

INSIDE THIS ISSUE: PHILADELPHIA RADIO MARKET PROFILE

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RADIO INK

RADIO'S PREMIER MANAGEMENT & MARKETING MAGAZINESM



IN THE HOT SEAT: JOHN HOGAN INSISTS THAT

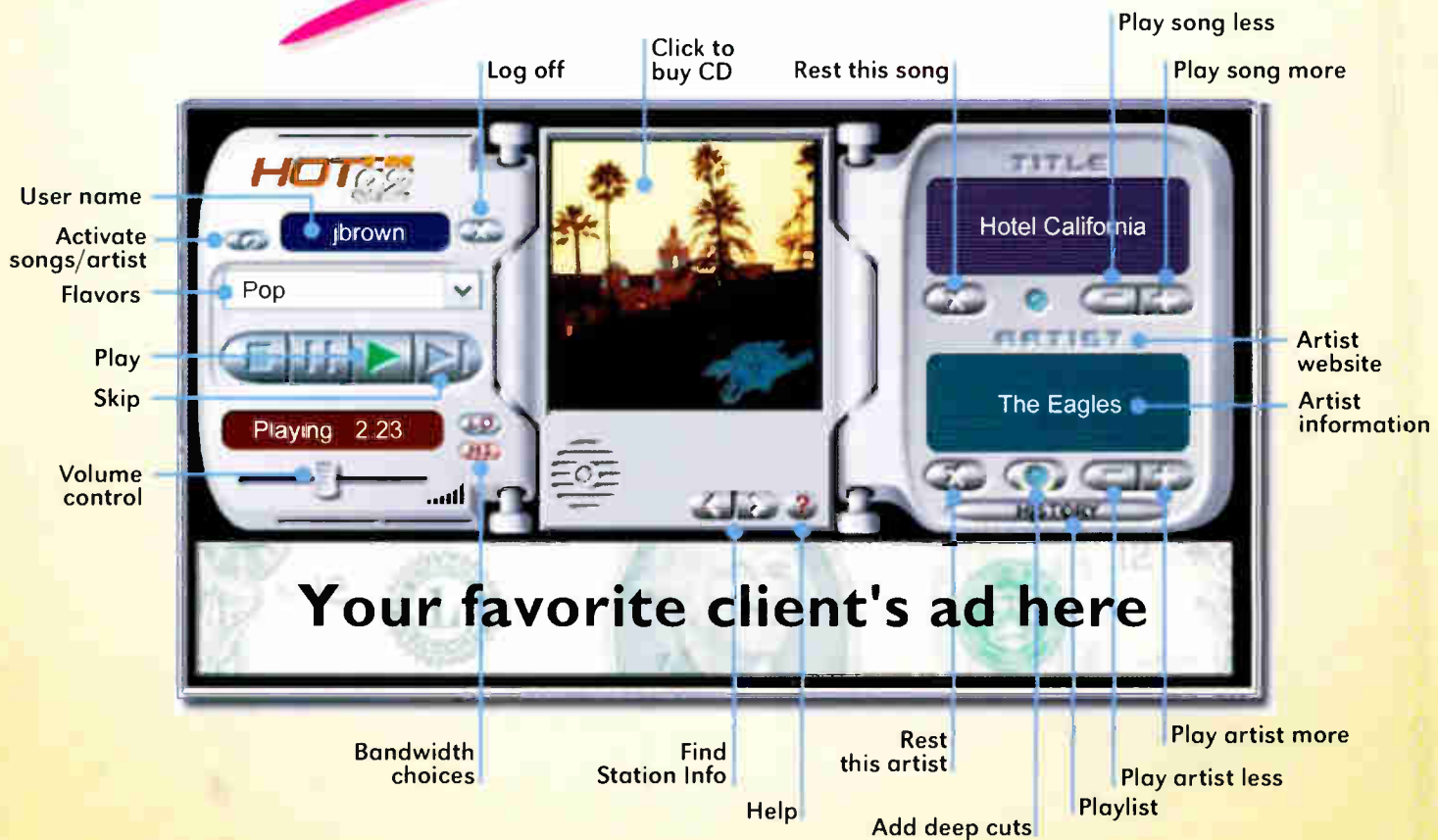
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Jokes, rumors and innuendo aside, John Hogan is pretty-cool about handling Clear Channel's bad rep. In the last year as CEO for Clear Channel Radio, he's made a good start on controlling the flaming hits taken by the giant "poster child for consolidation."

Cover and interview photographs by Charla Wood Photography, Austin, TX.



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IDEA TICKER

32,423

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

Coming Next Issue:
Best Programmers In Radio

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Is There Hope For "The Evil Empire"?

Watching Radio's epic struggle between the forces of good and evil is like watching a *Star Wars* movie. In the minds of many industry onlookers, Darth Vader rules The Evil Empire from the Deathstar, an office building in San Antonio, and his Evil Empire is Clear Channel Communications.

Here is a reality show that, a few years ago, no one in Radio would have believed: A small San Antonio company becomes the world's largest Radio consolidator almost overnight. Looming in the shadows is Jacor, operated by a madman who thrives on breaking rules and making controversy. Despite their radically different cultures, these companies merge. The madman, Randy Michaels, is appointed to run the newly combined organization, while the good ol' boys from Texas cringe.

A couple of years ago, I asked Clear Channel CFO Randall Mays how he — a good, church-going man with high standards and ethics — could face his neighbors, knowing of the in-company activities that were counter to his own values. Silence was the only answer I received. My guess is that putting the devil in charge was the only way Clear Channel could accomplish the merger, so Randall was biting his tongue,

waiting for the contractual obligation to end.

The press is almost always negative in its Clear Channel reports, likely because of Clear Channel's frantic decisions while melding 1,000+ stations into a single organism, good decisions the press simply didn't understand, poor decisions later regretted, and split decisions made in a boardroom as two operating styles clashed.

When Randy Michaels "stepped down," I wondered whether Clear Channel would continue to be the bad egg that the press portrayed, or would it return to the high standards for which it once was known?

When John Hogan was appointed president/CEO of Clear Channel Radio, I felt that Clear Channel had made the wrong decision. After all, Hogan came from Jacor and was one of Randy Michaels' team.

Now, I am cautiously optimistic, although we're not seeing the drama we saw when John Sykes burst onto the scene at Infinity and immediately canned three VPs. Hogan, by contrast, appears to be methodically and carefully crafting a plan while slowly gaining credibility and the support of his board. I believe he will change the company in a relatively short period of time.

He not only wants to change the public perception of Clear Channel, but he also wants to do it through actions that will make a difference. It's a tricky balancing act to meet quarterly earnings, keep the Mays guys happy, and implement meaningful change, but I think he may be successful. By all appearances, he has the support of his employees, which is an indicator that they respect and trust him. He has already overturned some of the bad decisions of early consolidation, eliminating pay-for-play contracts and doing some light housecleaning.

Hogan seems genuinely concerned about the quality of service in local communities. If his actions follow his words, you'll see a plan to overcome bad Radio and introduce a new era of innovation. There's hope that The Evil Empire may someday be recognized as a completely different company.

We can only hope. ☐

Eric

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WDBO/Orlando
A25-54 3.9 - 5.1

KLBJ/Austin
A25-54 2.0 - 3.5

WPTF/Raleigh-Durham

A25-54 4.4 - 6.5

WNIS/Norfolk
A25-54 6.0 - 6.4

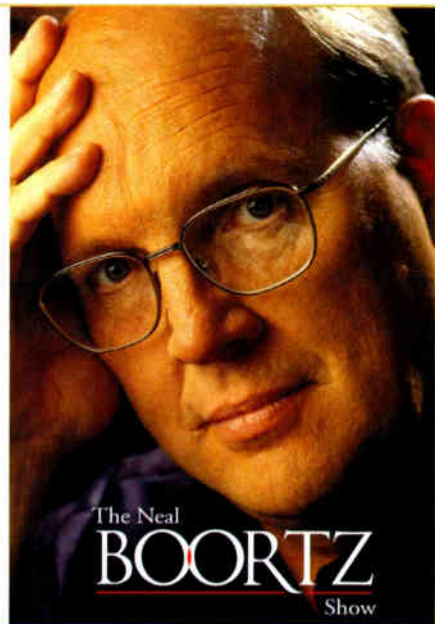
WHIO/Dayton
A25-54 3.6 - 6.1
KRMG/Tulsa

A25-54 4.4 - 7.0

KNSS/Wichita
A25-54 4.4 - 5.7

#1 WSKY/Gainesville
A25-54 5.8 - 10.0

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HALL OF FAMERS: In a ceremony at its annual meeting, Michigan Association of Broadcasters announced its 2003 inductees into Michigan Broadcasting Hall of Fame: (l-r) WOMC-FM's Dick Purtan, Specs Howard School of Broadcast Arts' Dick Kernan, Saga Communications's Ed Christian, Dr. Peter Orlik of Central Michigan University, WKNX-AM's Bob Dyer.



