavor to uphold these standards. Therefore, when you're really concerned about your overnight package making it on time, you call Federal Express, instead of the others.

It's fairly easy to identify the monitor of major operations that do a lot of advertising. You will also quickly discover whether the message they are sending is hype or substantive.

Images hang with product categories, and industries, as well. What comes to mind when you think of car salesmen? Sleaze? Pressure? What about phone companies? Confusion? Highly competitive? Highly profitable?

What do advertisers think about Radio? My guess is that the feedback is varied — positive and negative. Over the years, I've heard it all, from "Radio doesn't work," to "Radio people aren't professional," to "Radio will sell anything to anybody."

Highly-effective companies and industries have learned that they must focus on one point only. Though they need to be in parity in all areas of customer comparisons, they must carefully choose one area in which they will outshine all the others. They can then choose to serve a certain type of customer by focusing on this one area of excellence. These companies or industries will then become known for their expertise in this one area. Being considered "hot" is just a passing fad. CNN may be saying that Radio is the "hot" new medium now, but what happens when it changes its mind tomorrow.

What one point does Radio focus upon? And, what one area do we want all advertisers to focus on, when they think about Radio? In what one area can Radio outshine all others? Radio stations need to develop a one-point focus — jointly agree to be great in all areas, but excellent in one. We, as Radio professionals, should then promote this area of expertise, and live it forever. Ten years from now, when asked about Radio, advertisers should feed back one primary point of importance. I encourage industry leaders to be part of a unified effort to get the point across. I'm not talking about a one-year, "Radio ... it's red hot" campaign; I'm talking about creating and living a life-long focus image for Radio. 

*Eric*

**To reach me, write:  
RADIO INK,  
B. Eric Rhoads, Publisher  
8000 North Federal Highway  
Boca Raton, FL 33487  
Phone: (407) 995-9075  
Fax: (407) 995-8498**



Production Directors. Engineers. Even newsroom people swear by the DSE. Which is probably why these stations with one DSE soon wind up with two. Or even three. Learning is fast. Editing is easier. Everybody is more productive. Because not only do your station's multiple personalities get up to speed faster, they stay up there. To see it in action yourself call 1-800-622-0022 for a demo. The DSE 7000. The New Speed Of Sound.

# The Only Digital Editing System Created For Multiple Personalities.



"My advice: if you're gonna buy one, buy two. Or you'll never keep the peace."

*John Blyden - Chief Engineer  
KSON, San Diego*

"As quickly as you can conceptualize it the DSE can do it. Or undo it."

*Bill Schultz - Production Director  
101.5 WYNY FM, New York*

"Radio lives by critical deadlines. With the DSE, time is on my side."

*Barbara Sherry - Production Director  
KQQI FM, Minneapolis*



"It's the only digital system in radio that lets you edit by ear. What a concept."

*Ross Wilson - Production Director  
K101, San Francisco*

"You install it, it runs, the production department is happy. Next problem."

*Don Mettler - Chief Engineer  
WVDE/WFBQ, Indianapolis*

"It gives our air talent so much creative freedom, they won't use anything else."

*Byron Swanson - Chief Engineer  
KKRZ, Portland*

**orban**

A Harman International Company

For a demo in the U.S. call Harris Allied Broadcast Center: 1-800-622-0022  
Or contact Orban: Phone 1-510-351-3500 Fax 1-510-351-0500

## READER LETTERS

### Here's to Telemarketing

Regarding Mike McDaniel's Nov. 28, 1994 article on telemarketing, we're excited to see in-station telemarketing for Radio get some "Ink."

Telemarketing is a '90s marketing strategy for Radio. It offers a much lower cost-per-sales call. The average outside sales call costs about \$35. A telemarketing call costs about \$1.

More than that, the kinds of prospects that telemarketing can reach are non-traditional Radio advertisers. These are good business prospects who we've, until now, abandoned to the newspaper.

By tying in with national organizations, like March of Dimes and Special Olympics, stations are able to help some really important causes get valuable air time, while offering the non-traditional Radio advertiser a chance to sponsor these messages.

One thing that we'd point out is that Mr. McDaniel's comments about using computers are simply not accurate.

Telemarketing, done right, is very management-intensive. Using sales automation software, we are able to track effectiveness, monitor telemarketers' activity, and minimize the time necessary to do this. Proper management of in-station telemarketing is virtually impossible without using a computer.

Does telemarketing work?

Last month, our top station generated more than \$19,000 in additional dollars from the phones.

**Alan K. Fendrich**  
Radio Profits Corporation  
Newport News, VA



On that subject, I would like to elaborate on the caption to one of your photos from our November meeting (*Radio Ink*: People in Ink 12/12/94-1/1/95). Art Carlson was not alone in receiving a "Lifetime Achievement Award." There were four recipients — Art, Steve Bellinger, Dick Chapin and Dave Morris — who together have accumulated 120 years of service on our board. Dave Morris, the longest tenured, came on board the same year that Dwight Eisenhower was first inaugurated as president.

**Paul Fiddick, president**  
Heritage Media Corporation  
Dallas, TX

### A Final Word

As its outgoing chairman, I wanted to thank you for your editorial support of the mission and activities of the Radio Advertising Bureau. Thanks also, Eric, for investing your personal time to cover and report on our board meetings.

#### ADDRESS ALL LETTERS TO

Reader Letters, c/o *Radio Ink*, 8000 N. Federal Highway, Boca Raton, FL 33487. Or fax to 407-995-8498. Each letter should include your full name, address and telephone number, and may be edited for clarity or space.



**Philip J. LeNoble, Ph.D.**  
"I will personally teach your Sales Team the art of Local Direct Selling!"

## Your Station's Sales Staff Will Add \$100,000 In Direct Revenue or Your Money Back!

Since 1984 we have helped 230 stations add \$27,551,000 in long-term, local-direct business. Today, we are so confident that we can help add a minimum of \$100,000 to your bottom line that if we don't, we will refund the fee you pay us. **GUARANTEED!**

WE'LL TEACH YOUR AEs HOW TO MAKE A PRESENTATION:

- WITHOUT RATINGS.
- WITHOUT TALKING RATES OR
- WITHOUT HAVING TO DEAL WITH PRE-EMPTIONS AT THE AGENCY LEVEL

**YOUR STAFF GETS 40 HOURS OF MEDIA-EXCLUSIVE AND MARKET-SPECIFIC INSTRUCTION.**

All you need are 4-5 salespeople who hate starting from scratch each month plus a sales manager who will go into the field and help teach the presentation dialogue and the closing methods. **And ... we'll guarantee you \$100,000 in direct business or your money back!**

If you are interested in becoming the exclusive, licensed station in your market for System 21™, call us today and we'll send you our media kit explaining what we do and how we do it along with a sample copy of *Retail InSights*, the next best thing to subscribing to 61 trade magazines.

SYSTEM 21™ IS THE ONLY CURRICULUM AND CERTIFICATION PROGRAM RECOGNIZED BY THE NATIONAL ASSOCIATION OF PRIVATE NONTRADITIONAL SCHOOLS AND COLLEGES (A NATIONAL ACCREDITING BODY FOR UNIVERSITIES AND COLLEGES OFFERING DEGREE PROGRAMS).

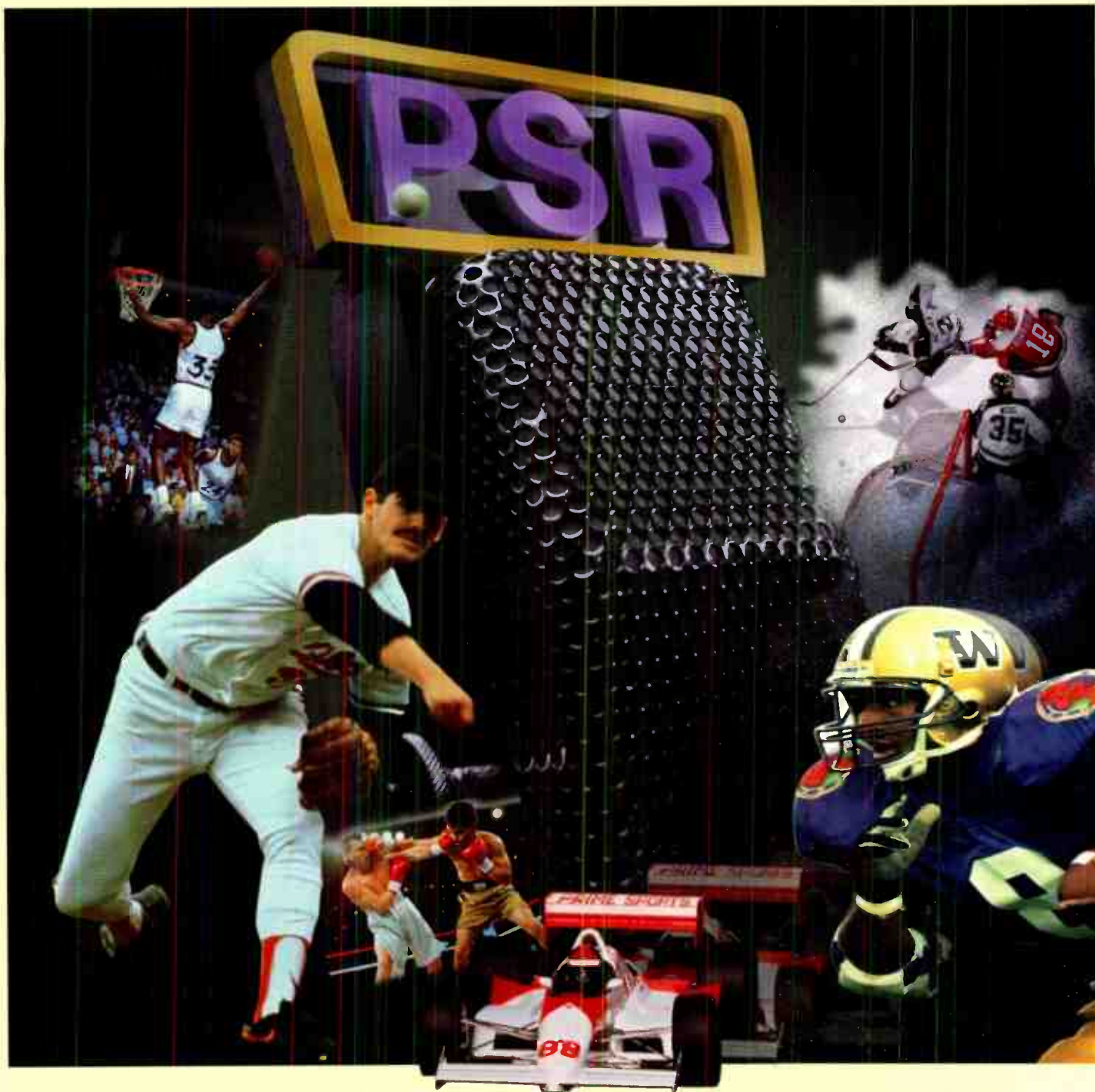
**"YOU HAVE NOTHING TO LOSE ... THE BURDEN OF PROOF IS ON OUR SHOULDERS. SO WHAT ARE YOU WAITING FOR, MAKE THE CALL NOW."**

**Executive Decision Systems, Inc.**

**303-795-9090**

Circle Reader Service #106





## THERE IS A NEW SOUND IN AMERICAN RADIO.

*Now America has a place to turn for the best, most complete sports news coverage.*

- Scores
- Key match-ups and analysis
- Updates
- Interviews with sports celebrities and newsmakers

### PRIME SPORTS RADIO

THE SOUND OF SPORTS

*ALL SPORTS. ALL DAY. ALL AROUND THE NATION.*

**214 / 401-0972 for affiliate sales**

Circle Reader Service #107



# PEOPLE IN INK™

## Comin' Out of the Cold

The 1995 NAB Board Meeting brought members to the **Sunshine State**, a.k.a. *Radio Ink* territory, a few weeks ago, which gave us a great opportunity to pull a "flash one" on those attending — although GM Ken Coe did his best to photograph us with his high-tech camera. Meanwhile, NAB's Jim May and Lynn McReynolds mingled, Ohio station owner Richard C. "Boom Boom" McBroom dined with friends, NAB's Eddie Fritts (nice tie) spoke in his usual eloquent style, Heritage Media's Paul Fiddick, his wife Julie, and Viacom's Bill Figenshu grinned from ear to ear, and outgoing board member Radio South's Houston Pearce, pointed. Harkening back to a more traditional dress code was GM "father" Ray Saadi. (He was going for the inconspicuous look ... actually his attire was part of a presentation for outgoing board members.) Also caught by the Ink flash were GM Chuck Hillier, Tichenor Media's Ricardo del Castillo and NewCity's Dick Ferguson. The Norman Rockwell photo award goes to Hedberg Broadcasting's Paul C. Hedberg who took a relaxing seat alongside ... a TV guy! ... better known as Bruce McGorrill, exec. VP/CEO, Maine Broadcasting.

— Shawn Deena

1. Ken Coe, GM, WLOI-AM/WCOE-FM La Porte, IN 2. Jim May, NAB VP/government relations and Lynn McReynolds, NAB VP/public affairs & communications 3. l-r Brenda Biederman, Ross Biederman, GM, WTCM-AM/FM Traverse City, MI, Parri McBroom, C. Richard McBroom, owner, WONW-AM/WNDH-FM/WZOM-FM Napoleon, OH 4. Eddie Fritts, NAB president 5. l-r Julie Fiddick, Paul Fiddick, president, Heritage Media, Bill Figenshu, president, Viacom 6. Houston Pearce, president, Radio South Inc. 7. Ray Saadi, GM, KTIB-AM/KHOM-FM Houma, LA 8. l-r Bill Figenshu, Janice Figenshu, Paula Hillier, Chuck Hillier, GM, WKQX-FM Chicago 9. (standing) Madeline Castillo, Ricardo A. del Castillo, senior VP/operations, Tichenor Media, (sitting) Mark Mays, senior VP/operations, Clear Channel, Patty Mays 10. l-r Voncile Pearce, Dick Ferguson, president, NewCity Communications, Houston Pearce 11. l-r Bruce McGorrill, exec. VP/CEO, Maine Broadcasting and Paul C. Hedberg, president, Hedberg Broadcasting.

SEND YOUR "PEOPLE IN INK"™

photos to: Shawn Deena, 8000 N. Federal Highway, Boca Raton, FL 33487



## EVERYBODY WANTS TO BE THE BIG DOG!

What holds true in nature sometimes also carries over into the corporate world. It seems every company touts itself as being the fastest, the biggest and the best. It's a desire to be number one, to be the big dog.

Over the last decade, TAPSCAN has been the industry leader in broadcast sales, research and presentation software. It's the result of a simple, crystal-clear philosophy. We've developed a complete line of unparalleled software products, and we cater to our customers.

It's a dog-eat-dog world out there. Throw your sales staff the big bone and get them TAPSCAN software this year. Check-out our full line of products at RAB Booth 28.



**TAPSCAN, Incorporated**  
**3000 Riverchase Galleria**  
**Eighth Floor**  
**Birmingham, Alabama 35244**  
**205-987-7456**

# What the New Trade Era Will Mean to U.S. Broadcasters

by William J. Potts Jr.

**O**n Dec. 1, 1994, the Senate of the United States overwhelmingly approved legislation required to pass the new General Agreement On Tariffs And Trade (GATT). President Clinton signed the new treaty on Dec. 8, 1994. Together, with the North American Free Trade Agreement (NAFTA), approved by Congress a year ago, the new GATT will, over time, change the way a number of United States Radio and television licensees define their markets. The two new international trade agreements will accelerate the process, whereby, practically every line of commerce will evolve from purely domestic markets to a world economy. It is impor-

tant that U.S. broadcasters understand this process, and the opportunities and challenges which may arise as a result of it, in the coming years.

### Effects of NAFTA

NAFTA, effective Jan. 1, 1994, is already having a profound effect on the stimulation of U.S. exports of goods and services to Mexico, in particular. In the full year since it has become effective, it is estimated that U.S. exports to Mexico have increased substantially. While the full impact of the tariff reductions under both agreements will not be felt until the end of this decade, the initial success of NAFTA suggests that the United States is

entering a period of unprecedented economic growth and development.

### The Differences

It is important to understand the differences between NAFTA and GATT. Each plays a somewhat different role in our economic lives. As its name implies, NAFTA is a free-trade agreement. It starts out under the premise that, with certain specific exemptions intended to preserve the sovereign powers of the United States, Canada, and Mexico, all trade among these three nations must be free from discrimination on the basis of the citizenship of the trading parties. NAFTA looks forward to the total elimination of tariff barriers among the three North American nations. GATT, on the other hand, is essentially a tariff-reduction measure that shares a number of the anti-discriminatory provisions found in NAFTA and other free trade compacts, such as the Treaty of Rome, which established the European Economic Community. GATT does not, however, propose a world totally without tariffs.

Both agreements contain provisions of interest to broadcasters. With the exception of the respective licensing powers of the Federal Communications Commission and its Canadian and Mexican counterparts, NAFTA outlaws discrimination based on nationality in the trans-border provision of services. For example, Annex VI to NAFTA revolutionizes the legal regime under which broadcasters in the United States may provide live, interconnected programming to Canadian and Mexican border stations.

Such transmissions require prior FCC consent in the form of a Foreign Broadcast Permit under Section 325(c) of the Communications Act. Whereas, prior to Jan. 1, 1994, the FCC limited Foreign Broadcast Permits to terms of one year, Annex VI requires that the term of such authorizations be extended to five years, at which

## JAY ALBRIGHT KEEPS YOU ON TOP

Experience, foresight, eloquence, and confidence have propelled Jay Albright to the top ranks of Country radio consultants. Broadcast Programming has found a way to get Jay's expertise into your music every day, without reducing your programming flexibility.

*We stay on top of the music. You stay on top of your market.*



**THE PROGRAMMER-CONSULTANTS  
OF BROADCAST PROGRAMMING.**

**JAY ALBRIGHT**  
General Manager  
BPC Consulting Group



Meet Jay, Ken Moultrie and Becky Brenner of the BP Consulting Group at the Country Radio Seminar! Call Leslie Cohan for more information.

**(800)426-9082 • (206)728-2741 • FAX (206)441-6582**

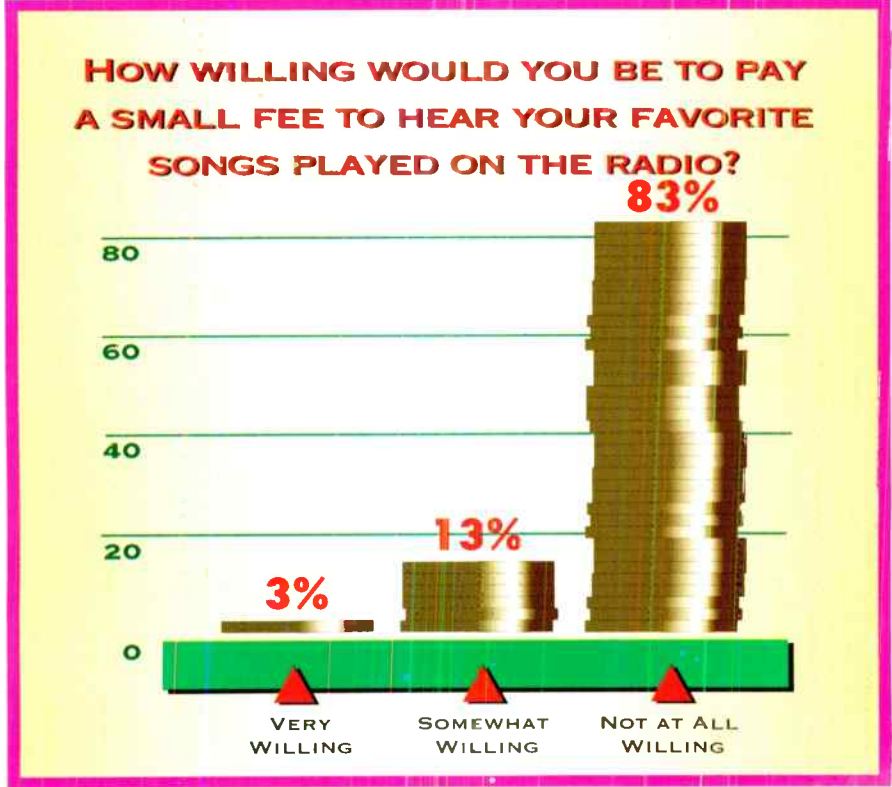
Circle Reader Service #109

14 ►

**\$\$\$\$\$ Million Dollar Club™ \$\$\$\$\$**

- \$35.65 M:** KFKF-FM KANSAS CITY, KS AND KBEQ-AM/FM BLUE SPRINGS-KANSAS CITY, MO; SELLERS: SCOVNIX BROADCASTING AND NOBLE BROADCASTING, RESPECTIVELY; BUYER: EZ COMMUNICATIONS
  - \*\$26.8 M:** KPRC-AM/KSEV-AM HOUSTON, TX; SELLER: SUNBELT BROADCASTING; BUYER: CLEAR CHANNEL COMMUNICATIONS; BROKER: BERGNER & CO.
  - \$11 M:** KDMI-AM, KGGO-FM, KHKI-FM DES MOINES, IA; SELLER: AMERICAN RADIO SYSTEMS INC.; BUYER: COMMUNITY PACIFIC BROADCASTING COMPANY L.P.; BLACKBURN & COMPANY INC.
  - \$10 M:** MERGER OF CAT COMMUNICATIONS INC.'S KATT-FM OKLAHOMA CITY AND DESERT COMMUNICATIONS III INC.'S KYIS-FM OKLAHOMA CITY. NEW ENTITY TITLED CARIBBI COMMUNICATIONS CO.; BROKER: KALIL & CO. INC.
  - \$9.5 M:** WFMZ-FM ALLENTOWN, PA; SELLER: MARANATHA BROADCASTING COMPANY INC.; BUYER: TELE-MEDIA BROADCASTING COMPANY OF ALLENTOWN L.P.; BROKER: RICHARD A. FOREMAN ASSOCIATES
  - \$7.5 M:** WRNO-FM NEW ORLEANS; SELLER: WRNO RADIO INC.; BUYER: EZ COMMUNICATIONS INC.; BROKER: GARY STEVENS & CO. INC.
  - \$5.1 M:** KVJY-AM/KTEX-FM PHARR-BROWNSVILLE (McALLEN), TX; SELLER: TATE COMMUNICATIONS; BUYER: JULY BROADCASTING; BROKER: MEDIA SERVICES GROUP
  - \$4.5 M:** KXPK-FM EVERGREEN, CO; SELLER: EVERGREEN COMMUNICATIONS CORP.; BUYER: EVER GREEN WIRELESS L.L.C.
  - \$4.46 M:** WNTM-AM/WMXC-FM MOBILE, AL; SELLER: COAST RADIO L.C.; BUYER: CAPITOL BROADCASTING L.L.C.; BROKER: BLACKBURN & COMPANY INC.
  - \$4 M:** WIZF-FM CINCINNATI; SELLER: INTER URBAN BROADCASTING OF CINCINNATI INC.; BUYER: BLUE CHIP BROADCAST CO.; BROKER: RICHARD A. FOREMAN ASSOCIATES INC.
  - \$1.5 M:** WSBH-AM MIAMI BEACH, FL; SELLER: MARGOLIS BROADCASTING COMPANY INC.; BUYER: NEW BIRTH BROADCASTING CORP. INC.
- \*CLEAR CHANNEL BOUGHT 80% OWNERSHIP IN THE STATIONS. SUNBELT'S STEVE SELLERS AND DAN PATRICK RETAIN 20% INTEREST.

**\$**



The future of advertiser-supported Radio programming appears to be secure: 83% of respondents say that they are not at all willing to pay a small fee to hear their favorite song played on the Radio.

**VALLIE/GALLUP RADIO POLL** A look at statistics that shape Radio  
 Source: Radio Ink—Vallie/Gallup Radio Poll of 1000 persons 18+, margin of error ± 3%

**SOLD!**

WXXL-FM, Orlando, FL and WEAT-AM/FM, West Palm Beach, FL from J.J. Taylor Companies, John Taylor, III, Principal to **O m n i A m e r i c a** Communications, Carl E. Hirsch, Anthony S. Ocepek and Dean Thacker, Principals for cash consideration, as well as a merged partnership interest resulting in combined assets worth \$156,000,000.

Randall E. Jeffery initiated the transaction.

- ELLIOT B. EVERS  
415-391-4877
- GEORGE I. OTWELL  
513-769-4477
- BRIAN E. COBB  
CHARLES E. GIDDENS  
703-827-2727
- RANDALL E. JEFFERY  
RANDALL E. JEFFERY, JR.  
407-295-2572

RADIO and TELEVISION  
BROKERAGE • APPRAISALS



**MEDIA VENTURE PARTNERS**

WASHINGTON, DC  
ORLANDO • CINCINNATI  
SAN FRANCISCO

Subject to F.C.C. approval

time there would be reasonable assurance that the foreign station will not cause electromagnetic interference to stations in the United States. Since NAFTA became effective a year ago, about a half-dozen five-year foreign broadcast permits have been issued.

