

INSIDE THIS ISSUE: DETROIT RADIO MARKET PROFILE

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RADIO INK

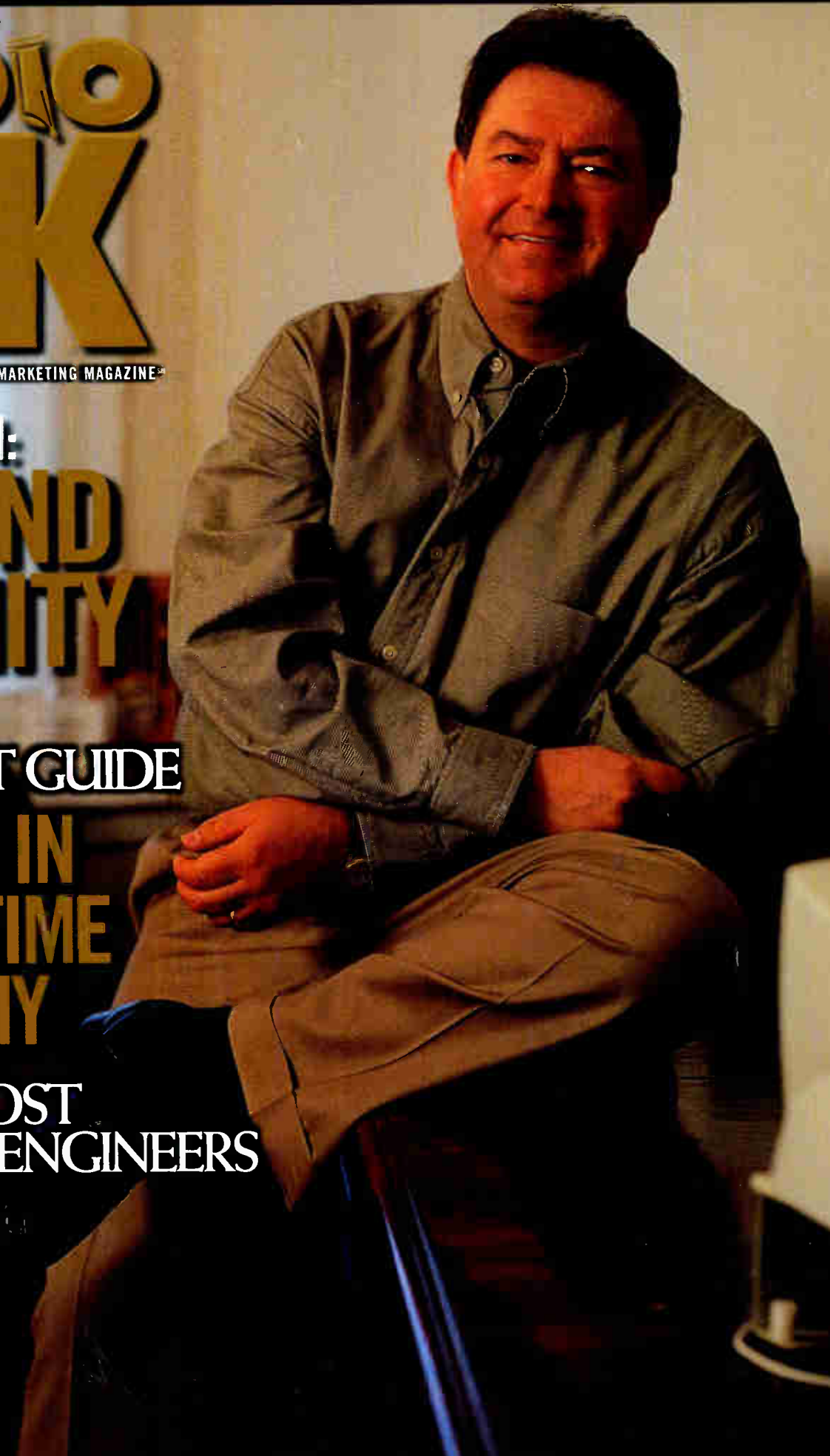
RADIO'S PREMIER MANAGEMENT & MARKETING MAGAZINE

DAN MASON: BEYOND INFINITY

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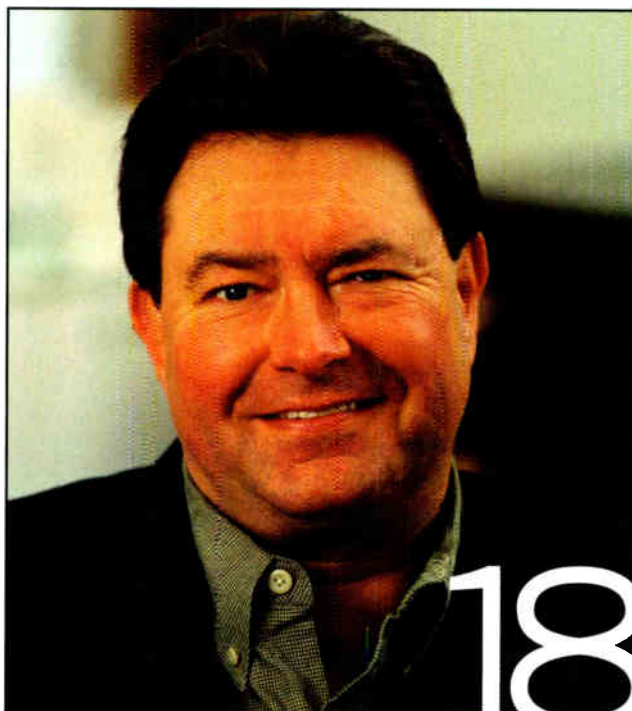
Radio's Premier Management & Marketing MagazineSM

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31,886

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

Coming Next Issue: Post-NAB Virtual Convention & More On IBOC

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From Our Chairman

Are We Thieves, Stealing From Thieves?

By B. Eric Rhoads, CEO & Publisher

I've been in the meetings when the CFO says, "We're up 20 percent across the board. Our growth is strong this year. We're going to look great on Wall Street." Of course, growth is a wonderful thing, but what if your growth is counter-productive? How could it be?

Imagine that the same day your growth was up 20 percent, two other companies had to report that they each lost 10 percent this year. Of course, they are your competition, so who cares. Right? Who cares if the growth you received came from your competition? Apparently, it does not matter, because that is exactly what is happening in Radio. We're stealing dollars from Radio stations across the street. This year, your numbers are up at the expense of other Radio companies. Next year, your numbers will be down because they will figure how to get the billing back from you. It is a never-ending cycle.

Meanwhile, Radio is stagnant. Yes, somehow in the last decade, we went from 7 percent of the overall advertising pie to

8 percent — if you believe the numbers. That's significant, yet it could have been 9 percent or 10 percent or more if Radio had its act together. Still, we rob from Peter to pay Paul. Radio is not growing enough.

What will make the difference? It's not sufficient for Radio companies to measure year-to-date performance, because most of those dollars are coming from other Radio stations. Of course, under heavy Wall Street pressure, who cares about other Radio companies? Exactly! That is the problem. As an industry, we all talk the right "pro industry" chatter, but companies are out for themselves.

Look at it this way: If overall annual U.S. advertising expenditures total \$332 billion, one percent of that is \$3.32 billion. That means if Radio "stole" just two more percent of those dollars from other media, we'd be adding \$6.64 billion to our industry's coffers.

But it seems that no one is focused on outside growth. We're all intent upon stealing from the other stations. SHAME ON US!

The promise of deregulation was that

we could show circulation higher than the newspapers (many clusters have), but it is NOT being exploited fully. Newspapers are still gaining in revenue, though circulation is dropping.

Radio is missing the boat. We're being lazy. It's a lot more difficult to convert people to Radio than it is to steal existing Radio advertisers from another station, but this is short sighted. The opportunity is huge, yet it's not being exploited.

From this day forward, I would like all Radio companies to stop stealing and start building. If not, we all lose. It is time to start measuring company success based on your percentage of the overall advertising pie, not just growth coming from other Radio stations. If you're growing your percentage by stealing from other media, you're on the right track. If you're stealing from Radio, you are not really interested in Radio — you're only pretending to be.

I feel that 10 years has passed with very little industry progress. The only media more embarrassed than we are is the billboard industry, which gets a lower percentage than we get. What will it take to get Radio to focus on taking dollars from other media? Hey, Radio, wake up!

Eric

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As Leslie says, "When you work for Susquehanna Radio, you are employed by a 'radio' company that gives you the opportunity to develop your talents and the freedom to explore your creativity. They certainly have with me."



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Leslie Fram
Director of Programming
99X/Q-100, Atlanta



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BAYLISS ROASTS HARE: Senior Radio executives gathered recently in New York to "dis-honor" ABC Radio Division President John Hare. The annual event raises money for the John Bayliss Scholarship fund, which helps college students of broadcasting. In the photo above, *Radio Ink's* Eric Rhoads (r) congratulates Hare. In the group photo are (front, l-r) ABC's Traug Keller, "roastee" John Hare, WBAP Dallas' Hal Jay. In back are ABC's Mitch Dolan, Regent's Bill Stakelin, former ABC exec Don Bouloukos and Katz Media's Stu Olds.



SCOTT SHANNON: Veteran program director and air personality Scott Shannon will be inducted into the NAB Broadcasting Hall of Fame at a special ceremony at NAB2003 in Las Vegas. The son of a career Army soldier, he spent his youth moving from one town to another, soaking up the local radio scenes. His first job, at age 17, was in Mobile, AL. From there, he moved to Memphis, Nashville, Atlanta, Washington, DC, and Tampa, where he created the successful format known as the "Morning Zoo." He subsequently moved to WHTZ-FM New York, to Los Angeles for KQLZ-FM "Pirate Radio," and back to NY, where he joined WPLJ in 1991. Today, WPLJ is one of the top-rated stations in New York City, and *Scott & Todd in the Morning* enjoys one of the biggest followings in its market.

EXPECT AD SPENDING TO RISE THROUGH 2003

Following a two-year drought, expect a rebound in overall advertising expenditures for the rest of 2003. Geopolitical uncertainties notwithstanding, a survey by InsightExpress and MediaPost shows that 45 percent of 1,000 media-buying executives surveyed say their media budgets will increase this year, compared with only 18 percent who say they expect to decrease their spending.

Online spending is likely to increase the most, as 36 percent of media executives expect to increase their online budgets. Because online ad spending is small to begin with, however, the overall dollar picture is not considerable. Other media that should benefit from the ad rebound include Radio: 22 percent of media buyers say they expect to spend more on Radio buys this year.

"Advertisers are willing to spend more this year and seek to leverage highly effective and affordable mediums," observed Lee Smith, president of InsightExpress. "Planners are also demonstrating a willingness to explore new and creative means to reach their target audiences."

Accountability for ad spends also will continue to become more important in 2003 and beyond. Nearly 80 percent of those surveyed say they will be held even more accountable for results this year than they were last year.

Source: *Business Wire*, 2/25/03

CRB Names Radio Humanitarian Award Winners

Country Radio Broadcasters announced at CRS-34 in Nashville the winners of the Radio Humanitarian Award for outstanding community efforts. They are:

» Large Market: KEEY Minneapolis, MN — This Clear Channel station alone raised more than nearly one million dollars in funds and collections for local charities in 2002.

» Medium Market: KXKC New Iberia, LA—KXKC staff members actively participate as members and officers of the United Way, American Heart Association, Big Brothers/Big Sisters, Toys to Recovery and the Chamber of Commerce.

» Small Market: WCTY Norwich, CT — In 2002, the station set a record, raising nearly \$900,000 and collecting several hundred thousand dollars in food, clothing and toys for local charities.



(l-r): KEEY's Travis Moon and PD Gregg Swedberg accept the Humanitarian award for KEEY, as *Radio Ink's* Lois Chooljian and Premiere Radio Networks' Gary Krantz congratulate them.



Top Country PDs: At CRS2003 in Nashville, *Radio Ink* presented awards to the Top 10 Country Radio PDs. Pictured after the award ceremony (l-r, seated) are RCA VP Mike Wilson; RCA EVP Butch Waugh; No. 1 Country PD Scott Lindy, WPOC Baltimore; RCA Label Group Chairman Joe Galante; and Arista VP Bobby Craig. Standing (l-r) are BNA Records VP Tom Baldrica; Country host Brian of *Ben & Brian*; PDs Mike Moore, WSIX Nashville; Gregg Swedberg, KEEY Minneapolis; Becky Brenner, KMPS Seattle; Kerry Wolfe, WMLL Milwaukee; Tim Clonson, WUBE Cincinnati; KPLX Dallas Music Director Cody Alan [accepting for Paul Williams]; PDs Coyote Calhoun, WAMZ Louisville and Mike Hammond, WVK Knoxville, with Country host Ben of *Ben & Brian*

EVENTS

ARBITRON DATES

Winter 2003: Jan. 2-Mar. 26
Spring 2003: Mar. 27-June 18
Summer 2003: June 26-Sept. 17
Fall 2003: Sept. 18-Dec. 10

APRIL

Apr. 4-7 — Broadcast Education Assn. BEA 2003, Las Vegas. ☎ 202-429-5354. URL: www.beaweb.org
Apr. 5-10 — NAB2003, Las Vegas. ☎ 202-429-5358. URL: www.nab.org
Apr. 7-9 — Radio Television News Directors Assn. RTNDA, Las Vegas. ☎ 202-659-6510. URL: www.rtna.org
Apr. 10 — Radio Hall of Fame Steering Committee Meeting, Museum of Broadcast Communications, Chicago. ☎ 312-629-6045 (Madeline Mancini)

MAY

May 2 — Vermont Broadcasters Convention, Montpelier. ☎ 802-476-8789. URL: www.vab.org
May 4-5 — Pennsylvania Broadcasters Convention, Hershey. ☎ 717-482-4820. URL: www.pab.org
May 6 — 5th Annual NAB Human Resource Managers Symposium, Washington, DC. ☎ 202-429-5358. URL: www.nab.org
May 9 — NAB Executive Committee Meeting, Washington DC. ☎ 202-429-5358. URL: www.nab.org
May 16-17 — Hawaii Assoc. of Broadcasters Annual Convention, Oahu. ☎ 808-599-1455. URL: www.hawaiibroadcasters.org
May 16-18 — Alabama Broadcasters Convention, Perdido Beach, AL. ☎ 800-211-5189. URL: www.wi-broadcasters.org
May 18-21 — Broadcast Cable Financial Mgmt. Assn. 43rd Annual Conference, Los Angeles. ☎ 847-296-0200. URL: www.bcfm.com
May 19 — Peabody Awards, New York. ☎ 706-542-3787. URL: www.peabody.uga.edu

JUNE

Jun. 2-3 — MD/DE/DC and NJ broadcasters convention, Atlantic City, NJ. ☎ 410-653-4122. URL: www.mdcd.com
Jun. 3-4 — Illinois Broadcasters Assn. Convention, Springfield, IL. ☎ 217-793-2636. URL: www.ilba.org
Jun. 3-13 — NAB/Howard University Media Sales Institute, Howard University, Washington, DC. ☎ 202-775-2550. URL: www.nabef.org

Jun. 4 — Deadline for nominations for NAB Marconi Radio Awards. ☎ 202-775-3511. URL: www.aab.org/radio
Jun. 4 — American Women in Radio & TV, Gracie Awards, Washington, DC. ☎ 703-596-3290.
Jun. 5-7 — Georgia Broadcasters Convention, Lake Lanier. ☎ 770-395-7200. URL: www.gab.org
Jun. 5-7 — Missouri Broadcasters Assn. Convention, Lake Ozark. ☎ 573-636-6692. URL: www.mbwweb.org
Jun. 6-7 — Wyoming Broadcasters Convention, Jackson. ☎ 307-632-7622. URL: www.wyomingbroadcasting.org
Jun. 9 — NAB Service to America Symposium & Gala, Washington DC. ☎ 202-429-5354. URL: www.nab.org
Jun. 10-11 — NAB Summer Board of Directors Meeting, Washington DC. ☎ 202-429-5358. URL: www.nab.org
Jun. 11-14 — PROMAX & BDA 47th Annual Conference & Expo, Orlando, FL. ☎ 310-788-7600. www.promax.org/www.bdaonline.org
Jun. 18-19 — Wisconsin Broadcasters Convention, Spring Green. ☎ 608-253-2600. URL: www.wi-broadcasters.org
Jun. 19 — Radio-Mercury Awards Ceremony (Radio Creative Fund/RAB), New York. ☎ 212-681-7207. URL: www.radiomercuryawards.com
Jun. 20 — Iowa Broadcasters Convention, West Des Moines. ☎ 515-224-7237. URL: www.iowabroadcasters.com
Jun. 21-23 — Montana Broadcasters Convention, Bozeman. ☎ 406-244-4622. URL: www.mtbroadcasters.org
Jun. 22-24 — New York State Broadcasters Convention, Lake George. ☎ 518-456-8838. URL: www.nysbroadcastersassn.org
Jun. 25-27 — Florida Assn. Of Broadcasters Convention, West Palm Beach. ☎ 850-681-6444. URL: www.fab.org
Jun. 26-28 — New Mexico Broadcasters Convention, Albuquerque. ☎ 505-881-4444. URL: www.nmba.org
Jun. 26-28 — Virginia Broadcasters Convention, Virginia Beach. ☎ 804-977-3716. URL: www.vafonfive.com
Jun. 26-29 — Mississippi Broadcasters Convention, Biloxi. ☎ 601-957-9321. URL: www.msbroadcasters.org

AND MORE

Oct. 1-3 — 2003 NAB Radio Show, Philadelphia. ☎ 202-429-5419. URL: www.nab.org

Send calendar items to marycrawley@radioink.com.

MOVERS & SHAKERS



Kevin Weatherly
Eric Logan
Infinity Broadcasting promoted Kevin Weatherly (at left) from VP/programming for Infinity Los Angeles to senior vice president of programming. Weatherly continues as PD of KROQ and works on national programming initiatives



with Andy Schuen, president of programming. Eric Logan, who was PD of WUSN-FM Chicago, moved to New York as vice president of programming, responsible for strategy, research, talent development and branding of individual stations.



Donna Cruz
The new program director and morning co-host for WAY-FM is Donna Cruz. She came to the West Palm Beach, Florida station from Minneapolis, where she was midday personality and APD for KS95.



Lamonda Williams
Programming veteran and on-air personality Lamonda "L-Boogie" Williams has become program director for KNOU-FM in New Orleans. Before joining the On Top Communications station, she had a brief stint at WPGC-FM and a reign at Richmond's WCDX Power 92 Jamz that led to its highest ratings in history.

LOOK FOR CABLE "VIDEO ON DEMAND"

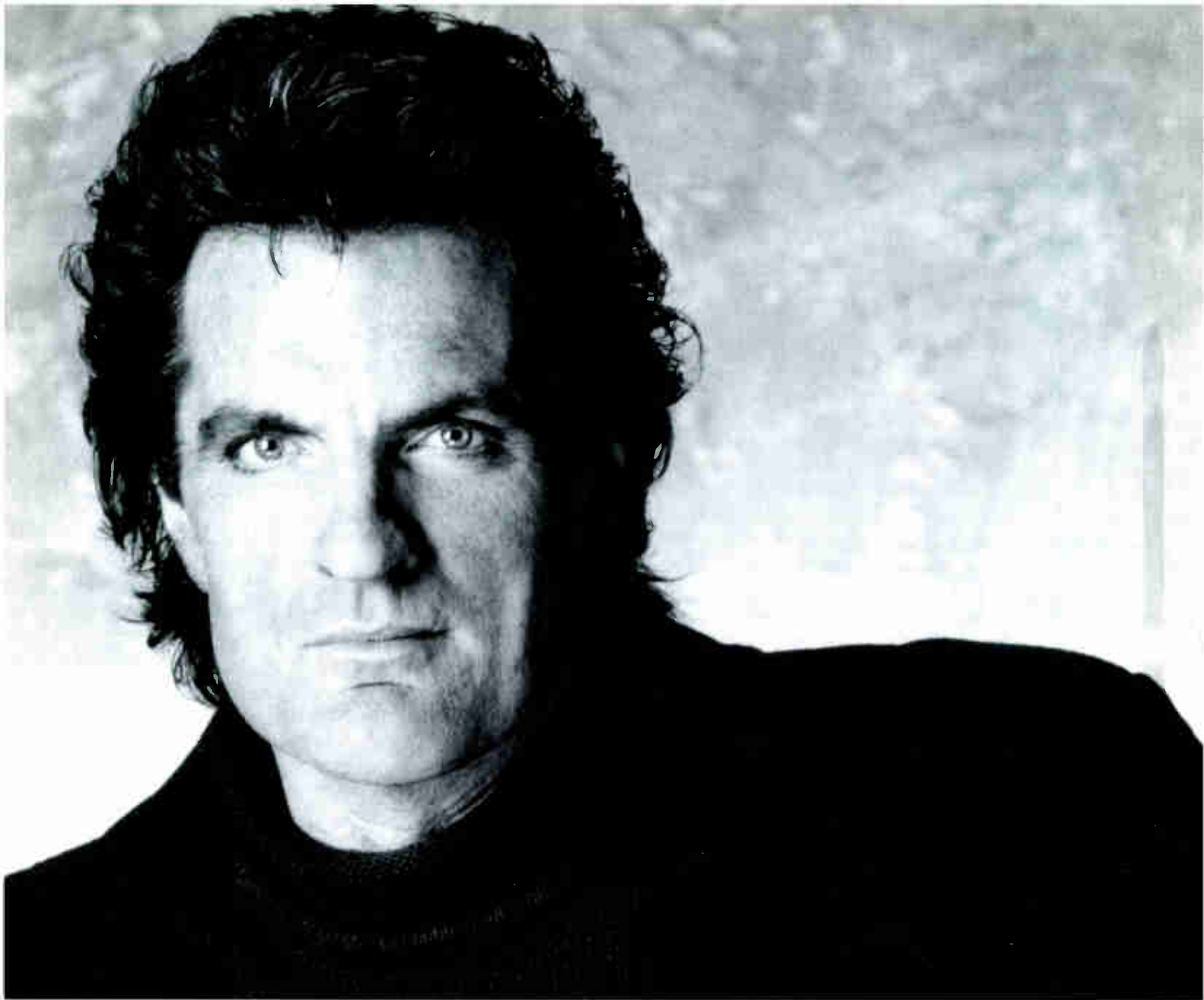
According to a new study from Jupiter Research, the cable industry is looking at Subscription Video on Demand (SVoD) as its biggest subscription opportunity through 2007. Jupiter says the video-on-demand market will grow from \$293 million in 2003 to \$1.4 billion in 2007, while SVoD revenues will top \$800 million, up from \$56 million in 2003.

"Cable operators believed the on-demand system of content delivery to be the panacea of digital cable," comments Lydia Loizides, senior analyst at Jupiter. "But as products were launched and as consumer buying habits stabilized, a-la-carte VoD experienced the same problems that the pay-per-view market has been riddled with for years. SVoD services are predictable both in price and content, and are marketed in a way that the consumer understands."

On-demand technology is not reason enough to purchase more content, Loizides says. "Consumers are still driven toward programming first and foremost on the television platform, regardless of whether that platform is analog or digital," she explains, noting that SVoD services will remain the most lucrative in the near term because consumers understand and lean toward stable pricing.



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How To Sell In A Wartime Economy

Thirty word-for-word responses to overcome the objection "Because of this war economy, I'm cutting back my advertising!"

PROBLEM: If perception is reality, and the perception is that we have shifted from a recessionary economy to a "war economy," the reality is that advertisers across America are collectively threatening to cut back their advertising. Note: Euphemistically, it may be disguised as an "uncertain" economy, but it is uncertain only because of the reality of war!

SOLUTION: What is called for is "Verbal Shock Treatment." Armed with the knowledge that fear-of-loss is a far stronger emotion than desire-for-gain, you must verbally slap advertisers into their senses by spelling out what will happen to their businesses if they make the mistake of cutting back their advertising. Try these eye-openers:

1. "You're going to cut back your advertising? You can't! That's **financial suicide**." (This is a verbal shake-them-into-their-senses "slam dunk!")

2. "Boy, that's the kind of decision that'll strike the **fear of God** into your competition! Get serious!"

3. "What war economy? Don't you mean 'war economy mentality'? Is that your mentality? Because if it is, I guarantee you one thing...whereas you might indeed win the battle for saving money on advertising, you're going to lose the war for market share, cash flow and profits to competitors who *don't* cut back their advertising. Win the battle and lose the war? Please."

4. "You couldn't make Saddam Hussein happier if you tried! It's called 'Saddam Hussein Economics 101.' If American businesses advertise more, they'll attract more customers, and business will improve. If American businesses advertise less, they'll attract fewer customers, and business will worsen. The point is that, if American businesses collectively cut back their advertising,



Saddam Hussein will have single-handedly managed to bring America's economy to a standstill — the economic equivalent of using psychological warfare for the mass destruction of American business."

5. "Interesting Whereas you see a problem, there is a University of Southern California professor of management by the name of Edward Lawler III, who sees every uncertain economy as an 'opportunity!' In Lawler's words, borrowed from the mastermind behind McDonald's success, the late Ray Kroc: 'If you're strong, look at a recession as an opportunity to deliver the death blow to some marginal players.'"

6. "Who among your competitors stands

to gain the most if you cut back your advertising? Who will grab that opportunity?"

7. "Are you aware that McDonald's enjoyed its greatest growth period during a recession? When Ray Kroc heard that all his fast-food competitors were cutting back their advertising budgets because sales were off, he decided to increase McDonald's ad spending. You see, Kroc's philosophy of what to do when competitors cut their ad budgets during a recession, was this: 'If a competitor is drowning, stick a hose in his mouth!'

8. "You know, there is a wonderful World War II story that — believe it or not — applies to your decision to cut back your advertising. Whether the story is true or >> 12

not, I can't say, but as the story goes, William P. Wrigley Jr. of Wrigley Gum fame was crossing the country by train with a young associate, who asked, 'Mr. Wrigley, how is it that we continue to advertise Wrigley Gum despite the fact that, for the duration of this War, our gum is reserved for supplying our armed forces only? Isn't that just a waste of money?' Mr. Wrigley responded: 'Well, son, let's just imagine that, for whatever reason, the engine on this train suddenly conked out. You realize, I'm sure — given that velocity equals mass times speed — that this train, powered only by its own momentum, might roll on for a considerable distance before it finally comes a dead stop. And, therein lies the parallel of advertising during a war. You see, son, advertising is the engine of business!'

9. Tactic: Immediately after hearing of a client's plans to cut back on advertising, quickly write the following three words in sequence: MORE! SAME! LESS! Turn the piece of paper toward your client, and ask the following question: "If you cut back your advertising, are you going to sell more of what you sell, sell the same as what you currently sell, or — closer to the truth — sell less of what you currently sell?" Obviously, nobody will say, "More," but don't be surprised — if only to defend their decision to cut back their advertising — they answer, "The same!" To which, you reply:

"Cut back your advertising and I guarantee you six things:

- You'll lose customers!
- You'll miss your targets!
- You'll lose market share!
- Your revenue will go down!
- Your cash flow will go down, and...
- Your profits will go down! You can't afford that, can you?"

10. To steal an account from a non-frequency competitor such as newspapers: "Look, your downward sales trend has less to do with the economy than you think, and I can prove it. Believe me, what you perceive as your #1 sales problem is not declining sales! Declining sales are a symptom of your #1 sales problem, the result of your #1 sales problem. Face it, if more people knew about your business, you'd be doing more business, true or false? And, if more people knew why they should buy from you, rather than from your competitors, more people would be doing business from you, isn't that also true? Clearly, your #1 sales problem is that there is a fundamental flaw in your advertising. Obviously, you're not reaching enough people

— enough of the right people — enough times! Cut back your ad budget and you'll end up reaching even fewer people, fewer of the right people, fewer times — true or false?"

11. "If you think things are bad now, just wait till you see how bad things get after you cut back your advertising!"

12. "Cut back your advertising, Bubba, and I promise you one thing. Overnight, your best customers will become your competitor's best prospects!"

13. "You know, you couldn't make it any easier for your competition if you tried. And by that I mean — in cutting back your advertising — that's exactly what your competitors want you to do!"

14. "Let me ask you something. What if tonight all your competitors decide — effective tomorrow morning — that they will cut back their advertising because of this so-called 'war economy'? Would they, or would they not, be playing right into your hands? Well, what do you think you'll be doing — for them — if you cut back your advertising? The same thing! That's the business equivalent of walking into a moving propeller. Think about the consequences!"

15. "You realize, of course, that by cutting back your advertising, you're playing right into the hands of your chief competitors — true or false?"