COUNTRY JEWELL: Nashville Star winner Buddy Jewell visited Potomac Mills Mall in Washington, DC, for an event hosted by WMZO. Seen here are (l-r) WMZO's Jon Anthony, "Jackie" from Potomac Mills [no last name available], Buddy Jewell, WMZO's Shelley Rose and Columbia Records' Jack Christopher.



SHOEBOX CREW: In Orlando, FL, WPOZ/WFAZ partnered with Samaritan's Purse for "Operation Christmas Child," which collected 3,500 shoeboxes filled with toys, clothes and hygiene items for children in Zimbabwe. Pictured with Samaritan's Purse people and volunteers are (at rear, center to right) Doug Hughs, Z morning show producer; Z morning show co-host Theresa Ross; and mid-day host/PD Dean O'Neal.

SIMMONS IDs WORD-OF-MOUTH INFLUENCERS

Word-of-mouth has been known as an incredible force in U.S. marketing, but until recently, no one has been able to actually identify those individuals most likely to influence consumer behavior through word-of-mouth advertising.

All that has changed. Inspired by the concepts outlined in Malcolm Gladwell's best-selling book *The Tipping Point*, Simmons Research has identified four segments of the U.S. population primarily responsible for the spread of word-of-mouth messages. The four are Connectors, Mavens, Salespeople and Innovators.

These four groups of individuals can be profiled based upon their media usage, brand consumption, spending habits, leisure activities, demographics, psychographics and opinions, in order to gauge which media vehicles and messaging advertisers can use to target them for the maximum effect.

"The addition of the *Tipping Point* segments to the national consumer study allows users of Simmons data to integrate traditional media mix solutions with direct mail and now word-of-mouth," said Simmons President Chris Wilson. "Simmons provides a comprehensive and unique view of the targeting possibilities of the American consumer and has provided clients with the keys to tap into the power of word-of-mouth as a communications vehicle."

As Gladwell noted, "Real social influence lies in the kinds of social connections that people are able to forge with their friends and acquaintances. Simmons' initiative to measure that social power represents a step in the right direction."

TEENS ARE INFLUENCING MORE FAMILY PURCHASES

For years, various research studies have shown that teens wield considerable buying influence in family purchasing decisions. A new *Roper Youth Report* now identifies some of those areas in which parents have become more receptive to granting their kids a larger role in household purchase decisions.

Those areas of greater teen input include:

- » Book purchases (66 percent of families, up 15 percentage points from 2002)
- » Pre-recorded music (73 percent, up 11)
- » Food (84 percent, up 10)
- » Videos/DVDs to rent or buy (79 percent, up 10)
- » Magazines and newspapers (39 percent, up 10)

Parents have become more involved in kids' food-purchasing decisions, as well, particularly when it comes to fast food. Kids are less likely to report that they usually pick food from fast-food places on their own without consulting their parents (63 percent, down 8 points from 2002), and more likely to say they need to check with parents before choosing (30 percent, up 6).

One note: The poor economy has taken a toll on kids' spending » 12

Maricopa College Consolidates Operations for Greater Efficiency

Creating a new broadcast facility is a large undertaking. It is particularly daunting when the new facility must meet the requirements of two different stations as well as a statewide radio reading service for the disabled. This was the challenge that the Maricopa Community College District faced when it brought its two radio stations and the reading service from two separate locations into a single new, 18,000 square foot facility. Maricopa's broadcast team knew they could not face this challenge alone, so after reviewing several proposals, they selected Harris for this turnkey project at its Rio Salado campus in Tempe, Arizona.

The existing radio studios at Mesa Community College had become outdated. When the Maricopa team decided a new facility was necessary, they also decided to move the studios to the larger Rio Salado campus facility. KJZZ-FM and KBAQ-FM were moved from Mesa, Arizona. The Sun Sounds Radio Reading Service, where volunteers provide news and information for the visually, physically and learning disabled, was moved from Phoenix to Rio Salado.

Twenty studio rooms were created to provide the space required by the additional people and equipment.

Both KJZZ and KBAQ have new master control rooms, complete with Harris *BMXdigital* consoles and custom-designed cabinetry. Five production rooms were designed to be shared among the stations and reading service. Three of these production rooms are outfitted with Harris' *Airwave Digital* consoles, as well as custom cabinetry, which the Maricopa team actively designed with the Harris design team. The large-sized Corian® countertops had to be shipped in pieces and were field-fitted to the custom cabinetry.

The new talk studio has a line of sight to both the KJZZ Master Control Room and Production Room 5. This allows the KJZZ staff to host live talk shows from their master control room and work with recorded programs



from the production room. The suite has significantly enhanced KJZZ's production capabilities. Similarly, a voice booth was placed between Production Rooms 2 and 3. The booth's rotating countertop provides a direct line of sight to either room, and with it an operator can easily switch the monitoring feed to each room.

Six reading booths were created for recording Sun Sounds' programming. Sun Sounds also received a Master Control room, an on-air talk studio and a performance/talk studio.

The final room in the facility is its technical core/center. It is a vital part of the studio complex,

housing Maricopa's digital storage and delivery systems.

The new studio has brought many advantages to Maricopa, including the ability to produce new programming, such as a monthly call-in show with Arizona Governor Janet Napolitano. (The stations had been unable to produce shows like this in their previous facilities.)

General Manager Carl Matthusen believes that Harris and Maricopa's close collaboration has greatly improved operational efficiency. "With our new physical plant," he says, "we're limited only by our imaginations, not by our surroundings."

LETTERS

WHAT'S PAST IS PRESENT

I certainly enjoy Eric Rhoads' insight and respect his opinions on our industry. However, I don't fully agree with his comments regarding the Radio Mercury Awards ("Radio Needs A New Face," *Radio Ink*, 7/21/03).

I do agree that considering new venues may be a fun idea, but I enjoyed the Waldorf very much for one simple reason: history. The Waldorf itself has a rich, noble history — much like our industry. Without that history, there is no present. Without the men and women who laid the foundation for not just Radio, but advertising, there is no opportunity to celebrate creativity.

Yes, it is nice to win prize money. I won't lie. But it was a bigger thrill for me to stand up in front of my peers and accept an award on behalf of my Radio station in Portland. What happened upon my return was even more remarkable. People I had never met before sent congratulatory e-mails. The Radio and creative community in Portland celebrated this achievement. There is one reason that all this happened: history.

None of it, career included, could have happened without my mentor, Gordon Miller. Gordie passed away in November 2000 at the age of 60. Gordie was a legend in Portland broadcasting — in the business for over 40 years, he was 30 years my senior. As times changed, Gordie did more than just adapt; he came along for the ride. He was more than just respected by people — it was the content of his character and his enthusiasm for Radio that drew people of every generation.

The first lesson Gordie taught me was, "Always care about what you put on the air — it's a reflection of you, your stations and your industry." This

wisdom is passed to each new generation of Radio creatives I meet, and it's the first lesson they learn. I also remind younger people that it's important to know the history of what we do. By looking back, we can reinvent the future.

Pioneers like Dick Orkin paved the way for all of us. As a Radio creative, Mr. Orkin is our sensei. "What if we try this?" or "yes, we can do that" means more because it proves we're continually striving to grow. Mr. Orkin touched on that subject in his speech at the awards: the possibilities when one takes chances and dares to be great.

The RAB and the Radio Creative Fund are tremendous advocates for people like me. They allow all of us to think bigger every day, and they deserve our praise because they have created an award that is considered one of the very best. And it's not because of the prize money.