### Nationality Not Considered

Of particular interest to U.S. stations in competition with Canadian or Mexican border stations for network affiliations or other program rights, is a further provision of Annex VI to NAFTA which prohibits the use of Section 325(c) as a non-tariff trade barrier. The treaty specifically states that, in considering an application for a Foreign Broadcast Permit ... "the Federal Communications Commission (FCC) will not consider the nationality of the affected stations for the purpose of favoring a U.S. station that is competing with a Mexican station for affiliation with a U.S. programmer." This is a significant change in the way the FCC had previously interpreted its role under Section 325 of the Act. In 1972 it had denied to the ABC

Television Network, a renewal of a Foreign Broadcast Permit required to continue its affiliation with Station XETV, Channel 6, Tijuana, B.C., Mexico. The basis for the denial was stated to be the FCC policy, effective at that time, favoring the development of UHF television. Such discrimination against Mexican border stations is no longer lawful.

### Economic Growth

Under the impetus of GATT and NAFTA, it is expected that the world economy will grow and, in particular, the economies of developing countries like Mexico, will grow at an even faster rate. Such economic growth, against the background of treaties prohibiting discrimination on the basis of nationality, will doubtless increase the attractiveness of the Mexican border communities to U.S. advertisers and, therefore, to U.S. broadcasters. Already, the municipality of Tijuana, across the border from San Diego, is growing at a rapid rate, to the point where it has become one of the foremost population centers on the West Coast of North America. An increase in the standard of living in Mexico, by even a few

percentage points, should produce excellent opportunities for U.S. broadcasters.


As GATT and NAFTA take hold, and the economies of the North American nations become further integrated, the issue of foreign ownership and control of broadcast properties will have to be addressed by all three governments. At present, the U.S. limits such foreign ownership to a 25 percent maximum, while Canada sets its maximum at 20 percent. Mexico, on the other hand, prohibits foreign ownership altogether.

### New Opportunities

Economic markets among the three nations comprising the North American continent, are merging. New opportunities arise. Events will require the present limitations on foreign ownership of broadcast properties to be reviewed. It is not out of the question to foresee a series of bilateral or even regional agreements in the next decade, which will liberalize those standards. U.S. broadcasters have produced the most efficient and best-developed system of commercial broadcasting the world has seen, thus far. We may be on the threshold of an era where successful United States broadcasters and broadcast groups will be able to export their know-how to our North American neighbors and beyond, and profit in the process. ☐

*William J. Potts Jr. is Of Counsel to the Arlington, VA law firm of Haley Bader & Potts. He may be reached at 703-841-0606.*

## National Morning Syndicated Talent **FREE!**



**Good Day, USA**  
with  
**Doug Stephan**

Dallas, Boston, Tampa, Cleveland,  
Palm Beach, Albany, Portland, Tucson,  
Wichita, Jacksonville, St. Louis,  
Columbus and over 100 others.

**NO COST NO HASSLE**

Satcom C-5, Galaxy 6 & Spacenet 3

Listen Line: (800) 298-8255 • (508) 877-8700  
Affiliate Line: (617) 937-9390



**Doug Stephan**

"Good Day, USA airs Monday-Friday, 5-9am. Owned by host Doug Stephan, the show is topical, fun and caller-driven. Daily features include Live Line with co-host Mary Beal and the Washington Reality Check with co-host Ellen Ratner. Good Day, USA can be partially or totally aired."

—Reprinted from Radio Inc.

### Former Viacom VP and national president of the CRB dies

Paul David Wilensky, 38, died of AIDS earlier this month. He became the youngest VP of Viacom at age 29 after quickly establishing a name for himself in Radio broadcasting. Wilensky was later elected national president of the Country Radio Broadcasters Association.

Wilensky also devoted his time to saving the American Bald Eagle, working with the homeless, and organizing and producing fund-raisers to help in the fight against AIDS. He is survived by his partner, Jim Gutschick; sisters, Susan Wilensky Berg and Jane Wilensky; foster parents, Sandra and Stephen Breslaur; and foster brother, David Breslaur. Donations in Paul's memory may be sent to the San Francisco AIDS Foundation. ☐

## FORUM:

# What more could your PD do to aid your sales department?



**Allen Lumeyer, VP/GM • KGRT-AM/FM • Las Cruces, NM**

**I**n a word — nothing. Our PD understands that his primary mission is to give our listening audience the best possible music, news, community and educational information, and fun. In doing so, he and the entire on-air staff provides our sales department with a large and responsive audience, and an excellent atmosphere in which to place our commercials.

The PD is responsive to the needs of the sales department and our clients, who are often quite demanding. In helping with promotional ideas, he is able to offer creative input from a direction other than the strictly dollars-oriented one that we may receive from the sales department and clients.

Spec spots are an important part of our sales effort. The PD must promote to listeners a spirit of selling conducive to not only the client, but to the client's products, as well. ☺

**Joanne Adduci, GSM • WODS-FM • Boston, MA**



**W**hile we recognize that certain promotions and programming features should stand alone, we need to appreciate the PD who is always asking if there is a way to generate revenue without compromising the integrity of the product.

Secondly, the PD can help by informing the salespeople of any programming plans or changes — a special theme music weekend or a Memorial Day Countdown, for example. This should be done at least 90 days in advance, to allow sufficient time to sell. Lastly, it helps when the PD periodically attends sales meetings to provide insight into the product, the research behind it and the competitive marketplace. The salespeople not only develop a uniform pitch that accurately supports both the on- and off-air positioning of the station, but sell with more confidence when they understand some of the reasoning behind what they do. It also helps to have the PD occasionally review our sales materials for consistency and accuracy. ☺



**Rich Bateman, GSM • WCHA-AM/WIKZ-FM • Chambersburg, PA**

**I** suppose that, after giving this forum question some thought, our PD will respond to my suggestions with, "All you had to do was ask." But I'd like to see a good assessment of who, in fact, our listening audience is — not just the standard RAB profile by format or Arbitron descriptions, but our own data base collected in a systematic way on an ongoing basis at station appearances, or by phone contact during contests by station personnel. It would be helpful to go beyond the basic demo info and household size, to more interesting things like lifestyle information, world views, opinions and interests, product usage, brand preferences, etc. This is information that clients see in a different light than "statistics." I'd also like updates on the new technologies that are affecting our industry, even before our company acquires them, so that we are able to think ahead in regards to sales applications. I'm of the mindset that great ideas are often born out of seemingly irrelevant, random pieces of news, and that, basically, any and all information provided by the PD has a potential sales application. ☺

IF YOU WOULD LIKE TO RESPOND TO A FORUM QUESTION, CALL SHAWN DEENA AT 407-995-9075.



## The Lund Consultants . . .

The Experts in Radio Programming Consulting

Lund strategic programming, music, and marketing systems benefit **ALL** market sizes!

Call John Lund today for a Programming Evaluation™ of your station.

**The Lund Consultants  
to Broadcast Management, Inc.  
415-692-7777**

ADULT CONTEMPORARY • COUNTRY • OLDIES • 70'S • CLASSIC ROCK • CHR • NEWS-TALK

## CASE STUDY



Dwight Case

# Your top salesperson is burning out. What do you do?



Kim Styles, GSM • WRBA-FM • Panama City, FL

**Y**ou can prevent total burnout by catching the signs early. When a top-biller starts to slip, you'll notice a lack of control, and a lot of excuses. When the accounts you've always had on your station start showing up on other stations, or pulling out of Radio altogether, that's a good sign that the salesperson is burning out. I get very involved if I detect "burnout." The best way to get a salesperson back on track is to start having fun. I'll work with the salesperson on new accounts, and come up with fun promotional ideas for their clients. I also develop new sales contests with different prizes. (Limo for an evening, one hour massage, etc.) After a particularly stressful month or promotion, I'll have a sales "chill-out" day, an entire day of activities unrelated to the Radio station. We start with breakfast, then play mini-golf, ride go-carts, bumper boats, even sing karaoke.

By always striving to make the atmosphere at the station high-energy and fun, we keep burnout to a minimum. We don't get much rest, and we work too much, but it's fun. That's why we're in Radio. ☺



Val Carolin, GSM • WBBM-AM • Chicago, IL

**T**he challenge of the sales manager is to rekindle those feelings of fulfillment that the salesperson once possessed. This requires some honest communication. A non-confrontational approach makes the most sense (i.e. "You have not been your old self lately. Are you still finding the job fun? Let's talk.")

If we get a denial response, we should push further for an honest reaction that will, most likely, indicate a sense of frustration or a lack of focus. After assuring that personal problems aren't playing a role, it is important to find out what the salesperson loved about the job, and if that element is still a part of it.

Typically missing is the feeling of accomplishment, recognition, and control. We must then work with the salesperson to develop challenging and rewarding goals, beyond sales figures.

It is important to relay how valuable the salesperson is, not because of high billings, but because of how he or she does the job. Work with the salesperson, establishing personal and professional goals that can be rewarded when achieved (i.e. lead a few sales meetings, take marketing classes, learn computer skills). It is also imperative to make it clear to the individual that he or she has not peaked, and to identify areas of growth still to be reached. Very often, senior salespeople could play an important role in the mentoring of younger members of the sales staff, and helping to improve the team. A salesperson who is only recognized and rewarded for billing is more likely to burnout. It is vital to treat our salespeople as individuals who desire to grow, learn, be challenged and be treated with respect. Your investment will pay off handsomely. ☺

IF YOU WOULD LIKE TO RESPOND

to a Case Study scenario, call Shawn Deena at 407-995-9075.

## HOT TOPICS = LONGER TSL



MARKETING / RESEARCH  
PARTNERS, Inc.

Now you can know which News and Talk  
topics are **HOT**, and which are **NOT** with  
**Marketing/Research Partners'** exclusive  
**HIGH INTEREST TRACKING SYSTEM<sub>sm</sub>**

CALL 800-767-3533

Circle Reader Service #112





## **WE'VE JUST INVESTED IN OUR NUMBER-ONE ASSET.**

One of the advantages of being the number-one billing sales rep firm in the radio business is that there's no shortage of great people who want to work for us. And, over the years, that's enabled us to cultivate and acquire the best sales managers around. Of course, a lot of companies would be glad to be in our situation. But the problem with resting on your laurels is you're doing just that—resting. And in this business, resting can have dire consequences. That's why the Katz Radio Group is putting its managers through the most comprehensive management training program available—an ongoing customized curriculum taught by the Impact Planning Group, a collection of some of the brightest management professors and former CEOs around. Sure, multi-year training is a big commitment. But so is remaining the best sales rep. The Katz Radio Group—Banner Radio, Christal Radio, Eastman Radio, Katz Radio and Katz Hispanic Media.



*Katz Radio Group. The performance you expect from the world's best radio rep firms.*

Circle Reader Service #113

World Radio History



by Darelyn "DJ"  
Mitsch

## Listening Affects the Bottom Line Are You Listening Well Enough to Justify the Expense?

"Listening, really listening, is tough, grinding work, often humbling, sometimes distasteful. It's a fairly sure bet that you won't like the lion's share of what you hear." — Bob Waterman ... *The Renewal Factor*.

Do you ever feel like "everybody's talking at you, but you can't hear a word they're saying?" It could be that what they're saying is caught in the communications loop in your brain! Research shows that our brains are powerful organs, capable of hearing and processing more than 500 words per minute, yet the average person speaks about 125 words per minute.

With our ability to listen four times greater than our capacity to speak, we have a lot of time to do other things, while engaged in conversation as a listener. Frequently, when we are in the role of listener, it is easy to hear "only the echoes of our minds."

The latest studies indicate that the average executive spends 60 percent of his or her day "listening." Putting that

into monetary terms, take 60 percent of your annual salary — that's how much you earn as a listener! The question is, "Are you listening well enough to justify that expense?"

### Competitive Exercises

Most conversations are competitive exercises, in which the first person to draw a breath is called "the listener." Individual issues are priorities. Too often, effective listening is sabotaged by the day-to-day activities. Becoming aware of the obstacles can raise the awareness for your team and help build better listening habits.

Three of the most common barriers are: 1) *Agenda Anxiety*. A report is due in 30 minutes, and you have an important meeting with a prime client later in the day. Your audio vault just went "kaput," and the school called to say your child has the flu. Now, there is even less time to really listen, or be engaged in building relationships with the people who matter most ... employees and clients, and family. 2) *Mental or Verbal Interruptions*. Interrupting a speaker in mid-sentence is a common habit of many people. We often "butt-in" before others have finished, or mentally argue with the speaker. Mental interruptions (the echoes of your mind) are probably more common than verbal ones. The listening process shuts down when you think of what you are going to say next, or argue internally, rather than listen to what is being said. 3) *Protective Turf Syndrome*. A know-it-all attitude is a common pitfall of some managers. Harry Truman once said, "The only things worth learning are the things you learn after you know it all." It's easy for Radio executives to take mental baggage from

job to job. The new team you just inherited may be reluctant to accept new ideas or criticism that may infringe on their "turf." After all, "the way you did it in Boston" may not work in Seattle.

The ratings value of a Radio station is based on time spent listening! How would you rate your staff on their listening skills? More important, how would your staff rate you, or your superiors?

### Listening is Good Business

The following reasons explain why listening is good business: 1) Effective listening results in higher sales. 2) Informed managers make better decisions. 3) The customer focus is real, not just jargon. 4) Employees have better retention of training and company mandates. 5) There is higher morale, lower turnover, and a sense of contribution among staff members.

Radio stations are bastions of creativity. Captivating promotional ideas, award-winning commercial campaigns, and innovative sales presentations are the result of "free" expression. A listening-intensive atmosphere at the station enhances the creative process.

Management must set the course, and be open to ideas, regardless of how off-the-wall they may be. Even though one idea may be ludicrous, the next may be a moneymaker, saving your station money and downtime. As a manager, your ability to listen with an open mind, and respond without prejudging, can affect, in a big way, the effectiveness of your team, and your bottom line. ☐

*DJ Mitsch is president of The Pyramid Resource Group, an organizational and career development company located in Cary, NC. She may be reached at 919-319-0099.*

### QUICKREAD™

- Research shows that our brains are powerful organs, capable of hearing and processing more than 500 words per minute, yet the average person only speaks about 125 words per minute.
- Frequently, when we are in the role of listener, it is easy to hear "only the echoes of our minds."
- The average executive spends 60 percent of his or her day "listening." Putting that into monetary terms, take 60 percent of your annual salary — that's how much you earn as a listener!
- Are you listening well enough to justify that expense?

# The First Digital Audio that Jocks Like!



## Awesome High Quality - Amazing Low Cost

Make your move to stunning sound with CompuCarts cart machine replacement. It's an easy-to-use PC system with Scott Studios' software for digital hard disk audio. You see six "cart players" on screen in your air studios and a "cart recorder" in production. Account name, lengths, start and end dates, categories, outcues, initials and countdown timing displays clearly on screen. Or, at a touch you can see your program log, live copy, or pick from any spots, jingles or music.

Touch any of six start buttons (or our optional touch screen) and your commercials, jingles and liners are instantly on-the-air from hard disk. There's no clutter or confusion in your air studio: no computer keyboard, no mouse, no trackball, no stacks of floppy disks and no racks of cart tapes. CompuCart automatically receives each day's log from your traffic PC, and updates can be made by "10-key".



When new production is done, all commercials are instantly playable in *every* CompuCarts air studio. Nobody has to redub spots or retype labels for additional stations. Your people will also save time because nobody has to walk anything down the hall from production to air studios. CompuCarts cost less than analog gear, and no expensive "file servers" are needed for Multi-Studio Digital. CompuCarts can also control CD juke boxes, automate certain shifts, or run a satellite format. Call, FAX, or write for details.

(214) 620-2211 FAX: (214) 620-2707  
**(800) 330-3004**

**Scott Studios** Corp.  
 13375 Stemmons, Suite 200  
 Dallas, TX 75234-5774



by **Bill Burton**

# Radio in the Year 2000?

## Some Thoughts From Industry Leaders

**R**adio is the service drive to the information highway, according to investment guru Alex Brown. Whether you're navigating the Internet, addressing issues such as direct broadcast, electronic coupons in the car, or alternative revenue sources like database marketing, we know that in the media landscape of the millennium, Radio will clearly be at the forefront because of its mobility and personal approach. I spoke with a number of industry leaders and visionaries, and here's where they think our business will be in 2000. Where will you be? Standing on the entrance ramp, or driving 100 miles an hour?

### Thoughts of Industry Leaders

Alan Box, president of EZ Communications, feels that the FM sideband subcarrier may produce more revenue in the future, than his Radio stations. He envisions Radio operators as being involved in many other businesses. Radio already has the ability to disseminate information to the computer world faster than current technology.

David Alwadish, inventor of "Coupon Radio," is betting that, with the use

of Radio Data System (RDS), he can transform car Radios into interactive conduits, making it possible for listeners, Radio stations and advertisers to exchange information. Radio would be able to deliver an electronic coupon into the automobile. That possibility could double Radio's business.

Fred Schumacher, vice president/GM of KMPS-AM/KZOK-FM Seattle, says, "Technological partnerships will give Radio broadcasters opportunities to serve audiences in new ways. Many stations already have listener clubs, and serve them with direct mail, magazines, and interactive telephones. As an industry, we need to stop thinking about our Radio transmitters as the sole medium to relate to our audiences."

"Our challenge is to reinvent our future as if our past and present didn't exist," Schumacher stresses. "Nowhere does the challenge present itself bigger than, perhaps, in our own heads. Seasoned sales professionals have spent years learning to sell Radio the way it was. It's likely that the future of Radio will belong to those who are anxious to learn and practice entirely new ways of operations."

Bob Mitchell, Lintas Campbell Ewald media executive on the Chevrolet account, agrees with Schumacher.

radio station. Tie in GPS, and you can pinpoint wherever in the world you are, and then access unlimited information from the Internet satellite."

John Fullam, president of WMTG-AM/WKQI-FM/WNIC-FM Detroit, adds the following. "Radio will increasingly get into the business of marketing solutions. Out of necessity, Radio will develop "Direct Response" capability for brand managers who demand accountability."

Norm Pattiz, chairman of the board of Westwood One Companies, sees Radio getting a much bigger piece of the advertising pie. According to Pattiz, the biggest reason for this would be fragmentation of other media. He sees satellite Radio and DBS offering many opportunities that are not being taken advantage of now, such as the "Grammys," that come directly into your home.

### Thinking and Planning Ahead

I've had the opportunity, over the years, of remaining friends with John Kluge, Metromedia, who *Fortune* rates as the 11th richest individual, just ahead of Queen Elizabeth. Recently, I asked John, "What do you think is the biggest problem in America today?" Without batting an eye, he said "The quarterly report." His response caught me off-guard. Before I could make a dummy of myself, he responded with the following: "Because of public companies and stockholders, everyone is focused on immediate results. There is precious little time for thinking and planning ahead." Thinking and planning ahead is, most likely, one of the reasons Mr. Kluge's company is private. Bill Burton is president/COO of the Detroit Radio Advertising Group. He may be reached at 810-643-7455.

### QUICKREAD™

- Whether you're navigating the Internet, addressing issues like direct broadcast, electronic coupons in the car, or alternative revenue sources like database marketing, the future of Radio is tremendously bright.
- According to Alan Box, president of EZ Communications, Radio operators will, in the future, be in many other businesses.
- With the use of Radio Data System (RDS), listeners, Radio stations and advertisers would be able to exchange information.

### Interactive Information

"Take three pieces of existing technology — Apple Newton, Global Positioning System (GPS) and the RCA Hughes Satellite — and tie them together with Radio, and dream a little," Mitchell emphasizes. "You have interactive information and entertainment instantly. Punch up your lap-top Apple Newton, and in comes your favorite Ra-



by Chris Lytle

# What Watching Too Much Football Can Teach You About Sales Management

**P**ro football coaches coach the game within the game. Box scores show you more than the final score. Coaches know that they've got to manage the things that create the score and not the score itself. Statistics tell coaches when they need to increase the time of possession, or reduce the ratio of interceptions to touchdown passes.

What are you measuring and managing besides the final score (monthly billing)? What's the "game within the game" in Radio sales?

## The Selling Box Score

Many stations have a simple three-call sales cycle: 1) introductory call; 2) consultation; and 3) presentation. But even with something this basic, there are 13 steps you can measure:

1. Identify prospects.
2. Identify the decision-maker.
3. Dial the decision-maker to get an appointment.
4. Contact the decision-maker or get past the gatekeeper.
5. Book the first appointment.
6. Complete the first appointment with the decision-maker.
7. Make your pre-memorized introduction.
8. Book the consultation.
9. Complete the consultation interview.
10. Book the presentation.
11. Write the presentation.
12. Make the presentation
13. Close the sale.

Quantify each step. You can *count* the 50 prospects on the list. You can count how many decision-makers names you logged. You can count how many times you dialed the phone and divide

that number into how many decision-makers you actually spoke with.

Each step is an opportunity to create a ratio. For example:

Step 2. Number of decision makers identified 49 = 98%  
Step 1. Number of business names on the list 50

But what if you discover something like this later on in the sales process.

Step 11. Presentations written 5 = 63%  
Step 10: Presentations booked 8

*Fummmmmmm!* Writing three proposals that don't get delivered is a serious problem. Here's your opportunity to do some coaching on time management or presentation writing.

The statistics tell the coach what to work on in practice. They also give the salespeople clear feedback and show them how to improve.

You can calculate a "closing" ratio for each step in the sales process. Let's say that we get to Step 13 in the process and calculate the ratio

Step 13. Presentations confirmed and closed 4  
Step 12. Presentations delivered 5

That's an 80% closing ratio. Fantastic! Or is it? If you start with 50 clients and close four, that would mean that you're getting 8 percent through the process. A good coach would then show the salesperson how to get more people through the process, by finding the exact step in the sales process where the salesperson is having trouble closing.

If you can't measure it, you can't manage it. You can only look at the numbers at the end of the month and wonder what happened. The game within the game is the "why." Win or lose, the great managers and great coaches always know why.

## QUICKREAD™

- Win or lose, the great managers and great coaches can always look at the numbers, and know what happened.
- Measuring the ratios at each step of the selling cycle helps sales managers be better coaches and salespeople be better players.
- "How many calls did you make today?" becomes a less important question than, "How was your ratio of decision-makers reached per dial?"
- Knowing why you won is as important as winning, because if you know why, you can repeat your steps to victory.

## Three Kinds of Players/Workers

There are three kinds of players or workers, according to Charles Coonradt, author of *The Game of Work*: 1) those who know they're winning; 2) those who know they're losing; and, 3) those who don't know the score.

So, what are you measuring to motivate your team to greater sales success? Is it just the final score at the end of the month, you're missing most of the game.

Would it help to know the closing ratios between presentations made to direct clients using spec spots vs. presentations made to direct accounts without using spec spots? Or is that overkill?

By the way, Green Bay Packer quarterback Brett Favre is 10-1 in games in which the temperature is 32 degrees or less at kickoff, or in games in which it is raining and colder than 45 degrees. But who's counting?

Chris Lytle, president of *The Advisory Board Inc.*, is author of the *Radio Marketing Master Diploma Course*. He may be reached at 800-255-9853.



by Bill Haley

# A Way to Get Families to the Mall

## The Great Easter Egg Treasure Hunt

**H**ey, think Spring! Easter is on April 16 this year, and now is the time to plan and sell a promotion centered around the holiday. *The Great Easter Egg Hunt* is a promotion that will bring a large number of families with young children to their local mall. It's a fun promotion that your sales manager will like too, because it is readily salable.

This promotion is designed for sponsorship by a shopping mall. The event takes place the Saturday before Easter (most shopping malls are closed on Easter Sunday).

Start by instructing listeners to arrive at the special sign-up booth in the mall concourse during specified hours. You might want to consider putting this booth near the Easter Bunny photo station, if the mall has one. Alternatively, it can be at the mall courtesy counter. In any event, put the booth at a central location. Specify a limit on the number of entrants. For example, the first 500 (or 1,000) families to arrive will be able to register.

Here's how the promotion works.

Register each family (actually, you're registering just the children's names) by giving them a Great Easter Egg Treasure Hunt Map. The map is an 8 1/2" x 11" sheet of paper with a connect-the-dots diagram on one side, and a map of the mall on the other side. When completed, the dots will form a picture of the Easter Bunny. Also on the map are the logos of each of the mall's participating stores.

Each of the participating stores (there should be about 10 to 15 of them) will have a different clue in its storefront window, showing how to complete the connect-the-dots picture. An example of a clue might be, "OK, kids, now connect dots 8 and 12!" By putting the clues in the storefront windows, rather than inside the stores themselves, you eliminate the problem of too much traffic going through the stores. Also, storefront window clues direct parents' attention to the merchandise on display in the window. Design the connect-the-dots diagram so that it will be necessary to visit all (or at least most) of the stores in order to complete the picture.

