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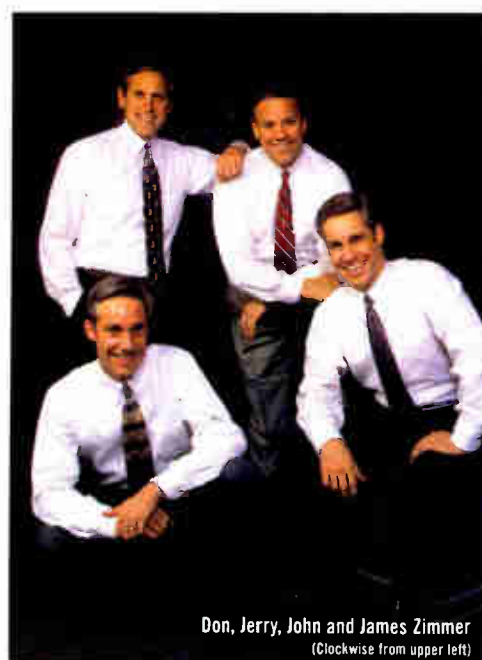
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Don, Jerry, John and James Zimmer  
(Clockwise from upper left)

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We're in a period when a Radio company can be purchased four times in a single year. The Zimmer Radio Group comes from a different mold. This family has been in the business since 1956, and there is no sign they will ever leave.

Cover and interview photographs courtesy of Checkwood Studio, Cape Girardeau, Mo.

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**IDEA TICKER**

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...the number of useable ideas  
in Radio Ink to date

# Ratings That Bump Up In The Night

It's strange how the numbers  
just seem to change at midnight...

Market	Station	M-S 6A-12MID Adults 25-54 Market Rank	Art Bell Adults 25-54 Market Rank
New York	WABC-A	#19	#3
Los Angeles	KABC-A	#24	#8
Chicago	WLS-A	#13	#5
Boston	WRKO-A	#13	#7
Houston	KTRH-A	#11	#2
Miami	WINZ-A	#21	#3
Cleveland	WTAM-A	#7	#1
Seattle	KOMO-A	#19	#1
Sacramento	KSTE-A	#12	#1
Phoenix	KFYI-A	#10	#2

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Source: Fall 1998 Arbitron Metro Survey Area

World Radio History





## Are You Y2k Ready?



**U**nless you've been sleeping under a rock, you know about the computer code time bomb called Y2k which some predict will disrupt the whole world the moment the new century begins. Public officials say there is nothing to worry about, while independent "experts" predict chaos, pandemonium and hungry people roaming the streets.

Who do you believe... the politicians or the crackpots? I tend to take the middle ground. I'm convinced Y2k will be a bigger problem than most people are expecting but nothing on the scale of the total economic collapse the crackpots are screaming will happen.

My biggest concern is this: Will your station have electrical power one minute past midnight on Jan. 1, 2000? Are your listeners equipped with battery-powered radios? Is your generator ready? Is there plenty of fuel? Remember, gas stations

won't be able to pump gasoline out of the underground tanks if there's no electricity.

My concerns about electrical power are rooted in the knowledge that America's power companies have thousands of computer chips imbedded throughout every power plant in our land. These chips operate switches, bypasses and gates in hydroelectric dams and nuclear generators which were built decades ago. This creates a problem that cannot be fixed by a simple software rewrite. No one really knows what will happen when these chips see an impossible date appear on their internal clocks.

Have you pressed your civic leaders and power company officials about Y2k? Instead of accepting soft answers like, "We're working on the problem," and "We hope to be ready," why not ask for evidence that they're doing more than sitting in a corner with their fingers crossed?

Without electricity to provide for communication, the Y2k situation could quickly degenerate into the worst of the crackpots' scenarios. Y2k has the potential to become a more serious situation than any of us in the post-WWII generation have ever faced.

Are you taking it seriously? Do you have a public service plan for dealing with the worst, should it come to pass?

Have you given any thought to where you should be this New Year's Eve? ☺

*Eric*

B. Eric Rhoads, Publisher

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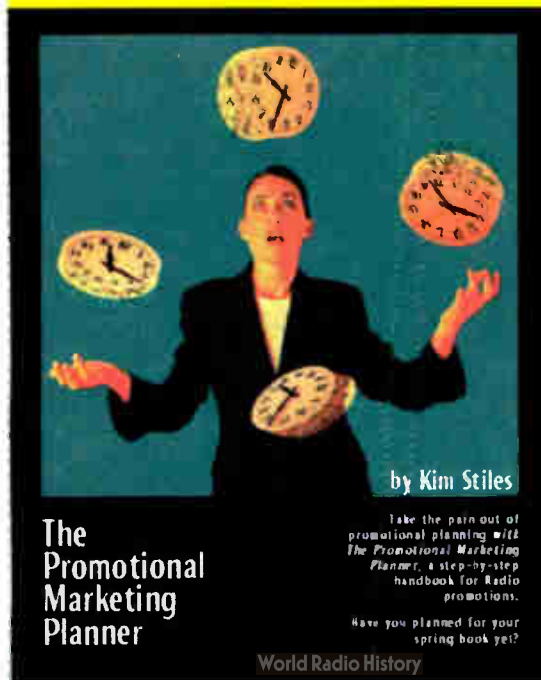
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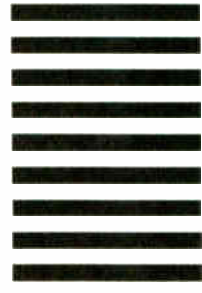
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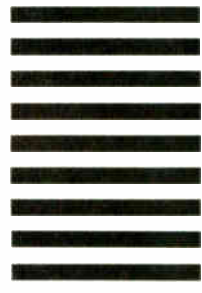
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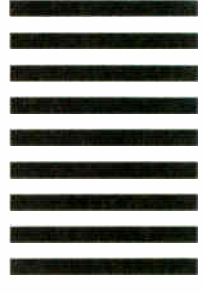
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▼The Country Radio Seminar recently celebrated its 30th birthday. The four-day event was held in Nashville, and Country music's biggest stars were in attendance. *Radio Ink* magazine was there.



Reba McEntire received the Humanitarian of the Year award from Vince Gill. Reba was under the impression she would be introducing Dick Clark. Surprise!!!

Hey, the camera's over here. Can you spot a look-alike for Monica Lewinsky's publicist?



Don't ask. Westwood One's Ed Salamon (l) didn't smile throughout the entire seminar. Salamon is seen here with Vince Gill, Reba McEntire, Dick Clark, and CRS's Paul Allen.



What do we know about country music? (l-r) Carl Gardner, Journal Broadcast Group; Dick Furgeson Cox, Bil Figenshu, CBS Consultant Rusty Walker; Larry Wilson, Citadel.

▼CRS announced its 1999 Humanitarian awards for dedication to community.



In the Major Market category, KNIX PD Larry Daniels from Phoenix, Ariz.

In the Medium Market category, KJUG PD Dave Daniels of Tulare, Calif.

In the Small Market category, WDJR GM Tom Nebel (l) and PD Jerry Broadway of Dothan, Ala.

The Oak Ridge Boys sing the national anthem.



Hey, is that Vince Gill in the background? Chely Wright wowed the crowd at one of the seminar's luncheons.





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**DU**  
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## Empower Against Low- Power Stations

FCC Chairman William Kennard (photo at left) is proud of his agenda to put hundreds, if not thousands, of low-power Radio stations on the air around the country in the next several years. This, of course, will have no effect on New York City, Chicago, Los Angeles or any of the top Radio markets in America. But, the WLKGs of the world in small markets will be negatively affected.

Small-market Radio in America is in horrible condition, and Chairman Kennard's plan will make the situation worse. Why do people in the industry think that we small-market owners are taking money to the bank in bushel baskets?

How are people with no Radio experience going to make a living with these 100- to 1,000-watt stations? The '80-'90 drop-ins like me have generally been failures. I'm killing myself every day to make my two Radio stations successful. The Radio industry does not have to help us fail. We have got more help in that area than we need.

Please help us stand up to the FCC on this issue of low-power Radio stations.



**Tom Kwiatkowski, Owner/GM**  
WLKG-FM, WKPO-FM, Lake Geneva, WI

## "Live" Does Matter!

In response to your commentary "Is Radio Losing Its Soul?" (Publisher's Notes, *Radio Ink*, Feb. 15, 1999), Hell, yeah! I have spent the last 20 years of my life in this business and have seen a lot of good and talented people come and go by choice: They moved up to a better, higher-paying job. That is the greatest reward for a programmer who air-checks staff weekly.

That reward has been taken away by the "consolidation kings" of this business. Radio nowadays is a generic piece of garbage in almost

every market, not by the choice of the people doing the work but by the people signing the checks. With the invention of new software, owners are licking their chops, investing in this equipment, thinking, "Now I can cut out the 7-mid slot." Thinking like this hurts the industry.

Owners have this preconceived notion that voice-tracking is a great way to save a salary and sound live, too! I have more jocks putting more time into voice-tracking than show prep, not by choice but by necessity. If owners think

live and local announcers don't matter, they will drive people to the satellite programming that Rhoads talks about. Just don't look at us programmers and jocks and say, "Why are our numbers down?"

Wake up, you money-greedy [people]! If you think that computers can replace live jocks for the bottom line, I have news for you: I have a carousel automation machine that's collecting dust in our control room, and it's for sale. Just let me know when you want to buy it; I'll cut you a sweetheart of a deal!

**Programmer/Jock**  
From: cms7@socket.net

## Response: What Would You Do?

If you've spent any time in the Radio "biz," you've seen an avails request like this ("What Would You Do?" *Radio Ink*, Feb. 1, 1999). Sad but true. The flavor of the request lacks respect for our industry, but then, we must consider the source.

Someone sold their client on Radio. Now, it's the media buyer's job to get the most bang for the buck. Media buyers have learned well over the years. We've trained them to ask for it all, because we've offered it as "added value" in the past as an incentive to buy. Sponsorships, promos, bonus commercials and tickets to the big concert — if kitchen sinks were worth anything, we'd have thrown them in as well, in order to get the buy.

Radio is the "quiet giant" of advertising. When used properly, it's the leader in consumer conditioning. Unfortunately, the most tangible parts of Radio are the bill

and the AE — if [he or she] is servicing the client right.

These days we're all more accountable. We need to earn the respect of each new person with whom we deal. Although impersonal and somewhat rude, the avails request is a qualified lead.

What's the GM going to think when he hears this client on another station in your market? Go to bat as best you can, and take a "no" if that's the answer. Involve the SM and the GM both if necessary to work "the deal."

**Larry Rogers, VP**  
Eads Broadcasting  
Albany, OR

## Trouble Ahead?

I like your magazine and the articles on Radio consolidation. I have been in Radio broadcasting for more than 40 years. I think that our business is headed for trouble.

We are seeing this corporate Radio disaster hitting right here in Iowa. I am grateful to work for great owners who still believe in local Radio and in serving our city of license.

**John Reardon, GM**  
KFJB-AM, KXIA-FM  
Marshalltown, Iowa

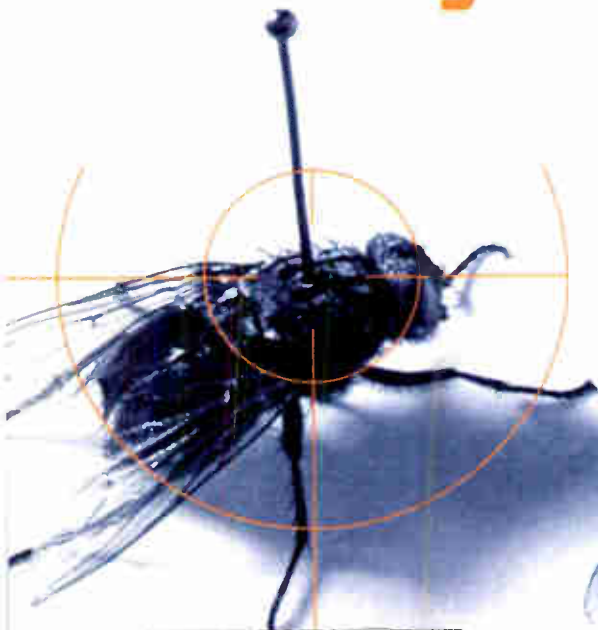
## First Impression

Coming from the "new media" industry and not Radio, I was not familiar with your publication or its content. After thoroughly reading your February 1 issue, I must say I am very impressed.

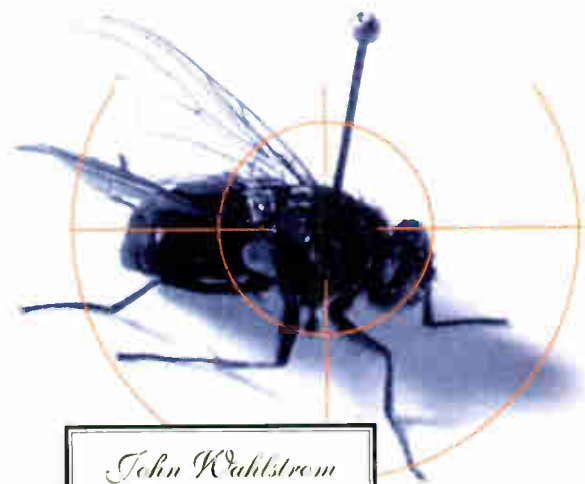
I found it to be filled with insightful and useful "best practices" — applicable to situations that Radio managers face each day. Exposing your content using alternative delivery mechanisms is a great pursuit. I look forward to hearing more.

**Mark Olson,**  
Dir. of Marketing and Sales  
NewsLine, (801) 961-8000,  
mark@newsline.com

# Their biggest regret was not talking with Dalet...



*Bruce Wedder*  
General Manager 1998-99



*John Wahlstrom*  
Engineer 1996-97



*Steve McAllister*  
Program Director 1997-98

Don't make the same mistake they made: you need to consider Dalet

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Dalet is the World Standard in Digital Audio, Automation and Group Solutions. Dalet systems are reliable, affordable and proven.

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Maximize revenue and make the most of your group's portfolio. Generate cost saving and improve productivity without sacrificing quality.

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or visit [www.dalet.com](http://www.dalet.com)



# Treat Your Suppliers ...

## The Way You Treat Your Customers



**BY HARVEY MACKAY**

The Billy Graham organization takes a unique approach to suppliers. Suppliers don't always have to bid for BG's business, and BG doesn't necessarily base supply decisions on meeting specs.

Here's an example: Al is in the public relations business. He serves as an outside advisor on a church board PR committee. Another member of the same advisory board, Arthur, is an officer of the Graham organization.

Al was loudly and publicly fired from his job. There was no way another firm in town would hire him, so he opened his own office. Three weeks after opening his doors, he received a call from Arthur.

Al had never seen Arthur outside the board meetings. Arthur asked whether he would have time to develop a marketing plan and some PR materials for a campaign. Al managed to find the time.