16. "What are you going to do...let the competition have the stage all to themselves? You can't afford that! Look, the only way things will get better around here is for you to make them better! Cut back your advertising and you're toast."

17. "You realize, I hope, that the road to business failure is paved with businesses that cut back their advertising!"

18. "Then how the heck do you hope to replace the 30 percent of your customer base that you lose every year through attrition?"

19. "What your business needs is more customers and more sales! If you cut back your advertising, how are you going to get them?"

20. "Come on — cutting back your advertising is like stepping over dollar bills to pick up pennies, and you know it!"

21. "True or false: Cutting back your advertising is like firing your best salesperson. The answer is true, isn't it?"

22. "That's some New Year's Resolution you have there — one I think you had better break really quick if you hope to compete this year!"

23. "Before you cast your decision to

cut back your advertising in quicksand, think about this: If fewer dollars are being spent, then — just to stay even — you have to get your 'unfair' share of the dollars being spent! How will you do that if you cut back your advertising? You can't; it's impossible! In order to get your 'unfair' share of business, you must advertise for your 'unfair' share of business!"

24. "Face it: Today, you need only two things to succeed in business, regardless of the economy. You need new business, and you need repeat business, but you can't have one without the other, can you? You get new business by advertising for it, and you get repeat business by advertising for it consistently. If you fail to advertise consistently, you fail to advertise intelligently. So, how are you going to attract new business — and therefore more repeat business — if you cut back your advertising?"

25. Tactic: Take the objection away from them: "Business is slow, is it? Well, that's exactly why I'm here. I'm here to speed it up!"

26. "The lesson of every recession is the same. Businesses that end up stronger than ever after the recession are those businesses that maintained a competitive 'Top-Of-Mind' awareness during the recession! Cut back your advertising and you cut back your share of market — true or false?"

27. "Face it — you're staring into the teeth of some very determined competition in 2003. And standing here staring out that window won't do the trick. What you must do is to get people staring back at you...over this counter! Cut back your advertising and that won't happen, will it?"

28. "Face it — the major difference between a big business and a little business is the size of their advertising budget. True or false: The company that advertises the most, wins; and the company that advertises least, loses? The answer is true, isn't it? As life is full of choices, what's your choice — the choice to win, or the choice to lose?"

29. "You're going to what? You're going to cut back your advertising? Well, then, why don't we go to work on your 'Going Out Of Business Sale' and accomplish two things at the same time?"

30. "Well, face it — the way you advertise, you deserve a recession!" ☹

Dave Gifford is president of Dave Gifford International and founder of The Graduate School For Sales Management. He may be reached at 505-989-7007 or by e-mail at giff@talkgiff.com

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» **QUICKREAD** » Cult branding means making companies with magnetic characteristics to attract die-hard customers and convert them into walking, talking viral marketers. » Market share doesn't always equate to customer loyalty. » Time Spent Listening among audiences 12-24 is at an all-time low. » Every Radio station can become a cult brand, but few accomplish it. » Imagine what could happen to your station if it were enthusiastically embraced. » Take another look at B.J. Bueno's list of Seven Golden Rules. »

Is Your Station A Cult Brand?

Roy H. Williams rarely do I endorse the book manuscripts sent to me by publishers. Most of them, frankly, are a waste of paper. But when I glanced at the manuscript of *The Power of Cult Branding*, I was immediately impressed. A few days later, I returned these words: "The most insightful look at brand positioning since *The 22 Immutable Laws of Marketing*. I wish I had written it myself."

But I wasn't the only one impressed. On the book's back cover, you'll find equally strong endorsements from Al Ries and Jack Trout and the ubiquitous Jay Conrad Levinson.

Shortly after his book was released, B.J. Bueno was asked to speak at Harvard. In the room to hear more of his theories on cult branding were not only the school's advertising and marketing professors, but also senior brass from Nike, Disney, Apple, Pepsi, and BMW of North America. Coincidentally, it was B.J.'s birthday. He's now 23 years old.

Do you think the boy might have a bright future in marketing?

The Power of Cult Branding is a detailed study of nine companies whose magnetic characteristics attract die-hard customers and convert them into walking, talking viral marketers. The cult brands profiled in the book are Harley-Davidson, Star Trek, Vans shoes, Volkswagen Beetle, Oprah Winfrey, Linux/Open Source, World Wrestling Entertainment (WWE), Jimmy Buffett and Apple Computer.

Note that market share doesn't always equate to customer loyalty. Hence, the notable absence of Coca-Cola, Pepsi, Microsoft, Walt Disney, Ford, Dell and McDonald's from the list. But why was there no Radio station listed?

According to B.J. Bueno, the Seven Golden Rules of cult branding are:

1. Consumers want to be part of a group that's different.
2. Cult brand inventors show daring and determination.
3. Cult brands sell lifestyles.
4. Cult brands listen to the choir and create brand evangelists.
5. Cult brands always create customer communities.
6. Cult brands are inclusive.
7. Cult brands promote personal freedom and draw power from their enemies.

Although every Radio station has the opportunity to become a cult brand, very few accomplish it. Compare Bueno's list of Seven Golden Rules above to my Seven Observations below:

1. Is it possible that in our attempt to be "mass-appeal" we've become easily replaced?
2. When's the last time you saw a program director walk out on the skinny part of the branch?
3. Does your Radio station embody and personify a clearly defined lifestyle to its listeners?
4. Viral marketing isn't just for the Internet. What are you doing to create "station evangelists"?
5. Are you facilitating interaction among your listeners?
6. Do new listeners immediately feel welcomed and invited to join the club?

7. Persecution unites the troops and reinforces a sense of belonging. When is the last time your station was criticized or attacked? (See Observation #2 above.)

Unless something changes soon, broadcast Radio will quietly disappear over the horizon with the passing of the baby-boom generation. Time Spent Listening among audiences 12-24 is at an all-time low, and no one seems to care. Are we expecting these people to "learn to love Radio" as they get older?

Programmers who argue that 12-24 isn't a "money demo" are being woefully shortsighted. Radio's vibrant years, during the 1960s and early '70s, were the electric years when the baby boomers were 12-24. Does no one remember the national phenomenon called Top 40 Radio? Programmed principally for younger listeners, the format won the hearts of everyone 12-54 by making them all feel "with it." Get the youth of a country excited, and the rest of the nation is sure to follow.

Take another look at B.J. Bueno's list of Seven Golden Rules, and imagine what could happen to your station if it were enthusiastically embraced. A consultant to a half-dozen Fortune 500 companies at just 23 years of age, young Mr. Bueno is a voice that Radio needs to hear.

Is anyone listening? ☺

Roy H. Williams, president of Wizard of Ads Inc., may be reached at Roy@WizardofAds.com. B.J. Bueno can be reached at BJB@PowerofCultBranding.com.

Money Talks

"Although we are now more concerned about a double-dip recession than we were before seeing February's weak employment data, we still do not consider this to be the most likely case"

— **Stuart Hoffman,**
PNC Financial Services

"Investors may need to decide on who benefits from a quick war. Once all the smoke clears, most of the money will have been made."

— **Tobias Levkovich,**
Salomon Smith Barney

"Even after a quick and decisive victory, consumer spending will remain subdued through the balance of 2003"

— **Richard Curtin,**
University of Michigan

"Outside of motor vehicles, manufacturing output is showing some modest signs of improvement."

— **Michael Burt, Economy.com**

"Given the poor weather in the East and the associated lost production, together with the Iraq attack willies, factory performance should be judged as 'OK.'"

— **Ken Mayland,**
ClearView Economics

"A quick resolution to the Iraq situation, hopefully accompanied by a sizable drop in energy prices, is a must for the health of the U.S. business sector."

— **Steve Stanley,**
RBS Greenwich Capital

Terry Jacobs: "Regent Is In Strong Acquisition Mode"

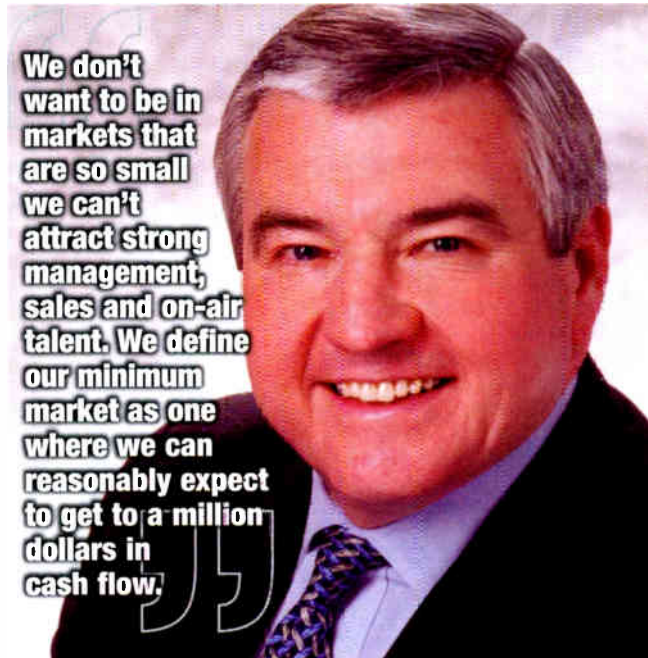
By Reed Bunzel, Editor-In Chief

When Regent Communications closed its \$62-million acquisition of Brill Media's Radio stations in February, Chairman/CEO **Terry Jacobs** also closed the books on what turned out to be a long, on-again, off-again courtship with the bankrupt company.

"We started talking with Alan Brill back in 2000," Jacobs recalls. "At the time, we made a very strong effort to buy his entire group for what, at the time, we thought was a very fair price; but we could never quite get him to a final agreement." After several fits and starts over the ensuing 18 months, during which Brill Media went into bankruptcy, the stations finally were put up for auction in August 2002 in a process that ultimately saw Regent as the victor.

"When we decided to do the bankruptcy bid, we knew there were some spin-offs and additional opportunities for us to improve the Brill situation pretty dramatically," Jacobs says. "Before we even got into the process, we had an agreement with Clear Channel to swap Duluth and Evansville, which dramatically improved the Brill assets. Plus, we were able to do some add-ons in Ft. Collins." After the swap, Regent ended with a net gain of 13 stations, plus the two Ft. Collins add-ons that the company purchased from American Media.

Jacobs insists that Regent still is in a strong acquisition mode, actively seeking properties for its portfolio. "Our target markets are in the 50-250 ranks," he says. "We want to be in a market where we can have the No. 1 or No. 2 revenue cluster. We want great technical facilities and strong signals that are



equal to or better than our competition. And we don't want to be in markets that are so small that we can't attract strong management, sales and on-air talent. We define our minimum market as one where we can reasonably expect to get to a million dollars in cash flow."

While conceding that Wall Street has not been kind to Regent's stock over the past few months, Jacobs says that most Radio companies have suffered at the hands of a poor economy and geopolitical concerns. "We were trading at a premium; but in very difficult market environments, the liquidity issue comes up," he observes. "We don't have as many shares outstanding as a lot of companies, and a lot of institutions are reluctant to take a large position in a company where they don't think they can get out at a price they want in a short period of time. Our leverage ratio is still under four times — by the end

of the year, that will be down to three times." Jacobs firmly believes that when the market rebounds, Regent stock will be trading at a much better multiple.

As the smallest public Radio company, Regent is considered an acquisition target. Would Jacobs consider selling the company?

"[COO] Bill Stake:in and I twice have been involved in companies where someone made an offer we shouldn't refuse, and we didn't," he answers. "Our goal is not to sell, because we think we're doing a good job for our shareholders, and so do they. We're not interested in selling or merging into anybody. A lot of private companies would like to become part of a public company, and we think we're a good candidate for them to become part of us. In three to five years, there will be a lot more consolidation in this industry."

Regent owns 76 stations in 16 markets — seventh largest company in Radio stations and 19th in net revenue. ☐

RADIO DEAL TRACKER

Source: BIA Media Access Pro, © 2003

Durable Sales Drop; Semi-Durables Gain

Consumer purchases of durable goods totaled \$306.1 billion in 2001, an increase of only 0.4 over the previous year; while expenditures on semi-durables were \$57.2 billion, a 2.4-percent increase over 2000 figures. This report, released by Unity Marketing and based on Bureau of Labor Statistics data, also breaks down consumer purchases by category:

- » **Furniture & Kitchen:** Sales totaled \$134.2 billion in 2001, a 0.6-percent increase over 2000.
- » **Video/Audio Goods:** Sales slipped 0.6 percent to \$105.6 billion, slowed by a 4.4-percent drop in home computer sales.
- » **Other Durables:** Sales were up 1.9 percent to \$66.4 billion from \$65.4 billion in 2000.
- » **Semi-Durables:** Sales rose 0.9 percent to \$38.7 billion.
- » **Plants/Shrubs/Seeds:** Sales jumped 5.8 percent to \$18.5 billion in 2001 from \$17.5 billion the previous year.

PROPERTY	BUYER	SELLER	PRICE	BROKER
6 Austin Stations (50.1%)	Emmis Communications	LBJS Broadcasting	\$105 M	Media Venture Partners
26 stations in 5 states	Quantum Communications	Root Communications	\$82 M	Star Media Group
WXLE-AM New York	Multicultural Radio B'cast.	Mega Comm.	\$37 M	
KNGT-FM Sacramento	Hispanic Broadcasting	First Broadcasting	\$24 M	
WSOX-FM Lancaster, PA	Susquehanna Radio	Lancaster-York B'cast.	\$23 M	Kalil & Co.
WXIR-FM Plainfield, IN	ABC Inc.	Radio 1500	\$5.6 M	Schutz & Co.; John Pierce & Co.
WLDC-FM Dwight	Citadel Communications	Livingston County B'cast.	\$5.5 M	Don Sailors
WJEZ-FM Pontiac, OH	ABC Inc.	Mercury Broadcasting	\$3.7 M	
KALL-AM Salt Lake City	Archway Broadcasting	Malvern Entertainment	\$3.6 M	Sunbelt Media
KCDI-FM Little Rock	Cumulus Media	Concord Media	\$3.5 M	
WBPM-FM Poughkeepsie	NT Radio	Marcos Rodriguez	\$3.25 M	
KBIS-AM Dallas	ABC Inc.	Belo Corp.	\$3.2 M	
KENS-AM San Antonio	Clear Channel	Lakeshore Media	\$2.5 M	
KWCX-FM Willcox, AZ	Artistic Media Partners	SBS Inc.	\$1.8 M	
WSHI-FM Ft. Wayne, IN	On Top Communications	Winner Broadcasting	\$1.8 M	
WWBR-FM Norfolk	Wilkins Communications	Radio 1500	\$1.5 M	Schutz & Co.; John Pierce & Co.
WBRI-AM Indianapolis				
WOFE-AM/FM Rockwood	Commsouth Radio	P&G Properties	\$1.5 M	
WUFX-FM Knoxville	Baldwin Broadcasting	SW Ohio Broadcast Svc.	\$1.2 M	
WKFI-AM and WSWO				
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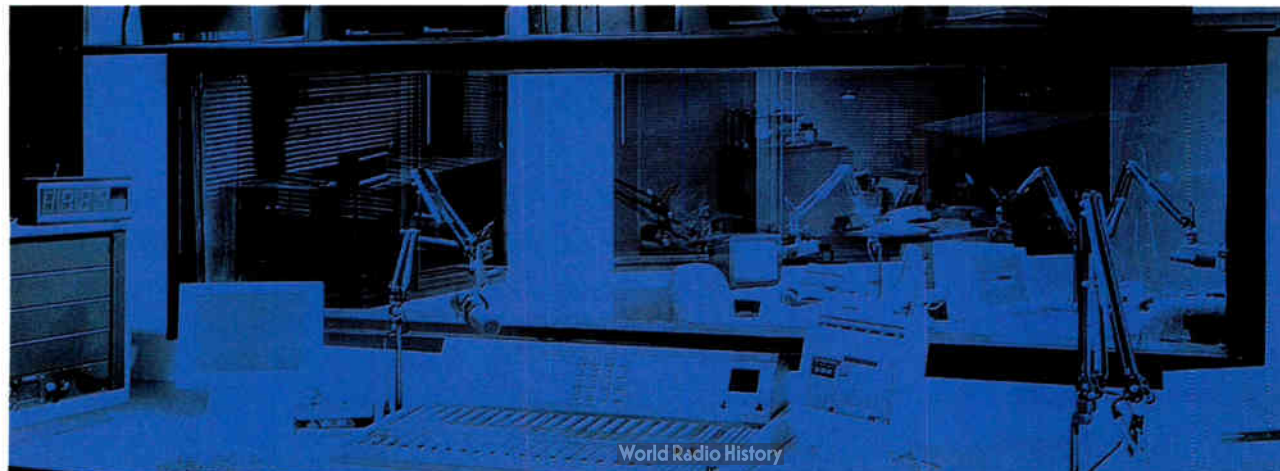
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DAN MASON: Beyond Infinity

OR, HOW A SELF-AVOWED "CONTEST PIG" BECAME ONE OF THE RADIO INDUSTRY'S TOP EXECUTIVES

Dan Mason tells it best. "I was generally what programmers call a 'contest pig,'" says the former president of Infinity Radio. "I won everything imaginable — free pizzas, trips — you name it, I won it." His innate love of all things Radio inevitably led to a career on the air, which he recalls as "the ultimate success." But as many disc jockey wannabes discover, Mason's broadcasting talents fell far from the microphone.

"I found out after a few years that I would be only a marginal jock, compared to all the other talented people," he recalls. "Still, I loved the business, and eventually I moved into programming. That was fun — no doubt one of the most enjoyable jobs anyone could have." It also was the start of a long path that ultimately led him to the top job at Infinity, one of the largest Radio groups in the U.S.

Mason earned his first programming stripes at WZGC in Atlanta in 1975, moving two years later to Washington, DC, where he served as PD at WPGC as well as national program director for its parent company, First Media. In 1979, at age 27, he was named vice president/general manager of KTSA/KTFM in San Antonio. He later returned to First Media as executive vice president. When First Media became Cook Inlet Radio Partners, he was named that company's president in 1988. In 1993, Mason joined Westinghouse as president of Group W Radio.

In 1995, Mason became president of CBS Radio, which was renamed Infinity Radio. Following the company's rapid-fire consolidation, he found himself responsible for the operation of the group's 184 stations in the largest markets across the United States. As president of Infinity, Mason successfully integrated the original CBS, Group W and American Radio Systems stations by merging operations, blending business styles and increasing profitability.

Mason announced his departure from Infinity last September and simultaneously hung out his own shingle as advisor and consultant to businesses in

» 20



Dan Mason

the Radio industry. He currently consults such companies as iBiquity and Host Communications and says he will be announcing other affiliations within the next 30-45 days.

Mason has served on several boards, including the National Association of Broadcasters and CBS Marketwatch.com. A native of Louisville, KY, Mason graduated from Eastern Kentucky University with a bachelor's degree in broadcasting. He and his wife, Pat, have two sons, and they reside in Poolesville, MD, in suburban Washington, DC.

How different is Radio today from how it was the day you landed your first Radio gig?

My only aspiration in the beginning was to be on the Radio. I was totally hooked on the medium. I was generally what programmers call a "contest pig." I won everything imaginable — free pizzas, trips — you name it, I won it. I would keep the Radio and the telephone under my covers at all hours of the night so my parents couldn't hear me. I was fascinated by the entire process, and becoming a disc jockey seemed like the ultimate success to me.

What were your expectations then, and how have they changed over the years?

I found out after a few years that I would be only a marginal jock, compared to all the other talented people. Still, I loved the business and eventually I moved into programming. That was fun — no doubt one of the most enjoyable jobs anyone could have. A program director has the opportunity to call people to action — so many great things can be done in conjunction with the audience. I programmed both Z-93 in Atlanta and WPGC in Washington in the 1970s; both were (and still are) fabulous Radio stations. It was probably at that point that I knew I enjoyed the business end of Radio more and more. I made a commitment to myself to be a general manager within a year — no matter where it took me. Ironically, a few weeks



Dan Mason: From Programmer To Super-Exec

To those young programmers today who aspire to expand their career horizons, I'd offer the following critical advice:

1. Expand your circle of knowledge and be a student of the business — all the way back to the beginning. That may not seem important now, but as you grow, there will be a need to relate to all the generations of broadcasters.
2. Be willing to re-invent yourself. At least four times in your career, you will have to re-invent yourself to get to a new plateau. A prizefighter will not win with a consistent right punch. The winners throw combinations, using both hands. You must utilize a spectrum of skills.
3. Cherish your business relationships. In this small world of broadcasting, you meet the same people going up as you do coming down. Professionalism and common courtesy are essential.
4. There are no substitutes for passion and energy. Both are highly sought-after attributes in the business world.
5. Understand and recognize the distinction between *eras* and *careers*. Eras are short-term; careers are long-term. Enjoy the era while it lasts, but understand that the era is a short-term building block in your long-term career. Said another way, eras last three to 10 years, and careers last 30 to 40 years. — Dan Mason

after I made that decision, Ken Dowe called me to replace him at KTSA/KTFM in San Antonio. I was 27, I had never sold a day in my life, and I was going to be the general manager as well as the national sales manager. Imagine that!

How would you characterize the changes in the Radio industry since you got into the business?

Some things have changed, but really, most things are the same. From a business standpoint, the fundamentals are exactly the same. You get a fresh set of inventory to sell every day, and you still have the ability to see the results of your work within

90 days. Of course, our technology is so much better now. Sound processing is far superior to what it was like in the '70s. It's good not to hear cue burn and surface noise on the Radio any longer. With improvements in technology, the listening experience is so much more pleasing to the ear than 30 years ago.

Is there anything you miss about those "salad days"?

I really miss hearing the elements of a small-market local Radio station. If you start driving on long trips, all the Radio stations you hear are slicker, with more satellite programming, but many of them have compromised the localism. Maybe that's partly

because of economics, but I believe the lack of localism comes from laziness. It takes hard work and meticulous attention to detail to get content on the Radio. I guess that's what I miss the most: I really miss hearing a commercial for the local insurance company when the town fire alarm goes off. I miss hearing high school play-by-play, school menus, and even announcements for lost dogs. I am absolutely positive most program directors don't miss these; I hated them years ago because I thought it made my station sound hokey. But you know what? I miss them as a listener. Eventually, some open-minded program director

someday will capture the beauty of local Radio while using the best of technology. I see a great opportunity for program directors of the future to make a big station sound like part of a smaller community. Small markets really execute this concept the best, and if they aren't doing it, who teaches the large markets?

Has the culture of Radio been compromised by the "big business" aspect of today's broadcasting "megaliths?"

I haven't bought into the concept of a universal company culture in Radio. Over the years, I have tried to educate Radio people that the culture isn't about a parent company; instead, the culture is developed within the four walls of the Radio station. I can't remember when any station received an award that gave credit to the company culture. They primarily give credit to the people within their own Radio station, and rightfully so. Maybe this is a long-winded way to say

that cultures can be controlled from within each individual station or cluster of stations. I've seen so-called "great companies" that have terrible station cultures and, conversely, "bad-companies" that have stations that internally were on fire with passion — with a dynamic leader at the top. I've also seen some not-so-good general managers blame their problems on the "culture thing" when, in fact, it is because of their own poor leadership skills.

Might executives and managers forge better avenues of communication with their people?

Great communication comes from great leaders, and that's true whether it's a program direction, a general manager or a group head. The best leaders are those who simplify. They make complicated issues easy for people to follow and deal with. On the other hand, the inexperienced manager takes something simple and makes it impossible to understand.

The best leaders are those who simplify. They make complicated issues easy for people to follow and deal with.

I don't buy that notion that "big business" causes lack of localism and poor communication, just as I don't buy that "big business" controls all of the internal culture of Radio stations — good or bad.

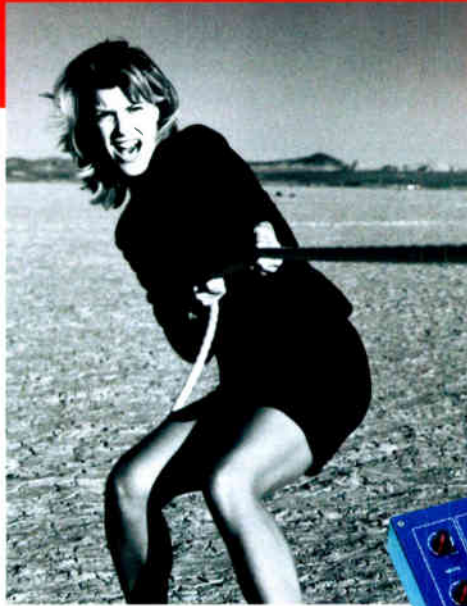
What aspects of your position as head of Infinity Radio did you enjoy the most?

The best part of my job was being able to work with some of the greatest properties ever assembled in one group. In my opinion, Infinity's news stations are shining examples of near-perfect execution of broadcast journalism — not only in this country but in the entire world. The best parts were being associated with the people and the properties.

Conversely, what did you like the least?

The part that I liked the least was the daily struggle of grinding out revenue in the worst advertising economy since the Great Depression. That was about 90 percent of my job. The period from about October 2000 until March 2002 was as difficult for me personally and professionally as it was for every group head. We all had to go home every night, knowing that what we did that day wasn't good enough. I was burning a ton of fuel but not getting any traction, and I felt like the captain of the boat in *The Perfect Storm*. But we made it through, and by April of last year, things began to improve — » 22

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Seriously, I love to teach and preach. I have a ton to share with anyone who wants to listen. No doubt, I have opinions on just about everything — especially when it comes to Radio programming, sales and management,

and going forward, I believe Radio companies should do well. The industry saw some excellent results in the fourth quarter and, with the economy improving, I felt that the timing was good to make some personal changes.

Ultimately, you have to take the bad with the good. There are peaks and valleys in everything we do. You can't get too high on the highs or too low on the lows. Hard to do, but it's good advice.

Do you think today's managers — in sales or programming — are forced to spread their time (and attention spans) too thin? How can they better cope with the pressures of the job?

There is obviously more demand on people to do more. The only way to keep up is to be incredibly organized and to stay focused on actionable items. It's really all about focus now. Remember, today's manager not

only needs to focus for himself or herself, but that individual controls the emotional energy and focus of everyone else.

What would you say to people — inside and outside the business — who are vocal about how consolidation has changed the industry?

Imagine the last typewriter salesperson in the PC world. You don't want to be that person. You have to adapt and increase the spectrum of your skills. Know how to perform several jobs, not just one. We aren't going back to live shifts 24 hours a day, and we are not going back to one general manager per station.

Are you at all concerned with where we'll get the next generation of talented on- and off-air Radio professionals?

This is one of our biggest problems. Most people won't be following the same career path as

I did several years ago. Beginner-level jobs are drying up. It's not that they're gone; there are just not as many. The competition for those positions has never been greater. The chain reaction goes all the way up to the group head.

Did you ever imagine yourself being considered one of the industry's senior statesmen (not to be confused with elder statesmen)?

Now, that's funny. A senior statesman at 51! Seriously, I love to teach and preach. I have a ton to share with anyone who wants to listen. No doubt, I have opinions on just about everything — especially when it comes to Radio programming, sales and management. I'm looking forward to this era of my career.

I'd like to get your thoughts on some of the most pressing Radio issues today. Let's start with HD Radio.

It's a wonderful system that provides digital listening while preserving the commercial broadcasting industry in this country. The data applications will be mind-blowing. Working with iBiquity has put me close to the action. We will have the same TiVo-like capacity for Radio. I would also recommend that everyone read Nicholas Negroponte's book *Being Digital*. It is a must-read for a glimpse into the digital world. The book is also very user-friendly and

not over-technical.

What about the Portable People Meter?

It needs to go back to the factory for an overhaul. Right now, I think the logistical issues are overwhelming — would you take the People Meter into the shower with you every morning?

Independent record promotion...?

I think it is a legitimate business. It began 30 years ago as a way to help an independent artist, who didn't have access to a major label's promotion staff, get representation in a Radio station — a pretty simple idea. When I think back to my programming days, there were several small labels that took advantage of someone's representing them while they also worked with other like-kind small labels. I have never understood why the major labels would need this sort of service, except maybe in the smaller markets where the label people may not go because of economic reasons. The major labels have the resources to get the best of the best in promotion people.

Now, I have a hard time accepting the allegations of some artists who say they are being purposely excluded from airplay. Any professional program director will do his/her research and play the hits. We have to get ratings. We reflect an audience's taste in » 25

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Season

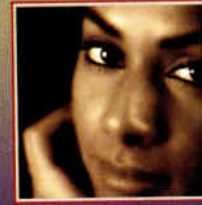
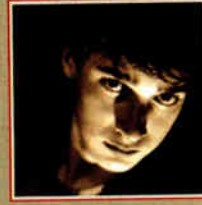
...and people need hope now more than ever.

