

RADIO INK

Radio's Premier Management
& Marketing Magazine™

FIGHTING FOR CHANGE

D C K F E R G U S O N

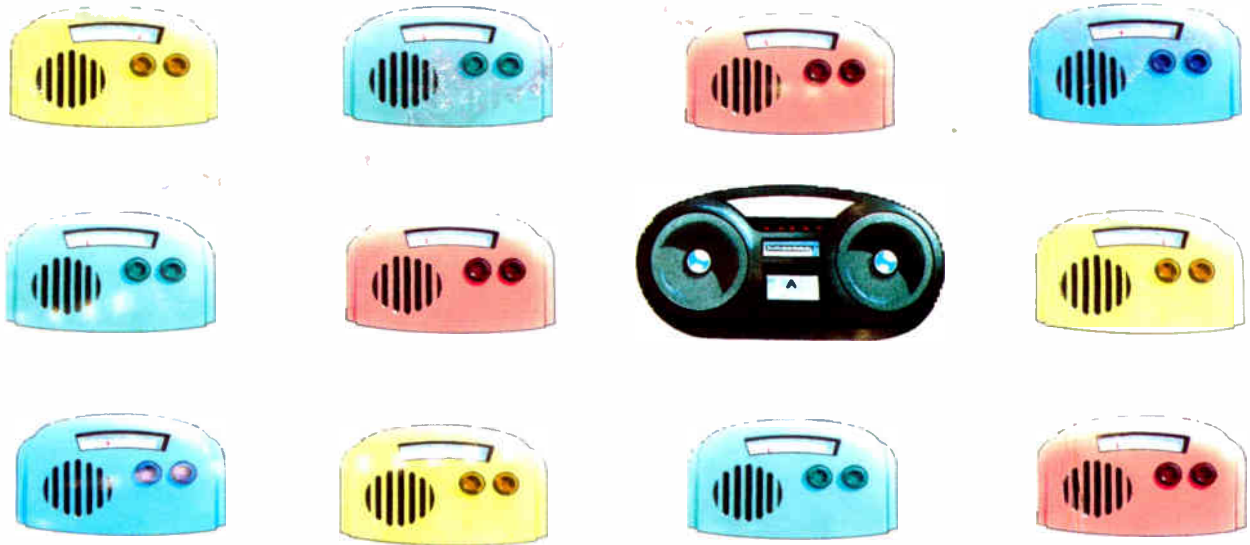
**TECHNOLOGY:
MAKING MONEY IN THE MODERN AGE**

**A CASE
FOR
E-MAIL**

**WARNING!
PROGRAMMING
IN EMERGENCY**

**DEALING
WITH
REJECTION**





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- ◆ Auditorium Format Analyses ◆ Tracking Studies ◆ Focus Groups

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...about DAD^{PRO}, the Digital Audio Delivery system that's ideal for both Production and On-Air, whether Live Assist or Automated, small market or large

DAD^{PRO}
ENCO



"In our pre-purchase research, we found that the most common compliment paid to competitive units was that their technical support staffs were always there when the system crashed. When we talked with DAD users, they hardly knew anyone at ENCO since their systems had never gone down. That's the kind of compliment I was looking for! DAD's segue editor feature revolutionizes automation. We pre-program the entire station, then the talent previews and customizes their breaks to give us a totally live feel. Plus, we simulcast both stations and DAD lets us easily set up separate spot schedules. It's major market ready, and built like it."

Philip Urso, GM
WDGE/WDFG,
Providence, RI

"We've had five DAD workstations in action for over a year, and I really don't know how we could get along without the system. It allows all three of our stations to present a consistent on-air sound and frees the talent to concentrate more on communicating with the audience. We're still finding new and innovative ways of using the system a year later. In my opinion, if you're planning on automation, you can't do it RIGHT without ENCO!"

Chris Andree, Asst. PD
WWKL/WYMJ/WCMB,
Harrisburg, PA

**NAB Booth
#1024**

"We're a news programming provider and deal with a large number of actualities every day, so speed in production and getting it down the line are paramount. DAD allows us to bring information in, and seconds later it's ready to go. The greatest feature is the ease of editing and file transfer between our four workstations. On-air is a breeze."

Dane Wilt
Radio News Company,
Las Vegas, NV

"Way cool. The greatest thing about DAD is that it acts and thinks like a cart machine and doesn't intimidate the talent. We use touchscreens, and the learning curve is about 2-1/2 hours before they're up and running. From an engineer's standpoint, it's great because DAD uses off-the-shelf hardware, so maintenance is a snap."

J.R. Rogers, Asst. CE
KSON/KIFM,
San Diego, CA

"The DAD system was on the cutting edge of systems we looked at, and there was some initial reluctance to enter the digital arena. After having the system in-house for a month, the entire production and on-air staff felt like they could never do without it again. Now our news staff has a system of their own, and we're getting a third system for our sister TV station."

Chuck Whitaker, PD
WSBT, South Bend, IN

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 **ENCO**
SYSTEMS, INC.

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Web Site: <http://www.enco.com>

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Radio's Premier Management & Marketing Magazine

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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.

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INTERVIEW

Dick Ferguson, soon to be a member of Cox Broadcasting and maintaining his position as Chairman of the NAB Radio Board, has a lot on his plate. In between courses, Radio Ink recently spoke with him about everything going on with the NAB and the FCC and the ramifications of the Cox acquisition.



SPECIAL REPORT

Technology — Making Money in the Modern Age

Do you really have to know what all those blips and beeps mean? And even if you do how is it going to make your station or group successful? How will equipment, software and the like make you more money? Author Chip Morgan shows you how, citing specific examples of what's hot and what's not in today's tremendous technology age.

Cover and interview photography courtesy of Kimberly Butler Photography, New York, NY 212-768-2924

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COMING NEXT ISSUE

▲ **Post-NAB Technology Review** ▲ **Gulfstar's John Cullen**

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Queue

Cart#	Title	Time	Artist
09:12	* Non stop Music Kickoff *	00	
{CHW	LOOK AT ME		BRIAN W
M104	FALL IN LOVE		KENNY C
SW05	Yng Entry/Why U Listen?		
09:21	*** :20 Stopset ***	00	
T333	MILLER LIFE		
T490	PIZZAHUT		
T004	COKE/DIET		
T317	MCDONALD'S RESTAURAN		
	Dodge.dlr		
U701	Voice Track		
09:26	*** 70's Flashback *		
J716	KHHT - Legal ID #1		
J714	KHHT - U/M		
{73F	THE LION SLEEPS TONI		
J960	KISS FM Jingle		
{71H	SOUL MAN		

Cart Express

Straight Tequila Night	Aces	Drive South	She's Not The Cheatin' Kind	Every Little Thing
Standing Outside The Fire	Ain't Goin' Down Till The Sun Comes Up	Callin' Baton Rouge	Much Too Young To Feel This Damn Old	One Night A Day
He Thinks He'll Keep Her	Shut Up And Kiss Me	She Dreams	What A Crying Shame	Girls With Guitars
What They're Talkin' About	Pickup Man	...the Job	Old Enough, Audition Know Bet	

Main Screen

Audition Window

Cart Number: M104

Description: FALL IN LOVE

Length: 01:31:06 Intra: 00:15:00 Outro: 01:18:00

Hook Line

Start: 00:30:70 End: 00:34:56

Timeline: 00:00:00 | 00:22:76 | 00:45:52 | 01:08:28 | 01:31:06

Audition Window

Please see us at NAB booth2024



8375 Melrose Drive, Lenexa, Kansas 66214 • Phone 800-255-6350 • Fax 913-541-0169

Don't Shoot the Messenger



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When I was a Radio programmer, then a manager and later a station owner, the name of the game was to get attention and get noticed. I've done some wild promotions and some interesting campaigns. I have also dealt with my share of controversy in programming and promotion.

Recently, in response to stories from dozens of distraught general managers and sales managers, a *Radio Ink* campaign was designed to address the issue of the pressures of the Radio industry today. In the ad, there is a man with a gun to his head. The idea was that no matter how bad it is, *Radio Ink* can help ... offering solutions to your challenges. However, the impression of some readers was that the man is so overwhelmed, death is the only solution. The ad got attention, although perhaps too much.

Since running it, I've received loads of phone calls and mail in response. Reactions were mixed. Some people requested posters of the ad. Other people thanked us for relating to their problems. However, it has come to our attention that the ad is disturbing to a few people who have had personal experience with the suicide of a close friend or relative.

Advertising, like art, is subjective. What offends some, pleases others. The controversy over this ad can be compared to instances in recent advertising where a mis-



interpretation of a message resulted in a negative impression of the messenger. One such example was the Calvin Klein ads that pictured "youthful" models in compromising poses. The apparent message was: Buy Calvin Klein jeans. However, some people thought the ads were a form of child pornography. It is true that controversy sells. But, at what expense?

Consequently, the image for our ad has been changed. It still conveys our original message and concept, but, hopefully, it does not contain emotional content offensive to our readers.

I never fully considered the implications of the ad for someone who has been affected by suicide. One in five people has been close to someone afflicted by this tragedy. To those of you who were offended by the ad, I sincerely apologize. ☹

Eric Rhoads, Publisher

“Did you hear what Scott did in Fresno?”

“He sold over \$150,000 in annual business to nontraditional advertisers... and he did it in less than four weeks!

Why aren't the other stations in our group doing that?”

Call TOMA today for information and market availability.

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if I
FAIL?

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WAY** CAN
I get a
higher rate!

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from the top

**SHOULD I EVEN
STAY IN RADIO?**

I'm Working
HARDER,
and having
less fun.

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TO HELP**

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INK**

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PEOPLE IN INK

GREAT LAKES CONFERENCE Recently, the Michigan Association of Broadcasters (MAB) held their 1997 Great Lakes Broadcast Conference & Expo in Lansing, MI. Following are some shots from the event ...



LORDS OF THE RINGS. These MAB broadcasters proudly display their Station of the Year awards, which they all used later at the ring toss competition.



ROSS SQUARED. MAB Board Chairman Ross Woodstock (l) and WTCM-AM/FM Traverse City's Ross Biederman (r) posed together because they're both named Ross.



FINGER POINTING. "You're the guy who stole my pen in fifth grade!" (l-r MAB's Ross Woodstock, MAB President Karole L. White and Dept. of Community Health's James Haveman)



OUCH. After hearing a funny anatomy story, MAB college scholarship recipient, from North Michigan University, Peter Ryan Schlitt and MAB Foundation President Jerry Colvin pose for a shot.



HAIRY DISCUSSION ... "Hey, what do you use on your beard?" (l-r) WNNM-FM/TV's Scott Seaman presents Dr. William G. Mitchell with the 1997 Pioneer Award



DOUBLE TAKE. Here we see MAB president Karole L. White explaining how she really doesn't look like Angela Lansbury from a side profile.

IMPRESSIONIST. 1997 MAB Broadcast Excellence Awards' emcee and well-known broadcaster Stan Freberg does his impression of the old guys in the balcony from The Muppet Show.



BON APPÉTIT. "Is that paprika?" "No it tastes more like cumin." "Hmm, you're right." (l-r Heritage Broadcasting's Mario Iacopelli, Ross Biederman and Thunder Bay Broadcasting's Stephen Marks)



TRICKED. We replaced the beer at this table with diesel fuel and cream soda. Apparently they were pleased.

So, you think you know Prophet Systems? Take a look at us now!

Prophet Systems has expanded to better serve our customers. Here are just some of the things you will notice—

AGGRESSIVE - Aggressive pricing and delivery schedule for '99!

New changes in hardware prices and configurations enable us to be very aggressive in pricing both the CFS and XPS systems.

HARDWARE - We continue to expand our approved hardware list as hardware becomes more stable industry-wide. Ask us about using your own hardware.

SALES - More sales people and a Sales Manager!

Our Sales Manager will make sure your account gets the attention you deserve. And with a larger sales staff we will respond quickly to your needs.

SALES SUPPORT - Pre-Sales Engineering Support

More support! We have added a broadcast engineer with 15 years of experience to our staff to help your engineer configure the system.

EXPANDED - Manufacturing capabilities fourfold

Our expanded facility and inventory allow us to ship more systems faster.

ADDED - Hundreds of software additions and improvements

We are well known for offering the most innovative software. Last year was no exception. With the additions over the last four years, Audio Wizard for Windows is the most complete, full-featured system on the market.

OFFICE MANAGER - Fast and accurate business system

Colleen, our new Office Manager, will make sure your accounting and sales orders will be processed quickly.

DEVELOPED - An internal support/business database system

We have developed an extensive support and business database system that allows us to track your needs on a continuous basis. We can access your records quickly to reduce the time you spend on the phone.

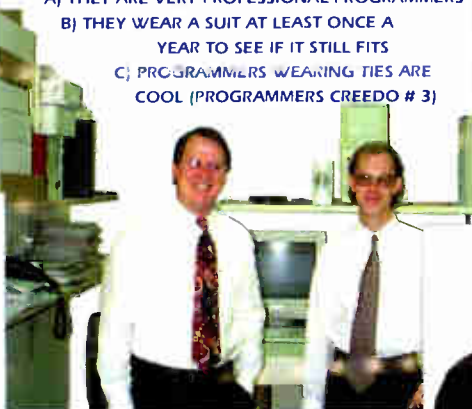
JD (HARDWARE SUPPORT) IS STARING AT A SILENT PHONE BECAUSE:

- A) OUR SYSTEM IS JUST THAT GOOD
- B) HE REALLY WANTED TO BE A MAYTAG REPAIRMAN
- C) KEVIN TURNED HIS PHONE OFF AGAIN



GEORG* (L) AND SCOTT (R) ARE THE ONLY ONES WEARING TIES BECAUSE:

- A) THEY ARE VERY PROFESSIONAL PROGRAMMERS
- B) THEY WEAR A SUIT AT LEAST ONCE A YEAR TO SEE IF IT STILL FITS
- C) PROGRAMMERS WEARING TIES ARE COOL (PROGRAMMERS CREEDO # 3)



* YES, THAT IS HOW GEORG SPELLS HIS NAME.

EVEN IF YOU'VE CALLED BEFORE—CALL US IN '97

JEFF (ENGINEERING SUPPORT) IS POINTING TO A MAP BECAUSE:

- A) HE IS POINTING TO OGALLALA, NEBRASKA THE HEADQUARTERS OF PROPHET SYSTEMS
- B) WE CAUGHT HIM PRETENDING TO BE A TV WEATHERMAN
- C) WHERE THE HECK IS SOLDOTNA, ALASKA ANYWAY?



KEVIN'S OFFICE IS FULL OF WOLF PICTURES BECAUSE:

- A) PROPHET SYSTEMS IS LIKE A WOLF—INNOVATIVE AND AGGRESSIVE
- B) PLEASE—DON'T GET HIM STARTED ON WOLVES!
- C) ALL OF US THINK HE WAS RAISED BY WOLVES



TODD (SALES) IS GETTING READY TO LEAVE BECAUSE:

- A) HE IS LEAVING TO GIVE A DEMONSTRATION
- B) OUT OF SIGHT, OUT OF MIND (SALES RULE #1)
- C) IT IS 5 O'CLOCK—WATCH OUT!



NAB Booth #4106

COLLEEN IS A GREAT OFFICE MANAGER BECAUSE:

- A) SHE USES 20-YEARS EXPERIENCE TO KEEP PROPHET SYSTEMS ORGANIZED
- B) SHE STARTED WORK WHEN SHE WAS 3 (SEE ABOVE)
- C) 5 KIDS—'NUFF SAID!



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from **Prophet Systems, Inc.**

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John David

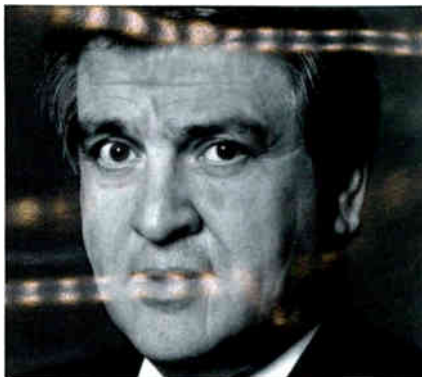
The NAB In Vegas: A Sure Bet

We have just passed the first anniversary of the Telecommunications Act, and Radio is stronger and more vibrant than ever. Economically, we are seeing unprecedented activity in the marketplace through company mergers and acquisitions. Radio's strengths have made us a dynamic venture for Wall Street investors.

It's very timely that broadcasters are convening in Las Vegas for NAB '97, April 5-10. This year's lineup of speakers and sessions will be especially relevant in light of the issues facing us in the coming year.

We can feel justifiably confident about the future. But we shouldn't feel complacent — there are several critical issues of importance to the continued well-being of our business. Specifically, we should be concerned about proposed legislation for campaign finance reform which could require us to give away air time to political candidates. There is also legislation that may threaten our beer and wine advertising revenue because of concerns over "hard liquor" advertising. Our consolidations in 1996 have attracted the attention of the Department of Justice (DOJ), and we have been working hard to brief the DOJ on the realities of the Radio marketplace.