When he finished the project, Arthur asked him to bring over his bill. Most people expect you to mail the bill. Al figured that they wanted to go over it with him. He put together his statement very carefully and went over to BG.

Arthur barely glanced at the bill. He called his secretary in and said, "Will you see if we can cut Al's check right now?" He was paid before he left the building.

Where do they tell you in business school to pay your suppliers when they hand you the bill? Aren't we supposed to hang onto our cash as long as possible and work the interest for the maximum return? Did anyone you know ever chew out his controller because he paid a supplier too late?

Three years later, Al's business has taken off. He did several more jobs for BG, but as he got busier, he didn't hear much from them.

The phone rings. It's Arthur. Would Al like "a little extra holiday money?" They have a job that needs his immediate, personal attention.

By this time, Al has 10 employees. He's trying to hire two more that week, and they're up to their ears in work. "I told him that I was really as busy as I had ever been," said Al, "but if they really wanted my help, I'd be happy to do it."

"No," Arthur says, "I'll take care of it. Thanks anyway. Glad you're doing so well."

"When I hung up the phone, I started to shake, and then I started to cry. The nagging



You'll  
always get  
a better  
shake if  
you pay  
the same  
day you  
get the  
bill.

suspicion I'd had from the beginning was confirmed. It wasn't because I was such a great PR guy. Arthur asked me because BG knew I needed the business. Then, they called me again to see if I still needed help. Nobody I've ever done business with before has cared about me the way the Billy Graham organization did."

BG had cared about him when it counted. He has never forgotten it. How many companies can say they have made permanent customers out of their suppliers long after they ceased to furnish supplies?

By helping him when he needed it, BG earned loyalty that no amount of money could buy. BG recognized an elementary business principle: If you expect the other guy to care about you, show that you care about him.

The way you pay your bills says something about the kind of person you are. You'll always get a better shake if you pay the same day you get the bill. ☛

*Harvey Mackay, CEO of Mackay Envelope Corporation, may be reached by E-mail at [harvey@mackay.com](mailto:harvey@mackay.com). This article is excerpted from his book *Swim With the Sharks*.*



**We get into all your**

# **Hot Zips**

**...that's the difference.**

Why have country stations like KIIM-Tucson, KZSN-Wichita and WIVK-Knoxville hit the #1 or #2 spot with 25-54 Adults\* in their markets? How about AC stations like KESZ-Phoenix and WBEB-Philadelphia? Classic rockers like KKFM-Colorado Springs and WKRR-Greensboro? Or oldies stations like WKQL-Jacksonville and KKSJ-Portland? Even CHRs like KKMG-Colorado Springs?

Lots of reasons...but one of them is that they're reaching listeners throughout all their Hot Zips using our Interactive Music Tests. They couldn't do that the old way, because auditorium tests pull people from a close radius of the hotel where the test is held...not throughout the entire metro the way Arbitron surveys listeners.

If you're in an Arbitron-rated market, Interactive testing is a great edge over the competition. That's why Music-Tec has grown to be the number one music testing company in America.

It's easy to move up to Music-Tec's Interactive testing. There's nothing new to learn, except what kind of ratings performance you're truly capable of.



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Telephone 719.579.9555 or eMail VP/GM Mike Maloney at [mike\\_maloney@musictec.com](mailto:mike_maloney@musictec.com).

\*All rank references are from Fall 1998 Arbitron Surveys, 25-54 Adults, Mon-Sun, 6AM-MID.

# You Must be Present to Win: Writing for the Here and Now



**ROY H. WILLIAMS**

Andy Carroll walks the sidewalk of the strip in Las Vegas, never noticing what surrounds him. Bathed in unthinkable watts of neon splendor, casinos rise from the earth like palaces in a dream. People walk past him dressed like royalty in the night. Andy Carroll looks at his watch and yawns.

Hoping to find something to eat, he walks into a casino and spies an obscure little sign that says, "You must be present to

instinctively: "Tall and tan and young and lovely, the girl from Ipanema goes walking, and when she passes, each one she passes goes a-a-h..." (*The Girl from Ipanema*, Norman Gimbel)

"Whose woods these are I think I know. His house is in the village, though; He will not see me stopping here to watch his woods fill up with snow." (*Stopping By Woods On A Snowy Evening*, Robert Frost)

"I am running" (present tense) conjures an image far more powerful than "I will run" (future tense) or "I have run" (past tense). Present-tense verbs also gain power from the



win." Frozen, Andy points to the sign and announces to the room, "That's one of the most poetic things I've ever read in my life."

fact that they are used so rarely. The human mind takes delight in the unexpected.

### The Power of the Present

Andy Carroll is a Radio writer learning to live in the now. He knows that "being present" is the key to winning in far more ways than one. Andy is winning friends everywhere due to his ability to "be present" when listening to others. He's making people feel good by giving them his undivided attention.

As a writer, Andy has also discovered that using verbs in the present tense is the key to winning the attention of the public in an "over-communicated" society. As a result, Andy now writes in the present tense and puts his listeners "on the scene."

Songwriters and poets often do this

### The Art of Audacity

Joe Romano and I step into a fine Italian restaurant called "Onofrio's" and see a sign displayed prominently in the lobby: "This restaurant is highly recommended by the owner." Audacity is another literary tool which leverages the power of the unexpected. Audacious statements have far more impact than those which are "predictable."

Are you doing only what is predictable?

Are you writing and speaking in the past and future tense?

Are you avoiding audacity for fear that someone might be offended?

Are your listeners walking barefoot because you bore the socks off them? ☹

Are your listeners walking barefoot because you bore the socks off them?

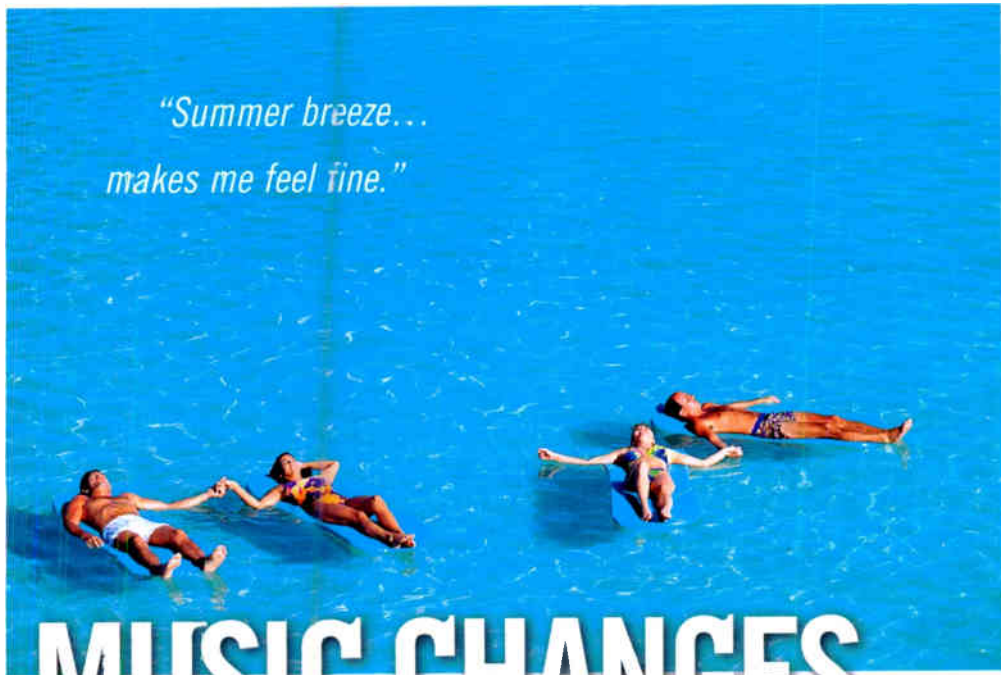


Roy's new book, *The Wizard of Ads*, is available in bookstores nationwide and is rapidly climbing the charts to become the best-selling business book in

America. Foreign publishers are now bidding for the rights to publish *The Wizard of Ads* in all foreign languages, including Chinese! Best of all, this book is pro-Radio!

Roy H. Williams is President of Roy H. Williams Marketing, Inc. He may be reached at 512-295-5700 or by E-mail at [roy@rhw.com](mailto:roy@rhw.com)

*"Summer breeze...  
makes me feel fine."*



# MUSIC CHANGES EVERYTHING<sup>SM</sup>

*"dunt, dunt... dunt, dunt..."*

*"dunt, dunt, dunt, dunt..."*  
*Theme from Jaws*



Just add music and perceptions are altered. Emotions are heightened.

And, most importantly, **your revenues are boosted.** That's because nothing else has music's power to make your promos hit home, enhance your station's identity and increase your market share. Put the power of music to work for your business, and you'll see the picture change in the best possible way.



For the power of music.<sup>SM</sup>

BMI operates as a not for profit organization of songwriters and music publishers that licenses songs for public use. Your BMI license fees are distributed to songwriters, composers and music publishers to support the craft of songwriting.



# Exterminate the Y2K Bug From Your Station. Here Is Your Bug Swatter.



There's been a lot of talk about the Y2K bug, and you're probably feeling a bit of stress over it. Here is some useful information about what a manager should do about Y2K.

## Understand the problem.

**SCOTT FROTHINGHAM** The over-simplified explanation is that, until recently, to save space, programmers have referred to dates with two numbers instead of four. The year 1995 is abbreviated to 95.

The concern is what happens after midnight Dec. 31, 1999. Does the computer read 00 as 2000 or 1900? In the first case, everything is fine. In the latter, you have a problem. Will this affect you?

According to Y2K utility vendor Greenwich Mean Time, 93 percent of PC BIOS built before 1996 and 11 percent of those built in 1998 will not be able to switch from 1999 to 2000 properly. Since Radio stations are PC-intensive, you could have trouble on your hands.

You have four areas to address: hardware, "off-the-shelf" software (e.g., Microsoft Excel), custom applications software (e.g., Columbine) and shared data (e.g., importing music research from your program consultant into your spreadsheet program).

### Hardware

For hardware, a quick, easy and inexpensive first step is to go to the year 2000 page of your hardware manufacturer's Website (e.g., [www.hp.com/year2000/index.html](http://www.hp.com/year2000/index.html)) to find out if the make and model PC that you have is Y2K-compliant. There you will find out if your hardware is Y2K bug-free, or what you must do to make your hardware compliant.

### "Off-the-Shelf" Software

As for "off-the-shelf" software, if you've been avoiding upgrading to the latest version, now's the time to do it, as most of the current versions are Y2K-compliant. You might run into a minor glitch or two, but nothing serious. The biggest problem you'll find is in the manner in which you've been entering data. Have you been entering years as two digits or four (98 vs. 1998)?

If necessary, go back and update your data, especially in spreadsheet, database and finan-



cial software. To test hardware and software Y2K compliance, you might consider buying a utility program like Check 2000 PC deluxe (about \$60). This will tell you what problems you have or don't have, and offer solutions to many of the problems it finds.

### Custom Applications Software

Regarding the custom applications software running at your station, get on the phone with your suppliers (traffic/billing software vendor, digital audio/studio software vendor etc.) and question them about their products' Y2K compliance. Get detailed answers in writing. If you want to be doubly safe, re-install the program on an isolated computer and run some tests using data with year 2000 dates.

### Shared Data

Finally, watch out for shared data. Screen all data files (or run them through a software compliance checker like Check 2000 PC Deluxe) from outside sources before you import them into software you have made Y2K-compliant.

### Website Information

For the on-line inclined, here are some Websites that offer useful information about identifying and dealing with Y2K problems:

- Microsoft Year 2000 Resource Center: [www.microsoft.com/technet/year2k](http://www.microsoft.com/technet/year2k)
- Y2K News Magazine: [www.y2knews.com](http://www.y2knews.com)
- The Year 2000 Information Center: [www.year2000.com](http://www.year2000.com)

Now you're protected from the Y2K bug, right? Inside, perhaps, but what about outside the walls of your studios and offices? Are your clients and suppliers going through the same steps you are? ☎

*Scott Frothingham is a speaker and trainer. He may be reached at 703-893-3635 or by E-mail at [Scott@RadioManagement.com](mailto:Scott@RadioManagement.com)*

**QUICK READ**

▲ Go to the year 2000 page of your hardware manufacturer's Website to find out if the make and model PC that you have is Y2K-compliant.

▲ If you've been avoiding upgrading to the latest software, now's the time to do it, as most of the current versions are Y2K-compliant.

▲ Get on the phone with your custom applications software suppliers and question them about their products' Y2K compliance.

▲ Screen all data files from outside sources (or run them through a software compliance checker like Check 2000 PC Deluxe) before you import them into software you have made Y2K-compliant.

# How do Your Salespeople Rate? Sizing Up Strengths ... and Weaknesses



**DAVE "GIFF" GIFFORD**

**T**oo often, SMs get so caught up in the day-to-day chaos of running a sales staff, that they lose perspective on what type of sales staff they're running in the first place. It's the "can't see the forest for the trees" syndrome. See if this exercise can help you size up your sales staff more accurately.

**Rank your salespeople according to the following categories:**

- Superstars: \_\_\_\_\_
- Stars: \_\_\_\_\_
- Future Stars: \_\_\_\_\_
- Fading Stars: \_\_\_\_\_
- Uncommitted Stars: \_\_\_\_\_
- High Producers: \_\_\_\_\_
- Mid Producers: \_\_\_\_\_
- Low Producers: \_\_\_\_\_
- Falling Salespeople: \_\_\_\_\_
- UFOs (New Salespeople): \_\_\_\_\_
- Where are the holes in your sales staff? \_\_\_\_\_
- Which salespeople complain most about their monthly targets? \_\_\_\_\_
- Which salespeople fail to hit their monthly targets too often? \_\_\_\_\_
- Who are the most difficult to manage because of their attitudes? \_\_\_\_\_
- Who are the laziest? \_\_\_\_\_
- Who has the poorest organization and time-

management skills? \_\_\_\_\_

Which salespeople fail to make enough presentations? \_\_\_\_\_

Which salespeople fail to make enough first-time-ever calls? \_\_\_\_\_

Which salespeople have you done the poorest job in managing? \_\_\_\_\_

Which salespeople offer the most management potential? \_\_\_\_\_

Rank your salespeople in the order in which you would re-hire them:

- 1 \_\_\_\_\_
- 2 \_\_\_\_\_
- 3 \_\_\_\_\_
- 4 \_\_\_\_\_
- 5 \_\_\_\_\_
- 6 \_\_\_\_\_
- 7 \_\_\_\_\_
- 8 \_\_\_\_\_
- 9 \_\_\_\_\_
- 10 \_\_\_\_\_

Which of the salespeople on this list are you considering firing? \_\_\_\_\_

What conclusions have you drawn upon completing this exercise? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Very revealing, isn't it? ☺

*Dave Gifford is President of Dave Gifford International and Founder of The Graduate School for Sales Management. He may be reached at 800-TALK-GIF.*

# How the Music Industry Ended: MP3



**BILL TROY**

The Internet is famous for acronyms, such as ISP and WWW. But, there is a new one worth notice: MP3.