I'm all for representing the face of an industry. But we cannot forget to celebrate its heart and soul. Image is important, but chic hotels may not be the solution. The Radio Mercury Awards are about celebrating great creative minds and the generosity and dedication of the people who make this wonderful event happen with dignity and grace every year.

Don't get me wrong, I'm all for fun and change. But I will take the Brooks Brothers look any day. The RAB, the Radio Creative Fund and all Radio and advertising executives work hard to support us. That dedication will never go unnoticed by all creatives who hope to, one day, stand on a stage with one of them to accept this award.

Should I be fortunate enough to merit a return trip to the Waldorf in 2004, the tie is coming with me.

Douglas Zanger, Creative Coordinator-Production Director, Rose City Radio, Portland, OR



THE 2003 RADIO MERCURY AWARDS WINNER: (left to right) John Hogan, CEO, Clear Channel Radio, presents the \$5,000 Radio-Mercury Award for the best station-produced commercial to Douglas Zanger of Rose City Radio, Portland. He wrote the spot "Build Your Own Slice" for station client Flying Pie Pizza. *Photo courtesy of RAB.*

Thanks For Nothing

I read with interest the "advertorial" concerning the Army National Guard [*Radio Ink*, 7/21/03], and its program to exchange free Radio and TV time for some certificate of compliance for a station's EEO requirements. At the time I spotted the item, I was waiting to hear from my local ANG armory, which was to be a participating sponsor of our high school football broadcasts.

When are we as an industry going to stand up for our revenues [against] the regulations and restrictions placed on broadcasting's revenue growth?

This is nothing new. In 1971, broadcasting suffered disproportionately when cigarette advertising was banned — while newspapers and other media flourished. In the '90s, alcohol advertising was almost banished from Radio and TV. In 1971, our industry lost tens of millions of dollars, jobs were eliminated, careers ended — and broadcasters could afford to offer their listeners and viewers fewer and fewer local services.

I may be the lone voice on this one, but I have always believed that if Radio and TV have to lose, newspapers and other media should have to take it in the shorts, as well. In the case of my Radio station and the advertising order I'm not getting, nothing the Army National Guard can do will help us. We have two full-time employees and we won't be subject to the new rules.

The ANG on the other hand, has lost an important vehicle to reach emerging students and their families — which the local people very much wanted to do. Perhaps now that they can still advertise in the paper, there will be a new government program to help and encourage students to read the paper.

And to think that state broadcasters associations went along with this. We're asleep at the switch, folks.

Kevin M. Fennessy, President/General Manager, WFBS Berwick PA

[from p. 8] money, as the median weekly allowance has fallen \$5 from last year for kids age 8-12 (to \$5) and for teens age 13-17 (to \$15). They still hang out at the mall — 90 percent of kids age 8-17 report they go to the mall at least "occasionally," up slightly from last year.

CONSUMERS SAY "YES" TO CD PRICE BREAK

Surprise! Record buyers overwhelmingly have embraced the price rollbacks announced earlier this month by Universal Music Group, according to a new survey conducted by **Music Forecasting**.

In an online poll, which is not necessarily scientific, 56 percent of active record buyers aged 12 to 54 years said they will buy "slightly more" and 19 percent "many more" CDs at the new \$12.98 retail price set by UMG, compared with the current suggested retail price of \$16.98. Additionally, 85 percent say, "It's about time" that CD prices are cut vs. the 15 percent who feel such a move is "too little, too late."

"Consumers have been complaining for years that CDs are too expensive," commented Music Forecasting President Ron Gregory. "The fact that they have reacted so positively to being able to buy a CD for less provides a clear indication of just how frustrated they have been with the current price structure."

Interestingly, 40 percent of consumers polled still believe the new \$12.98 price is too high, while 53 percent say it represents a fair price.

E-COMMERCE SHOULD HIT \$230 B BY 2008

Offline retail woes may prove to be online retail's boon. *Media Daily News* reports that **Forrester Research** predicts U.S. e-commerce to grow steadily at an annual 19 percent rate, from \$96 billion in 2003 to \$230 billion in 2008, accounting for nearly 10 percent of all retail sales.

The Forrester report suggests that almost 5 million new U.S. households will go online to shop in each of the next five years, bringing the total number of such households to 63 million by the end of 2008. Some of the categories expected to gain online retail momentum include food and beverage, sporting goods and home goods; as Safeway, Fresh Direct, and Peapod continue to gain online ground. In fact, Forrester predicts that food and beverage could show the greatest online retail growth, as sales are expected to increase from \$3.7 billion in 2003 to \$17.4 billion five years from now. By contrast, online sales of books, which generated 14 percent of all e-commerce sales in 2000, should decline to just 3 percent of total sales by the end of 2008.



DELILAH MAKES EVEN STARS FEEL GOOD! Syndicated feel-good host Delilah (l) visited Celine Dion before one of Celine's Las Vegas shows.

EVENTS

ARBITRON DATES

Fall 2003: Sep. 18-Dec. 10
Winter 2004: Jan. 8-Mar. 31
Spring 2004: Apr. 1-Jun. 23
Summer 2004: Jul. 1-Sep. 22

OCTOBER

Oct. 1-3 — 2003 NAB Radio Show, Philadelphia. ☎ 202-775-3527. url: www.nab.org
Oct. 3-5 — Hip Hop and Social Change Conference [public], The Field Museum, Chicago. ☎ 312-922-9410.
Oct. 11 — 10th Annual Geller Media International Producer's Workshop, New York. ☎ 212-580-3385. url: www.gellermedia.com
Oct. 14 — Southwest Communications Expo, Phoenix. ☎ 602-252-4833. url: www.azbroadcasters.org
Oct. 14-16 — 2003 Broadcasters Clinic & SBE National Meeting, Madison, WI. ☎ 800-236-1922 [Wisc. Broadcasters Assn.] url: www.sbe.org
Oct. 14-17 — NAB Satellite Uplink Seminar, Washington, DC. ☎ 202-775-3527. url: www.nab.org
Oct. 15-Jan. 15, 2004 — Call for entries, Peabody Awards. ☎ 706-542-8983 (Eric Holder). url: www.peabody.uga.edu
Oct. 15-17 — IEEE 53rd Annual Broadcast Symposium, Washington DC. ☎ 212-419-7900. url: www.ieee.org/organizations/society/bt/
Oct. 17 — New Hampshire Assn. Of Broadcasters Convention (Location TBA). ☎ 603-627-9600. url: www.nhab.org
Oct. 19-21 — European Radio Conference, London. Contact Joan Joffe, NAB. ☎ 202-775-3527.
Oct. 19-21 — Kansas Assn. Of Broadcasters Convention, Wichita. ☎ 785-235-1307. url: www.kab.net
Oct. 20-21 — Minnesota Broadcasters Convention, Minneapolis. ☎ 612-926-8123. url: www.minnesotabroadcasters.com
Oct. 20-22 — RAB Board of Directors Fall Meeting, Boston. ☎ 800-232-3131.
Oct. 23 — Connecticut Broadcasters Convention, Farmington. ☎ 860-633-5031. url: www.ctba.org
Oct. 23-24 — Alaska Broadcasters Convention, Anchorage. ☎ 907-258-2424. url: www.akbroadcasters.org
Oct. 25 — TalentTrak 2003 (Conclave lifelong learning program), Chicago. ☎ 952-927-4487. url: www.theconclave.com
Oct. 30 — Pennsylvania Broadcasters 19th Annual Engineering Seminar, Hershey, PA. ☎ 717-482-4820. url: www.pab.org

NOVEMBER

Nov. 4 — Country Radio Broadcasters Fall Forum "Follow The Money," Nashville, TN. ☎ 615-327-4487. url: www.crb.org
Nov. 4 — Digital Shock Tour: How To Make Money On Internet, San Francisco. url: www.americanpressinstitute.org/mediacenter
Nov. 5 — Women In Cable & Telecommunications (WICT) Annual Gala, Washington, DC. ☎ 703-234-9807. url: www.wict.org
Nov. 6-9 — Fall National Student Media Convention, Dallas. ☎ 713-348-2965. url: www.collegebroadcasters.org
Nov. 8 — Radio Hall of Fame induction ceremony/national broadcast, Chicago. ☎ 800-860-9559. url: www.radiohof.org/
Nov. 9-11 — Canadian Assn. of Broadcasters Annual Convention, Quebec City, Canada. ☎ 613-233-4035. url: www.cab-acr.ca