### QUICKREAD™

- The Great Easter Egg Hunt is a fun promotion that drives families with young children to their local mall.
- Each of the 10-15 participating stores in the promotion will have a different clue in its storefront window that shows how to complete the connect-the-dots map.
- The merchants at the mall will appreciate that this promotion is not a race, that everyone who enters will win, and that the promotion brings young families into the mall and directs them to specific stores.
- Radio stations sponsoring this promotion should handle the logistics, and arrange to have staff members on-hand to register the kids, and give out the prizes.

When they are finished, families bring the completed connect-the-dots picture back to the sign-up booth. Then, the picture is stamped with the mall insignia. This is to indicate that the prize, a chocolate

23 ►

### E-Z UP Instant Shelters Every Station's Favorite :60

Start to finish, this sturdy, steel-frame, fabric top shelter takes less than :60 to set up. No ropes. No tools. Nothing to assemble.

8' X 8', 10' X 10', 10' X 15', 10' X 20' all fold compact for E-Z transport. Stations all across the nation choose E-Z UP for...



(800) 45-SHADE

REMOTES, SPECIAL EVENTS, HOSPITALITY BOOTHS, CALL LETTER PROMOTION

CORPORATE & MANUFACTURING HEADQUARTERS: International E-Z UP, Inc. 5525 E. Gibraltar St., Ontario, California 91764

### We Do Custom Graphics



Circle Reader Service #115

Easter egg for the child, has been fulfilled. The child may keep the drawing. At this time, any participating-store coupons may be distributed to the parents.

There are three aspects of this promotion that the merchants in the mall will appreciate. First, it is not a race. Families can spend an unhurried, leisurely afternoon at the mall. Second, everyone who enters will win (provided they complete the picture). There are no losers. And third the promotion brings young families into the mall and directs them to specific stores. This makes the participating merchants happy.

Sell this as a turnkey program for the mall. Include a spot schedule leading up to Easter weekend. If you have someone with artistic ability on staff, produce the Great Easter Egg Treasure Hunt Map artwork in-house. Otherwise, farm it out to a graphic artist. The station handles the logistics. Arrange to have staff members on-hand to register the kids and give out the prizes. Trade for the chocolate Easter eggs, or buy them at wholesale. You can display the provider's signage and distribute their own coupon as added incentive.

As with any promotion of this kind, one person should have overall responsibility for its planning and implementation. Your program director would be the obvious choice. Otherwise, choose someone who is willing and able to take on the responsibility. This person should prepare a timeline that shows: 1) each task that must be accomplished, 2) who is responsible for doing it, and 3) when it should be completed. This includes all elements, such as getting store logos, procuring the prizes and staffing the booth. Properly planned and executed, The Great Easter Egg Treasure Hunt will make everyone happy.

Bill Haley is president of Haley Productions, a film, video and multimedia production company for radio, and creator of the Trivia Super Challenge™ game. He may be reached at 610-892-7970.


**WHO WILL WIN THE RADIO WAYNE AWARD?**  
Join us at RAB-MLC to find out.  
**RADIO INK**

Invest in Your Private Seminar  
in Power Negotiating

-----

# The Secrets of Power Negotiating

by Roger Dawson.



Six audiocassettes with 24 flash cards and workbook.

**In the radio business you must negotiate daily, and most successful radio executives will tell you that your ability to negotiate well is the most important personal skill you can have.**

**Roger Dawson, who was the hit of the NAB Los Angeles show, is the world's leading expert on Power Negotiating. Thousands of people pay \$495 each to learn about Power Negotiating at his public and corporate lectures.**

By listening to this cassette program in your car you'll learn how to:

- ◆ Get full rate card and still have the other side think they won.
- ◆ Apply the five most critical issues in any negotiation.
- ◆ Match your negotiating style to the personality of the other side.
- ◆ Use 20 negotiating gambits that will give you total control of the other side.
- ◆ Learn how to resolve conflict smoothly.

Warranty: If you and your salespeople are not easily able to sell at full rate card within 30 days of listening to this program, send it back for a complete refund!

**Special Offer:** Through this *Radio Ink* promotion only, you get the 6 cassette album *Secrets of Power Negotiating* with 24 flash cards, comprehensive workbook and a free copy of Roger Dawson's 296 page book *Secrets of Power Persuasion*. All for only \$65 plus \$3 shipping. CA residents add applicable sales tax. To order call 1-800-YDAWSON (932-9766) BA.M.-5P.M. PST.

**Roger Dawson Productions • 1661 Hanover Street / Suite 215 • City Of Industry, CA 91748  
Fax 818-854-3595**

Circle Reader Service #116

# YOU

## SHOULD BE

### at the 26th annual

# COUNTRY RADIO

# \*\*SEMINAR\*\*

## MARCH 1 - 4 1995

### OPRYLAND HOTEL \* NASHVILLE, TENNESSEE

### \* CALL (615) 327-4487 FOR INFO\*

Circle Reader Service #117



by Kathryn Bidy Maguire

## Vendor: Dead or Alive Which is it at Your Station?

### Vendor is Dead

Most managers who think this way are thinking in one of two ways — “Even Keel” or “Overconfident,” according to the book, *Strategic Selling* by Bob Miller and Steve Heimann.

### Even Keel or Overconfident?

Even keel means “why rock the boat now?”— things are going so well, there is no need to change the way you’re selling the Radio station. This is often seen with management of top-ranked Radio stations in revenue-rich markets. Even though you may feel like things are going great, you are at the mercy of the market and the ratings. And, this is a scary place to be.

If the station is number one in a market that is “up” considerably, management is often in the overconfident

mode, which professes, “things are going far beyond our dreams (budgets), so why go after new business, when traditional comes so easily?” This is a really fun ride when you’re on it, but often, a very short one, too.

The overconfident mode makes us complacent, and, to a certain degree, out of touch with reality. The late ‘80s is a painful reminder to most broadcasters of this fact. And, if you are number one right now, you can be assured that someone is out to get you.

### Start Vendor Department Now

A little advice for the even keel or overconfident manager: Start your vendor/new business department now, while revenue is high and can support the department as it grows. It will be ready when the inevitable change happens to you.

when it’s time to be creative.

The trouble mode is for the broadcaster who just went from first to fifth in the ratings, or the market has just stopped. Managers are looking at two things: 1) the way they are now, which is, in trouble; and, 2) where they should be, in terms of budget competitive sales staff, relationships with real decision makers, etc. They need a vendor/new business department to make up for what is not there.

Whether in growth or trouble, managers in these modes are determined to make a vendor/new business department work, and it usually does. They are in a proactive state, and are preparing their sales department for the future.

*Kathryn Bidy Maguire is president of Revenue Development Systems. She may be reached at 617-124-8718.*

### QUICKREAD™

- The even keel manager says, “Why rock the boat with change?” The overconfident manager says, “Business is better than they dreamed, so why worry about the future?”
- A little advice for the even keel or overconfident manager: Start your vendor/new business department now, while revenue is high and can support the department as it grows.
- The trouble manager knows there is a big gap between where things are now (not good), and where they should be (good). The growth manager knows things are going along fine, but could definitely be better.
- Managers in these modes are determined to make a vendor/new business department work, and it usually does. They are preparing their sales department for the future.

### Vendor is Alive (and Well)

The managers who think this way are either overseeing a healthy department, or have knowledge of ones that work. Managers who are thinking of creating a vendor/new business department at their stations are often in the “growth” or “trouble” modes, as defined in *Strategic Selling*.

### Growth vs. Trouble Mode

Managers in the growth mode are looking at two things: 1) where they are right now, in terms of budget, sales sophistication, category infiltration, etc.); and, 2) where they would like to be. They see a large gap between the two — business may be great right now, but they know it could be better. The salespeople are bringing in orders, but the business is mainly transactional. There is concern that the staff won’t be ready

## SEND US YOUR OLDIES!

We’re looking for  
old photos for

### BLAST FROM THE PAST™

Send them to:  
8000 N. Federal Highway  
Boca Raton, FL 33487

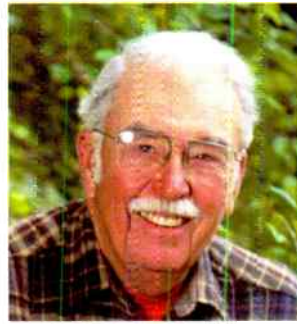
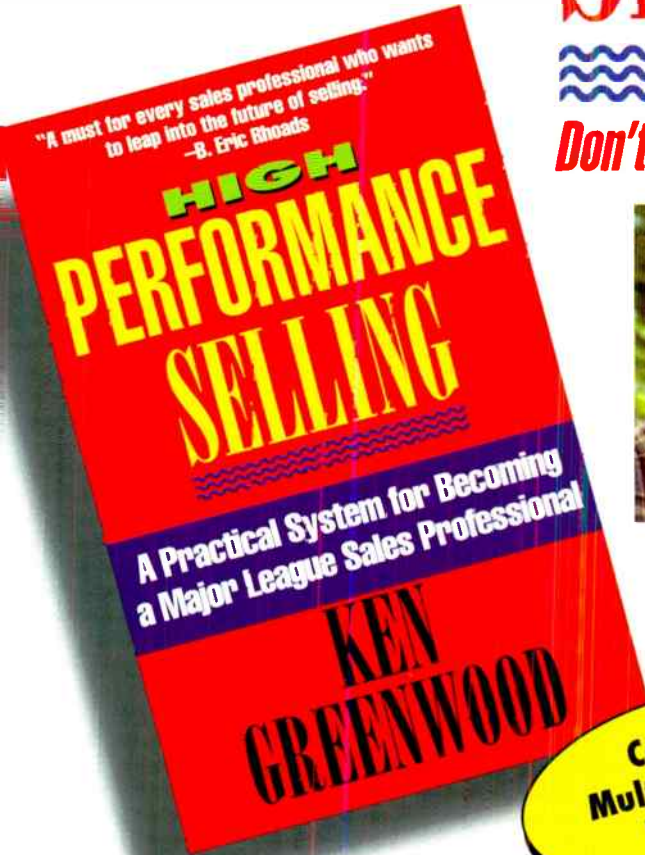
## RADIO INK



# HIGH PERFORMANCE SELLING



*Don't miss your best opportunity for real success!*



We have finally gotten Ken Greenwood to write the formula that has served him well for over 40 years.

- ◆ How to develop sales leads
- ◆ How to manage a sales staff
- ◆ How to sell anything from products to ideas

**Available now at the introductory price of \$29.95 • SAVE \$10.00 off the \$39.95 price**

**This hardcover book is a must for everyone in broadcasting.**

**Learn the secrets Ken has used to train over 3,000 successful Radio executives.**

**ORDER TODAY!**

**NO RISK GUARANTEE:** I understand that if I am not satisfied for any reason, I may return the book within 30 days.

Call for Multiple Copy Pricing!

YES, send me \_\_\_\_\_ copies of Ken Greenwood's new book at \$29.95 (plus \$5.50 S&H.) Florida residents add 6% sales tax.

Name \_\_\_\_\_  
Title \_\_\_\_\_ Company \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_  
Business Phone \_\_\_\_\_ Fax \_\_\_\_\_  
Payment Enclosed  Charge My:  VISA  MC  AMEX Card # \_\_\_\_\_ Exp. Date \_\_\_\_\_  
Signature \_\_\_\_\_

**Fax in Your Order 1-407-995-8498**  
**Phone in Your Order 1-800-226-7857 or 407-995-9075**

World Radio History

**Mail in  
Your  
Order:**

**STREAMLINE  
PRESS**

8000 North Federal Highway  
Boca Raton, Florida 33487



by John Lund

## Bridging the Gap How PDs Can Benefit the Sales Department

**T**oday's PD knows the business of Radio requires two important marketing steps — getting an audience and selling it to the marketplace. The PD can help the sales department share the benefits of the Radio station with clients in many different ways.

### Involving Sales

The PD can help the sales department obtain prizes for station contests, and stage client promotions, remotes, value-added events and special programming. Program directors should involve the sales staff in promotion meetings. Salespeople are constantly out in the market, talking with clients and prospects, garnering perceptions of the station and competition, and are thus, in touch with the real world — the audience.

Salespeople share the programming benefits, the format, the air talents, special promotions, and reasons for the client to advertise. Therefore, it is very important for the sales staff to understand programming philosophy and attributes. They convey this programming direction to prospects and clients, so that the buying community can understand the goals and program benefits. The "marketing bridge" between program-

ming and sales brings understanding to both sides, so they can work in harmony to achieve greater ratings and revenues.

### Attending Sales Meetings

The program director can help each member of the sales department thoroughly understand the programming product, the demographic goals, the reasons why the talents, music, and promotions work to produce the station's audience. Each new salesperson should make an appointment with the PD (as he/she would with a prospective client), and conduct a fact-finding interview to discover programming direction firsthand.

Salespeople should periodically attend programming staff meetings as a continuing programming education process, and, as a way of garnering input regarding station promotions, sales promotion planning, etc. Conversely, PDs should accompany salespersons on several sales calls per week, to learn about client perceptions, and help propose and plan specific sales promotions. While this action impresses the client (who is seeing the top program management representative), it is a vital step to learn firsthand about the clients' needs.


### Sales Promotions

Consenting to buy a schedule may be tied to a sales promotion, and the PD should recognize that not all sales promotions proposed by clients are appropriate or successful. Yet, sales promotions must be designed for the target audience and adhere to time restraints, formatic sound, and the station's programming goals. The sales oriented PD realizes that a client promotion on-air or off-air may help get the commercial or-

der. An investment of time and interest in the salesperson and his/her account can help make an inappropriate promotion sound like a winner.

Not all sales promotions need to add clutter, nor be on the air. Intelligent use of new technologies can bring the advertiser added-value and sales promotion effectiveness. For example, interactive phone systems, or a simple Code-a-Phone device can be offered to clients as a replacement for on-air programming features, thus, clients can advertise their ski or stock market report, entertainment calendar or car-buying tips on a high-tech call-in phone system. It's far better for programming, and more valuable for the client, to use liners to promote the telephone service, as opposed to taking blocks of valuable air time to air a feature that may have only limited appeal.

A PD can also utilize station perceptual research to ascertain qualitative information, to then share with sales and specific client groups. The program director knows that the Radio station is a vehicle for clients' marketing goals. So, for example, when a specific sales promotion is proposed, the PD can help the salesperson probe clients directly for what they really want to accomplish.

The program director is the "product director," and the architect of the programming, and all formatics on the Radio station. The sales department matches the benefits of this product with advertiser needs. Thus, the PD can assist the sales department in finding creative ways to utilize the station's product, in order to best meet the needs of the client. 

*John Lund is president of The Lund Consultants to Broadcast Management and Lund Media Research. He may be reached at 415-692-7777.*

### QUICKREAD™

- PDs should involve the sales staff in promotion meetings.
- The PD should accompany salespersons on several sales calls per week to learn client perceptions.
- Helping develop useful solutions to sales challenges is an important responsibility.
- The PD can help the salesperson probe the client directly for what they really want to accomplish.

# What, if anything, could you do to aid the sales department?



**Bill Dodd • Program Director • KLOG-AM/KUKN-FM • Kelso-Longview, WA**

I look at our station as having two customer bases: our listeners and our advertisers. As our market becomes more ratings-oriented, and as more giant retailers move in, my main job is to do what I can to ensure ratings success. Certainly nothing helps sales like hot numbers. But, we are equally dependent on the other customer bases — local businesses. Fortunately, most of our salespeople have been with stations for 15-20 years, and they certainly know their targets. I try to help with fresh viewpoints, and occasional marketing suggestions. I also try to keep them informed as to what's happening on-air — format adjustment, marketing, promotions, etc. My most important contribution is to work with salespeople on promotions and campaigns that will end up being good for both customer bases. If I have a problem with what a salesperson or a client wants to do, I try to come up with alternatives that will work for everyone. ☺

**Dave Ervin • Program Director • KBIG-FM • Los Angeles, CA**

I make it a practice to (try) to do the following: 1. *Listen & Review*. It's easy to reject an idea. It's better to go back to the client with an alternate plan. Try not to put your AEs in a position where they have to throw cold water in a client's face. Listen, think, then respond. 2. *Be Involved & Brainstorm*. There are hundreds of great sales ideas that don't clutter the airwaves. Not every client requires your call letters to be on a promotion. Your involvement ensures that promotions be focused. Sales will appreciate your involvement. 3. *Go On Calls & National Sales Trips*. The PD knows how to position the station. Clients simply like to feel connected to the programming side of Radio. 4. *Develop Sales Promotion Inventory*. This inventory, when structured, saves innumerable headaches. It also gives sales the flexibility it needs to develop sales marketing ideas on its own. The only time you, as a PD, need to be involved in this inventory is when the station call letters are represented. ☺



**Joe McCoy • Program Director • WCBS-FM • New York, NY**

The station has a very local listenership, thus making it very appealing to our sponsors. In these days of "added value" and "client promotions," we have found ways to enjoin a sponsor with one of many of our existing speciality programs or special weekends. These are built-in areas which can help satisfy clients' needs. In many cases, we create a promotion to go along with something that has already been planned on our programming calendar. These opportunities should be mutually beneficial to the Radio station, the client and most important, the listener. I make myself available to the sales department to brainstorm ideas for promotions. I also find it interesting to go on sales calls to see how tough the sales force's job can be. We work very hard at keeping each other abreast of the competitive changes, both on and off the air, via promotions & sales meetings, inter-office memos and sharing research information about ourselves and our main competitors. The bottom line is that both departments understand what each has to do to succeed. ☺

**IF YOU WOULD LIKE TO RESPOND TO A PD FORUM QUESTION, CALL SHAWN DEENA AT 407-995-9075.**

## **DIR** **DIRECTIONS IN RADIO**

**A Full Service Broadcast Research Firm**

- ▶ Quality Research/Affordable Cost
- ▶ Strategic/Perceptual Market Studies
- ▶ Auditorium Music Tests
- ▶ Format Search
- ▶ Call Out Music Research

All work is done in-house. We operate from our 14,000 square foot facility in San Diego with the latest state of the art Ci3 Cati™ Interactive Computer Interviewing System. DIR Interviewers follow the sun, starting in the Eastern time zone and working across the Country to Hawaii.

**Call Don Nelson, Director of Marketing  
to discuss your research needs**

**800-676-5883**



by Roy Pressman

## Avoid Steep Fines

### A Checklist to Comply with FCC Rules & Regs

**T**he beginning of each year is a great time to review how well you're complying with FCC rules and regulations. Deregulation has reduced the paperwork and the strict legal guidelines, but you are still responsible for keeping your station "legal." So pull out the FCC checklists and go through them. Here are a few areas to get you going. Let the steep fines be your incentive!

#### Chief Operator

Each station is required to have a chief operator. He or she must hold at least a restricted Radio/telephone operator permit. If your station operates on a frequency greater than 10kW, or utilizes a directional antenna, the chief operator must be an employee of the station. If you have an FM station or an AM with less than a 10kW frequency, the chief operator can be hired on a contractual basis. Don't forget to post a statement in your air studio identifying your chief operator, signed by the GM. If you're using a contract operator, make sure that the agreement is kept in your local public file.

#### QUICKREAD™

- Despite FCC deregulation reducing paperwork and strict legal guidelines, stations are still responsible for operating "legally."
- Each station is required to have a chief operator who holds at least a restricted radiotelephone operator permit.
- Any tower lighting failures need to be logged, and the FAA notified.
- You might be jeopardizing your station's license at renewal time by keeping competition off of your tower.

#### Tower Lighting

The tower lights need to be checked at least once a day—preferably at sunset. If you can't do the checks visually, you'll need to install an alarm system that remotely detects any lighting malfunctions. Your on-air personnel should make a notation on the log each time the lights are checked. Any failures need to be logged and the FAA notified of the tower illumination problems. If you are on a community tower, you are still responsible for painting and lighting the tower. The FCC will allow you to designate one of the stations on the shared tower to handle inspections, maintenance, and associated lighting of the tower. This agreement should be in writing and kept in your public file.

#### Station Identification

The station ID should be made as close to the top of the hour as possible, "during a natural break in programming." In addition, the ID should be given at the beginning and end of the station's operation. If your transmitter dies, and the station goes off the air, the on-air personality should give a legal ID when you're back on the air. The legal ID consists of: 1) the station's call letters followed by: 2) the city of license followed by: 3) any other surrounding community.

You may insert the frequency and the name of the license between the call letters and the city of license.

#### Regarding Telephone Conversations

Before any conversation is recorded, callers must be informed of your intention to broadcast the conversation.

Exception: If a listener calls into a program that regularly broadcasts phone conversations, it is assumed that the caller

is aware that the call will likely be aired. Calls associated with station employees are also an exception to the rule.

#### Operation at Reduced Power

To be legal, your station's operating power must not be less than 90 percent or more than 105 percent of your authorized power. If you are forced to operate at a power level less than your authorized power: 1) Notify the FCC 10 consecutive days prior to power reduction; 2) Notify the FCC of normal operation if regular power is restored before 30 days have lapsed; and 3) Submit a written request to the FCC if power reduction is to exceed 30 days.

#### FM Stations with Subcarriers

If your station uses subcarriers, you can increase total modulation up to 110 percent. For every one percent of modulation used for your subcarriers, you can increase your total modulation .5 percent. Example: If you have two subcarriers each using 8 percent injection (for a total of 16 percent), you can legally increase your station's modulation to 108 percent. The maximum allowable is 110 percent.

#### Common Antenna Sites for FM Stations

If your FM station owns, leases or controls a tower site that is particularly suitable for FM stations, think long and hard before restricting other FM stations from broadcasting off of your tower. You may not want the competition on your tower, but you might jeopardize your station's license at renewal time by keeping them off!

Roy Pressman is director of engineering for WLVE/WINZ/WZTA in Miami. He may be reached at 305-654-9494.

# The Most Perfect Sound You'll Ever Hear.



## EQ<sup>3</sup>

This may sound a bit arrogant, but once you experience EQ<sup>3</sup>™ High Definition Audio, you'll never use any other sound enhancement system.

We're that confident about NTI's EQ<sup>3</sup>, the world's first air band equalizer.

Bob Whyley, audio director for *The Tonight Show* agrees, "The EQ<sup>3</sup> lets me create a sound field that easily matches, and even exceeds, all expectations. I can't live without the EQ<sup>3</sup>, and I bring it to every session or production."

There is no competition.

The EQ<sup>3</sup> is an invaluable addition to any broadcast facility or recording studio. It's not just another equalizer.

The EQ<sup>3</sup> is great equalization.

The more you use it, the more applications you'll find for it.

It's like sitting in front of the band and hearing every instrument and voice all at once, with total clarity.

Using patented audio circuitry, the EQ<sup>3</sup> equalizer produces sound that is virtually free from hiss, noise, distortion and phase lift.



The EQ<sup>3</sup> enhances current technology on the front end or back end, whether digital or analog.

The EQ<sup>3</sup> will provide your station with quite possibly the most perfect sound you'll ever hear.

You can get the EQ<sup>3</sup> only from Harris Allied. Call us for a demo.

**1-800-622-0022**

**FAX 317-966-0623**

**Southern CA 1-800-690-2828**


 **HARRIS  
ALLIED**

©1994 HARRIS CORP.

## INTERVIEW

# CREATING A 'NEW' CORPORATE CULTURE

**RANDY MICHAELS,  
PRESIDENT AND CO-COO,  
JACOR COMMUNICATIONS, INC.**

A photograph of Randy Michaels, a man with short grey hair, wearing a vibrant, multi-colored patterned sweater over a light pink collared shirt. He is leaning forward, resting his arm on a wooden surface, and looking directly at the camera with a slight smile.

Randy Michaels is considered a true Radio professional, having worked in virtually every on- and off-air position, and programming literally every type of Radio format. The skills he has acquired as a First-Class FCC Operator have enabled him to help stations maximize their signal coverage, as well as their programming.

Michaels began his career in 1970 while attending the State University of New York at Fredonia, gaining his first programming experience at Taft Broadcasting's **WGR-AM/WGRQ-FM Buffalo**. In 1975, he became Taft's PD for **WKRQ-FM Cincinnati**, where he spearheaded the prompt and successful turnaround of the station. He then achieved similar success at Taft's **Kansas City Station, WDAF-AM**. By 1977, he had become VP of Programming for Taft.

In 1983, Michaels left Taft Broadcasting to form **Seven Hills Communications**, where he served as executive VP of Programming and Operations. In 1986, **Seven Hills**, which had since changed its name to **Republic Broadcasting**, and acquired four Radio stations, merged into **Jacor Communications**.

As president and co-COO of **Jacor Communications Inc.**, based in Cincinnati, Michaels holds the distinction of running the ninth largest Radio group in the country.

**INK:** How has Jacor changed since you've gotten new capital in the company?

**MICHAELS:** I would suppose that the capital structure is the most radical transformation. Jacor was a company that went public on very little equity, and was always very thinly capitalized in a very complicated balance sheet involving different classes of stock, different kinds of warrants, and options. The company had big debts — insurance company debts, and convertible stuff — and equity that was extremely confusing. Today, we have one class of stock. We have some warrants to trade on NASDAQ, and some options that are held by management. We have zero debt and a lot of cash in the bank. We have a big war chest. So, that is a radically different Jacor than the one that was leveraged at nine, ten, and, for a moment, I think, eleven to one.