The Salvation Army strives to meet not only material needs, but also spiritual needs. For over 45 years, our radio ministries have brought hope to people everywhere. Let us bring hope to the people who listen to your station.

Radio Ministries



www.salvationarmysouth.org/radioministries
(404) 728-6727



OPEN A DOOR TO OPPORTUNITY, WITH THE HOMETOWN USA CAREER FAIR!

The Hometown USA Career Fair is a unique recruiting festival that brings together the resources of the Army National Guard, State Broadcasters Associations, local businesses and community leaders to create a truly exciting, one-of-a-kind event.

H O M E T O W N U S A C A R E E R F A I R

The word is out! The Army National Guard and State Broadcasters Associations across the country have partnered to create the Hometown USA Career Fair, a one-of-a-kind recruiting festival designed to help people plan for their future and have fun doing it.

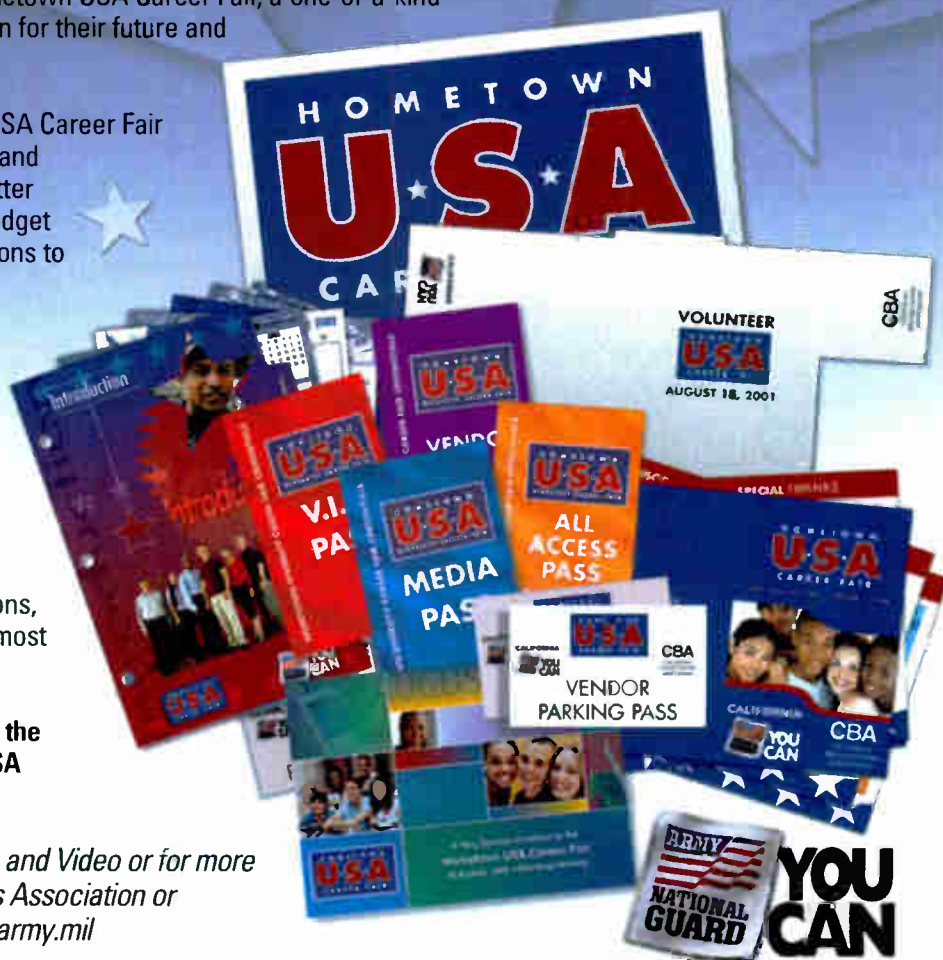
Now, thanks to our step-by-step Hometown USA Career Fair Resource Guide and Video, you can organize and produce your own spectacular event. No matter where you're located, no matter what your budget is, you can follow these step-by-step instructions to create your own successful career fair.

The Hometown USA Career Fair is the latest and greatest way to meet your recruitment needs while building stronger ties with your local community.

By combining the resources of the Army National Guard, including local armories and exciting military equipment, with the media prowess of the State Broadcasters Associations, the Hometown USA Career Fair is simply the most spectacular recruitment event in the country.

Opportunity is knocking, and it's time to open the door. It's time to host your own Hometown USA Career Fair!

To get your free Career Fair Resource Guide and Video or for more information contact your State Broadcasters Association or MSG Thomas Holley at thomas.holley@ngb.army.mil



AEB

ASSOCIATED BROADCAST GROUP
Los Angeles

Spots From Concept to
Final Dub

Infomercials

Station Imaging

Agency Or Retail

Complete Creative
In English And in Spanish

Syndication Packaging
And Fulfillment

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KD MAJESTIC®



Introducing a PACKAGE \$799
DEAL for only

1 KD Majestic 100	\$599
1 Side Panel	\$90
2 Rail Curtains	\$180
Regular Price	\$869

graphics not included

GRAPHICS AVAILABLE

Please call for a free price quote.

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- White
- Cream
- Yellow
- Blue
- Red
- Green
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- Black

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- CUSTOM SILK-SCREENED GRAPHICS
- VARIETY OF COLORS AND ACCESSORIES
- WATER RESISTANT AND FIRE RETARDANT FABRIC
- FREE HEAVY DUTY CARRY BAGS AND STAKES

- RUST PROOF
- DURABLE
- SET UP TIME IS LESS THAN 30 SECONDS WITH TWO PEOPLE
- NO LOOSE PARTS OR ROPES
- 5'X5', 8'X8', 10'X10' & 10'X20'

CALL TO ORDER

1-800-432-4435

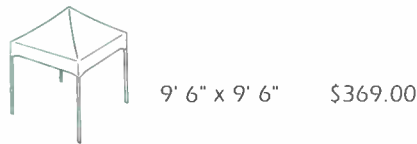
www.kdkanopy.com

EXPIRES 30 DAYS AFTER SHOW

World Radio History

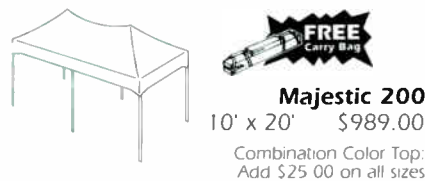
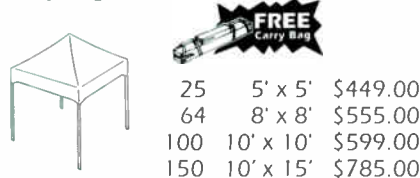
PARTY SHADE

Economy model - one piece **STEEL FRAME** with top, spikes and frame cover. White, Blue or Purple top.



KD MAJESTIC

Commercial model - one piece **ALUMINUM FRAME**, fiber-reinforced DYNIDIOM™ fittings, top, spikes and carry bag.



KD BANNERPOLES



TABLE COVER



KD GRAPHICS

CUSTOM: Fax logo for quote



STANDARD: Simple block letters
Colors - White or Black
One row imprint \$69.00

GRAPHICS TERMS:
50% with order; Balance prior to shipment

KD STARSHADE

Star-shaped tensioned fabric structures with top, center pole, stakes and carry bags

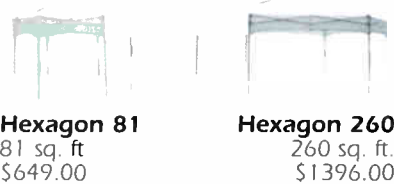


KD STARSTAGE



KD HEXAGONS

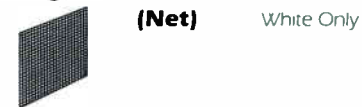
16 gauge **ALUMINUM**, fiber-reinforced DYNIDIOM™ fittings. Available in two sizes.



ACCESSORIES

SIDE PANEL (Zipper)

KD Kanopy colors or netting



SIDE PANEL (Hook & Loop)

KD Kanopy Colors, netting, or clear



2/3 Clear Vinyl 1/3 material



SIDE PANEL

Half solid/half net with 24" "service window"



RAIL CURTAIN KIT Includes 38" high curtain and hardware



GRAPHICBANNER



GRAPHICSKIRT Change logo or add color to top



RAIN GUTTER (White only)
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music — we don't dictate what that will be. No station has ever gotten ratings like that. Over the years, there have been stations that have tried to program by texture, or simply by the programmer's feel for the music — but the eclectic zone rarely gets ratings. Contemporary music programming lives by the cardinal rule of "play the hits." If it's a hit, who cares what the label is or who the artist is? You just play it. A program director who does not live by that creed should not be in the business.

Vocetracking...

This is by far the most sensitive and emotional issue in our industry. As a programmer, I always had difficulty making the station sound consistent through weekends and vacation relief. The overnight show was always a pain to find and keep good talent. Vocetracking solves that problem, because you get a bigger talent pool to draw from. I think "6a-7p" is a different issue; and on a youth station, nights are obviously a key daypart. I would like to think every station can find on-air people who can contribute something to the community.

How do you feel about the unemployment factor that vocetracking has introduced to Radio?

It is disheartening to see some very good jocks out of work just because they made too much money. However, I will tell you that in the pre-vocetracking days, I heard many jocks who didn't bring much to the table other than "time-and-temp." Some even slept through their shows. I remember hearing the same song two times in a row, dead air because the monitor was turned down, records skipping (which dates me, I know) — all because the jock was talking to his girlfriend on the request line. Then there were jocks who step all over the intros because they're not prepared.

The list goes on — just plain old bad Radio from folks who didn't put much effort into their show. Without naming names, I hope that

The Radio receiver just picks up whatever the transmitter sends its way. Technology should reverse that process, making the transmitter itself just throw millions of bits in the air while making the smart receiver capable of distinguishing the listeners' preferences.

those who were really good communicators can find their way back to a market to continue to be on the Radio. I would like to explore this further to identify who those people are and maybe help their cause in some way.

What do you think about spot overload?

That's a function of the sales department — though I will say that any format should be able to handle a minimum of 12 units an hour. So I don't have much sympathy for program directors who demand 9- or 10-unit limits from management. That is unrealistic in today's business climate. On the other hand, I've seen weak sales managers who think they can manufacture more inventory at any time and have little-to-no backbone when it comes to raising rates on a hot station. Inventory management separates the great sales managers from the mediocre ones.

How do you envision the Radio industry in 10 or 25 years? Will it look anything like the industry we know today?

We can speculate all we want, but there are a couple of things we can count on. Radio will still be primarily advertiser-based, with some secondary benefits for data transmission. There will still be account executives on the street, selling commercials and promotions. Most of the listening will still be done in the mornings. Competition will get tougher as it is easier to receive music in other places. Essentially, most of the fundamentals of this

industry will still be in place.

On the technical side, we will make greater strides in sound processing as we begin to benefit from HD Radio, and we will see the biggest improvements on the AM band. It is possible, as technology develops, that the Radio itself goes from a "dumb" receiver appliance to a very intelligent appliance, such as a microwave oven, which has many different cooking programs. It can sense meat temperature, and it knows the difference between defrost and low, medium and high.

The Radio receiver just picks up whatever the transmitter sends its way. Technology should reverse that process, making the transmitter itself just throw millions of bits in the air while making the smart receiver capable of distinguishing the listeners' preferences. Technology and digital will make exciting times for Radio broadcasters. With digital, it should be possible for stations to localize commercials to different trading zones, much like the newspaper does.

How have you "re-invented" yourself after stepping down as president of Infinity?

I continue to take tremendous pride in my role and relationship with Infinity. I know the people and the properties well. Some of the history goes back 10 years to the Group W-CBS days and some even 20 years to the Cook Inlet days. I speak with Jacques Tortoroli [CFO] and John Fullam [president] on a regular basis.

I'm also seeking out smaller

companies to be of strategic help. This may mean a number of different things — exit strategies or maybe an entry into our business. It may mean trying to help one company find another to do smart deals or mergers. It could also be as simple as assessing the management and helping identify their future stars right there or identify someone outside the company. Most of the people I'll be working with will be broadcast or broadcast-related companies, both domestic and international. I would also like to break into the television industry. Our Radio business skills are transferable to that industry, also.

Back in January, you announced that you were working with iBiquity on the roll-out of HD Radio. What are you doing for them?

I am assisting iBiquity in preaching the digital message to Radio broadcasters. It is imperative that we support and promote the IBOC system. Digital is the future. I love what WOR New York is doing: They promote digital broadcasting to the listener. They are the model for how it should be done.

What other clients are you working with?

In addition to iBiquity, I work with Host Communications. They are one of the leading sports marketing companies in the world. They are doing more and more with the Radio industry.

Beyond the business, I am really enjoying spending more time with family. I am here most days when the kids get home from school. For the past few years, I have been the scorekeeper and webmaster for the high school baseball and basketball team, and I love doing that. My youngest son is a senior, and every afternoon at 2:30, the car pulls up with a carload of high school kids. It was a little strange at first as they were trying to adjust with me around, but now I think they look forward to it — or at least they tell me they do. ☺

Viva Las Vegas!

NAB 2003 PRODUCT GUIDE

Going to Las Vegas for NAB2003? Here are a few select Radio companies that will be showing their new products — and some old favorites — on the exhibit floor. Take a look at what's out there: from HD Radio transmitters to Internet voice-tracking to all-encompassing music libraries. Make it a point to stop at their exhibits — and, of course, make sure you say, "Radio Ink sent me."

Note: These are just a few of the hundreds of exhibitors displaying their wares at NAB2003, so take your time to cruise the entire floor at least once. You never know what you might find.

AUDIOARTS ENGINEERING BOOTH: N2804



DX-16: Digital, compact, on-air Radio board. Built-in router assigns any source to any input or monitor. Controls 16 input and 2-caller phone channels. Provides analog/digital stereo PGM and AUD, MONO 1 & 2 output busses and 4 mix-minus outputs.

R-55: Extremely cost-effective, modular analog on-air Radio countertop console for error-free operation. 12 input channel mainframe, control room, studio and headphone monitor outputs.

R-90: Flagship analog, modular mixing console ideal for multi-studio installations. Up to 23 input channels with dual-caller support, two studios, two headphones.

ACS-1: Digital Radio on-air console with rack mount engine provides

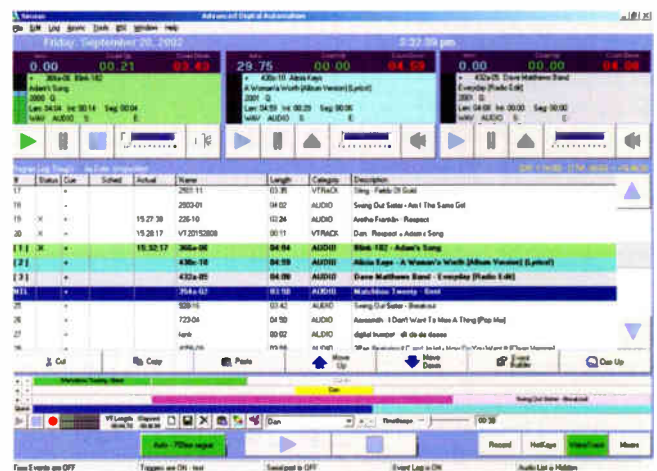
analog or digital I/O modules and machine logic I/O control ports. Separate compact, modular control surface. Configurations from 4 to 20 input faders.

ADR-32: Compact, rack mount digital audio router with front panel X-Y control and built-in monitor speaker. Can be populated with modular I/O cards for up to 32x32 matrix. 2 RS-485 ports.

Contact: Jay Tyler, 252-638-7000; sales@Wheatstone.com

BROADCAST SOFTWARE INTERNATIONAL

BOOTH: N2654



Simian digital automation is the latest in a long line of broadcasting software from BSI. Simian combines the versatility of hundreds of features with an intuitive interface, all at the affordable price of \$1,499. After just over a year, close to 1,000 Simians are in use in stations around the world. Because those stations operate in various languages, BSI is seeking translators for additional tongues. A new multi-lingual interface, starting with Spanish, will be on display. A Simian manual in Spanish is already available, with several more languages in the works. The multi-lingual version of Simian will be available at the same price, in order to maintain affordability. Additionally, Simian will allow TSX dynamic time compression. This feature gives users the ability to lengthen or shorten playback, without changing pitch, to meet up smoothly with the top-of-the-hour.

Contact: Johanna Pack, 541-338-8588; jpack@bsiusa.com

BURK TECHNOLOGY

BOOTH: N2338

Burk Technology will demonstrate Lynx 4 and AutoPilot 2 transmitter remote control software. Both products represent major advances in PC-based remote control, offering the power and flexibility needed to manage complex broadcast facilities. Lynx 4 is a significant milestone in Burk Technology's pledge to continue development on the VRC2500 and GSC3000 product lines. The application has been completely rewritten, and users can expect faster setup and smoother operation. Lynx 4 now supports expanded connectivity options, a real benefit for operators responsible for multiple sites.

Users of the newest version of AutoPilot 2 report great success from the field. The

application has been reworked to reinforce stability and offer ARC-16 users even greater reliability and convenience. Automated control functions are handled confidently, assuring walk-away reliability and bottom line savings.

Contact: Nathan Burk, Marketing Representative; 508-486-0086

ENCO SYSTEMS

BOOTH: N2546



ENCO Systems will introduce new developments in their DAD digital audio automation system. Among the new features are an improved AirPLAY live-assist on-air user interface and new database features allowing more fields and a virtually unlimited number of audio cuts.

New for 2003 will be EnterActive Radio, designed to bring true interactivity to Radio, where listeners can play or suggest songs for airplay, send dedications, messages, get information about currently playing songs, get text messages when their favorite song is about to play, allow users to play games and instantly buy music with a mobile phone. EnterActive Radio adds new sources of revenue for broadcasters, including text message revenue, e-commerce and m-commerce.

ENCO will also introduce Phonetica, a phonetic search engine that allows users to search entire libraries of recorded audio for specific spoken words and phrases.

Contact Don Backus, VP/Sales & Marketing, (800) ENCO-SYS, Ext. 130.

ERI BOOTH: N2738

ERI introduces its new line of pre-engineered bolt-on and weld-on leg reinforcement parts, inner member reinforcement parts, and adjustable length hog rod members. ERI continues to offer its series of superior gin poles, engineered to capacity standards far beyond previous designs and models.

The Antenna Division of ERI will display a broad range of HD-Radio-ready FM antennas for both single-station and multi-user applications. The dual input SHPX and LPX series FM antennas include separate analog and digital inputs and offer a simple approach to getting HD Radio on the air.

ERI will also display its new IBOX™ series Hybrid Combiners. Available in low-, medium-, and high-power versions, these units are based on ERI's reliable quarter wavelength hybrid



design and require no tuning.

In addition, ERI will display its new UHF and VHF television antenna products and will have information on its full line of filter and combiner products for FM and television applications.

FIRSTCOM MUSIC, INC.

BOOTH: SU7346

Let FirstCom's MusiQuick® Online or new MusiQuick Anywhere deliver true performance right to your workstation via the Internet or your local network. Fourteen world-class libraries, more than 32,000 compositions — you never again have to chase down another lost CD. Zero in on the right piece of music from FirstCom's award-winning composers with just a click — from acoustic underscores to rage rock and everything between. Guaranteed to add creativity to your productions! Visit us online today at www.firstcom.com.

Sales Contact: Mike Baer, GSM; 800-858-8880; info@firstcom.com

HARRIS CORPORATION, BROADCAST COMMUNICATIONS DIVISION BOOTH: C404

Harris Broadcast will be featuring five new Radio solutions at NAB 2003. They are:

- VistaMax™, a scaleable, dynamic new console system for facility-wide audio management;
- Expresso™, an all-new, value priced, 10- or 14-channel digital audio console;
- DAX™, the first family of 1–6kW AM transmitters built for HD Radio, features all-new digital adaptive modulation, superior analog performance and plug-and-play HD Radio implementation at an analog price;
- STL HD™, an HD Radio-ready, fully integrated digital STL, designed to transport 20kHz stereo linear uncompressed audio over T1 circuits;
- eCDI, a complete transmitter network monitoring and control platform, links Z Series FM Radio transmitters to standard web browsers, wireless PDAs, web-enabled cell phones and SNMP network managers;
- A next-generation, web-enabled remote control and facility management system that monitors broadcast, network, and facility control equipment (HVAC, tower lights, security, etc.) remotely over the web or accessible IP networks.

Contact: Sarah Foss, Director of Marketing Communications, 513-459-3400; broadcast@harris.com

LOGITEK

BOOTH: N2931



Logitek is featuring the Numix and Remora digital consoles, powered by the Logitek Audio Engine. These consoles are expandable, flexible tools that your on-air staff will love. They have the "feel" of traditional consoles while providing easy access to audio sources, talkbacks, intercoms and more. Logitek consoles can be set up so that each user has his or her own layout, including fader assignments. Plus, Logitek's router-based architecture takes care of all the audio distribution in your facility at the same time. Logitek consoles are affordable, easy to use, and sound great. Logitek — digital with a better difference!

MARKETRON

BOOTH: 4325

Marketron Radio 5.0 is Marketron International's next-generation broadcast management solution designed to help Radio stations increase revenues and maximize productivity. This integrated suite of Sales, Traffic and Business Intelligence applications manages the entire sales lifecycle, from proposal through billing, and optimizes station inventory. Reporting capabilities enable managers to quickly and easily identify sales trends and analyze performance.

Marketron has built a new Accounts Receivable application into Marketron Radio 5.0. It integrates seamlessly with the Marketron Traffic database to connect the business department directly to current contract and spot information. Business managers can access detailed historical and current credit information about agencies and advertisers via account summaries. Other key features include multi-line invoicing, payments and adjustments; electronic invoicing; spot and non-spot schedule lines; post-invoicing adjustments; batch transaction functionality and customizable reporting.

Contact: Jerry Sacchetti, VP/Sales, Radio; 215-321-3065; jsacchetti@marketron.com

MOSELEY ASSOCIATES

BOOTH: N2204

On display this year: Starlink SL9003Q/SL9003T1 Digital and PCL-6000 Analog Aural STLs; DSP-6000 Digital Audio Codexes; Aries 400S/900S Sub-Rate T1 Full-Duplex Data Radios; MRC-2/MRC-1620 Remote Control; MAX-LINK 5.8GHZ T1/E1 Data Radio; DTV-Link 4-15GHz Digital Audio/Video STL; Expedio COFDM Modulated ENG Video Link; Video Encoders/Decoders MPEG2 4:2:2, rates up to 50Mbps.

Contact: Dave Chancey, 805-968-9621, ext. 213; chance@moseleysb.com

NETWORK MUSIC

BOOTH: SU4565

In addition to a new look and branding efforts, here's what's new from Network Music:

SLAM! is the new music library, delivering added punch to your productions with styles ahead of the curve of what's happening right now — not in library music, but in music. SLAM! features the hottest songwriting talent in Hollywood, bringing a youthful edge to the entire collection from MTV-style hip-hop and Pop 40-style grooves to the all-out assault of WWF and X-Games-style rock, metal, punk and emo. SLAM! is available now and can be auditioned at <http://www.networkmusic.com>.

Essential Series: Tap into blues, jazz, country, rock, R&B, film scores, atmosphere, and the corporate sound of Wall Street! Spanning 40 compact discs in 14 different color-coded categories with logical cut-downs and useful under-scores, this is one of the easiest libraries to use!

BMG FX: A new sound-effects library produced in conjunction with BMG! Primary Contact: Todd Kern, Marketing Manager; 858-451-6400, 800-854-2075

PROPHET SYSTEMS INNOVATIONS

BOOTHS: N1924, SU5369

Coming soon, NexGen Digital Version 3.0 incorporates many customer-driven enhancements, including an expanded multi-layered approach to fault tolerance, redundancy, and data backup. Our WANcasting feature enables bulk file feeds and off-peak-time delivery. Digital Reel to Reel's new features increase control of external hardware devices, provides more options for recurring recordings, and a centralized view for any user in the system to monitor the real-time status of recordings. Now included: free music, sound effects and production music with the purchase of systems exceeding \$10,000.

Prophet Systems' powerful new scheduling software, MusicGen, is compatible with most digital automation systems, or integrates seamlessly into NexGen, making it easy to create the most complex music rotations. And, you have the option to own or lease MusicGen.

- » Easily import your current song library
- » Schedule themes, logs and clocks with personalized rule sets
- » Customize Log, Clock, Library and Song Editor screens

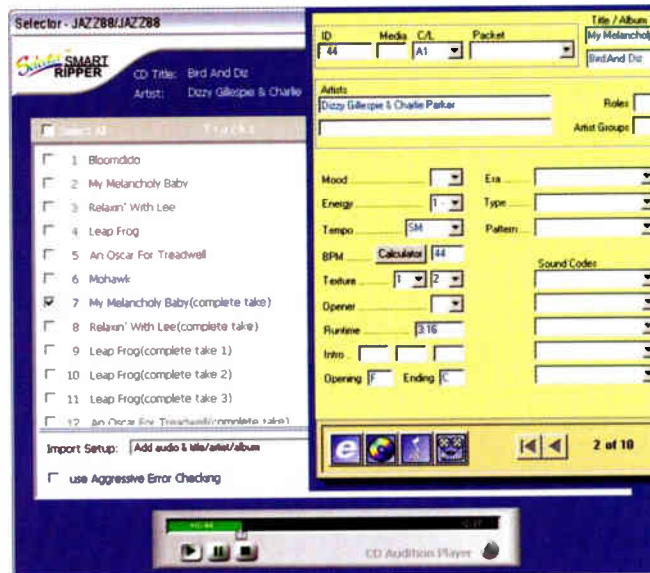
Contact: Jacqueline Lockhart, 877-774-1010; Sales@prophetsys.com

RCS

BOOTH: N2831

RCS Sound Software highlights the sound of their products this spring. Highlights this year are the all-new Selector XV and Linker XV with Sound, which rips audio and automatically fills out the Selector song card with title/artist, BPM, mood, energy and more. To a group owner, Selector Enterprise provides a corporate solution for audio storage of thousands of shared songs. iSelector is the world's first personalized online player to get stations back on the web legally and inexpensively, where every user can customize his/her own version of a favorite station, streaming only to them. Master Control XV on-air digital studio includes "real feel" Internet Voice Tracking™, instant audio Hot Keys®, the award-winning, log-linked web browser, and the world's only "living log" with direct access to Selector. NEW: RCS AirCheck, an online interactive song log and spot log with on-demand playback of your station's audio.

Contact: Richard Darr, (914) 428-4600, ext. 148; info@rcsworks.com



SCOTT STUDIOS

BOOTH: N2701

Scott Studios is introducing new features for its digital system:

- » Stretch and squeeze (timing adjust, no pitch change),
- » Pep up music tempo with no pitch change,
- » New looks,
- » Automatic timing to network shows,
- » Cue-in and pause for recordings.

SS 32 fixes spot lengths and sounds great! Every commercial can have perfect length for network breaks, without copy changes or re-recording! Scott Studios' SS 32 Stretch and Squeeze lets stations fix timing (plus or minus 20%) to ideal 30- and 60-second lengths. Every spot sounds great, with no squeaky "Minnie Mouse" or fake "Barry White" voices.

SS 32 revs up music tempo without changing pitch! Also, pep up music based on category, shift or season. It makes competition "drag." SS 32 stretch and squeeze works with existing music (no re-dubbing required).

Contact: Dave Scott, 972-620-2211; dscott@scottstudios.com



Need to generate an extra million or two?

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www.stonickrecruitment.com



TELOS

BOOTH: N2618

Omnia-6hdfm is a dual-output, combination IBOC + conventional FM audio processor which permits simultaneous processing of audio for both digital and analog audio chains, ensuring seamless transitions between the digital and analog channels. A unique split processing structure routes audio from the mixer section to separate, concurrent output stages for conventional FM and DAB. The IBOC section features user-selectable frequency response, up to 20 kHz. A specially designed Look-Ahead final limiter conditions audio for the bit-reduced encoders employed in IBOC systems, while the Conventional FM signal receives distortion-controlled final limiting with pre-emphasis and 15kHz filtering.

An upgrade package is available to give combined-processing capability to clients who already own an Omnia-6fm. The upgrade includes new processing software and a back panel with added AES connections; pricing for the upgrade is \$980 USD. Suggested retail price for Omnia-6hdfm is \$12,570.