DECEMBER

Dec. 5-7 — Assn. For Education in Journalism & Mass Communication 2003 Winter Meeting, Kansas City, MO. ☎ 803-798-0274. url: www.aejmc.org
Dec. 8-10 — Fall Internet World, New York. ☎ (NY) 203-559-2849 url: <http://fw.com/events/>

2004 EVENTS

Jan. 8-11 — Consumer Electronic Assn. 2004 International CES, Las Vegas. ☎ 703-907-7500. url: www.CESweb.org
Jan. 13 — Tennessee Broadcasters Convention, Nashville. ☎ 615-399-3791. url: www.tabtn.org
Jan. 17-21 — NAB Winter Board Meeting, Key Biscayne, FL. ☎ 202-775-3527. url: www.nab.org
Feb. 5-8 — RAB 2004, Dallas. ☎ 972-753-6740. url: www.rab.com
Feb. 10-11 — NAB Radio Group Executive Fly-In, Washington, DC. ☎ 202-775-3527. url: www.nab.org
Feb. 13-17 — NRB 2004, National Religious Broadcasters Annual Convention, Charlotte, NC. ☎ 703-330-7000. url: www.nrb.org
Feb. 26-28 — R&P Talk Radio Seminar, Washington, DC. ☎ 310-788-1696. url: www.radioandrecords.com
Feb. 29-Mar. 3 — NAB State Leadership Conference, Washington, DC. ☎ 202-775-3527. url: www.nab.org
Mar. 3-6 — Country Radio Seminar 2004, Nashville. ☎ 615-327-4487. url: www.crb.org
Mar. 7-9 — Great Lakes Broadcasting Conference & Expo, Lansing, MI. ☎ 517-484-7444. url: www.michmab.com
Mar. 11 — Kagan Spring Radio Conference, New York. ☎ 831-624-3105. url: www.kagan.com
Mar. 11 — 18th Annual Bayless Radio Roast, NY. ☎ 831-655-5229. url: www.baylessfoundation.org
Mar. 12 — Natl. Assn. of Black Owned Broadcasters 20th Annual Communications Awards Dinner, Washington O.C. ☎ 202-463-8970. url: www.nabobb.org
Apr. 2-3 — Oklahoma Broadcasters Convention, Oklahoma City. ☎ 405-848-0771. url: www.oabok.org
Apr. 16-18 — BEA 2004 Broadcast Education Association Convention, Las Vegas. ☎ 888-380-7222. url: www.beaweb.org
Apr. 17-22 — NAB 2004, Las Vegas. ☎ 202-775-3527. url: www.nab.org
May 5-9 — National Public Radio Conference, Los Angeles. ☎ 202-513-2300. url: www.npr.org
May 15-16 — Pennsylvania Broadcasters Convention, Hershey, PA. ☎ 717-482-4820. URL: www.pab.org
May 16-18 — Broadcast Cable Financial Mgmt. Assn./Broadcast Cable Credit Assn. Annual Conference, Atlanta. ☎ 847-296-0200. url: www.bcfm.com
May 17 — Peabody Award Presentation, New York. ☎ 706-542-8983 (Eric Holder). url: www.peabody.uga.edu
May 20-23 — Alabama Broadcasters Convention, Perdido Beach, AL. ☎ 800-211-5189. url: www.al-broadcasters.org
May 21-22 — Talkers magazine's New Media Summit 2004, New York City. ☎ 413-739-8255. url: www.talkers.com
May 21-26 — Natl. Assn. of Black Owned Broadcasters 28th Annual Spring Conference, St. Maarten. ☎ 202-463-8970. url: www.nabobb.org
May 27-31 — Louisiana Broadcasters Cruise-Convention, New Orleans to Cozumel. ☎ 225-267-4522. url: www.broadcasters.org
Jun. 14 — NAB Education Foundation "Service To America" Symposium & Gala, Washington, DC. ☎ 202-775-3527. url: www.nab.org
Jun. TBA — 48th annual PROMAX & BOA Conference & Expo, New Orleans, LA. ☎ 310-788-7600. url: www.promax.org
July 14-17 — Conclave 2004, Minneapolis. ☎ 952-927-4487. url: www.theconclave.com
Oct. 6-9 — 2004 NAB Radio Show, San Diego, CA. ☎ 202-775-3527. url: www.nab.org

Send calendar items to marycrawley@radioink.com.

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78 PERCENT OF RETAILERS WILL HIRE FOR HOLIDAYS

As some economists predict a slight rebound in end-of-the-year holiday sales in 2003, 78 percent of retail managers say they plan to hire new employees to deal with the seasonal shopping surge.

"After reports of strong sales in most retailing segments in recent months, retail hiring managers are ramping up their staffs to maximize their sales efforts for the busy holiday shuffle," said Lori McInerney, retail industry expert at **CareerBuilder.com**. "In fact, one in five retail hiring managers say they expect an increase in their recruitment budgets by the end of the year."

According to CareerBuilder.com's *Hiring Trends 2003* survey, many retailers have already filled their part-time holiday slots. For 37 percent of retail hiring managers, a candidate's experience is the most important factor in the hiring process. Ranked second at 20 percent is a candidate's professional behavior exhibited during the selection process.



WAKEFUL ZZs: "Z" is the zebra at Zoo Atlanta. J93.3 morning show hosts **Kurt Wallace** and **Tiffany Thorpe** helped "Z" celebrate its first birthday with a bite of birthday hay after their live show. J93 listeners received Z-shirts and special discounts.



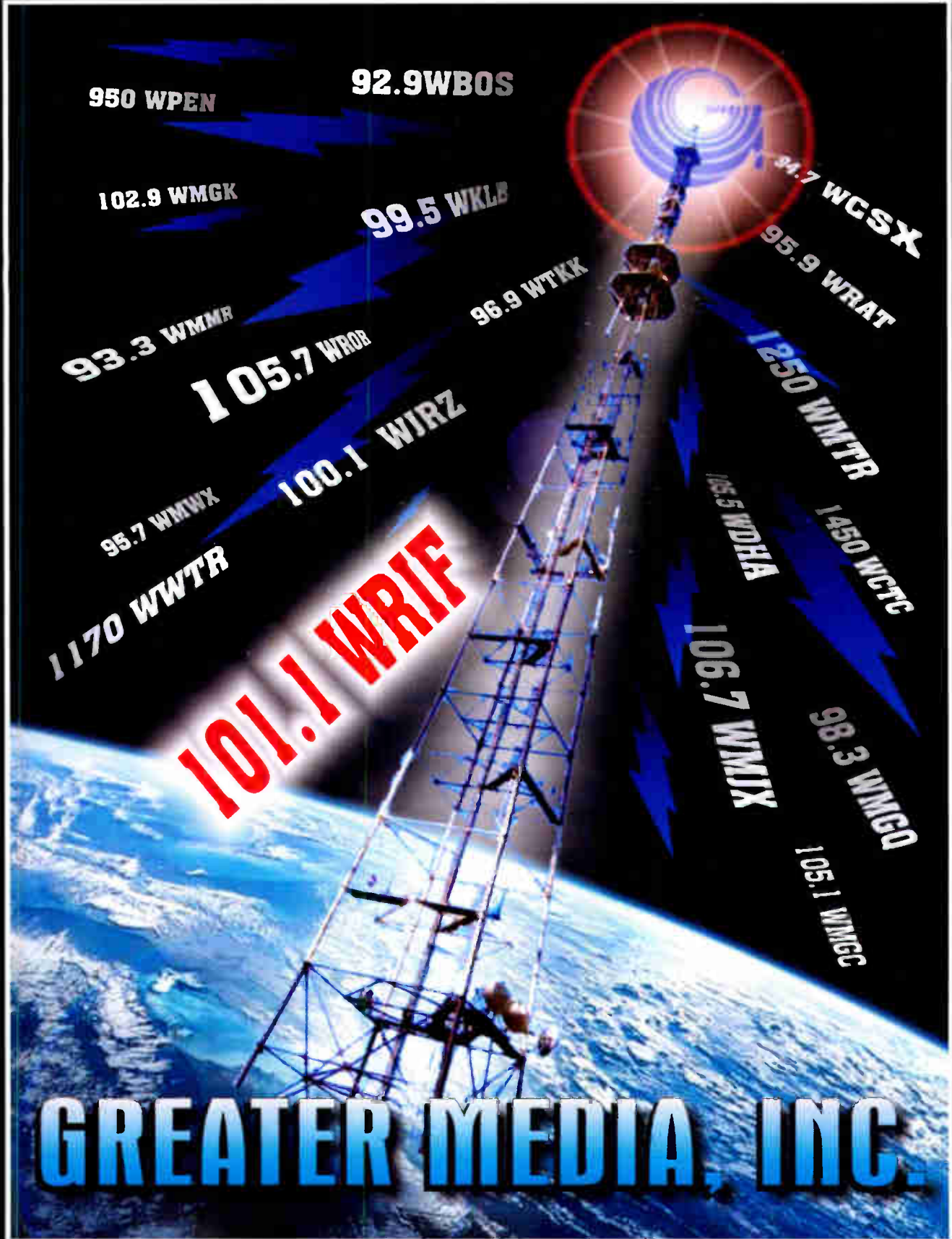
DISNEY JOY: Christian music station Positive Hits Z88.3 (WPOZ/WEAZ) held "Night of Joy" concerts at Walt Disney World in Orlando, FL. One of the stars, **Michael W. Smith** (in blue), shares a little joy backstage with the station's **Theresa Ross** and **Scott W. Smith** and Scott's son **Austin**.