I would say culturally it has also changed. The Zell/Chilmark Fund, LP, is run by David Schulte and Sam Zell. Their mission was to find intrinsically good companies with broken balance sheets, fix the balance sheet, support management, and then, get out of the way. They are not managers or operators. They just don't get involved at all in day-to-day operations, but are there to provide capital, support, and help us all make a lot of money.

#### **THE CULTURAL ENVIRONMENT**

**INK:** How have you changed the cultural environment?

**MICHAELS:** Instead of making decisions for the banks, or even for Wall Street, on a short-term basis, we are able to focus on return on capital over the longer term. By that I mean, if you focus on the street and the money managers, they have very, very short-term outlooks. If you worry about this quarter's earnings, then you are tempted to do certain things — hold some promotion money, not make an investment — to make the quarter look better. The Z-C guys have very dry palms, and a much longer view. We are not sellers today, and we don't believe that, if you see your company at all the way we see ours, you should be a seller today, either. What we do is focus on the long term, rather than on this quarter of this year. This has allowed us to do very well this year, and this past year. Jacor has gone from 14 million in broadcast cash

flow in '92 to 26.5 million in '94. We've also been able to adopt a much less rigid attitude. You see, Jacor is known on the product side for its non-rigid, non-linear, creative and fun atmosphere. I think the whole company is coming to work in blue jeans now. For a long time, I kept a suit in my closet. I'd put it on when the bankers or lawyers came in. Then it finally dawned on me that they worked for us, so I only put it on out of respect if we were doing a deal, or if I'm in New York and seeing folks from Wall Street or if I'm trying to buy somebody's Radio station. We have a pretty casual atmosphere. We have torn up the policy manual. Our policy now is, "use your best judgment." We've torn up the corporate organization chart. Our employees' mission now is to come in every day and contribute in the most productive way that they can. I'm not sure it's possible to eliminate all of the bureaucracy that takes place in a company, but we'll continue to try.

#### **INSTITUTING GROWTH**

**INK:** You've got a lot of growth opportunity now with the amount of cash that you have in the coffers. What direction are you going to be taking to institute that growth?

**MICHAELS:** If you had asked me that question a year ago, I would have told you, with great confidence, that Jacor was going to bag an elephant, that is, buy a company larger than ourselves, because we bring to the table not only a lot of cash and a lot of borrowing capacity, but a good relationship with Wall Street, and, we think, the ability to raise public equity. We also have uncommitted capital in the Zell Chilmark fund that they would be happy to invest in broadcasting, as well as public stock that we can use as a currency. We think we are the company that is in the best position for growth. The problem is that there is a lot of hot money out there, and multiples are extremely high. As interest rates go up, logic would tell you that the multiples are coming down. However, in a duopoly driven frenzied environment, that doesn't seem to be the case. We have not been able to find just the right deal. We continue to be very active. We continue to have talks with large groups, and it is still my hope that we will successfully conclude negotiations with some large group, but I can't tell you that we've done it.

32 ►

## **SIDELINES**

◆ Leisure activities: **Radio, Radio, Travel, Radio, Reading, and Radio.**

◆ Recommended reading: **All Al Reis & Jack Trout; Sun Tzu; Karl Von Klauswitz; any P.J. O'Rourke.**

◆ Mentor or role model: **My Dad**

◆ Most interesting person(s): **David Schulte and Sam Zell.**

◆ If you had 30 minutes to sit and talk with one person, whom would you choose? **Earl Cullum.**

◆ If you were granted one wish, what would it be? **An infinite number of additional wishes.**

◆ If you could go back in time, how far back would you go? **No earlier than the invention of the superheterodyne circuit.**

◆ Whom did you listen to on the Radio when you were growing up? **Dave Reinhart, WSAI; Johnny Holiday, WHK; Martin & Howard, KYW; Jackson Armstrong; the CKLW boss jocks; Jefferson K., WBZ; John R., WLAC; Jimmie Logsdan, WCKY; KYW, CKLW, WBZ, WCFL, WLS, WABC, WJR, WERE, WJMO, and hundreds of others ... too many to mention.**

◆ What did you want to be when you grew up? **I don't ever want to grow up; I want to be what I am.**

◆ What is your pet peeve with Radio? **We are regulated by regulators who pay too little attention to technical realities, and too much attention to politics. Radio needs tougher technical standards, and looser business and content regulation.**

◆ The most embarrassing thing that ever happened in my career was ... **Too embarrassing to repeat in a trade magazine!**

◆ What has been your most elusive goal? **Acquisition of CBS.**

◆ Of what achievement are you most proud? **Helping to assemble and keep together the awesome group of people at Jacor.**

◆ As a listener, what is your favorite format? **R&B oldies; '30s-'50s country; small-town live Radio; talk.**

◆ What advice would you give someone who wants to get into Radio? **Unless you have the addiction to a hopelessly incurable degree, give it up and get a real job.**

## INTERVIEW

◀ 31

**INK: What kind of multiples are you looking for?**

**MICHAELS:** Well, all the multiples today are crazy. What we want is something that, within a reasonable period of time, looks like a six or seven multiple to us. Even if we pay 20 or 30 times Broadcast Cash Flow (BCF) going in, and we have certainly paid infinite multiples for some of the stations we've purchased, because they were cash flow negatives, we'd like to know that we have a plan for making it a reasonable multiple within a short period of time.

**INK: Are we, as an industry, repeating the same mistakes that we made in the '80s?**

**MICHAELS:** In some ways, we are, and I think we are making new mistakes. For instance, where Jacor got into trouble was when it began buying Radio stations and financing 110 percent of the price. That wasn't atypical of the '80s. In the late '80s, a lot of people were borrowing more than the purchase price to go out and buy stations. If the market hiccuped, and it did, they were jeopardizing the very financial health of their companies. Some companies went bankrupt. Others, like Jacor, avoided it technically and only barely. Others just got hurt. Today, many companies are paying inflated prices, which are resulting in bad returns. Because there is more equity in today's deals, they may avoid bankruptcy, but the investors' returns will be lousy. I think that in the duopoly world, however, there is justification for some of the higher prices. As we learn more and more about duopoly, it becomes very clear that, if you have the right strategic, or tactical, plan, you can create a lot of money by expanding horizontally in a market.

**INK: You are one of these Radio executives who has moved from the programming side to the management side.**

**MICHAELS:** I went from engineering, to programming, then to management.

**INK: OK, so give us that perspective. What are some of the important lessons that you had to learn?**

**MICHAELS:** When Radio was simpler and program directors were weird guys who

sported beards, wore T-shirts, talked a different language, and hung out with the record people, the only responsible thing for an owner to do was promote sales types, who understood where the money came from, to the position of manager. Today, Radio is a sophisticated product. It is marketing-driven and, be-



**At Jacor's annual sales award banquet last February in St. Thomas (l to r): Michaels; chief operating officer, Bob Lawrence; regional sales manager, Cincinnati, Jamey Schleue; chairman of the board, David Schulte.**

cause we have two groups of customers, listeners and advertisers, owners need to make a choice. It used to be that, in a simpler world, being advertiser-focused was appropriate. Today, you've got to realize that it is listeners who deliver advertisers, and not the other way around. So, we need to be listener-focused, with an understanding of where the money is coming from. Someone who can count, who can read a P & L, who understands license protection, and who comes from, and understands, the product side, is becoming more and more valuable. If you take 10 mediocre salespeople and give them a 10 share to sell, then take the 10 best salespeople in town and give them a two share to sell, I can tell you who is going to sell more time. It is a product-driven world. I think you are going to see more and more of the top managers being promoted from the product side.

### **DIRTY TRICKS**

**INK: Jacor received a lot of publicity for the Power Pig in Tampa about five years ago. I'm told it is still suffering the effects of some of those "dirty tricks" in the advertising community.**

**MICHAELS:** Did we pull any dirty tricks? I don't know. It was certainly the bloodiest Radio battle that I've been involved in, and the dirtiest. I will tell you that Q-105 put together an awesome Radio station. It was really as close to all-things-to-all-people in a major market as any station can get. One of the things that they did, though, was play extremely rough with competitors. When we first bought Tampa, Jacor owned the Eastman Rep firm, and that firm represented Q-105. There was a gentlemen's agreement between Frank Wood, the president of Jacor, at that time, Eastman, and Q-105, that we wouldn't go Top 40. We had a program directors' meeting in Tampa and everybody thought we should go Top 40, but we weren't allowed to do it. The things that Q-105 did to us during that meeting included non-stop on-air skits, and some things that haven't been well-publicized. They played very, very rough. Someone actually called my parents, identifying themselves as the state police, and

told them I had been killed in a car wreck. It was hardball. I think that what we tried to do was to take all the stuff they started and turn it up, feed it back to them with a great sense of humor at about 10 times the volume. I think that there were a couple of tactics that we still hear about. There is one that we hear about the most, that was probably the most effective. It was the flipping the pig thing. The middle finger salute. The way that got started

was on our first day, we drove the van through the parking lot, blew the horn and waved. They all came out on the balcony and flipped their middle finger



**Michaels with Jaqui Brumm, vice president/general manager of WEBN, WPPT, WAQZ at the 1994 WEBN fireworks celebration.**

34 ▶



# DO BIRDS OF A FEATHER REALLY FLOCK TOGETHER?

TAKE THIS EASY MULTIPLE CHOICE TEST:

- A. Only birds that flock. (What is flocking anyway?)
- B. Most birds do; but turkeys, cranes, owls, ostriches and kiwis don't.
- C. If ostriches flocked, they'd eat each others eggs and become extinct.
- D. Bats flock but they're not birds.
- E. People of the 90's are not birds – and don't flock.
- F. None of the above.
- G. All of the above.

Flocking is for birds... not people. Birds flock to trees and fields; people live in households. Until now audience segmentation profile systems have utilized technology for the birds. In short, these systems deductively assume that all individuals within defined geographic areas behave, consume, think, and respond similarly. This is just not so. People respond to brands, products, services, and media on an individual basis – based on likes, dislikes, and tastes acquired over time and through



life's experiences. **Smart Targets™** is the **first and only** audience profiling system to identify lifestyle, demographic, brand, product, and media usage at the individual household level with over 3,600 variables. Smart Targets™ is not limited to 40 or 50 cluster groups of "cutesy" names like "pools and patios", "furs and station wagons" and clumps of homes in 2,000 or 1,000 batches, because it's built using the largest, most accurate database of over 98 million households. These are households where real individuals live,

not census tracts or block groups of blind addresses where people supposedly "flock."

In over two years of testing within the broadcast industry, the accuracy and results have been astounding. Call us to learn about Smart Targets™ availability & exclusivity for your market.



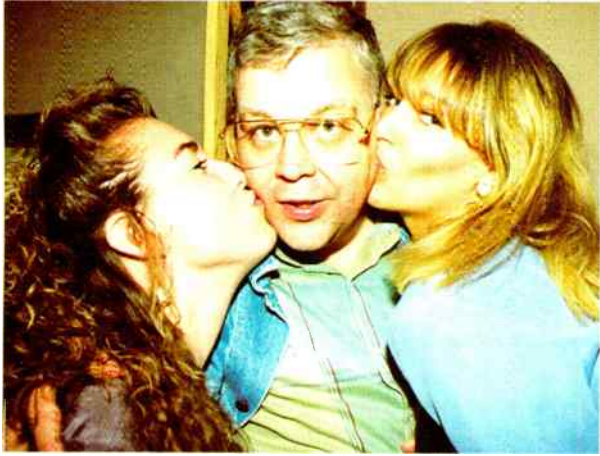
**DIRECT MAIL • TELEMARKETING • DATABASE**

**MIAMI 305-858-9524 • CHICAGO 708-382-5525 • LOS ANGELES 818-782-9524**

## INTERVIEW

◀ 32

to Marc Chase, our program director. Marc said, "Oh, look, they are welcoming us to Tampa. It is the one-finger salute. It must be some kind of welcome to town. So, whenever you see Q-105,



Michaels with account executive Michelle Arti (l) and News Sister Laura Steele at WEBN Oyster Fest at Washington Platform. Congratulatory billboard in Cincinnati in June of 1993 from the Jacor program directors.

make sure you say hello to them with that middle finger. Hey, we don't care, say it to us, too." Within two days the whole flipping the pig thing caught on. It was one of the fastest come-building devices I've ever seen. But, it was probably a mistake and we still hear about it. The bigger problem at Power Pig was that we had to wait a year before we could attack Q-105. For a year, we weren't allowed to change the format. There was finally a falling-out with Eastman. Q-105 fired Eastman, and the gloves were off. We had a brainstorming meeting and put a format together, then stuck it in the computer under the working title "Power Pig," just as a joke. We never intended to use it. But, by the following year, it had taken on a life of its own within the company, making it almost impossible

not to use. We had written a lot of liners that were clearly intended to be internal jokes, but, we ended up using them all on the air. It turned out to be a much better plan for attacking Q-105, then building our Radio station, than we initially realized. There is a question as to balance between listener focus and competitor focus. Ultimately, what we do has to be focused on the listener. After all, that is where the battle is, in the mind of the listener. On the other hand, since shares in Arbitron always add to 100, you only go up if somebody else goes down. So, being competitively aware and using tactics to mislead and distort your competitor, is an important part of being audience-focused. I think the Power Pig got way too competitor-focused on both ends. Although we won the Arbitron ratings, we have not yet successfully created the kind of success that Q-105 used to have.

### MISTAKES MADE

**INK:** Prior to that time, very few broadcasters were even willing to look at Tampa because Q-105 had such a foothold in the marketplace. You went in and, essentially, broke it up. A big part of what broke Q-105 up was its reaction to the steps you took. From your perspective, what were the mistakes that they made?

**MICHAELS:** I think they made a series of mistakes, the first being that no one had ever really attacked them with a cohesive plan. And, I would say going in, we had a very cohesive plan. We brainstormed the hell out of the thing. The plan, for the first six weeks, including all the fallback positions, was darn good. We knew from research, every week, what spot they held and designed some pretty strong tactics to highlight their weaknesses. We expected one of several responses, the most likely being for them to take the high road. They were, after all, number one 25 to 54 across the board, at that time. We felt that we could force them into being a "Hot AC," then take the CHR position. But, what they did was remarkable — nothing. Within four weeks, in the Critical Mass callout, we'd beaten them, and obviously, in that first Arbitron, just clobbered them, certainly

in total audience. I don't remember what the numbers were, but we came out of the box at an 11, and they had been knocked down to about a 9 or something. Now, you understand, at that point, we would have still traded rating books with them. They were still No. 1, 25 to 54. We attacked them deliberately on the young end, because we thought that was the market they would defend reluctantly. So, we thought, at that time, that we had achieved some initial victory. We had an 11 share and just box car numbers 18 to 34, and thought that was what the playing field was going to look like. When that book came out, I don't think they studied the demographic profile very well, because they were still No. 1, 25 to 54, and they threw everything away, fired everybody and went after us record for record. Unthinkable. Instead of taking the "Hot AC" position, and becoming KVIL, which was their destiny, they threw it all away and went just as young. Had they done that the first day, it would have been a valid tactic. But, to let us establish that kind of share level and then go after us record for record, was an absolute suicide move. They got rid of all the attributes that were holding their older demographics, and were never going to come back and catch us with the younger demos. We were already successfully positioned. We had a good attack plan. They really threw away a terrific Radio station.

**INK:** So, you essentially fed back what they were doing.

**MICHAELS:** Oh, absolutely. It was a parody, a farce. Still, at the same time, in the last book, we were fourth in the market with excellent 18 to 34 numbers, number one with 18 to 34 women, number two to WXTB in a market where there is no classic rock or rock 'n' roll. As CHR stations go, WFLZ-FM is quite successful. It is just not the kind of success that Q-105 was.

**RADIO'S FUTURE**

### RADIO'S FUTURE

**INK:** Are you excited about Radio's future?

**MICHAELS:** Absolutely, and especially about Jacor's future. We're operating in six medium-sized markets, and have the number three publicly-traded Radio company in terms of cash flow. We have very successful news talk, rock, AC, and country formats. What I'm excited about, and

35 ▶

am still watching evolve, is the fact that we can consolidate. Local Marketing Agreements (LMAs), Joint Sales Agreements, and duopolies make the Radio game more like chess than checkers, because we now have the ability to figure out what our tactics are horizontally. In other words, Proctor & Gamble has been working with multi-brand strategies for 100 years, and are still developing their techniques. We are so new at this that we are still figuring it out. You have broadcasters like EZ who have duopolies that are typically different formats. That is one approach. Our view is that, in complex markets, if you have a station with a format, somebody is going to compete with you and it might as well be you. We think that, just like Proctor & Gamble, who wants to have a detergent that works in cold water, one that has bleach, one that is liquid, and one that gets out ring around the collar, we are going to have mainstream rock, or classic rock, and we'd like to do a joint sales agreement with the modern rocker, so that we can have a monolith across the rock spectrum. If you have fully developed stations, do you have separate sales staffs and multiple bites of the apple? That seems like a pretty good idea, but sometimes we use a station tactically. That is, you use an LMA station or a new acquisition to squeeze a competitor. In the short term, you sell them in combination, and use the same national rep for that deal, or use two different national reps, and have them compete with each other. We're just learning how to set up the commission structure so that salespeople will help each other, which, of course, is not in their nature. I think this is very exciting. I also think that it is still unclear as to what the commission structure will be, in terms of joint sales agreements, network affiliation agreements, and industry consolidations. I think that television, specifically FOX and NBC, with some of the things they have done, is going to force the FCC to look at attribution rules to get a clearer picture of what is allowed and what is not. If somebody had told you five years ago, "Yes, the FCC is going to allow you to own another AM and FM in the market, or they may just allow you to broker all the time and resell it," you wouldn't have believed it.

#### COMPELLING PROGRAMMING


**INK:** There doesn't seem to be a lot of creative local programming, anymore. Is that going to become a problem, as there is more and more need for compelling programming?

**MICHAELS:** Yes. It is a problem, and an opportunity. All we have to do is find interesting people. It would certainly be helpful if they came up through the Radio ranks, but we have had pretty good luck certainly in talk Radio, with inexperienced talent. And, the fact that the supply of talent is limited is good, because it makes them unique. I think then, the challenge is to create a corporate

culture, a station culture, and a stationality that makes it more fun and rewarding, not just monetarily, but otherwise, to work at your station. I'm not saying we are doing a great job of that, but we are attempting to make just the experience of working with the Jacor family more rewarding, more hassle-free and more of a kick than working somewhere else. I think it was Lujack who, when asked, "How do I get into Radio when I grow up?" wrote in his book, "You can't do both." I really think that's true. We have a very loose, fun attitude about the business. I know it sounds corny, but I think we need to make it more fun to work here than anywhere else. ☐

**SUN RADIO NETWORK  
DEBUTS**

# "The Rathaus"



**CHRIS RATHAUS**

*IT'S DIFFERENT!*

*IT'S OFFBEAT!*

*IT'S FUNNY!*

*IT'S UPBEAT!*

*IT'S HIP!*

*IT'S OFF THE WALL!*

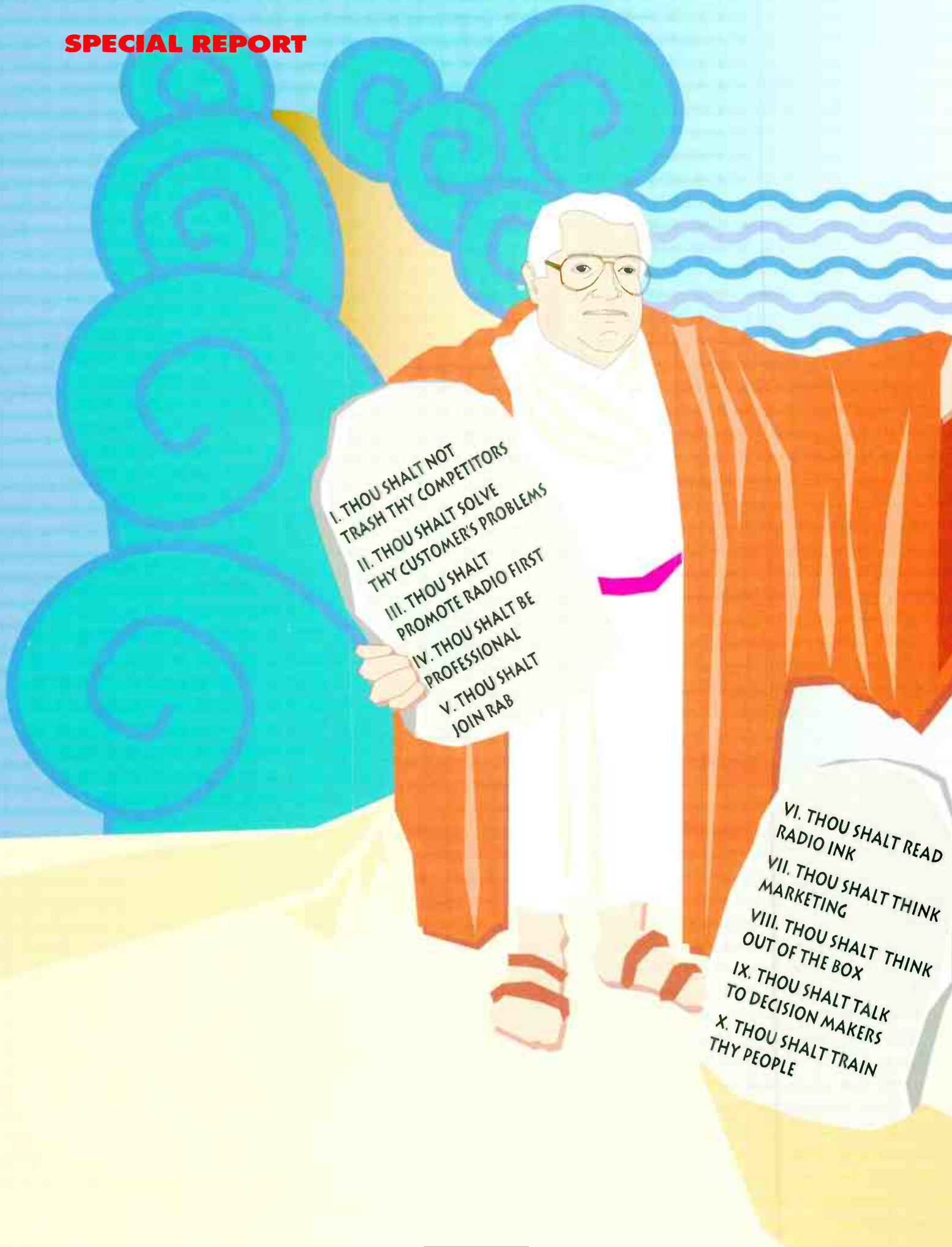
*IT'S ALIVE!*

*IT'S ENTERTAINING!*

**Join the Fun Each Weeknight!!**  
6PM - 9PM ET  
CALL (800) 572-9204  
For more information or a demo tape

Circle Reader Service #121

# SPECIAL REPORT



I. THOU SHALT NOT TRASH THY COMPETITORS  
II. THOU SHALT SOLVE THY CUSTOMER'S PROBLEMS  
III. THOU SHALT PROMOTE RADIO FIRST  
IV. THOU SHALT BE PROFESSIONAL  
V. THOU SHALT JOIN RAB

VI. THOU SHALT READ RADIO INK  
VII. THOU SHALT THINK MARKETING  
VIII. THOU SHALT THINK OUT OF THE BOX  
IX. THOU SHALT TALK TO DECISION MAKERS  
X. THOU SHALT TRAIN THY PEOPLE

# The 1995 Marketing Leadership Conference

## LEAD, FOLLOW, OR GET OUT OF THE WAY

by Wendy Green

**L**ead, follow, or get out of the way.' The planning committee for the Radio Advertising Bureau's 1995 Marketing Leadership Conference has adopted this maxim as the unofficial motto of this year's event, which takes place Feb. 16-19 at the Loews Anatole Hotel in Dallas. The committee set the tone for RAB '95, the only conference in the Radio industry to focus exclusively on sales and sales management issues, by renaming the whole affair the "Marketing Leadership Conference." Skip Finley, committee chairman and president/general manager of WKYS-FM Washington, D.C., said the new name, which replaces "Managing Sales Conference," more accurately describes what the RAB conference has always accomplished.

"We're talking *leadership*, not just *management*," Finley explained. "The new name sets the pace for the industry and truly describes the people who attend this conference."

RAB President Gary Fries concurred. "*Managing* is not indicative of what a person who runs a sophisticated Radio sales organization does today," he said. "It has become a matter of *leadership*."