MP3 is a new audio file format that lets users create and play nearly CD-quality sound from files that are small enough to download easily from the Internet.

This, in itself, wouldn't be particularly exciting, except for two features that make MP3 files all the rage on the Web:

- First, it's easy to create MP3 files from an existing CD if you have a computer with a good CD-ROM.
- Second, the files are small enough (about 1MB per minute of audio) that you can send or download an entire CD-quality song in MP3 format in only a couple of minutes.

To play MP3 files, you'll need to get a special MP3 player. Real Networks' customer services claims that their Real Player will be updated to play MP3 files "in the near future." For now, they cannot play MP3s.

The most popular software option that will allow you to play MP3 files on your multimedia PC is called WinAmp. You can find free copies of it and other software players online at <http://www.MP3.com/software/players.html>

Or, you can get an actual Walkman-like player that comes with headphones so you can take your MP3 files with you. The most popular of these "hardware" players is the Rio PMP 300, manufactured by Diamond Multimedia. It's called the Diamond Rio for short.

Are MP3s legal? It is legal to own, play and even create MP3 files. The illegalities start when those files are distributed without approval of the copyright holder. The temptation with MP3 files is so great because they are easy to create and distribute, and they are so readily available on the Internet.

For example, I went to the popular search engine Lycos, which has a separate search engine for finding MP3 files.



A search at <http://mp3.lycos.com> for the '70s hit *More Than A Feeling* by Boston turned up well over 100 places on the Web where I could download that song for free in MP3 format.

I'm pretty sure that all 100+ sites were not operated by Epic records, so if I had downloaded that song and played it, the site that provided it — and I — would've been engaging in copyright infringement. I didn't do it, but thousands of people are doing it every day.

This is a serious threat to the current system of music distribution. Record companies are scrambling to figure out how to deal with the growing popularity of the MP3 format and still maintain control of their intellectual property. According to a press release posted on the Website for the Recording Industry Association of America (RIAA), RIAA is taking a tough stance to "continue its aggressive search for, and enforcement against, illegal MP3 files" (<http://www.riaa.com>).

The long-term implications of this new audio format are still to be seen. One thing seems certain, however: MP3 files will continue to grow in importance in the short run.

At the least, they will be an important new part of the distribution of music and other audio entertainment over the Internet. At most, they could change the entire music industry. In either case, it's important to make sure that you and your staff are familiar with this emerging Internet music technology. ☎



▲ MP3 is a new audio file format that lets users create and play nearly CD-quality sound from files that are small enough to download easily from the Internet.

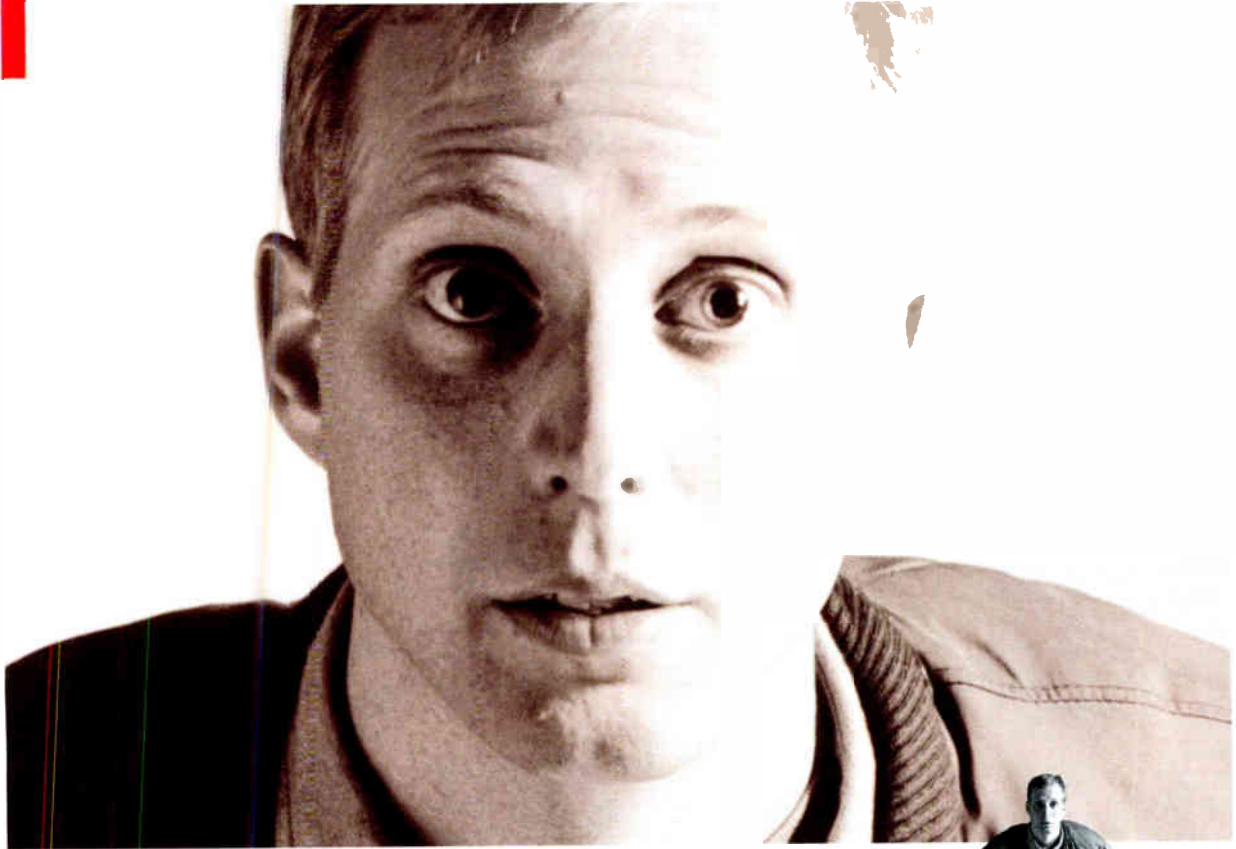
- ▲ To play MP3 files, you'll need to get a special MP3 player.
- ▲ It is legal to own, play and even create MP3 files. The illegalities start when those files are distributed without approval of the copyright holder.
- ▲ It's important to make sure that you and your staff are familiar with this emerging Internet music technology.

*Bill Troy is President of RadioResearch.Com.*

*He may be reached at 888-824-9768 or by E-mail at [bill@radioresearch.com](mailto:bill@radioresearch.com)*



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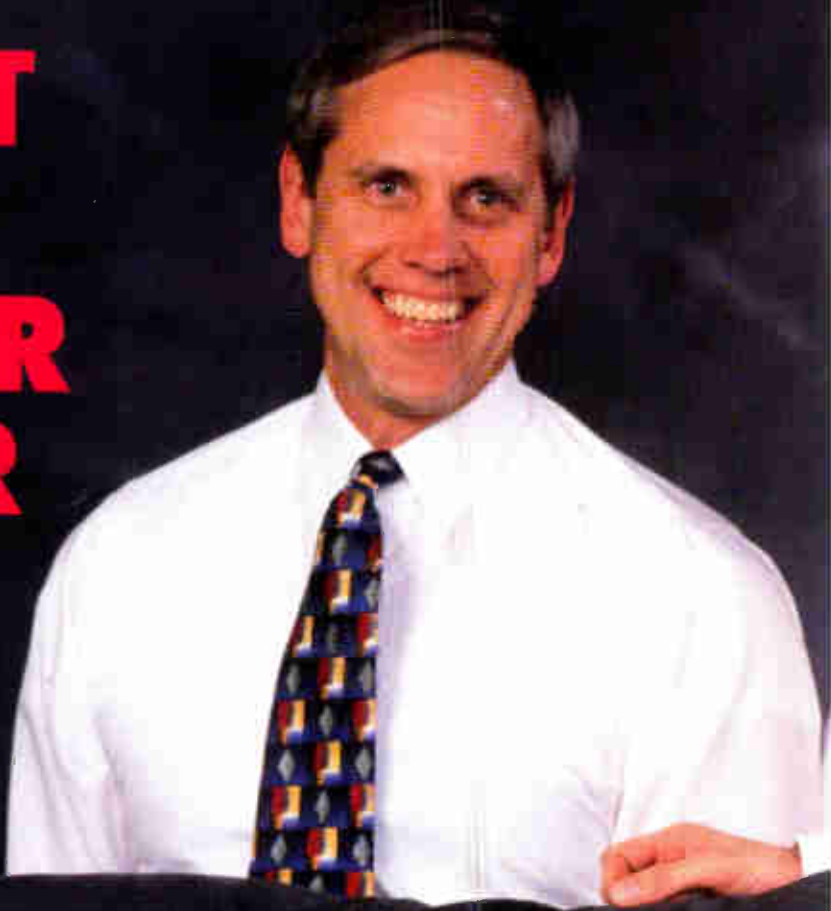
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# HE AIN'T HEAVY, HE'S OUR BROTHER



**This family has been in the Radio business since 1956,** a 43-year family tradition. They began broadcasting during a period when the AM frequency was the hot medium. Today, the four sons of Jerome Zimmer run a company with 30 stations in eight markets and more than 200 employees. They discuss how to successfully operate small-market stations and cover the national issues that affect their operation. 22 ►





### FAMILY TIES

How did the Zimmers get started in Radio?

John: Our father, Jerome Zimmer, started the company in 1956 with **KDEX-AM** in Dexter, Missouri. This market had approximately 5,000 people. For the following 10 years, he struggled to provide a living for six boys. Like most early broadcasters in those days, he went through a lot of trials and tribulations.

It wasn't until 1966 that he acquired **KZYM-AM** in Cape Girardeau, Missouri. This was a larger market. He started building upon what he had learned in the first 10 years.

There were no FMs at that time. He and a partner built the whole facility by

hand: studio, transmitting plant and the tower. During the weekend, in the mud and gumbo, they laid the ground wire on the tower themselves.

How did the four of you choose to join your Dad's business?

Jerry: We grew up in this business. We watched our father in this business, and we really love it. We enjoy working together. That's a real big part of it.

I'm the oldest brother. I got out of the Army in 1972 and was attending college and working at **KZYM** part-time. During 1972, my father had the opportunity to buy out his partner, and I began

#### **KDEX-AM**

**KDEX** Dexter, Mo., went on-air in 1956 after Zimmer received the frequency from the FCC. It was sold in 1968 for \$125,000.

working at the station full-time. You name it and I did it. I emptied trashcans, wrote copy, did traffic, was a part-time announcer. Then, I got into sales.

Don: When Dad started the Radio station in Dexter, he would go up Main Street in the mornings making sales calls. By noon, he was pretty well done calling on all the Main Street businesses. So in the afternoon, he'd go right back down the same street and call on the same people to try and get them to advertise.

I got out of college in 1979 with an electrical engineering degree and worked

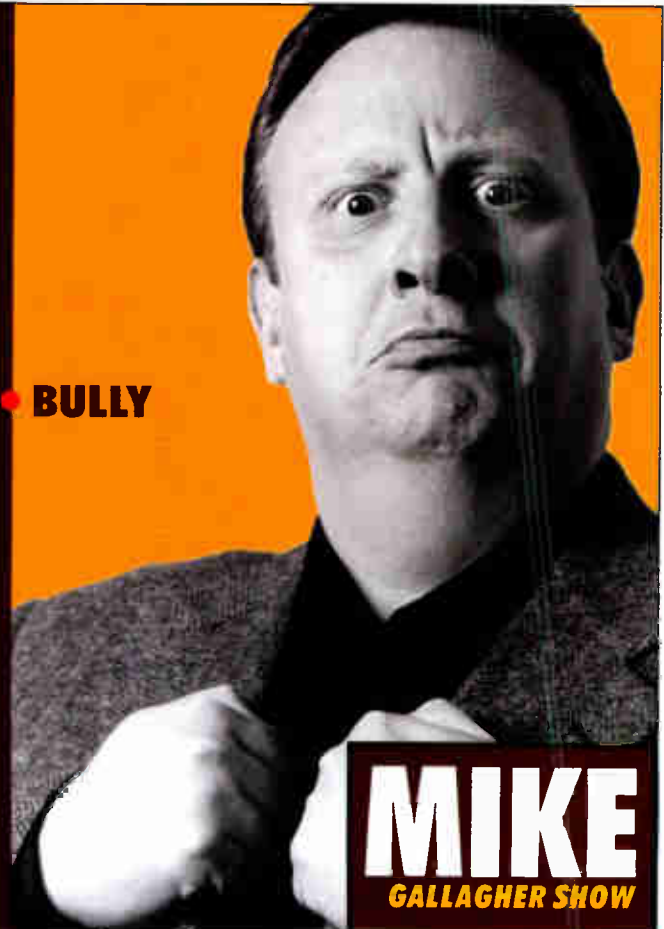
**You're probably not charging enough for your product. By far, Radio has to be the most undervalued advertising investment in the world. Our goal is to change that. — John Zimmer**

**THE TALK RADIO REVOLUTION**  
**LIVE FROM 9AM TO NOON EASTERN**  
**REFEED NOON TO 3PM EASTERN**  
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for Proctor & Gamble for five years. I joined the family business, mostly the communication businesses, in the mid-'80s. I started in Radio in the mid-'90s.

**John:** I came to KZYM as a sales representative after I graduated from college in 1980.

**James:** I joined the family business in 1985. I jumped into the Radio division in 1988. From 1985 to 1988, I worked in the paging, answering service and long-distance side of our business.

#### How is the company set up?

**John:** We don't have any titles nailed down. We all kind of wear the same hats but work in separate areas. If we had to narrow it down, I would say that Jerry would be our CEO. Don would be our COO, because all the GMs report to him on their day-to-day operations. I would be VP of Sales. James is responsible for operations and human resources, which includes programming. We stay in touch daily and probably get together once a week.

#### What about your Dad?

**Don:** He comes into work every morning, visits with us and does some reading. He spends about half his day at work. He still enjoys going to the market with us and seeing what we're doing. His focus is probably more on our growth and accomplishments, as well as giving us advice.

## FORMULA FOR SUCCESS

### What makes Zimmer successful in smaller markets?

**Don:** Our main objective is to get results for clients. Instead of going out and selling Radio, we try to identify our customers' or advertisers' problems. We try to find solutions to help them meet their goals and objectives.

We really try to take a marketing approach to the business. The rule of thumb for our people is that they should spend 80 percent of their time talking about a customer's business and only 20 percent talking about the Radio business or our stations.

This is one area where consolidation has helped, specifically for owners in smaller markets. Instead of so many owners going out and trying to sell Radio, the better operators, the ones who are left, have taken a

much more customer-focused, market approach to the business.