LITTLE BIT COUNTRY, LITTLE BIT ROCK 'N' ROLL: At this year's Morning Show Boot Camp, four attendees were chosen to appear for "Radio Week" on Sony Picture TV's *Pyramid Game Show*. Some of the contestants: (above, l-r) **Trace Adkins** with **Tammi Lee** from Q104-Madison; and (below, l-r) **Donny Osmond** with **Jimmy Alexander** of WRQX-Washington, DC.



Congratulations **101 WRIF on its Marconi Award
Nomination for Legendary Station of the Year.**



GREATER MEDIA, INC.

Movers and Shakers



BARBARA HAYNES
Barbara Haynes has been promoted to market manager for Citadel Broadcasting's 6-station cluster in Providence, RI. Formerly director of sales, Haynes has a 20-year history in the Providence market.



JONATHAN BREWSTER
New platform company Qantum Communications has added Jonathan Brewster to its management team as senior vice president of the Southeastern Region. Formerly market manager for Root Communications in Brunswick, GA, Brewster is now overseeing Qantum's Radio stations in Myrtle Beach and Florence, SC; Brunswick, GA; Fort Walton Beach, FL; and Auburn, AL.



ELSTON BUTLER
At TalkRadio 790 KABC in Los Angeles, account executive Elston Butler has been promoted to local sales manager of the ABC/Disney station. Besides selling Radio spot advertising, he had been developing non-spot revenue and NTR programs. In the past, he has also worked for Evergreen Media Corp., Infinity and Greater Media.



HUMBLE & FRED
"Humble Howard" Glassman (l) and Fred Patterson debuted in August as the new morning show for MIX 99.9 in Toronto. *The Humble & Fred Show*, on Toronto Radio since 1989, four times has been named as Best Morning Show in Canada.



BRUCE DEMPS
Clear Channel Radio's new division, the Delta Region, now has Bruce Demps as its senior vice president, with responsibility for 16 markets, including Memphis, St. Louis, Wichita and Little Rock. Demps had been a regional VP for Tennessee and Mississippi markets.



JIM LAMARCA
Seattle-based Jim LaMarca has been promoted to executive vice president and chief operating officer of Jones Radio Networks. Most recently, he has been VP/GM of JRN's Seattle division. He will oversee the Denver-

based 24-hour format service, News and Talk, and Research and Prep, including American Comedy Network.



ERIC LOGAN
The former Infinity vice president of programming, Eric Logan, has become president of programming for Citadel Broadcasting. Based in New York, Logan is overseeing day-to-day programming for the group's 140 FMs and 65 AMs.



GREG BUDELL
A South Florida Radio personality since 1979, Greg Budell has been tapped as the host of 640 WJNA-AM's morning show. Along with newsmen Dave McBride, Budell will be heard each weekday, 6-10 a.m., on the Ft. Lauderdale station. He was most recently on Miami's Lite 101.5 morning show.



PAUL SMITH
Clear Channel Radio has promoted Paul Smith to market manager of its Charleston, SC cluster. He had been director of sales for the five-station cluster, which also includes WSSP-FM under a local marketing agreement.



LUCILLE FORTUNATO
ABC Radio Group in Los Angeles has hired Lucille Fortunato as regional marketing manager. A sales and promotion resource for KLOS, KABC, KSPN and KDIS, Fortunato will generate revenue opportunities for clients and sell promotional packages, events and customized programs to the ad community.



DAVID YADGAROFF
A former member of KYW Newsradio's sales management team in Philadelphia, David Yadgaroff has returned to the station as director of sales. Most recently, he was general sales manager of WMCK, but he was at KYW in the early '90s.

OBITUARY
Programmer **Sherman Cohen**, 53, died at his Los Angeles home on Sept. 8 after a two-year battle with multiple myeloma. His three-decade career began as music director for KRTH and KRLA, and MD/APD at KJIS-FM. In the ensuing years, he programmed for stations in Tucson, Wichita, Las Vegas and San Diego. Returning to Los Angeles in 1996, he programmed music for the Music Choice digital music service carried on DirecTV satellite and on cable. He also founded a mobile deejay company. Survivors include four sons and two sisters.

Congratulations to all of our
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Country Station of the Year

KCMO-FM • Kansas City

Oldies Station of the Year

WGLD • Indianapolis

Oldies Station of the Year*

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2003 NAB Marconi Radio Awards Nominees

Radio Ink extends heartfelt congratulations to those individuals and Radio stations that were nominated this year for the Marconi Radio Awards. Established in 1989 and named after inventor and Nobel Prize winner Guglielmo Marconi, the Marconi Awards are given to Radio stations and outstanding on-air personalities to recognize excellence in Radio.

An independent task force selected finalists in 19 categories. Ballots were sent to members of the NAB Marconi Radio Awards

Selection Academy, and were tabulated by KPMG. Winners will be announced on October 2 at the NAB Marconi Radio Awards Show at the Pennsylvania Convention Center in Philadelphia. The annual dinner and show, Radio's premiere awards program, will also feature comedian Steve Harvey as the emcee, and the Broadcaster Band. The dinner and show are sponsored by Interep.

The nominees are:

LEGENDARY STATION OF THE YEAR

KSL Salt Lake City
WABC New York
WBEB Philadelphia
WLW Cincinnati
WRIF Detroit

NETWORK/SYNDICATED PERSONALITY OF THE YEAR

Blair Garner, Premiere Radio Networks
Bob & Sheri, Jefferson Pilot Radio Network
Clark Howard, Jones Radio Networks
Rush Limbaugh, Premiere Radio Networks
Sean Hannity, ABC Radio Networks

MAJOR-MARKET STATION OF THE YEAR

KFI Los Angeles
KGO San Francisco
KPLX Dallas
WBEB Philadelphia
WLTW New York

LARGE-MARKET STATION OF THE YEAR

KIFM San Diego
KQRS Minneapolis
KSTP-FM Minneapolis
KYGO Denver
WMJI Cleveland

MEDIUM-MARKET STATION OF THE YEAR

KUZZ Bakersfield, CA
WIBC Indianapolis, IN
WIVK Knoxville, TN
WOSN Vero Beach, FL
WTCB Columbia, SC

SMALL-MARKET STATION OF THE YEAR

KITX Hugo, OK
KLVI Beaumont, TX
KQMS Redding, CA
WCRZ Flint, MI
WFKX Jackson, TN

MAJOR-MARKET PERSONALITY OF THE YEAR

Curtis & Kuby, WABC New York
Dunham & Miller, KTCK Dallas
Ramsey Lewis, WNUA Chicago
Howard McGee, WGCI-FM Chicago
Ronn Owens, KGO San Francisco

LARGE-MARKET PERSONALITY OF THE YEAR

Ryan Cameron, WHAT Atlanta
Mike McConnell, WLW Cincinnati
Joe Soucheray, KSTP-AM Minneapolis
Mike Trivisonno, WTAM Cleveland
Preston Westmoreland, KTAR Phoenix