### SHIFT TO MARKETING

The second dominant theme evidenced by the name change is the shift from selling to marketing. According to Fries, "We're watching selling become more marketing-driven, based on relationships with advertisers. From the opening keynote lecture by leading-edge marketing consultant Don Peppers, to the closing consultants collage, numerous forums and workshops will address Radio's changing role and help stations' transition from being spot-sellers to being marketing leaders.

Given the tremendous year that Radio enjoyed in 1994, will managers feel that they can skip this meeting and go on doing business as usual? Bill Figenshu, president of the Radio division of Viacom and vice chairman of the planning committee, offered some food for thought. "With all the changes in this business every year, to assume that everything is the same as it was five years ago would be to cut off the future, to spite your career," he explained. "The momentum has to continue into 1995, and that's only going to happen if we prioritize from a sales standpoint. So, foremost at this conference will be ongoing sales strategies, in good years and bad." Figenshu added that the committee worked hard to focus on the very

things that those attending can take home and use right away.

Chairman Finley echoed the importance of hands-on usefulness, pointing to sessions with a technical orientation that will help stations move into the realm of one-to-one marketing and interactivity.

Addressing the subjects of sexual harassment in the workplace, and the involvement in Radio of all races, there will be a workshop on "Building An EEO Culture At Your Radio Station," and a full day of sessions targeting urban- and Hispanic-formatted stations. In addition, diversity consultant Darryl Trendt, former station manager and Group W executive, will outline the newest approaches for implementing a diversity culture as part of a Radio station's basic operating procedure.

### URBAN WORKSHOPS

Darryll Green, VP/GM of WGCI-AM Chicago, is teaming up with Jeffrey Myers, GSM of WKYS-FM Washington, D.C., to organize the urban workshops. Green believes that urban broadcasters have not participated a great deal in past conferences because they did not feel the unique needs of urban stations were adequately addressed in general sessions.

"We face special problems in selling urban stations, including negative images of African-Americans in the media, and the mistaken assumption that African-Americans don't have the money to purchase advertisers' products," Green said. "It's a constant challenge to educate clients." He noted that Hispanic stations are confronted with similar problems. There will be workshops dedicated to Hispanic stations as well.

Green believes that urban broadcasters will benefit greatly from the opportunity to meet and network at RAB '95. He cited

### QUICKREAD™

- RAB '95, which takes place Feb. 16-19 at the Loews Anatole Hotel in Dallas, is the only conference in the Radio industry to focus exclusively on sales and sales management issues.
- This year's conference will highlight not just management issues, but leadership issues, as well.
- Numerous forums and workshops will address Radio's changing role, and help stations' transition from being spot sellers to being marketing leaders.
- Urban and Hispanic broadcasters will benefit greatly from the opportunity to meet and network at RAB '95.
- Radio station managers must view their roles as being a platform for making matches between advertisers and their customers, in order to survive the new technology and marketing thinking of the future.

38 ►

## SPECIAL REPORT

◀ 37

country Radio broadcasters as a group who have formed strong associations and become a very powerful marketing force, something urban stations have yet to do. "Getting together to talk about our successes makes urban, and all of Radio stronger," Green declared.

### SOLVING MARKETING PROBLEMS

Friday's opening keynote speaker exemplifies the shift from selling Radio time to solving advertisers' marketing problems. Don Peppers, co-author of

*The One to One Future: Building Relationships One Customer at a Time*, is founder and president of marketing 1:1, a consulting firm specializing in relationship management and marketing technology issues. He focuses on helping companies move out of the Age of Mass—mass media, mass production, mass distribution, and mass marketing—and into the age of interactive, individually addressable media.

"Mass media will survive because an event that is heard in the same way, at the same time, by everyone, is a unifying experience. But mass marketing is going to go away," asserted Peppers. "It is going to be killed off by interactivity."

### RADIO'S FUTURE

What does the one-to-one future hold for Radio?

"If you, as a Radio station manager, view your station's role as that of putting commercials on the air that most of your listeners want to hear, that role is very definitely being threatened," warned Peppers. "However, if you view your role as being a platform for making matches between your advertisers and their customers, that is a role that can survive the new technology and new marketing thinking."

He points to stations that are using interactive telephone systems and loyal listener newsletters to illustrate how a

# R A B '95 D A I

## THURSDAY FEBRUARY 16, 1995

**11 A.M. - 8 P.M.**  
REGISTRATION OPEN -  
GRAND BALLROOM  
EXHIBITS OPEN -  
GRAND BALLROOM

**1 P.M. - 4 P.M.**  
CRM GROUP EXAM

**1:30 P.M. - 4:30 P.M.**  
DIAMOND CRM  
CERTIFICATION

**2 P.M. - 3:30 P.M.**  
CONSULTANTS COLLAGE  
NO. 1 — DAVID TOPUS  
NO. 2 — BOB OTTAWAY  
NO. 3 — BOB WEED

**4 P.M. - 5:30 P.M.**  
CONSULTANTS COLLAGE  
NO. 4 — NORM GOLDSMITH  
NO. 5 — CHRIS LYTTLE  
NO. 6 — DAVE GIFFORD  
NO. 7 — VALERIE WOODSON

**5:30 P.M. - 6 P.M.**  
FIRST TIMERS' ORIENTATION

**6 P.M. - 7:30 P.M.**  
RAB '95 WELCOME RECEPTION

**8 P.M. - 9:30 P.M.**  
LATE BIRD CONSULTANTS  
COLLAGE  
NO. 8 — JIM DOYLE  
NO. 9 — JASON JENNINGS  
NO. 10 — HENRY HUNTER

**8 P.M. - ???**  
RAB '95 OFFICIAL NET-  
WORKING LOUNGE OPEN

## FRIDAY FEBRUARY 17, 1995

**6 A.M. - 7:30 A.M.**  
EARLY BIRD CONSULTANTS  
COLLAGE  
NO. 11 — DARREL SOLBERG  
NO. 12 — CALVIN DORSEY

**7:30 A.M.**  
REGISTRATION OPENS

**7:30 A.M. - 9:15 A.M.**  
BREAKFAST - GENERAL SESSION  
KEYNOTE: DON PEPPERS

**9:30 A.M. - NOON**  
FORUMS  
NO. 1 — LEADERSHIP -  
DR. SEAN JOYCE  
NO. 2 — COMMUNICATIONS -  
LEE GLICKSTEIN  
NO. 3 — MARKETING -  
DON PEPPERS

**9:30 A.M. - 10:45 A.M.**  
WORKSHOPS  
NO. 1 — RADIO  
STREETFIGHTERS  
NO. 2 — NEW MANUFAC-  
TURER PROFILE  
NO. 3 — MAKING \$\$\$ WITH  
AM RADIO  
NO. 4 — EVENT  
MARKETING

**11 A.M. - 12:15 P.M.**  
WORKSHOPS  
NO. 5 — SELLING THE  
MONSTER "MARTS"  
NO. 6 — VENDORS OTHER  
SIDE  
NO. 7 — NATIONAL  
BUSINESS

NO. 8 — DATA BASE IN  
SMALL MARKETS

**12:15 P.M. - 2:15 P.M.**  
LUNCH  
KEYNOTE: DR. KERRY  
JOHNSON

**2 P.M. - 7 P.M.**  
EXHIBIT BALLROOM OPEN

**2:30 P.M. - 4 P.M.**  
SPECIAL SESSION:  
DR. KERRY JOHNSON

**2:30 P.M. - 3:45 P.M.**  
WORKSHOPS  
NO. 9 — CULTIVATING AG  
BUSINESS  
NO. 10 — SALES MANAGERS  
- 1ST 90 DAYS  
NO. 11 — DATA BASE  
MARKETING  
NO. 12 — SELLING  
GROCERY INDUSTRY  
NO. 13 — PERSONALITY  
TESTING  
NO. 14 — INSIDE AUTO  
ASSOCIATIONS  
NO. 15 — NEW RESEARCH  
FRONTIERS  
NO. 16 — LIFESTYLE  
MARKETING  
NO. 17 — KILLER VENDOR  
CLOSES

**4 P.M. - 6 P.M.**  
ASK THE EXPERTS -  
EXHIBIT BALLROOM

**5:30 P.M. - 6:30 P.M.**  
CRM/CRM RECEPTION  
URBAN RECEPTION  
HISPANIC RECEPTION  
INTERNATIONAL RECEPTION  
DIPLOMA COURSE RECEPTION

**6 P.M. - 7:30 P.M.**  
CONSULTANTS COLLAGE  
NO. 13 — RHODY BOSLEY  
NO. 14 — JACK RATTIGAN  
NO. 15 — ALISON GLANDER

**8 P.M. - 9:30 P.M.**  
SMALL MARKET ROUND TABLE

**8 P.M. - 9:30 P.M.**  
LATE BIRD CONSULTANTS  
COLLAGE  
NO. 16 — PAM LONTOS  
NO. 17 — KATHRYN  
MAGUIRE

**8 P.M. - ???**  
NETWORKING LOUNGE OPEN

one-way, non-addressable mass medium like Radio can use the most basic interactive technology to create a link from the listener, back to the Radio station. That link enables the station to gather a wealth of data from listeners, personalize messages to individuals, and build affinity groups within the audience. Increased interactivity greatly enhances the value of the station to advertisers, even to the point of gathering listener feedback on products and services for clients and helping advertisers track their "share of customer."

### SHARE OF CUSTOMER

"Share of customer" is an integral

concept of one-to-one marketing. The mass marketer, according to Peppers, is concerned with increasing market share by selling a single product to as many people as possible. "Building share of customer, on the other hand, means ensuring that each individual customer who buys your product buys more product, buys only your brand of product, and is happier using your product than any others," he explained.

Winning "share of customer" depends on knowing who the customer is, and exactly what he wants. "Dialogue is intimately involved in one-to-one marketing," Peppers continued.

Simply being a one-way medium won't cut it anymore. Successful Radio stations of the future will know enough about their listeners to efficiently match individual listeners to advertisers.

### RESEARCH METHODS PRESENTED

Bill Moyes, CEO of The Research Group, sees an opportunity for Radio stations to form alliances with clients in order to gather information about customers, and help solve advertisers' marketing problems. In a Friday afternoon workshop, "New Frontiers of Radio Research," Moyes will present the latest

# LY SCHEDULE

## SATURDAY FEBRUARY 18, 1995

**6 A.M.**  
OFFICIAL FUN RUN

**6 A.M. - 7:30 A.M.**  
EARLY BIRD CONSULTANTS  
COLLAGE  
NO. 18 — CHRIS GRAVES  
NO. 19 — ASHLEY/GODFREY  
HERWEG

**7:30 A.M. - 9:15 A.M.**  
BREAKFAST  
KEYNOTE: METRO RADIO  
- ENGLAND

**9:30 - NOON**  
EXECUTIVE SYMPOSIUM

**9:30 - NOON**  
FORUMS  
NO. 4 — SPORTS  
MARKETING  
NO. 5 — LEADERSHIP -  
DR. SEAN JOYCE  
(REPEAT SESSION)  
NO. 6 — COMMUNICA-  
TIONS - LEE GLICKSTEIN  
(REPEAT SESSION)

**9:30 A.M. - 10:45 A.M.**  
WORKSHOPS  
NO. 18 MENTAL  
TOUGHNESS  
NO. 19 EEO CULTURE  
NO. 20 RADIO ON-LINE  
NO. 21 DIPLOMA GRADS  
SPECIAL SESSION

**11 A.M. - 12:15 P.M.**  
WORKSHOPS  
NO. 22 — CREATIVITY

NO. 23 — TRAINING  
ROBBERY  
NO. 24 — NEW TECH  
NO. 25 — MAKING \$\$\$  
WITH RAB

**12:15 P.M. - 2:15 P.M.**  
LUNCH  
KEYNOTE:  
ROGER DAWSON  
**RADIO WAYNE AWARD  
CEREMONY**

**2 P.M. - 7 P.M.**  
EXHIBIT BALLROOM OPEN

**2:30 P.M. - 4 P.M.**  
SPECIAL SESSION -  
ROGER DAWSON

**2:30 P.M. - 4 P.M.**  
EXECUTIVE SYMPOSIUM

**2:30 P.M. - 3:45 P.M.**  
WORKSHOPS  
NO. 26 — IN-HOUSE SALES  
TRAINING  
NO. 27 — COMPENSATION  
NO. 28 — NBD BUSINESS  
PLAN  
NO. 29 — KEN COSTA  
FINALE  
NO. 30 — COMBINING  
DUOPOLY CULTURES  
NO. 31 — NEW REVENUE  
SOURCES  
NO. 32 — NEWSPAPER'S  
GOLD MINE  
NO. 33 — SMALL MARKET  
COST CUTTING

**4 P.M. - 6 P.M.**  
ASK THE EXPERTS -  
EXHIBIT BALLROOM

**6 P.M. - 7 P.M.**  
CLOSING EXHIBIT RECEPTION

**7 P.M. - 9 P.M.**  
RAB '95 GRAND FINALE PARTY

## SUNDAY FEBRUARY 19, 1995

**7 A.M. - 8:30 A.M.**  
EARLY BIRD CONSULTANTS  
COLLAGE  
NO. 20 — MAGGIE  
MULHALL  
NO. 21 — MITCH SEIGEL

**8:30 A.M. - 10:30 A.M.**  
BREAKFAST  
KEYNOTE: STRESS &  
FITNESS

**10:30 A.M. - NOON**  
CLOSING CONSULTANTS  
COLLAGE  
NO. 22 — CHRIS LITTLE  
NO. 23 — DAVE GIFFORD

**NOON**  
CHECK OUT AND DEPARTURE



## SPECIAL REPORT

◀ 39

research methods being used on the programming side, that could translate into market research for clients.

"Lead user groups, for example, are people who have a heightened interest in, and awareness of, a product," Moyes explained. "They are more knowledgeable and articulate in a realistic way about what they like and dislike about a given product." Progressive researchers use lead user group studies and other sophisticated methodology to give stations a competitive edge on the programming side. Now, Moyes suggests that stations could team up with researchers to study lead users of products to optimize the clients' marketing efforts. Such research partnerships could position Radio stations as marketing leaders, rather than spot peddlers.

Of course, not every session at RAB '95 deals with brand new, cutting-edge topics that many broadcasters have not even considered yet.

In fact, one of the most popular events at the last two RAB conferences is back for a return engagement. Two years ago, the phenomenally successful Metro Radio Group of England received a standing ovation for their presentation, "The World's Greatest Radio Sales Person."

RAB Executive VP and conference coordinator Wayne Cornils said, "Metro Radio dazzles the crowd with its creative-sell concept. It has a full-time creative department that is a profit center at every one of its Radio stations." Metro Radio, creative super-achiever, is back this year to show you how it is surviving in the era of the information superhighway. Learn how your friends across the pond are coping with new marketing thinking at Saturday's breakfast keynote, "The World's Greatest Radio Sales Person III — The Movie."

### REAL-LIFE RADIO HEROES

Another workshop that taps real-life Radio heroes is "Inside Tips From Radio Streetfighters." Committee member Bob Gourley, GM of KKCS-AM Colorado Springs, CO, explained that the impetus for this session came from a desire to

41 ▶

# WHO WILL WIN THE 5TH ANNUAL RADIO WAYNE AWARDS?

Radio Ink publisher Eric Rhoads will present the 5th Annual Radio Ink Radio Wayne Awards on Saturday, Feb. 18 at the luncheon.

According to Rhoads, these awards are designed to recognize the industry "streetfighters," not the industry "elite," or "old-timers."

"When I used to attend conventions as a young broadcaster, it seemed that all the awards went to people for lifetime service," Rhoads explained. "I wanted to create an award for the people out there who are the backbone of the industry."

Rhoads added that the Radio Wayne Awards recognize Radio professionals in any size market or format.

"We want to encourage people who do great Radio, and who forward the overall quality of Radio in our industry," he emphasized.

This year's nominee finalists and their respective categories are:

#### GENERAL MANAGER OF THE YEAR

Bob Gourley, Walton Stations' KKCS-FM Colorado Springs, CO  
Skip Schmidt, Granum Communications' KOAI-FM Dallas/Ft. Worth  
Dave Presher, American Media's KGGI-FM Riverside/San Bernardino, CA  
Jim Pagano, Media VI's WAVV-FM Ft Pierce/Vero Beach, FL  
Catherine Moreau, Eric Chandler Communications' KHJJ-AM/KGMX-FM Lancaster, CA  
Stan Unruh, Lesso Inc.'s KZLS-FM Great Bend, KS  
Cynthia Daigneault, Morongo Basin Broadcasting's KCDZ-FM Joshua Tree, CA  
Vicki Mann, Citadel Communications' KBOZ-AM Bozeman, MT  
Art Sutton, Broadcast Company of Union's WBCU-AM Union, SC  
Bob Denton, Dick Broadcasting's WIVK-AM Knoxville, TN  
Brad Murray, American Radio System's WQSR-FM Baltimore

#### SALES MANAGER OF THE YEAR

Bob Sparr, Tribune Broadcasting's WGN-AM Chicago  
Betty Kocurek, Clear Channel's WOAI-FM San Antonio, TX  
Billy Grooms, Pyramid Broadcasting's WEDJ-FM Charlotte, NC  
Barry Rose, Inner City Broadcasting's KBLX -FM San Francisco  
Daryl McIntire, Sarks Tarzian Inc.'s WAJI-FM/WLDE-FM Ft. Wayne, IN  
Darlene McMullin, Eric Chandler Communications' KHJJ-AM /KGMX-FM Lancaster, CA  
Lisa Hester, Sourdough Broadcasting's KBRJ-FM Anchorage, AK  
Dan Charleston, Mitchell Broadcasting, KQKQ-FM Council Bluffs, IA  
Brian Blacklock, 2WS Sydney, Australia  
Tony Hutchby, 3ZB Radio New Zealand  
Ray Hexamer, Beaverkettle's WHBC-AM/FM Canton, OH  
Dawn Correll, Western Broadcasting's KLCY-AM/KYSS-FM Missoula, MT  
Sean Luce, CBS Radio's KKRW-FM Houston  
Carey Davis, Group W's WINS-AM New York  
Brent Millar, Cox Broadcasting's WHIO-AM/WHKO-FM Dayton, OH

#### BROADCASTER OF THE YEAR (RADIO WAYNE AWARD)

Herb McCord, CEO, Granum Communications  
H. Roger Dodson, president, Radio One Broadcasting  
Lindsay Wood Davis, GM, Midwest TV Inc.'s WMBD-AM/WMPX-FM Peoria, IL  
Robert L. Fox, CEO, KVEN Broadcasting Corporation, Oxnard/Ventura, CA  
Rich Marston, GSM, Beasley Broadcasting's WXTU-FM Philadelphia  
Sally Hawkins, GM/president, WILM-AM Wilmington, DE  
David Gingold, president/COO, Barnstable Broadcasting  
Bruce Johnson, SM, Westminster Broadcasting Corp.'s KCMJ-AM Palm Springs, CA/owner, KGEM-AM/KJOT-FM Boise, ID

#### STREET FIGHTER OF THE YEAR (AE)

Rhonda Amoe, Inner City Broadcasting's KBLX-FM San Francisco  
Terry LeNoble, Clear Channel's WMTX-AM/FM Tampa, FL  
Robin Kennedy, 2WS Sydney, Australia  
Lisa Shaugnessy, Buck Owens Broadcasting's KNIX-FM Tempe, AZ  
Pepper Ricci, Fuller Jeffrey's KJJY-FM Des Moines, IA  
Jennifer Annigoni, Charlie Cotton's KPOL-FM Honolulu  
James Avis, Charlie Cotton's KPOL-FM Honolulu



learn from the people who are actually out fighting the battle every day.

"The consultants are great, and they have wonderful information," said Gourley. "But, the reality is that none of them has been at a station in 15 years."

The committee saw a need for some sessions that involve people who are literally out doing the deed every day. "The other motive for creating this workshop was a desire to very selectively identify some outstanding sales achievers, and try to get a handle on what it is they do differently that makes them so eminently successful in this business. What is it about these men and women that makes clients want to have them for their AEs?" Gourley questioned.

The panel will consist of super sales achievers from small, medium, and large markets who will share their secrets about what makes them winners.

One pair who actually take their turns in the barrel every day are Pepper Ricci, AE at KJJY-FM Des Moines, IA, and Larry Goldberg, GSM at WAQY-AM/FM, Springfield, MA. Each has developed creative sales training techniques at his/her respective Radio station, which they will present in a Saturday afternoon workshop titled "Teaching Your People How to Fish," a title derived from the old adage, "Give a man a fish and you give him a meal, teach him how to fish and you feed him for a lifetime."

They believe the same concept applies to sales training. Goldberg, a Radio sales veteran with an MBA, developed a strategic pyramid of sales training that helps managers identify individual needs and opportunities among salespeople.

"A manager should not be content to have good people," Goldberg insisted. "He must ask, 'How can I give them a sense of future and let them know they can grow and achieve their goals?'" The training model which he will outline during the workshop helps to create a growth-oriented environment, reduce turnover, and increase the level of professionalism and performance.

Pepper Ricci's selling theory of interest, time, and money, or "ITM," is geared toward those salespeople at the top of the training pyramid. "It's an approach that allows the salesperson to know up-front if she is headed down the

right track, or just spinning her wheels," Ricci stated. "ITM teaches salespeople how to ask the right questions, in the right order," so it cuts down on wasted time and unfocused activity.

Ricci claims the ITM method has significantly improved her closing ratio, and has helped her get more dollars per sale. "Sales managers will gain so much knowledge from this session that they can take back to their staffs, and run with," she added.

Giving managers practical tools they can take home and use is the goal of consultant Valerie Woodson. Her company, Top Dog Marketing, specializes

in guiding stations through the "do's," "don'ts" and "how-to's" of event marketing.

"The biggest mistake that stations make is trying to do it all, trying to produce the entire event," Woodson stated. Her advice: Tie in with an experienced producer you trust. Do not try to put on a three-ring circus; rather, tie-in with the circus.

"Radio is a fabulous marketing vehicle, but stations need to be objective about what they can do and what they can't do," she continued. Besides offering tips on how to sell an event, clients to target, and how to reach the decision

42 ▶

**Get Your Network Up and Running**  
With Us It's Easy and Affordable

With NPR Satellite Services, you don't have to worry about building an uplink to get your network underway. We not only provide dependable and flexible satellite space segment, we'll provide you with a transportable uplink while you build your own. Or, if you want to eliminate your start-up capital costs, you can use one of our uplinks in major markets across the United States on a full-time basis.

Our C-band, Single Channel Per Carrier (SCPC) space on Galaxy IV, known for its reliability, has the flexibility to provide digital or analog audio, and allows you to control your network broadcasts from a single location. And now we can also provide ComStream digital audio equipment for your radio network.

Call us to discuss putting together a satellite services package that works for you at (202) 414-2626.

**NPR SATELLITE SERVICES®**

635 Massachusetts Avenue, NW ■ Washington DC 20001 ■ (202) 414-2626

Circle Reader Service #122

## SPECIAL REPORT

◀ 41

makers, Woodson's workshop will include examples of specific events that have proved successful in various markets.

### TACKLING THE CHALLENGES

When you and your sales staff set out to tackle the challenges of a new day, do you feel like Martina Navratilova stepping onto center court at Wimbledon? And, at the end of a satisfying day, do you feel like the 1980 USA hockey team just after upsetting the heavily favored Russians? If not, maybe it is time you became "mentally tough."

Sean Luce, GSM of KKRW-FM Houston, presents a workshop on "mental toughness," a new approach to living that brings about more fun to everyday life, control of your reaction to life's stresses, and greater enjoyment of the process of excelling in your work and home life. Mental Toughness Training, developed by Dr. James E. Loehr and Peter J. McLaughlin, is based on visualization, humor, diet, and rituals.

"The true challenge you, as a sales

manager, face is to manage the energy of yourself and your staff," Luce said. "Mental toughness is a training program to maximize your energy, to help you train for the business olympics."

But don't be deceived into thinking that mental toughness is all pain and no gain. An integral part of the program is learning to use humor because, as Luce explained, "Focus always follows fun." You'll learn how to detect negative mood swings, and when to take a VCR break to show a clip of *Ace Ventura: Pet Detective*, for example, to relieve the pressure of an intense meeting. The bottom line of Mental Toughness Training is to achieve the ideal performance state.

"Once you've had that 'white moment' or been in the zone of a great sales call, why can't you get it back?" Luce asked. The skills you learn in Mental Toughness Training can get you back to that level of peak performance with an ease that comes from mind and body working in harmony.

### THE NEED FOR BALANCE

Personal growth and mental and physical fitness are also the subjects of

the closing keynote session on Sunday morning. Former Oakland Raiders football star Ben Davidson will discuss the need for balance in the hectic life of a Radio marketing executive. Davidson and his partner, conditioning expert Ron Useldinger, present a plan for renewal of body and mind, along with techniques for controlling stress to ensure peak performance every day.

In keeping with the leadership theme of RAB '95, the conference includes an all-day Executive Symposium for managers, owners, group operators, and other top Radio executives.