Contact: Kirk Harnack; 877-956-6642; kirk@omniaaudio.com

WHEATSTONE CORPORATION

BOOTH: N2804

GEN-9: Digital On-Air Radio Control Surface is an extension of Bridge digital audio network routing system. Components allow up to 256 mix busses in one rack mount system; can be linked for networked system. Provides total integration of routing, machine logic and communications. Perfect for large station integrations.

A-7000: Full-featured, modular, top-of-the-line, analog Radio on-air console. Exceptional performance specs, flexible configurations, combinations of dual source mic or line inputs, 4 stereo outputs, mono sum and aux send outputs, fully programmable logic, machine control, and dual mix-minus system availability. Phone call-in support, monitor and talkback functions, full VU metering, clock, timer, stereo cue/solo. Easy installation.

D-9TV: Digital, modular, television mid-market console. Available with 4 to 52 input faders — sample rate converters on each digital input. Directs any source to any fader. Integral dynamics/EQ functions and snapshot recall. Powerful mix-minus, monitoring and talkback capabilities; 5.1 stereo master, mono and subgroup outputs.

Contact: Jim Peck, 252-638-7000; sales@wheatstone.com

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www
.DinnerSpinner
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free sample
Dinner Spinner

Gain listeners with daily on-air dinner give-away promos

Sell or give away Dinner Spinners at remotes

Sell sponsorship packages

Sell air time



Silly Product
Serious NTR

dinner spinner



THE 30 MOST Admired ENGINEERS In Radio

if you think for a moment about what makes Radio great, you probably think of the morning team that drives your station's ratings, or the salespeople who pound the streets every day, turning those ratings into revenue. You probably think about the promotion interns, doing crazy stunts down on Main Street, or the remotes you broadcast from the local auto dealer or garden store on Saturday — maybe even the traffic person who logs your ad buys or the receptionist who has to field the calls from the contest pigs.

The truth is, despite all the efforts of all the people who work on Radio's "front lines," none of it could happen without the talented men and women who work in the control-room "trenches." After all, it is Radio's engineers who keep the transmitter running, ensure a sharp and clear audio signal, tweak the processors, maintain the control board, and fix the cart machines or digital

generators when they "pop." In this "Year of IBOC," it's the engineers who are called upon to assess the best process with which to combine their stations' analog and digital signals, select the right equipment for the job, and install it in the control room and/or the transmitter site.

This is the third year we have identified the 30 Most Admired Engineers in Radio, and the first thing you'll notice is that we've stopped ranking them numerically. Why? Because our engineering editorial board felt that "admiration" is difficult to calculate, much less quantify. Thus, the 30 engineers mentioned on the following pages are listed in alphabetical, rather than numerical, order.

And now, Radio Ink's Class of 2003 "30 Most Admired Engineers In Radio." Congratulations to one and all!

30 Most Admired Engineers



CRIS ALEXANDER

Corporate Engineer
Crawford Broadcasting
303-433-5500
crisa@crawfordbroadcasting.com



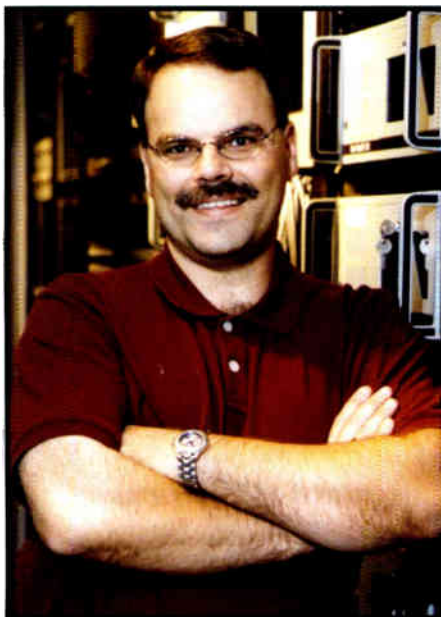
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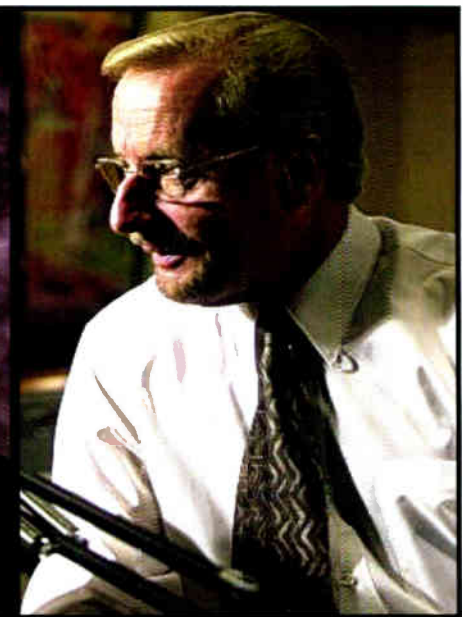
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30 Most Admired Engineers



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a clear signal of leadership

We salute your recognition as *Radio Ink's Most Admired Engineers* in radio. Your talents and expertise in the broadcast field clearly demonstrate that you are among the industry's best.

Your achievements are proof that at Clear Channel, people are the most important asset.

John P. Baker

Director of Engineering/IT
Clear Channel Phoenix



Benjamin Brinitzer

Regional Engineering Services Manager/
Market Engineering Manager
Clear Channel Raleigh



Steve Davis

Senior VP/Engineering &
Capital Management
Corporate Radio Division
Clear Channel Tulsa



Lark Hadley

Executive VP/Operations
Premiere Radio Networks



Al Kenyon

Senior VP Technology
Clear Channel



Jeff Littlejohn

Senior VP Engineering
Clear Channel Radio



Greg Savoldi

Director of Engineering
Clear Channel Columbus Region



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W. C. (Cris) Alexander **Director of Corporate Engineering**

We, the Crawford Broadcasting Company, salute you as the very best of your kind! We have been blessed to know you and to work with you.

With Love and Respect,
Don Crawford
Mike Cary
The Crawford Broadcasting Company



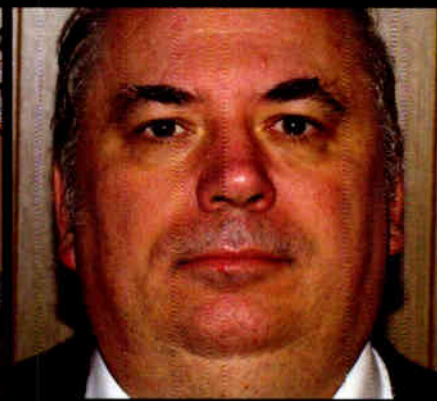


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SMITH, JR.**

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CLAY STEELY

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Congratulations, Gary Kline, on being named one of the Top 30 Engineers in Radio. The 3,000 men and women at Cumulus are very proud of you.



CUMULUS

30 Most Admired Engineers



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Thomas R. Ray III,

Corporate Director of Engineering, Buckley Broadcasting/WOR

Tom, congratulations and thank you!
Your leadership and relentless
pursuit of excellence makes you
number one with us.

Your colleagues at Buckley Radio



**WDRG-AM/FM,
WSNG; NWCO;
WMMW**
Hartford, CT.

**KLLY, KKBB, KSMJ,
KNZR-AM**
Bakersfield, CA

WOR-AM
New York

KSEQ, KIOO
Fresno/Visalia, CA

WSEN, WFBL
Syracuse, NY

KUBB, KHTN
Merced/Madesto, CA

WOR Radio Network

KWAV, KIDD
Monterey, CA



All About Detroit

Demographics

Ethnicity

Black/African-American	81.50%	Asian	1.00%
White	12.26%	Native American	.30%
Hispanic	4.90%	Hawaiian/Islanders	.03%

Population

	1990	2000
Under 5	76,232	8.01%
5-19	245,950	25.80%
20-44	346,672	36.40%
45-64	183,360	19.27%
65-plus	99,056	10.41%
Total:	951,270	
Metro Detroit:	4,043,467	
Female:	52.87%	
Male	47.13%	

Income

Median household income:	\$29,526
Median per capita income:	\$14,717

Education

High school graduates (25+)	69.6%
Earned bachelor's degree (25+)	11.0%

When most people think of Detroit, they picture the assembly lines at the Big 3 car companies or the great sound of Motown, spilling into the streets. But as much as automobile manufacturing and music have defined the character of Detroit over the years, the city is much more than assembly lines and music clubs.

Detroit was founded in 1701 as "la Ville d'Étroit" — the city at the straits — and at one time, it was a strategic French and Native American trading post. In the middle of the 19th century, the city often was compared to Paris because of its scenic beauty and striking architecture. In the early 1900s, however, Detroit took on an entire different persona: the Motor City, "the city that put the world on wheels."

The Detroit metropolitan area is the fourth largest in the U.S., with a population of more than seven million. The city grew rapidly between 1900 and 1950 as newcomers from Europe and African-Americans from the South migrated north to find jobs and raise families. While the city plays host to a diverse business community, there's no question that the automotive business is the Number One industry in the region. As a result, since car sales serve as a barometer for the U.S. and world economies, Detroit often feels financial booms and recessions more directly than most cities.

Besides car manufacturing, Detroit's factories and workers produce non-automotive machinery, steel, pharmaceuticals and chemicals. A growing service industry also has taken root in the region. Situated on the shore of the Detroit River, which borders Canada, the city is connected to Windsor by a bridge and a tunnel. The Detroit River, a direct conduit between Lake Huron and Lake Erie, is a major shipping route linking the Midwest to the rest of the world via the St. Lawrence River.

A culturally diverse city, Detroit boasts a number of world-class museums, galleries and theaters, as well as a team in every professional major-league sport. With a number of colleges and universities, a well-run park system, and hundreds of lively neighborhoods full of friendly people and good restaurants, it's no wonder that residents and visitors alike echo the Convention and Visitors Bureau's slogan: "It's a Great Time in Detroit." 2»

Source: City of Detroit Communications and Creative Services and Information Technology Services Departments (<http://www3.cityofdetroit.com>); Detroit Metro Convention & Visitors Bureau (<http://www.visitdetroit.com/insure/whats happening/jack.asp>); Ecolab LLC (www.ecolab.com); Michigan State University (www.msu.edu); and the U.S. Census Bureau.

Detroit Market Stations

Station Listings: *Radio Ink*, ©2002. Ratings Source: The Arbitron Company, ©2002. Ratings used in this market profile are Monday-Sunday, 6:00 am to Midnight, 12+ Average Quarter Hour shares.

Station	Format	Owner	Fall '02	Phone	URL
WJR-AM	News/Talk	ABC	6.1	313-875-4440	www.wjr.com
WWJ-AM	News	Infinity	5.3	248-455-7200	www.wwj.com
WJLB-FM	Urban	Clear Channel	5.3	313-965-2000	www.fm98wjlb.com
WOMC-FM	Oldies	Infinity	5.3	248-546-9600	www.womc.com
WMDX	Classic Soul	Clear Channel	5.1	313-965-2000	www.wmdx923.com
WNIC-FM	AC	Clear Channel	5.0	313-846-8500	www.wnic.com
WVMV-FM	Smooth Jazz	Infinity	5.0	248-855-5100	www.wvmv.com
WRIF-FM	Active rock	Greater Media	4.2	248-414-5600	www.wrif.com
WDTJ	Urban	Radio One	4.1	313-259-2000	www.1059jamzdetroit.com
WYCD-FM	Country	Infinity	3.8	248-799-0600	www.wycd.com
WMGC-FM	AC	Greater Media	3.7	248-414-5600	www.detroitmagic.com
WDRO-FM	Top 40	ABC	3.7	313-871-9300	www.drqradio.com
WCSX-FM	Classic Rock	Greater Media	3.5	248-945-9700	www.wcsx.com
WKQI-FM	CHR/Pop	Clear Channel	3.4	248-967-3750	www.channel955.com
CIMX-FM	Alternative	CHUM	2.6	313-961-9811	www.89xradio.com
CKWW-AM	Adult Standard	CHUM	2.5	313-961-9811	www.580ckww.com
WDMK-FM	Urban Oldies	Radio One	2.4	313-259-2000	
WDVD-FM	Hot/AC	ABC	2.1	313-871-3030	www.963dvd.com
WKRK-FM	Talk	Infinity	1.7	248-395-9797	www.971fm.com
WDTW-FM	Classic Rock	Clear Channel	1.7	248-324-5800	www.1067thedrive.com
WDFN-AM	Sports	Clear Channel	1.3	248-395-7200	www.wdfn.com
WGPR-FM	Urban/AC	Int'l Masons	1.3	313-259-8862	www.wgprdetroit.com
WQBH-AM	Urban/Oldies	Queens Broadcasting	1.0	313-965-4500	
WXYT-AM	Sports	Infinity	1.0	248-455-7200	www.wxyt.com
WMLZ-FM	Chr/AC	Crawford	1.0	313-272-3434	
WCHB-AM	Gospel	Radio One	0.9	313-259-2000	
CIDR-FM	AC	CHUM	0.8	313-961-9811	www.literock939fm.com
CKLW-AM	News/Talk	CHUM	0.5	313-961-9811	www.am800cklw.com
WCRZ-FM	AC	Regent	0.4	810-742-1470	www.wcrz.com
WEXL-AM	Gospel	Crawford	0.4	313-272-3434	
WHMI-FM	Classic Hits	Livingston	0.4	517-546-0860	www.whmi.com
WKKO-FM	Country	Cumulus	0.3	419-725-5700	www.k100country.com

Bill Burton Is Detroit

Say the word "Detroit" in a room full of Radio people, and you'll probably find more people who think of Bill Burton than they think of Ford, GM, Chrysler, or even Motown. In the world of Radio, Bill Burton is Detroit. And as president and COO of the Detroit Radio Ad Group (DRAG), Bill "Be Fabulous" Burton has done as much for the sake of Radio — on both a local and national level — as virtually any single human being since Marconi.

Burton is a man with a message, and he communicates it as often as he can to anyone who will listen. "Radio's single greatest strength is frequency," he says. "Frequency is paramount in anything and everything. It's persistence and perseverance. One commercial rarely sells anything, so frequency is critical in order to be a success in this world."

That message of frequency, with Burton's tireless efforts to expound on it, has paid off big time. By repeatedly communicating to the Big 3 automotive decision-makers that Radio is uniquely positioned to put consumers behind the wheel of new cars, he has helped to increase the amount of national dollars allocated to Radio. He also was instrumental, several years ago, in convincing Congress that automotive leasing commercials could be streamlined considerably, resulting in an extra \$50 million annually going directly to Radio.

"Radio is a passion for me," Burton insists. "Instead of playing golf four days a week, I'd rather be doing this, because I enjoy it. It's a labor of love; it's not work."

Land Area

- » City: 138.7 square miles (218.5 square kilometers)
- » Metropolitan: 2,026.1 square miles (3,241.7 square kilometers)
- » Altitude: 531 feet (177 meters), measured at the Detroit River

Visitor Statistics

Volume: 17.5 million total visitors
Spending: \$5.1 billion total visitor spending

Metro Detroit's Top 5 Industries

Industry	Employees
Manufacturing, durable goods	418,657
Retail trade	393,666
Health services	196,955
Educational services	165,643
Finance, insurance, real estate	130,118

Detroit Businesses

Automobile manufacturing is Detroit's leading industry, and four of the world's largest car companies — General Motors, Ford Motor Co., DaimlerChrysler AG, and Volkswagen of America — are headquartered in the city. Other companies that call Detroit home are Kmart, The Budd Company, Stroh's Brewery Company, American National Resources and Federal Mogul. The region is also a major producer of paints, non-electrical machinery and automation equipment in pharmaceutical, rubber products and synthetic resins.

Colleges and Universities

- University of Michigan (Ann Arbor)
- Michigan State University (East Lansing)
- Wayne State University
- University of Detroit-Mercy
- Central Michigan University-Detroit
- Marygrove College
- College For Creative Studies
- Wayne County Community College

Sports

- Detroit Tigers (Major League Baseball)
- Detroit Lions (National Football League)
- Detroit Redwings (National Hockey League)
- Detroit Pistons (National Basketball Association)

Climate

Detroit has a widely varying climate. Summer high temperatures average 83 degrees but can climb above 90 degrees with fairly high humidity, while winter high temperatures average 31 degrees — with an average minimum of 1 degree. The city annually averages 31 inches of rain and 42 inches of snow.



Research Directions

A quarterly publication of Research Director Inc.

Spring 2003

10 Big Ones

One measure of success for a small business is longevity, and being in business 10 years is a major milestone. January 4, 1993, was the date Research Director Inc. was formed by Marc Greenspan, Julie Heath and Rhody Bosley to serve radio broadcasters with sales research based on ratings and qualitative data, diary reviews, and a proprietary system of ratings analysis for programmers called PD Profile®.

"The name of the company was an obvious choice," said Julie Heath, "because we wanted a name that would describe what we did for our customers."

Research Director Inc. started in Marc and Julie's basement. Yes, they are married. At first the 'basement' was in Arlington, Virginia, and then in their home in Annapolis, but as the staff grew from one to 8 full time people it was necessary to get offices.

Charlie Sislen joined as a partner in 1997, bringing to the company a broad range of ratings experience including being a member of the Arbitron Radio Advisory Council. Charlie had been VP Research and Marketing of Eastman Radio representative firm. "Research Director Inc. offered me a chance to spend less time commuting and more time with my family, plus I could continue to work with America's top broadcasters."

"We are very pleased that many of our client stations have been with us since the beginning.

Research Director Inc. has been in business for 10 years and serves over 300 radio stations per year with sales research, diary reviews, and ratings analysis for programmers.



Partners in Research Director Inc. in 1997.

L to r: Marc Greenspan, Julie Heath, Rhody Bosley, and Charlie Sislen.

They renew year after year because they get results with the sales materials we develop for their stations," says Marc Greenspan.

From the offices in Annapolis, Research Director Inc. serves nearly 300 radio stations each year from coast to coast. In 2002, the company had sales research clients in 8 of the top 10 markets.

 **Research Director Inc.**
the ratings experts™

914 Bay Ridge Road • Suite 215 • Annapolis, MD 21403

www.ResearchDirectorInc.com

Rhody Bosley, Partner 410.833.9636 • Marc Greenspan, Partner 410.974.8101 • Charlie Sislen, Partner 410.956.0363

Feel free to share this newsletter with colleagues and friends. We only ask that when you do so, please source Research Director Inc.

Brand it!

The brand that counts in radio is the one written in the Arbitron diary. What are your station's Arbitron diary-keepers writing down in their diaries to identify your station? They write down whatever you tell them to write, so it is important to have a clear brand image.

Arbitron's job is to credit all of your station's listening correctly and, overall, they do a pretty good job. Based on doing diary reviews for over 10 years, Research Director Inc. can suggest a few steps you can take that might cause fewer errors:

- A station has a successful brand identification if at least 70% of a station's diarykeepers use one of the top three identifiers used by the station's diarykeepers, so focus on a very consistent brand identification.
- Station call letters are the only unique identifier of the station and these call signs are licensed by the FCC. Listeners really do understand about call letters.
- Exact frequency continues to grow in strength as an identifier as more and more radios are digital. Use exact frequencies. Rounded frequencies work well if there are no other stations that can claim the same rounded frequency within your station's signal coverage.



914 Bay Ridge Road, Suite 215
Annapolis, MD 21403

The brand that counts is the one written in the Arbitron diary, so it's critical to have a clear brand image.

- The alternative station name [10 years ago this was called a slogan] also continues to be popular because memorable ones do get written down in the diary and they tie in nicely with other promotional ideas.
- About 3% of the time, lone program or personality names are used as an identifier. Arbitron has implemented a new crediting procedure for these entries. In the past, editors relied on the Station Information Packet supplied by the station with information about the on-air programs and personalities. Now, when diarykeepers use a program/personality name in an entry, Arbitron editors will determine credit for such entries by using diary comments, calling stations, or visiting station websites. Tie program names and personalities to the station's brand name.

The bottom line:

- How are diarykeepers identifying your station?
- Is Arbitron giving full and proper credit?
- A diary review is the answer to these questions.

Station Profiles:
RadioFirst Port Huron
 — Detroit

Chairman: Robert Liggett Jr., 313-884-6320, liggett@comcast.net
 808 Huron Ave., Port Huron, MI 48060
 GM: Larry Smith DOS: Kristine Sikkema
 Websites: WSAQ.net, WPHM.net, WBTI.net, WHLS.net
 National Rep Firm: Michigan Spot Sales

WSAQ/FM 107.X

FORMAT: Country TARGET: 25-54
 RANK: N/A

Program Director: Brian Harper

WSAQ is the most listened-to radio station in St. Clair County, playing today's Country favorites with a blend of Country legends. Mornings start with the market's top morning team: Brian Harper, Denise Green and sports guy Dennis Stuckey. The fun and entertainment never stop on **Q-Country 107** as the station delivers a big-market sound while maintaining their sense of community pride and hometown charm.

WPHM-AM 1380

FORMAT: News/Talk TARGET: Adults 25-54
 RANK: N/A

Program Director: Paul Miller

Blue Water Area listeners waken to the friendly voice of former Detroit radio newsmen Paul Miller on the *Good Morning Show* as he interviews newsmakers throughout our listening area. The area's only News/Talk station focuses on local issues and topics that are important locally, regionally and statewide. WPHM's morning show is followed by the *Dr. Joy Browne Show* and Sean Hannity live from 3 to 6 p.m. with commentary from Paul Harvey several times daily. Local news and ABC news are mainstays of this heritage radio station. WPHM also carries play-by-play of the Detroit Red Wings, Tigers, Pistons and Lions as well as Michigan State University sports.

WBTI-FM 96.9

FORMAT: Top 40 TARGET: Adults 18-49
 RANK: N/A

Program Director: Jerry Noble

Internationally known as the station that "picks you up and makes you feel good," WBTI is all about having fun and making you smile without forgetting that your kids are in the car. Canadians and Americans alike have fun with WBTI's listener-interactive programming and activity on the streets of the Blue Water Area. Coke, Pepsi, Budweiser, Miller, Coors and many other sponsors enjoy huge success with the "96 Days of Summer" promotion that includes concerts, trips and summer fun in the vacation paradise of the Blue Water Area.

WHLS-AM 1450 & WHLX 1590

FORMAT: Adult Standards TARGET: Adults 45+
 RANK: N/A

Program Director: Jim McKenzie

Addressing the fastest-growing population segment of the Blue Water Area, WHLS/WHLX feature Westwood One's Adult Standard format supplemented with local news, sports and weather information. Additionally, the stations provide play-by-play coverage of United Hockey League's Port Huron Beacons and carry a heavy schedule of local high school sports.

The 200,000+ residents living in St. Clair and Sanilac counties, an hour's drive north of Detroit, proudly refer to their area as "Blue Water." It's a proud designation that simply refers to the area's unique connection with the waters of Lake Huron and the St. Clair and Black rivers, which for centuries have brought commerce, tourism and geographical distinction to the community. One has only to cross the landmark Blue Water Bridge, connecting Port Huron to Canada, to understand these citizens' pride in their area. Detroit is only 60 miles south, but from this two-county area, the distance to Detroit is measured in lifestyles, not miles.

RadioFirst Port Huron, which broadcasts four formats on five signals, focuses entirely on a listening audience living in the Blue Water area. WPHM originated the March of Dimes Jail & Bail more than 40 years ago, and it continues to be the largest one-day fundraiser in the country, raising more than \$200,000 this year. WSAQ's popular morning show host, Brian Harper, lives on the roof of a local mall for a week every autumn to raise monies for the local Child Abuse and Neglect Council. RadioFirst also produces its own local news network, "The Blue Water News Network," heard on all five stations.

Since 2000, RadioFirst Port Huron has been owned and operated by Robert G. Liggett Jr., who was recognized by the Michigan Association of Broadcasters with the "Lifetime Achievement" award in 2000 and who is widely known for excellence in broadcast circles nationwide. RadioFirst is one of a handful of companies fully committed to digital technology from front end to back end, mic to receiver. Its newly constructed offices and studios are not only state-of-the-art technically, but architecturally in step with current renovation throughout downtown Port Huron.



STRING 'EM UP!

For 40 years, WPHM has held the "March of Dimes Jail & Bail" event, this year raising more than \$200,000. These young violinists are entertaining the "prisoners" during the event.

Station Profiles:
Clear Channel
— **Detroit**

Market Manager: Dave Pugh, 248-324-5858, davepugh@clearchannel.com
27675 Halsted Rd., Farmington Hills, MI 48331
DOS: Melissa Forrest NSM: Jeff Luckoff
Website: www.ccdetroit.com
Rep Firm: Clear Channel Radio Sales

WKQI-FM 95.5

FORMAT: CHR TARGET: Women 12-34
MARKET RANK: #2 W 18-34; #4 A 18-34 (Fall 2002)

Operations Manager: Dom Theodore
Line-Up: 5-10a, *Mojo in the Morning*; 10a-3p, Michelle Taylor; 3-7p, Beau; 7-11p *The Buckhead Show*
Channel 9-5-5 is Detroit's top-rated CHR, featuring hit music from today's artists, including Avril Lavigne, Nelly, Jennifer Lopez, and Creed. Additionally, Channel 9-5-5's dynamic and entertaining personalities, such as *Mojo in the Morning* and *The Buckhead Show* at night, combined with creative and compelling contests, keep the station on top of pop culture.

WNIC-FM 100.3

FORMAT: Mainstream A/C TARGET: Women 25-54
RANK: #1 W 25-54, #2 A 25-54

RVP of Programming: Darren Davis
Line-Up: 5-10a, *Chuck Gaidica & The Breakfast Club*; 10a-3p, Gene Maxwell; 3-7p, Chris Edmonds & Tamie Lockhart; 7p-12m, *After Hours*, featuring Glenn Hollis
WNIC has been Detroit's premiere adult station for more than 25 years. Featuring soft rock favorites of yesterday and today, plus popular heritage personalities, WNIC has become an industry leader for the Adult Contemporary format. Every workday starts with the WNIC Breakfast Club, starring local TV news personality Chuck Gaidica. All workday long, WNIC features "commercial-free hours" of soft rock, and we wrap up each workday with relaxing love songs on *WNIC After Hours*.

WMXD-FM 92.3

FORMAT: Urban A/C TARGET: Adults 25-54
RANK: #1 A 25-54

Program Director: Jammillah Muhammad
Line-Up: 6-10a, *The Tom Joyner Morning Show*; 10a-3p, Keil Lamont; 3-7p, Frankie Darcell; 7p-12m, Oneil Stevens
WMXD is Detroit's No. 1 Urban Adult station. **Mix 92.3** features a variety of classic soul and today's R&B hits, and is the home of *The Tom Joyner Morning Show* and Frankie Darcell in the afternoon. Each week, Frankie Darcell hosts *Talk of the Town*, a community-service program that includes a variety of topics and special guest appearances. **Mix 92.3's** weekends are full of Detroit's musical history, featuring the best of classic soul with "Battle of the Band" segments, Sunday morning gospel mix, and a Friday night dance show. **Mix 92.3** provides community service, information and the best entertainment for the urban adult listener.

WDTW-FM 106.7

FORMAT: Rock TARGET: 25-54
RANK: #17 A 25-54

Program Director: Jay Nachlis
Line-Up: 6-10a, *The Bob & Tom Show*; 10a-3p, Randy West; 3-7p, Jon Ballard; 7p-12m, Steve Black

106.7 *The Drive* is Detroit's station for rock 'n' roll variety of the '80s, '90s, and '70s. Variety is the hallmark of *The Drive*, with artists ranging from the Eagles to Journey to Creed. Following *The Bob & Tom Show*, 106.7 *The Drive* energizes the day with features such as *The '80s Drive Thru Lunch*, *The '80s at 8*, and *The Drive at Five*, which is customized by listeners at 1067thedrive.com.

WDFN-AM 1130

FORMAT: SportsTalk TARGET: M 25-54
RANK: #9 M 25-54

Program Director: Rona Danziger
Line-Up: 6-9a, *Jamie and Brady*; 9a-12n, Sean Balligian; 12n-3p, *The Jim Rome Show*; 3-6p, *Stoney & Wojo*; 6p-7p, *Sports Talk Soup*; 7-10p, *That Evening Sports Show*
Sportsradio 1130 The Fan is Detroit's first Sports Talk station. Detroiters are very passionate about sports, and **Sportsradio 1130 The Fan** is the place where sports fans come to speak their minds. WDFN's programming includes a lineup of top local talent, such as *Jamie and Brady* in the morning and *Stoney & Wojo* in the afternoon, as well as the nationally syndicated *Jim Rome Show*. In addition, WDFN is the flagship station for Detroit Piston's basketball.