On the technological front, we are following the development of Radio's In-Band On-Channel (IBOC) systems. This tech-



nology is critical for us to compete against other digital audio services such as DARS.

We have also seen an explosive growth in Radio activity on the Internet. We must always be open to exploring new opportunities to reach our listeners and diversify our revenue sources.

At NAB '97, there will be 13 concurrent conferences with more than 200 sessions. Most of these sessions will be led by high-ranking officials and staff members from Congressional offices, the FCC and the DOJ. In fact, the FCC Chairman's Breakfast with Reed Hundt should provide valuable insight into the FCC's agenda on many of our issues. In addition, industry experts from all fields including broadcast engineering, station management and Radio sales will also be on hand to update station operators on the state of our industry.

The NAB is offering two exhibit areas: our usual area located at the Las Vegas Convention Center (LVCC) North Hall and the newest area at the Sands Expo Center, a short ride from the LVCC. Also at the Sands are the NAB Multimedia World and Internet@NAB.97 exhibit and demonstration areas. Both areas are a "must see" for anyone considering the Internet.

This year we will be inducting WGN's Wally Phillips into the NAB Broadcasting Hall of Fame. At the same Radio Luncheon, well-known creative Radio advertising executive Dick Orkin will be giving the keynote address and the NAB will again present NAB Crystal Radio Awards to Radio stations for their exceptional and outstanding community service to their individual communities.

I am proud of what Radio has achieved in recent years — our fantastic growth and the aggressive way we have continued to incorporate both technology and management strategies into our daily operations.

We must remain flexible and aware and that requires education, constant information and open discussion throughout our business. See you in Vegas. ☎

John David is senior VP/ Radio for the NAB. He may be reached at 202-429-5305 or by E-mail at jddavid@nab.org.

DAVE GIFFORD'S 1997 SEMINAR SCHEDULE



- NEW ORLEANS..... MAR 11-12/13
- SAN FRANCISCO...MAR 18-19/20
- WASHINGTON..... APR 15-16/17
- DAYTON.....JUN 10-11/12
- BOSTON.....JUN 24-25/26
- CHICAGO.....SEP 9-10/11
- PITTSBURGH.....NOV 11-12/13



FOR A FREE PROSPECTUS DIAL
1 800 TALK GIF

How has technology helped improve your bottom line?

Marvin J. Strauzer
GM • WNNJ-AM/FM • Newton, NJ



Remember the saying, "The wheels are turning"? When "human" wheels turn, the bottom line improves.

At Nassau Broadcasting's 15-station group, which is under the Jersey Radio Network umbrella, technology is utilized by most of our AM stations for automated, satellite-delivered, quality programming. Investments in hardware, software and satellite services reduce costs while improving the product on all 15 stations.

Digital equipment for airing music and other events reduces expenditures by replacing materials that were expendable. It also enables staffers to exercise more saleable, creative talents.

Reduced utility costs are a result of high-efficiency transmitters. Communications cost less due to phone company competition, the Internet and faxes. Industry-specific data, and traffic and billing systems facilitate the presentation of our group, as one, making it easier for advertisers to place buys and pay their bills.

Chuck Morgan
president/GM KMGZ-FM • GSM KVRW-FM • Lawton, OK



Technology has helped improve our bottom line by making us more productive. By using alphanumeric pagers, cellular telephones and voice mail, our salespeople are more accessible to me and, more importantly, to their clients.

Digital editors save my announcers hours in the production studio. Digital storage systems eliminate the need for cart machines and reel-to-reels, saving us time

and supplies. Desktop publishing has allowed us to improve the looks of our printed materials and sales presentations while saving us a lot of time and expense.

The Internet has also opened up a tremendous window of opportunity for Radio, from providing us with a great resource tool to expanding our marketing capabilities.


But, technology has to be used correctly. Voice mail can destroy a business if it is not used properly. We don't use it to answer our phone but, rather, to encourage interaction with our listeners.

Gary G. Wright
VP/GM • WKAN-AM, WLRT-FM • Kankakee, IL



Adding technology has affected our attitude. We have more confidence, both on-air and in sales. Our presentations are stronger, and as a result, our gross is bigger. Our stations do very well because our attitude is snappy. Technology fuels that attitude.

We look for new ways to use word processors, spreadsheets, E-mail and Web

searches to improve our core business. Our handouts look sharp. We have created sales tracking devices for the sales staff and a subjective, peer-group performance evaluation model that has improved performance and morale. We're constructing a Web page just in case it's worth something. We now have 14 PCs in the station — some of which are available to anyone, for any use. My bottom line is the attitude of my staff, times 10. 

If you would like to respond to a Forum question, call Julie Ross at 561-655-8778.

SOLD!

Capstar Broadcasting Partners, Inc., R. Steven Hicks, Chairman and CEO, has entered into an agreement to purchase KYAK-AM, KGCT-FM, KYMG-FM, Anchorage, AK and KIAK-AM/FM, KAKQ-FM, Fairbanks, AK from COMCO Broadcasting, Inc.

George I. Otwell,
Randall E. Jeffery
and
Elliot B. Evers
Brokers

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Appointments requested at MVP's suite,
Las Vegas Hilton during NAB.

The Web Wave

Opportunity or Threat



BILL SUFFA

We all know the story. The Internet was devised by a group of academics and government types to exchange data and to communicate. The basic premise was to design a communications system with multiple roadways upon which small pieces of information would travel, thereby allowing reliability and redundancy.

Even today, a lot of confusion remains as to what the Internet is, and what it can do for you. I think the easiest way to describe the Internet is to call it "a new means to communicate and share knowledge." The things we usually think of when describing the Internet — the World Wide Web, E-mail and Usenet — are just means of communicating or accessing data.

Actually, the Internet is a bunch of networks, each interconnected at strategic places around the world. Rich in a heritage of geeks and academics, Internet communications were text-based — not something that is very desirable for humans accustomed to sights and sounds. And, it was certainly not something attractive to the entertainment industry.

AOL has received a lot of press lately (not too much of it good). However, AOL should receive credit as the first service to popularize the use of visual graphics and sounds for data communications. AOL was not the first. It just hit the scene at the right time with the right marketing. And, AOL is not the "Internet." It is a gateway to that thing we call the Internet. Much to the chagrin of those purists who would rather the Internet remain the exclusive domain of techno-geeks, you can get to the Internet from AOL and similar popular services such as Com-

puServe, Prodigy and Netcom.

The next revolution may now be upon us. Have you ever heard of WebTV (and similar variants of television/Internet appliances)? WebTV is putting access to popular features of the Internet in the hands of the couch potatoes of the world. WebTV's potential is "killer." I think it will change the Internet and the way mankind interacts. With WebTV, certain features of the Internet are available at the touch of a button. No need to buy a computer. No need to turn it on and "boot

it up." No need to select the right program. No need to endure error messages. It's now as easy as turning on the TV.

What about the Radio industry in this time of turmoil? I think we can prosper and endure. There are threats to in-home listening, but there are also

opportunities to build listener relationships like we've never had before. When electronic commerce starts to work well, we will have the ability to engage listeners and direct them to purchase immediately from an on-line service. Radio's immediacy, it's mobility and our ability to digest information for our listeners will not go away and may become more important in the future.

There are clouds on the horizon that we need to watch. There will be more competition for the advertising dollar and new ways to buy that will change traditional marketing channels forever. And, the Internet may change the availability of product (and royalties) as more artists and distributors experiment with on-line delivery of music and the attendant copyright issues.

The Web wave is coming. We can ride it, or we can get stuck in it. The choice is ours. ☎

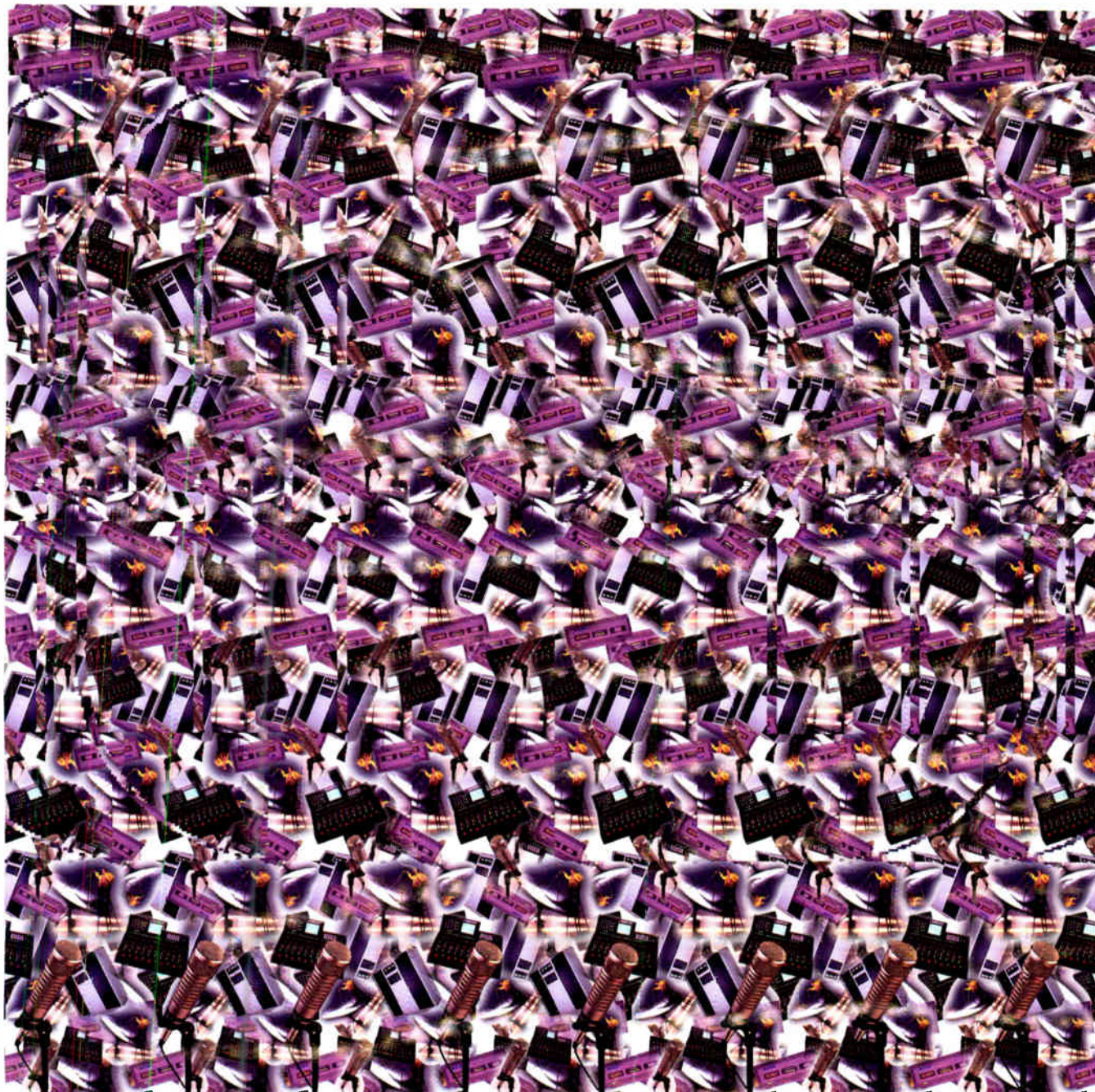
Bill Suffa is VP for strategic development at Jacor Communications, Inc. in Cincinnati. He may be reached at 606-655-2267 or by E-mail at WSuffa@Jacor.com



QUICKREAD

- ▲ The Internet is a bunch of networks, each interconnected at strategic places around the world.
- ▲ AOL is not the "Internet." It is a gateway to the Internet.
- ▲ With WebTV, certain features of the Internet are available at the touch of a button.
- ▲ When electronic commerce starts to work well, we will have the ability to engage listeners and direct them to purchase immediately from an on-line service.

A NEW DIMENSION IN RADIO . . .



**You've Asked For It *and*
Waited Quite Some Time.
And Now, *after all this time*,
It's *Almost* Here.
It Is About To Arrive.**



Watch Your Mail Box Just Before NAB

The Personal Touch

Is Technology Making your Station Impersonal?



JACK M. RATTIGAN

Too many businesses, including Radio stations, have surrendered good old common courtesy to laziness — let the “technical world” do it.

For example, there’s the story of a receptionist who answers the phone like a robot,

then turns you over to voice mail when you expect to talk to a human. There are still a few friendly voices who answer phones. Before they turn you over to voice mail, they say something like, “She’s not in the office now. Would you like to leave a message or talk to her voice mail?” That’s the appropriate way to use technology. Hopefully, the latter is the procedure at your Radio station.

There is also the story about a media buyer who communicates exclusively by fax. Sometimes his faxes contain insults, four letter words and a stern, “Fax back your best rates this morning. Don’t even think of calling me. I’m looking for the lowest rates and giveaways.” Is that person serving his client?

How is your staff reacting? Are they faxing back low rates, or are they trying to break the “faxation” by making an in-person call? Although I am a great utilizer of phone and fax, I believe there is still nothing better than “eye-to-eye” business.

A few years ago, United Airlines aired a TV commercial that had an executive walking into a meeting with the following dialogue: “I got a phone call

this morning from one of our oldest customers. After 20 years, he fired us. Said he didn’t know us anymore. I think I know why. We used to do business with a handshake, face to face. Now, it’s a phone call and a fax. Well folks ... something has got to change. That’s why we are going to set out for a little face-to-face chat with every customer we have.” The message is clear. You can’t beat personal contact.

Although personal contact is imperative in client relations, it is equally important with listener relations. Does your station staff love the audience? Do they “work the crowd” at every appearance, or are they “big stars” who are annoyed by the fans?

What about your own staff relations? Do you run a “memo-driven” station, or is there open conversation and exchange? Does your sales staff fight over accounts because they are assigned in an arbitrary manner? Does your air staff fight over who has this weekend’s shift because the schedule is never discussed and posted on Friday afternoon? If so, it’s time for some more talking and less memo writing.

In short, do we really appreciate the people who are responsible for our success, or has the technical world replaced common sense and common courtesy? Do we still give personal service, or have we grown so sophisticated that we don’t need to talk to people anymore? Managers who still believe in personal influence have happier and more productive staffs. ☎

Jack M. Rattigan, CRMC, is president of Rattigan Resources, Portsmouth, VA. He can be reached at 757-484-3017 or by E-mail at jmrcrmc@infj.net.

QUICKREAD

- ▲ Too many businesses, including Radio stations, have surrendered good old common courtesy to laziness.
- ▲ Although personal contact is imperative in client relations, it is equally important with listener relations.
- ▲ Managers who still believe in personal influence have happier and more productive staffs.



E-mail

Why Everyone Should Have It



MIKE McDANIEL

Five years ago, the question was "What's your fax number?" and if you answered "Ahh... we don't have a fax ...", the effort was made to work around the problem.

Today, if you don't have a fax number, an effort is made to deal with someone else. Think about the faxes you receive daily. Faxing is an important part of your business.

But, today the question is "What's your E-mail address?" If you don't have one, maybe they'll fax it to you. A year from now, or less, E-mail will be as important to your business as fax is today.

When you finish reading this article you may say to yourself, "Maybe I should get one of those". There's no maybe about it.

You need a personal E-mail address and everyone who works with you needs one, too. Separate addresses for all. That's the way the post office does it, mail for you has your name on it, mail for Mary has her name on it. If it didn't, the news department might be opening all the station mail, checks, letters, bills, cancellations, everything. E-mail is going to change the way you do business. The competition for your Internet business is so intense, you can probably trade Internet access and multiple E-mail accounts for a few spots.

This is not World Wide Web talk. This is not "You gotta have a home page" talk. That's a separate decision process.

Remember when the fax machine was installed? It just sat there. One day a fax arrived, and it sat some more. How about today? Multiple faxes everyday, even in the smallest of stations. Same with E-mail. One day


you will get a message, then two, then you find that your favorite customer or agency would rather do E-mail.

Get an E-mail address and check it often. You don't have to be computer literate. You can learn E-mail in seconds. E-mail has the address of the sender and the receiver in the "header" of the message, so you don't compose a letter every time, just type the message. If you get a message that's important, press print and your printer will give you a hard copy. You can also save to the hard disk and manipulate it in your word processor.