MEDIUM-MARKET PERSONALITY OF THE YEAR

Greg Garrison, WIBC Indianapolis, IN
Matt & Ramona, WLNK Charlotte, NC
Ted Ousley, WIVK Knoxville, TN
Dino Tripodis & Stacy McKay, WSNY Columbus, OH
Jim Villanucci, KKOB-AM Albuquerque, NM

SMALL-MARKET PERSONALITY OF THE YEAR

Marc Bernier, WNDB Daytona Beach, FL
Jim Kerr, KNCO-AM Grass Valley, CA
John LaBarca, WICC Bridgeport, CT
Ken Lanphear, WQLR Kalamazoo, MI
Max Tooker, KBGO Waco, TX

AC STATION OF THE YEAR

KOIT San Francisco, CA
KSHA Redding, CA
KSTP-FM Minneapolis, MN
WJYY Brainerd, MN
WMGX Portland, ME

CHR STATION OF THE YEAR

KCCN Honolulu, HI
WBLI West Babylon, NY
WMOM Pentwater, MI
WSTR Atlanta, GA
WSTW-FM Wilmington, DE

CLASSICAL STATION OF THE YEAR

KDFC San Francisco, CA
KFUO-FM St. Louis, MO
WCPE Raleigh, NC
WFMR Milwaukee, WI
WRR Dallas, TX

COUNTRY STATION OF THE YEAR

KMTK Bend, OR
KPLX Dallas, TX
KUZZ Bakersfield, CA
WFRY Watertown, NY
WIVK Knoxville, TN

NEWS/TALK/SPORTS STATION OF THE YEAR

KFI Los Angeles, CA
KKOB-AM Albuquerque, NM
WIBC Indianapolis, IN
WILM Wilmington, DE
WTMJ Milwaukee, WI

OLDIES STATION OF THE YEAR

KCMO-FM Kansas City, MO
KIOA Des Moines, IA
KOMA Oklahoma City, OK
WGLD Indianapolis, IN
WYNZ Portland, ME

RELIGIOUS STATION OF THE YEAR

KJIL Meade, KS
KNOM Nome, AK
KSBX Humble, TX
WMBI Chicago, IL
WNNL Raleigh, NC

ROCK STATION OF THE YEAR

KQRS Minneapolis, MN
KRRX Redding, CA
WBAB West Babylon, NY
WFBQ Indianapolis, IN
WFYV Jacksonville, FL

URBAN STATION OF THE YEAR

WCKX Columbus, OH
WQMG Greensboro, NC
WQOK Raleigh, NC
WVAZ Chicago, IL
WZAK Cleveland, OH



QUICKREAD >> Most Radio sales reps don't know how to negotiate. >> Most Radio companies don't have a pre-set "company negotiating strategy" that sets rates strictly on the basis of supply and demand. >> Inexperienced reps fail to realize that buyers wouldn't negotiate if they didn't want to buy what the rep is selling. >> Inexperienced reps often discount rates too much and too quickly. >> Reps should remember that even hardened negotiators only *hope* to get what they want. >> The rep's trick is to negotiate as though the buyer's need is greater than the rep's need.

15 Biggest Negotiating Mistakes That Radio Reps Make

- 1 Most Radio sales reps don't know how to negotiate (a "company" mistake).
- 2 Most Radio companies don't have a pre-set "company negotiating strategy" that sets rates strictly on the basis of supply and demand (a "company" mistake).
- 3 Practicing win-win negotiating techniques with car dealers and media buyers who have no intention of your winning anything.
- 4 Failing to realize that "buyers are liars." Most media buyers automatically discount SPARC and Media Market Guide cost-per-point projections by 20 percent and 35 percent, respectively. Fact: You never got an honest CPP in your life!
- 5 Failing to realize that the buyer wouldn't be negotiating with you if they didn't want to buy what you're selling. Why else do you think they're negotiating with you?
- 6 Failing to realize that, if the buyer needs your listeners, he/she needs your station(s).
- 7 Failing to realize that, if the buyer wants what you're selling, the buyer is under more pressure to buy than you are to sell.
- 8 Agreeing to discount your rates when you don't have to. When is that? It's when you own the most GRPs (Gross Rating Points) for a given target demo or when the buyer can't deliver up to 60 percent of the target demo without your station(s).

- 9 Failing to aim high! You can't go up, but you can always go down.
- 10 Agreeing to discount your rates too quickly. Given that persistence pays off more in negotiating than it does in selling, don't be so anxious to be skewered.
- 11 Agreeing to discount your rates too much. Always negotiate downward ("trickle-down strategy") one small step at a time (from your rate card to your "best hope" rate to your "walking" rate. When an inexperienced rep immediately dives, dives, dives to the "walking" rate, guess where the negotiation is about to take place? Right!
- 12 Failing to practice "take & give" negotiating ("If you agree to this, I'll agree to that"), rather than "give & take" negotiating ("I'll agree to this if you agree to that"). An example of take & give: "If you agree to go with this rate, I'll see if I can talk management into giving you preferred positions in each spot break, fair enough?"
- 13 Failing, after making your initial concession, to take a strong stand against their next demand.
- 14 Failing to realize that a low rate or CPP may not be the only thing the buyer is negotiating. Make sure you know, up front, what each negotiation is all about. Finally...
- 15 Rule 92 paraphrased from my book *How To Out-Negotiate Rate Chiselers*: Failing to keep in mind that even hardened negotiators only hope to get what

they want. The truth is that buyers, as well as sellers, were better negotiators as children than they are as adults. Why? Because we got our way more often as children than we do as adults. Witness, for example, how even newborn babies get their way on Day #1. Now, understand that newborns, on the day they are born, don't have a cognitive concept of hunger. That is, they don't know they are hungry; they only know they are uncomfortable. Consequence? They cry (cause) and Mommy and Daddy immediately either comfort them or feed them (effect).

RESULT: The baby gets its way. So, babies actually learn the power of crying as a negotiating technique on their birth date. Later in life, however, we come to realize the dynamics have changed. What we want, as adults, is not always what we get. In fact, over time, our expectations for getting what we want have been significantly diminished to the point at which it has become a conditioned response for us to only hope to get what we want, rather than to expect to get what we want.

LESSON: Given that people are basically insecure, so too are buyers of advertising. They don't know they can chisel down your rates, they only hope they can do it. The trick is to negotiate as though the buyer's need is greater than your need; it's called "acting."

No, in selling Radio, crying is not a viable negotiating technique — unless, of course, it works! ☑

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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**Dallas KLIF
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**Jackson Supertalk MS
6.1 TO 6.3***

**Grand Rapids WTKG
3.7 TO 6.6***

Arbitron Fall 2002 vs. Winter 2003.
AQH share increase.

* Men 25-54 ** Men 35-64



The Wizard of Ads

By Roy H. Williams

» **QUICKREAD** » Are you disturbed by the creeping sameness of today's Radio — the same eight formats and 11 slogans in every market you visit? » Radio has become as dry as Melba toast, as predictable as rainwater. » American Radio was the land of the free and the home of the brave, but the free and the brave got old and decided to play it safe. » *Radio Ink* is hosting a one-and-a-half-day discussion, January 29 and 30, 2004, to stimulate radical new thoughts and experiments in Radio. » If you have the authority to implement and you want to introduce some paradigm-shattering, new ideas in your marketplace, be there.

Reinventing Radio 2004

Are you as disturbed by the creeping sameness of today's Radio as I am? Drive across America and you'll hear the same eight formats and 11 slogans in every market you visit. Radio has become as dry as Melba toast, as predictable as rainwater, and as contrived as a TV evangelist's hairdo. Is Radio on the safe road to hell?

Face it. Howard Stern and Rush Limbaugh are old news. Music stations all play the same songs, and all programmers in North America have the identical program clock branded on their butts. When's the last time you heard a high-risk new format or promotion?

Radio was once an island of pirates, renegades, outlaws and mavericks who plotted and schemed in their secret hide-out behind the microphone. Announcers and salespeople alike were swordsmen of rapier wit and evocative words. A nation's attention was held firmly in their grasp.

"The girls in body-form slacks wandered High Street with locked hands while small transistor Radios sat on their shoulders and whined love songs in their ears. The younger boys, bleeding with sap, sat on the stools of Tanger's Drugstore ingesting future pimples through straws. They watched the girls with level goat-eyes and made disparaging remarks to one another while their insides whimpered with longing."