WXDX-AM 1310

FORMAT: Talk TARGET: Adults 25-54
RANK: Just launched

Program Director: Rona Danziger
Line-Up: 6-9a, *Michigan Talk Radio*; 9a-12n, Glenn Beck; 12n-2p, *The Handyman Show* with Glenn Haege; 2-7p, *Michigan Talk Radio*; 7-9p, Michael Savage; 9-11p, Phil Hendrie; 11p-1a, Larry Elder; 1-6a, *Coast to Coast*
TalkRadio 1310 The X is Detroit's newest radio station, featuring compelling talk programming around the clock from an all-star line-up of talent. The X is built around the strength of Glenn Haege, America's Master Handyman, who has been a radio icon in America and in Detroit for years.

WJLB-FM 97.9

FORMAT: Urban CHR TARGET: Women 18-34
RANK: #1 W 18-34; #1 A 18-34

Program Director: KJ Holiday
Line-Up: 6-10a, *Serch in the AM*; 10a-2p, Kris Kelley; 2-6p, Cuzin Reggie; 6-10p, The Bushman; 10p-2a, *The Quiet Storm* with Cheron
FM 98 WJLB, Detroit's No. 1 music station, has been serving the Detroit metro area for 63 years. WJLB is part of the lifestyle, representing fashion, entertainment, and music and housing such legends as Casey Kasem, Donnie Simpson and the "Electrifying Mojo." Every weekday morning, Detroiters are awakened by *Serch in the AM with Coco & Foolish*. Kris Kelly is a local TV personality doing mid-days, followed by local superstar Reggie Reg, who in turn is relieved by the most listened-to night jock in the city, "The Bushman."

Success Stories:
Clear Channel
 — Detroit

Market Manager: Dave Pugh, 248-324-5858, davepugh@clearchannel.com
 27675 Halsted Rd., Farmington Hills, MI 48331
 DOS: Melissa Forrest NSM: Jeff Luckoff
 Website: www.ccdetroit.com
 Rep Firm: Clear Channel Radio Sales

Saturn Dealers (WKQI)

PROBLEM: Saturn was launching Ion, a cool car, but market research showed that the Saturn image was older, conservative, and largely female. Saturn needed to reach a younger, hipper audience and wished to make a personal connection with them about the new Ion. The target consumer included college students and recent college grads.

SOLUTION: WKQI utilized a combination of promotion and endorsement to reach the new Ion consumer and make a personal connection. The endorsement component included WKQI's morning team, promoting the Saturn product through daily live announcements. Meanwhile, morning show stunt man, Spike, drove the Ion to perform morning-show gags around town. The promotional component included a register-to-win contest created to drive traffic into dealerships to register to win a new Saturn.

RESULTS: The morning show endorsements were a huge hit with the Saturn dealers and with the Saturn audience. Combined with a successful marketing campaign, dealers have been noticing new, younger faces in their dealerships. The promotional contest was also successful in drawing a huge crowd of listeners and on-air awareness to the new vehicle, with one finalist admitting on-air that she hoped she won, because she had been having so many problems with the competitor's car she was currently driving!

Bill Brown Ford (WDTW)

PROBLEM: Bill Brown Ford is one of Detroit's largest volume Ford dealers. Because of this, the dealership must maintain consistent location awareness to encourage consumers to drive out of their normal trading zones. The dealership was specifically looking for an event or promotion that would drive traffic from the entire market.

SOLUTION: WDTW designed a month-long campaign that included programming and promotion components to reach a mass audience. The programming component was a "Song of the Day" feature: To win cash and a chance to win a car from Bill Brown Ford, listeners called in when they heard the featured song. The promotion culminated on-site with approximately 30 qualified finalists, each with a key that might start the car. Only one key could win.

RESULTS: Bill Brown Ford accomplished its goal of receiving a month-long branding and awareness campaign. Further, the contest winner and contest finalists were from locations all over the greater Detroit metro — and well outside of Bill Brown's trading area. Increased branding, location awareness, and promotion helped Bill Brown keep his volume up by growing his trading area!

Rock Financial
 (DETROIT CC STATION GROUP)

PROBLEM: Rock Financial has been the leader in residential mortgages in Detroit for the last several years. With interest rates dropping and the market for refinancing and purchases growing, competition was aggressively pursuing Rock's market share and position. Rock needed to maintain its competitive advantage and provide people with a reason to stay with Rock.

SOLUTION: Rock Financial saw the opportunity to reach a broad group of consumers with an orchestrated campaign designed to deliver its message consistently to all Clear Channel Detroit radio listeners. The message not only reminds listeners that Rock is the leader but also offers a piece of information about the current market and what listeners should expect when financing. Focusing its creative, Rock has reinvented itself as a mortgage information resource. Rock also has positioned itself as a financing information resource through a series of short on-air interviews with each of the radio stations.

RESULTS: Rock has not only maintained its leadership position in the Detroit market, it has grown its market share. In fact, current ads thank the Detroit market for Rock's closing more than \$1 billion in loans in 2002! Rock has committed to annual advertising campaigns on each of the Clear Channel Detroit radio stations.

Meijer Stores (WJLB):

PROBLEM: Meijer Stores needed to take advantage of a changing competitive landscape as Kmart began closing stores in the Detroit area. Meijer needed a way to capitalize on the opportunity to increase market share from Detroit city shoppers while owning limited locations in the city proper.

SOLUTION: WJLB offered the perfect way to penetrate urban dwellers and generate location awareness by utilizing hot zips and a promotional program of targeted appearances. By focusing on the areas where competitors' stores were closing and where Meijer stores remained, WJLB planned a program for Meijer to shift shopping habits to Meijer locations. This was an obvious way to generate new traffic, increase market share and take advantage of the changing marketplace!

RESULTS: Meijer Stores made an annual commitment to WJLB for the first time and focused their marketing on reaching Detroit city dwellers for increased market share. This is the first time Meijer has focused its penetration on the city proper and targeted its marketing efforts squarely on the urban marketplace.

**Personalities:
Clear Channel
— Detroit**

Market Manager: Dave Pugh, 248-324-5858, davepugh@clearchannel.com
27675 Halsted Rd., Farmington Hills, MI 48331
DOS: Melissa Forrest NSM: Jeff Luckoff
Website: www.ccdetroit.com
Rep Firm: Clear Channel Radio Sales



**Clear Channel
Leaders With
Radio Cheerleader**

(L-R) Clear Channel RVP/Market Manager Dave Pugh; Bill Burton, president of the Detroit Radio Advertising Group; and Earl Jones, VP and general manager of WJLB/WMXD.



**Mojo in the
Morning**

Known for their daily antics like "Phone Scams," "War of The Roses," and "Confession Wednesdays," Channel 95.5's *Mojo In The Morning* show is establishing itself as one of Detroit's leading morning programs. The show includes "Mojo," wise guy "Spike," "Sara," "Chad," and "Eric" (with all of his personalities). The show has mass appeal because the members are always on top of pop culture, which puts them on top of their competition as well.

**Chuck Gaidica and
The Breakfast Club**

100.3 WNIC's morning show, *Chuck Gaidica and The Breakfast Club*, is led by Detroit's most popular television weatherman, Chuck Gaidica (far left). The show includes co-host Lisa Jesswein and newsman Dave Lockhart. This trio has been waking Detroit for more than 25 years. The show includes daily fun with "Battle of the Sexes," "Gossip Goulash," and market-exclusive "8 am Commercial-Free Hour."



**Air Personality
Tom Joyner**

Mix 92.3 WMXD starts every day with the nationally syndicated *Tom Joyner Morning Show*. Known as the "hardest working man in radio" and the "fly jock," Tom Joyner has the largest audience of any Urban radio program. Tom's success in radio has earned him many awards. He's also one of *Radio Ink's* 30 Most Influential African-Americans in Radio.



**Air Personalities
Stoney
and Wojo**

Wojo (f) and Stoney, from WDFN Sports Radio 1130 AM, have a top-rated afternoon-drive show among men 25-54. Both have impressive sports-reporting backgrounds; both love Detroit, beer, pizza, football, hockey...



**Air Personality
Serch**

FM98 WJLB's new morning show, *Serch in the AM* with Coco and Foolish, has introduced "MC Serch" to Detroit's listeners. "Serch" adds even more personality to an already top-rated morning show that gives back to the community. "Serch" lectures in high schools, teaching students that hip-hop can bring cultures together.



**Air Personalities
Bob & Tom**



**Air Personality
Glenn Haege**

Promotions:
Clear Channel
— Detroit

Market Manager: Dave Pugh, 248-324-5858, davepugh@clearchannel.com
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CLEAR CHANNEL DETROIT:
International Freedom Festival And Thanksgiving Day Parade

Clear Channel Radio Detroit, in conjunction with the Parade Company, presents the Marshall Field's International Freedom Festival and the nationally televised Thanksgiving Day Parade. The power of Clear Channel's seven Detroit stations helps to draw more than one million people into the City of Detroit for these two events.

WKQI's "Arts, Beats, Eats"

Channel 955 is a proud premiere radio sponsor of "Arts, Beats and Eats," an event held over Labor Day weekend and attended by more than one million people. "Arts, Beats and Eats" includes an art fair, taste-fest, and more than 180 bands, performing on eight stages. Each year, more than \$100,000 is donated from the event proceeds to worthy charities.

WJLB's "Coats for Kids"

For more than 20 years, FM98 WJLB has hosted the "Coats for Kids Radiothon." This is a non-profit organization created to help keep needy children warm during the winter months. The 24-hour event takes place every November in a local mall with the help of the Salvation Army. Last year, more than \$75,000 and 15,000 coats were collected with the help of very generous Detroiters.

WDTW's "Polar Plunge"

Listeners of 106.7 "The Drive" take the plunge into freezing cold water every February, and they actually pay to do it! Listeners raise money to participate in the "Polar Plunge," and all proceeds benefit the Special Olympics.

WNIC's "Toys for Tots"

100.3 WNIC has hosted the "Toys For Tots" radiothon for nearly 25 years. Each year, the station conducts 10 live broadcasts in the first two weeks of December. In conjunction with the United States Marines, WNIC has collected more than 180,000 toys for underprivileged children.

WDFN "DFN Radiothon"

WDFN 1130AM "The Fan" hosts the "Stoney and Wojjo Radiothon," benefiting the Leukemia and Lymphoma Society of America. The station has hosted the event for six years, helping to raise hundreds of thousands of dollars to help fight leukemia and related cancers.

Clear Channel Detroit Delivers For Advertisers
Seven Stations Provide 'One-Stop Shopping'

Clear Channel Detroit is made up of seven radio stations, as well as an entertainment division and airport advertising group. We own Urban Legends WJLB, Urban Adult Contemporary WMXD, heritage Adult Contemporary WNIC, Contemporary Hits WKQI (Channel 955), 1980s-based Rock WDTW (The Drive), Sports Talk WDFN (The Fan), and Talk Radio WXDX. Each station in our portfolio dominates its format, with the exception of WDTW, which is relatively new.

As you can see, Clear Channel is as diversified as the Detroit population. Almost one in four people in Detroit are African-American; Clear Channel Detroit's radio stations WJLB and WMXD dominate the

urban audience. WMXD has been a consistent performer in the top five for adults 25-54 for years, and the WJLB brand has been a part of Detroit's fabric for more than 60 years. No radio station in our market represents Big "D" better. We also dominate the general market with Adult Contemporary legend WNIC, the format leader for more than 30 years and the No. 1 station in women 25-54. WKQI is No. 2 for women 18-34.

If you take our group of stations and compare them against the Detroit market, it's as close to one-stop shopping as you can get. Fifty-five percent of the market's adults 25-54 tune to Clear Channel radio stations per week. When it comes to women 25-54 in Detroit, we reach 60 percent

weekly. Clear Channel's strength doesn't stop there; our group reaches 65 percent of all adults 18-34 and 70 percent of women 18-34. With adults 18-49, we reach 58 percent of Detroit and 63 percent of the women.

Clear Channel Detroit not only offers powerful ratings, but we also deliver outstanding results for our advertisers. Our mission is for everyone in the organization to take responsibility for our customers' results, whether it's at an on-site appearance, a jock's reading of the promotional announcement, traffic's logging of the commercials, or the billing of the schedule. We have a very creative promotions and programming staff that understands its station audience and how to deliver the clients' message to that audience.

Station Profiles:
Greater Media
— Detroit

Sr. VP/Regional General Manager: Tom Bender, 248-414-5650, tbender@gdrg.com
 One Radio Plaza, Detroit, MI 48220
 Website: www.gdrg.com
 VP/DOS Mike Chires, NSM Michael Mayer
 Group Owner: Greater Media, Inc.

Greater Detroit Radio Group is WCSX-FM, WMGC-FM and WRIF-FM. These properties are owned by Greater Media Inc., a privately-owned company based in East Brunswick, NJ.

94.7 WCSX has been "Detroit's Exclusive Classic Rock station" since 1987. The Beatles, the Rolling Stones, the Who, Bob Dylan, Simon & Garfunkel, Pink Floyd, Rod Stewart, Elton John, the Moody Blues and the Eagles are a small sample of what is heard on WCSX. Today, 94.7 WCSX is still committed to Classic Rock and is one of the top stations for at-work listening.

Magic 105.1 combines the best Adult Contemporary music with time-tested favorites of a generation. With Don Henley, Faith Hill, the Beatles and Fleetwood Mac, Magic 105.1 works to provide the perfect at-work blend of music. We even guarantee more music and fewer commercials with our "Magic Music Promise!"

For over 30 years, 101 WRIF has been Detroit's heritage Mainstream Rock station. Every day, you will hear established rock artists such as Aerosmith, Led Zeppelin, Van Halen, and Pink Floyd, along with today's rock including Stone Temple Pilots, Staind, Kid Rock and Pearl Jam. WRIF's success formula includes an emphasis on high-profile personalities, ongoing music research, power-packed promotions, and client satisfaction.

WMGC-FM 105.1

FORMAT: A/C TARGET: W25-54
 TARGET RANK: #4

Program Director: Bill Fries

Line-Up: Mornings, *Jim Harper & The Magic Morning Show*, middays, Mitzi Miles; afternoons, Jim Paolucci; evenings, *Delilah*

Magic 105.1 is Adult Contemporary music — for Adults! Today's A/C audience has been stuck in a rut, sitting through pop songs that appeal only to their kids, while waiting around for their favorites. At Magic 105.1, you'll hear "Today's Hits and Yesterday's Favorites" at work and all day long. Magic 105.1 combines the best adult-appeal contemporary music with the time-tested favorites of a generation. No kid stuff! No rap! No screaming hard rock! From Don Henley and Faith Hill to the Beatles and Fleetwood Mac, Magic 105.1 works as hard as you do to provide the perfect at-work favorite blend of music. In the office, in the car, at school, or at home, we promise that the Magic music will always take center stage during your busy workday.

Marcy Cyburt is general sales manager; Scott Shigley is local sales manager.

WCSX-FM 94.7

FORMAT: Classic Rock TARGET: A 25-54
 TARGET RANK: #6

Program Director: Bill Stedman

Line-Up: Mornings, *Classic Rock Morning Show With J.J. & Lynne*, middays, Karen Savelly; afternoons, Ken Calvert; evenings, Steve Kostan; overnights, Paul Buck

94.7 WCSX is Detroit's exclusive Classic Rock station, serving the Detroit metro since 1987. Classic Rock is the soundtrack of the largest generation in history: baby boomers. Born between 1946-1964, boomers were raised during the 1960s and early '70s, a time of assassinations, civil rights, Vietnam and Watergate. While many things about them have changed since those turbulent times — their hair length, often their political philosophy, their dress and especially their priorities — the one aspect of their youth they carry to this day is their music. Starting with the British Invasion in 1964, Classic Rock music was born of this country's most memorable and historic decades. The Beatles, the Rolling Stones, the Who, Bob Dylan, Simon & Garfunkel, Pink Floyd, Rod Stewart, Elton John, the Moody Blues, the Eagles, Billy Joel, John Mellencamp — the list of Classic Rock artists goes on and on. Today, 94.7 WCSX is still committed to Classic Rock and has successfully tapped into the workforce of Metro Detroit. Jennifer Mefford is general sales manager; Michael Isabella is local sales manager.

WRIF-FM 101.1

FORMAT: Active Rock TARGET: A18-49
 TARGET RANK: #1

Program Director: Doug Podell

Line-Up: : Mornings, *Drew & Mike*; middays, Doug Podell; afternoons, Arthur Penhallow; evenings, *Meltdown*; overnights: Scott Randall

For more than 30 years, 101 WRIF has been Detroit's heritage Mainstream Rock station. During a typical day, you'll hear established rock artists, such as Aerosmith, Van Halen, and Pink Floyd, along with today's rock, including Kid Rock, Creed, and Stone Temple Pilots. Over the years, **The Riff** has survived numerous competitors, who have entered the Active Rock arena only to be forced to change formats. WRIF's formula for success includes an emphasis on high-profile personalities, ongoing music research, power-packed promotions, and client satisfaction. Gayle Halebian-Lewkow is general sales manager; Eileen Gikas is local sales manager.

Success Stories:
Greater Media
— Detroit

Sr. VP/Regional General Manager: Tom Bender, 248-414-5650, tbender@gdrg.com
 One Radio Plaza, Detroit, MI 48220
 Website: www.gdrg.com
 VP/DOS Mike Chires, NSM Michael Mayer
 Group Owner: Greater Media, Inc.

The Detroit Zoological Society

PROBLEM: Generating sales for the 2003 Valentine's Day Animal Adoption Kit Program in February. Previously, the zoo partnered with a local radio station with little success. This year, they chose only one station, Magic 105.1 WMGC, to develop an effective marketing program.

SOLUTION: The team at Magic 105.1 came through with a solid program with several elements: 1) family membership and adoption kit giveaways on-air; 2) on-air interview with *Magic Morning Show*; 3) website inclusion; 4) PSAs to promote the concept; 5) two-hour appearance at the zoo with popular morning-show personality, Linda Lanci. Additionally, the local agency placed a three-week advertising schedule and tagged the spots with free admission to the zoo on appearance day if a listener purchased an adoption kit and mentioned Magic 105.1.

RESULTS: The entire campaign was an astounding success! On a cold day in February, a large number of listeners/zoo-goers came to the Magic outdoor event at the zoo, which had several calls that referenced the station during the promotion. The campaign was so successful that the zoo is considering diverting direct-mail dollars to another Magic 105.1 program this spring.

LaserComp

PROBLEM: LaserComp sells and services office equipment: copiers, printers, fax machines, and so forth. Its traditional radio advertising, such as running a heavy schedule for a week or two, had limited success. With the onset of a sagging economy, the company was concerned that its revenue levels were not as high as needed, and it wanted increased activity.

SOLUTION: A finely focused and designed branding campaign to target office managers. Using the high-quality audience and unique environment of the weekend program *OverEasy*, the spots ran solely on weekends. The creative consisted of office scenarios in which harried employees were trying to get office machines serviced, buy replacement parts, etc — to no avail. The new slogan, "You Shoulda Called LaserComp," was injected often into the spot by a separate voice.

RESULTS: LaserComp received more incoming sales calls than it had ever experienced in its 10 years of business, and it experienced instant name recognition when calls were placed to prospective customers. There was a 20-percent increase in revenue the first year. LaserComp is so pleased with results, it increased its station investment by 50 percent in year two, and it plans another 50 percent after six more months. Owner Dale Fulkerson said, "I have never had this kind of success with an advertising campaign.

I plan to get to the point where I can be on WCSX every day of the week."

Smirnoff Ice

PROBLEM: Introduce Smirnoff Ice to the Detroit market. The product had the strength of the Smirnoff name, great packaging, and excellent taste, but the company needed to get it into the hands of its consumer. The target was males 21-28 who were music lovers and led a very active lifestyle — the consumer who always has the "inside track."

SOLUTION: WRIF incorporated its 30th anniversary with an exclusive concert sponsored by Smirnoff Ice. The concert featured Fuel with special guests REV and Diner Junkies at a small venue. A total of 1,001 tickets were given away by WRIF and Smirnoff Ice via on-premise promotions (which helped to secure placement and sampling), and a huge on-air presence, including web exposure. This branded Smirnoff Ice with Detroit's No. 1 station for men — and No. 1 for Rock. The concert — VIP status — was extremely successful!

RESULTS: Smirnoff's market development manager was in the beer aisle of a grocery store the night after the concert. The store was 40 miles west of the venue, and he witnessed two guys who said, "Hey, there's that stuff from the concert last night — get that!" WRIF was credited with making Detroit the No. 1 market for Smirnoff Ice sales. The venue owner said it was one of the best promotions he had ever witnessed.

Gabrial's

PROBLEM: Gabrial's is an established, local, home accessory/gift store located in quaint, suburban, downtown Plymouth, MI. Gabrial's wanted to expand its market share and entice shoppers from other suburban communities.

SOLUTION: Knowing the popularity of Linda Lanci, WMGC's *Magic Morning Show* personality, we recommended to the owner, Larry Bird, that Lanci make an appearance at the store to acquaint listeners to his special merchandise mix. In order to ensure a successful turnout, we highlighted the fact that we would play "The Price is Right" (a popular game played on the *Magic Morning Show*) for prizes. Gabrial's ran a 60-second commercial schedule and was included in promotional mentions. Linda Lanci placed live call-ins from the appearance.

RESULTS: Despite 60 mile-per-hour winds and weather reports encouraging everyone to stay home the evening of the event, more than 100 loyal listeners from the tri-county area attended the event. Everyone had a great time bidding on items supplied by Gabrial's and the local supermarket (in "Price is Right" fashion). The initially skeptical owner has significantly increased his market share and is now a regular Magic 105.1FM advertiser.

MP 10»

**Personalities:
Greater Media
— Detroit**

Sr. VP/Regional General Manager: Tom Bender, 248-414-5650, tbender@gdrg.com
 One Radio Plaza, Detroit, MI 48220
 Website: www.gdrg.com
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**Linda Lanci
Jim Harper &
The Magic
Morning Show**

Linda Lanci (r), known for her personality and infectious laugh, has worked alongside *Magic Morning Show* host Jim Harper (c) since 1987. Winner of the 2000 Communicator of the Year award from the Sales & Marketing Executives of Detroit, Harper works with local charities and mentors local DJs. Cyndy Canty (l) returned to Harper's team in 1999 after an 11-year TV break. Michael Bradley (rear) is co-host and executive producer.



Lynne & J.J.

The Classic Rock Morning Show With J.J. & Lynne (WCSX)

Jim Johnson, a longtime veteran of Detroit airwaves, is one of the most successful morning hosts in radio. He landed his first radio gig in 1978 on WWWW when it was rock. A year later, he went to WRIF (and later at WLLZ) and his show, *J.J. & The Morning Crew*, became legendary. In 1993, J.J. joined WCSX and now co-hosts *The Classic Rock Morning Show With J.J. & Lynne*. Lynne Woodison, a 20-year Detroit radio veteran, is sought as voice talent for national ads.



Drew Lane, Mike Clark

Drew & Mike In The Morning (WRIF)

Drew Lane is the wise guy behind Detroit's #1 rock morning show. He played baseball at Virginia Tech but wasn't good enough to play professionally, so he chose the next best career: radio. Drew says the show is unpredictable and politically incorrect, which is why it's so popular. Native Detroiter Mike Clark ventured into radio after working as an ambulance driver in the 1970s. His part-time characters eventually became a full-time job with Lane in 1992.



Doug Podell

OMPD and Midday Host [M-F, 10a-2p, WLLZ]

"The Doc of Rock" is Doug Podell. A native Detroiter and a long-time veteran of Detroit's radio scene, Doug is an award-winning program director. His radio history includes a stint at WLLZ as program director and disc jockey during its days of dominance in the market.



Arthur Penhallow

Afternoon Host [M-F, 2-7p, WRIF]

The "Grand Poobah" of Detroit rock radio is Arthur Penhallow, a true Detroit radio legend. Arthur P. has been at the Riff for more than 30 years and was recognized for this achievement in 2001 when he received a "Distinguished Achievement Award" at the Motor City Music Awards.



Meltdown

Evening Host [M-F, 7p-12mid, WRIF]

Meltdown is a Buffalo, N.Y. native. His big break in radio came at the ripe old age of 19, when he worked at an Oldies AM station. He carved out his radio career path in Buffalo for seven years before coming to Detroit and rocking at The Riff.

**Promotions:
Greater Media
— Detroit**

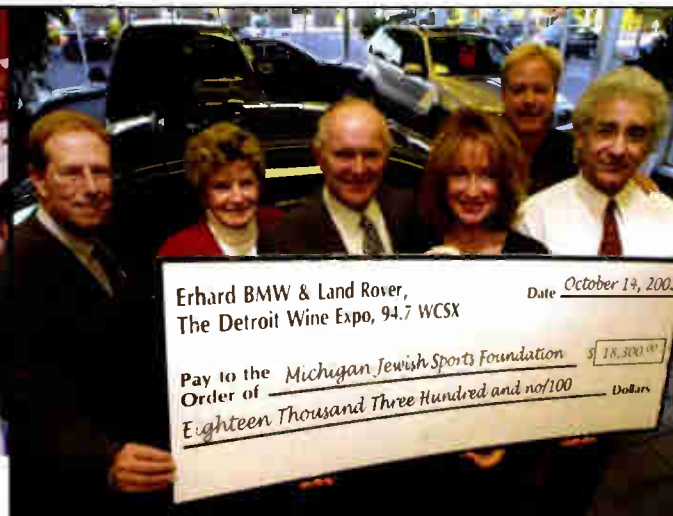
Sr. VP/Regional General Manager: Tom Bender, 248-414-5650, tbender@gdrg.com
 One Radio Plaza, Detroit, MI 48220
 Website: www.gdrg.com
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Revving Them Up At The Men's Expo

Every spring, WCSX and sister station WRIF team for the annual "Motor City Men's Expo." This daylong event features everything a guy could want — all under one roof: electronics, automotive, sports, fitness, music, as well as celebrity guest appearances. Other features include a bikini contest, a sports lounge, opportunities to win cash and prizes inside the Men's Expo Money Machine, a state-of-the-art drunk-driving simulator and much more! The Motor City Men's Expo draws approximately 6,000 guests over its seven hours.

Pictured: WCSX personalities Karen Savelly and Ken Calvert broadcast live at the 2002 Motor City Men's Expo.



WCSX Un-Corks Success With Detroit Wine Expo

Every fall, 94.7 WCSX presents the annual Detroit Wine Expo. Featuring more than 300 wines from around the world, the WCSX Detroit Wine Expo brings some of the best that the wine world has to offer to enthusiasts in Metro Detroit. In addition to wine sampling, there are hors d'oeuvres, live entertainment, and a charity dinner (proceeds benefit area nonprofit groups). Dishes are prepared by some of the most renowned chefs in the Metro Detroit area. Live and silent auctions — featuring fine and vintage wines, art, vineyard vacations, and autographed sports memorabilia — round out the evening.

Pictured: J.J. & Lynne (2nd and 3rd from right) present a check benefiting the Michigan Jewish Sports Foundation during the 2002 Detroit Wine Expo



"It's Maui Time!"

Metro Detroiters have one thing to look forward to in January and February — the return of world-famous "Maui Time." In its 18th year, Maui Time has become a tradition that keeps listeners glued to the radio to hear legendary WRIF personality "Big Daddy" Arthur Penhallow shout those three little words — "IT'S MAUI TIME!" — for their chance to call in to win. With more available trips than ever, Maui Time 2003 was bigger than ever, as we dished up 20 trips for two, for winning listeners to join Arthur P. as he broadcasts his show live from the beaches of the world-class Hyatt Regency Maui Resort.



Magical Women

Every spring, Magic 105.1 celebrates our community's women from all walks of life with our "Women Who make Magic" awards. Magic listeners have the opportunity to nominate a woman who merits special recognition. Finalists are honored at a special banquet and awards ceremony. It's truly a Magical and moving evening.

Pictured: Jim Harper & *The Magic Morning Show* at the 2002 "Women Who Make Magic" awards banquet.

Spotlight On The: Detroit Radio Market

Photo courtesy: Detroit Metro Convention & Visitors Bureau

Dave Pugh: Relate Or Lose

Dave Pugh is RVP/Market Manager for Clear Channel Radio Detroit.

What do you believe is your primary function as a market or general manager in today's consolidated Radio industry?

The same as it was pre-Telecom: Hire the best people, then give them the goals and the autonomy to go out and achieve them. You can't do it all yourself. Another function of a manager in today's Radio world is to be accessible. It's my job to put a face on Clear Channel Detroit and make sure our customers know how much we appreciate their business throughout the organization.

What does your company look for when hiring new account executives or other key positions?