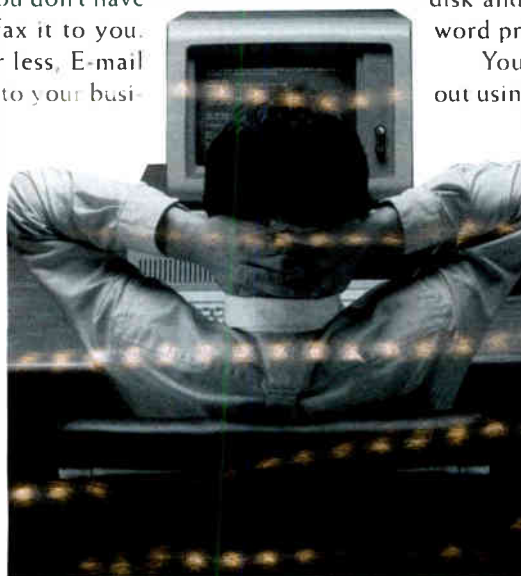
You can do E-mail without using any other part of the Internet. And there are a number of E-mail programs, most available for free. Just like you selected a word processor for personal tastes, you can select an E-mail program. Some are better than others. Your Internet Service Provider (ISP) will supply you with an E-mail program when you sign up

(free). Use it to start, then try another once you understand the basics.

It is said less than 25 percent of the broadcasters in America have personal E-mail. Once you connect, send a message to a known E-mail address, a friend or associate. Someone across town is ideal. Call them on the phone, get their address and send the message. Then visit them and look at their screen to see exactly how your message looks.

Once you have E-mail working and can send and receive, you will be ready to experience the many other things E-mail can do for your business, and your career. 

Mike McDaniel is a station owner and author of A Year of Great Promotions. He may be reached at 812-847-9830 or by E-mail at McD@nci.net



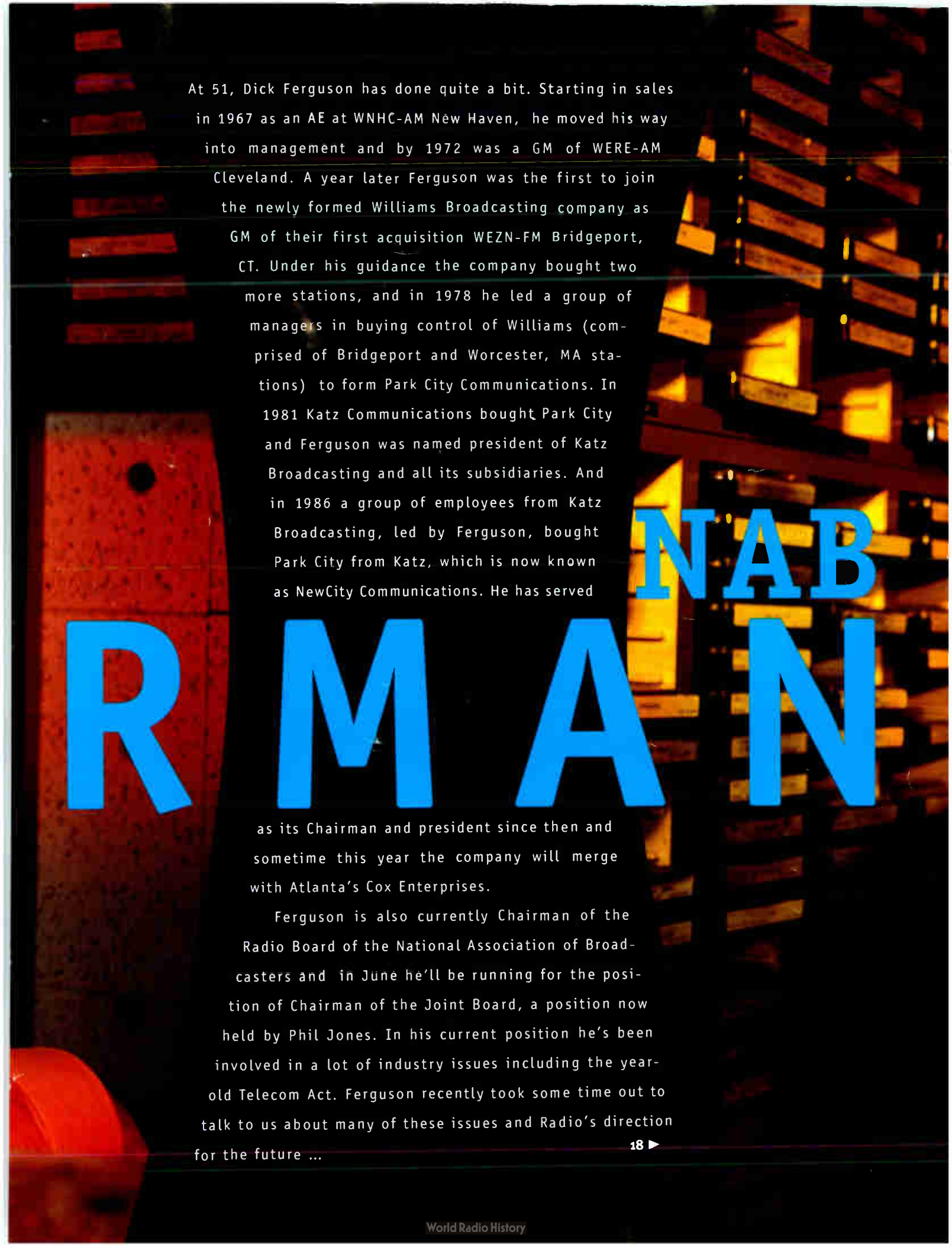
QUICKREAD

- ▲ A year from now, or less, E-mail will be as important to your business as fax is today.
- ▲ You need a personal E-mail address and everyone who works with you needs one, too. Separate addresses for all.
- ▲ It is said less than 25 percent of the broadcasters in America have personal E-mail.
- ▲ Once you have E-mail working and can send and receive, you will be ready to experience the many other things E-mail can do for your business, and your career.

INTERVIEW

CHAI

Dick
Ferguson



At 51, Dick Ferguson has done quite a bit. Starting in sales in 1967 as an AE at WNHC-AM New Haven, he moved his way into management and by 1972 was a GM of WERE-AM Cleveland. A year later Ferguson was the first to join the newly formed Williams Broadcasting company as GM of their first acquisition WEZN-FM Bridgeport, CT. Under his guidance the company bought two more stations, and in 1978 he led a group of managers in buying control of Williams (comprised of Bridgeport and Worcester, MA stations) to form Park City Communications. In 1981 Katz Communications bought Park City and Ferguson was named president of Katz Broadcasting and all its subsidiaries. And in 1986 a group of employees from Katz Broadcasting, led by Ferguson, bought Park City from Katz, which is now known as NewCity Communications. He has served

R M A N N A B

as its Chairman and president since then and sometime this year the company will merge with Atlanta's Cox Enterprises.

Ferguson is also currently Chairman of the Radio Board of the National Association of Broadcasters and in June he'll be running for the position of Chairman of the Joint Board, a position now held by Phil Jones. In his current position he's been involved in a lot of industry issues including the year-old Telecom Act. Ferguson recently took some time out to talk to us about many of these issues and Radio's direction for the future ...

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The Act of All Acts

INK: Looking back on the Telecom Act a year later, is the NAB proud of what came out of it?

FERGUSON: I think we definitely are. You always have to remember that the NAB basically tries to carry out what it believes its membership wants to do. Certainly, the elected leadership of the NAB studies these issues and often acts in a leadership way. By that I mean somebody might say the NAB really pushed broadcasters into this (deregulation). I wouldn't say that was the case. I think as they (government) tied up the issues, debated them, and talked about them and as we kind of formulated a position, we went out and talked to other broadcasters advocating what we thought was best for the industry. Congress hadn't effectively changed the kinds of rules we in the Radio business had been governed under for 40 or 50 years. And it's very, very, difficult for any industry to get legislative relief especially for Radio because up until recently we've been the stepchild that sort of gets ignored.

INK: How did you do it?

FERGUSON: What happened in Radio was very much a small part of the tail on a great big dog. In effect, they (government) decided they were going to overhaul the communications industry. This was going to be

a landmark piece of legislation. When this whole thing came up a couple of years ago, we said that we have to make sure we aren't left out of it. If they deregulated this and deregulated that, then all of a sudden we would wake up one morning and find out that we were left in exactly the same place we were years ago — we would never get to go back to the well.

It just wasn't going to happen. This isn't taking a cheap shot at the Federal Communications Commission (FCC). For them change is based on who is sitting there. They have been very slow in releasing Radio from regulation. So, when I sat there as an individual broadcaster and somebody who had been asked to help work on industry issues, I thought to myself "We have got to look at this bill, not for what it is going to do in the next year or two, but for how it is going to position us over the next 10 to 20 years."

INK: So, are you pleased with how it turned out?

FERGUSON: I think we got a lot. As you know, we did ask for more, but I don't think anyone is naive here. If you want something you have got to ask for a lot so that you can get something. By the way, for better or worse, when we were arguing this case and our original position was local limits, you may remember the people asking — what if someone tried to take over all the Radio stations, or something. Well, we said the Department of Justice (Justice Department) will take care of that. I think a lot of us truly believed then as we do now, that the Justice Department would agree with us about the relevant product being Radio, television, cable, and all the things we compete with. As you know, the Justice Department thinks otherwise. They think the rel-

evant market is Radio. This is the big stumbling block between our industry and the Justice Department. We are trying to prove to them that Radio isn't the relevant market and they are trying to prove it is the relevant market and, of course, they don't have to prove it right now.

INK: Were you surprised that DOJ responded the way they did?

FERGUSON: I was surprised that they didn't agree with our position on the relevant product market, which was the underlying case, and we used to discuss this all the time. I remember a group head fly-in a couple of years ago, in which we were talking about this very issue. Because so many Radio people deeply believe, being very acutely aware of what the competitive nature of our business you work really hard to develop a strong client on your station, or on a group of Radio stations, and build a client's business.

The Business

INK: Does it seem Radio builds the business then, afterward the client goes to another medium?

FERGUSON: I guess that is just the nature of the beast. I'm not complaining about it, but it is a little irksome when you experience these things on a frequent basis, then you have somebody come along and tell you that you guys operate in a relevant product market that is all your own and, maybe, that relevant product market isn't just Radio. It is something more narrow like Rock, or another form of Radio. So, when this all started, I used to get emotionally very upset with the DOJ. I have calmed down a great deal on this issue and have listened to what they have had to say. I think these aren't dumb people by any means. They have got a point of view.

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INK: But, you still aren't buying into their argument?

FERGUSON: I don't buy into the argument and, obviously, they aren't buying into mine. I do believe there are ways that, over time, they will come to see our point of view, however it will take some studies and some other things. When duopoly came along, cost-per-points and rates actually went down. I think the main reason they did that was because you had good broadcasters taking over very marginal, or train-wreck-type Radio stations and making them players in the markets, sometimes significant players in the market. Just bringing them up into the mid-pack, put value on their inventory. So, if a typical music FM has 55,000 avails a year, roughly, and those avails really had almost no value, then somebody comes along and gives them value, you've created a supply and demand basis in that 55,000 avails to a market place... I mean, we are a supply and demand based business and, essentially, you can increase the supply like that, or you can do it two or three times in a year in a market.

INK: You just had more inventory in the market.

FERGUSON: The fact of the matter is you have more salespeople and rates go down. I feel that our company is working hard in the other direction, and I know other broadcasters are too. Historically, what happens, when there are just AM/FMs and then FM/FMs, or duopoly situations, a lot of people, basically, take these Radio stations, package them up, and then sell them at a discount. The exact opposite of what DOJ fears. In some of the markets that we compete with there are some large clusters, and people are

playing a share game there.

INK: Your stations don't do that?

FERGUSON: Well, for competitive reasons, I am sure they do. I am not saying that the basic economics of the business would not force us to. However, I will tell you that we have invested. For example, in Orlando, FL we put in a home marketing base to go out and develop new Radio clients to substantially increase the Radio dollars. Giving discounts is not what this is about at all. It is about creating real

"It's very, very,
difficult for any industry
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especially for Radio
because up until recently
we've been the
stepchild that sort of
gets ignored."

marketing plans. Now, we have seven Radio stations in Orlando with the ability, just within our own Radio group, to create tremendous reach and value for advertisers. We compete with television stations and newspapers. Orlando is an interesting market because, basically, there are three operators there now. So, the other two guys are doing, in one variation or the other, the same sort of thing.

INK: Isn't that elevating the Radio industry?

FERGUSON: I think it is because, to pay

the prices that people have paid and to make this all work out, they have got to raise revenue. It is unlikely they are going to be able to do it by increasing the number of commercials. It is better to force us to keep that down

The Trouble With The FCC

INK: It seems recently there has been more scrutiny of the FCC by Congress as to how they are either executing, or not executing, the dictates of the Telecom Act. What is your take on that?

FERGUSON: First, let's talk about what is really happening. The FCC is basically not approving, or not acting on, any application that the Justice Department is currently investigating. They just sit on the application. We think this is wrong. We think it flies in the face of the letter and spirit of the Telecom Act, which was very specific about Radio ownership. It spelled out very clear rules about how many stations you could own in a market, given the number of stations that were in that market. And it went on to say, if there were any concentrations issues, they should be handled by the Department of Justice, which is fully equipped to do that. This is what they do. They have got the resources, the expertise and they do this in other industries.

Nothing personal against the FCC, but basically they've made a decision to sit on these

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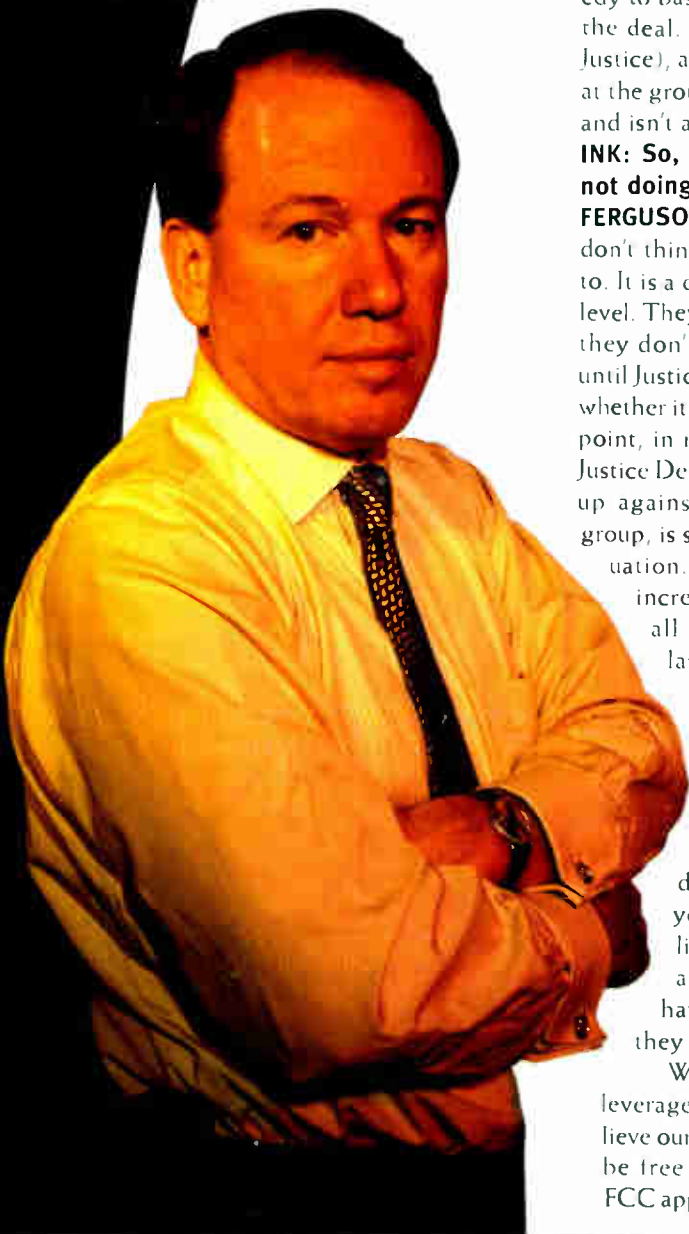


JONES RADIO NETWORK

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things waiting till it is cleared. Our position is that this is wrong for two reasons.



First of all, if a broadcaster satisfies all of the standard criteria needed to transfer an application at the FCC, they should rule on it. If it turns out later that the Justice Department doesn't like the deal, it has more than ample remedy to basically stop the deal or undo the deal. Joel Klein (Department of Justice), and I asked him this question at the group head fly-in, doesn't need, and isn't asking for, the FCC's help.

INK: So, why are they doing it, or not doing it?

FERGUSON: This is a question that I don't think anyone knows the answer to. It is a decision made at a very high level. They are taking the position that they don't want to approve any deal until Justice has basically signed off on whether it is a concentration issue. Our point, in response to that, is that the Justice Department, even when it lines up against even the biggest Radio group, is still a David and Goliath situation. The Justice Department is

incredibly powerful. They have all kinds of tools, people and lawyers. Even Mel Karmazin's team isn't, and I'm not saying they're not a match for them, but it is just the whole Federal Government against a company.

This certainly becomes a disproportionate battle when you get down to a company like mine, or you go down to a smaller market, and they have the subpoena power, so they start with a lot of leverage.