American Radio was the land of the free and the home of the brave when John Steinbeck wrote those words. But the free and the brave got old and decided to play it safe. They laid down their swords and picked up briefcases full of statistics; climbed off their Harleys and began driving beige Toyotas; took off

WARNING:

If you show up for this brain-maelstrom in a suit and tie, you won't be allowed in the room. As a matter of fact, we're very likely to tie you up, take your wallet and pull your pants down around your ankles.

their black eye-patches and put on identical pairs of horn-rimmed glasses.

Has Radio lost its magic, or have the magicians just lost their courage?

"What can I do?" King Arthur cried. "I see the noblest fellowship in the world crumbling — eroding like a windblown dune. In the hard dark days, I prayed and worked and fought for peace. Now I have it, and peace is too difficult. Do you know, I find myself wishing for war to solve my difficulties?"

King Arthur may as well have been talking about Radio, just as Leo Burnett may have been cautioning Radio when he said, "I am one who believes that one of the greatest dangers of advertising is not that of misleading people, but of boring them to death."

Are you tired of being a Poindexter? Do you believe that Camelot can be rebuilt? Will you attend an illegal meeting of outlaws on the outskirts of Austin, Texas? I'm utterly and completely serious. *Radio Ink* is hosting a one-and-a-half-day discussion, January 29 and 30, 2004, to stimulate radical new thoughts and experiments in Radio. If you have the authority to implement — in other words, if you're a GM or higher — and you're tired of talking about incremental change, and you want to introduce some paradigm-shattering, new ideas in your marketplace, you desperately need to be there. Or do you know of another such event scheduled for next year?

By the way, there will be no charge

for attending, and it will all take place on the campus of Wizard Academy. The author of *The Power of Cult Branding*, B.J. Bueno, will be there to stimulate your thinking and help you remember what it feels like to swing a sword. When B.J. spoke at Harvard last year, top brass came running from Disney, Pepsi, Harley-Davidson, Apple computers, BMW of North America and a host of other forward-thinking companies to hear what he had to say. Of course, I'll be there, too, making sure that no one starts whining. "That would never work."

Participation will be limited to 20 people, and no recording devices will be allowed. We're looking for a small-enough group of pirates and renegades to allow for real interaction. Poindexters not in attendance will just have to watch what the pirates do upon returning home to their markets.

WARNING: If you show up for this brain-maelstrom in a suit and tie, you won't be allowed in the room. As a matter of fact, we're very likely to tie you up, take your wallet and pull your pants down around your ankles.

To make application to attend, contact Corrine Taylor at (800) 425-4769 or e-mail Corrine@WizardAcademy.com. For complete details, visit www.WizardAcademy.com and click Reinventing Radio: 2004.

Are you willing to help rebuild Camelot? ☛

Roy H. Williams, president of Wizard of Ads Inc., may be reached at Roy@WizardofAds.com.

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» **QUICKREAD** » As we walk through the doors of our office, we place on our heads the "marketing hat." » The personal language of friendship becomes that of a con man taking suckers for money. » Soon enough, our clients begin to say, "I know this game — it's a scam and I won't play." » Start thinking of your customers as friends. As you keep your promises, customer loyalty will emerge. » When you have earned their trust and loyalty, these people become your champions, your loudest cheerleaders.

Forget The Hustle And Earn Your Customers' Trust

Having friends that love us makes life rewarding. A friendship starts as a small seed that is placed in the heart. Soon the sunlight of "this person really likes me" and the water of "this person values me" begin their magic. As a friendship grows, we find the people who believe in us, who give us confidence and motivation to succeed. We have earned their trust and loyalty. These people become our champions, our loudest cheerleaders!

As we walk through the doors of our office, however, we place on our heads the "marketing hat." The personal language of friendship fades and is substituted with an impersonal vocabulary. We are now working leads, baby! Our words resemble those of a con man tossing three cards on top of an old cardboard box, taking suckers for money. We have been transformed into a Mississippi riverboat hustler: "Let's just play a little game of Hanky Poo, the black for me, the red for you; all you have to do is keep your eyes on the red card; it's only a little fiddle diddle, it's the one in the middle."

At what price do we place this "hat" on our heads? Soon enough, our clients begin to say, "I know this game — it's a scam and I won't play. Marketing does not work!" And when they stop buying the hustle, where do we turn? We crack open the latest edition of *Top Ten Proven Closes And Other Maneuvers To Put Your Customer In A Headlock* and hope to find something that can work. At this point, we have to wonder if, as a marketer, we are doomed to living up to our stereotype. Is the idea of brand loyalty a simple wives' tale spun by a few liars?

True customer loyalty is what legends are made of — myth passed from veteran

To be trusted is a greater compliment than to be loved.

— George E. MacDonald

to rookie. Stories are told of customers so loyal that, after the industry was shaken by disaster, customers sent hundred of letters showing their support. The letters were filled with emotions and (surprisingly) money to help out. But this is no fairy tale. This is the true story of Southwest Airlines. After the tragedy of 9/11, Southwest customers poured out their support and expressed their desire to help.

Southwest Airlines launched more than 30 years ago. Rollin King and Herb Kelleher decided to start a different kind of airline. They began with a simple notion: Get passengers to their destination when they want to get there, on time, and make darn sure they have a good time doing it. The success of their vision can be quantified not only in letters of friendship but also in real company growth. Today, Southwest Airlines is the fourth largest airline in America, flying more than 64 million passengers a year.

In May 1988, Southwest won the coveted Triple Crown award for Best On-Time Record, Best Baggage Handling, and Fewest Customer Complaints. Southwest Airlines also was the first airline with a frequent-flyer program to give credit for the number of trips taken and not the number of miles flown. Southwest Airlines earned its customers' loyalty by treating each customer as a friend.

There are no gimmicks in creating customer loyalty. Burn all your sales and marketing books that teach how to better target, work, or squeeze your customer's dollar.

These are shallow techniques and their outcome is short-lived.

JUST SAY, "I PINKY PROMISE!"

Remember that old idea? It really was helpful in the first grade. The pinky promise was a symbol respected even by the questioning teacher. It simply could not be broken. Southwest Airlines made real promises to its customers not to lose their bags, to get them there on time, and make sure they had a good time. Each time Southwest keeps its end of the promise, the bond with the customers grows stronger. You are not too old to make a pinky promise to each of your customers.

Start thinking of your customers as friends. As you keep your promises, customer loyalty will emerge. It really is that simple. The shift in attitude opens the doors of true friendship, giving the opportunity for you to share a mutually beneficial relationship with each of your customers. As you pour your love onto your customer, dust becomes fertile ground — and as you become your customer's friend, you find the people who believe in you, give you confidence to dare and the means to succeed. You have earned their trust and loyalty. These people become your champions, your loudest cheerleaders! 📧

B.J. Bueno is author of *The Power of Cult Branding*, a book with a revolutionary view that has jolted the marketing world. Reach him at bjb@cultbranding.com or 321-287-4919.

Dr. Laura could end up with
writers cramp, if these ratings
stories continue.



I'd like to extend a sincere
thank you to all of you that
helped make The Dr. Laura Program
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Money Talks

"The continuing high pace of layoff activity creates a serious risk to the economic recovery. Indeed, the economic recovery could be derailed if the labor market does not turn up by the end of the year."

— **Sophia Koropecykj,**
Economy.com

"Jobs drive demand, and most important, higher demand heads off deflation. It looks more and more like another rate cut will be under consideration at the next meeting."

— **Oscar Gonzalez,**
John Hancock Financial

"There continues to be a healthy increase in export growth attributable to past dollar weakening, however, with the U.S. economy continuing to recover faster than its major trading partners, import growth is keeping a lid on any trade deficit improvement resulting from improving exports."

— **Matt Johnson,**
Quantit Economic Group

"The budget outlook has deteriorated substantially since the Congressional Budget Office issued its previous baseline projections in March."

— **Congressional Budget Office report**

"Ending deficits will require a growing economy and control [of] runaway government spending. We must do both. The budget plan we passed does just that. I intend to stick with the levels in our budget — period."