"The goal of the Executive Symposium is to expose emerging ideas," said Fries. "Industry leaders will release new information that will probably be the basis for forums next year, and in future years."

One such release is the presentation of the findings of a groundbreaking study by The Research Group titled, "Duopoly '95: Lessons Learned for the Future." Bill Moyes of The Research Group said that the firm surveyed 100 general managers and 30 group operators about their experiences with duopolies. Respondents were asked about their initial expectations regarding the duopoly, and whether those expectations have been met. What actions were taken to achieve the results? What was learned? What should be done differently?

"Most importantly, this study will allow us to correlate revenue results and profitability with duopoly management approaches, so that we can see what was done by stations that met or exceeded their projections," said Moyes. The study addressed key issues such as the strategy behind the duopoly, combo versus separate sales staffs, cost savings and revenue growth, competitive advantages, and compensation. A book containing the results, including verbatim responses, will be available for purchase from The Research Group.

Consultant Norm Goldsmith is also prepared to take the hot seat at the Executive Symposium to impart some observations and recommendations for managing change.

"For years, our approach to managing Radio stations has been to get good people, achieve a certain level of success in the market, and then manage stability," Goldsmith stated. "Today, that's impossible. And it's the wrong thing to

44 ▶

**POST MODERN RADIO NETWORK**  
Nationally Syndicated programs available now

THE POST MODERN WEEKLY  
GUT LEVEL MUSIC SHOW  
GRINDING THE GEARS  
THE LIGHTER SIDE  
MODERN ROOTS  
PLANET Z

800-737-9099  
*reshaping radio for a changing world*

Circle Reader Service #123



Change...IN RADIO, COUNT ON IT.

Change

# Change

**DCS IS THE ONE HARD DISK SYSTEM  
RADIO DEPENDS ON TO KEEP UP WITH IT.**

CHANGE



**T**hink about it. How much has changed at your station in the past year? Two years? Three years? Have you changed formats? Network and program suppliers? Switched to satellite or CD jukeboxes or back to live? Rebuilt your studios? Become part of an LMA or duopoly?

**C**hange is one reason why DCS (Digital Commercial System) from Computer Concepts is the industry's leading hard disk system, year after year. It never locks you into one way of doing things.



**D**CS accommodates every network or satellite program service currently on the air or on the way. So if you change affiliations or program suppliers, you don't have to worry about system cues or variable local insertion windows.

**A**s your studio configuration changes, so can DCS. Unlike most systems, we give you a choice of storing audio in a central database, or distributed among DCS workstations... or both. Some of our users now place all of their commercial and music inventory onto the DCS hard drives. When you're ready to go all-digital, DCS will be ready too, with AES/EBU digital inputs and outputs available, as well as analog.



**A**nd if you're looking at a duopoly or LMA, you'll be glad to know that many DCS units are employed in such remote or multi-control arrangements.

**M**anaging change is hard enough. Shouldn't you have the hard disk system that can help you keep up with it all? Call Computer Concepts for more information and a list of hundreds of satisfied DCS customers.

## SPECIAL REPORT

◀ 42

do." He maintains that today's leaders must be willing to create change, rather than simply react to it.

"The culture of the organization has to be supportive of change, if we hope to develop high-performance organizations that can look ahead while meeting today's goals," he said. How do we make it happen? That question will be up for discussion at the Executive Symposium on Saturday afternoon.

NAB President Eddie Fritts joins the Executive Symposium to share an insider's

look at the new Congress, how Radio can best use its tremendous influence with elected officials, and how changes in Washington will affect Radio broadcasters.

Is your format best for reaching heavy moviegoers or homemakers? How much do you know about people who live in \$100,000+ households? Are you reaching more MTV viewers than working women? Learn more about your consumers and your competition in a National Format Trends Study to be unveiled by AccuRatings President Kurt Hanson.

"This special report is based on AccuRatings interviews with 40,000 Ra-

dio listeners in major markets," Hanson announced. "The information on your format will be useful immediately in your sales process with dozens of accounts." All of those attending the session will receive a free AccuRatings National Format Trends Study license, in order to use the information in their sales efforts for the next six months.

In addition to giving the Friday luncheon keynote speech, Dr. Kerry Johnson will address the Executive Symposium. Johnson is billed as "the nation's sales psychologist," according to RAB's Cornils. "Dr. Johnson will share the fascinating results of professional studies evaluating closing ratios, as they are affected by the salesperson's voice, pace, touching, intimacy, gestures, and proximity," said Cornils.

Committee member Bob Gourley is enthusiastic about bringing in outside experts like Dr. Johnson and Saturday keynote speaker, Roger Dawson. "To effectively bring about change, we have to look outside the Radio industry," Gourley suggested. "The vision that Gary Fries and Wayne Cornils have given to the committee is to try to structure a conference that will take us to the next level, to become more of a resource to clients and to assume more of a leadership position. These cutting-edge people can help us think and do business in a different manner."

Dawson is an internationally known negotiating expert who first started his own business at age 16. In his stimulating presentation, he relates his secrets of power negotiating and the skills which have earned him the reputation of being one of the best speakers in the country.

All in all, RAB's Marketing Leadership Conference and Executive Symposium are the places to be for Radio's cream of the crop. Cornils enthusiastically reported that advance registration is running 42 percent ahead of the record-breaking 1994 event. More than 17 Radio groups have scheduled meetings of their group executives adjacent to RAB '95. There is still time to register for the MLC by calling 800-RAB-SELL.

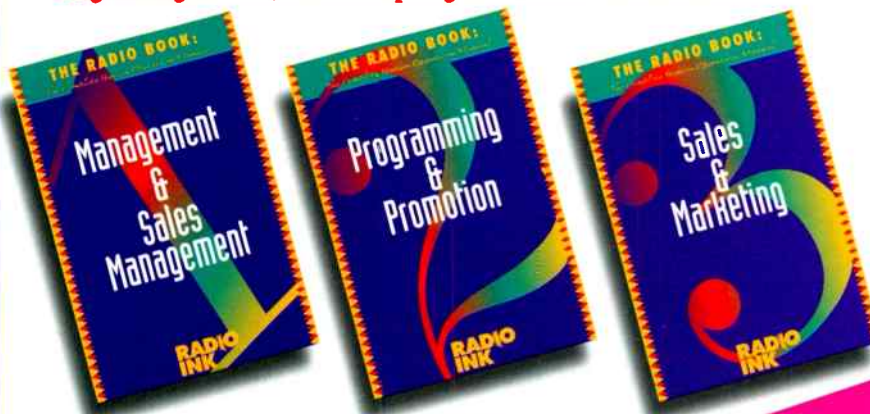
Wendy Green is a 20-year Radio veteran, who has worked as an AE, operations manager, sports-caster and interactive phone consultant. Formerly, she was with Unistar and The Research Group. She may be reached at 719-488-9274.

# We Just Wrote The Books on Radio

Finally ... A Book Series That Answers All Your Questions About Running a Radio Station.

How many times have you wished there was a place to go for fresh ideas, answers to problems, and articles about how other stations have conquered a problem or challenge?

**This series is a reference guide no station will want to be without. A must-read for every radio station manager, sales manager, program director, promotion director, engineering director, or those aspiring to learn more about the business.**



- How to turn a station around
- How to put cash on the books
- Duopoly strategies
- Sales Warfare
- Strategy and Tactics
- Selling with research
- Ways to sound better now
- Systems for training
- Digital technology
- Mastering new business
- Community-minded promotion
- How to pass an FCC inspection
- Elements of successful programming
- Getting the most from your air talents

**\$89.95**  
for the  
**COMPLETE  
THREE-BOOK  
SERIES!**

**NOW  
SHIPPING!**

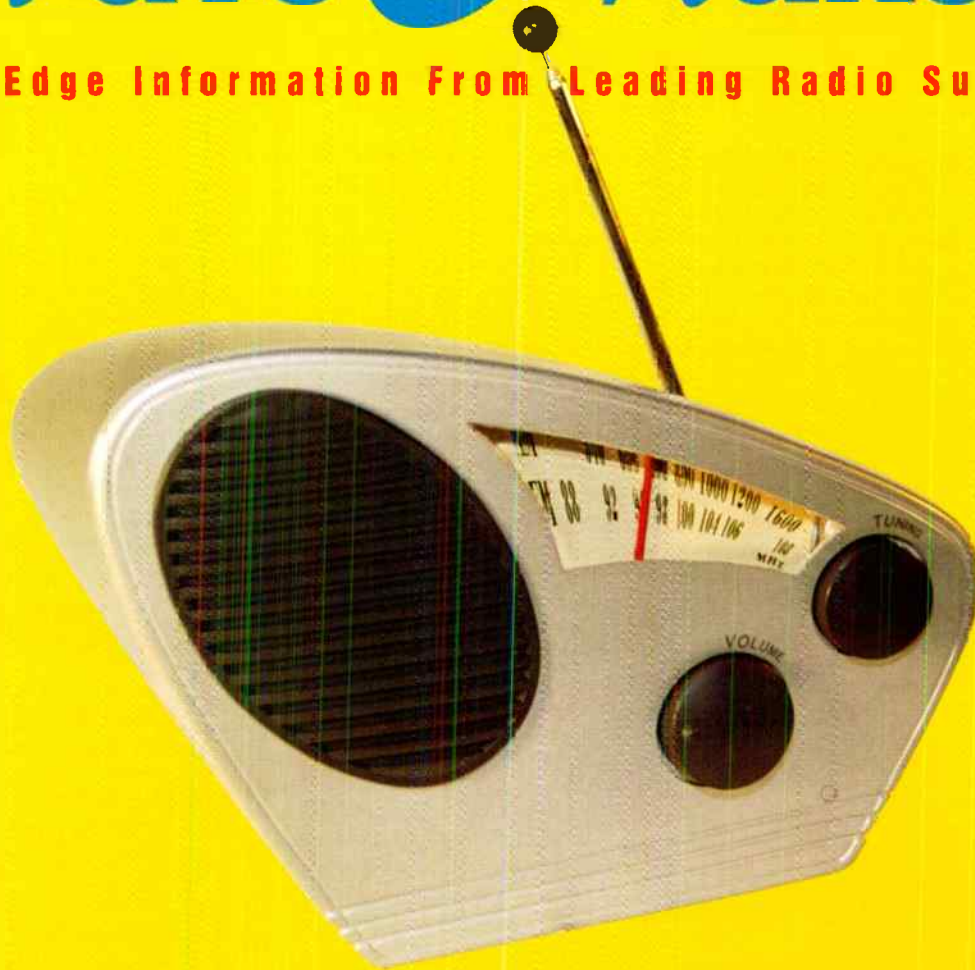
**RADIO  
INK**

**Order  
Today.**

**1-800-226-7857**

# Wave Makers

Cutting-Edge Information From Leading Radio Suppliers



**STRATA**  
Immediate Service =  
Immediate Buys

**SW NETWORKS**  
Niche-Casting  
in the 90's SW Style

# Immediate Service = Immediate Buys



Strata. Simple and Superior Software.

The true measure of any software service is how well it is supported.

## Case in point.

Debbie Buckley, GSM at WRCX in Chicago, IL, recounts a recent experience where immediate service made a difference: "Recently we had to create an impressive presentation for a very important annual meeting. We were down to the wire, so we called Strata's service department for help. We found Strata to be extremely responsive in creating and turning around visually impressive color one sheets for the presentation. With their

assistance, we were successful in securing the \$100,000 increase we were looking for. Barb Miller and her service staff give a new definition to value-added service."

Furthermore, Tom Sidley, an account executive with KFMB in San Diego, CA, recalls: "On Friday morning I had to create a very complicated first-quarter buy consisting of many elements. I was having difficulty creating this buy in a concise format. When I called Strata, I discussed my problem and faxed the materials that I had created so far to Randi, a Strata service representative. Randi analyzed and condensed

this buy into a straightforward one sheet format (which I found truly amazing!), and then faxed the sheet back to me. Not only did Randi save me hours of time by creating the buy, but her efforts allowed me to start the buy the following Monday securing \$32,000 worth of business. Dealing with Strata is a delightful experience."

Strata takes pride in offering support services that give immediate assistance to their customers. The instantaneous nature of these services has generated thousands of dollars worth of new business for customers like Debbie Buckley and Tom Sidley.

## Strata's services include:

- ✓ Immediate response to toll free telephone inquiries.
- ✓ Unlimited on-site training.
- ✓ Training on media statistics, Strata products and related applications such as word processing, graphics and database software.

Do your existing software support services measure up? Ask yourself the following questions: Is there adequate staff to ensure a quick response to questions? Is the service department staffed by knowledgeable personnel who understand both their product and your business? Is the company willing to train on-site whenever you hire new representatives? For optimum support services the answer should be "yes" to all of these questions.

If you're in the process of evaluating software services for your station, or are looking for alternate solutions to the ones you are currently using, put service at the top of your selection list criteria. Immediate service expedites your buy!



▲ The Strata Service Team (pictured left to right): Bryan Bredeson, Barbara Miller (Director of Client Services), Seamus Smyth, Randi Greenberg and Simone Smith.

Strata's Director of Training, Shannon Kuhn



Strata can be reached at 312-222-1555.



## Niche-casting In the 90's SW Style



Gary Fisher, Vice President,  
Advertising Sales & Affiliate Marketing

In the 1920's, the first radio programs were created to drive sales of radio sets. Ever since that time the radio business, at both the station and national levels, has been content and programming-driven, as opposed to advertising sales- or technology-driven. The current renaissance in radio is no exception: all of Sony Warner Networks' research and pilot studies indicate that radio will be *even more* programming-driven in the future.

With the notable exception of FM's rapid ascendancy in the late 60's, technology-driven approaches to radio have met with little success. AM stereo, quadraphonic stereo, RBDS and co-channel synchroncasting all failed in terms of real impact. Programming has always been the indispensable soul—the ghost in the machine—of radio. Build the right programming, and they will come (or, at least, *come*.)

The real trick, of course, is to know what sort of programming to build. At SW

Networks: The Radio Picture Company, we are convinced that niche-programming is the perfect response to increasingly fragmented musical tastes. Our research studies indicate that audiences are increasingly willing to embrace the audio results of what we call the "de-massification" of radio formats and programming.

The dramatic success of niche-targeting is exemplified in the experience of three New York stations: Z100, WPLJ and Hot97 (WQHT). Three years ago, all three stations were pursuing relatively mass-market approaches to programming. As a result, all three were mired in a ratings slump: in the Fall 1992 ARB, the three stations accounted for a total of only 9% of the New York listening audience. The broad approach was yielding small, non-distinct, undifferentiated audiences.

Currently, the aggregate Z100/WPLJ/WQHT shares approach 14% of the mar-

ket, and each enjoys a top rank among their target demographics. This growth can be directly attributed to the exquisitely programmed, niche-targeted approach each has now taken toward different segments of the CHR universe. The fascinating caveat is this: Z100, WPLJ and WQHT all grew bigger by getting smaller, and more narrow in their programming focus.

De-massification drives local stations to distinguish themselves from the pack by super-serving a given age-sex cell in a specific musical genre. National networks can profitably respond to such trends in local radio by providing niche-programming that affiliates can seamlessly integrate into their bullseye-targeted programming strategies.

SW Networks' goal is to provide exactly the sort of niche-targeted music, news and talk programming that radio wants and that the modern listener demands. Our high-tech delivery sys-

tems assist, complement and enhance, rather than drive, our strategy. We can place a world of resources at your disposal, as well as provide the plan that will help your station thrive and *grow*. In fact, at SW we won't even *ask* for your station unless we have a plan to help improve it.

*SW Networks is a joint venture of Sony Software Corporation and The Warner Music Group. For complete details on SW Networks: The Radio Picture Company's programming, our new proprietary digital technology and multimedia on-line opportunities—plus an evaluation of which SW Networks programs or formats might be right for your station, please call Ron Rivlin (East Coast) or Joyce MacDonald (West Coast) in SW Networks' Affiliate Marketing Division at 212-833-7320 or Fax us at 212-833-4994.*



**NEW  
EACH ISSUE!**

# COPY CLIPS

Below are nine different Radio spot copy ideas which have been used on the air successfully in various markets. Just copy this page, cut out the cards, put them in a filing box and use them as a reference for tried-and-true copy ideas.

Send your great Radio spot copy by fax to 407-995-8498, or mail to: Radio Ink, Attn.: Copy Clips, 8000 N. Federal Highway, Boca Raton, FL 33487. Please remember to include your address, the copy category, client's name, your name, title, station and whether the spot is :30 or :60.



## CONVENIENCE STORE

:60 7-ELEVEN STORES  
Husband: Honey, do you remember where we parked the car? Wife: I think it was in section Z-25, dear. Husband: This is section Z-25! But where's the car? Wife: Wait, isn't that it over there. (sfx: sound of feet rushing) Husband and Wife: (disappointed) No, that's not it! Anncr: Are you tired of this happening to you? You go to the Big Store for some groceries, and end up spending more time trying to find your car in the parking lot. Husband and wife: Wait, there it is! (sfx: sound of feet rushing) Husband and wife: (groaning) Nooooo! Anncr: Don't let this happen to you. When you need something and you need it now, head to your Boone or Market Street 7-Eleven. You can park right in front, get what you need and be home in record time. Husband and Wife: Wait, there it is! (sfx: sound of feet rushing) Husband and Wife: Awwww! Anncr: Get it and get it fast at 7-Eleven. At Market and B Streets, and South Boone in Aberdeen.  
Mike Allen, KAYO-AM/FM Aberdeen, WA



## SPORTS BAR

:60 FRANK'S SORTS BAR AND GRILLE  
Anncr: Just when you thought this week was never gonna end ... (sfx: work whistle) Employee: Thank God it's Friday!! Anncr: You mean, thank God it's Friday at Frank's! This Friday, Frank's Sports Bar and Grille, along with Ultra Tan and Gold's Gym, will fling you into spring with a major outdoor bash! The action starts at five with live rock 'n' roll from "Rainbow Station!" There'll be burgers and dogs, and your favorite ice-cold draft beer, all for just a buck! Get there early, to win door prizes and free memberships! Head inside Frank's when the sun goes down, for more music from Rainbow Station, as they jam the night away! This is the beginning of the outdoor party season ... Spring into it full force with a blowout at Frank's, your home for the NBA playoffs with four satellites and 23 TVs. And, don't forget to try their great Italian Cuisine, featuring the creations of Chef Horatio! You'll "Thank God It's Friday" at Frank's Sports Bar and Grille, East North Street at Howell Road in Greenville.  
Richard Breen, WROQ-FM Greenville, SC



## HOME IMPROVEMENT

:60 CUSTOM DECKS BY DESIGN  
Some things, you just shouldn't try yourself. Overnight catapult delivery (sfx: catapult) (aaahhhhh), basic helicopter maintenance (sfx: ratchet/rico) (wowowowowo), bowling for bazookas (sfx: bowl/boom), building your own deck. That's why there's Custom Decks by Design. So, you can build it to last. Custom Decks by Design uses only the best pressure-treated wood. And, you won't pay a lot, because, besides building great decks, gazebos, sunrooms and screened porches, Custom Decks by Design knows how to save you money. Right now, save up to \$200 on a deck, \$300 on a screened porch or sunroom, and \$300 on a glass gazebo wired for lights, sound, and air conditioning. Don't do it yourself. Call Custom Decks by Design for a free estimate 847-4736, or look for them in the Matthew's Phone Book. Custom Decks by Design.  
Ron Harper, WWMG-FM Charlotte, NC



## SHOE STORE

:60 JOHN'S SHOE SHOP ("DOCTOR HEEL")  
(sfx: lightning/thunder/loud! — throughout) (music: from Young Frankenstein movie!!) Assistant: (almost hysterical) Doctor Shoe ... look what I found quivering with fear in front of the door ... his soles have been ripped apart ... can you fix them? Doctor: But of course ... Miss Heel ... anything is possible! Don't you know I used to repair all kinds of boots and shoes at John's Shoe Shop on Appleton Avenue in Menomonee Falls. (sfx: lightning) If it wasn't for that one awful day ... when I was relieved of my duties ... Assistant: Oh Doctor ... tell me about it! Doctor: Well ... as you know, John's Shoe Repair is a full-service shoe, boot and leather repair store, with an excellent reputation throughout Milwaukee ... It's just that (getting choked up) ... I fell in love with the shoe polish lady ... but she was smitten with the shoeshine man. (sfx: organ up). Anncr. Tag. Elizabeth Otten, WOKY-AM/WML-FM Milwaukee, WI



## JEWELER

:60 GARTENBERG JEWELRY  
(sfx: elegant piano music, restaurant ambiance, etc.) (melodramatic) Female: This is a nice restaurant. Male: Yes, it certainly is. There's something I'd like to ask you. Female: Yes? Male: I find you very attractive. Your elegance and beauty captivate me ... I have to know ... will you — Female: Yes? Male: Will you — Female: Yes?? Male ... Will you please tell me where you buy your beautiful jewelry? Female: Of course. Gartenberg Jewelry in Chambersburg. Male: (sigh) I knew it. I just knew a woman with your charm and grace shopped at Gartenberg Jewelry. Tell me ... is it true that in celebration of their one-year anniversary at their new location, Gartenberg Jewelry is giving away a free gemstone to their first 100 customers beginning Sunday, May 1st? Female: You're a man of high intelligence. What else do you know about Gartenberg Jewelry? Male: They've been in the jewelry business for 48 years, and their exceptional quality and service is unmatched. Female: True indeed. I just love a man who knows his jewelry. Take me away ... take me away to Gartenberg Jewelry. Tag. Jeff Wine, WCHA-AM/WIKZ-FM Chambersburg, PA



## PERFUME VENDORS

:30 SUNFLOWERS PERFUME  
Sunflowers ... A celebration of all ... that is good ... of first love ... of the first time ... you were held ... Sunflowers ... taking you away from the everyday ... Sunflowers ... It's a mood ... a touch ... a freeing of the soul ... Sunflowers, the fragrance from Elizabeth Arden ... Available at all department stores ... Distributed by Bista Guam ... Sunflowers, a celebration of life.  
:30 ELIZABETH TAYLOR'S FRAGRANT JEWEL COLLECTION  
What is the color of your love ... is it the red hot glow of a ruby ... What do you see when you stare at the ocean ... a billion sapphires winking at you ... and when the wind whistles in the trees ... is it so many emeralds floating above ... Diamonds and Rubies ... Diamonds and Sapphires ... Diamonds and Emeralds ... Three new fragrances of the Elizabeth Taylor Jewel Collection ... Available at all department stores. Distributed by Bista Guam ... Receive special premiums with your purchase ... Elizabeth Taylor's Fragrant Jewel Collection ... Your essence in a bottle.  
Deborah Rosario, KOKU-FM Agana, Guam



## MEAT AND SEAFOOD SHOP

:30 NOEL'S MEAT AND SEAFOOD SHOP  
(sfx: whistle) Anncr: (loud, excited, hard sell) What are you doing?! Don't spend another beautiful summer afternoon inside! Get out of your kitchen and into Noel's Meat and Seafood Shop! (sfx: motorcycle leaving) With great deals on fantastic food, you can cook up a fabulous meal on your barbecue ... scrumptious shellfish, chicken cordon bleu, mouthwatering steak — Noel's Meat and Seafood Shop has it all! We know you're listening, so what are you waiting for? Tell the gang at Noel's Meat and Seafood Shop that you heard this ad on the Radio, and receive 5 percent off your next purchase! Noel's Meat and Seafood Shop in the Bower Plaza. Now open 9 till 9 daily in the Village Mall!  
Kelly-Sue Thompson, CKGY-AM/CIZZ-FM Red Deer, Alberta, CN



## FURNITURE

:30 FALLER'S FURNITURE  
Meet the Fallers. The Fallers are friendly folks who furnish furniture to friends from Fryberg and Farther. From 1847 to today, Faller's Furniture has filled every furnishing need: carpet, custom draperies, couches, kitchens and coffee tables. Functional, affordable, fine — Furthermore, Faller's Furniture has more than a few fabulous furnishings for fewer funds. For Furniture, make the name familiar — Faller's Furniture in Fryberg. You can phone them, toll free at 800-622-4670. Better furniture at Faller's Furniture.  
Laura Lee, WFRA-AM/FM Franklin, PA



## SUMMER DAY CAMP

:30 ELKHART YMCA  
Female: "Oh, look honey! Brian wrote us a letter from camp! (reads) 'Dear Mom & Dad, today it's raining and I'm bored. (voice-over with Brian's) We made some crafts, but my toilet paper wristband melted in the rain. Yesterday's fishing was fun, but my friend Joel hit his head on the tank and got three stitches. At lunch, the cook told us that if we don't like tuna fish, we should eat more potato salad. (sighs) Anncr: Parents, don't let this happen to you. If your child is aged 6-12, call the Elkhart YMCA Summer Day Camp. Tag: 295-6915!  
Jon Helmuth, WFRN-AM/FM Elkhart, IN





## MOVERS & SHAKERS



Scott Fey

★ **Scott Fey** joins Jerry Clifton's New World Communications to open a sixth office in San Francisco. Fey was formerly GM of KYLD-FM, KYLZ-FM, and KSOL-FM San Francisco.