We should at least have the leverage to say, "Look we really believe our case is right, we should now be free to close because we have FCC approval and, if you don't want

us to close, Justice Department, then you need to take us to court where a third party can determine who is right in this case." This is just due process. This is a really important point and, of all the things I'm saying, I feel the most firmly about this. In effect, by the FCC sitting there and saying weren't going to process the application even though, based on Public Service EEO, technical, or whatever it happens to be, it is perfectly fine, they are in effect preventing us from doing that. So, a lot of the big settlements have taken place because they didn't have any other option. The Commission has actually talked about whether or not they should become involved in determining what is too much concentration in a marketplace. Now, in this respect, they're flying in the face of what the law said. The law says, when it comes to the diversity of voices and the number of stations someone can own, here's the formula.

INK: It is spelled out in black and white.

FERGUSON: Certainly, the forces that didn't want to see people have an unlimited number of stations ..., argued, but this was a compromise. Congress passed it and the president signed it. You know, there are a lot of compromises in that Act. Is everything about the Act perfect? Of course not. That's just the way things are. Then, they put the extra proviso in and said, "If somehow we've missed something, or it isn't right, the Justice Department will take care of it." Nowhere in there does it mention the FCC and, by the way, the FCC doesn't have the staff to do that. To have the FCC start to involve themselves in that process, to me, is just a waste of taxpayer money and it isn't what the law says.

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The Politics of Politics

INK: Is the NAB behind some of this pressure that is coming from Congress?

FERGUSON: Yes. The NAB is reflecting the views of its membership when it finds that the FCC is acting in a way that isn't based on the way we read the law, which I don't think takes a lot of interpretation. So, when members of Congress ask us how it is all going, we tell them, well, you know, we have this problem.

INK: In light of the questions about political fund-raising, what is happening with campaign reform?

FERGUSON: Who knows? I read the *New York Times* everyday, listen to news Radio, and occasionally watch TV trying to keep up with these things. I think that to try and predict how it is going to come out would be really hard to say. I can tell you this — the NAB believes that the issue of Radio and television stations having to give free time, or further discount their time, is a very, very, real threat. The challenge that faces us, quite frankly, is drawing the important distinction between the public service obligations we have as a licensee and standing firm on our First Amendment Rights against somebody mandating that we give this time away. I think it is even more irritating, and most people don't realize it, that of all the money raised by candidates in the House and in Senate, only 29 percent was spent preparing and running Radio and television ads in the House and 39 percent in the Senate.

Those numbers are skewed up by some very big high-profile expensive races. This is average dollars, not average races. Many times, just by the nature of our democracy, a big issue gets out there and somebody, kind

of, gets to be the scapegoat as a solution. I don't think anybody in their right mind would think, if campaign reform basically says Radio and TV stations have to give free time, or highly, highly discounted time, and not even be able to control how much of it the people use, that this is going to solve all of the ills, especially when the vast majority of the money isn't coming to us anyway. It is one of those

"If they deregulated this and deregulated that, then all of a sudden we would wake up one morning and find out that we were left in exactly the same place we were years ago we would never get to go back to the well."

things that sort of catches on, which is why I think we see it as a real threat. I can understand and even be empathetic with people who are running for office, with their hearts and their minds in the right place, that are frustrated by the high cost of campaigning, but it isn't just Radio and television time. In fact, Radio and television time is kind of a bargain based under the current rules.

Days of Wine And Advertising

INK: On the issue of advertising of hard liquor as opposed to beer and wine, what is the NAB doing with this?

FERGUSON: First of all, NAB can't take an official position because it is a legal issue. The NAB code that existed a long time ago was struck down by the government as being anticompetitive. In other words, it was forcing, or putting, a lot of pressure, on broadcasters to do this or not do that. As an example, if a bunch of broadcasters get together, like the NAB Board, the Radio Operators Caucus, or some other state broadcaster board meeting, they all sit around saying they think we ought to come out and say that it is illegal to say there isn't going to be any liquor advertising.

INK: The NAB has expressed an opinion.

FERGUSON: However, when it had a code a long time ago, it didn't do it. I think the NAB has stated, basically, it would be politically very detrimental. Let me put it this way, and I'm not going to speak for the NAB here, but many broadcasters, including our company New City, and the company we're merging with, Cox Radio, have made their own personal policy decisions saying were not going to accept hard liquor advertising. We do accept beer and wine advertising. Personally speaking, I think the arguments of the hard liquor indus-

22 ►

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try makes some very good points. This is based on the fact of how can you do one and not the other. The reality of it is the rules out there were that you could advertise beer and wine. The liquor industry didn't advertise on Radio and TV. I was around when the code was there and the code didn't allow it. When the code was knocked down as being illegal, we continued that practice. We decided to continue that practice because we feel it would, despite unconstitutional arguments and some strong logic on the part of the distilled liquor industry, it wouldn't be the right thing to do.

INK: Do you think it was some sort of conspiracy or ploy?

FERGUSON: I wouldn't characterize it as a ploy. It may well be that but, from material I've read from them, what they've said is give us a level playing field. You and I don't have to interpret it, that is what they're saying. I guess what I haven't read, or heard them say, is our ultimate goal is to get all alcohol advertising off the Radio and television. They are legal products. In our company, and I think with most broadcasters, we have rules and responsibilities. We're not running commercials on our Radio station promoting happy hour. Our stations have all participated in the NAB-sponsored "Responsible Drinking"

campaigns, which the NAB has worked hard over the last year or two to promote, particularly as it relates to pregnancy and other issues.

Satellite Struggle

INK: What's the NAB's position on satellite digital audio?

FERGUSON: For more than seven years, NAB basically fought the satellite because it believed, and still believes, it would be detrimental, and a threat, to

"The Justice Department is incredibly powerful. They have all kinds of tools, people, and lawyers. It's the whole Federal Government against a company."

locally-based terrestrial broadcasters.

INK: So why is FCC holding auctions April 1?

FERGUSON: The FCC has finally decided against us. You don't win them all. I think we fought a good fight. Basically, we have been involved in the disagreement with the satellite people at the FCC for a long time. I personally worked on this issue along with other broadcasters. Notably, people like Randy Odneal from Sconnix Broadcasting, who has been very involved in DAB and DARS matters on behalf of the industry and is very ar-

ticulate on this subject. Look, they've decided and we're still concerned. A couple of key points: First, we have never advocated in our opposition to satellite Radio that this be done by auction.

The second thing is we have never advocated, or argued, the public interest obligations. We have said the promises they made when arguing for the spectrum about very diverse formats, like the all Korean channel and the all Chinese channel, are valid. When I would talk to commissioners they would say this was a good thing. And there are a lot of cities and communities in America where you can't hear this kind of foreign language program, or things that weren't commercially viable even in large markets. Even where they were, in some cases, like New York where you have two Korean stations, it is still not viable in most places in the country. So, a lot of the original programs called for these channels, to be made available by subscription. I think we always argued that they're throwing this stuff up there to get the satellite but, when they get it, it is going to be Hard Rock, Classic Rock, Modern Rock, Alternative Rock, Old Country, New Country, Hit Country, Soft AC, Hard AC, Hot AC, and etc.

INK: Will they be competing directly with land-based formats?

FERGUSON: We're saying that, "We sure hope, seeing you argued this was the case, you're going to live up to this stuff." I haven't read the full document, which is just coming out as we speak. By the time the interview is published, or within a couple of days, it will probably all be out there. My understanding is they are probably not going to hold them to those types of things. Another thing we've argued against are

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these gap fillers. There is some question as to how effective, based on the spectrum they've received, this reception will be when you get into large cities. We've argued, if they're going to end up putting 30 channels of terrestrial transmitters in all the major markets then, in effect, they didn't put up satellite Radio at all. I think the rule-making says it has to be the same thing. They can't do local stuff.

INK: So, they can't broadcast, send it to a satellite, and have the satellite come back to a land-based transmitter?

FERGUSON: Right. It can only fill it in. The New York land-based transmitters can't be doing New York weather, New York traffic and selling New York commercials. I'm not sure, but I think that is the way it is going to be. Right now, to even get the terrestrial gap fillers, it is going to have to go for further notice. We are going to be able to respond to all of that, but I am not very optimistic that they wouldn't get gap fillers. If they did, I'm pretty sure they would get it with a no-local origination clause. Also, a lot of people question the economics of this whole thing anyway.

INK: Is it going to be subscription-based or advertiser-based?

FERGUSON: The way the rule-making came down, I think it can be whatever they want it to be. They're paying for it so, if they want it to be subscription or ad-based, fine. Some of the guys who are buying for this are talking about a combination of both. What many people have suspected, and this is just speculation, is that the real interest in the spectrum is more for a data service than a Radio service. The no-

tion is that you could transmit data to all these moving objects with a very tiny dish on the moving object. I think a lot of people have ideas about very profitable businesses that could be developed to send data to truck fleets, trains, taxi fleets, and all kinds of things. When we were opposing this, we often wondered whether, in reality, what they really wanted was a data system anyway. This is pure speculation, but I think the rule-making allows them to do data. If it turns out largely what they transmit is data and not much Radio, then it wouldn't mean

"If a broadcaster satisfies all of the standard criteria needed to transfer an application at the FCC, they should rule on it."

much to us.

INK: Isn't there still a possibility they could do Radio, which could have quite a severe impact?

FERGUSON: Two things: One is that data could be their main business. And two, just for window dressing, they could throw up a bunch of audio channels, which is sort of a lost leader. Lost leaders can be a pain in the butt. If you talk to American, United, and Delta Airlines, when they were competing with a half dozen airlines all flying in bankruptcy, it was difficult. So, on the other hand, this is also worth keeping in perspective. If this

service actually gets up and running and amounts to something that is economically viable as a Radio service, it will impact the Radio business somewhat. But it is not going to impact all stations equally, or all size markets equally.

I have never believed, nor have I personally argued that this is the end of the Radio business. It goes against the very heart of everything that we do. We have tremendous local involvement, we're keyed into our communities, and satellite Radio isn't going to be any of that. I think, in small markets where the choice isn't as high and there aren't as many Radio stations, this could siphon off a bunch of audience. If it did that, it would put very strong pressure on a lot of marginal stations and make a number of good stations marginal.

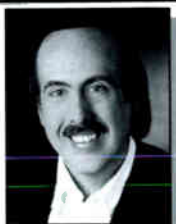
INK: So what happens to the small markets?

FERGUSON: More than anything else, when we were fighting this, we were always fighting it on the basis of the small markets. Oddly enough, if you read the Telecom Act, in the smaller markets you can do the least amount of consolidation.

I used to go around the Capital arguing on this very point saying, if satellite ever becomes something, which is probably at least a decade away, the guys who are going to need the most consolidation will be in the little tiny mar-

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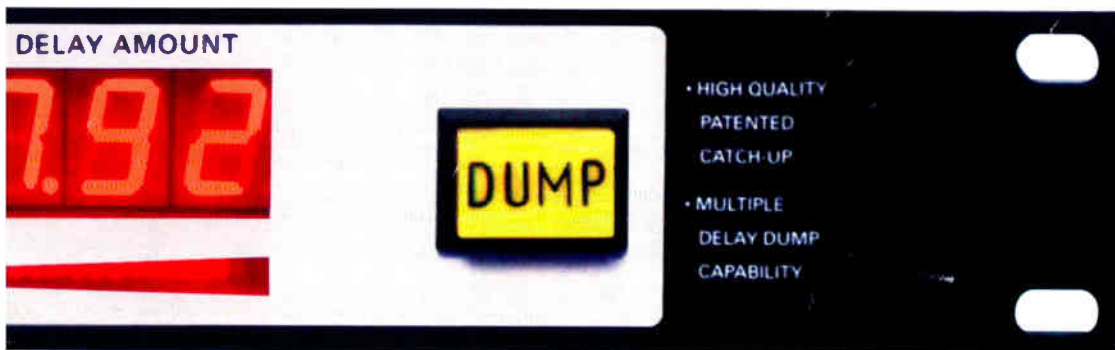


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And, because you may not be using that analog console forever, the BD500 is also the only broadcast delay that's digital-

ready with optional AES/EBU digital audio inputs and outputs. It's stereo, of course. A convenient new "sneeze" button allows the talent to sneeze, cough, etc. without being heard on air, and without dead air. All front panel switches (except configure) and all status indicators can be remoted (both RS-232 and dry contacts are provided.) Plus, only the BD500 gives talent both a digital readout of delay time and a "quick read" LED bar graph that shows "you're safe" at a glance.

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NAB Booth #4101

INTERVIEW

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kets where it will be, basically, terrestrial Radio versus satellite Radio. You guys who are sincere about protecting the small broadcaster, may find, in eight or 10 years, you did exactly the opposite. This goes back to the beginning of this interview about the Telecom Act, in that you've got to look at it, not just in terms of today, but into the future.

The Circle of Life

INK: So it all comes back to the Telecom Act. What do you see as the positives and the negatives of the Act at this stage?

FERGUSON: I believe that any change creates opportunity. It is the other side of the coin to change, because the real negative is that change is tough and creates a disruption. It creates disruption for companies and people. The new opportunities we get bring new problems but, often, the changes that came about were done with the intent of making things better, and they often do that. I'm sure if you and I had been in the Radio business when the television came along, we'd be sitting there going, "Oh my God! Radio survived," and I think these changes create great opportunities as well for people who are open-minded about it. Most of all, one of the key positives is we are simply better positioned to compete against new technologies, new competitors, the likes of which we haven't even seen yet, as well as existing competitors. We are going to get a bigger share of the advertising pie. This is another important point, and I don't mean this

in terms of raising rates, we are going to be in a better position to deal with a client base that is consolidating.

INK: So bigger is better?

FERGUSON: I look at the client lists of our Radio stations and see all these businesses that we used to deal business with going away and being replaced by these category killers, big box stores, often bought outside of the market, don't know

"I used to get emotionally very upset with the DOJ. I have calmed down, personally, a great deal on this issue and have listened to what they have had to say. I think these aren't dumb people by any means. They have got a point of view."

your local Radio stations, and are looking for big reach and big clout. Now, if you walk in with six or seven Radio stations in a marketplace, you can get their attention.

Our selling efforts were fragmented by the ownership structure we were shackled with, so this is a really important point. Everybody is talking about a bigger share of the pie and that's

all true. This other issue is one that is very real and hasn't gotten a lot of ink. I think we're in a better position to compete for talent, programming and resources. I think Mel (Karmazin) started it. I remember when he made a comment when CBS signed David Letterman from NBC for \$14 million dollars that he could pay Letterman that amount if it was worth the investment.

The notion of Radio being able to compete for great talent with other media is important because people have the infrastructure to do it. You can argue the case that consolidation will stimulate innovation or that it will act as a damper on innovation. As long as there are a couple of innovative companies, then everybody else sort of has to go along.

INK: But isn't there a danger of forgetting who we are?

FERGUSON: The business, no matter how big it gets, it is still the Radio business. It is a very competitive business and still attracts certain types of people. And I think it always will. All of them are not going to become incredibly fat, sloppy, not give a darn anymore and go for the lowest common denominator. There were only three television networks for a long time and those guys have always been battling it out. So, I just don't think it is going to happen. I think it is more likely to stimulate innovation. Although, people will be able to pick examples over the

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JONES RADIO NETWORK

INTERVIEW

◀ 25

next few years and say, well, you know, this market consolidated and hasn't been as good, which may be true. I think in time it will change and over time it will be better. I feel you can argue two sides of risk taking too.

INK: Yes, but what game of risk will you play?

FERGUSON: I think your ability to take risk, like the kind of risks we are taking in the Orlando sales development thing and some of the other things we're contemplating in our company, as well as risks we took under duopoly, kind of prove the point, when you can spread the cost, you're more than likely to take the risk. The other good thing that is surprising me a little bit, is that this Act is creating opportunities in smaller markets much faster than I thought. When I say that, it is giving some people an exit strategy from the business.

I think what we're actually seeing is the Telecom Act is getting peo-



ple interested in smaller markets, maybe not the tiny markets yet, but definitely smaller markets. And, entrepreneurs and long time operators in specific markets are buying their competitors because they want to grow the business in a marketplace where they've had a long relationship. In discussions I've had with people at the FCC from time-to-time, people have said it is really sad because these stations aren't going to be locally owned anymore and aren't going to be in touch with their com-

munity. I think that is a valid concern, but not born out of reality.

The reality of it is, often, the ability of large, well-financed, broadcasters to create meaningful public service is infinitely better. The opportunity is better than at a station that can hardly pay minimum wage employees to keep it on the air. There is no doubt that a well-run, well-financed station that is locally owned, has done a terrific job. In fact, a smaller locally owned broadcaster, certainly – because public service is mostly creativity and smarts – is not at a disadvantage in that respect. This is one of the beauties of how little guys often beat big guys. ☎



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Broadcast Electronics' high power FM transmitters are uniquely suited to the complexity of the master antenna system atop the Empire State building, reaching audiences throughout the New York metropolitan area. "Broadcast Electronics understands broadcasting is a twenty-four hour a day business and many equipment and software providers don't offer the level of support that's required. Broadcast Electronics has built its reputation by supplying that necessary support," says Chief Engineer Bob Tarsio.