**James:** Something else that has differentiated us from others in the market is the sound of our stations. They have always had a large-market sound in small-market towns. While other small-market stations may be all over the road with their programming, we've always adhered to broadcasting good sound.

We also put a lot of training into our people. Our markets have responded positively to these things.

#### What's a large-market sound?

**James:** Not too long ago, you could hear a lot of commercials in small markets. We were probably one of the first to limit inventory in markets of our size.

#### Are all your stations live?

**James:** We have a mixture, but for the most part, we are live. We don't use any satellite services. If we automate, it is through some computer-aided automation system where we may voice-track a daypart or an overnight.

#### Do you think this is the best way to serve the community?

**James:** Yes. It is what will differentiate us from the satellite providers, satellite Radio or whatever else might be out there on the horizon.

#### How do you motivate employees to stay in small markets?

**John:** Today, there is as much opportunity to move up in the small markets, at least on the sales side, as there is in larger markets. Also, there's probably more job satisfaction in small-market Radio because you can see your clients be successful.

We also provide training to our people, training which is



Oops!

probably nonexistent in other companies. Although, I do think lots of companies are getting better at this. We have been big believers in training over the years. I think that our people appreciate these qualities.

#### What type of training do your employees get?

**John:** We attend state association meetings and the annual RAB convention. We also have a strong in-house training program. At the end of 1998, we held a planning session with Chris Lytle for 25 of our managers. We discussed where we are heading. We access a lot of different resources for training.

#### Why don't big-market stations do as much training?

**John:** It just might be short-term thinking. They're looking toward the quarterly reports they have to provide to Wall Street, so training might be considered an expense item.

Our approach is very long-term. We look at training as a major investment, to help our customers and to grow our people. Our long-term approach — versus the short-term approach of some of the larger companies — would be the big reason why you don't see their commitment to training.

We want to be here, providing great services to our communities and to our advertisers for the next 50 years. We want to take this great foundation our 24 ▶

### Our People

The Zimmer Broadcast Group now employs more than 200 employees and has 30 Radio stations in eight markets.

## The Zimmer Group

father has laid down for us and continue to grow.

### How do you train your on-air staff?

James: It's a challenge. On the sales side, there are so many vendors who are willing to come in and train your staff. However, this doesn't really exist on the product side.

We've tried to meet with our program and office managers on a quarterly and annual basis to address challenges and

they only have one revenue stream, advertising. Yet, it seems like the whole advertising world continually changes, with more people going after the ad pie.

I worry about the survival of small-market Radio with so many changes in the advertising world and in retail. Then, there is some judge sitting around saying that we have a monopoly.

Don: This is especially significant in small-market Radio when the government tries to see whether or not you have a 40-

cable TV, the local newspaper and the local TV. So how can the government say that because someone has 40 percent of the Radio revenue, they have a monopoly?

They've allowed consolidation in large markets, like St. Louis and New York City, where 30 percent of their revenue might be \$40 to 60 million. In the smaller markets, the same percentage of revenue might be a few hundred thousand dollars. It's apples and oranges.

I've heard some people in the govern-

**One thing that bothers me is that the regulations try to handcuff Radio but not the other industries against which we compete. — John Zimmer**

concerns. We want to be sure that they are focused and that the stations are on target.

It's on-the-job training. We share our problems and challenges, while we try to figure out how to build a better widget.

## REGULATORY CONCERNS

**Zimmer has been in the business for such a long time. What do you think about the changes you've seen over the years?**

Jerry: Now, with consolidation, Radio seems like it is getting better, especially because people are becoming more serious about Radio as an industry. Over the years, I think we've had a lot of people get into our industry for the wrong reasons, like to make a fast buck.

Today, it seems like we have some good, responsible broadcasters leading a lot of the bigger companies. The industry can grow and flourish with good leadership by what we call "Capital B broadcasters" — people who really love the Radio business.

### What troubles you most about Radio now?

John: I don't understand how the Department of Justice can say that Radio has a monopoly when we have approximately 7 percent of the advertising pie. I'm still trying to understand this. One thing that bothers me is that the regulations try to handcuff Radio but not the other industries against which we compete. Newspaper is not regulated, and they have multiple revenue streams with subscriptions and advertising.

Broadcasters get crapped on because

percent share or 40 percent of the revenue. Believe me, in some of the smaller markets, if you have 70 to 80 percent of the revenue, it still might be barely enough to operate a good station, or stations, and do a good job serving the community.

Before consolidation, so many owners had such financial challenges that they were never able to do any community service. They were barely able to stay on the air. Consolidation in the smaller markets has given us some ability to do a better job serving the community.

Jerry: For instance, we had one station in the Marion Carbondale market. During the last couple of years, we bought five more. All of them were losing money. We put them all under one roof. Before, they hardly provided any services to the community. Now, we have weather and news resources that we can all share.

Don: All of this is true in Southern Illinois, in particular. Last year, we did the St. Jude's Telethon and raised almost \$175,000 in a little more than one day. Without all of the stations working together, this could not have been done. It wouldn't have worked if the stations were split up with smaller audiences, and owners who were struggling.

As for consolidation in smaller markets, there is just a certain amount of revenue. We compete in smaller markets by getting people to invest in advertising, period. Sometimes, this is challenging. Certainly, we compete against billboards,

ment say that they should use a 30-, 40- or 50-percent benchmark. This is ludicrous when you try to apply it to cities like Poplar Bluff or Jefferson City.

**In effect, the regulations prevent you from purchasing more stations in one market; is that right?**

James: Yes. The government was tossing around the 40-percent audience share as a trigger, as if that might be too great a concentration. In Poplar Bluff, we could have one Country music Radio station which exceeds that share level. Therefore, we would be prevented from buying any more stations because that one station is so dominant. You might not be able to achieve that kind of share in a city like New York, but in small-market America, it's not hard to do with one Radio station.

What happens to the other six or seven stations that aren't serving the community? There might be some broadcaster with a satellite service who lives 2,000 miles away and offers no weather, nothing. Is this good for the community? Yet, local people can't buy the station because they own one station that exceeds some arbitrary share.

As far as small markets go, this whole thing doesn't make sense to us. The government has also talked about the cross-ownership of TV and Radio in markets of more than 400,000. Markets under that size are penalized. We don't understand.

Don: You would think that there would be more rules in place to help the smaller markets, not hinder us.



# Family Portrait

(Clockwise from top left)  
Don, Jerry, James, Jerome, John



### What can be done?

**Don:** All we can do is keep spreading the word. When we see FCC people at the state conventions, we do our best to give them our opinions on the state of the business and what needs to be done in smaller markets.

### MICRO-RADIO BLUES

#### What else affects your ability to succeed?

**John:** The micro-Radio issue. Supposedly, New York can get only one micro-Radio station, and Los Angeles can get only two. However, towns like we have here, with only 30,000 people, might get six. This is crazy.

**Don:** The government tries to tell us that they need more Radio stations for diversification and to allow more voices on the air. All of these voices are going to be out here in fly-over country where there isn't anybody. Then, on the East and West Coasts, where two-thirds of the population live, there won't be many.

**John:** The whole micro-Radio issue is going to be another blow to the small-market broadcaster in America.

**What if the stations are not commercial? Is that okay?**

**All:** Not if they interfere.

**Don:** If we trash up the band, like what happened to AM years ago, it is going to be detrimental to all of Radio.

**James:** I've seen some of the commissioners' statements on the diversity of voices. They presume that it already exists. Then, by having more owners, they believe that there would be more diversity. If this means that they believe there would be more news and service to the community, I would have to challenge that.

In the small-market environment, we've seen so many satellite broadcasters. There was nothing local for them to put on the air. They couldn't afford it. The dollars weren't there in the market to support it.

When the commissioners say that they are concerned about the diversity of voices, I would have to question how much they thought it already existed in the small markets. I don't think there was a lot.

We've always tried to hyper-serve our communities. This was the way our father taught us, and we believe that's good broadcasting. We've spe- **26** ▶

# Is There...



## Life After Radio?

**Yes! — Put your Radio career to work at Radio Ink.**

- Do you want to stay in the Radio business — but just not work *in* Radio?
- Do you want to put your years of Radio experience to use?
- Have you purchased items for your Radio stations?
- Do you enjoy selling?
- Do you want to help build clients' business through advertising?

If you answered yes to any of these questions then *Radio Ink* wants to talk to you. We have openings in our sales department. You would work with suppliers and vendors to the Radio industry.

If you want the best job in Radio — without being *in* Radio — call Jim Lobaito, Director of Sales, at

**800-610-5771.**

**RADIO INK IS AN EQUAL OPPORTUNITY EMPLOYER.**

cialized in turn-around operations and haven't seen a lot of that in our market.

## THE NEXT GENERATION

**What are Zimmer's plans for the future?**

Don: We would like to continue growing our company. At least within the next couple years, we would like to look for opportunities in the Midwest.

**Why did you get out of St. Louis?**

Don: With deregulation and the Telecom Act in 1996, we were about the only privately held company left in St. Louis. All the public companies were looking to expand. Plus, their access to capital was probably better than ours. It seemed like a good strategy to get out of the larg-

er market, get stronger and focus on growing the market we were in at the time.

**Have the big guys tried to purchase Zimmer?**

John: I don't think that too many of them want to be in the smaller markets. They haven't been knocking.

**Will you continue to focus on small markets?**

Don: We will be in about the same size markets that we're in today.

James: We will go into any market. As long as it makes good business sense, we'll look at it. Right now, we've specialized in **small markets** and are comfortable in the smaller market.

## Small Market

All the stations owned by The Zimmers are in markets 204 and higher, including Marion, Carbondale, Joplin and Columbia.

If anybody hears of any good deals out there, let us know.

**What can other small-market broadcasters learn from the Zimmers?**

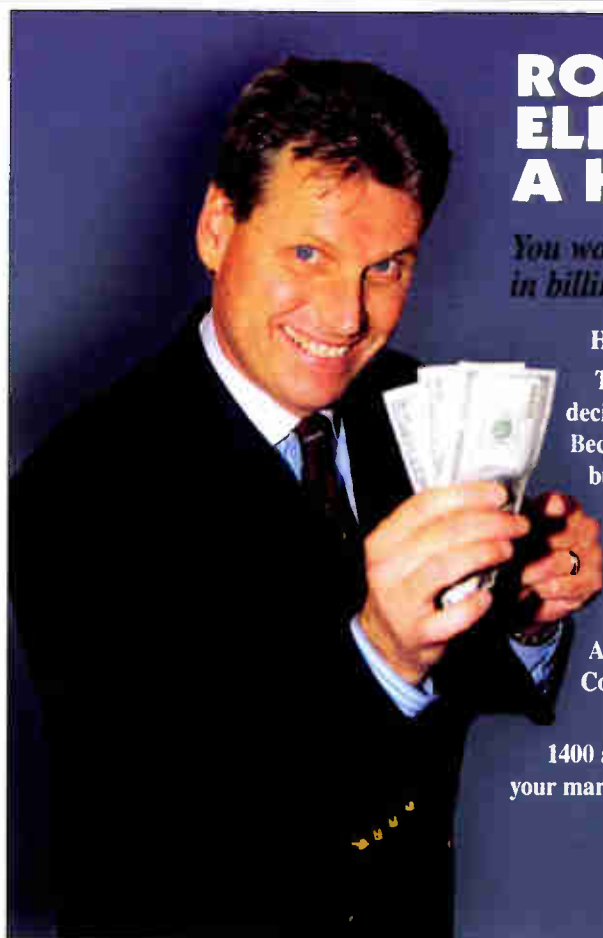
John: From the sales perspective, do a better job of helping your customers.

You're probably not charging enough for your product. By far, Radio has to be the most undervalued advertising investment in the world. Our goal is to change that.

**Are there younger Zimmers waiting in the wings?**

John: We have a group of 10-year-olds out there. ☎

**The rule of thumb for our people is that they should spend 80 percent of their time talking about a customer's business and only 20 percent talking about the Radio business. — Don Zimmer**



## ROSS BECKER OF WKMO ELIZABETHTOWN, KY IS A HAPPY MAN!

*You would be happy too if your station just added \$160,000 in billing in three days!*

Here's what happened.

The sales staff at WKMO convinced 20 Elizabethtown business decision-makers to spend one hour in a conference room at Ross Becker's station. Each meeting included an account executive, a business decision-maker and a Radio Concepts, USA representative.

Some things were said that needed to be said. Information was shared. As a result, 17 annual contracts were signed, totaling \$160,000! That's a lot of inventory at \$13.50 per unit!

Believe it or not, Ross did it with the help of a jingle company. All of those businesses are now using musical imaging from Radio Concepts, USA.

Ross will be happy to share the story with you. Call him at 502-769-1400 and you'll understand why you should reserve a conference room in your market.

**Radio Concepts, USA**  
Our First Focus is Radio Sales  
Call Toll Free: 800-950-5787

*"If a song plays on the radio and nobody hears it...did it really play?"  
Guglielmo Marconi, 1901*

# Selector REACH

**Who hears the hits...  
and how often?**

**Combine Selector rotations with ARBITRON ratings...  
...check out every daypart & demo using SelectorREACH!**

*"Song, artist and category turnover is critical at every station, and SelectorREACH is a great new tool to help maximize rotations!"*

*Jim Richards, Partner,  
Vallie-Richards Consulting*

*"It is only with the recent release of SelectorREACH that a programming tool specifically geared toward a programmer's needs has been seen. To compute a song's performance, you can get out a calculator, or you can get SelectorREACH."*

*Jim Kerr, Alternative Editor,  
Radio & Records, January 8, 1999*

*"How many P1 listeners hear specific artists, songs or categories? By using SelectorREACH to match music schedules with ARBITRON listening estimates, you can answer these questions for the first time!"*

*Pierre Bouvard, GM,  
Arbitron Radio*

**Yes!  Send more info on SelectorREACH fast.**

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**ARBITRON**





Sure, you've got research...

# NOW, WHAT'S YOUR STRATEGY?

You've done perceptual research and it's fine...but is there still a gap between where you are and where you want to be? Can we share something with you?

Over the past 20 years, we've been privy to the intimate details of hundreds of radio battles. In many cases, we've witnessed tremendous victories; in others, disappointing failures. In nearly every instance, both the winners *and the losers* had someone do perceptual research for them. So, what made the difference? The winners almost always had three things in common:

- They created a smart strategy that took advantage of an opportunity.
- They allocated the resources necessary to implement that strategy.
- They stayed with the strategy (updating and revising their tactics as battle conditions changed) until the goal was achieved.

That's why, at Moyes Research Associates, we *specialize* in just two things:

- 1** Advanced perceptual studies that we custom-design and conduct for each station; and
- 2** The application of our **7 STEP SMART™ SYSTEM...** a system that's a sure path to a truly smart strategy for every client we work with.