Diversity. We don't talk about diversity; we hire diversity. Our managers are encouraged to look deeper into the available talent pool for people of color and women for key positions. Also, we look at their history of successful accomplishments, whether it's from career, family or the paper route they had as a kid.

How would you measure the effectiveness of an advertiser's marketing campaign? What should they expect?

It's not up to me to decide how effective an advertiser's campaign will be — that's set by the client before the campaign runs. We should clarify that with the advertiser and have them tell us their expectations of the campaign. A client's expectations should be one of the most important questions answered before any campaign begins.

How critical is sales training in today's competitive media environment?

Very, very important. The old adage "you get out of it what you put in" comes to mind when the topic of sales training comes up.

If you are not training, then shame on you. Clear Channel Detroit has standard training every week. That meeting is mandatory for salespeople with less than two years in the Radio business; however, all are invited to attend.

What one Radio strength would you like to point out to advertisers or agencies?

I get to point out only one strength? The audience is closer to the Radio station and its air talent than you think. It's a relationship built via the songs we play, what the jock says or the promotion we're doing at the time all day every day. Advertisers and agencies shouldn't take that for granted with your creative or the promotions you want stations to do. If it doesn't relate well, everybody loses.

Tom Bender: Get The Picture

Tom Bender is the senior vice president/Regional GM of Greater Media-Detroit.

What do you believe is your primary function as a market manager or general manager in today's consolidated Radio industry?

My primary mission is to find the best people I possibly can, create goals, provide resources and infrastructure — then get out of the way and let them do the best Radio they can, for both listeners and advertisers alike.

What does your company look for when hiring new account executives or other key positions?

We obviously look for talent and skills to fill the position we are hiring for, but the key common element that we always strive to find is a real passion for the job. When we're hiring a manager, the passion and commitment to the craft of Radio far outweighs the lengthy résumé. Lots of people seem to have lost that. We can't use people who are just collecting a check.

How would you measure the effectiveness of an advertiser's marketing campaign? What should they expect?

They should expect at least the results we have contracted with them upfront; most times we will outperform. It's our account manager's job to ascertain upfront what the client's problem is, what their unique selling proposition is, and how our stations can help them meet or exceed their expectations. It's not my measure of an effective campaign, but their measure of our ability to help them grow their business that continues our partnership with our advertisers.

How critical is sales training in today's competitive media environment? How critical is coaching to winning?

If you're not committed to training and advancing the skills of each and every employee, then there's just no way you will ever be able to meet the needs of your advertisers. Our commitment is organized, time-intensive, continuous and customized to our workforce.

What one Radio strength would you like to point out to advertisers or agencies?

That's tough. We are the strongest personal, portable medium. We're the most targetable medium; we're the most foreground of media. But if I had to reduce it to one aspect, it would remain our ability to create mental pictures for both our listeners and advertisers. Radio is the medium of imagination.

Eric Proksch: Impact For Listeners

Eric Proksch is VP/GM of CHUM Radio-Detroit

What do you believe is your primary function as a market manager or general manager in today's consolidated Radio industry?

My primary function as GM is to provide



assistance and stability to my management team when necessary, so they can take care of their responsibilities. Consolidation doesn't really change the function of the GM's role except for the fact that he or she will have more people and stations to manage. The demands of the job change throughout the day, and I guess that determines what the primary function will be at that time.

How would you define leadership, and what qualities does it take to be a great leader?

It's the ability to assist others in making decisions without actually making the decisions for them. Sure, you must have some lively debate and discussions, but this approach shows your team that you trust their decisions and respect them as managers. Leadership by example, honesty, integrity, enthusiasm, and compassion are also all qualities that I believe are necessary to be a good leader. A good leader also surrounds himself with the best people to be found and then lets them do their job. Your trust in them will help them grow into great leaders.

What does your company look for when hiring new account executives or other key positions?

Our company looks for people who are enthusiastic about the position they are applying for. They obviously must possess the required level of knowledge and organizational skills to perform the tasks of the position, but a sincere enthusiasm and respect for the position will make them exceptional at the job. They really have to understand the client's needs before they can develop an advertising campaign that will help solve the client's problem. Also, I like to make sure the new candidate is compatible with the existing staff members — if your existing staff is great, you don't want one new hire to change the dynamic too much.

How would you measure the effectiveness of an advertiser's marketing campaign? What should they expect?

We measure the effectiveness of a campaign by the success of the client. Our ultimate goal is to be an additional resource for the client, helping them achieve their goals. We do a thorough diagnostic interview to uncover the needs of the client, then we start to put together an individual ad campaign that suits the needs of that specific client. We really want our sales people to focus on what will make the client successful

What one Radio strength would you like to point out to advertisers or agencies?

That would be the incredible impact Radio has on the population. Many people don't get a chance to read the complete newspaper anymore, and with the increased penetration of cable and satellite television, it has become more fragmented than Radio. Radio remains an integral part of everyday life for the majority of the population for entertainment and information.

Tamara Knechtel: Everyone Sells

Tamara Knechtel is vice president of operations and Detroit general manager for Radio One.

What do you believe is your primary function as a Radio cluster general manager in today's consolidated Radio industry?

My primary function, as well as that of everyone within the organization, is to sell! If you are not out selling, you are being outsold. Our entire organization is in sales in one form or another. Radio One's programming/on-air staff sells entertainment, information, and a connection between our advertisers and our listeners. Our promotions department

sells sizzle to clients and our listeners; our sales team sells an idea and a vehicle to help our clients grow their business. Everyone at our facility who sells a first impression to a new client on the phone or a listener walking in the door is in sales!

How would you define leadership — and what qualities does it take to be a great leader?

Phil Jackson is the definition of leadership personified, whether you a Lakers fan or not — and I am! A leader doesn't win championships alone; he is someone who communicates the goals and gives his team the tools, direction and inspiration to reach those goals. A leader surrounds himself with great people, always has an open door to offer solutions and is a team pillar. Everyone knows that the leader would ask of them only what he or she would do and unquestionably would play any position necessary to win!

What does your company look for when hiring new account executives or other key positions?

We look for future leaders! We look for long-term partnerships with people that "get it" and will be committed to the company, each other, our mission statement and to their own growth!

What one Radio strength would you like to point out to advertisers or agencies?

Radio, especially Urban Radio, can drive sales! What more does an advertiser and client want than to move product and improve their profitability? Perks, tickets, lunches are not important to a client who still has a store full of product to sell. Also, I can't believe that today an acronym such as NOD (non-urban dictates) exists. Our targeted urban audience has disposable income that makes up a very large segment of the buying population. We are not only viable consumers but very much trendsetters, with a disposable income that should be marketed to! ☎

Station Profiles:

CHUM

— Detroit

Market Manager: Eric Proksch, VP/GM, 313-961-9811, eproksch@chumdetroit.com
 30100 Telegraph Road, Suite 460, Bingham Farms, MI 48025
 Sandra Neposlan, GSM; Marge Schwartz, U.S. Sales Manager; Kim Saunders, U.S. NSM
 Group Owner: CHUM Limited
 Rep Firm: Allied Radio Partners

The CHUM Radio group of stations is a powerful combination in Detroit, with four unique, targeted formats that appeal to listeners from teens to seniors. Owned by CHUM Limited, a Canadian-based media company with 29 radio stations, 8 television stations, and 17 specialty channels worldwide, this border-city cluster draws more than 1.2 million listeners weekly.

Because of CHUM's diverse choice of quality programming, any advertiser is able to speak directly to their customers with one or more of this group's stations:

89X (CIMX 88.7FM) boasts a heritage alternative format, specializing in playing the best "New Rock First"—the natural choice for active adults aged 18-to-34. In fact, 89X is known for selling out concerts targeting this age group.

Lite Rock 93.9 FM (CIDR) plays the most Lite Rock with fewer interruptions than any of our Detroit competitors. Playing artists like Faith Hill, Phil Collins, Matchbox Twenty and Sheryl Crow. Lite Rock 93.9FM appeals to adults from 25 to 54 years old.

580 Memories CKWW (AM580) consistently enjoys one of the highest and most enviable time spent listening ratings in Detroit. CKWW's primary listener group of adults aged 45+ are loyal to their station and to the Best Music of All Time from the '40s, '50s, '60s—right up to today's standards.

AM800 (CKLW), once famous throughout Michigan, Ohio and this southern region of Canada as the 'Big 8', CKLW is now Windsor's local news and information station. This 50,000-watt station targets adults 25-to-54 and consistently ranks #1, survey after survey, in Windsor, the Canadian city bordering Detroit.

From programming and sales, to accounting and creative, CHUM Radio works as a team to solve problems and grow business for their clients, while staying focused on being true to their listeners.

To contact market sales managers:

- Sandra Neposlan, General Sales Manager, sneposlan@chumdetroit.com
- Marge Schwartz, U.S. Sales Manager, marge@chumdetroit.com
- Kim Saunders, U.S. National Sales Manager, kims@chumdetroit.com

CIMX-FM 88.7

FORMAT: Alternative TARGET: 18-34
 TARGET RANK: #6

Program Director: Murray Brookshaw
Line-Up: M-F: 5:30-10a, *The Morning X* with Kelly, Dave & Chuck the Freak; 10a-3p, Holly Hutton; 3-7p, Vince Cannova; 7-11p, Phat Matt; 11p-5:30a, Gnyp. Weekends: Cristina, Gnyp and Heidi
 89X is Detroit's only New Rock Alternative. We play the best new rock first, striving to be on top of trends, fashions and what's hot! 89X sells concert tickets, CDs and the products that young, upscale Detroiters desire. Our personalities live, eat and drink the lifestyle.

CIDR-FM 93.9

FORMAT: A/C TARGET: 25-54
 TARGET RANK: #23

Program Director: Wendy Duff
Line-Up: Mornings, Mark Lander; MIDDAYS, Jimi James; PM Drive, Mitch O'Connor; Evenings, Charlie O'Brien
Lite Rock 93.9FM is Detroit's only choice for "Lite Rock and Less Talk!" It's the perfect soundtrack for the workday, with more than 50 minutes of "Lite Rock with Less Talk" every hour — guaranteed! Lite Rock 93.9FM is the at-work radio station playing great Lite Rock from artists such as Faith Hill, Phil Collins, Shania Twain, Rod Stewart, Celine Dion, Matchbox Twenty, Sheryl Crow, Eric Clapton, Sarah McLachlan, and Elton John.

CKWW-AM 580

FORMAT: Adult Standards TARGET: 45+
 TARGET RANK: #10

Program Director: Charlie O'Brien
Line-Up: : 5-10a, Charlie O'Brien; 10a-2p, Robb Duncan; 2-6p, Wayne Stevens; 6p-midnight, Ron Burgoyne; midnight-6a, Greg Williams
580 Memories CKWW is Detroit's heritage Standards station, having evolved from Big Band CKLW in 1993. Personality radio delivered by professionals — none with less than 25 years in broadcasting — 580 Memories is a comforting respite from the fast-paced, high-energy world. CKWW's listeners expect news, weather and traffic information, as well as easy-listening pop standards delivered in a friendly conversational manner. The "Memories" live here at CKWW.

CKLW-AM 800

FORMAT: News/Talk TARGET: 25-54
 TARGET RANK: #1 Windsor, Fall '02 BBM

Program Director: Keith Chinnery
Line-Up: M-F: 5-9a, *Cam & Lisa Show*; 9-12n, *Lynn Martin Show*; 12-12:30p, News; 12:30-3p, *Dr. Joy Browne Show*; 3-7p, *Windsor Now* with Melanie Deveau; 7-8p, *Prime Time Sports*; 8-9p, various programming; 9-11p, Dr. Gabe Mirkin; 11-12m, *The Deborah Ray Show, Healthy Talk Radio*; 12m-5a, *Coast To Coast AM*.
 CKLW, the Canadian voice in a sea of U.S. media, puts heavy emphasis on local news and information. The line-up mixes locally produced programming and syndicated shows from Canada and the United States, all targeted to the 25-54 demographic. Known as "The Big 8" from the mid-1960s to the mid-1970s, CKLW was perhaps the most influential music station in North America, pumping out 50,000 watts to 28 states and four Canadian provinces. For the last nine years, the CKLW's format has been News/Talk under the moniker "**AM800 CKLW, The Information Station.**" CKLW has consistently been the #1 rated station in Windsor and Essex County.

Success Stories:

CHUM

— Detroit

Market Manager: Eric Proksch, VP/GM, 313-961-9811, eproksch@chumdetroit.com
 30100 Telegraph Road, Suite 460, Bingham Farms, MI 48025
 Sandra Neposlan, GSM; Marge Schwartz, U.S. Sales Manager; Kim Saunders, U.S. NSM
 Group Owner: CHUM Limited
 Rep Firm: Allied Radio Partners

Motor City Casino

PROBLEM: Approximately three years ago, casinos began opening in the Detroit market. One of them, MotorCity Casino, was the second to open. Unfortunately, its opening followed MGM Casino's huge, celebrity-attended grand opening. MotorCity's business began slowing after its grand opening. CKWW met with MotorCity Casino's director of marketing, Scott Frost, who mentioned the need to build awareness for the casino.

SOLUTION: After conducting informal research, CKWW presented a strong case for targeting patrons 50+. Since MotorCity Casino had been advertising primarily on younger-skewing stations, CKWW presented a high-frequency, event-level campaign to MotorCity's advertising agency. At the suggestion of the program director, CKWW also began giving away dinners-for-two at the casino's 24-hour restaurant, Classics Buffet!

RESULTS: CKWW was so effective for MotorCity Casino that they began flighting other stations while continuing to use CKWW consistently.

Della's Maple Lane Florist

PROBLEM: Della's Maple Lane Florist in Troy, MI, wanted to let listeners know, by creating awareness for the 248-FLOWERS phone number, how easy it is to order flowers from anywhere in the city — and do it in a very cost-efficient manner. Owner Kris Carian also wanted to create awareness within her trading area so that new customers would come into her store.

SOLUTION: Lite Rock 93.9FM helped Carian develop creative that would compel listeners to dial 248-FLOWERS and at the same time let them know that she could be their "hometown" florist. Lite Rock 93.9 FM recommended that Carian maximize her potential results by being on the air during peak times of the year (i.e. Sweetest Day and Valentines Day) and took this one step further by tying Della's Maple Lane Florist into some promotional activity at those key times.

RESULTS: Della's Maple Lane Florist realized a 25-percent increase in the calls received on 248-FLOWERS, and the growth continues! Additionally, Carian has generated more walk-in business from within her trading area! She gives credit directly to Lite Rock 93.9FM for this increase!

Club Divine

PROBLEM: Club Divine in Ypsilanti, MI, needed to increase attendance on Thursday nights as well as create further awareness of a second club night to help boost its weekend nights.

SOLUTION: CHUM Radio developed a campaign on 89X to utilize mostly prime dayparts as well as fringe times running weekly Tuesday through Thursday and on Saturday. Creative, Promotions and Sales met with club owner David Curtis to discuss ideas and creative for the theme night. After this meeting, another brainstorming session was arranged within the station and included all three departments. The result was an "18-and-over night" with mid-day personality "Holly" as the hostess of the evening.

RESULTS: Within six weeks, the club went from 50-100 people on a Thursday night to well over 1,000! Saturday continues to be a flourishing night as well. Needless to say, the two busiest nights at the club are both 89X nights!

Thunder Road Harley Davidson

PROBLEM: Even though Thunder Road Harley Davidson is one of the largest dealerships in Southwestern Ontario, it wanted to significantly increase its U.S. business. Detroit is a viable market for the dealership as it has permission to import bikes (one year old and older) through U.S. customs. In addition, the strength of the U.S. currency allows Harley memorabilia to be affordable. After researching the price of a particular jacket, Thunder Road Harley Davidson found the jacket listed at the same price in both Canadian and American dollars, allowing the American consumer to save 50 percent due to the U.S. exchange rate. Thunder Road Harley Davidson needed to educate the American clientele that the dealership's inventory is affordable, that it offers the same selection on bikes and accessories, and that their service is exceptional.

SOLUTION: CHUM Radio proposed on-air endorsements using 89X personalities who were also Harley riders. These endorsements ran Monday to Saturday for over 18 consecutive weeks.

RESULTS: In addition to increasing the number of U.S. customers at Thunder Road Harley Davidson's bike events, memorabilia endorsed by 89X personalities helped sales grow by approximately 40 percent. Thunder Road's GM Rob Reeb said, "Since adding radio to our mix, I found that it is the perfect way to attract American listeners to our vehicles, memorabilia and services. Of all the media we use, 50 percent of my budget goes towards radio."

Personalities:

CHUM

— **Detroit**

Market Manager: Eric Proksch, VP/GM, 313-961-9811, eproksch@chumdetroit.com
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General Sales Manager
Sandra Neposlan

With more than 13 years of sales and marketing experience in Toronto, St. Louis and Detroit, Neposlan is appreciative of the caring team of professionals within CHUM. "Returning to this area seven years ago, my career objective was to return to radio — a business I absolutely love and believe in — and to find a company that will always choose to 'do the right thing' for its customers and its employees. CHUM is that company, where high standards and values are as important as achieving company objectives."



U.S. Sales Manager
Marge Schwartz

Schwartz is the U.S. sales manager for the CHUM Radio group of 89X, Lite Rock 93.9FM, CKWW, and CKLW. She has been in this business for more than 20 years and says she has finally found her home with CHUM...a company that puts clients and employees first.



89X Morning Show

The Morning X on 89X is Kelly, Dave and Chuck the Freak! This threesome entertains Detroit listeners with a unique mix of New Rock, off-the-wall humor, and inside info on the music they love! As you can see, they're ready to turn Detroit upside down!



Full Of Lite Rock

The Lite Rock 93.9FM On-Air Team: (l-r) Mark Lander [mornings], Mitch O'Connor, [drive] and Jimi James [mid-days]. This veteran team of personalities keeps Lite Rock sounding friendly, fun and full of life!



O'Brien In The Morning

Charlie O'Brien is a 30-year radio vet, spending 20 of them in the Detroit market. He has worked at the legendary Big 8 CKLW and has programmed CHR in London and Oldies at CKLW-FM. O'Brien signed CKWW on-air in 1993 after CHUM's purchase, then spent five years in Toronto. Stops then included PM drive at EZRock 97.3FM, 1050 CHUM and a live coast-to-coast nightly request show, *The Goldline*, on the Pelmorex Network.

Promotions:

CHUM

— **Detroit**

Market Manager: Eric Proksch, VP/GM, 313-961-9811, eproksch@chumdetroit.com
 30100 Telegraph Road, Suite 460, Bingham Farms, MI 48025
 Sandra Neposlan, GSM; Marge Schwartz, U.S. Sales Manager; Kim Saunders, U.S. NSM
 Group Owner: CHUM Limited
 Rep Firm: Allied Radio Partners



89X Birthday Bash

The X Team hangs out at the sold-out 11th 89X Birthday Bash. This year, we partied with more than 3,000 of our closest friends. Pictured are Kelly Brown, Phat Matt, Chuck the Freak, Dave Hunter, Holly Hutton and Vince Cannova. The lineup for the Bash included Our Lady Peace, Dashboard Confessional, Sloan, Doves and Xecutioners.



More 89X Birthday Bash

The crowd rocks out at the 11th 89X Birthday Bash. As far as you can see, 89X listeners were going crazy over our headliner, Our Lady Peace. Every year, the 89X Birthday Bash is one of the best outdoor shows in the Detroit area. According to these music fans, 89X is definitely the "Only New Rock Alternative."



89X Stole Xmas

89X evening personality Phat Matt revs up the crowd at "The Night 89X Stole Xmas V" at Cobo Arena. This sold-out show featured Box Car Racer, Good Charlotte, New Found Glory, Zwan, Trust Co., The Vines and The Used. More than 12,000 89X fans enjoyed the show.



International Auto Show

Lite Rock 93.9FM is all "revved up" at the 2002 North American International Auto Show at Detroit's Cobo Center! It's the world's biggest and best auto show with an estimated 700,000+ attendance.



CKWW Jazz Festival

The cool jazz sounds of The Ford Detroit Jazz Festival fill downtown Detroit's Hart Plaza for four nights on four stages every August, attracting upwards of 750,000 people. CKWW was a proud major media sponsor of the festival. Morning man Charlie O'Brien emceed the main stage.

Station Profiles:
Radio One
— **Detroit**

VP/Operations-Detroit GM: Tamara Knechtel, 313-259-4070, tknechtel@radio-one.com
3250 Franklin St., Detroit, MI 48207. Website: www.1059jamzdetroit.com
DOS Carol Lawrence, 313-259-4083, clawrence@radio-one.com
NSM Dennis Archer Jr., 313-259-4060; Co-GSMs: Maynard Scales & Jay Kirchmaier
Group Owner: Radio One Rep Firm: D&R Radio

Radio One Inc. was founded in 1980 and is the seventh largest radio broadcasting company in the United States. We are also the largest radio broadcasting company in America to target primarily African-Americans. The corporation owns and/or operates 65 stations in 22 markets. Thirty-six of these stations (26 FMs and 10 AMs) are in 14 of the top 20 African-American radio markets. We also program five channels on the XM Satellite Radio system.

Our strategy is to expand within our existing markets and into new markets that have a significant African-American presence. We believe radio broadcasting that targets African-Americans has significant growth potential. We also believe that we have a competitive advantage in the African-American market — and the radio industry in general — due to our primary focus on Urban formats, our skill in programming and marketing these formats, and our turnaround expertise.

Besides Detroit, our portfolio includes Atlanta, Augusta, Baltimore, Boston, Charlotte, Cincinnati, Cleveland, Columbus, Dallas, Dayton, Houston, Indianapolis, Los Angeles, Louisville, Miami, Minneapolis, Philadelphia, Raleigh-Durham, Richmond, St. Louis and Washington, DC.

WDMK-FM 102.7

FORMAT: Urban Oldies TARGET: 25-54
TARGET RANK: #12

Program Director: Lance Panton
Line-Up: 6-10a, *Mason In The Morning*, 10a-3p Randi Myles, 3-7p Lady BG, 7p-mid, *Kisses After Dark*

102.7 Kiss FM, Old School & Home of *Mason in the Morning* is one of the new(er) kids on the block fighting for the 25-54 audience. The station debuted as an Urban Adult in late August 1999, debuted legendary morning man John Mason in July 2001, and made the flip to "Old School" (Urban Oldies) in October 2002. It's the best of the '70s and '80s, with a touch of the '60s and Motown. Marvin Gaye, Isley Brothers, Smokey Robinson, Earth, Wind & Fire, Parliament — they're all here! It's all music that our adult audience has grown up with, no matter where they lived. The station is very active in the community, and Mason's morning show has more laughter than the FCC allows! It's old-school music mixed with old-school memories and old-school fun.

WCHB-AM 1200

FORMAT: Urban Inspirational TARGET: 35-64
TARGET RANK: #29

Program Director: Lance Panton
Line-Up: 6-10a, *Inside Detroit* with Mildred Gaddis, 10a-2p Dave Mitchell, 2-6p Sylvia Simone

WCHB AM 1200, The People's Inspiration Station is Detroit's leader for urban inspirational music and community news. The day kicks off with talk host Mildred Gaddis, a true radio veteran with 30 years' experience as a broadcast journalist. Almost every political person of importance has graced her airwaves, and that includes minister Louis Farrakhan, former President Bill Clinton, Jesse Jackson, Al Sharpton and a host of other civic leaders and entertainers. Her show has raised hundreds of thousands of dollars for local and national organizations servicing those in need, and it consistently boasts the longest TSL in the market.

Following *Inside Detroit* is the best in adult inspirational music with such gospel greats as James Cleveland, Shirley Caesar, Mahalia Jackson, and today's stars, such as Yolanda Adams, Kirk Franklin, The Winans and more! WCHB is the community and is very active with local churches and with listeners who want a break from the loose habits of the mainstream and Generation X lifestyle.

WDTJ-FM 105.9

FORMAT: Hip Hop/R&B TARGET: 18-34
TARGET RANK: # 2

Program Director: Charles "Spudd" Spence
Line-Up: 6-10a, *Russ Parr Morning Show*, 10a-2p, *Shay in the Midday*; 2-6p, *Tune Up*, 6-10p, *Spudd*, 10p-2a, DJ Zap 10-2pm

105.9 Where Detroit Jamz The Most Hip Hop and R&B is the new, up-and-coming hip-hop station competing for the 18-34 audience. Ranked Top 10 for 12+ and Top 5 for 18-34, WDTJ continues to gain growth in the market. The station debuted as a Hip Hop and R&B station in August 1998 and debuted legendary morning man Russ Parr in January 1999 as one the first syndication morning shows to launch on Radio-One. WDTJ targets the 12-24 listeners by playing such hit artists as Jay Z, Eminem, Snoop Dog, Mary J Blige, Kc and Jo Jo, R. Kelly, and more. The station is very active in the community, creating new promotions and lifestyle events for our listeners' participation. WDTJ is new music mixed with a mature sound.

Success Stories:
Radio One
— **Detroit**

VP/Operations-Detroit GM: Tamara Knechtel, 313-259-4070, tknechtel@radio-one.com
3250 Franklin St., Detroit, MI 48207. Website: www.1059jamzdetroit.com
DOS Carol Lawrence, 313-259-4083, clawrence@radio-one.com
NSM Dennis Archer Jr., 313-259-4060; Co-GSMs: Maynard Scales & Jay Kirchmaier
Group Owner: Radio One Rep Firm: D&R Radio

Local Community College

PROBLEM: Government budget cuts threatened to close the college.

SOLUTION: Use radio advertising to mobilize voters to save the college from the budget cuts.

RESULTS: This client has grown financially over the past 12-14 months by significant percentages. What spurred its increased investment in the station is directly related to Radio One's ability to provide the college with a platform to affect voter sentiment about the college. In 2001, state and local officials were planning to cut funding for the community college — several million dollars over a five-year period. As a result of Radio One's efforts, citizens of the county voted overwhelmingly to not only save the college from the budget cut, but also to supplement the college's annual budget with additional funds. A multimillion-dollar budget increase was approved, and the college also received a 10-year accreditation certificate for the existing programs. In 2002, the community college increased its annual spending by 270% over the previous year.

Park Motors

PROBLEM: Client was dealing with slow business due to poor economy and limited visibility.

SOLUTION: Utilize Urban radio stations to increase visibility, increase sales and reach an underserved clientele.

RESULTS: This client found a renewed confidence in the power of radio due to some strong partnerships in 2002. Earlier in 2001 and 2002, we approached this client about using radio. Like many car dealers, he was very hesitant. We invited the dealer to some of our events at other dealerships. We also brought our personalities to his dealership to meet his salespeople. Through our persistence, the dealer agreed to a trial schedule with the Urban Adult Contemporary station, WDMK.

Response to the commercial schedule was much stronger than the dealer expected. We collaborated with Park Motors to put on "The Detroit Idol." We ran a promotional and commercial schedule promoting a personality appearance at the dealer's location, where listeners would have an opportunity to be recorded on compact disc, using professional recording equipment. We built a recording booth and arranged for Motown impersonators (Diana Ross, Smoky Robinson and others). We had to turn away more than 100 entrants. Our promotion attracted three times the number of people that other stations attracted with a similar promotion, and one of our listeners was picked to sing the Lincoln-Mercury song, "I'm crazy 'bout a Mercury!" The success of this campaign and increased car sales led the client to sign an endorsement campaign with our

station. This dealership is now among the top 10 advertisers on the station.

Merollis Chevrolet

PROBLEM: The Chevrolet dealership was undergoing construction to the front of the building, which did not help its appearance and didn't make it seem user-friendly. Traffic had dropped off dramatically. The owner primarily had been using newspaper and cable TV. He had increased his spending — but traffic didn't pick up.

SOLUTION: We presented the owner with the idea of using our AM personality to endorse his dealership. WDMK has the No. 1 local Urban Radio personality in the market, John Mason.

RESULTS: Traffic and sales picked up immediately. In the calendar year 2001, radio's share of this dealer's budget was 0. In 2002, radio represented 65.9 percent of the dealer's overall budget.

Venture Capital Company

PROBLEM: The client was launching a new business venture to support small businesses in their quest to access capital. This client had run commercials on other stations with little return on investment. The client's copy was very generic, asking business owners to call for more information. When we originally met with the client, he was averaging two to four phone calls per day. He wanted to increase the number of calls to at least 12 per day.