WLTW and WAXQ chose Broadcast Electronics' AudioVAULT® digital studio system over all the others for several reasons. "We picked Broadcast Electronics' AudioVAULT because of its straight forward user interface, system flexibility, and the reputation of Broadcast Electronics," says Bob Tarsio.

Broadcast Electronics' Digital Studio and RF Systems provide leading radio stations throughout the world with reliable and flexible solutions. Your broadcast operations can also benefit from Broadcast Electronics' complete line of Digital and RF systems. Remote Broadcasting products and Programming services for today's radio. Contact your Broadcast Electronics representative, or visit us on the web at www.bdcast.com.

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Practical Hands-on Selling Tips and Ideas

HOT TIPS

What Your Clients Want From You

- Don't talk to me about your station. Talk to me about my business.
- Show me value. I'm not really interested in price. I care about what's in it for me.
- Find out what I need. In selling as in medicine, "prescription without diagnosis is malpractice."
- Don't keep me waiting. If you're going to be late, call me.
- Return my calls promptly. If I can't find you, I'll go elsewhere.
- Have good follow-up. I expect the same attention after I buy as when you were trying to sell me.
- Keep your promise. If you tell me you'll do something, do it.
- Have a positive attitude. If you don't exhibit belief in your station, how can I believe in it.
- Let me know you care about me and my business. I don't care about your product knowledge as much as your "customer knowledge."

LOOKING FOR GREAT SALESPEOPLE?

Then look to *Radio Ink* for help.

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HOT TIPS



How to Get to the Decision Maker

1. Ask for the president or owner, not just the person in charge of advertising.
2. Call early or late to bypass the "gatekeeper." The top person (e.g. owner) often works longer hours.
3. Don't say, "May I please talk to Mr. Big." Instead say, "I need to talk to Bill."
4. Have energy and confidence in your voice.
5. Be friendly and sound like an expert. ☎

Source: Lontos Sales & Motivation.

NONSPOT REVENUE

For the third year in a row, KCTR has brought major Country artists to Billings, MT for our "Free Listener Appreciation Show." All 10,000 seats are free.

Packages are sold to clients based on the package dollar amount. A number of locations where listeners can pick up tickets ("stop-bys") are scheduled for that client. The location is kept secret until we are physically at the business prompting forced listening. The stop-bys act as mini remotes creating in-store traffic. Corporate sponsors are given the VIP treatment, which includes booth space at the event, signage in the arena, passes to our exclusive meet-and-greet party and an



by Gayle Moffet

8-by-10 inch professional photo with the artist.

Two solid weeks of ticket stop-bys, about five stops per day, are followed up with two weeks of on-air ticket giveaways. In addition, we hide tickets and have fax contests, surprise van hits and bumper sticker stops.

Corporate clients are mentioned in every :30 recorded promo and live liner. The remainder of the sponsors are mentioned on a rotating basis. Estimated revenues are about \$190,000. ☎

Gayle Moffet is promotions director for KCTR-AM/FM, KKBR-FM Billings, MT. She may be reached at 406-248-7827.

SALES MEETING**The Science and Art of Sales Meetings**

by Steve Sandman



There is a science and an art to your sales meetings. The science is information that becomes the basic agenda for every sales meeting. The art is your style of delivering this information as well as getting your sales staff to interact with you.

Sales meetings should be 45 minutes to one hour in length so you don't lose your staff's attention or keep them off the streets during prime selling time. Start every sales meeting with the staff clapping their hands to the rhythm of a song that has a great beat to it, followed by some form of low impact aerobics that each of your AEs gets to lead. Get them out of their comfort zone — not sitting around waiting for the agenda to begin.

Some out-of-the-box ideas can make sales meetings fun and productive. Give pop quizzes on market information. Use sales trainers' games that have a learning purpose. Do some role-playing on selling products other than Radio. Show some movie videos that are fun and have a message. You can also try team building projects and even storytelling (try reading *Green Eggs and Ham* — it truly is a great sales story). Keep your meetings moving. ☐

Steve Sandman, CRMC, is the LSM for KRRW-FM, KTXQ-FM Dallas, TX. He may be reached at 214-522-0979.

SALES**Dealing with Rejection****Don't Let It Bring You Down**

by Pam Lontos



If you've been in a sales career, rejection probably won't bother you as much. However, if you have never sold, rejection can be devastating.

Handling rejection is a learned skill. Without such a skill, the hurt of rejection overpowers your constructive problem-solving abilities and affects your ability to sell. It's not the rejection but how you react to it that's the problem.

People aren't rejecting you — they are just afraid of making a decision so they tell you "no" even if they want it. Too many Radio salespeople simply quit selling too early.

If you convince them up-front that there is a benefit to listen to you, you will be given a chance to talk. You should ignore most "no's" and the objections, such as, "I don't have the budget." Instead, expect to hear "no" and expect after you show the benefits that you will eventually get a "yes." Don't let "no" bother you.

The more benefits you give, the more you will raise the prospect's desire to want to buy. When the desire is high enough, the fear of making a decision will leave, and you will often get your "yes". You may wonder if this works all the time. No, it doesn't. But it works enough to help you sell much more.

Rejection also causes apathy. You may

think, "Why bother to sell her. She is just going to say 'no' anyway." So you just say to the prospect, "Here is the promo on my station. If you have anything come up, give me a call." You leave the prospect alone figuring that you can't persuade her and when she doesn't buy you say, "I knew she wasn't going to buy." Of course you knew it, you didn't sell her.

Rejection is an integral part of selling. Learning how to not take rejection personally will set the stage for your success and put you on the path to riches.

FIVE WAYS TO HANDLE REJECTION:

1. Be positive about rejection. Don't fear it.
2. Learn from rejection. See what is failing and take it into account in the future.
3. Be fair to yourself in selling. You can say, "This looks difficult, but I'm going to do it."
4. Analyze the prospect. People are afraid of making the right decision in spending money.
5. Get specific on the rejection. Find out why they have responded negatively and answer their unanswered questions.

A certain amount of rejection, if you practice the coping skills and learn from it, actually builds self-confidence. ☐

Pam Lontos is president of Lontos Sales & Motivation, Inc. She may be reached at 407-299-6128 or by E-mail at PamLonto1@aol.com.

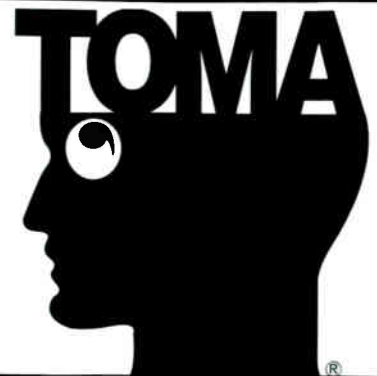
"Why can't Mike in Tampa do what Scott did in Fresno?"

Because Mike didn't act quickly enough and the local newspaper locked up the TOMA program.

The newspaper is selling name awareness campaigns to hundreds of retailers and service companies and making over \$200,000 a year.

Call TOMA today for information and market availability.

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Radio Becomes the Big Cheese for Finlandia™

A campaign where the advertiser decides against TV? Building a brand without the use of the small screen? Swiss cheese marketer Finlandia™ has an advertising plan that does exactly that. They aim to avoid TV for the next year and instead hit the airwaves and outdoors. The package, sold by Infinity Broadcasting's TDI Advertising and WXRK-FM(K-Rock) New York is an integrated package offering one-stop-shop Radio and out-of-home advertising for the branding of Finlandia's™ Swiss Cheese in the Northeast — specifically the Metro New York area.

New York advertising agency Romann and Tannenholz was signed on as the creative team for the combined campaign. The concept is simple according to creative director Gad Romann. "Build a brand."

But can it make an impact without using TV?

Jodi Yegelwel, senior VP/director of marketing of TDI, thinks so. "As a result of our acquisition last Spring by Infinity Broadcasting, we were able for the first time to offer Finlandia™ Swiss Cheese a total advertising package including K-Rock and out-of-home mediums such as posters on bus tails, interior commuter railcars and phone kiosks. This total advertising package is sure to make an impact."



The creative for the on-air campaign involves a 60-second spot depicting people waiting in line in a NYC deli served by a gruff deli man. After the deli clerk asks, "What do you want?" in stereotypical New York fashion, the patrons go into a tirade of "I'll tell you what I want, I want world peace," "I want my mother to stay out of my life," "I want my husband to stop cheating on me," etc. After a bit of this the

deli clerk returns with, "Oh, I was going to suggest Finlandia.™" This is followed by an announcer describing the qualities of Finlandia™ and ending with



Say Finlandia!

"So remember, tell them what you really want ... on your sandwich." For outdoor advertising the creative involves a tag line of, "Finlandia™ Swiss Cheese — A cut above," on things like a camera made of Swiss cheese with the quote "Say Finlandia™" and a Swiss cheese candle with the quote "Midnight Snack."

Romann adds, "Can you build a brand outside of TV? This is thought to be especially tough for a food product because most people feel visual stimulus is necessary," he says. "In concentrated markets we feel Radio can get the message out and outdoor works on the visual level."

Source: Justin Kaswan, Gad Romann of Romann & Tannenholz, KCSA's Mary Skafidas, Ad Week and Inside Media.

 **FINLANDIA** Swiss Cheese



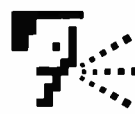
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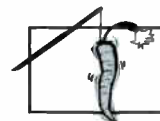
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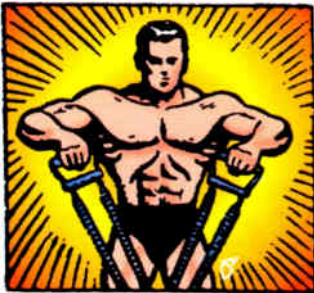
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Flex Your Ideas

New Biz Meetings

by Bob Pedder

It's very difficult to keep coming in every week with fresh, new material to emphasize a new training topic or help introduce a new sales program. The format of your meetings, for the most part, should stay consistent.



When it comes to new business development, anything is a success story in my book — from getting an appointment to having a new manufacturer return your phone call. It's important for everyone to try to participate in this part of the meeting.

I try not to mix training and the handling of current "logistical" issues in the same meeting. If logistics are that important, the training can wait. My motto is, "On-the-job training is great as long as you are doing the job." Some companies love the training cycle and forget its connection to generating sales — too much theory versus not enough reality.

The meeting always ends with the sharing of quotes. Everyone who wishes may share a quote. Not everyone does, but you would be surprised by how many people enjoy this. The quote actually allows the salesperson to verbalize a hidden feeling or thought. Listen to them carefully.

Some are funny while others are superb motivators. In addition, try to include a fun element in your meetings. I usually like to do this right after the success stories.

These exercises are meant to emphasize the key tasks of our job of developing new business. Here are some fun, interactive exercises I encourage you to try.

WRITE A COMMERCIAL

— Divide the sales staff into two teams and ask each team to write and produce a commercial that promotes your new business development department.

CREATE A PROGRAM

— Divide the staff into two teams and give each team a



summary of what the product is looking for in terms of a promotion. Don't give out all the details, just a brief summary of the opportunity.

Allow each team to question you for more information, then have them meet for 20 minutes to create their programs. Call both teams back in and have them present their ideas to you.

PHOTO FINISH

— Get a 10-inch paper plate for each AE and pass out crayons. Have each AE draw a picture of a client they have not met but will try to see in the next month. Hang the drawings up in the kitchen. At the end of the

month, have the AEs talk about which clients they saw and if they looked anything like their drawings.

CAR PARTS — Draw the outline of a car on the drawing board and have each AE come up and draw in the part of the car that best describes them and their sales style. This works great with a group of new people.

Meetings should not be used as live memos and voice mails. Have a goal. Be prepared. Be enthusiastic. Be positive. Be accessible. ☎

Bob Pedder is director of new business development for Grey-stone Alliance. He may be reached at 617-254-1230 or by E-mail at oasis995@aol.com.

MANAGING SALES

How Do You Hire New Salespeople?

by Bob Bolak



As a GM of six stations, recruiting and hiring new salespeople is my number one priority. To battle the newspaper, we need to field an army of skilled salespeople. My recruiting system consists of about eight hours of recruiting per week, including two interviews per week and at least one recruiting call each day.

Our best recruiting sources include on-air campaigns, newspaper classifieds in adjacent markets and a \$250 bounty I pay when a staff member refers someone I hire. We farm the universities by building a relationship with a key professor or two. We offer guaranteed interviews to their students, and in return, they qualify and send us only the best.

In order to hire smarter and beat our industry attrition rate of 80 percent, we follow a rigid interviewing checklist. The checklist includes a phone interview, two face-to-face interviews, a phone interview with our group director of sales, a personality profile and a case study assignment to be role-played in one of the interviews. Good people aren't hard to find. Good people are a lot of work to find. ☎

Bob Bolak is GSM of the Midwest Family Broadcast Group's six station cluster in southwest Michigan. He may be reached at 616-925-1111.

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Engineer

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-  Engineers will love the ease of set-up and use, plus remote control and security features to keep unwanted hands off the controls.
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-  Station managers will love the increased loudness to grab listeners and the high audio quality to keep them tuned in.

It's a no brainer - if you want loud without listener fatigue, call for a demonstration today.

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- "Free Dollhouse or Tree House" — Children will draw pictures of their homes to display in the store. Separate the drawings by age categories.
- "Catch the Big One" — Sporting good stores have customers bring in fish to be weighed and measured in order to win prizes.

TARGET PRODUCTS AND ACCOUNTS

Motorcycles; Hardware Stores; Lawn and Garden; Outdoor Furnishings; Computer Services and Sales; Recreational Vehicles; Boat Dealers; Children's and Infants' Apparel

DATES TO REMEMBER

- 1 April Fools' Day
- 6-10 NAB Annual Convention, Las Vegas
- 6 Daylight-savings Time Begins
- 15 Tax Deadline Day
- 19 Oklahoma City Bombing Anniversary
- 22 Earth Day
- 23 Professional Secretaries Day
- 24 National Take Your Daughter to Work Day
- 26-27 March of Dimes Walk America

NATIONAL

Alcohol Awareness Month; Child Abuse Prevention Month; Keep America Beautiful Month; Cancer Control Month

MAY

PET PARTY IN THE PARK

People who have pets love to show them off, and what a better way to do this than a big moneymaking party for man and his best friend. Set up booths and events for dogs in a local park. There are ways to make lots of money from vendors and clients.

Start the day with a "Pet Walk" for the humane society. Make applications available weeks before at client locations. You can have a water sponsor provide water for the pets. One booth and sponsor can issue free pet ID cards with the sponsor logo on the card next to the paw prints. A photo sponsor can set up a nice backdrop and sell pictures with pets. A grocery store or pet food vendor can sample food for the pets. Any sponsor can set up a sponsored obstacle course in which pets can play. Children can draw pictures of their pets to win ribbons. Have a contest to see which pets look like their owners or like celebrities. The opportunities are limitless, just get creative.

MAKE IT IN MAY

"National Waitress Day" — Celebrate waitresses by hosting a contest in which waitresses get signatures from customers in order to win a trip from the station. This creates good talk for the station.

"Queen for a Day" — Register your mom so that she will be picked up in a limo for a day of beauty, including an exotic lunch, roses, a massage and shopping — all for Mother's Day.

"Cinco de Mayo Celebration" — On May 5, have a party at a club or restaurant with margarita spe-

cial, pinatas and a trip to Mexico.

"Celebrate Police Week" — Each day of the week, recognize a local police officer. Have people call in nominations or go by a client location and have the promos sponsored.

"Go-cart to Indianapolis" — Block off roads or go to a fun park and have listeners race go-carts in order to win tickets to the Indy 500. Make sure they sign release forms.

TARGET PRODUCTS AND ACCOUNTS

Pools; Hot Tubs and Supplies; Vacations; Hunting and Fishing Supplies; Major Appliances; Boating Supplies; Lawn and Garden; Retail Bakeries; Building Supplies; Floor Coverings; Bridal Market

DATES TO REMEMBER

- 3 Kentucky Derby
- 5 Cinco de Mayo
- 6 National Teachers' Day
- 11 Mother's Day
- 12-18 National Police Week
- 25 Indianapolis 500
- 26 Memorial Day

NATIONAL

Mental Health Month; Physical Fitness Month; Women's Health Care Month

**Radio Ink assumes no responsibility for the viability of the promotions mentioned. Stations are advised to check with legal counsel 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 770-974-6590 or by E-mail at STILES@ATL.MINDSPRING.COM*



COPY CLIPS

Furniture



:60 Chester Furniture Barn

Husband: Okay, let me see if I've got this right. We're going to Chester ... to a barn ... to buy furniture. Wife: That's right. The Chester Furniture Barn. Husband: Wouldn't it make more sense to go to a furniture store? Wife: The barn is a store. Husband: How do the cows feel about that? Wife: Look! We could go to a store in town, buy some furniture we really love and pay a small fortune. Or, we can go to the Chester Furniture Barn, buy the same furniture and pay a whole lot less! Husband: Kind of like a "bale" of savings, huh? Wife: That's right! Chester Furniture Barn has factory direct warehouse prices! On top of that, it has name brands like Berkline, Bassett and Broyhill! And, you have your choice of fabrics and colors. Husband: I'm kind of partial to barnyard red. Wife: Good for you. Now get this, if Chester Furniture Barn doesn't have the piece of furniture you want, they'll order it just for you! Husband: Wow, we could go hog wild! Wife: Amusing yourself, aren't you? Anncr: The Chester Furniture Barn ... 351 East Hundred Road on Route 10 between Chester and Hopewell! Open Monday through Thursday till 7, Friday and Saturday 10 till 5!