Strategic research and guidance is all we do at our company. And we do it for some of the most successful stations in large markets like Los Angeles, Philadelphia, Phoenix, Tampa, Chicago, Denver, Boston, Detroit, San Diego, Seattle, San Francisco, Washington and Pittsburgh, and other markets the size of Orlando, Knoxville, Tucson, Omaha, Columbus, Greensboro, Nashville, Birmingham, Wichita and Spokane.

Before you spend more money on perceptual research, call us. We're not right for every situation, but let's talk and see if - as partners - we can help get you where you really need to be.



*Mike Shepard*  
Senior VP



*Bill Moyes*  
President



*Don Gilmore*  
Executive VP

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# Sales **INK**<sup>TM</sup>

PRACTICAL HANDS-ON SELLING TIPS AND IDEAS



## Oink! Oink! Oink!

Oink Ink Radio has called for entries for its second annual "Dead Radio" contest. Contestants are invited to submit their best, never-produced Radio scripts.

Oink Ink will produce the spot, free of charge. The winner will receive an all-expense-paid weekend in New York for the production of the spot. Deadline for entries is April 15, 1999.

Call Bob Zwick at www.oinkradio.com

## New Nontraditional Website for Radio

www.radiotr.com is a brand-new Website that brokers products and items which Radio stations can give away. Stations can sell promotions with the products and create NTR revenue.

The site's creator, Roger Wilko, says, "We have a lot of corporate clients with software, books, tickets or trips to give away — they are just lying around. Stations apply and are pre-qualified. In that process, we find out exactly what they need and don't need."

"When we have items that match what they need, we send them an E-mail and let them know that the items are available." In return, stations provide mentions for the products they use.

For more information, call Roger Wilko at 310-694-1140 or visit www.radiotr.com

## Click Here

Find Radio Internet Websites fast at [www.radiolinks.net](http://www.radiolinks.net) (from Professional [www.radiolinks.net](http://www.radiolinks.net) Management Services). Radiolinks.net is categorized and may be searched. It's also easy to modify your favorite Website links. All links are verified weekly for accuracy.

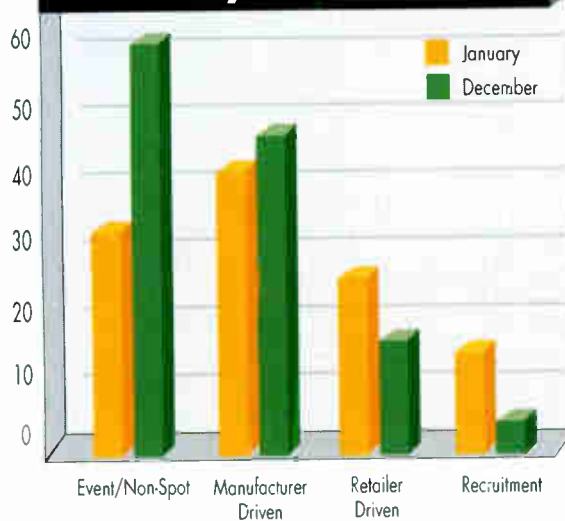
## Quickie Quote:

"Broadcasters are salivating over the Chancellor Media shuffle. If Clear Channel Communications is the successful bidder for that company, there will be \$3 billion worth of stations that have to be sold in 15 to 18 markets to satisfy the Department of Justice. It's intriguing to me. Consolidation will continue, and groups will be getting bigger."  
Larry Wilson, CEO (At CRS 30)  
Citadel Communications



## Collect the Nontraditional Cash

### Percentage of Revenue by Platform



Information provided by **BREAKTHROUGH marketing**. For more information, call 425-747-0647.

\*Income derived from the division of advertising dollars into sixteen different methods of procurement. Revenue may be included in more than one Revenue Platform.

### NTR PLANNING

Target Categories  
(Plan 6 Months in Advance)

### SEPTEMBER

- Baby Safety Month
- National Coupon Month
- Self Improvement Month
- Mexican Independence Day 9/16

• **Mexican Independence Day**  
Contact the local Hispanic Chamber of Commerce for a list of Hispanic owned or supported companies. Research famous leaders in your area, create a :30:30 vignette series and sell to these companies (Note: You can do a mass mailing with \$250 and \$500 modules for companies to send in their checks).

For more Promotional "Thought Starters" check out the **BREAKTHROUGH marketing Website** at [www.btkmkt.com](http://www.btkmkt.com)

## Interrep Picks Sales Categories to Watch in Radio

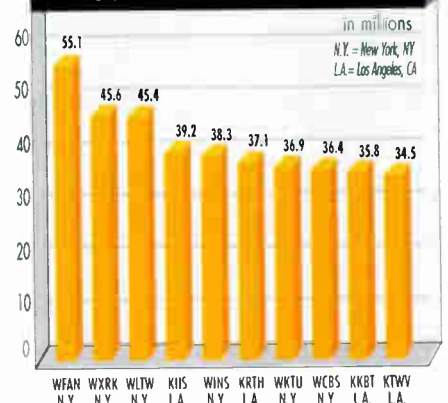
According to Interrep, the following 10 categories will increase ad spending in 1999. Radio salespeople should keep their eyes on:

- Financial Services
- Telecommunications
- Government and Organizations
- Computers and Software
- Office Machines, Furniture and Supplies
- Business and Technology
- Medicine and Remedies
- Local Services and Amusements
- Retail
- Direct Response

## Proctor & Gamble Moves its Money to the Net

According to *Internet Business*, Proctor & Gamble predicts that the company will spend 80 percent of its advertising budget on digital media during the next five years. At P&G's current ad spending level, that would translate into \$2.4 billion. In 1998, the company spent \$12 million.

### Top 10 Revenue-Generating Radio Stations of 1998



Source: B A Research

# What You Don't Know... Makes You Work Harder.

by Chris Lytle, CSP

**T**oday, too many of Radio's new managers are under-trained and overwhelmed. This is the result of the four stages of learning a new skill:

Stage 1: You don't know that you don't know.

Stage 2: You know that you don't know.

Stage 3: You know that you know.

Stage 4: You forget that you know and just do it.

If you're a manager, you'll recognize that people in Stage 2 (they know they don't know) are the easiest to train because they know that they need help. Then, at Stage 3, they have the seasoning and confidence that can only be gained from experience.

At some point, they move to Stage 4.

That's when they forget that they know and just do it. The skills have become such a part of them that they are no longer consciously aware of applying those skills. They open their mouths, the right words pop out, and the sales (or ratings increases) just happen.

At that point, someone at corporate notices those great ratings (or sales). A salesperson will get a call or maybe even a personal visit from a "regional manager." The manager says, "You're doing so well that we want to make you PD or LSM and have you teach others on the staff what you know."



The flattered salesperson says, "Yes," proving (again) that recognition is more motivating than money. That person has just moved from Stage 4 in sales (or programming) to Stage 1 in management.

One thing that consolidation hasn't changed is the assumption that the person who knows how to do it can teach others to do it just like her/him. As a result, Radio has people — who have forgotten what they know — training people who don't know that they don't know.

The trap into which Radio's invisible managers have fallen is doing things for their people instead of developing the people. That's why many new managers fantasize about the good old days, when they were responsible only for themselves.

If you succeed in getting some management training and become a great SM, watch out. Some corporate type from a consolidated group will ask if you'd like to become a market manager. As part of your negotiations, try to get them to throw in some higher level management training. Be ready to start again at Stage 1. ☒

Chris Lytle conducts *The Leadership Institute* quarterly with Norm Goldsmith and Ken Greenwood. He may be reached at 1-800-25LYTLE or by E-mail at CLytleSP@aol.com



## Just How Sensitive Are Your Media Collections?



When it comes to collecting past-due media receivables, one clumsy move could shatter a solid business relationship. There's no substitute for the sure touch of a specialist.

Szabo Associates is the only collection firm specializing exclusively in media collections. We understand the complex, sometimes fragile nature of media agreements. We know when to apply pressure, and when to negotiate.

Since 1971, we have helped more than 3,600 clients achieve faster, more substantial settlements in every medium imaginable. Let us help you. Send us details of a past-due account, or for more information, call us or visit our website at [www.szabo.com](http://www.szabo.com) now. Because in a business as tough as yours, you need a different breed of collection service.



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# Hey Penny Pinchers!

## This Motivational Technique is Not for You.

by Sean Luce

One of the most anticipated events in Los Angeles is the Academy Awards, which honor Hollywood's most elite performers. The most anticipated event last year at our St. Louis station was the Star Awards Banquet, which honors the station's best performers from the previous year. You might ask, "What does this have to do with generating money for the Radio station?"

Surveys have shown that every year, 25 percent of the top performers leave their organizations because of a lack of recognition. It makes sense. If you take care of your people, your people will take care of your customers.

If you're a manager looking to boost your station's productivity, you might want to try this unorthodox strategy for increasing your station's bottom line and motivating everyone on the staff, from the receptionist to the overnight jock.

The mantra at our station is, "Focus Follows Fun." I have always managed according to the dictum that if you make the first-quarter budget, you make the year. Then, you must set the pace.

Our awards banquet began with 30 "extras" lining the entrance to the ballroom at the Adam's Mark Hotel. They carried flash cameras and notepads. As our people entered, the "extras" took pictures and asked the staff to sign autographs.

The ballroom was complete with two full-blown spotlights set on platforms in the back of the room. Everyone was greeted at the \$100-a-plate dinner and received a program for the night.

The event started with a performance by a comedian. Then our staff members, dressed in lavish Hollywood


attire, put on their own stage show. We hired an outside emcee and two women to present the awards on stage. The presenters were dressed in formal wear (we traded for the tuxedos).

Similar to the Academy Awards, a large screen with a projector replayed the video highlights of the year. On the stage sat two full-length Academy Award statues. The ambiance of the ballroom was as close to the real Academy Awards as you could imagine.

Think of all the money we spend on marketing and promotions, and how little we invest in our people. We put more than \$10,000 into the event. It was the best \$10,000 we invested in 1998.

The department heads presented more than 10 awards that night. The banquet set the tone for the entire year, propelling us to sales records. To this day, the staff still talks about it.

What about the people who didn't receive an award? How hard do you think they will work to be up on that stage next year? There is also the added pressure of knowing that their significant other will be in attendance.

Was the cost out of line? The investment paid dividends by 10 over the course of the year. It's never too late to reward your people for an outstanding year. Plan your own Academy Awards, and let your people know how much you care about them. 

Sean Luce is the Head National Instructor for the Luce Performance Group. He may be reached at 888-369-1345 or by E-mail at [LuceSe@AOL.Com](mailto:LuceSe@AOL.Com)



# Read This!

- "Your two-day trip in January of 1998 made a huge difference in the productivity of my sales staff. Our Power Ratio is up 10 percentage points, revenue is up 21% (\$210,000 over budget and \$753,000 over last year) and our cash flow has TRIPLED!"  
— Andrew Powaski, Director of Sales, WDBR/WQQL/WTAX/WVAX/WYMG/WYXY, Springfield, IL

## Get Gift...

- "Because of you, we TRIPLED sales in 1998 and have increased sales over 1997 by 44% as of October 31, 1998. You have helped us tremendously."  
— Peter Waak, Managing Director, WOW 105.5/Lugna Favoriter 104.7 RTL, Stockholm, Sweden

## Or Get

- "With your help we have already exceeded our 1998 sales goal with four weeks yet to go. Thanks to a 50% increase in billing, our group has moved from 3rd place to 1st place in total billing among all the station groups in the market. We have, in fact, toppled the once perennial revenue leader for the first time in at least 15 years."  
— Lawrence V. Amaturo, Managing Partner, KXFX/KFGY/KSRO/KMGG, Santa Rosa, CA

## Left Behind!



**1-800-TALK-GIF**

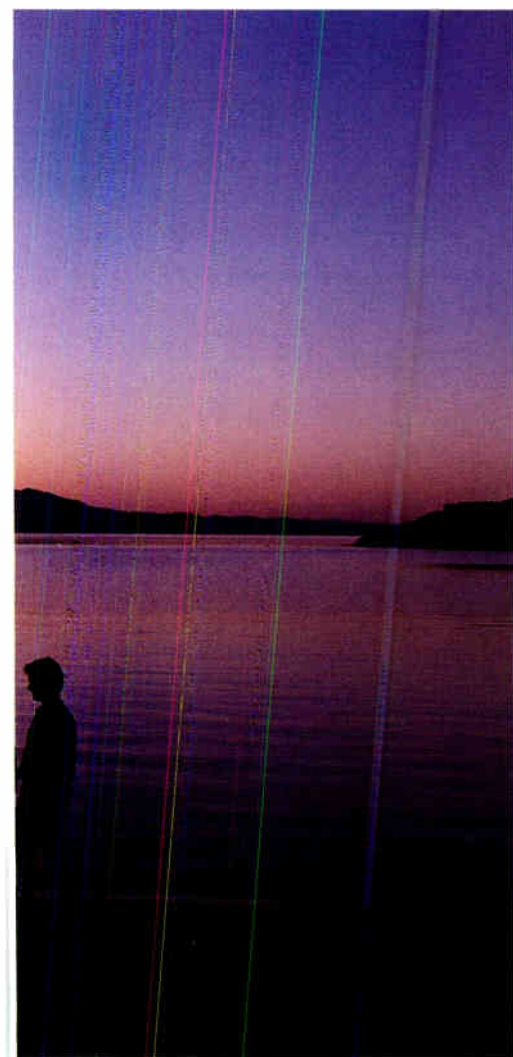
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***Nobody ever had to skip their  
for buying a Harris DX transmi***



1-800-622-0022 ■ [www.harris.com/communications](http://www.harris.com/communications)

# ***vacation tter.***



The scene: a beautiful sunset over a beach while you're carelessly strolling barefoot in the sand. You haven't been this relaxed since you don't know when.

Then, your cell phone rings. It's your chief engineer. You have to go back to work because your radio station's transmitter went down. That's one more vacation you won't be getting.

This is why Harris designed its DX AM transmitter line with

patented Digital Amplitude Modulation that practically eliminates unscheduled off-air time. DX transmitters virtually pay for themselves with the efficiencies gained.

Given a proven history like this, the only thing you should worry about is where to forward all your calls while you're on vacation.



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WIRELESS

BROADCAST

COMMUNICATIONS  
PRODUCTS

**HARRIS**  
*Communications*



## Here are three ways Eventide can help:

Consolidation brings market efficiencies, but also big headaches and challenges. It's essential for management to keep track of multiple stations. And keeping a legal record of what was said and when commercials aired is also more important than ever. Several groups have standardized on **Eventide Digital Audio Loggers**. Our economical VR204 records up to 550 hours on a tiny palm-sized cassette. VR204 records up to 4 channels simultaneously so you can keep tabs on the competition's spot loads, play lists and talent while you record your own stations. New!! Now Eventide loggers let you record/play in Hi-Fi for full "broadcast quality." Ideal for show replays, time zone delays, etc.