SOLUTION: We realized that a market existed for his business; he had an offer and an identifiable deadline, but his phone still was not ringing. His spot lacked credibility. Because this client wanted to use the entire Radio One cluster, an endorsement campaign with one of our air personalities would be cost prohibitive as well as a trafficking nightmare. We wanted to find someone who was credible with small and medium-size businesses and entrepreneurs — someone who has spoken to businesses about budgets and the like. That someone turned out to be one of our own sales managers. Because our sales managers are in the streets, meeting with clients on a daily basis, they establish long-lasting relationships that lent immediate credibility to the commercial campaign. Because the sales manager was most interested in getting the business on air, there were no talent fees, and the spot could run across the whole cluster, thereby eliminating extra production or trafficking issues.

RESULTS: The number of phone calls the client received exceeded his goal of 12 calls a day. He continues to regularly receive 18-20 calls per day. Once his flight ended, the client immediately renewed his deal at a higher rate and investment amount.

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Personalities:
Radio One
— Detroit

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NSM Dennis Archer Jr., 313-259-4060; Co-GSMs: Maynard Scales & Jay Kirchner
Group Owner: Radio One Rep Firm: D&R Radio



Inside Detroit From left, candidate for City Council and former chief of the Detroit Police Department (yes, that was really him in *Beverly Hills Cop*) Gill Hill, with WCHB's *Inside Detroit* co-hosts Angelo Henderson and Mildred Gaddis.



Director of Sales
Carol Lawrence



WDMK 102.7 Kiss FM Line-up
From left: Lady BG, Randi Myles, Mason and morning-team members: co-host Shanie D., producer/co-host Showbiz and co-host AJ Parker.



Sylvia Simone WCHB Host
Afternoon-drive host Sylvia Simone is shown in October 2002 at her "Welcome Reception," which featured gospel artists Chris Jones, Dorinda Clark-Cole and Fred Hammond. Sister Simone is an 11-year veteran of urban radio, with local and national voice-over experience. Listeners can't soak up enough of Sylvia's warmth, sensitivity and charm during the afternoon drive.



Spudd WDTJ PD and Host
Spudd, a Detroit trendsetter and tastemaker, has captured the heart and soul of hip hop on 105.9 JAMZ. As program director or as 6-10p on-air personality, he continues to push the envelope of hip-hop culture. His expressions of love include raising funds to keep an AIDS shelter open and getting hip-hop stars to encourage improved citywide school attendance.

Promotions:
Radio One
— **Detroit**

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3250 Franklin St., Detroit, MI 48207. Website: www.1059jamzdetroit.com
DOS Carol Lawrence, 313-259-4083, clawrence@radio-one.com
NSM Dennis Archer Jr., 313-259-4060; Co-GSMs: Maynard Scales & Jay Kirchmaier
Group Owner: Radio One Rep Firm: D&R Radio



Summer Jamz

Thousands of Detroiters enjoy live performances by RED HOT artists such as Ray J, Angie Martinez, Dave Hollister and Alicia Keys.

B2k Summer Swim Splash

(photo right) "The Tune Up Man" (2-6p personality) appears live at Chandler Park with Epic Records artists B2K!

(photo far right) Afternoon Personality "Tune Up Man" interviews B2K member Raz B!



Mason

(far left) Radio icon John Mason poses with a representative from Farmer Jack, presenting him with a personalized cake. Mason joined the 102.7 Kiss FM Radio One Family on July 30, 2001.

(top left) Rick James, a loyal fan, and Mason are backstage at Mason's Anniversary Concert!

(left) Thousands of Mason's Anniversary Bash attendees eagerly await live performances from artists Rick James and United We Funk All Stars.



Station Profiles:
Infinity Detroit Radio
Group — Detroit

Sr. VP/Market Manager, : Maureen Lesourd, 248-799-0601, mlesourd@cbs.com
 2201 Woodward Heights, Ferndale, MI 48220; Corp. Phone: 248-799-0600
 Sr. VP/DOS, Infinity Detroit Radio: Deb Kenyon
 Group Owner: Viacom
 Rep Firm: Infinity Radio Sales

WKRK-FM 97.1

FORMAT: Talk TARGET: M-25-54
 TARGET RANK: #3

Program Director: Terry Lieberman
Line-Up: 6-11a, Howard Stern; 11a-3p, Scott & Casey; 3-7p, Deminski & Doyle; 7-10p, Kramer & Twitch; 10p-1a, *SportsNight* with Parker & The Man
97.1FM Talk is the "talk that rocks Detroit." We're compelling, entertaining, and lifestyle-based. If it's happening in Detroit, we're talking about it. 97.1 FM Talk is the only Talk station that provides live, local talk in the Detroit market from 11:00am to 1:00am every day. Primarily targeting men 25-44, 97.1 FM Talk consistently delivers Top 5 Monday-Friday ratings with strong Top 3 drive-time performances.
Web address: www.971fm.com. **Main phone:** 248-395-9797.

WOMC-FM 104.3

FORMAT: Oldies TARGET: A 25-54
 TARGET RANK: #4

Program Director: Tom Sleeker (interim)
Line-Up: 5-10a, *Dick Purtan and Purtan's People*; 10a-3p, Tom Force; 3-7p, Tom Ryan; 7p-midnight, Bob Vandergrift
 For more than 50 years, **Oldies 104.3 WOMC** has entertained and informed the Motor City with great music and exceptional personalities, including double Marconi Radio Award-winning morning icon, Dick Purtan. Dick, who's on the ballot for this year's Radio Hall of Fame, has been a Top 5-rated personality in Detroit for 38 years. His 16th Annual Salvation Army Radiothon broke all previous records, raising \$1,003,736 in just 16 hours. Overall, WOMC consistently achieves a Top 5 ratings performance in demo and delivers a coveted audience with expendable income. These upscale listeners are high-earning, active consumers that any savvy advertiser would want to target.

WVMV-FM 98.7

FORMAT: NAC-Smooth Jazz TARGET: A 25-54
 TARGET RANK: #3

Program Director: Tom Sleeker
Line-Up: : 5-9a, *Alexander Zonjic Morning Show*; 9a-2p, Madison Leigh; 2-7p, Sandy Kovach; 7p-midnight, Jon Bond; midnight-5a, Doug Massey
Smooth Jazz V98.7 is one of the most consistent radio stations in Detroit, reaching a half-million loyal listeners each week. It is also one of the highest ranked Smooth Jazz stations in the country, with 25-54 share and TSL indexes way above the national average. This refreshing mass-appeal blend of familiar hit vocals and contemporary jazz instrumentals attracts a wide variety of listeners with sophisticated musical tastes. Whether married or single, professional or blue collar, the Smooth Jazz V98.7 listener appreciates a sophisticated lifestyle and has the income and buying power to enjoy it
Web address: www.wvmv.com. **Main phone:** 248-855-5100.

WWJ-AM 950

FORMAT: All News TARGET: A 25-64
 TARGET RANK: #7 AQH, #1 cumc

Program Director: Georgeann Herbert (OM)
Line-Up: AM drive, Roberta Jasina and Joe Donovan; mid-days, Greg Bowman and Jayne Bower; PM drive, Bill Stevens and Jayne Bower; evenings, Paul Snider; overnights, Brad Bianchi
WWJ Newsradio 950 is committed to live, local, breaking-news programming around the clock, seven days a week, with "traffic and weather together on the eights," sports at :15 and :45, and business updates at :25 and :55 — including complete coverage of the automotive industry.
Web address: www.wwj.com. **Main Phone:** 248-455-7200.

WXYZ-AM 1270

FORMAT: Sports TARGET: M 25-54
 RANK: #21

Program Director: Gregg Henson
Line-Up: 6-10a, Imus; 10a-1p, Damon Perry; 1-4p, Gregg Henson and Art Regner; 4-7p, *The Lockerroom* (Eli Zaret/Gary Danielson); 7-10p, play-by-play/Doug Karsch; 10p-6a, ESPN
"AM 1270 The Sports Station" is the sports station featuring Detroit's top sports talk personalities as well as The Red Wings, Tigers, The Detroit Lions and Michigan State Spartans. *The Lockerroom* with Gary Danielson from ABC Sports is the radio station's top show and features interviews with the country's top sports movers and shakers.
Web address: www.1270sports.com. **Main phone:** 248-455-7200.

WYCD-FM 99.5

FORMAT: Country TARGET: Persons 25-54
 RANK: #7

Program Director: Mac Daniels
Line-Up: 5-10a *Wilbite & Wall*; 10a-3p, Mike Scott; 3-7p, *Edwards & Lee*; 7p-12 midnight, Jyl Forsyth; 12midnight-5a, Ron Chatman
99.5 WYCD Detroit's Best Country keeps the Motor City moving with today's best Country music. Each day begins with the fun of the two-time CMA award winning morning show *Wilbite & Wall*. After Detroit listeners wake up, they take their Country to work with Mike Scott and his friendly presentation that salutes workers with the "Employee of The Day." When the Motor City drives home, it listens to *Edwards & Lee*, consistently one of the Top 4 afternoon drive-time shows in Detroit — it's described as the place where "The Forked Tongue Meets The Silver Spoon." Night comes alive in Detroit with Jyl Forsyth and *Country After Dark* — five hours of heavy listener interaction. From the six hottest songs of the day with the "Six Pack At 8" to the hottest new songs on the "Young Country Showdown" and two hours of all-requests, it's easy to see why WYCD is in touch with the adult life group in Detroit.
Web address: www.wycd.com. **Station Business Phone:** 248-799-0600.

**Success Stories:
Infinity Detroit Radio
Group — Detroit**

Sr. VP/Market Manager, : Maureen Lesourd, 248-799-0601, mlesourd@cbs.com
2201 Woodward Heights, Ferndale, MI 48220; Corp. Phone: 248-799-0600
Sr. VP/DOS, Infinity Detroit Radio: Deb Kenyon
Group Owner: Viacom
Rep Firm: Infinity Radio Sales

Compsat Technology

PROBLEM: Compsat Technology is a Southfield, Michigan-based IT company specializing in data storage and security. It is a straight business-to-business client trying to reach key business decision-makers of large, medium and small companies. The company is trying to grow awareness for its business, cultivate new clients and grow existing relationships with current clients.

SOLUTION: WXYT-AM 1270 (Sports) and WJW Newsradio 950 created a two-fold campaign. WXYT's marketing plan included a radio sponsorship of Detroit Red Wings broadcasts, including a season-long sponsorship in all games to raise awareness for the company. Busy corporate executives can be reached through broadcast of the Red Wings, Detroit's hottest sports franchise. WXYT also made Compsat Technology the sponsor of a business dinner featuring Detroit Red Wings All Star defenseman Nicklas Lidstrom. Compsat Technology invited its key clients to the event as a way to promote relationships and to thank clients for their business. WXYT Radio also invited key clients, who gained awareness of Compsat Technology.

Additionally, the WJW Newsradio 950 partnership with Compsat Technology included business-report sponsorships and key business-breakfast sponsorships. The business-report sponsorship gave Compsat Technology full access to many business decision-makers who listen to WJW Newsradio 950 for their daily business news. The business-breakfast sponsorships provided networking opportunities with businesses coveted by Compsat Technology.

RESULTS: This multi-platform partnership with WJW Newsradio and WXYT has helped develop Compsat Technology as a household name in data security and storage in our region. "Through our radio campaign with WJW Newsradio 950 and AM 1270 WXYT, we know that our message is being heard in a very effective manner by the busy technology decision-makers in our community," says Dan

Glisky, president of Compsat Technology. "Our intent, through radio, is to ensure that the business owners and executives in this region understand that Compsat Technology is a local company experienced in protecting and securing their strategic data. Our relationship with WJW/WXYT offers us many opportunities to build relationships with our clients at many different levels."

Pat Milliken Ford

PROBLEM: Pat Milliken Ford is an automotive dealer in the very competitive Detroit market. Radio hadn't been a part of Pat Milliken Ford's previous marketing efforts, and General Sales Manager Tom Bernardo wanted a unique way to create a measurable increase in business. The goal wasn't to focus on "price and item." Bernardo wanted to brand the dealership as a quality dealership — one that you'd be proud to recommend to your family and friends.

SOLUTION: WOMC presented Pat Milliken with a can't-miss marketing plan: live reads with Detroit's most-trusted morning show personality, Dick Purtan. Not only is WOMC strong among Pat Milliken's customer base (adults 35-54), but also association with Dick Purtan would enhance Pat Milliken's credibility among WOMC's audience. The live reads didn't focus on particular models or special pricing; they focused on the intangibles that are important to most car shoppers. Pat Milliken Ford has also taken advantage of opportunities to be involved in WOMC high-profile charitable events, including Christmas is for Kids, Salvation Army Radiothon, and the Dick Purtan Golf Outing. WOMC recommended an annual commitment, and Pat Milliken Ford saw the value in maintaining a consistent presence on *Dick Purtan and Purtan's People*.

RESULTS: The only adjustment Pat Milliken Ford made from 2001 to 2002 was adding WOMC and Dick Purtan to its marketing plan. It has enjoyed a measurable increase in business, growing from 21st to 13th for total sales nationally among all Ford dealers!



**WWJ Automotive
Business
Breakfasts**

Our Automotive Business Breakfasts are excellent forums for our automotive clients to sponsor. They afford great networking opportunities with key decision-makers.



**Dick Purtan's
Annual
Radiothon**

Dick Purtan's Annual Radiothon, benefiting the Salvation Army's Bed & Bread Club, raised a record \$1,003,786 this year. This 16-hour Radiothon has become a signature event for the station as well as the community. [Purtan in red sweater]

Hats
Off To
You!

Congratulations, David Stewart
We're very proud of you!
Your *familia* at





MANAGERS TO HIRE MORE EMPLOYEES IN 2003

A new study released by CareerBuilder suggests that more than half of managers say they plan to hire new employees this year. According to the study, 13 percent of managers surveyed said they expect to hire 100 or more employees, while 48 percent said they probably would hire fewer than 10 new employees. The three primary reasons given for adding new employees to their staffs are to increase productivity, improve customer service and improve efficiency.

"Consensus hiring" appears to be the new trend, as more than half of those surveyed said that three or more people will be involved in the hiring decision. Most managers said they expect to fill open positions in 30 days or less; one-third of these managers expect to fill open positions in 14 days or less. By contrast, eight percent of managers expect the hiring process to take three months or longer.

Source: PRNewswire, 3/7/03

THINK POSITIVE!

Here's a thought from Robert Collier, author and self-improvement coach: "You can do anything you wish to do, have anything you wish to have, be anything you wish to be."

SLOW DOWN... YOU SPEAK TOO FAST

Are your salespeople whizzing through their cold calls and, in the process, destroying any chance they have of connecting with the prospect? One of the most efficient and effective ways to turn those cold calls into clients is by having your AEs slow down.

In a recent study, a majority of prospects said they'd rather hang up than hear out a salesperson who speaks so quickly they can't grasp what's being said. Unfortunately, salespeople often speed up when they're calling someone for the first time, in an attempt to cram in as much information as possible (sort of like a lot of :60 Radio spots). Speaking slowly, however, gives prospects a better chance to comprehend what's said — and therefore, they can respond more positively to it.

Source: *What's Working in Sales Management*, 1/30/03

Up Against The (Sales Dept.) Wall

What's on the walls of the sales department is sometimes just as critical to a high-performing sales team as what goes on inside the sales department. In most cases, I can tour a sales department and get a feeling whether it's a highly positive environment with over-achievers or one that has mediocre performers who just log in their hours.

Here are some suggestions to consider for the walls at your station:

MISSION STATEMENT: Take it off! It looks great on the wall, but in most cases, it means nothing to your staff. If you gave your salespeople a pop quiz to recite your mission statement, how many could do so? Instead, post a "purpose statement." Example: "The WXXX sales purpose is to under-promise and over-deliver clients' expectations and to increase their Return On Investment by at least 20 percent with our marketing expertise." I'll bet they can remember that one — and you can drill it into them.

AWARDS AND RECOGNITION: Twenty-five percent of sales people leave organizations every year because of lack of recognition. Don't be lazy. Over 70 percent of the stations I initially see have nothing on the walls to celebrate super performance. Here are two to start with:

1. **SALES REP OF THE MONTH:** Simple yet understood by all who walk by the plaque, which is divided into 12 months. The top of the plaque could read: "These individuals are recognized for their dedication, passion and drive towards over-achieving the standards of the WXXX Sales Team."

2. **RAINMAKER OF THE MONTH:** This award goes to the sales rep who brings in the most new business as defined by the sales manager. New business is the lifeblood of sales organizations, so reward it. Again, use one plaque divided into 12 months, with an inscription like this: "These individuals are recognized for bringing new business to WXXX, exemplifying their commitment to prospecting and developing new relationships with businesses in [your city/area]."

3. **RAISER** (the person who raises rate monthly by biggest margin), and so forth. Whatever you name it, get it up on the wall.

INTERNAL COMPETITION: This is great for every sales organization as long as it remains positive and does not lead to inferiority complexes with new sales reps who join the team. Two things to post on dry-erase boards include:

» **NUMBERS:** Don't write down your reps' actual billing numbers, but rather their percentage to budget. Ranked by sales rep, it should include the current month and one month out. Update it weekly. This lets the reps know where they stand, compared to other reps. For those on the bottom, it's one of the strongest motivators to get their butts in gear to sell.

» **DOLLARS:** Specifically, dollars sold last week. Let your reps know who is selling and who is not. Again, rank it by sales rep — for that week.

As long as it remains in a positive environment, peer pressure is one of the strongest motivators I have ever seen in sales departments. AEs strive to be on the top and hate to be at the bottom. Using percentages levels the playing field, as most reps have different numbers to hit, with different levels of experience.

INFORMATION: Post promotional calendars, inventory management issues in some cases, sales contest rankings, and so on. This is strictly an information board to keep reps up to speed with what's going on inside the sales department.

THE GRAFFITI BOARD: Set up one dry-erase board for everyone at the station to write motivational quotes, congratulations to certain sales reps on great orders, and anything else that motivates the sales department. This is for graffiti only — no normal station information and no foul language. It gets a little crazy, but we're in Radio, right?

Get the Picasso prints off the walls. A sales department isn't a country club; it's for peak performers only! Sales reps are products of their environment. What's hanging on your walls? ☹

Sean Luce is head national instructor for the Luce Performance Group and can be reached at 281-496-6340 or by e-mail at www.luceperformancegroup.com



DO YOU HAVE A "CEO MINDSET"?

Here's a question every account executive should ask every morning when he or she looks in the mirror: "Self, do you think of yourself as a salesperson or as CEO of your own company?"

Todd Duncan, CEO and founder of The Duncan Group, says that no salesperson will reach full potential until he or she understands the disparities between "salesperson thinking" and CEO thinking.

Salesperson thinking:

- Keeps safe clients
- Is busy and action-oriented
- Puts quantity before quality
- Puts profits before people
- Puts revenue before reputation
- Builds business ahead of capacity
- Priorities schedules
- Is short-term oriented
- Relies on quick turnaround
- Succeeds by accident
- Calls on anybody
- Reacts to interruptions

CEO thinking

- Terminates unprofitable relationships
- Is productive and results-focused
- Knows quality creates more quantity
- Puts people before profits
- Puts reputation before revenue
- Builds capacity ahead of business
- Schedules priorities
- Is long-term oriented
- Relies on Customers' trust
- Succeeds by design
- Calls on the right people
- Makes sure interruptions don't occur

Adapted from High Trust Selling – Make More Money in Less Time With Less Stress, by Todd Duncan (Thomas Nelson Publishers). Source: The Selling Advantage (2/14/03)

CONSUMERS ARE TURNING PRO

Get ready for a new buzzword: "prosumer." The concept of "prosumer" is not new — but it is re-emerging as a description of those individuals who are information-hungry and highly informed. According to a study released by Euro RSCG MVBMS Partners, prosumers increasingly will send a clear message to retailers, marketers and advertisers that the old approach to reaching the consumer has changed. Today's prosumers are the 70 percent of consumers who actively seek information and opinions before making a purchase, and who also take into account outside information and opinion when evaluating their own experiences.

It's Your Career: Bet Heavy

The first time I went to Las Vegas, I went to a show. I can't remember the headliner, but a comedian opened for him. I don't remember the comedian's name, either, but I do remember the last thing this comedian said: "Folks, when you leave this show and go out into the casino, I want you to remember — the less you bet, the more you lose when you win."

You know what? He's right. Say you're sitting at the \$5 blackjack table and bet the minimum. You win \$5 when you beat the dealer — more if you get a blackjack. However, if you're playing at the \$100 table and bet the minimum, you'll win \$100 for beating the dealer. Therefore, if you bet \$5 instead of \$100 and win, you lose \$95.

In casinos, the odds are always in the house's favor. Sure, you can win — but not over a period of time. If the house edge is a mere 0.6 percent, players can assume that, for every \$10 original wager, they will lose six cents.

Have fun when you go to Las Vegas, but don't expect to get rich by gambling. The fact is, there are three ways to get rich quick today in America:

1. Love: Marry a billionaire.
2. Lottery: Good luck.
3. Litigation: Divorce a billionaire or settle a huge lawsuit.

The rest of us are going to work our way to success. That means you must bet on yourself and your career, instead of the turn of a card.

One of my clients is Monster (formerly Monster.com), and I host the Sales Chat and the Sales Forum on its website. The other day, a salesperson posted this lament:

"To anyone out there: I've been with my current employer for nine months now, and no matter how much I try to psyche myself up for work, I just don't believe in our product, and I don't believe sales is my calling. I would quit but, with the way the job market is, that's not a good idea. I could work for other companies in this market, but I truly believe I would be bringing the same baggage to a new place. I'm not sure if anyone can give

me advice; I just had to put this out there and see what people had to say."

This person is hedging bets. He or she is not willing to risk committing to sales or the sales job. The person is not willing to do the reading and study, not willing to do the work before getting paid for it. This salesperson mistakenly believes that selling is about psyching oneself up to get out there and see people. **Selling is about helping customers get the outcomes they need.**

What all of us need in sales is a happy customer. When you're helping someone else, you will be more motivated than when you are bemoaning your fate. Passion comes from having a handful of happy-customer stories. These stories help you handle objections and break through to the prospects who resist you.

You have a choice to make every day in sales. That choice is: "What am I going to do with time I'm devoting to work?" You can ruminate. You can procrastinate. You can wait for something to motivate you.

Or you can decide right now to start doing excellent work and trust the process. "We are what we repeatedly do," said Aristotle. "Excellence, therefore, is not an act but a habit."

What habits must you develop to have an outstanding year in 2003? Do you need more people in your pipeline? Can you ask for one more referral a week? Can you set aside 30 minutes for self-improvement and 30 more for planning? You know what you need to do. All you have to do is execute.

Remember: *The less you bet, the more you lose when you win.* It's true in the casinos, and it's true in your career. Except that, in your career, you — not the house — control your odds of success.

It's your career. Bet heavy.

Chris Lytle is author of The Accidental Salesperson and the creator of MAX, the web-based, on-the-job sales training system. He may be reached at 800-255-9853 or by e-mail at chris.lytle@apexperformancesystems.com.



DO YOUR SALES REPS PERFORM CLIENT REVIEWS?

By regularly discussing each client's needs, rather than assuming the status quo, the AE has the opportunity to increase sales by inquiring about those changes and working with the client to develop a marketing plan to accommodate them. He or she also can detect signs that an account may be headed for trouble and can fix things before the client pulls the plug.

In the same way you provide each of your sales reps a performance review, it's necessary for them to review the client's business. Some questions to ask:

- » How has the customer's business changed since the last time anyone bothered to ask?
- » Is the client's product or service as valuable now as it was when it was first advertised on the station?
- » What is the client's impression of your sales rep's service? Does the client want more service, less, or the same amount?
- » Are the clients' sales needs being met, and are there any expected changes that might require a reassessment of their marketing plan?

Note: Doing client reviews regularly (monthly, bimonthly or annually) makes it easier to spot both problems and sales opportunities.

Source: *What's Working In Sales Management*, 1/30/03

A LOOK AT BABY-BOOMERS

Chances are that either you or your manager is a baby-boomer, one of the 78 million Americans born between 1946 and 1965. Pass these baby-boomer facts to your sales reps:

- » The average household income of older baby-boomer household income is \$58,889, while the average for younger boomers is \$56,500.
- » One baby boomer reaches the age of 50 every seven seconds, according to research by *Age Wave Impact*.
- » Almost two-thirds (62 percent) of older boomers have college degrees, compared with 58 percent of younger boomers.
- » Forty percent of boomers plan to move after retirement. The most common reasons: downsizing their residence; closer proximity to family; the desire to live in a warmer climate; and greater access to activities and amenities.

Source: *American Demographics*, 2/03

How To Weed Out Nuts And Flakes

The interview process should determine whether there is a match between the individual and the job. Furthermore, a good process allows you to understand the applicant's behavior, values, motivations and qualifications. Time and again, we have seen people hired for sales jobs, but they lack the competencies to lead and manage others. Here are reasons for interviewing failure, followed by recommendations for successful interviewing:

LACK OF PREPARATION. Before the interview, make sure you understand the job. Develop a simple outline that covers general job duties. Screen the résumé and application to gain information for the interview. Standardize and prepare the questions you will ask each applicant.

LACK OF CLEAR COMPETENCIES. Each job can have 6-14 job competencies. Identify the behaviors, knowledge, motivations and qualities that incumbents required of the job for which you are interviewing applicants. There are several assessments and profiles to help ensure a good match between applicant and job.

LACK OF STRUCTURE. The best interview should follow a structured process. Each applicant should be asked the same questions and scored with a consistent rating process. Use behavior-based questions, role-plays and situational questions. Here are some examples:

Behavior-Based Questions evaluate the applicant's past behavior, experience and initiative):

- » "Give me an example when you..."
- » "Describe an incident where you went beyond the call of duty..."
- » "Tell me about the time you reached out for additional responsibility..."
- » "Tell me about the largest project you worked on..."
- » "Tell me about the last time you broke the rules..."

Situational-Based Questions evaluate the applicant's judgment ability and knowledge. For example: "You are a manager, and one of your employees has just told you that he thinks another worker is stealing merchandise from the store."

- » "What should you do?"
- » "What additional information should you obtain?"

- » "How many options do you have?"
- » "Should you call the police? If so, when?"

Role Plays are effective for learning and practicing new skills. They can also be used during the interview process to determine the skills and personal charisma of applicants under stress. Consider the following role-play guidelines.

- » It is a good idea to write the situation on paper. Give the person a short break to "get into character" before beginning the role-play.
- » Give the candidate clear guidelines and background information so that they thoroughly understand the situation.
- » Allow them to ask questions before you begin.
- » Debrief the applicant at the conclusion of the role play. Ask them to tell you how they thought they did and how they could have done it differently. Conclude the role-play in a positive way.

The traditional interview is never 100 percent reliable. Yes, a structured approach will improve your chances, but it is important to go one step further. Pre-employment profiles are an important aspect of the hiring process for a growing number of employers. By using various assessments and profiles, organizations have helped clients reduce turnover and improve the quality of the workforce.

Behavioral assessments have proven to be an effective tool for improving the management of an organization. They allow targeted selection, and they provide an accurate analysis of applicant behaviors and attitudes otherwise left to subjective judgment.

Our behavior profiles provide employers with a special tool, called the Success Insights Wheel, which has saved organizations countless thousands of dollars in turnover and training costs. The Success Insights Wheel allows you to graphically profile the behaviors, attitudes, and attributes of top and low-performing employees. Creating a benchmark between these employees and others puts you in a powerful position to predict success.

Greg Smith is president of management-consulting firm Chart Your Course International, located in Atlanta. Phone him at 770-860-9464. More articles are available at <http://www.chartcourse.com>.



A large, semi-transparent American flag is positioned on the left side of the page, with its stripes and stars visible. The flag's colors are slightly faded to allow the text to be read clearly.

United we stand.

In these troubled times, we'd like to take a moment to express our unwavering support for the men and women of our Armed Forces, and for people of peace and justice everywhere.

We pray for a speedy end to the conflict and a safe return home.

-The staff of First MediaWorks





HOW TO OVERCOME THE SALES OBJECTION

Overcoming the "sales objection" is one of the biggest challenges in sales. Here are some simple tactics to get past the client's or prospect's initial objection to your proposal:

- » Know why your offering is worth its price. If you don't know the value of what you're selling, why shouldn't the prospect object?
- » If the prospect says your price is too high, ask, "Compared to what?" If the answer is the local newspaper or other competition, you should know why your proposal is better — including the price difference. It's possible that you may be 10 percent more expensive than your competitor, but if that 10 percent buys your prospect 30 percent greater benefit, you're offering a better product.
- » Avoid saying the "larger number." If you propose one price and the prospect has a lower price in mind, focus on the "difference" or "dollar gain," rather than focusing on your higher price. Use phrases such as "for only \$500 more, you'll gain..." or "let's see what the extra \$500 gives you."
- » Compare results, not price. Always go back to specific parts of your proposal that the prospect seemed to like. Focus on those issues to remind him or her that you will produce results which, in the long run, is more important than what the prospect pays to get those results.