Holly Buchanan WMXB-FM
Richmond, VA

**RADIO
INK**

Auto Towing



:60 Dave Shockey

Auto Body and Towing

(sfx: doorbell) Vc. 1: Yes? Vc. 2: Sorry to startle you, ma'am. I'm not a maniac or anything ... You see, my car broke down across the street, and I was wondering if I could use your phone to call Dave Shockey Auto Body and Towing? Vc. 1: But ... you're ... you're naked! Vc. 2: Well, yes I am. I'm returning from vacation at a nude beach resort, and ... well ... I left my suitcase sitting on top of the car and sort of drove off and forgot all about it. I think my clothes are somewhere near the state line. So ... can I ... use your phone? Vc. 1: Wait here. I'll call for you. What's the number? Vc. 2: 762-7106. Vc. 1: I'll be back. (sfx: door slamming shut) Howard?! Howard?! Vc. 3: What is it now, Doris? Vc. 1: There's a naked man at the door. He wants us to call Dave Shockey Auto Body and Towing. Vc. 3: Their number is 762-7106, Doris. Dave Shockey Auto Body and Towing is Triple-A approved and available 24 hours a day. Vc. 1: I know all that ... What about the naked man? Vc. 3: I don't think Dave Shockey will care, Doris. They'll help out anybody. Anncr: Whenever you need a tow, call Dave Shockey Auto Body and Towing at 762-7106.

Jeff Wine WCHA-AM/WIKZ-FM
Chambersburg, PA

**RADIO
INK**

Restaurant



:60 Skeeter's

(Voices: two male executives)
Vc. 1: So, where are you and the missis dining this evening? Vc. 2: Oh, we're going to Skeeter's. Care to join us? Vc. 1: Where? Skeeter's? Skeeter who? Vc. 2: No ... Skeeter's Ribs, Chicken and Catfish. The food is delicious. I can't believe you haven't been there! Vc. 1: Well, you know Adrienne ... She doesn't like to go places where the cooking is ... you know ... unnatural. Vc. 2: Oh, you don't have to worry about that at Skeeter's. Vc. 1: Really? Are you sure? Vc. 2: Oh my, yes. Janice and I would never think of dining somewhere with all that ... disgusting grease! Vc. 1: Oh my, I know exactly what you mean. Vc. 2: Skeeter's cooking is all natural, with no additives ... so you know you're eating healthy. Plus, they're having a WCHA/Skeeter's Penn State versus Indiana football ticket giveaway, no purchase necessary! Vc. 1: Good heavens! Vc. 2: It's true ... We can register now at Skeeter's, and the drawing will be held November 2 during Skeeter's lunch hour at 11:30! The game is November 6 at Beaver Stadium! Vc. 1: Oh my, I have an appointment on Wall Street that day ... Oh, well, it can be rescheduled. Let's gather the wives and head over to Skeeter's! Anncr: Skeeter's Ribs, Chicken and Catfish ... 408 West Loudon Street, Chambersburg
Jeff Wine WCHA-AM/WIKZ-FM
Chambersburg, PA

**RADIO
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LETTERS

Independence Not Forgotten

I was disappointed to read your editorial, *Independent Stations Must Fight Back* (*Radio Ink* Feb. 17, 1997). Your concept of "the business" is out-of-date and wrong. Your position would have us continue to fight each other for a shrinking Radio share. Telecom is not about lower pricing and "megagroups" squeezing out the independents. Telecom is about long overdue consolidations to better equip Radio to compete with television and newspaper for a larger share of a bigger advertising pie. There is a fresh pot of coffee already brewing. Take a moment and take a deep breath.

Stan Webb senior VP operations
Clear Channel Communications

I read your editorial with interest, *Independent Stations Must Fight Back* (*Radio Ink* Feb. 17, 1997), and as an independent operator in Portland, Maine, (162 market), I think I have a story worth telling.

WCLZ-FM is a stand-alone triple-A formatted station that I have operated since 1993. We face two corporate competitors who have bought almost everything in southern Maine – Sage Communications with six stations and Fuller-Jeffrey Broadcasting with six stations. But we have done something unique, we run our property like a Radio station. Our corporate competition has most major decisions made away from the market, which means that we can act and react much quicker, both promotionally and programming-wise. Our entire 1996 budget involved giving away coffee mugs and ice scrapers which cost us a couple of thousand dollars – as opposed to six-figure television cam-

paigns that have cash giveaways on-air and even give away a furnished house.

WCLZ has trended up for the fourth book in a row. And in the recent Fall '96 Arbitron only the independent stations had any strong upward trends. We also have developed the best sales department ... bar none. The other stations' strategy has been to sell ratings — therefore developing staffs of mathematicians and statisticians. The emotion and heart is gone from their efforts. I have always appreciated your publication and that you try to cover all size markets. And, I think that our story should be told to your readers.

Michael Waggoner VP/GM
WCLZ-FM Portland, ME

After not responding to your first editorial about independent broadcasters, your latest one (*Radio Ink* Feb. 17, 1997) prompted me to write to you and tell you about some



Feb. 17, 1997 issue

very successful independent broadcasters with whom I have the privilege of working. Without revealing their identity, these broadcasters run a successful Alternative station in a top 40 market that is heavily consolidated.

My client has succeeded precisely for the two reasons you cited in your earlier editorial: an ample war chest and unlimited creativity. However, it is the deployment of those resources that is making the difference.

The owners have a successful track record of hiring young, intelligent and enthusiastic people who "live the Alternative lifestyle" and then meshing them with a group of slightly older, more experienced managers who maintain an atmosphere of "controlled chaos." When I'm visiting with them, I am reminded of the fun reasons why I got into Radio in the first place.

While their war chest is far from unlimited, the owners have responded to the increasing threat of consolidation by making significant investments in their station. They made a budgetary commitment to keep research, external marketing and other resources as permanent fixtures at the station.

Clearly, the new world order is going to make things harder than ever for independent broadcasters, many of whom, I am afraid, will not survive. However, I would be willing to put my money behind those indies who recognize the value of creativity and investing in their product.

Warren Kurtzman VP
Coleman Research

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EVENTS CALENDAR

APRIL

April 3 — Broadcasters' Foundation (BF) Gold-
en Mike Award Dinner, New York, NY
203-862-8577

April 4-5 — Broadcast Education Association
(BEA) 42nd Annual Convention "Reinventing
Electronic Media: Multimedia in New Millen-
nium," Las Vegas, NV 202-429-5355 (to
attend or participate on panel) 202-429-
3935 (to exhibit or sponsor)

April 4-6 — Electronic Industries
Association/Consumer Electronics Show
(EIA/CES) CES Mobile Electronics '97, Atlanta,
GA 703-907-7600

April 6 — Broadcast Designers Association
(BDA) International Design Symposium in
conjunction with NAB, Las Vegas Convention
Center, Las Vegas, NV 212-376-6222

April 6 — Society of Broadcast Engineers, Inc.
(SBE) Board of Directors Meeting, Las Vegas,
NV 317-253-1640

April 6-10 — NAB Spring Convention, Las
Vegas, NV 202-775-3527

April 9 — BF Pioneers Breakfast, Las Vegas, NV
203-862-8577

April 9-12 — The National Broadcasting Society
(NBS) National Convention, Chicago, IL 803-
777-3324

April 23-26 — International Broadcasters Idea
Bank Annual Convention, Adams Mark Hotel,
Kansas City, MO 918-836-5512

April 30-May 2 — 1997 Radio Only Manage-
ment Conference, The Phoenician,
Scottsdale, AZ 609-424-6800

MAY

May 20 — International Radio & Television
Society Foundation (IRTSF) Foundation
Awards Luncheon, New York, NY 212-867-
6650

May 21-24 — Broadcast Cable Financial Man-
agement Association (BCFM) 37th Annual
Conference "Connecting Tomorrow with
Today," Hyatt Regency at Embarcadero, San
Francisco, CA 847-296-0200

JUNE

June 2-5 — EIA/CES CES Spring '97, Atlanta, GA
703-907-7600

June 3 — BDA Professional One-Day Work-
shop, Sheraton Hotel, Chicago, IL
212-376-6222

June 4-7 — PROMAX International (PI) PRO-
MAX & BDA Conf. & Expo, Chicago, IL
213-465-3777

June 9-13 — SBE Engineering Management
Seminar, Indianapolis, IN 317-253-1640

June 11 — Radio Creative Fund (RCF) Radio
Mercury Awards, New York, NY 212-681-7207

June 19-21 — National Association of Radio
Talk Show Hosts (NARTSH) Talk Radio '97,
Century Plaza Hotel, Beverly Hills, CA 617-
437-9757

June 21-24 — NAB Board of Directors Meeting,
Washington, D.C. 202-775-3527

JULY

July 11-16 — NAB Executive Management Devel-
opment Seminar for Radio Broadcasters,
University of Notre Dame, South Bend, IN
202-775-3510

July 24-26 — National Religious Broadcasters
(NRB) Southwestern Regional Convention,
Dallas/Ft. Worth Marriott, Dallas, TX 405-
789-1140

AUGUST

Aug. 24-26 — NRB Western Regional Con-
vention, Costa Mesa, CA 703-330-7000

SEPTEMBER

Sept. 11-13 — NRB Midwestern Regional Con-
vention, Muskegon, MI 703-330-7000

Sept. 16 — IRTSF Newsmaker Luncheon, New
York, NY 212-867-6650

Sept. 17-20 — 1997 NAB Radio Show, New
Orleans, LA 800-NAB-EXPO (exhibit sales)
800-342-2460 (registration)

Sept. 26-27 — SBE National Meeting, Syracuse,
NY 317-253-1640

Sept. 17-20 — Radio-Television News Directors
Association (RTNDA) Int'l Conference & Exhi-
bition, New Orleans, LA 202-659-6510

ARBITRON SURVEY DATES

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Program **INK**

Ideas About Radio Programming

PD FORUM

Q: How do you handle listener requests?



Marty Thompson
WGRR-FM
Cincinnati, OH
 Requests are the thorn in the side of many consultants and format PDs.

They are a time when we hand over the airwaves to a vocal minority and let them choose the music. Research be damned. The listeners are flying the Radio station.

Requests are not about music. Requests are about human interaction. They are just another device to make our Radio stations more compelling by introducing spontaneity and excitement.

Challenge yourself and your talent to look at request shows not as a necessary evil — but as an opportunity to raise the entertainment value of your product. Take chances, risk greatness.



Larry Daniels
KNIX-FM
Phoenix, AZ

Research shows that, on the whole, listener lines are a valuable service. However, over time, our research has shown that only

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RADIO INK

a small core of our listeners actually call the station to make requests. But, we handle them very carefully when they do because listeners are very important to us.

There are several slots daily when we are able to take requests, but they are limited to playlist material, naturally. We also take time to record the

calls and have fun on-air with the listeners making the requests. It's part of what makes a Country Radio station fun.

When listeners request songs that are not on the playlist, the PR skills of our personalities come into play. At that point, they attempt to suggest another song — generally by the

PD FORUM

same artist, if possible — or a song that's coming up anyway. That works most of the time.

Any phone calls from listeners are important. It's "contact time" and an opportunity to keep a loyal listener. On the other hand, the music has got to be right, and you must play for the masses.



Les Jacoby
WEAT-AM/FM
West Palm Beach, FL

At Sunny 104.3,

we have two vehicles for listener requests. Our "At Work Music Director" feature, weekdays at noon, is a three-song music set of requests. We invite our at-work listeners to fax us a list of their three favorite songs. The listener whose fax is chosen gets to hear his/her three requested songs, is saluted on air, and wins a prize package that includes lunch or dinner for four in addition to other client value-added gifts.

The second request vehicle is our highly rated "Sunny Love Songs" show. Monday through Saturday evenings, hosts Chad Perry and Jodi Stewart play listeners' love song requests and air their dedications at the rate of two or three per hour between 8:00 p.m. and Midnight. ☎

If you would like to respond to a PD Forum question, call Julie Ross at 561-655-8778.

The Calm Before the Storm: Programming In An Emergency

by John Lund



From the floods in California to the blizzards across the Midwest and East, regardless of format or demographic target, Radio stations capture the moment and reflect the audience's need to know at a moment's notice.

Stations must adapt to emergency situations to give listeners what they need to know. Format rules can be altered, i.e., replace "at work" liners (if no one can get to work) with storm center reports.

Be prepared. Examine potential opportunities that will capture the moment and serve the listener. Anticipate severe weather before it arrives. Create and produce weather or storm center promos as a part of your promo library — promos that sell the station's severe weather coverage leadership, info on school and business closings, cancellations, road hazards, etc. Condition listeners with promos that say how you covered the last storm voiced by the station's meteorologist.

Air custom liners and promos in place of regular formatic liners used on normal workdays. Use language like "the storm team"

and use terms like color radar, Doppler radar, satellite tracking, first-person accounts, etc. Special verbiage helps make the station service unique and memorable.

Take ownership of the coverage with frequent updates so listeners go nowhere else. Design a format stylebook to be used for emergency conditions.

Discuss the plan of operation with all talent. Consider how air talent will get to work in bad weather and where they will stay if driving conditions close the road. Coach the air staff that it's okay to break format. Listeners need lots of information. Update the emergency phone list. Staff members must know who to call and what their responsibility will be in an emergency.

Use a different news open or sounder for special updates. While a News/Talk AM may be considered the primary source of information in a market, a music intensive FM with a great plan can also deliver the info and still minimize tune-out.

John Lund is president of The Lund Consultants to Broadcast Management and Lund Media Research in San Francisco. He may be reached at 415-692-7777 or by E-mail at TLC2RADIO@aol.com.



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On Show Prep

From A Misunderstood Consultant

by Valerie Geller



I inadvertently started up some kind of World War III at a client station in the middle of doing a "Creating Powerful Radio" session last month ... Here's what got me into trouble:

I stated, "It doesn't matter if the host slides in at 11:59:59 if he or she can do a great show..."

What I didn't know:

At this particular station, the managers (PD, GM and Owner) had all been having anxiety about whether the host would even show up on time. And when various hosts did show up, they didn't sound all that prepared. This irritated the management team. I put my foot right into their sore spot.

Many managers need to hear guests on the air in order to feel that the host and producer have done some work to book the show. They like to see bodies at desks

for eight hours a day. And they make the salespeople turn in lists of who they've cold called or called back and paid visits to. It's that "all in their places with bright shiny faces" thing that we learned in elementary school. Managers feel comfortable seeing people working.

Radio work is different. It's human to get hung up on what we see. What you respond to is the finished product. And people work very differently. I don't condone laziness. I don't condone slipping into the station with nothing in your head, I believe in show prep. The best hosts go in with a stack of stuff they've spent time compiling, articles from the paper, ideas and phone numbers written on scraps of paper, stuff off the Internet.

Some show prep tips

- Avoid "guest-o-mania." You do not need a guest every hour or every show.
- Guests as spice: Like great season-

ing in a bland meal, guests can be wonderful. A good guest can "make" a show.

- **Use the element of surprise.** Try not to be predictable. (Avoid addiction to guests.)

- **Carry a tape recorder.** When was the last time you thought to yourself "I wish I had my tape recorder right now...")

- **Keep paper and pens everywhere.** Great ideas come in the shower, the car, wake you in the night. Write them down.

- **Hang out with normal people.** If you only hang around journalists and Radio people you get a limited scope. Expand your horizons and talk to everyone.

- **Work hard.**

The secret of a great Talk show is you can never do too much show prep. ☑

Valerie Geller is a news/Talk consultant and author of Creating Powerful Radio, A Communicator's Handbook. She may be reached at 212-580-3385 or by E-mail at vgeller@aol.com.