Eventide's **BD500 Broadcast Delay** makes talk shows run smoother and sound better, for less. The BD500's multiple dump feature divides the delay time into several "slices" so you're still safely in delay even right after a "dump." It's the hassle-free talk solution... even when air talent is working without a producer. No other delay offers Eventide's high quality patented catch-up technology for clean audio combined with fast catch-up. And it's the only delay with optional digital inputs and outputs for new all-digital studios. Yet the BD500 costs thousands less than our previous delay unit.

Want to increase creativity without adding personnel? Add life to drive-time shows? Win new advertisers with better station-produced spots? An **Eventide Ultra-Harmonizer**® brand effects processor really does all that. Designed specifically for radio and production, the new DSP4000B Ultra-Harmonizer features radio effects designed by production whiz Jay Rose. Hundreds of comic voices, sound effects, reverbs, pitch changers and more are instantly accessible at the touch of a button. Plus, the DSP4000B has superb Timesqueeze® time compression/expansion capability. The DSP4000B has optional digital I/O to interface easily with digital editors and consoles. It's the radio effects box designed to bring stations more business and more listeners. *The bottom line:* Eventide broadcast products are potent tools for today's radio. To learn more, talk to your broadcast distributor, call Eventide direct at 201-641-1200, or see our website, [www.eventide.com](http://www.eventide.com).

# BOTTOM



# LINE



# BROADCASTING



## Better managed, better sounding radio yields better results.

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## MOVERS & SHAKERS

### BART CATALANE

ABC Inc. has promoted Bart Catalane to the new position of Executive VP and CFO/Broadcasting. Prior to his promotion, Catalane was Executive VP and CFO, ABC Radio. ☎



### KEN FLOWER

Ken Flower is the new Market Manager for Pacific Star Communications' four Radio stations in Farmington, N.M. Flower was Director of National Sales for Pacific Star's nine Radio stations in Fresno, Calif. ☎



### EDDIE ESSERMAN

Eddie Esserman has been named an Associate at Media Services Group's southeast office. Esserman, previously an owner/operator of Radio stations in Georgia, will serve Media Services' brokerage clients. ☎



### MATTHEW ROSS

Chancellor Media Corporation has named Matthew Ross VP/GM for WAXQ-FM New York. Ross was GM for WALR-AM/FM and WJZF-FM Atlanta, where in two years he directed an 80-percent increase in revenue and almost a three-fold increase in broadcast cash flow for the station group. ☎



### PAM JOHNSON

Pam Johnson has been promoted to the newly created position of Marketing and Promotion Director for Gulfstar Corpus Christi. She will oversee the promotion department of Gulfstar's six Corpus Christi Radio stations: K99, Radio Disney, KMXR, KNCN, KSAB and KUNO. ☎



### DANIEL C. SAVADOVE

The new CEO of Root Communications Group, L.P. is Daniel C. Savadove. Before joining Root, Savadove was VP/GM of Chancellor Media's Q102 in Philadelphia. Root currently operates 29 Radio stations in six Southeastern markets and will aggres-



sively pursue additional acquisitions in the Southeast. ☎

### STEPHEN R. COOK

XM Satellite's new Senior VP of Sales and Marketing is Stephen R. Cook. Cook will be responsible for building brand equity and awareness, distribution strategy/development, product marketing, and driving subscriber growth and advertising revenue. ☎



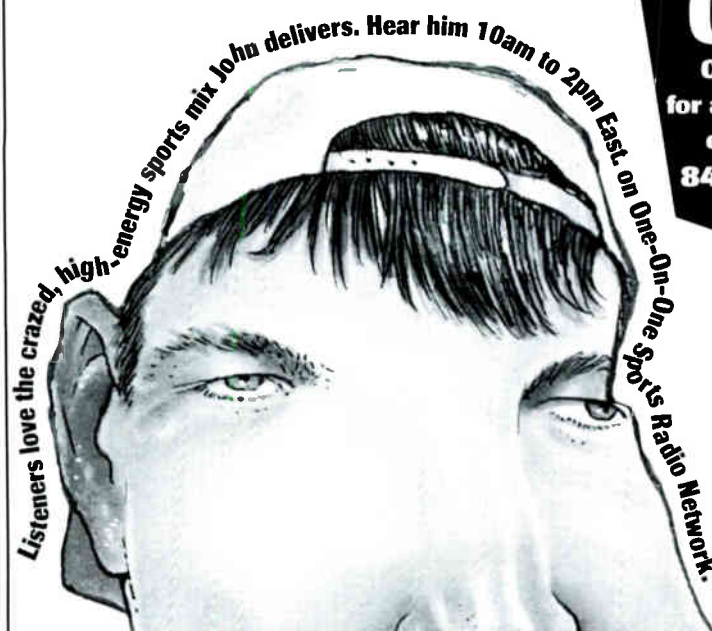
### MARY ALICE TIERNEY

Mary Alice Tierney has been named Corporate Affairs Manager of Journal Communications. In addition to continuing her responsibilities as an officer of the Journal Communications broadcast company, Journal Broadcast Group Inc., she will be responsible for the development of several internal and external marketing and promotional initiatives. ☎



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Illustration by J. T. Steiny

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Ideas About Radio Programming

## How to Increase your P1 Audience

1) Getting people to listen more days per week is key. Tell the audience what you're going to be doing at the same time the next day.

2) Be consistent in the day-to-day delivery of the product. P1s have come to trust your station for what you deliver. You can't fail to deliver ... not even once.

3) P1s are raving fans. If Radio were baseball, P1s would come to batting practice. For any major contest, I get a name, address and phone number. Then, we work hard to follow up with each entrant by sending a simple form letter or E-mail that says, "Thanks for listening/playing."

I am working on a "Listening Guide," a simple program line-up that I will mail to each person in my database, hoping that listeners sample other dayparts/shows.

Source: Matt Kennedy is PD at WJBO, Baton Rouge, La. He may be reached at 504-231-1860 or by E-mail at [mkenedy@capstarbroadcasting.com](mailto:mkenedy@capstarbroadcasting.com).



## Rush Hits the Internet

This month, Premiere Radio Networks debuted *The Rush Limbaugh Show* on the Internet. The program may be heard via [broadcast.com](http://broadcast.com) from noon to 3:00 p.m. EST. You can also access the show via <http://broadcast.com/shows/rush>

## NAB Opens Chat Room

The National Association of Broadcasters has started a Radio-discussions forum on its Website. The forum, located in the Radio section [www.nab.org/membersonly](http://www.nab.org/membersonly) of the NAB members-only site, is a great place to post questions, share ideas and discuss Radio issues. Visit [www.nab.org/membersonly](http://www.nab.org/membersonly)


## Tips to Improve the Sound of Station-Produced Commercials

Vary the Voice Talent. Don't rely only on announcers. Look around the station for interesting voices. It might be the receptionist, business manager — who knows?

Use the strength of your cluster to swap voices between stations. If you can, use voices from stations that your company owns in other markets.

Download Audio Files or use DGS. Better yet, go outside the station for talent. Try the local theater group or college drama department.


You're going to have to fight to get money for this in the budget, but it will pay off with more interesting commercials and, hopefully, less tune-out.

Put the same care and craft into your commercial production that you put into your promotional production. 

Source: John Brejot, Radio Works, [funradio@usradioworks](mailto:funradio@usradioworks)



## Be a Hero to your GM Score Revenue for your Department

- 1) **Charge for Production.** Place a high value on your high-tech production. Print publications don't offer free graphics. When have you ever received free billboard or television production?
- 2) **Create a Production Rate Card.** Make production orders just like broadcast orders. Run them through traffic just like your regular invoices.
- 3) **Sell Wholesale to Agencies.** Agencies shy away from Radio because there isn't a profit center as in print layout, graphic or television production. Offer them an agency rate card — they can mark it up and make a profit on it.
- 4) **Show Off Your Studio.** Clean up. Make your office a place you are proud to bring clients. Then, bring them to the office.
- 5) **Promote yourself.** Use business-to-business publications, direct-mail, E-mail and faxes to prospect for production clients.
- 6) **Be Full-Service.** Audio production is used for television, on-hold, in-store voices and in-store music, and theater production. You can do it all. 

Source: Bruce D. Law is VP/GM, Fine Media. He may be reached at 354-511-6500 or by E-mail at [bruce@fm.is](mailto:bruce@fm.is)

## Buy 150 Records for \$19.95

One of the most controversial new Internet technologies, MP3, will be showcased at a summit to be held on June 15-16, 1999, in San Diego. MP3 technology enables you to [www.radiotr.com](http://www.radiotr.com) download music from the Web onto your computer. The music is CD quality, and downloading is cheaper than purchasing the music in stores.

[www.mp3.com](http://www.mp3.com) offers a startup kit that allows you to purchase 150 songs for \$19.95. The cost to attend the San Diego summit is \$75. (See related article on page 18.)

For more information, go to [mp3summit@mp3.com](mailto:mp3summit@mp3.com)



# All Work and No Play ... Keep Your Employees. Have Fun!

by Michael Luczak

Several managers at our place have commented that "we need to have fun." Those outside of Radio — clients and listeners — think that this is all we do. Let's not let them down. After all, where else can you play records, tell jokes and get paid for it?

I've heard people say that if excitement is in the hallways, it will end up on the air. This is true. It starts by fostering a playful atmosphere. Managers should encourage a loose and creative approach to the product side. This boils down to attitude. The GM and the PD have to set the tone, and fun will follow.

**Here are a few ideas to make your station more fun:**

**Appoint a "minister of insanity."** You've got one at your place. Recognize this person's creativity and wit. Aside from whatever else this person does, the job description includes being outrageous, off-the-wall, twisted and clever.

This staff person spreads goofiness throughout the building. Leave organization and follow-through to the dependable types. Royal courts had a "court jester," and so should you.

**Hold creative meetings.** Once a month, take the staff away from the station and hold a creative meeting over which the minister presides. This should be a creative brainstorming meeting, not a typical sales meeting.

**Soup up the sound everywhere.** Get your creative/production director to soup up the sound throughout your station. The station's phone message should be humorous. Play comedy tapes on your telephone "on hold" system.

Have "characters" cut voice-mail messages. Put noisemakers on every desk. Do all



internal paging "K-Mart style." Play college fight songs on Friday afternoon.

**Produce a weekly station newspaper.** Print all the dirt and gossip. No managers are allowed on this project. Run photo caption contests.

**Here are a few more ideas:**

**Forward your funny E-mail to everybody.** Assign everyone Cris Berman-type nicknames. Bribe those doing production with half-days off for the best/funniest local spots. Make spoof spots eligible.

**Invite oddball guests to staff meetings.** Put the air staff's baby pictures on the Website. Start a station band. In your lobby, put strange objects like bowling pins and drum sets.

**Celebrate staffers' birthdays with flowers, cakes and funny cards.** Have a station spring-cleaning day. Find a dumpster outside, and have the whole staff toss and pitch.

**Make a listener the GM for the day.** Put the winner in the GM's office. Have the GM do the morning show

**Produce a station video.** Bring in a video camera and start shooting. Buy some paint and brushes, leave them in the studio and watch what happens.

**Make a big deal out of April Fools' Day.** Hang a big bell in the sales department. Schedule large meetings around lunchtime and cater them.

**Everybody does Christmas parties.** Plan a station picnic. Have a summer barbecue, and bring the dogs and kids.

**Switch around air talent.** Put the AEs on the air one day. Run stupid sales specials.

When Randy Michaels dropped his drawers at the NAB, he had the right idea. Stop talking about having fun, and start having fun. ☺

Michael Luczak is OM for WING-AM/FM, WGTZ-FM Dayton, Ohio. He may be reached at 937-294-5858 or by E-mail at michael@erinet.com.



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## Simple Cume Builders Get it? Got it? Good.

by Walter Sabo



**M**y best, personal since-college friend has been reading *Radio Ink* magazine since I started writing in it because, well, I force him to read it. He's not in Radio, but he recently made a wise observation: "Only an industry in which management has to be told that it's a good idea to repeat the name of the station on the air would consider you a seer."

He's right. It's ridiculous.

There are five things that would greatly improve the ratings of every Talk station in America if those stations would apply them consistently. Unfortunately, I have written about them so often that I have no choice but to refuse to write about them again.

So, here is my last column ... about this stuff, anyway.

1. Say the name of the station at the beginning and end of each phone call, and going in and out of every break.
2. Have the host say his/her name between each phone call, and going in and out of every break. Have the host say the full name of guests continually throughout the interviews.
3. Re-state the topic and phone number continually, preferably between each phone call, and going in and out of every single break.
4. If you want to appeal to 35-year-olds, talk about things they care about — like their jobs, kids, sex and what's on TV. If you want to reach people over 65, talk about Social Security, Newt and really interesting government legislation.
5. Managers, do you like to be corrected in public? Well, don't harass the help. Don't walk in during a show and correct the hosts. Don't offer unsolicited reviews from your spouse. Don't let the sales guys near the studio, except to announce a major buy; and don't let them make "suggestions" about show content ... to anyone.

Pick three random hours this week and listen to your station. Clock how long it is before you hear all of these rules applied. When looking for efficiencies and improved rates of return, these simple techniques are guaranteed to increase cume and show-to-show cume flow.

That covers it. While extremely obvious, these simple cume builders are shockingly absent from most Talk shows, leaving one to wonder, "What the hell is the PD actually doing?"

Walter Sabo is President of Sabo Media. He may be reached at 212-808-3005 or by E-mail at [SaboMedia@CompuServ.com](mailto:SaboMedia@CompuServ.com)



- ▲ Say the name of the station at the beginning and end of each phone call, and going in and out of every break.
- ▲ Have the host say his/her name between each phone call, and going in and out of every break.
- ▲ Have the host say the full name of guests continually throughout the interviews.
- ▲ Re-state the topic and phone number continually.
- ▲ Don't walk in during a show and correct the hosts.

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**SPECIAL  
REPORT**

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**INSIDE:** HOW TO RESEARCH MICRO-RADIO... WHAT THE FCC PROPOSES ...

...y opportunities to  
use the airwaves to  
communities simply  
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opportunities.”



FCC Chairman  
William Kennard

THE MICRO-RADIO DATEBOOK... WHAT YOU SHOULD DO ABOUT IT

World Radio History

Welcome to the most-talked-about topic in Radio today, micro-radio.

A brainchild of FCC Chairman William Kennard, micro-radio, or low-power FM Radio stations (LPFM), would create an unknown number of additional FM Radio signals in many, perhaps all, Radio markets in the United States.

On Feb. 3, 1999, the Commission published a *Notice of Proposed Rule Making*, which proposed the establishment of these additional stations (MM Docket No. 99-25). The Commission has set April 12, 1999, as the deadline to file comments. May 12, 1999, is the deadline for reply comments.

### THE FIGHT BEGINS

The National Association of Broadcasters, The Radio Advertising Bureau, some members of Congress, many Radio group heads and most state broadcasting associations are against the proposal. The NAB and other industry executives are urging every Radio broadcaster to become active in the fight against this proposal.