★ **Sue Swenson** has been appointed VP of West Coast sales for Premiere Radio Networks. She had been the SM for PRN's Western region.

★ **Dick Rakovan** joins the RAB as Senior VP/stations for the Eastern region of the country. He previously presided as president of the Rhode Island Broadcasters Association and has held positions on the boards of the RAB and NAB.

★ **Henry Lawson** has been recruited as managing director of Donovan Data Systems, Europe. Lawson is chairman of Interep's executive council.

★ **DeDe Ferrell and Kathleen Ramsey** have both been promoted within the NAB. Ferrell has been promoted from director of House government relations to VP of Senate government relations and Ramsey, director, broadcaster/congressional relations has been promoted to VP of broadcast government relations.

★ **Dennis Ciapura** has joined SFX Broadcasting to work directly with senior management in supervising and coordinating SFX's expansion's plans. He was formerly Executive VP of operations at Noble Broadcast Group.

★ **Interep** has appointed several directors of sales for Infinity Radio and they are: in Dallas, Pat Baker, formerly of ABC Radio, and Doug Ferber, formerly of KSCS-FM Dallas; in Chicago, Nancy Benech, formerly of WYUU-FM Tampa; in Philadelphia, Jill Garlaneau, formerly of McGavren Guild/Philadelphia, and John Schwab, formerly of WGNP-AM/WOGL-FM Philadelphia; and, in Detroit, Bill



Pat Baker

Ninested, formerly of McGavren Guild/Detroit.

★ **Ronnie Pohler** has been named SM of Marti Electronics. He had served as international sales engineer for Broadcast Electronics.

★ **Michelle Martinez and Gracie DeRusse** have been promoted from AEs to Senior AEs at KRY5-AM/FM Corpus Christi, TX.

★ **Interep** has named several new AEs, and they are: for Infinity/New York, Joanne Bodow Brandt, formerly of WNEW-AM and WHTZ-FM, Joseph Leoce, formerly of WQCD-FM New York, and Toby Schlesinger, formerly Senior AE for Banner Radio; for Infinity/Los Angeles, Mark Kallen, formerly of KEYQ-AM/KFSO-FM/KEZL-FM Fresno; for D&R Radio/Chicago, Barbara Lynn Gmerek, formerly of D&R Radio/St. Louis; and for Interep's research division, Susan Mahoney, formerly of Christal Radio.

★ **Brad Feldhaus and Jim Peacock** have been promoted at the Arbitron Company. Feldhaus, previously manager, Radio product, has been named director, information processing. And Peacock, formerly director, research, has been promoted to VP, research.

★ **Steven J. Spradlin** has been promoted from instructor for Harris Allied Broadcast Technology's training center to sales application engineer for Harris' broadcast division.

★ **Jessie Bullet** has been appointed PD of KCBQ-AM/FM San Diego. He was previously PD/operations manager at KJQY-FM San Diego.

★ **Lisa Valentine and Stephanie Brown** have joined Westwood One Radio Networks. Valentine, formerly director, promotion services at MediaAmerica, is now director, promotion marketing. And Brown, formerly promotion assistant at MediaAmerica, is now promotion coordinator.

★ **Debbie Gurney-Stark** has been named marketing and promotions manager for Jones Satellite Networks (JSN). She was most recently an advertising sales AE for JSN.

★ **Rusty Rabon** has returned to WMHK-FM Columbia, SC, as morning drive co-host and news reporter. Rabon was previously music director and morning co-host for WMHK.



Dennis Ciapura



Doug Ferber

### Sun Radio Network Makes Programming Weekends Exciting ... and Profitable!

## "COMPUTERS AND THINGS"



James (Mac) Brown



Will (PC) Crowe

- ◆ Tips, Tricks and Techniques with DOS® and WINDOWS® for the Professional and the Hobbyist
- ◆ Live and Interactive!
- ◆ Special Software Giveaway each week!!

Saturdays: 7-9 PM, ET • Repeat on Sundays: 7-9 PM, ET  
Call (800) 572-9204 for more information and a demo tape.

Circle Reader Service #125

## UPCOMING IN

# RADIO INK

### A GLANCE AT RADIO INK SPECIAL REPORTS

#### Cutting-Edge Sales Ideas

Issue Date: February 13

Ad Space Deadline: January 25

#### All About Country Radio

Issue Date: February 27

Ad Space Deadline: February 8

#### Oldies Programming:

50s, 60s & 70s

Issue Date: March 13

Ad Space Deadline: February 22

#### Duopoly/Preview of NAB

Issue Date: March 27

Ad Space Deadline: March 8

#### What's New at NAB/Technology

Issue Date: April 10

Ad Space Deadline: March 22

#### Syndicated Morning Shows Guide

Issue Date: April 24

Ad Space Deadline: April 5

#### NAB New Tech Review

Issue Date: May 8

Ad Space Deadline: April 19

#### Programming Trends Update

Issue Date: May 22

Ad Space Deadline: May 3

Reach Radio's top executives  
with an advertising campaign in  
*Radio Ink*.

For information call  
Yvonne Harmon at  
407-995-9075

## SALES PROMOTION PLANNER

ideas you should start planning now

# APRIL

### TARGET PRODUCTS

Easter Fashions  
Lawn & Garden

Florist  
Outdoor Furnishings  
Restaurants

Bicycles  
Children's & Infant Apparel

### DATES TO REMEMBER

1 April Fool's Day  
17 Tax Deadline Day

2 Begin Daylight Savings  
16 Easter

14 Good Friday  
26 Professional Secretaries Day

### NATIONAL

Alcohol Awareness, Home Improvement, Lawn & Garden, Keep America Beautiful, Prevention of Animal Cruelty, and Stress Awareness Month

### SPRING IS A TIME FOR CHANGE

As daylight savings begins in April, activity levels recharge. People shop longer, eat out later, and play until the sun goes down. Spring cleaning takes place, and money is spent to improve homes and lawns. People become environmentally aware, and are ready to help by planting trees, flowers and grass. Children go out and roller blade, ride bikes and play ball. Outdoor furniture will be dusted off and cleaned, or new furniture will be purchased. Easter Sunday will officially kick-off the time to pull out frilly dresses, white shoes, and spring clothing. Take advantage of the spring changes and plan today.

### SPRING CLEANING

•"Do-it Yourself Day." Work with a home improvement, discount, or craft store and have tables set up to demonstrate improvements around your home. Tie in manufacturers, and have reps on-

hand to answer questions. Recruit a specialist from the Home section of the newspaper to answer questions, and get publicity.

- "Free Tree-house or Doll-house." Children will draw pictures of their homes to enter to win.
- "Free Yard Makeover." Winning listeners will have station DJs come out and work in their yards. Do call-in's and make it a fun day, on and off the air. (A client can actually do the work, planting and seeding, etc.)
- "Lawn & Garden Tips." Do tips on the air, and have sponsored-in commercials or promos.
- "Ticket Window." Start gathering tickets and prizes, and open the window at different locations during the spring and summer. Sell packages to small retailers.
- "Dream Room Giveaway." Have listeners send in pictures of the room they would like to have made-over. Tie-in many clients to supply goods and services.

### FEBRUARY QUICK FIX

- "Cute Baby Contest." Have customers bring in snapshots of their babies to a retailer. Tie-in baby stores, diaper services, photo labs, etc. for the prizes.
- "Jewelry Upgrade Sale." Jewelry stores will run ad specials on diamonds, stones, and bands.
- "Sweethearts Sweepstakes." Couples will go together to a retailer, to sign up to win an exotic getaway, complete with all the bells and whistles.

### DATES TO REMEMBER

2 Groundhog Day  
14 Valentine's Day  
20 President's Day  
Grammy Awards

### NATIONAL

Black History, Crime Prevention, Meat, Snack Food and Wedding Month, Mardi Gras

### MARCH QUICK FIX

- "March Melt-down." "March heats up and prices melt down" ... use with any retailer having a sale.
- "Making the Grade." Kids mail, or take, their report cards into clients to receive prizes for good grades.
- "Radio/Sporting Event Tie-in's." Dizzy bat races, tricycle races, base-line bowling, and buggy races can all be done at half-time or before the games. Tie-in a sponsor for prizes and added exposure for the clients.

### DATES TO REMEMBER

1 Ash Wednesday  
17 St. Patrick's Day  
21 1st Day of Spring  
13 Chocolate Week  
Spring Break; Prom Season

### NATIONAL

Nutrition, Frozen Food, Peanut, and American Red Cross Month

### MAY

### TARGET PRODUCTS

Sporting Goods; Bridal Market; Vacations; Boating Supplies; Pools; Hot Tubs; Lawn & Garden

### DATES TO REMEMBER

5 Cinco de Mayo  
6 Kentucky Derby  
14 Mother's Day  
20 Armed Forces Day  
28 Indianapolis 500  
29 Memorial Day

### NATIONAL

Mental Health, Barbecue, and Photo Month

### JUNE

### TARGET PRODUCTS

Bridal Gifts; Men's Wear; Hardware; Cameras & Film

### DATES TO REMEMBER

6 Country Music Fan Fair  
Teacher Day  
14 Flag Day  
18 Father's Day  
21 1st Day of Summer  
Graduation

### NATIONAL

Dairy, Safe Boating, Fresh Fruits & Veggies, Rose, Pest Control and Iced Tea Month

\* *Radio Ink* assumes no responsibility for the viability of the promotions mentioned. Stations are advised to check with legal council regarding legality and possible lottery.

*Sales Promotion Planner* is compiled by Kim Stiles, creator of *The Stiles System Radio Day Planner*. She may be reached at 919-846-6449.

## PRODUCT NEWS

**Off and running** is a new three-hour package (11 p.m.-2 a.m. EST) from CBS



Tom Snyder



Elliott Forrest

Radio Networks called the *The Late Late Radio Show with Tom Snyder & Elliott Forrest*. The first hour and a half will feature the award-winning Radio and TV host Forrest and talk veteran Snyder followed by a simulcast of TV's *The Late Late Show with Tom Snyder* from 12:37 a.m. to 1:37 a.m., and wraps up with Forrest and Snyder back on the Radio until 2 a.m. Now, all you need to do is figure out what to do with the rest of the morning. 212-975-3774.

### Looking for some new ideas for '95?

Well, M&N International, a worldwide supplier of party and promotional supplies, has a new 140-page catalog called *Spring & Summer '95 'Bright Idea' Book* chock

full of stuff to help you out. M&N also makes available open accounts to qualifying customers, offering all-inclusive supply kits and tiered pricing for volume orders. Ain't that grand? 708-680-4700



**Talkin' Back** — Veteran broadcaster Ted Terry is *Talkin' Back Live* live nights a week on Cable Radio Network. The show focuses on Terry's enlightened quick wit and opinions, and pools his talents as an interviewer and a programmer to make for some well-rounded talk Radio. 213-6510413



Ted Terry

**•IQ-TV** — New from former Filmhouse Exec. VP Tony Quinn and Chuck Blore comes IQ Television Group, a marketing and production company for Radio. The Atlanta-based company offers several in-house production features like computer animation, sound stages and state-of-the-art digital post production. "It's about time Radio had another major player in

the TV production arena," Quinn said. 404-885-7634

**•Positive talk** — Now airing on the Talk America Radio Network is *Positive Living* featuring Ruth Scafford Peale, widow of Dr. Norman Vincent Peale and hosted by Eric Fellman, president of the Peale Center for Christian Living, in Pawling, NY. The two-hour, non-sectarian show is broadcast live from the center every Sunday and is available to stations across North America at no charge. 617-341-3265

**Techno Trivia.** Haley Productions introduces the station appearance pleaser, *The Trivia Super Challenge™*. The portable game, controlled by a laptop computer, has 1,000 preset questions in 12 categories, and allows a station personality and up to four contestants to interact at a time. (More categories can be added.) The system generates digital sound effects and has an optional LED display that can scroll sponsor messages between games. The *Trivia Super Challenge™* is sold on a market-exclusive basis. Call 610-892-7970 for a free demo disk.



### SEND PHOTOS

of your new products, services and programs to: **Product News, c/o Radio Ink, 8000 N. Federal Highway, Boca Raton, FL 33487.**

## Come on Up, where the Air is Fresh and Clean



The hot new positive country niche format

- ★ CD-Quality Audio by Satellite
- ★ Major Market Air Personalities
- ★ LOCALIZED (Digitally Addressable)

**Morningstar Radio Network**  
Nashville: (615) 367-2210

Circle Reader Service #126

# GRAPEVINE



▲ It's gonna be a hoe-down in Nashville for this year's Country Radio Seminar (March 1-4) with a truckload of new faces performing, including Archer/Park (l) and Western Flyer (r). Plus, there will be seven half-hour label shows both on the second and third night (up from a total 12 performances last year.) Call Kathy Stephenson at Aristomedia at 615-269-7071. Stay tuned to *Radio Ink* for more details.



◀ Dining with the "Dean." Talk Radio veteran Jerry "Dean" Williams was recently honored by his GM, WRKO-AM Boston's John Gehron and American Radio Systems CEO Steve Dodge at a Beantown luncheon. (l-r Gehron, Williams and Dodge)



Going to the dogs — L.A. record label CMH (Country Music Heritage) is set to circulate a new country music CD featuring all-time favorite country songs — about dogs. A portion of the proceeds will benefit the Best Friends Animal Sanctuary. Stations are already lapping it up. Call Joan Russell at 800-373-8073 or E-mail Jorus1@aol.com.

◀ Nothin' says loving like Garth Brooks dropping by Westwood One Radio Networks with some good cheer (and also to plug his new album *The Hits*) with Westwood's Pam Green, director/artist relations. They were photographed just as Garth said he had a hat for her in the car.

▼ Superbowl Salsa — Chi-Chi's Salsa (Hormel Foods Corp) scored big this year thanks to CRN International's Superbowl Radio promotion, which covered 43 markets including New York, Chicago, Boston and D.C.



DJ-plugged, 30-second spots and a bevy of prizes helped take the salsa to the Super-bowl. Chip Chip Hooray!

• **Clinton Clunker** — Sun Radio Network's nationally syndicated, *The Rathaus*, gave listeners a guess at USA Today's pick for worst CD of 1994, making the CD the prize for a correct guess. After an hour and a half of playing the CD someone finally got the answer, only the caller ... didn't want the CD. The pitiful piece of pop? *Nothing Good Comes Easy* by the president's pseudo musical brother, Roger Clinton. Says host Chris Rathaus, "It was like the plague." A caller finally did accept the CD — to play constantly until her husband finished rebuilding their farmhouse.

• **Two become one as ABC Sound** joins forces with ABC Satellite in order to offer the industry at large, not just parent company ABC Network, the unique packaging of audio post production and worldwide satellite transmission and digital services. Call Jessica Murrow 212-456-5621 for more info ...

**SEND PHOTOS OF YOUR ORGANIZATION'S major events to: Grapevine, c/o Shawn Deena, 8000 N. Federal Highway, Boca Raton, FL 33487.**

## KEEPING YOU AHEAD OF YOUR COMPETITION

Tired of mugs, T-shirts and Sports bottles? Let us help you with your next promotion. We'll provide you with exciting, fresh ideas to make your promotions successful and memorable!

Ad specialties, premiums, travel, gift certificates, corporate gifts.

**800 232-2711**



**Editor-In-Chief/Publisher**

B. Eric Rhoads, CRM/CRSM

**President, Magazine Division**

Yvonne Harmon, CRSM

**Executive Editor Emeritus/Los Angeles**

Dwight Case

**Managing Editor**

Anne Snook

**Copy Editor**

Andrea Rollin

**Editorial Assistant**

Shawn Deena

**Contributing Writers**

Dave Anthony, Elynn F. Ambrose,  
Corinne Baldassano, Rob Balon,  
Cliff Berkowitz, Ted Bolton, Rhody Bosley,  
Bill Burton, Holland Cooke, Sharon Crain,  
John Fellows, Dave Gifford,  
Bill Haley, Ray Holbrook, E. Karl,  
Bob Keith, Philip J. LeNoble, Pam Lontos,  
John Lund, Chris Lytle, Kathryn Maguire,  
Val Maki, Mike McDaniel, Rick Ott,  
Bob Pedder Jr., Roy Pressman, Mark Ramsey,  
Jack M. Rattigan, Walter Sabo, Eric Small,  
William P. S.ffa, Jack Trout  
and Guy Zapoleon

**Art Director**

Linda DeMastry

**Assistant Art Director**

Marianne Young

**Press Photographer**

Bruce "Flash" Cooley

**Chief Financial and Operations Officer**

John J. Montani

**Production/Circulation Manager**

Tom Elmo

**National Sales Manager**

Chuck Renwick

**Marketing Consultants**

Helen R. Brown

Linda Galiano

**Office Manager**

Joan Benca

**Receptionist/Office Clerk**

Tonya Hicks

**Washington, D.C. Counsel**

Michael H. Bader

Haley, Bader &amp; Potts

**Radio Ink Mission Statement For Readers:**

Radio Ink is a positive Radio industry resource designed to continually educate readers by providing fresh, stimulating and actionable ideas in marketing, sales and programming along with refreshers on the basics. Content is 100 percent related to Radio, quick-to-read, with a no-bias editorial balance, giving equal emphasis to all formats, market sizes and geographic regions. All editorial material is geared toward building the success of our readers, their stations and the Radio industry overall.

**Radio Ink Mission Statement For Advertisers:**

Radio Ink provides an upbeat, first-class, pro-Radio environment for advertisers wishing to associate their product with positivism, productivity and quality. Radio Ink strives to provide enhanced results and added value by offering strong, widespread, loyal readership of industry decision-makers. We make our customers our most important asset by providing services which focus on their needs.

**To Subscribe or for Classified/Resource  
Directory Information Call:  
1-800-226-7857  
407-995-9075**

**EVENTS CALENDAR****1995**

Feb. 6—NAB Crystal Radio Awards Deadline, 202-775-3527

Feb. 6-7—NAB Radio Head Group Fly-In, Washington, DC. 202-775-3527

Feb. 9—Oklahoma Assoc. of Broadcasters Annual Student Day, Tulsa, OK. 405-848-0771

Feb. 9-11—Louisiana Assoc. of Broadcasters Annual Convention, Lafayette, LA. 504-922-9150

Feb. 10—International Radio & Television Society Foundation Newsmaker Luncheon, New York. 212-867-6650

Feb. 10-11—Oklahoma Assoc. of Broadcasters Annual Convention, Tulsa, OK. 405-848-0771

Feb. 11-14—National Religious Broadcasters, Nashville, TN. 703-330-7000

Feb. 15-17—Broadcast Cable Financial Management Assoc./ Broadcast Cable Credit Assoc. Board Meeting & Seminars, Scottsdale, AZ. 708-296-0200

Feb. 16-19—RAB Marketing Leadership Conference and Executive Symposium, Dallas. 212-387-2100

Feb. 20-22—Annual Great Lakes Broadcasting Conference and Expo. 517-484-7444

Feb. 21—RAB Radio Sales University, Albuquerque, NM. 800-722-7355

Feb. 23—RAB Radio Sales University, San Diego. 800-722-7355

Feb. 24-27—Nat'l Federation of Community Broadcasters Annual Meeting, Albuquerque. 202-393-2355

Feb. 25-26—Dan O'Day's PD Grad School, Dallas. 310-476-8111

Feb. 25-27—NAB State Leadership Conference, Washington, DC. 202-775-3527

Feb. 28—RAB Radio Sales University, Nashville, TN. 800-722-7355

March 1—AWRT 20th Annual Nat'l Commendation Awards Gala, New York. 703-506-3290

March 1—RAB Radio Sales University, Richmond, VA. 800-722-7355

March 1-4—26th Annual Country Radio Seminar, Nashville, TN. 615-227-4487

March 7—RAB Radio Sales University, Portsmouth, NH. 800-722-7355

March 9—RAB Radio Sales University, Detroit. 800-722-7355

March 14—Radio License Renewal Seminar, Louisville, KY. 202-775-3511

March 15—RAB Radio Sales University, Syracuse, NY. 800-722-7355

March 16—Internat'l Radio & Television Society Foundation Newsmaker Luncheon, New York. 212-867-6650

March 20-22—Advertising Research Foundation 41st Annual Conference & Research Expo, New York, NY. 212-751-5656

March 23—NABOB 11th Annual Comm. Awards Dinner, Washington D.C. 202-463-8970

March 25—Nat'l Assoc. of Radio Talk Show Hosts Regional Forum and Spring Board Meeting, Vienna, VA. 617-437-9757

March 26-27—West Va. Broadcasters Association Annual Spring Conference, Huntington, WV. 304-744-2143

March 26-30—EIA/CES Spring Conference, Washington D.C. 202-452-8700

March 30-April 2—Associated Press Broadcasters Spring Board Meeting, Asheville, NC. 202-736-1100

April 5—Internat'l Radio & Television Society Foundation Gold Medal Award Dinner, New York. 212-867-6650

April 6—RAB Radio Sales University, Casper, WY. 800-722-7355

April 7-10—Broadcast Ed. Assoc. Annual Convention, Las Vegas. 202-429-5354

April 10-13—Radio License Renewal Seminar, Louisville, KY. 202-429-5402

April 10-13—NAB Annual Convention, Las Vegas. 202-429-5335

April 21-22—Upper Midwest Communications Conclave PD retreat and TalenTrak, Minneapolis, MN. 612-927-4487

April 23-25—North American National Broadcasters Association Inter-Union Satellite Operations Grp., Barbados. 613-738-6553

April 26-29—NANBA 8th World Conference of Broadcasting Unions, Barbados. 613-738-6553

April 29-May 5—RAB Board of Directors, New York. 212-387-2100

May 8—The Peabody Awards Banquet, New York. 706-542-3787

May 9—Internat'l Radio & Television Society Foundation Awards Luncheon, New York. 212-867-6650

May 16—Radio License Renewal Seminar, Toledo, OH. 202-775-3511

May 21-24—Broadcast Cable Financial Management Assoc./Broadcast Cable Credit Assoc. 35th Annual Conference, Las Vegas. 708-296-0200

May 24-27—Native American Journalists Association Annual Conference, Bismarck, ND. 612-874-8833

**1995 Arbitron Survey Dates**

- Winter Jan. 5-March 29
- Spring March 30-June 21
- Summer June 22-Sept. 13
- Fall Sept. 21-Dec. 13

**FAX YOUR ORGANIZATION'S EVENTS TO:  
Events Calendar, c/o Shawn Deena  
407-995-8498.**



■ HELP WANTED MANAGEMENT

**Are you the best Sales Manager in your city?**

Can you hire, train, motivate and sell better than your competition? West coast radio company is seeking candidates who have two - five years of sales management experience with proven track record. Send resume in complete confidence to Blind Box #193 c/o Radio Ink or fax to (213) 465-3635.

**General Sales Manager:** Carry own list, concentration local sales. Primary job function, develop new business. Possess great hiring skills and ability to train salespeople. Important career move for right person. If you sell with passion; send resume, references, salary history along with great things you do to: Harry Ladas, Radio Center, 101 Napoleon, Sulpher/Lake Charles, Louisiana 70663.

**Goodrich Broadcasting** seeks two local sales managers for West Michigan properties. This is an ideal step for a qualified producer who desires evolution into the management realm. Our corporate sales philosophy has its roots in a true customer focus. Our team members work hard and find commitment to our customers and pursuit of excellence to be the environment. If you have an interest in a career with a growing professional company we would like to get to know you! Goodrich Broadcasting is an Equal Opportunity Employer. Please send resume and other pertinent information to: David Gates, Group Vice President, Goodrich Broadcasting, Inc., 2601 Horizon Drive S.E., Suite F, Grand Rapids, MI 49546.

**Immediate opening for 3 Sales Managers** with track record for Keymarket Communications start-up/turnaround stations in Upstate SC. Must motivate, be a team builder and effectively recruit & cultivate talented sales reps. Send resumes to Annell M. Kirkland, Keymarket Communications, 501 Rutherford St., Greenville, SC 29609. No phone calls. EOE.

**LSM-KANSAS CITY:** Exclusive Easy Listening station has an immediate opening for a local sales manager. Duties include carrying a list plus recruiting, hiring, training and motivating a sales staff. Great opportunity for a hard-working manager. Excellent compensation package including future ownership opportunities. Send your resume and cover letter stating your sales philosophies to: Pery Beal, VP; KFEZ Radio; 8826 Santa Fe Drive; Suite 300; Overland Park, KS. 66212. EOE.

■ HELP WANTED PD/ANNOUNCER

**Oldies 107.9** is looking for a real team leader to fill the position of program director. Please send a resume with references and an air check. All candidates for PD should have at least three years experience. In addition we are looking for a full-time announcer/production person with at least three years experience. Send information to Webster James, General Manager, WNCT Radio, P.O. Box 7167, Greenville, North Carolina, 27835. WNCT Radio is an EOE.