SOUNDBITES

Radar Report

The Fall 1996 Radar Report is out and in the lead again is ABC Radio Network with consistent leader Paul Harvey and ABC Prime. Here's the breakdown of the top 10 programs in network Radio. ☑

RANK	NETWORK	PROGRAM	12+ AVG. AUDIENCE (000)
1	Paul Harvey	News	5,329
2	Paul Harvey	News	4,222
3	ABC, Prime	News	3,007
4	ABC, Prime	News	2,944
5	Paul Harvey	Rest of Story	2,902
6	Paul Harvey	Rest of Story	2,810
7	Paul Harvey	News	2,785
8	CBS	Osgood File	2,716
9	ABC, Prime	News	2,556
10	ABC, Prime	News	2,450

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SPECIAL REPORT

MAKING IN THE MO

MONEY DEAR AGE

The most obvious method for a station to make money is by selling advertising, second is with a nonspot revenue strategy including event marketing, merchandising and the like.

But have you explored ways to make and save money with technology? Stations across the globe have the need to squeeze higher margins out of their operations and are resorting to some less obvious solutions. To some, the solutions are a reminder of things you've been meaning to do, or perhaps these concepts have never before been explored in your station. One thing is for sure... technology is a tool which if used properly can make or save you a bundle.

Written by
Chip Morgan
Photo Illustration
by Jim Nicholas

42 ►

The first step to making technology work is understanding what you have in house and what benefit it provides. In this age of personal computers we've all been thrilled when someone shows us some use or application on our computer which ultimately makes our life easier. Most use their PC as a glorified typewriter. Once you understand the power you have and what else your computer can do, a world of income and savings awaits you.

But this isn't just about computers.

Resistance to change is everyone's big enemy. We're assuming your station is already computer literate with traffic and billing and your music rotations. If not, get with the program. You're living in the stone age, no matter what size stations you're running. Time is money and technology should save countless hours. The more you can manage with machines, the more time you'll have to control the finer details that require people.

STARTING WITH THE SALES DEPARTMENT

It seems that the sales department is the last place to see technology become a money maker, yet it's the one area that can always use a boost. The investment in time for training will pay big dividends in time saved and clients served.

The first order of business is account management software for the sales manager. You'll be flabbergasted to learn how much time is wasted trying to keep track of accounts, who they've been reassigned to, what the goals are for each account, and where each account stands in the sales process at any given time. Automating the process will make the SM more efficient with built-in account shuffling systems and reminders. The end result of effective account management is time saved and more productive accounts.

A well equipped sales person is armed with their own computer (laptop preferred). A networked sales tracking program will allow them (and the SM) to have instant access to all account information. Programs like ACT!, Touchbase, and Telemagic will make client communication a breeze. Salespeople receive reminders on call backs, mailers, and account service. They have access to every transaction. And every conversation with the click of a mouse. This has become a staple in non-Radio sales departments across the US, yet many Radio stations have yet to adopt this technology. They save time and make you look good to the clients who are impressed that you actually call back on the day you said you would. Best of all, nothing slips through the cracks if they follow the discipline. These programs and others

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“In reflection of our news division, we pride ourselves on a first rate product that establishes the benchmark of quality for the industry. Our tremendous growth affirms this commitment.”

- Chuck Bortnick, President of Metro Networks, Inc.

Air Check #7

Metro Networks' news division uses the most reliable, state-of-the-art resources to provide stations the highest quality, customized product while improving their bottom line.

Our news sources include:

- Over 200 street reporters, including 16-25 electronic journalists in each major market where we provide news.
- Broadcasting's largest fleet of aircraft and mobile units.
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Metro's quality, customized news product allows affiliates to receive the benefits of a full news-room and stringers without incurring the costs.



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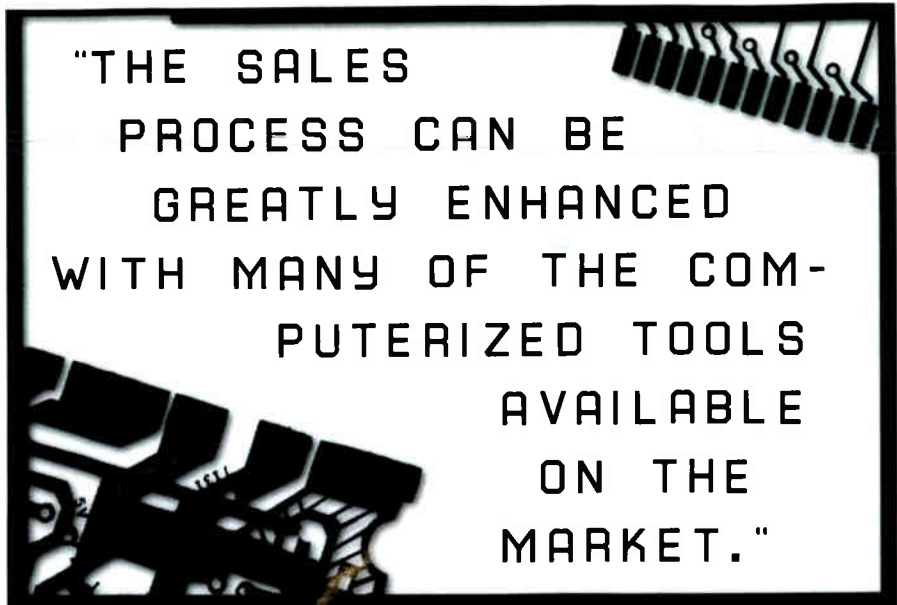
SPECIAL REPORT

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can also accommodate prompts or scripts for telemarketing.

Arming the sales force with fax modems allows for individual and mass-faxing to clients, E-mail allows for constant updates and communication at times when in person isn't possible (caution don't fall into the E-mail vs in-person trap). Computers with boiler plating (ability to insert client name and various information automatically) allows for stock letters and presentation templates which save lots of writing time. We recommend a phone line for each sales person's fax and modem. The next best alternative is a networked modem and fax-modem.

The sales process can be greatly enhanced with many of the computerized tools available on the market. Mapping software from people like M-Tech allows stations to show station listeners within a clients trading range. Companies like Tapscan and Strata



have become ever more sophisticated with ad on tools to make the sales job easier. Sales people should have the ability to do presentations for the station or about Radio on a multimedia laptop. Presentations can include audio, video, and can make sure every sales person is following an exact format and getting the right message communicated. Some stations take it a step fur-

ther and put their station presentation on CD ROM and mail it to clients.

The joy of having a laptop is the ability to sit in a clients office, dial up the RAB's on-line service (RadioLink) and offer instant product category information, copy, audio examples of great spots, and more. Access before the presentation is even more important because it enables the sales person to do their homework by cutting and pasting client specific research elements into the client proposal. Of course sales people with Internet access can research the world wide web for boatloads of available research for free. They can find everything from industry specific trade magazines to demographics and statistics of a client's trading zone.

SHARED TECHNOLOGY OPPORTUNITY: PROGRAMMING AND SALES

Your sales and programming departments work hand in hand in areas which effect the air sound and the ability to sell. Here are some ideas where technology can generate income in these areas.

Your PD will be happy because no longer do remotes have to sound like a cell phone or worse. ISDN lines used in conjunction with the right equipment can provide broadcast quality sound. Of course, they require special lines to be placed in the remote location at some expense and advance no-

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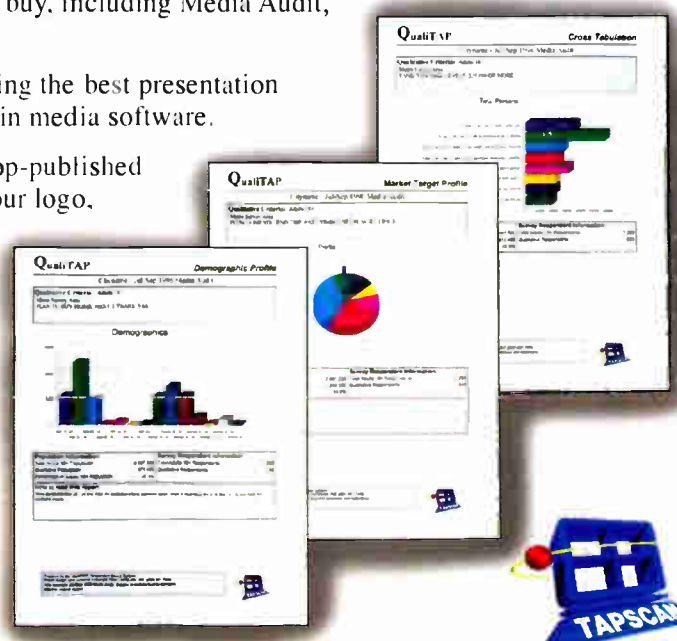
You know it's out there. Somewhere. The qualitative story for your station that will get you into this client's buy. But you've got to find it quickly, and be able to present it with style and clarity. Meet QualiTAP 2000, the Windows-based system that delivers the full value of just about any qualitative survey you can buy, including Media Audit, Scarborough, Simmons, MRI, and many more.

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SPECIAL REPORT

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tice. An investment in ISDN is great for "permanent" remote locations which are returned to frequently.

New on the horizon is POTS technology which gives high quality audio on remotes using an ordinary phone line. It's not ISDN quality, but it's close, offering a huge improvement over previous alternatives, and requires no planning and no special lines. Higher quality

remotes make for more remotes sold.

Interactive phone systems are a big money maker for Radio stations. Having special listener information lines which offer listeners the ability to call for information on any category (horoscopes, movie times, weather, auto repair tips, etc.) is a great way to sell every imaginable client and eliminate a lot of the clutter caused by specialized programming which previously ran on the air. Sales departments are experiencing great financial success selling interactive services and special listener lines. These systems can be

leased or purchased.

Database marketing is another booming area for sales and programming. The technology allows for keeping a profile of your listeners who have your "listener card." Promotions which invite listeners into client locations to "swipe" their card for prizes or discounts are attractive to the programming and sales departments. The technology is affordable, gives your advertisers a read of who was in the store and their profile, and it gives the station the ability to do advance mailings to the trading zone prior to the in store event. This smart marketing technology is a boom to traditional selling.

Ooops.

Forgot We Still Have To Do Community Service!

With all the buzz and activity with buying and selling, stations must not forget their need to address community issues with programming.

This program helps you meet those needs:

TIMES AND SEASONS

Times and Seasons is back for 1997, with five updated programs revoiced for the new year. *Times and Seasons* deals with important moral and social issues facing society today. The free 30-minute series easily allows your station to address significant community issues for your Quarterly Issues/Programs List required by the FCC.

- Parenting
- Self-Esteem
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MAKING MONEY ON THE PROGRAMMING SIDE

Today, if you've made the move into digital audio control and production systems, you record, edit, store and playback audio on a computer. If you're still resisting this technology it's probably costing you money. These systems may require some up front expense and a learning curve but ultimately the savings are staggering. Stations immediately save by not buying audio tape, carts, reels, etc. (You'll still need some for sending dubs to those living in the past). But the big savings is in time. Production time is cut in half, as is dubbing time. You can also send and receive spots digitally. Uploading a spot via modem is a lot more efficient than making dubs and sending a courier across town or a Fed-X across the country.

Digital studio systems allow for some creative applications which are just starting to be fully understood. Since all the music is stored digitally you no longer have to re-cart music after a few hundred plays. The biggest opportunity is in voice tracking and automating. Many music stations are having their talent come in an hour before their show, cut their voice tracks for the entire program, and spend the time they would have been "on the air" being productive in other areas like programming, production or promotion. Some stations are now hiring local talent and paying for an hour a day of voice tracking, therefore saving the full time salary. Others are hiring national sounding voice tracking artists to do

a full four hour shift, sending their show via ISDN or modem.

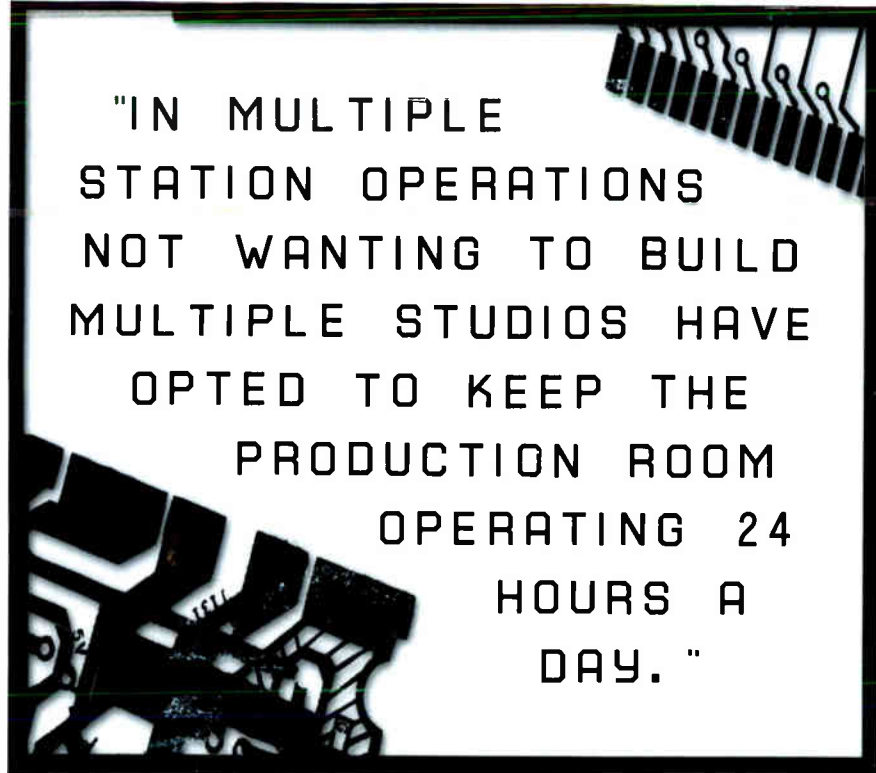
Many groups are sharing their talent from market to market using voice tracking systems, or using satellite uplinks for their own group feeds. Of course others take it a step further by offering their great talent on syndication. Some do it in small local regions, others nationally.

RENTING OUT YOUR PRODUCTION ROOM

This idea is as old as the hills — and as fraught with danger. Between scheduling problems, billing problems and deadline problems, doing outside production work with a typical Radio production facility is a lot of work with little return. But what if the production room is specifically designed and built to work that way? If a large operator purchases five or more stations in a market, the production department can be operated like a business. Special dubbing rooms can be built to do basic production, editing rooms can do more complicated production, and larger rooms can do custom work and jingles for large clients, station promos and yes, even outside clients ... even other Radio stations in your chain or out of your market. You better believe there's a market for this. Many ex-Radio production directors are making a fortune doing it on their own.

Others look at the production facility as a 24-hour operation. In multiple station operations not wanting to build multiple studios they have opted to keep the production room operating 24 hours a day. Why pay for all that expensive equipment to sit idle in the evenings?

With technology comes some



"IN MULTIPLE STATION OPERATIONS NOT WANTING TO BUILD MULTIPLE STUDIOS HAVE OPTED TO KEEP THE PRODUCTION ROOM OPERATING 24 HOURS A DAY."

amazing software. Some research companies are offering do-it-yourself software that allows your people to make the calls and interpret the results. Others offer hook research which is automated, and self administered auditorium testing software or auto telemarketing software to make the calls electronically for research or for sales.

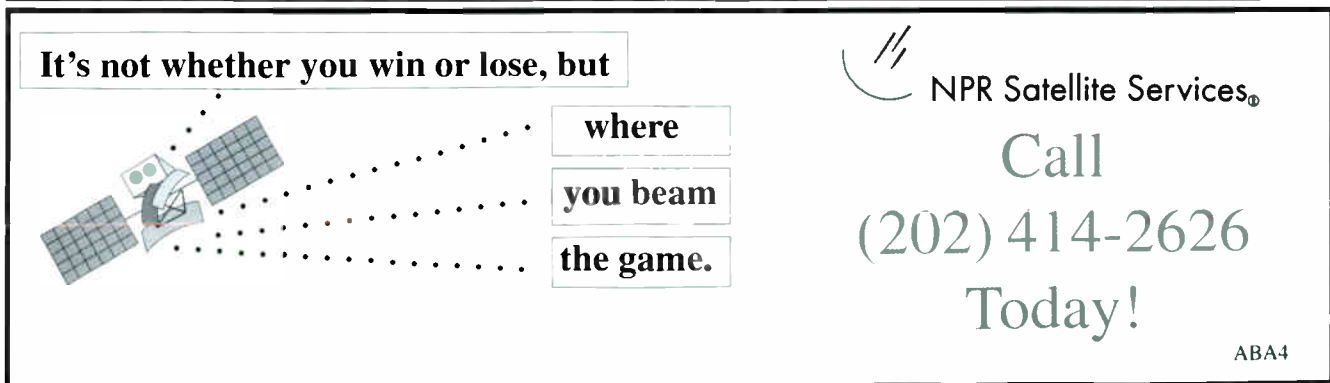
For the business department electronic links to Dun & Broadstreet and other credit services can be a credit time saver. The Internet offers in depth information on any client you can imagine. It also offers access to city records of new businesses licenses which can be a good source for leads.