Source: "10 Strategies for Handling the Price Objection," www.SalesDog.com.

DON'T LET YOUR PROPOSALS DANGLE

Never let your proposal — or the prospect — dangle in the wind. This is particularly true of prospects who seemed to like what you had to say. Many prospects are not self-motivated to call you back in order to spend money with you; it's your job to them. In other words, don't let the buying decision go stale. Why?

If you don't vigorously follow up on the proposal, the prospect may begin to think that it's not important to you. Every client wants to feel important. Procrastination is one of the easiest ways to spoil a sale. Don't let other things attract the prospect's attention so that he or she pushes your proposal to the back burner.

Source: Back to Basics Selling, Robert F. Taylor, Spectrum Books

How To Make A Radio Spot Disappear

I received an e-mail from a reader, who said that he agrees with our story-based creative approach but that clients insist on Radio spots that sound like traditional Radio spots — just straight announcements. He asked if I had something that AEs and PDs could hand to prospective or existing clients as a means of bringing their yesterday thinking about Radio into today's Radio advertising world?

Well, I do have one. It is written tongue-in-cheek and if, as a result, you fear it will be misunderstood or will confuse clients, then reframe it with the tongue out of the cheek.

It's called *Black Magic For Radio Clients: 10 Ways To Make Your Radio Spots Disappear*. It's also available as a PDF file at www.Radio-ranch.com. You have my permission to download, reproduce and distribute it, but please keep the copyright on the piece: © DOSCI 2003.

IN ANY EVENT, HERE ARE THE 10 STEPS TO DISAPPEARING SPOTS:

1. Cram your spot with every piece of information about the product or service you deem important. This virtually assures rapid vanishing.
2. If a spot crammed with details slips by you, make sure the announcement is filled with clichéd claims and excessive promises. Poof!
3. Be certain that your product or service name appears early in the spot so the listener is tipped off that another Radio spot is about to interrupt the major reason they listen to Radio: entertainment or information. Going, going, gone!
4. Be sure to count the number of times the name of your product or service appears in the spot: the more, the better. There is a direct relationship between the number of times they appear and the rate of spot disappearance. More frequency assures faster disappearance.
5. At all cost, avoid any form of humor in your spot. Listeners find that a non-humorous spot is an unconscious cue to switch stations. And they do: Click!
6. Never disclose anything about the emotional reasons you're in business. Spots devoid of emotionality assure boredom and help your spot do a vanishing act.
7. Never feature the voices of customers'

REMINDER: In my last column, I invited you to send spots based on the four steps used in the Radio Ranch approach to advertising creative. I offered comment on the first five creative efforts received at infolabrea@aol.com in an upcoming column, and I will. However, if you're stuck, fill in and send the step information, and I'll make some suggestions. I also said that, with your permission, I would publish your work in this column and on our Radio Ranch website, www.Radio-ranch.com. If you missed that last column, check it out on www.Radio-ranch.com — it's a PDF file. If you fail to make the first-five cut, we're working on a mentoring opportunity that will reach out to a larger number. We'll keep you posted.

revealing the emotional benefits of a service or product. Real people's feelings stimulate the brain part that urges a listener to stick around. Lose the spot by avoiding customer feelings.

8. Sometimes, people remember a story in a :60 commercial better than they remember the program in which it appeared. This is because stories trigger adrenalin flow by arousing emotions. Adrenalin is critical to the formation of long-term memory. If you want to make sure your listeners don't retain a memory of your spot, then never — repeat, never — do a spot that has a narrative (story) style.
9. If you still insist on a story, remember a story works best when it connects with some "life-processing" need of consumers. Stay away from life-processing needs, and you'll make your spots disappear really well.
10. Sustaining characters in Radio spots have a strange tendency to signal a listener: "Something fun is coming up; pay attention." Shun character-style spots. All that does is invite attention and keeps the spot alive in the listeners' minds for the next appearance of the characters. If disappearing spots is your goal, don't take a chance on sustaining character spots. The spots will grab too much attention. ☺

NAB Hall of Famer Dick Orkin, co-founder of the Radio Ranch in Hollywood, CA, produces award-winning radio advertising campaigns. He may be reached at 323-462-4966 or e-mail dick@Radio-ranch.com. Copyright DOSCI Inc. 2003

TEN STEPS TO SALES LEADERSHIP

What makes top sales producers?

1. They're accountable for everything they say and do.
2. They recognize integrity as a dual-edged sword. Not only must they tell the truth, they also must be willing to hear it.
3. They have confidence in themselves, and they constantly reinforce that belief.
4. They put the client first.
5. They always want to learn more, always search for ways to improve themselves, develop their strengths, and understand their weaknesses.
6. They're always trying to find ways to help others grow and develop. Generosity is returned multi-fold.
7. They're obsessed with progress. To them, progress means change and the opportunity it brings to move them forward toward their goals.
8. When working with a prospect, they focus on the goals ("what needs to happen") before getting distracted by the mechanics ("how it will happen").
9. They're absolutely certain that they are an important part of the customer's solution and not part of the customer's problem.
10. They embrace new situations and actively look for new challenges.

Adapted from *Think and Sell Like a CEO*, by Anthony Parinello (Entrepreneur Media, Inc.). Parinello is a salesperson and trainer with more than 28 years as a consultant. Source: *The Selling Advantage*, 2/14/03

TIPS FOR CLOSING

Are you having trouble closing deals? Here's some advice from sales pro Barbara Corcoran, chairman of the Corcoran Group:

1. If you consider all angles before your start, you'll be able to overcome objections before they become an issue.
2. Slow down. "Buyers change their mind if they're pushed to buy before they're really ready," Corcoran says.
3. Counter with care. When closing in on a final counter-offer, use delaying tactics: "When you reply, 'I'll try to have an answer for you in an hour,' you build anticipation" and lessen the chance it will be quickly tossed off with another counter."

Source: *Investor's Business Daily*, 3/5/03; from www.rab.com

Creating The Perfect Marketing Plan

I love a perfect composition: a Van Gogh painting, a Frank Lloyd Wright building, a Tiger Wood two-iron ... and a well-constructed marketing plan. While the brilliance of Vincent, Frank, and Tiger is captivating, I am most fond of the latter, as it holds the best opportunity to pay the bills.

Creating the perfect marketing plan is painless when you have a system — and with a system, you can turn your prospects into clients. The Perfect Marketing Plan is a balance of pages and material that turn a dispassionate prospect into a long-term advertiser.

Prospects only want to know if you can help them generate revenue. They don't care about your stations, your morning team or your latest ranker. They want you to listen; they want you to deliver a well-thought-out plan; they want to have confidence in your ideas.

To develop The Perfect Marketing Plan, you must first know two key ingredients: the prospect's needs and his or her budget. Without asking efficient questions in your initial meeting, your marketing plan will fall on apprehensive ears. Through a comprehensive needs analysis, you will discover all the answers that will allow you to create The Perfect Marketing Plan.

When it finally is time to sit alone at the computer, incorporate the following ingredients to create your station's next big client.

INTRODUCTION PAGE: Prospects appreciate seeing their name and business logo large and up front. Under their heading, add your station logo, the date and your personal contact information.

TEAM COMMITMENT PAGE: Providing names of key staff members makes a personal touch, and your prospects feel that there is a team working for their success.

THE TIMELINE: Include your prior needs-analysis date, the presentation date, your proposed start date, and several follow-up meeting dates. This will assure your prospect that you have a plan of action to begin the campaign, and clear intentions to follow up with them in the future.

ANALYSIS RECAP: This is your opportunity

to show how much you have listened. Include fine points about the prospect's business profile, customer profile, competition, sales territory, current marketing partners and, most important, the prospect's unique selling positions.

RESEARCH PAGE: Show key statistics about the prospect's industry from such sources as Simmons or the Radio Advertising Bureau.

STATION(S) PAGE: This is where you discuss your stations, but make sure you discuss how your audiences tie into the clients' needs. Always show a benefit to your prospect's business.

CREATIVE PLAN: If you've been wise enough to create a demo commercial, now is the time to let the prospects hear the final product. By playing their ad and providing a written script, you may sell your plan right now!

PROMOTIONAL PLAN: Do you have any promotions tied to the campaign? Let them know — and make your ideas as tangible as possible.

RETURN ON INVESTMENT: By discovering your prospect's desired growth, closing ratio, average sale, and weekly gross sales, you can create a ROI that will make your proposal an undeniably efficient investment.

RECOMMENDED SCHEDULE(S): Based on all you've learned, show your prospect three simple campaign and investment options. Ask the prospect which option he or she feels would work best — and then be quiet.

SIGNATURE PAGE: Always be ready with a contract that has the flexibility to write in the chosen campaign. This will create an immediate opportunity for your new client to commit to your plan.

There are several ways to add spice to your work of art. Remember, displaying your plan professionally gives you an edge when you want to ask for more money and a longer commitment. Follow these tips, and you'll end more presentations with a handshake and the words, "I like it...let's do it!" — the ultimate conclusion to The Perfect Marketing Plan ☺

Gregg Murray is director of sales/marketing for West Virginia Radio Corporation and designer of wvradioadvertising.com. He can be reached at 304-342-8131 or gmurray@wvradio.com.

Flipping^{THE} Switch TO HD RADIO

By Reed Bunzel, Editor-In-Chief

Since the FCC last fall formally approved iBiquity's system of In-Band, On-Channel digital audio broadcasting — also known as HD Radio — a number of Radio groups and independent broadcasters have announced their decisions to convert to digital transmission. Their reasons for doing so are many and varied, but two primary factors have fueled the charge: iBiquity's "early adopter" licensing incentives, and the ability to be one of the first in Radio to implement the new digital transmission technology.

Radio One was one of the first groups to sign a deal with iBiquity. The company did so, as Director of Corporate Engineering **John Mathews** recalls, because "we had faith in the technology. The ongoing costs of operating the facilities as HD Radio stations are not that extreme, and we firmly believe this is the next step for Radio. It's not a fad, and it isn't AM stereo. This is the direction Radio has to go in order to survive." While Mathews says he was leaning toward early implementation of IBOC anyway, the licensing incentives offered by iBiquity helped convince him. "It was pretty clear that the best financial opportunity to do it would be up front," he says.

"I've always been a fan of advancing technologies; and our CEO, Alfred Liggins, was on the iBiquity board," Mathews continues. "It's the next logical step for Radio. We need to stay competitive, and the incentives offered by iBiquity helped drive that home." So far, Radio One has committed to implementing IBOC at six of its stations, two of which — WDMK in Detroit and KKBT in Los Angeles — already have been converted. Four more stations in Boston, Dallas and Atlanta will convert to HD Radio over the next few months.

Mike O'Shea, chief engineer at WUSF in Tampa, says that IBOC definitely enhances the quality and fidelity of his station's FM signal. Not only is the fidelity of a digital signal significantly clearer than analog, but also signal disintegration at the "fringe" is eliminated. "If you're out in your car today, listening to analog AM or FM, when you get out into the fringe — maybe for the last 10 miles of the signal — it sounds pretty bad, and it gets worse and worse," O'Shea explains. "Digital is not that way. It is either 100 percent CD quality or it's not there."

Another benefit of digital, O'Shea points out, is the elimination of multi-path interference, which occurs when an FM receiver antenna is hit by a direct signal from the transmitter as well as reflections of that same signal off buildings or mountains. "That out-of-phase signal, in analog, starts giving you 'picket-fencing,'" O'Shea says. "But you get none of that digitally. It does not exist, because the receiver says, 'I only want the strongest signal.' All or nothing. It's good or it's not there."

"To save money" is the reason that WJLD-AM Birmingham owner/GM **Gary Richardson** gives when asked why he decided to be an early adopter of HD Radio — even though his is an AM signal, which has not yet been approved

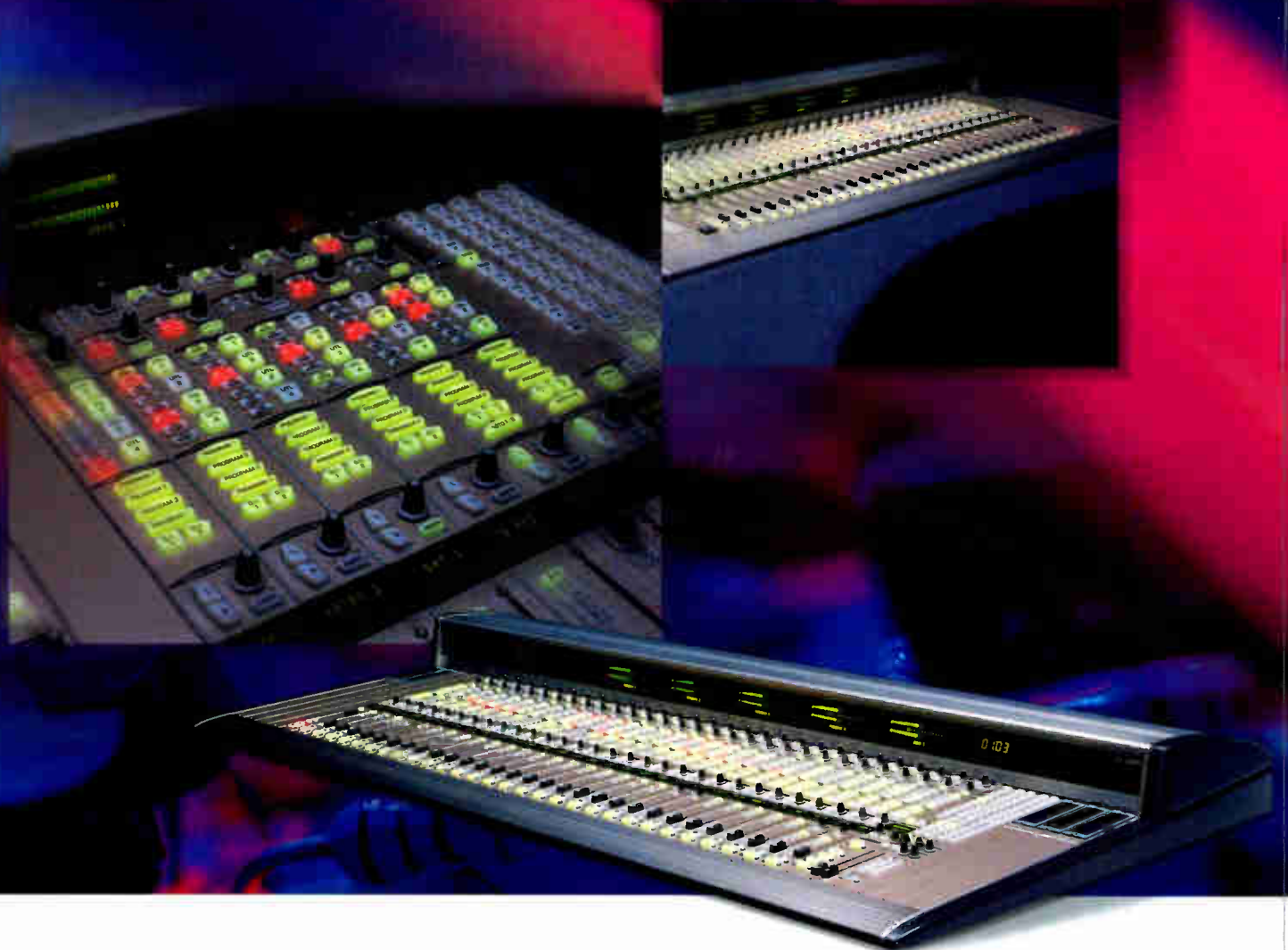
for nighttime broadcasts. "iBiquity offered the incentive of early implementation to save on the licensing fee, and that was a plus," he says. "I also recognized that the future of Radio is heading into a digital realm, and we wanted to be a part of that. Saving money on top of that was a plus. I'm glad we did. After installing it and hearing the signal, I am just thoroughly impressed with the fidelity and sound quality from the IBOC signal."



JOHN MATHIEWS
CORPORATE DIRECTOR OF
ENGINEERING, RADIO ONE

While some broadcasters dispute the claim, Radio One Corporate Director of Engineering John Mathews says that his Detroit station WDMK was the first commercially licensed HD Radio station to go on the air with » 48

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Harris' BMXdigital by Pacific. Beauty that's a lot more than skin deep.

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commercially available equipment. "Everything was bought from equipment vendors, and the station was fully licensed by iBiquity," he explains.

Because Radio One was faced with implementing HD Radio at six stations with different power ratings and technical challenges, Mathews had to look at both high-level and low-level combining. "The frequency at which the digital data is transmitted requires linear amplification, which is not really achievable with tube-type transmitters," he says. "So if you have a 30-kilowatt transmitter and require a lot of total power output, most of the time you're looking at a high-level combining situation. That's where you add the digital component of the signal on the high side of radio frequency (RF). So if you have 20 kw of analog RF and put on 2,000 watts of digital RF, that's done on the high side — with a combiner and a reject load. That's not always the most desirable method, because you have to buy a full digital transmitter to do it."

The preferred choice, which Mathews says is being rolled out at four of Radio One's first six HD Radio conversions — including KKBT Los Angeles — is low-level combination. "If you already have a linear amplification transmitter at your site — essentially a solid-state transmitter with 10 kw or less — you can combine the digital at the low RF end, at the exciter level," he explains. "Instead of combining the signals at the back side of the transmitter, you do it on the front side, which means you don't have to buy as much equipment."

Mathews estimates that implementing high-level combining can cost \$100,000 to \$260,000, depending on the size of the new digital transmitter. "The more total power output (TPO) you have, the more digital RF you'll need on the high end," he says. "You have to buy a whole separate transmitter for the combination. In Detroit, it was \$120,000 because we only had 22 kw TPO, but in Dallas we have well over 40 kw, so we're looking at a \$240,000 install."

Despite the initial expense, Mathews says he looks at it as an

investment in the future. "Whenever you look at return on investment, you have to determine the long-term life of the investment," he explains. "In this particular case, where we're throwing potentially a quarter-million dollars at a transmitter facility, we believe the long-term life of the facility definitely will see the return on the money. Will we see that return next year or the year after? Probably not. But there's a significant advantage to being on the leading edge with respect to technology development and revenue stream development, and finding ways to bring additional dollars to your facilities. It's almost a no-brainer."



GARY RICHARDSON,
OWNER/GM, WJLD-AM
BIRMINGHAM

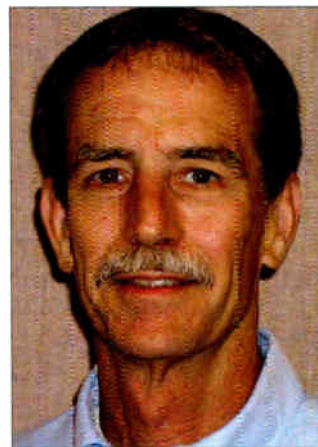
"We use the Broadcast Electronics ESI 10 digital IBOC generator," explains WJLD's Gary Richardson. "We have two different processors: the Omnia 4.5 A, which is a great processor for our analog side, and the Orban 6200 S on the digital side. We were stereo all the way to our transmitter, and we're using a Lucent analog-to-digital converter at the end of our STL receiver to get an AES EBU digital signal, which goes into the stereo generator."

Richardson says he spent about \$35,000 for his conversion, an amount that's somewhat less than implementing FM digital: "We purchased all-new equipment — the generator, two new processors, the analog-to-digital converter, and some additional parts from BE to actually convert my BE 1A transmitter so it could

receive the digital signal."

Since AM HD Radio so far is authorized only for daytime implementation, Richardson also had to install a bypass that shuts off the digital signal at sunset. "We have a bypass capability that allows us to access the generator via the Internet," he explains. "It gives control over the signal. In addition, we have it connected so that, at nighttime, it switches to bypass so the standard analog signal runs in the hybrid." Also, because of bandwidth limitations, AM stations that transmit an analog stereo must disable the stereo feature when simultaneously broadcasting digital IBOC.

"With the improved fidelity



we're doing high-level combining of the two signals."

The analog-digital combining process requires 10 percent more analog power than is normally run out of the transmitter because 10 percent of that analog power is lost during the actual combining process, plus you're adding a digital signal that is one-tenth the analog power. "If I'm running 20.4 kW of analog power, that means I need to add 2,040 watts of digital power," says O'Shea. "There are two outputs to the combiner: One goes to the antenna to combine both signals, and the other goes to a reject load, which rejects 10 percent of the analog power — the 10 percent we've added. It's also rejecting 90 percent of the digital." At the end of the combining process, O'Shea says he has 20.4k of analog going to the antenna, and just 204 watts of digital — one one-hundredth of the analog.

To complete the high-level combining chain, WUSF purchased a new digital transmitter, an exciter, and a new audio processor, which were installed in an air-conditioned unit built inside the station's existing remote transmission facility. Total cost for the project, O'Shea says, was \$150,000. "That was for the transmitter, the rack, the new processor, expanding channels for remote control, the combiner, the reject load, the transmission line, two uninterrupted power supplies, all the building materials for the build-out, the two air conditioners, and all the labor," he says. ☐

coverage of my signal, I know that converting to HD Radio is going to pay off," Richardson concludes. "Once the receivers get out there and people start listening to the signal, it will pay off from the first listener."

MIKE O'SHEA
CHIEF ENGINEER, WUSF TAMPA

"When we decided to convert to digital, I wanted a Harris," says Mike O'Shea, chief engineer at non-commercial WUSF-FM in Tampa. "We already had two analog transmitters: an older Harris FM 20K and a newer HT 30K transmitter. The reason I have a 30k is that I have two antennas on my tower, the newer antenna is higher, and I needed 20.4 k out of my transmitter to make my full power. Since I was going to be on the primary antenna, and since I needed 20.4 k of analog to meet my licensed coverage, I needed 10 percent more from my analog transmitter, because

i·Se·lect·or (ī sə-lek'tər), n. 1. a fully branded Internet player for radio stations in the United States. 2. listeners can customize the station's format. 3. a way for stations to get back on the web legally and economically. Synonym: VALUE ADDED

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The screenshot shows the iSelector web interface with the following labeled components:

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- Play:** [button]
- Skip:** [button]
- Volume control:** [slider]
- Log off:** [button]
- Bandwidth choices:** [button]
- Find Station Info:** [button]
- Ban song:** [button]
- Add deep cuts:** [button]
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CLEAR CHANNEL-SEATTLE IS: **On The Waterfront**

By Reed Bunzel, Editor-In-Chief
Photos courtesy of Russ Berger Design Group

When Clear Channel Communications closed on Ackerley Broadcasting's Seattle Radio stations last June, the company not only got four new stations, but it also picked up virtually brand-new facilities in a waterfront building located on Elliott Bay. The five-story structure was designed with Ackerley in mind but, following the transaction, it now is leased entirely to Clear Channel, which sub-leases much of it to other tenants. Currently, four Clear Channel stations occupy space that extends over two floors, but a fifth station will be moving in sometime later this spring.

"We now use one-and-a-half floors to house the four stations, plus some common area on the first floor," explains Chief Engineer **John Miller**. "The business offices — sales, administration, accounting, traffic — are all on the third floor, as are the production control rooms. The fourth floor, which is the half floor, houses all of the on-air operations and engineering."

Michelle Grosenick, formerly with Ackerley, now market manager for the Clear Channel cluster, describes the facilities as contemporary, clean and functional. "A lot of time went into selecting the flooring and the consoles in the studios, and they're beautiful," she says. "With the offices, we tried to be contemporary as well as functional."

Callison Architecture was the overall architect and worked closely with **Russ Berger Design Group** and Miller throughout the design process. "Callison did everything that went into the building — reinforcing of the floor, the colors, all that stuff," Miller says. "Then they worked very closely with Berger on how the control rooms went together, even though Berger made the final call regarding the studio designs." Miller did all technical-systems design work in extensive partnership with **Harris Corp.**

Radio Ink recently spoke with Grosenick (MG) and Miller (JM) to see — literally — why this project is considered one of "the best facilities in Radio."



What was your primary motivation for new studios and offices?

JM: Our old space was way too small, and had been added to over the years in various methods and philosophies. We just needed to expand into a bigger space, and one of the benefits was also to make things as similar as possible from station to station.

How critical is it to involve other department heads and staff in the planning process?

MG: It's extremely important to involve the department heads — your key people — to the extent that you're comfortable. It was a long process. You

have to start early, because people say one thing, think about it and then realize it's not what we need.

Is there a risk of too many cooks' stirring the soup?

MG: Well, you can't have a committee making decisions. But you can get a lot of feedback from people who actually do the jobs. You can make a mistake if you have an engineer and a general manager and an architect working together without getting enough input from the traffic or production department. Be sure that every department is » 52



A FACE FOR RADIO



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heard, that they hear each others' needs; and try to boil it down so the general manager can make the correct decisions.

Tell us how the individual studios are laid out.

JM: The layout for each station varies from format to format. KJR-AM is a Sports Talk station, so it has a Talk studio, a producer's booth, and the sports update booth, which is primarily a newscast booth. Off that is the sports pit, which is a sports newsgathering area with a few cubicles and workstations. There's also a couple of shared edit rooms nearby. The other stations have a control room. Each of them, with one exception, has a producer booth off of it, where they can screen phone calls or where producer functions go on.

How did you decide which facilities would go on the third floor, and which would be located on the fourth?

MG: One of my concerns was that we had to take a floor and a half, which meant we had to split the staff. Previously, we were all on the same floor. We had very little space and it was uncomfortable. With this new facility, we had to find a way to distribute the space between the third and fourth floor without disrupting the flow of work. It's not ideal, but there just wasn't any other way, since the building wasn't big enough to fit everyone on one floor. In the end, we put the on-air studios on the fourth floor — everyone broadcasting from studios was up there. We also made sure that the sales staff was together in an open area to facilitate a lot of talking and sharing, which started in the old building and was enhanced in this building.

Did you use any of the equipment that



Clear Channel-Seattle Equipment Checklist

Boards/consolas:
Harris Pacific Research & Engineering
AMX, RMX and SMX

Audio processing equipment:
Aphex, Orban, HNB

Microphones:
Soundelux,
ElectroVoice

Transmitter:
Harris, Broadcast Electronics

Antenna:
Jampro, Harris

Traffic software:
JDS

Music software:
RCS Selector

Remote equipment:
Telos, Comrex, Allen & Heath, Mackie, Vega, Shure

Telephone hybrid:
Telos

Speakers:
Genelec, Fostex

Cabinetry:
Harris Pacific

Digital workstations:
Prophet NexGen,
Digidesign ProTools,
Audion VoxPro, Syntrillium Cool Edit Pro

Satellite links:
Comstream, Anacom,
Prodelin, Starguide

Chief engineer:
John Miller

Engineering design consultant:
Russ Berger Design Group

Architect:
Callison Architecture

was in the old facility, or did you go for new stuff?

JM: We reused almost none of it. We brought a few pieces over, but a lot of the equipment had been used for a long time. Also, we were using carts in the old building, so for several reasons we went cold turkey in moving into this building.

In retrospect, is there anything you would have done differently?

MG: One of our mistakes was that we put four or five conference rooms on the first floor, where we initially had the reception area. Because of the availability of the conference rooms on the first floor, we assumed we did not need one on the third and fourth floor.

It worked out okay, but it wasn't ideal, because meetings had to be held so far away from the rest of the operation. But after we downsized in people, we took one of the offices and turned it into a smaller conference room on the third floor.

What have you learned that you could pass on to someone who is considering building new facilities?

MG: I learned that, when you're looking at all this new space — far more than you had

before — the natural inclination is to use all that space, make things bigger and better, and keep things broad.

The truth is, for a Radio operation, we're now a little too far away from each other. We're spread out a little too far, and we probably could have used less space.

When we first looked at the square footage, we figured we could use it all — build offices here and cubicles there. But when we actually got here, the climate of the actual stations changed a bit. You couldn't hear things as well, and people had to walk much farther to interact.

Although we eventually adjusted to it, the preference is to be a slightly more intimate environment if you're a Radio group. ☺

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World Radio History

ENGINEERS c. 1958:

KWKH staff members Don Ewing and Bob Shipley keep up with election results for listeners in Shreveport, LA. Photo and caption information courtesy of Joey Kent, Shreveport.



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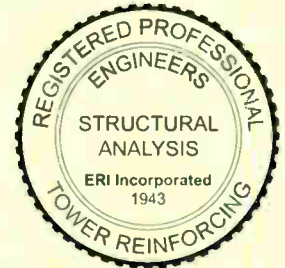
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