Replies to Blind Box numbers should be addressed to: Blind Box (#), c/o Radio Ink, 8000 N. Federal Hwy., Boca Raton, FL 33487

■ HELP WANTED MANAGEMENT

**Where is this Broadcaster?**

The broadcaster we are looking for breathes, eats and sleeps radio. Grew up listening to the great stations. Couldn't wait to get a gig on the air (probably during high school). The broadcaster we are looking for has spent time in the production room with tape recorder and razor blade, and has become a fluent, fast and efficient copywriter with a fountain of ideas, loves promotions, and learned long ago that the serious money in the radio business is behind the microphone, not in front of it.

The broadcaster we are looking for is probably in sales right now, in a small or smaller market, itching for the next step. The broadcaster we are looking for wants to be a manager, ultimately an owner.

The broadcaster we are looking for will move to our community, family and all, and settle in, join the Rotary Club and the United Way, perhaps even a church, sell big bucks, find and hire other good people, eventually take over the whole show. We are an equal opportunity employer, and we keep our mouth shut when someone applies. The broadcaster we are looking for will work for and learn from one of the most respected and well-known broadcasters in the industry now with two stations and more coming.

The broadcaster we are looking for will move to our community, family and all, and settle in, join the Rotary Club and the United Way, perhaps even a church, sell big bucks, find and hire other good people, eventually take over the whole show. We are an equal opportunity employer, and we keep our mouth shut when someone applies. The broadcaster we are looking for will work for and learn from one of the most respected and well-known broadcasters in the industry now with two stations and more coming.

Are you the man or woman we seek? Do you know of someone who fits our description? Street sales and sales management in a Midwest market with six profit center cities in the selling area, then steps to station manager, general manager, and an opportunity to earn sweat equity with an option to buy all of it.

The broadcaster we are looking for knows about fax machines and how to use them and will fax us enough information to get us to call for a chat, which could lead to a lifetime of riches and fun. Fax 812-847-0167.

■ HELP WANTED SALES

**Oldies 107.9** has an opening for a full-time salesperson. All applicants should have at least three years radio sales experience. Send your resume with references to Pat Clark, Sales Manager, WNCT Radio, P.O. Box 7167, Greenville, North Carolina, 27835. Oldies 107.9 is an equal opportunity employer.

■ HELP WANTED SALES

**Plan, implement and maintain** an outside marketing strategy for areas surrounding Yellowstone Park. Does this sound like you? Do you want to live in Yellowstone Country and sell? Call Paula James at 406-646-7361 or write Box 9, West Yellowstone, MT 59758. Big pay for the person who wants to succeed!!!

■ CAREER HELP

**Power up your career ...** Discover your radio success guide today! Guarantee your future earnings now! Proven results ... \$24.95 in check/MO to: Think Tank Inc., P.O. Box 4469, Columbus, GA 31904-0469.

■ SITUATION WANTED MANAGEMENT

**GM searching** - valuable experience, excellent leadership and sales skills for music/talk and sports station. Including duopolies. Call Ken Patch (803) 588-9737.

■ STATIONS FOR SALE

**NF&A**  
Top Western Major Market  
50 kW AM for sale  
Purchase price \$1,500,000  
Contact Norman Fischer & Associates, Inc.  
2201 N. Lamar, Suite 204 Austin TX 75705  
512-476-9457 Fax: 512-476-0540

**Classified Ad Rates**

All orders and correspondence pertaining to this section should be sent to: **RADIO INK, 8000 North Federal Highway, Boca Raton, FL 33487**

Call (407) 995-9075 or fax to (407) 995-8498. All ads must be prepaid and if not paid by deadline may be subject to cancellation. Checks, Mastercard®, Visa® and American Express® cards accepted.

**Rates: Classified Listings** (non-display). Per issue \$1.50 per word. Situations wanted: first 10 words are free, additional words: \$1.50 per word. Blind Box: \$15 per issue. **Word Count:** Symbols such as GM, GSM, AE, etc., count as one word each. Each abbreviation, single figure, group of figures, letters and initials count as one word. We also count the phone number with area code and the zip code as one word. **Rates: Classified Display** (minimum 1 inch, upward in half-inch increments): \$130 per inch. **Blind Box Numbers:** The identities of RADIO INK Blind Box holders are never revealed. When responding to a blind box, mail your reply to the box number c/o RADIO INK, 8000 North Federal Highway, Boca Raton, FL 33487. If you do not want your reply to reach a certain company, simply indicate the company on the outside of your envelope. If the company named on your envelope corresponds with the box holder, your reply will be discarded.

# YELLOW INK PAGES™



## COLLECTION CONSULTANTS

**Szabo Associates, Inc.** ..... 404-266-2464  
Media Collection Professionals. Local, National and International Receivables. No other offers you so many value-added services.

## COMPUTERS AND SOFTWARE

**Jefferson-Pilot Data Services, Inc.** ..... 901-762-8000  
Offers computer software products for single/combc/network radio to handle sales, traffic, accounting and more. Contact Susan Harris for more information.

**StationBase** 1-800-359-2818 or 602-545-7363  
Provides mailing lists on computer diskette or labels of AM, FM and television stations in the United States.

## COPYWRITING

SUBSCRIBE NOW—get 26 crisp, usable :60s that sell, every month. (Or try us out—send \$29 for your sample pack of 10 great :60s.)

*Hire a copy pro for less than \$2 a day!*



Circle Reader Service #171

**"Out Damned Spot!  
Out, I say."**

— Macbeth, Act V Scene I, 1605

Even Shakespeare had trouble getting good commercials written.

**We Write Them For You.**

**RIGHT BRAIN VISIONS**

Radio's Favorite Copywriting Service

**TRY  
TODAY  
FREE**

E. Mail: RightBrain@aol.com

**800-646-3339**

Circle Reader Service #172

## FINANCIAL/BROKERS

Broadcast financing is available! Call Greg Thomas. (800) 292-1492

## FINANCIAL/BROKERS

**Financial solutions!** Accounting and tax services ... single station or group ... Fixed monthly fee ... Also bank financing and refinancing plans, purchase investigation analysis and sales presentation packages at per diem rates. References from industry leaders. McEntee & Associates P.A. 407-640-3585 ask for Bill.

**Gary Stevens & Co.** ..... 203-966-6465  
America's leading independent radio broker. Fax 203-966-6522

**Media Services Group, Inc.** .... 904-285-3239  
Brokerage, Valuations, Financial Services, Asset Management, and Due Diligence. George R. Reed.

**NF&A**

"Success is the best recommendation for cashing in on communications."

Norman Fischer & Associates, Inc.  
Media Brokerage • Appraisals • Management Consultants  
2201 N. Lamar, Suite 204, Austin TX 78705  
512-476-9457 Fax: 512-476-0340

Circle Reader Service #173

**Satterfield & Perry, Inc.** ..... 303-239-6670  
Media Brokers, Consultants and FDIC Approved Appraisers — nationwide. Fax: 303-231-9562. Al Perry

**SBA Financing** ..... 904-285-3239  
Refinancing and acquisition funding. Call George R. Reed at Media Services Group, Inc.

## IDS, SWEEPERS, LINERS

**Mike Carta**

**M.A.C.  
PRODUCTIONS**

IDS — Liners — Sweepers — Promos  
All Formats  
512-218-0878 Listen Line

Circle Reader Service #174

## MEDIA ASSOCIATES VOICEOVERS

..... 1-800-669-9278  
All formats. Danny Jensen, 30yr Voice Pro Anncr.

## INDUSTRY ORGANIZATIONS

**Talk Radio '95.** June 22-25, 1995. Sponsored by the National Association of Radio Talk Show Hosts. For more information and membership: Tel: 617-437-9757; Fax: 617-437-0797.

## MANAGEMENT/SALES CONSULTANTS

**Dave Gifford International**...505-989-7007  
Sales turnarounds and troubleshooting. In-station and group owner sales training. Sales management & advertiser seminars. New account sales and client development. Takeover counsel to first station owners.

**PROBLEMS WANTED** ... FREE one hour to discuss your Radio problem and what you can do about it. Small group of Radio pros with 50+ years small/large market experience in sales, management and programming. 617-721-1805 to schedule appointment

## MARKETING AND PROMOTION

**COMBINATION  
CASH VAULT**

"People Were Lined Up to Play All Day!"

**1-800-546-2137**



Circle Reader Service #175

## CASH CUBE

**"Money Machine"**

Gives your station instant impact ...  
Create excitement with cash or coupon promotions



Call Toll Free  
**800-747-1144**

Circle Reader Service #176

**Creative Media Management, Inc.** 813-536-9450  
Direct mail and telemarketing for radio...business mailers, personalized letters, post cards, sweepstakes and database creation/management.

## LISTING AD RATES

Listing (Name & Phone)	13 Issues		25 Issues	
	\$195	\$300	65	100
Additional per extra line				

## BOX AD RATES

Ad Sizes	13 Issues	25 Issues
1"	\$ 975	\$1,750
1-1/2"	1,433	2,572
2"	1,872	3,360
2-1/2"	2,291	4,112
3"	2,691	4,830
3-1/2"	3,071	5,512
4"	3,432	6,160



# YELLOW INK PAGES™

## MARKETING AND PROMOTION

### Listener's On-Air Participation Builds Loyalty!

The game I.N.I.T.I.A.L. *Response*® Radio tests who you know based on their initials.

- J.D. — (who you wouldn't want to meet in a dark alley.)
- A.C. — (loves O.J.)

Answers come from limitless categories ... Today's news ... history ... the music or entertainment industry ... you decide.

For more information call:

**CURRY GAMES, INC.**  
**1-800-766-9880**

2004 N. 12th Street, Suite 7  
Grand Junction, CO 81501

Circle Reader Service #177

It's better than Brand 'Z!' **It's KD!**

**UP IN 30 SECONDS**

**KD Kanopy**

**KD Majestic—**  
Aluminum frame is 25% lighter and 40% stronger than the Originals.  
10' x 10' or 10' x 20' includes a heavy duty carry bag.

**1-800-432-4435**

Circle Reader Service #178

**MAKE YOUR REMOTES WITH** *Sizzle*

**The Treasure Quest**

If you've been looking for a proven concept that can create a unique draw in your market - then ... **Look No Further!!!**

**EXCLUSIVE MARKET RIGHTS GRANTED**

**A. R. ENTERPRISES**  
**1-800 334-3848**

## MARKETING AND PROMOTION

### EVERY STATION'S FAVORITE :60 E-ZUP INSTANT SHELTERS



SETS UP IN LESS THAN 60 SECONDS!

- No Tools, Ropes or Assembly!
- 6 Sizes -- From 5x5 to 10x20
- 23 Designer Colors
- Custom Silk Screening of Logo or Call Letters

- Dozens of Uses: On-Site Remotes, Off-Air Events, Promotions, and All Outdoor/Indoor Events!



INTERNATIONAL E-ZUP, INC.  
Corporate & Manufacturing Headquarters  
5525 East Gibraltar  
Ontario, California 91764

**(800) 45-SHADE**

Circle Reader Service #179

**INFLADABLE IMAGES ...**

Attract attention to your station events with a customized giant inflatable. Perfect for your next BIG promotion! Blow up your mascot or create your own shape and event.

Contact: Lenny Freed  
(216) 273-3200 ext 137  
Fax: 216-273-3212

INFLADABLE IMAGE INDUSTRIES  
2773 Nationwide Parkway • Brunswick, Ohio 44212

Circle Reader Service #180

## MARKETING AND PROMOTION

**Painter Caps — T-shirts — Bandannas.** Inexpensive Premiums That Work! English, Ethnic, Rock, EZ, Classical. We'll help you with the art. Valuwear, Monroe NC 800-277-0031. Gorgeous screening.

**The Radio Marketing Dept., Inc. .... 201-993-8717**  
Direct Mail, Telemarketing and Database Service. Serving the Broadcast Industry since 1981.

## NATIONAL REP FIRMS

**THE INTEREP RADIO STORE**

*Selling Today... Innovating for Tomorrow*

**1-800-INTEREP**

## PROGRAMMING

### GIVE CLIENTS A REASON TO ADVERTISE

Short programs, jingle/spot packages ... for Easter, Christmas, Valentine's Day, National Music Month, Sherlock Holmes' Day ... and more!

Call

**ARCA**

**(501) 224-1111**

ask for Cindy or Dick

Circle Reader Service #181

**OLD TIME RADIO!**

**When Radio Was**

with host **Art Fleming**

featuring

**The Shadow. The Lone Ranger. Our Miss Brooks. Suspense. Lights out. The Bickersons.**

Five 1-hour programs each week for BARTER!

For more information contact

**David West • 201-385-6566**

**When Radio Was**

celebrates its 6th year on 150 stations!

Another Fine Radio Program From  
**Dick Brescia Associates**

Circle Reader Service #183

**Broadcast Programming ..... 1-800-426-9082**  
or ..... **206-728-2741**  
Radio Music formats on CDs and tape. The local alternative to satellite programming.





## PROGRAMMING

**Congratulations.**

You're the third best  
A.C. in the market ...  
*It's Time For*



*A Touch of Class*

A Touch of Romance ...

A Touch of Jazz

*A Touch of Class*

The New Rich Sounding Adult Format



For a FREE demo call  
**401-461-6767**

Identity Programming  
Also from Identity ... AC JAZZ!

Circle Reader Service #184

**Now Sunday Morning  
Doesn't Have to Sound  
Boring!!**



*Sounds great!*  
Brings new sponsorship  
money to your station!

A Contemporary  
Christian Music alternative  
to Public Affairs Programming!

Call: 901-797-8520 for  
Information and Demo.  
Ask for Rick!

Circle Reader Service #185

## PROGRAMMING CONSULTANTS

Common sense for country radio.  
Formatics = Strategy = Promotions =  
Success

First consultation is free!  
RJL Communications...605-343-4416

## PROGRAMMING CONSULTANTS

David Allen Oldies Consulting.....702-227-9695  
Excuse Free Consulting! It's simple! One phone  
call and you'll find out about our satisfaction  
guaranteed or your money back.

**IS SPANISH RADIO FOR YOU?...**  
We can help! Call **TOP SOUND**  
Spanish Consultants (818) 841-0078  
Ricardo Salazar

MOR Media's Steve Warren gets exciting re-  
sults, 35+ with HOT MOR! The great Entertainer  
format swings. 800-827-1722

The **Country Company**, makes Country Gold  
work for you. Steve Warren plays the Hits and  
makes them listen. 800-827-1722.

## RESEARCH

Stadlen Radio Associates, Inc. .... 319-365-0410  
Specializing in AC and Lite AC programming .. top  
100 markets, limited client base; highly individu-  
alized service and attention. Fax 319-365-0567

## SERVICES

National Supervisory Network ..... 303-949-7774  
Satellite services including digital audio net-  
works, off premise control services, data net-  
works and space time.

Remote Equipment Rentals ..... 410-252-8351  
Hear 50-8000 Hz audio response from your next  
remote for much less than costly TELCO loops  
by renting GENTNER EFT-3000 or COMREX  
3XP/3XR

Skywatch Weather Center .....800-759-9282  
Rain or shine, here's a custom formatted,  
personalized and localized weather forecasting  
system your audience will stay tuned for  
every day.

## SPEAKER/TRAINING

Bill Burton ..... 313-643-7455  
Radio's most enthusiastic speaker/motivator.  
Outstanding sound and slide presentations on  
Radio. Fax 313-649-3180

Jim Doyle ..... 813-378-4898  
Jim Doyle's UPGRADE STRATEGY shows sales-  
people how to dramatically increase the spend-  
ing of already large accounts. It's high impact,  
innovative training for stations, management  
meetings, and associations.

## NEGOTIATION STRATEGIES

For Radio salespeople who give away more  
than they get. Stan Forrer ..... 918-743-4152.

## SPEAKER/TRAINING

Bob Weed \* Master Trainer .... 203-227-1762  
1994 "GENERATION X" WORKSHOP RATED A+  
AT NATIONAL RADIO SALES CONFERENCE! "Great  
new information," "high-energy session," "ter-  
rific handouts!" Sales training, startups, turn-  
arounds, advertiser workshops. Call today for  
the best availability

## TRANSMITTING TUBES

**WANTED: Old AM  
Transmitting Tubes**



They don't have to work,  
they just have to look unique.  
The funkier the better!

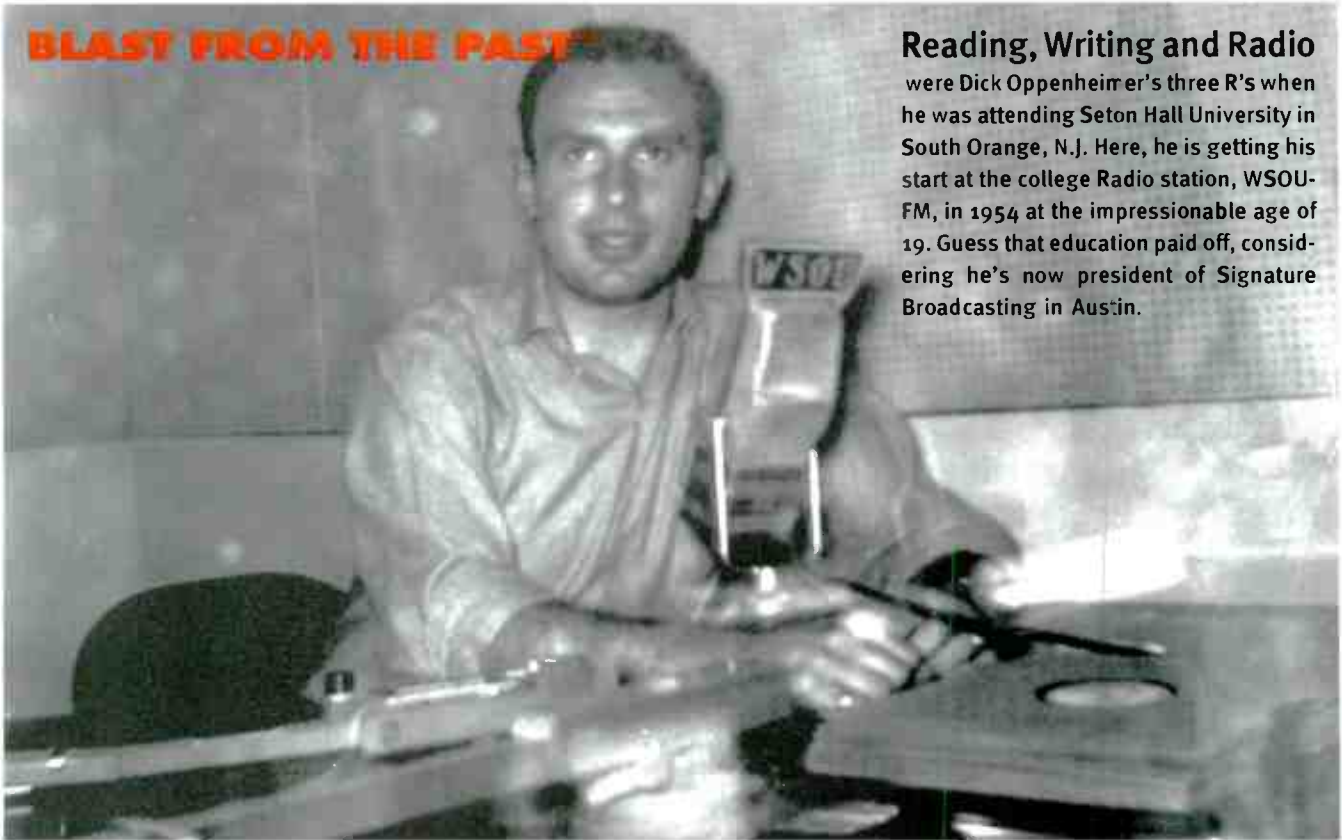
Call **Radio Ink**  
**1-800-226-7857**

Circle Reader Service #186

**Yellow  
Pages  
for  
BIG  
RESULTS!!!**

"We can tell when *Radio  
Ink* gets into the hands of  
subscribers. Our phone  
is busy with excellent  
leads!" *Mike Carta*  
*M.A.C. Productions*

## BLAST FROM THE PAST



**Reading, Writing and Radio** were Dick Oppenheimer's three R's when he was attending Seton Hall University in South Orange, N.J. Here, he is getting his start at the college Radio station, WSOU-FM, in 1954 at the impressionable age of 19. Guess that education paid off, considering he's now president of Signature Broadcasting in Austin.

### SEND US YOUR OLDIES!

We're looking for old photos! (They will be returned.) Send them to: "BLAST," c/o Shawn Deena, 8000 North Federal Highway, Boca Raton, FL 33487. Put your name and address on the back of each photo with "please return." Include a description of the photo and any people pictured.

## PINT-SIZED RADIOS DELIVER GIANT SOUND!

**SPECIAL**  
\$21 each or  
all six for \$116  
— Save \$10.

Add \$7.95 for shipping & handling plus  
6% sales tax for Fla. residents.

**IRWAVES  
EMPORIUM**  
TO ORDER CALL  
**1-800-226-7857**



Our vintage models replicate color and shapes from the best "turn of the century" designs. Perfect detail and finishing with chrome and marbled effects. AM/FM battery operated. Approx. 5" x 2" x 3-1/2". Limited Supply.



Shipping out of U.S. will be billed if higher than standard S&H.

Circle Reader Service #128

## ADVERTISER INDEX

Airwaves Emporium .....	58
Broadcast Direct Marketing .....	33
Broadcast Programming Inc. ....	12
Computer Concepts Corporation ..	43
Country Radio Broadcasters .....	23
Creative Media Management .....	3
Directions in Radio .....	27
Executive Decision Systems Inc. ....	8
Harris Allied .....	29
International E-Z Up .....	22
Katz Radio Group .....	17
Lontos Sales & Motivation .....	59
Lund Consultants .....	15
Marketing/Research Partners Inc. ....	16
Media Venture Partners .....	13
Morningstar Radio Network Inc. ....	51
NPR Satellite Services .....	41
Orban USA .....	7
Post Modern Radio Network .....	42
Prime Sports Radio .....	9
Roger Dawson Productions .....	23
Scott Studios Corp. ....	19
Stephan Productions .....	14
Strata Marketing .....	46
Sun Radio Network .....	35, 49
SW Networks .....	47
Tapscan .....	11
The Sonny Bloch Shows .....	60
TM Century .....	2
Western Motivational Incentives Group ..	52
Willhight Research .....	6

# You'll See Your Billing Increase from the very first month.



Pam Lontos is a top Broadcast sales trainer. Former VP of Disney, she raised sales 500% in one year.

## "The selling tool of the '90s" *Strategic Broadcast Selling* 15 session VIDEO series

- ✓ Get your newly hired salespeople selling professionally and making more sales in just one week.
- ✓ Improve the productivity of your "pros."
- ✓ Having the course permanently allows for space repetition learning for dramatic results.
- ✓ Cut down your turnover.

### Here's what you get!

- ◆ Manager's manual
- ◆ 15 sales meetings on video
- ◆ Sales tests for each of the 15 sessions
- ◆ Sessions on Sales Circle, Questioning, Benefit Selling, Hypnotic Selling, Eliminating Objections, Trial Closes, Motivation
- ◆ Extensive role-playing to show your salespeople how the techniques work

"Pam's video is best for teaching new and veteran salespeople how to really sell Radio."  
-Catherine Moreau, KGMX/KHJJ, Lancaster, CA

"Strategic Broadcast Selling takes Pam's experiences from the past and brings them into 1990 selling."

-Terrell L. Methany, Jr., KMVI, Wailukku, HI

"Pam's video tape series will pay for itself in the first week."

-Jim Livengood, KBUR, Burlington, IA

"Pam is better than ever. The information presented resulted in tens of thousands of dollars for our station. Pam is the best."

-Rick Jackle, WRMN/WJKL, Elgin, IL

"It's the real world of Radio selling and it works!"

-Allen Lumeyer, KGRT, Las Cruces, NM

"Pam is phenomenal! Watch her tapes and I know I'll see you at the top."

-Zig Ziglar

Buy Now and **SAVE!** • **CALL (714) 831-8861**

Ask About Special 1st Quarter Pricing!

Lontos Sales & Motivation, Inc • P.O. Box 2874 • Laguna Hills, CA 92654 • (714) 831-8861

Circle Reader Service #129  
World Radio History

# SONNY BLOCH



WE CONGRATULATE  
YOU ON YOUR  
FIFTEENTH  
ANNIVERSARY!

FROM YOUR FRIENDS,  
LISTENERS, CLIENTS,  
PUBLISHERS  
AND ASSOCIATES

America's Financial  
Consumer Advocate

Host of the  
Longest-Running  
Syndicated Financial  
Talk Radio Program  
200 Cities,  
24 Hours a Week  
Live Feed Via  
3 Satellites

Author of "Evening Money Book", "Inside Real Estate", "171 Ways To Make Money In Real Estate", "Profiting From The S&L Bailout", "Cover your Assets" and "Selling Your Idea Or Invention". For more information call 1-800-743-2374

Circle Reader Service #130  
World Radio History

Photography by Héctor Báez, Santo Domingo