TOWER SITE RENTAL

Broadcast towers are vertical real

estate ... with location, location, location. These days everything is wireless, or soon will be. With proper engineering design, a broadcast tower can serve many purposes and generate lots of additional revenue. Radio stations can manage their own towers or contract the tower management services out to local or nationwide tower management firms. There is a whole industry already in place to support this. Radio towers can generate income from paging companies, cellular operators, low power TV stations, other Radio stations, and a whole host of two-way and data services. When properly designed, master antenna systems for auxiliary and common carrier services can have almost unlimited num-

48 ►



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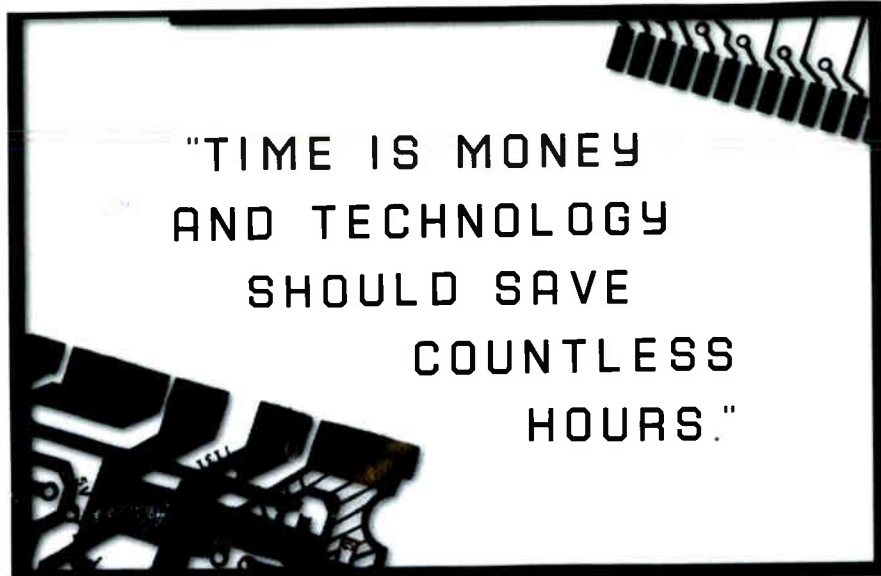
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bers of users. Many Radio station studio buildings are located in tall buildings or on hills. These locations were chosen because they have good line of sight for Radio communications. Buildings make especially good locations for communication sites because tower riggers may not be required for installation and maintenance. Don't overlook the possibility of master FM antenna systems at your primary FM sites. The income from even one extra broadcaster on your tower or building can impact your bottom line in a very healthy way.

SUBCARRIERS

RBDS (Radio Broadcast Data System) is technology that uses a low injection subcarrier to provide a whole host of applications including billboard displays, traffic updates and identification of stations on consumer Radios. This system is already common in Eu-



rope. In the United States, various schemes are available to take advantage of the digital display on the listener's Radio.

Smaller markets, especially in rural mountainous terrain can benefit from paging systems running on the RBDS data stream. These systems work best in areas without traditional pager pen-

etration. You can sell pagers using systems from CRL and others and make money providing the system, using your FM station to broadcast the pages silently on your SCA.

Modern equipment has all but eliminated the reasons to not sell your

50 ▶



Now, the RS-12 is under \$5,000.00
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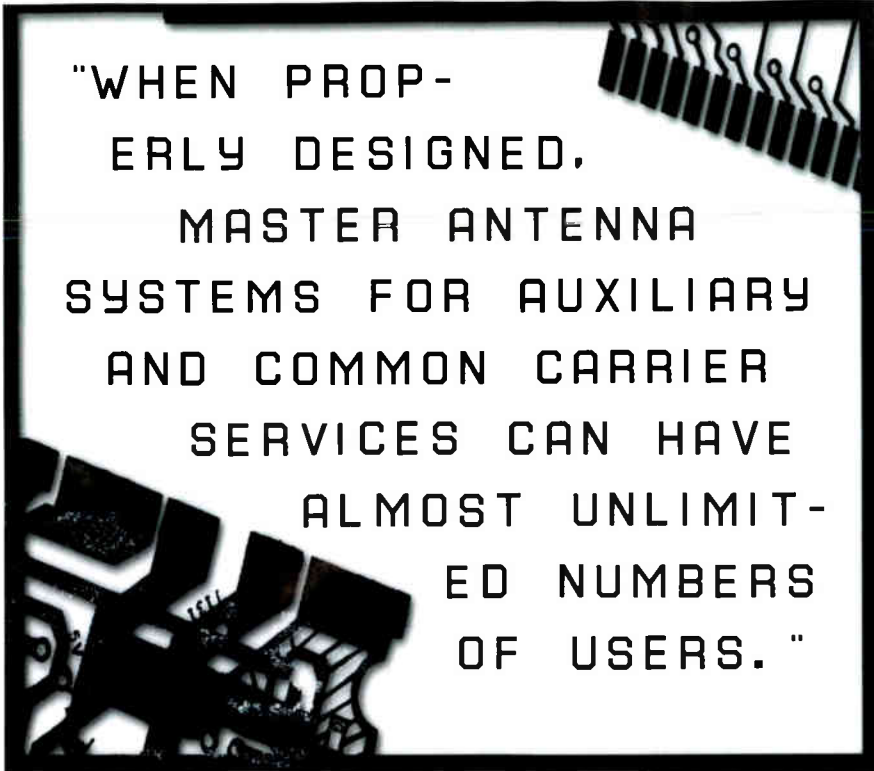
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FM SCA (subsidiary communications authorization). Paging companies, background music companies, stock market display companies, differential GPS data companies, as well as many other programmers would love to use your SCA as a low cost method of broadcasting their signal. If you play your cards right, you can get a substantial fee, as well as getting some free equipment or even transmission site upgrades out of the deal. There is no less expensive way for these companies to distribute their data, and you can benefit with a properly negotiated deal.

THE INTERNET

No one seems to be making money on the Internet other than the ISPs (Internet Service Providers) and those selling equipment like Real Audio Servers, or rebroadcast services like AudioNet. But sooner or later someone will come up with something that sells. With the



"WHEN PROPERLY DESIGNED, MASTER ANTENNA SYSTEMS FOR AUXILIARY AND COMMON CARRIER SERVICES CAN HAVE ALMOST UNLIMITED NUMBERS OF USERS."

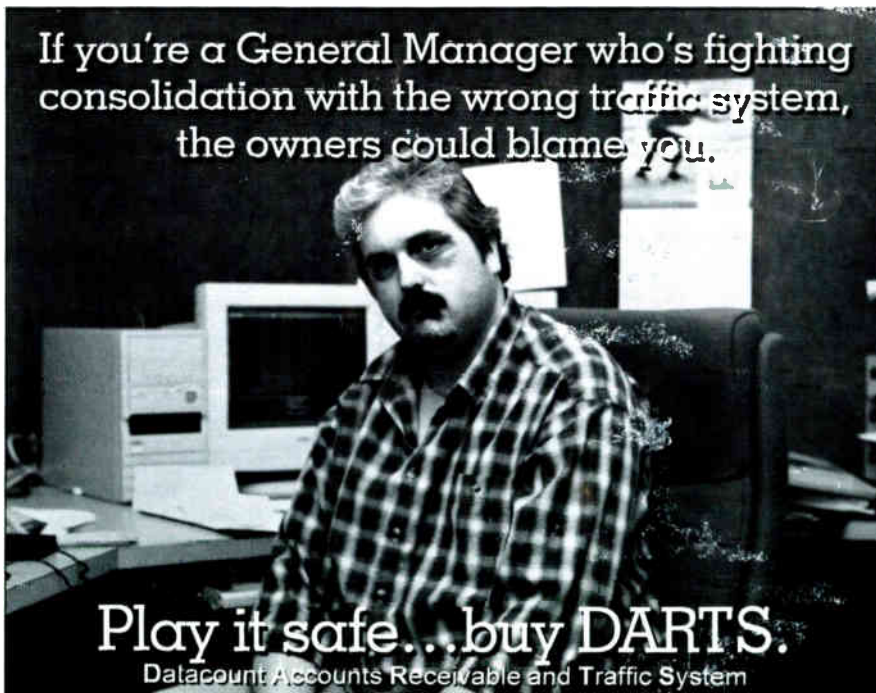
advent of secure on-line banking, it's now possible to conduct worldwide business on the Web. Most Radio stations' effort has been focused on sell-

ing or at least providing programming to streaming audio networks. But you have a whole company designed to produce and disseminate advertising. A presence on the Web is as natural for Radio as owning a Radio station was for the local newspaper 50 years ago. The sky is the limit. It may be as simple as selling station merchandise or as complex as selling advertising, or who knows what?

ENGINEERING IDEAS

Here are a couple of ideas that require an investment, but can pay off nicely in the long run. First, a way to build a backup site for your stations that can generate additional income. Build an FM site at a location that works for all or most of the local FM stations. Put up an antenna system that can work for all the stations - a broad band antenna system. Install a transmitter, or more than one, that can be tuned to any frequency by remote control. Sell time on the system when other stations have failures, need maintenance or make major changes in their facilities. Be sure to reserve priority use if there is only one transmitter.

Do the same thing with an RPU receive site. Do stations have trouble getting signals out of the downtown



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area? You can build a receive site and sell it when stations want to do remotes. You can also lease your RPU antenna system to others.

If you have a generator at a large transmitter site, many times you can sell power back to the power company or get discounts on power bills by running the generator during peak load periods.

WHAT ABOUT THE OLD EQUIPMENT

Most stations have lots of old equipment lying around. Some broken, but much of it just outdated. The old equipment was built so well that the users couldn't break it ... no matter how hard they tried. So now what?

Well one obvious way to deal with old equipment is to donate it to a local school or to a non-profit broadcaster. Take the tax break and reclaim the storage space. Some equipment is so old, only a museum or collector would be interested. You'd be surprised how much you can get for an old microphone these days - especially if it works. Collectors love old on-air lights, clocks, test equipment, speakers and records. Any old tube equipment would be cherished by certain audiophiles. Transmitters and towers always have a home in a ham shack.

Your ability to make or save money with technology depends on your willingness to explore the pos-

sibilities. Many technologies require a substantial investment which may never be recoupable, while others will see immediate benefit. Time saving is a big issue today, especially in stations wrought with pressure and time crunches. One man-hour per employee per day saved can mean a substantial savings. If you look around the building and tap your most valuable resource (your people) for ideas, you'll find a bevy of money making and saving ideas. ☐

Chip Morgan is president of CMBE, Inc., in Sacramento, CA. He may be reached at 916-933-9330 or by E-mail at cm@compuserve.com.

1320 WTKZ SPORTS

Mr. Jerry Overton
Regional Sales Manager
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As we progress with the all-sports format, I continue to be impressed with the immediate cooperation from your air personalities in updating our local liners and promos. Additionally we think the "shouts" add a great deal to both local and network shows. I also think it is great that Prime Sports provides such fun giveaways to their affiliates for their listeners.

Again, Jerry, keep up the great work. 1320 Sports is pleased to be working with real professionals!

Best regards,
Leigh A. Moylan
Leigh A. Moylan
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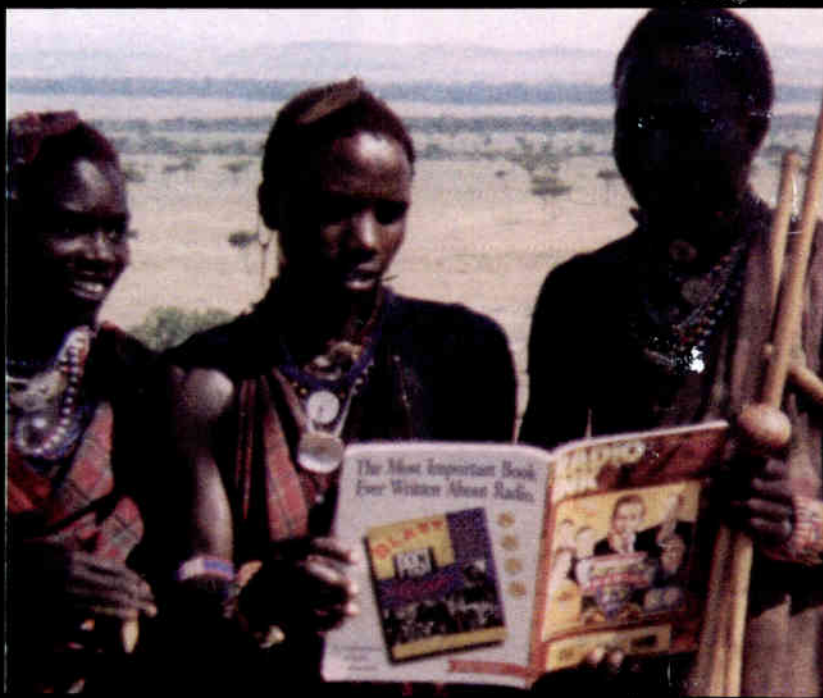
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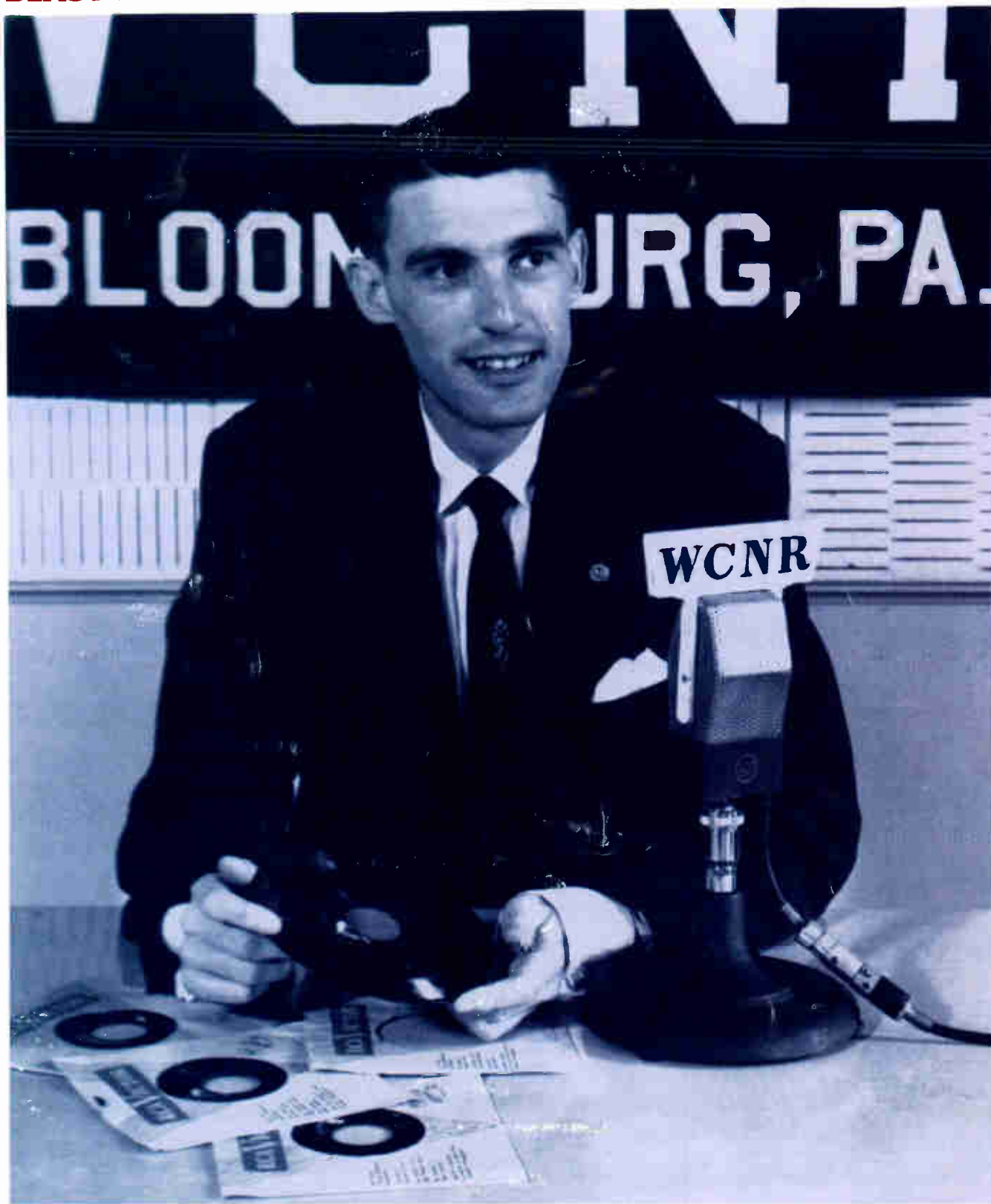
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X 9.	KROQ-F	Los Angeles	26,700,000
X 10.	KABC	Los Angeles	26,600,000

NOTES: Revenue totals are gross with no trade. Network commission is included if known. Estimates are based upon input from managers in each market. Surveys sent to group CEO's and by our independent auditors.

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