The NAB has also established a Spectrum Integrity Task Force to examine the issue. The task force is made up of 16 members from some of Radio's largest companies, including ABC, Jacor, Cumulus, Citadel and Cox. The NAB has also petitioned the Commission to extend the deadlines for comments to July 12, 1999, and for reply comments to October 11, 1999.

#### Here are the unanswered questions:

- How will the FCC protect existing stations from interference from new signals?
- How many signals will be added?
- Which markets will receive the new signals?
- Who will get the new frequencies, and how will they be allocated?
- Will they be commercial or non-commercial?
- How will low-power signals affect the transition to digital Radio, more specifically IBOC (In Band On Channel)?

### ASK THE FCC AND YOU SHALL RECEIVE

According to Chairman Kennard and FCC Commissioner Gloria Tristani, this proposal is simply giving the people

**For the FCC to reverse course now and begin issuing hundreds, if not thousands, of new, low-power Radio licenses is a huge policy decision. The last time I looked, it was the responsibility of Congress to set policy, not the FCC.**

— Ken Johnson for Congressman Billy Tauzin



U.S. Congressman Billy Tauzin (R-La.) wants Congress to make LPFM decision.

what they want. Kennard and Tristani issued a joint statement saying that, in traveling around the country, "lots of people" told them that they want to use the airwaves to speak to their communities.

"They see — as we do — that the airwaves are a great natural resource," reads the statement. "The creation of a low-power Radio service could provide an effective way for more people to use this resource." The groups they listed were churches, community groups, elementary schools, universities, small businesses and minority groups.

In the *Notice of Proposed Rule Making*, the Commission justifies this plan by using phrases such as, "providing a low-cost means of serving urban communities," "to address unmet needs for community-oriented Radio broadcasting," and "to promote additional diversity in Radio voices and program services."

### YOU CAN'T ALWAYS GET WHAT YOU WANT

Some broadcasters have responded by saying, "I'd like to drive around in a Porsche every day, but I don't always get what I want." Broadcasters are wondering what parts of the country these com-

missioners have been visiting.

Radio prides itself on serving communities better than any other available media, from PSAs and Radiothons to school closings and community-sponsored events. This was made clear last year when the NAB tabulated how much money Radio dedicated to public service (\$1.2 billion).

And, in what could be construed as a government contradiction, Kennard and Tristani stated, "As consolidation in the broadcast industry closes the doors of opportunity for new entrants, we must find ways to use the broadcast spectrum more efficiently so that we can bring more voices to the airwaves."

Does this mean that these commissioners don't agree with the effects of consolidation? The government is the one that brought on consolidation by passing the Telecom Act.

### WHAT IS MICRO-RADIO?

The Commission is proposing the creation of two classes of service; both would operate in the existing FM band. One is a 1,000-watt primary 44 ▶





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service. The other is a 100-watt secondary service. The Commission is also seeking comments on whether to approve a third service of stations, ranging from 1 to 10 watts.

NAB President/CEO Eddie Fritts  [www.nab.org](http://www.nab.org) states that the NAB's No. 1 concern is interference: "We are highly skeptical of the proposal, based on interference concerns. If you could eliminate the second and third adjacent channel interference, by its very nature, you will reduce standards and it will cause interference. The concern is that by reducing second and third adjacent channels, it will increase interference. It is just common sense to think that if they could do that without increasing interference, they would have already done it."

The FCC's plan states, "We are proposing that LPFM stations not be subject to certain technical rules currently applied to other classes of Radio service. In particular, we believe that cur-

rent restrictions on third adjacent channel operations are not needed for LPFM stations, and we believe it may be possible to disregard second adjacent channel interference for these stations as well."

### THE TECHNICAL CONCERNS IN LAYMAN'S TERMS

Carl Gluck, VP of Technical Research, Salem Communications Corp., breaks down the technical talk: "The 1000-watt Radio stations are being proposed in a manner similar to existing Class A's, only much smaller or at reduced power. They would be the primary service, and there would be relatively few of those dropped in around the country. The other two proposals would be secondary in nature. This means that, by design, they are not supposed to cause interference to existing broadcast facilities.

"One of the biggest questions concerns a station's audience. Even though



FCC Chairman William Kennard favors LPFM.

the FCC has repeatedly said that these stations would be secondary in nature, many stations have listeners outside of their protected contours.

"For example, for a Class B, it would be their 54 dBu contour, whereas for a Class A or C station, it would be the 60 or 1 mV/m contour. Many stations around the country have listeners beyond their F(50,50) 60 dBu contour. The interference would occur to existing stations for those listeners, particularly if I don't have to worry about third adjacent or second adjacent interference.

"It is conceivable that anywhere outside of an existing station's protected contour — as long as one of the low-power stations should satisfy some simple spacing or distance criteria 46 ▶

## Micro-Radio Date Book

The FCC published its *Notice of Proposed Rule Making* in the Federal Register on February 3, 1999.

The FCC has set April 12, 1999, as the deadline date for comments.

The FCC has set May 12, 1999, as the deadline date for reply comments.

The NAB has requested the FCC push back its deadline for comments to July 12, 1999.

The NAB has requested the FCC push back its deadline for reply comments to October 11, 1999.

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and very little engineering thought — a station could be 'dropped in' in a manner that could cause interference to those listeners outside the protected contour. This almost seems like a Robin Hood approach to things, where you take from the existing 'haves' and give to the 'have nots' in an effort to diversify the airwaves."

**NO INTERFERENCE, WE PROMISE**

Roy Stewart is head of the FCC's Mass Media Bureau. According to Stewart, the Commission has no intention of mucking up the FM dial: "Chairman Kennard and the other commissioners have expressed a concern that we do not do anything to denigrate the technical integrity of the FM Radio service. That is something that we have to balance.

"We are waiting for the comments in order to determine whether we can do away with the technical rules for third and second channel adjacencies, and not hamper the technical integrity of the FM service so that more broadcasters can convert to digital."

**RADIO'S FRIEND IN CONGRESS**

Johnson states that there is definitely a chance that Congress will become an active player in this debate: "There are huge ramifications from a decision to allow micro-radio stations. There are economic and technical considerations. Frankly, Congress wants to be consulted and have input before the FCC plows forward. What about interference? We are told that in some markets, interference is 60 percent or greater.



FCC Commissioner Harold Furchgott-Roth

"What about minority-owned Radio stations? On one hand, Chairman Kennard has widely criticized advertisers for not spending enough money on minority-owned Radio stations. On the other hand, he wants to issue thousands of new, low-power Radio stations with the expectation that it will help minorities get into the Radio business.

"What happens when you siphon off listeners from existing minority-owned commercial Radio stations? You cut into their advertising base. How does that help existing Radio stations beef up their revenues?

"There are parts of this program that, inherently, seem to be in conflict. We also have concerns about allowing hate groups, and people like former KKK leader David Duke, to put up 1,000-watt Radio stations and preach the politics of hate."

**RADIO'S FRIEND AT THE FCC**

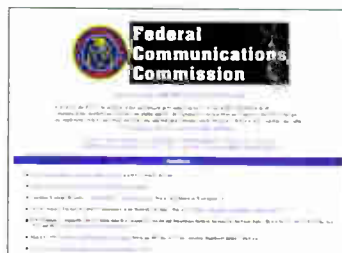
Broadcasters may also have an ally at the Commission. Commissioner Harold Furchgott-Roth opposes the plan: "I am opposed to changing the interference standards. The plan that has been proposed by the Commission

**The notion that a message must be broadcast over Radio spectrum before its speaker has a 'voice,' overlooks the realities of modern life. — FCC Commissioner Harold Furchgott-Roth**

Broadcasters who decide that they are against this proposal have an ally in Congress, Billy Tauzin. The Louisiana Republican is Chairman of the House Telecommunications Subcommittee. While interference and more competition may be the topics of the day for broadcasters, he has another concern.

Ken Johnson is Tauzin's spokesperson: "First, his concern is that this is a decision that should be made either by Congress or at least in consultation with Congress. There has been a prohibition against these types of licenses for 20-plus years. For the FCC to reverse course now and begin issuing hundreds, if not thousands, of new, low-power Radio licenses is a huge policy decision. The last time I looked, it was the responsibility of Congress to set policy, not the FCC. It is the responsibility of the FCC to carry out policy."

**Where Should You Go To Research Micro-Radio?**



The FCC website has a detailed explanation of the proposed rulemaking. Log onto [www.fcc.gov](http://www.fcc.gov), scroll down to Hot Topics, and click on Low Power FM.

revolves around the idea of weakening the standards that protect current Radio broadcasters from getting interference from adjacent channels. They want to change the second and third adjacent channel standards. I am very concerned that this will lead to greater interference for Radio reception and, ultimately, cause consumers to be less inclined to listen to Radio."

Roth says he has received E-mail from people who are in favor of the proposal: "One thing that struck me was that a lot of the demand is in the major urban markets, where there is a real scarcity of vacant commercial Radio licenses. If you look at what the Commission is proposing and then look, market-by-market, where these micro-radio licenses would be available, there won't be any in the major markets. Even when you 48 ▶

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Micro Radio



**Carl Gluck, VP of Technical Research,  
 Salem Communications Corp.**

change the interference standards, all this will do is free up licenses in the smaller markets.

"If you look at New York, Los Angeles and the other major markets in the United States, I don't think it will free up anything. If there is demand out there, I am not quite sure how this will satisfy it. At the same time, it is going to threaten the integrity of current broadcast signals."

Roth also thinks that community participation can be achieved through a variety of ways other than the creation of micro-radio: "People can communicate with others by purchasing airtime on broadcast properties and amateur Radio, or by using E-mail, the Internet, bulletins, flyers and even plain old-fashioned speech. The notion that a message must be broadcast over Radio spectrum before its speaker has a 'voice,' overlooks the realities of modern life."

Perhaps the most powerful argument broadcasters have against micro-radio is echoed by Roth, who says that consolidation was the result of a previous government action: "I do not view the concern about the effects of consolidation on the Radio industry as an appropriate motivation for the creation of low-power Radio stations."

"Congress made the clear policy choice to lift national ownership limits. Congress surely realized that one of the possible results of lifting ownership limits would be that any pent-up demand for properties released into the market might raise prices."



## IS THE FCC PROMOTING LPFM ON ITS OWN WEBSITE?

Roth's criticism of the Commission nearly went so far as to say that the Commission was using its Website as a propaganda tool to promote low-power Radio: "I wonder whether the substantial interest in, and public support for, this rule-making was not partly generated by the Commission itself with its Website page."

"The summary describes the possible advantages but makes no mention of the potential drawbacks. The summary also urges readers to file comments in order to implement the proposal successfully."

## NOT ON MY WATCH, MR. CHAIRMAN

Ken Johnson knows that micro-radio is a pet project of Chairman Kennard but says that, as is, this proposal will not be passed quickly: "Kennard may try to move forward unilaterally. If Congress is satisfied with the parameters of the new program, if there are safeguards in place to protect broadcasters from interference, to protect against hate-mongering, to protect existing minority-owned station from having their revenues carved up, it may well be an FCC decision."

"However, it will not happen unilaterally. If they move on their own, they are in for a helluva fight. In too many instances in the recent past, the FCC seems to be taking its marching orders from the White House. There is a friction that has developed, and I don't

think any one issue demonstrates that friction more than this issue of low-power Radio.

"Are there valid arguments for proceeding forward? Of course there are, but at the same time, this is a national policy decision that needs to be made by the U.S. Congress and carried out by the FCC, not the other way around."

## THE EFFECTS ON DIGITAL

It's unknown whether the implementation of low-power or micro-radio will have an impact on the industry's plans to convert to digital. At a minimum, broad-

casters want testing to be done.

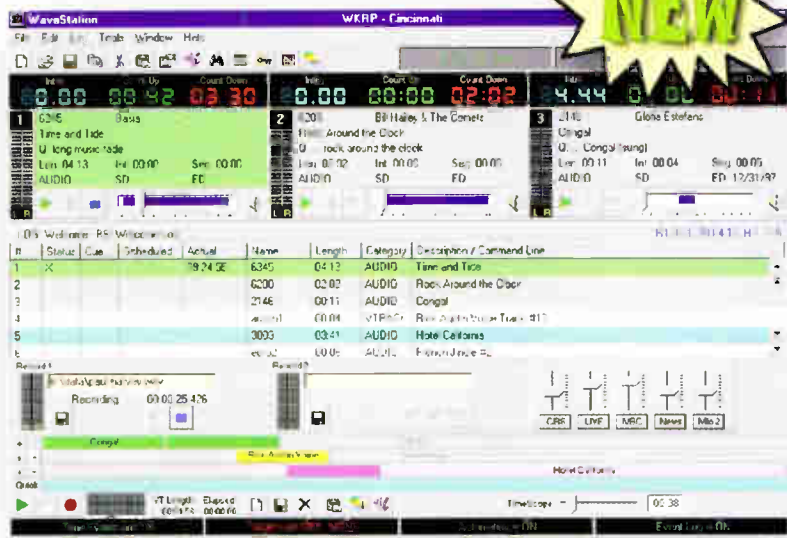
Carl Gluck says the IBOC digital technology "seems to occupy a wider bandwidth than traditional FM channel or broadcasting, or it has that potential. Any encroachment on the adjacency would make IBOC, perhaps, less likely to function the way we hope it would."

The Commission's proposal states that, "We will be wary of any provisions that would limit the development of future terrestrial digital Radio services." While broadcasters' primary concern is interference, the impact on digital is second.

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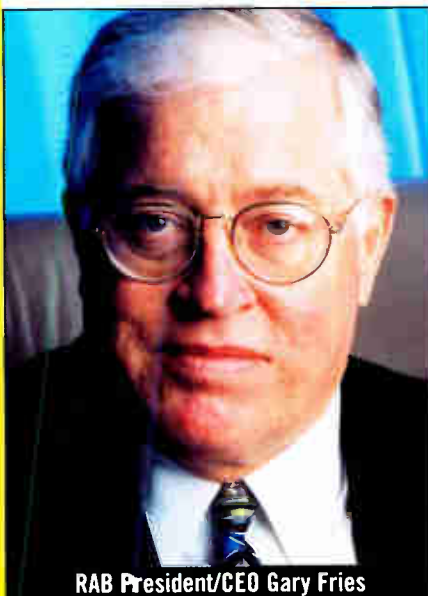
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RAB President/CEO Gary Fries



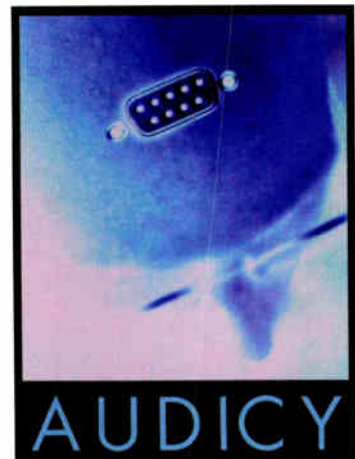
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## WHAT ABOUT ADDITIONAL COMPETITION?

Broadcasters are also angry about the additional competition low-power Radio will create. For example, if the Commission approves a 1,000-watt signal in New York City, and the owner airs an Urban or Spanish format, it immediately creates competition for minority owners, as Radio One's Alfred Liggins commented in a *Radio Ink* Special Report in the March 15 issue, page 50.

Chairman Kennard has already criticized advertisers for underspending on minority-owned stations. How much more will this additional competition fragment the minority advertising dollar?

In small markets, where you may have two stations, you could drop 10 or 20 more stations onto the FM dial.

**Right now, it [micro-radio] seems to be the brainchild of some people at the FCC. I don't know how brains match up with reality. — NAB President/CEO Eddie Fritts**

It's doubtful that the two established stations would be able to survive with that much additional competition.

RAB President/CEO Gary Fries believes that FM Radio has been serving the American people very adequately for 75 years: "Radio has been responsive to every public need, both information and entertainment-wise. It has a history of meeting those obligations. To erode further the financial success of the existing Radio stations does not make a lot of

sense. This issue has festered and grown out of nowhere. Broadcasters need to get the correct information in the hands of their congressmen and legislators and go on record opposing this."

Eddie Fritts thinks that the competitive issue is not in the mix at this point: "We are soon going to have 100 new satellite channels. In some instances, they are proposing these low-power stations to be almost like hobby stations. We have had 3,500 Radio stations added since 1980, purportedly to serve the needs and interests of minorities and women.

"We now have 13,000 Radio stations across the country. There are only 7,800 Burger King franchises. Virtually any format anyone would want to listen to is represented. Clearly, if someone wants to be on Radio, they can go to the

The premise is to get more women, African-Americans and Hispanics into ownership, and that this will do it. To me, it has a lot more nuisance potential than it does income potential. I don't understand why I am supposed to be satisfied with that.

"It seems to me they are destroying an industry to give somebody something that is not going to be worth a lot of money anyway. What am I going to do with a 1,000-watt Radio station? As a woman in this business, that would not interest me.

"I know that we have big problems with ownership and with minority representation, but this is not the way to fix it."

Coon also addresses the FCC's attempts to give the people more of a voice. "Quite frankly, I am very proud of the job that all three of our stations do to

Internet and be a player immediately."

As previously noted in his joint statement with Commissioner Tristani, Chairman Kennard said that this new service would answer the call from church groups, elementary schools, universities, small businesses and minority groups.

Diana Coon is the GM of WMAN/WYHT/WSWR, Mansfield, Ohio. She says that she is one of the minorities about whom the FCC is talking: "I am a minority in this industry.

service the community. We are in touch with our community and its issues. The area that we are in has very good Radio and concerned people. We are the heart of this community. Whatever happens to this community, happens to us."

### WHAT'S NEXT?

The FCC's Roy Stewart explains that the *Notice of Proposed Rule Making* asks a series of questions: "A good portion of the notice deals with the 54 ▶

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**NAB President/CEO Eddie Fritts**

technical aspects of micro-radio. We have not made a recommendation to the Commission yet. Obviously, a majority of the commissioners think that there are public-interest benefits that would flow from micro-radio. They are interested in using the staff resources and their own resources to look at it. I think that demonstrates an interest. The record is going to have to demonstrate what the Commission does after the comments come in."

Ken Johnson says that Chairman Kennard seems "hell-bent on doing this. Within the next 60 days, we will have some serious discussions with him."

The NAB's John Earnhardt, Director of Media Relations, states, "We are going to start some engineering studies to show how interference would be caused. Hopefully, we will have some of that data available shortly."

"The FCC also has done studies, and we have not yet gotten their information. We have requested it to see what kind of interference there would be."

**WHAT SHOULD BROADCASTERS DO?**

Fritts believes, "We need to get the facts, and that is what we intend to do with a task force and authorization to conduct certain studies. Once we get the facts, then we will plot a course of action."

"In the meantime, the FCC should come forward and show what engineering studies they have to validate the legitimacy of the proposal."

"Right now, it seems to be the brainchild of some people at the FCC. I don't know how brains match up with reality." ☎

# The Lowdown on Low-Power FM

**Proposal #1**

• **1000-Watt Primary Service (LP1000)**

These stations would operate at a maximum effective radiated power of 1000 watts at an antenna height above average terrain (HAAT) of 60 meters (197 feet). The plan proposes to protect the 1 mV/m (60 dBu) signal contour of LP1000 stations operating at the maximum ERP and HAAT levels.

Note: It's expected that very few of these signals would be granted.

**Proposal #2**

• **100-Watt Secondary Service (LP100)**

These stations would be granted maximum facilities of 100 watts ERP and 30 meters (98 feet) HAAT. This combination would produce a 1mV/m (60 dBu) signal contour at a distance of 5.6 kilometers (3.5 miles) from the station. Depending on population, an LP100 might serve from a few hundred to several thousand listeners.

Note: The class is intended to "meet the demand of people who would like to broadcast affordably to communities of moderate size."

**Proposal #3**

• **1-10 Watt Secondary "Microradio" service**

These stations would operate with a maximum antenna height of 30 meters HAAT and ERP levels in the range of 1-10 watts. These values would produce a 1 mV/m (60 dBu) signal contour at distances of 1-2 miles, depending on the ERP level.

These stations would be intended to allow an individual or group with very limited means to construct a broadcast facility and permit them to reach listeners within the confines of a very localized setting.

*Source: Notice of Proposed Rule Making*

## Index to Special Report Contacts

FCC Chairman William Kennard .....	202-418-1000
FCC Commissioner Harold Furchgott Roth .....	202-418-2000
Congressman Billy Tauzin .....	202-225-4031
FCC Mass Media Bureau Chief Roy Stewart .....	202-418-2600
NAB President/CEO Eddie Fritts .....	202-429-5420
NAB Media Relations Director John Earnhardt .....	202-429-5403
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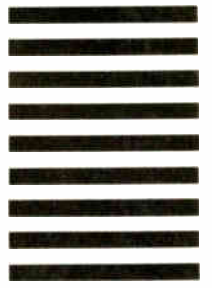
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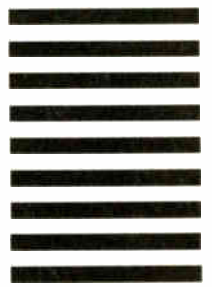
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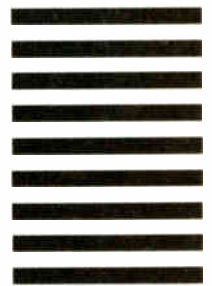
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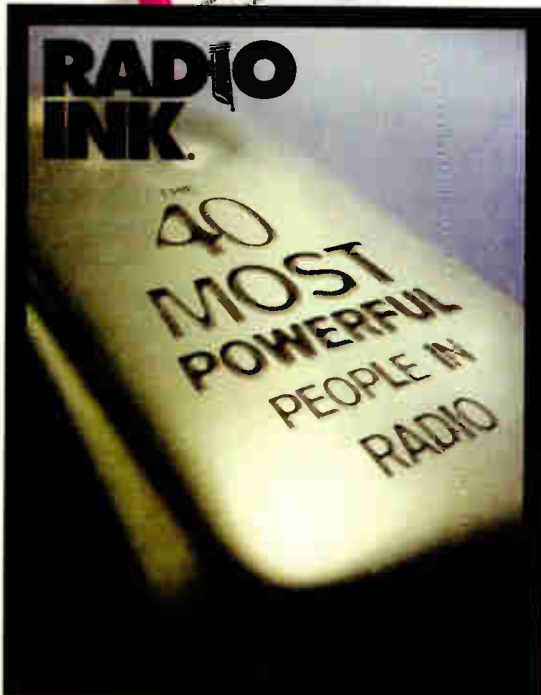
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## EVENTS CALENDAR

### ARBITRON DATES

- Winter 1999: Jan. 7 - Mar. 31
- Spring 1999: Apr. 1 - June 23
- Summer 1999: July 1 - Sept. 22
- Fall 1999: Sept. 23 - Dec. 15

### APRIL

- Apr. 12 - Gracie Allen Awards (American Women in Radio and Television), New York ☎ 703-506-3290
- Apr. 16-19 - Broadcast Education Association's BEA 99, Las Vegas ☎ 202-429-5354
- Apr. 19-22 - National Association of Broadcasters NAB '99, Las Vegas, NV ☎ 800-342-2460
- Apr. 21 - Broadcasters' Foundation (BF) American Broadcast Pioneers Breakfast, Las Vegas ☎ 203-862-8577
- Apr. 26 - BF Golden Mike Award, New York, NY ☎ 203-862-8577
- Apr. 28-May 1 - New Mexico Broadcasters Convention, Albuquerque ☎ 505-881-4444
- Apr. 30-May 3 - Puerto Rico Broadcasters Convention, Mayaguez, PR ☎ 787-277-9285

### MAY

- May 2-4 - Pennsylvania Broadcasters Convention, Philadelphia ☎ 717-534-2504
- May 3-6 - Women in Cable and Telecommunications (WICT) National Management Conference, San Francisco ☎ 312-634-2330
- May 4 - International Radio & Television Society Foundation (IRTSF) Foundation Awards Luncheon, New York ☎ 212-867-6650
- May 5-7 - Indiana Broadcasters Convention (joint with Kentucky), Evansville, Ind. ☎ 317-573-0819
- May 12-14 - BREAKTHROUGH Marketing's 7th annual New Business Development Conference, Phoenix, AZ ☎ 425-747-0647
- May 12-16 - National Public Radio (NPR) Public Radio Conference, Washington, D.C. ☎ 202-414-2000 (contact: Alma E. Long)
- May 17 - The Peabody Awards (Univ. of Ga. College of Journalism and Mass Communication) Presentation Banquet, New York ☎ 706-542-3787
- May 17-20 - Broadcast Cable Financial Mgmt. Assn. (BCFM), 39th Annual Conference, Las Vegas ☎ 847-296-0200
- May 18-19 - 1999 Scarborough Radio Marketing Conference, Marina Del Rey, CA ☎ 212-749-3561

### JUNE

- June 1-4 - Asia Broadcast Exhibition & Conference, Hong Kong ☎ 852 2804-1500 or E-mail to hongkong.oes@mcimail.com
- June 3 - Radio Creative Fund (RCF) Radio Mercury Awards, New York ☎ 212-681-7207
- June 3-5 - Missouri Broadcasters Convention, Kansas City, MO ☎ 573-636-6692
- June 7-8 - New Jersey Broadcasters Association and Mid-Atlantic Expo, Atlantic City, NJ ☎ 609-860-0111 (contact: Phil Roberts)
- June 7-11 - Society of Broadcast Engineers (SBE) Leadership Skills Seminar, Indianapolis ☎ 317-253-1640
- June 11-13 - Georgia Broadcasters Convention, Augusta ☎ 770-395-7200
- June 16 - WICT 18th Annual Arcolades Breakfast, Chicago ☎ 312-634-2330
- June 17 - Arbitron's "Beyond the Basics" PD Seminar, Newark, NJ ☎ 972-385-5357 (contact: Bob Michaels)
- June 20-21 - International Conference on Consumer Electronics (ICCE) General Conference (Technical conference June 22-24), Los Angeles ☎ 815-455-9590
- June 21 - NAB Public Service Summit & Gala, Washington, DC ☎ 202-775-3527
- June 22-23 - NAB Board of Directors Meeting, Arlington, VA ☎ 202-775-3527
- June 23-25 - Florida Broadcasters Convention, Palm Beach ☎ 850-681-6444
- June 24-26 - Virginia Broadcasters Convention, Virginia Beach, VA ☎ 804-977-3716
- June 25-26 - Wyoming Broadcasters Convention, Casper, WY ☎ 307-632-7622
- June 26-28 - Vermont Broadcasters Convention, Killington, VT ☎ 802-476-8789
- June 27-30 - New York Broadcasters Convention, Lake George, NY ☎ 518-456-8888

### JULY

- July 7-10 - National Assn. of Black Journalists (NABJ) National Convention '99, Seattle, WA ☎ 301-445-7100
- July 7-10 - National Association of Hispanic Journalists (NAHJ) Unity Conference, Seattle, WA ☎ 202-662-7145
- July 8-9 - South Dakota Broadcasters Convention, Sioux Falls, SD ☎ 605-224-1034
- July 12-14 - Wireless Communications Assoc. Intl. 11th Annual Convention, New Orleans ☎ 202-452-7823
- July 14-15 - Wisconsin Broadcasters Convention B, Wisconsin Dells ☎ 608-255-2600

- July 22-25 - The Programmers Conclave (Upper Midwest Communications), Minneapolis ☎ 612-927-4487
- July 22-25 - Idaho Broadcasters Convention, Sun Valley ☎ 208-345-3072
- July 24-26 - California Broadcasters Convention, Monterey ☎ 915-444-2237

### AUGUST

- Aug. 4-7 - Assoc. for Education in Journalism & Mass Communications 82nd Annual Convention, New Orleans ☎ 803-777-2005
- Aug. 5 - Arbitron's "Beyond the Basics" PD Seminar, Denver ☎ 972-385-5357 (contact: Bob Michaels)
- Aug. 5-7 - Arkansas Broadcasters Convention, Little Rock, AR ☎ 501-227-7564
- Aug. 8-10 - North Carolina Broadcasters Convention, Myrtle Beach, SC ☎ 919-821-7300
- Aug. 12-15 - Morning Show Retreat, Wilko Communications, Los Angeles ☎ 310-664-1193
- Aug. 19 - Arbitron's "Beyond the Basics" Seminar, Columbus, OH ☎ 972-385-5357 (contact: Bob Michaels)
- Aug. 19-21 - Nebraska Broadcasters Convention, Nebraska City ☎ 402-333-3034
- Aug. 19-21 - West Virginia Broadcasters Convention, White Sulphur Springs, WV ☎ 304-744-2134
- Aug. 19-21 - South Carolina Broadcasters Convention, Myrtle Beach, SC ☎ 803-777-6783
- Aug. 25-27 - NAB Latin American Radiodiffusion Operations Conference, Miami Beach, FL ☎ 202-775-3527
- Aug. 31 - Sept. 3 - 1999 NAB Radio Show, Orlando, FL ☎ 202-775-3527

### UPCOMING EVENTS

- Sept. 9-12 - Michigan Assoc. of Broadcasters Annual Conference, Mackinac Island, MI ☎ 517-684-7444
- Sept. 10-12 - American Women in Radio and Television 48th Annual Convention, Washington, DC ☎ 703-506-3290
- Oct. 21 - Bayliss Foundation Media Roast, New York, NY ☎ 831-624-1536
- Oct. 31 - Nov. 2 - Canadian Association of Broadcasters Annual Convention, Montreal, Canada ☎ 613-233-4035



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