— **Rep. Jim Nussle (R-IA), House Budget Committee Chairman**

"Rather than face up to this situation, the administration continues to push still more tax breaks, and fails to budget adequately for the costs of the war on terrorism, homeland security, education and other pressing needs. It's hard to imagine how much worse our fiscal situation needs to get before the administration realizes that it is time to change course."

— **Tom Daschle (D-SD), Senate Minority Leader**

Q4 '03 Should Build Slowly; Look For Ad Gains in 2004

As signs for a long-awaited economic recovery begin to appear, Radio broadcasters — from group executives to market managers — continue to be cautiously optimistic that revenues will begin to solidify through the end of 2003 and into 2004. Here's a snapshot of what *Radio Ink* is hearing:



Stu Olds 
CEO, Katz Media Group

National Spot Radio is alive, well and on course for a double-digit increase in '03. Business bottomed out during the active part of the Iraq war and has rebounded behind strong automotive, entertainment, tel/com and finance expenditures, which are up dramatically vs. Q3/Q4 '02.

The back-half of '03 momentum will carry into Q1 '04, driven by a rebounding economy, a need by advertisers to stimulate the sales of goods and services, and continued pressure on inventory that will push pricing. Part of that increased demand will come from a sold-out network TV environment and political primary spending, which will tighten spot TV inventory. National spot Radio will benefit from both of these.

Add to all that the greatest advertising vehicle in all of media, and it adds up to a very positive Q1 '04 and beyond.



John Hogan 
CEO, Clear Channel Radio

Clear Channel is expecting that the current slow increase in business will continue into the fourth quarter and that demand for — and consequently pricing of — inventory will escalate. Retail, auto, telecommunications are all expected to continue strengthening through the balance of this year.

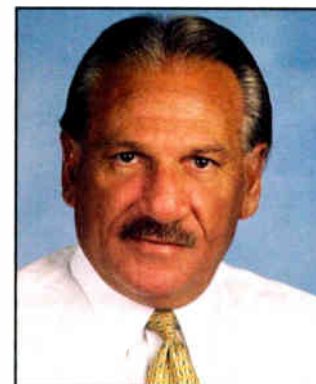
The outlook for 2004 is for an accelerated increase in both demand and pricing. The political and Olympic activities as well as general business conditions indicate we will have continued rebound in the Radio business.



Terry Jacobs 
CEO, Regent Communications

We are seeing a moderate improvement in the business environment for the Radio industry as a

whole. Business is still being placed later than normal, but the overall tone of advertisers is improving, and the fourth quarter should be the strongest of the year. Visibility remains challenging, but if things stay the course and keep improving, 2004 should be a really good year for Radio. Radio operators that operate market-leading stations and have continued to invest during the past two years should benefit even more in a robust Radio environment. This has been our strategy, and combined with our strong balance sheet, we think 2004 will be a great year for us.



John Columbus 
Market Manager, Cumulus-Tallahassee

The fourth quarter of 2003 looks promising from a retail-advertising standpoint as we enter the fall season. Our advertisers are telling us they are optimistic, and that is a good sign. Also the car business seems to be humming right along, and that barometer tends to carry over into other retail areas. The only negative I see is that decisions are slower, which makes visibility harder. I look for 1- to 3-percent growth for Q4.

First quarter 2004 is where I believe the traction really takes hold, and I am projecting 3- to 4-percent growth. This climate has been very frustrating, because we will see » 26

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In fact, that's our theme for this year's NAB convention. Come join us in the historical city of Philadelphia, where Interep is planning some "history-making" events of our own.

Thursday, October 2nd

Interep's RadioExchange – The Age of Electronic Invoicing

Time: 12 Noon – 1:00PM

**Place: 201C at the Pennsylvania
Convention Center**

RadioExchange takes its place on radio's historic timeline, as Interep debuts the spot radio industry's first electronic invoicing system.

Super Session: Radio Group Executives

Sponsored by Interep

Time: 1:30PM – 2:45PM

**Place: Pennsylvania Convention
Center Ballroom**

Some of radio's most respected and influential leaders will share their insights on the radio industry during this super session.

NAB Marconi Radio Awards Reception, Dinner & Show

Sponsored by Interep

Time: 6:00PM – 10:00PM

**Place: Pennsylvania Convention
Center Ballroom**

Friday, October 3rd

Agencies and Advertisers Speak Out: A 10% Share of Ad Dollars for Radio by 2010?

Time: 10:30AM – 11:45AM

**Place: Room 202A at the
Pennsylvania Convention
Center**

You've heard our call: "10 x 10!" But is a two-percentage-point share increase possible by the next decade? Advertisers and agency representatives share their opinions.



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Money & Finance

improvement one month and think things have finally turned, only for that to be followed by a month when revenue goes negative again. I do not anticipate this trend continuing into 2004.

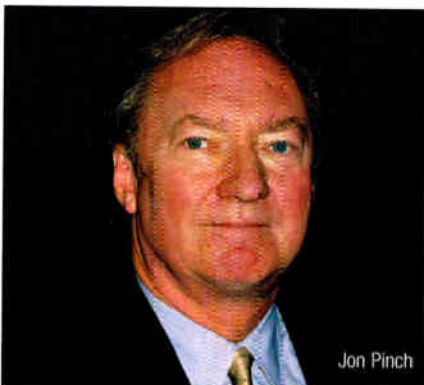


Cindy Schloss [△]
RVP-New Mexico, Clear Channel

Barring no surprises in terms of terrorism or Enron-like episodes, I believe that the worst is behind us and we've turned the page on 2003. What happened on Wall Street with WorldCom and Enron had a much bigger effect on our business than any of us might have imagined or expected. Enron's dirty accounting practices changed everything, and we're just now recovering from that event.

Our business turned on August 20. For whatever reason, that was the day that I felt a change in advertiser energy. Advertisers were no longer looking at what was wrong with the world around them; they began focusing again on how they could improve their own business. Advertisers have started opening to new ideas, and for us, that was an area where business had stopped. With limited funds allocated for advertising, our customers were more conservative and leery about new and creative ideas to grow their businesses. Although the doors haven't opened wide, there is definitely a change in the vibe, and the future is beginning to look brighter.

Unfortunately, none of this Pollyannaish thought process is supported by projections. In looking at the future and our pacing reports, nothing has changed — yet!



Jon Pinch

Jon Pinch [△]

EVP/COO, Cumulus Media

The national advertising climate will show slow but steady growth over the next two quarters, particularly after November. Political revenue in October last year will slightly dampen the retail ad growth for this October. However, early indicators point to a robust Christmas season for momentum into Q1. And the lower comparables from this year for Q1 should work to everyone's advantage.

At Cumulus, we will continue to outperform the national retail ad pace. There are two primary reasons for this growth. First, we have increased the size of our sales organization by nearly 10 percent over the previous year. Second, our platform has seen improved ratings in the most recent Arbitron surveys. We're not expecting huge spikes, just solid, steady growth well into next year.



Matt Mills [△]

VP/GM Greater Media-Boston

Fourth quarter in Boston is not dismal, but I wish it were pacing a little better than it currently is. First quarter '04 just isn't happening right now for Boston, although clients are telling us that, for the most part, they have no budget increases — in other words, the same CPPs and same GRP levels as '03.

Retail does seem healthy: Filenes, Macy's, Kohl's, Home Depot and Lowes look strong. Home improvement is up 25 percent year-to-date. Automotive looks good, as does Computer/Office Equipment. On the other hand, Financial/Mortgage, Real Estate/Retirement Communities categories are off. TV spending is down, and Wireless business is down. Jewelry looks good as a category.

Some major broadcasting companies are predicting as much as a 7-percent growth for Boston next year. I'm not sure how they justify that, when we know that for the first eight months of this year the market has grown at a rate of only 2 percent total. ☒

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THE SEAT

Clear
Channel's
John Hogan
On The

In the 7 1/2 years since passage of the Telecom Act kicked deregulation into high gear, Clear Channel Communications has served as the poster child of consolidation. At times both lauded and vilified for leading the consolidation charge, the San Antonio-based Radio giant has come to exemplify everything that's wrong — and, in fairness, some of what's right — with the deregulatory process.

Flash back for a moment to the late 1990s: Radio groups were trading stations much like school kids sitting around the playground and trading Pokemon cards, and Clear Channel was one of a half-dozen companies clearly at the forefront of this frenzied activity. During this process, thousands of people lost their jobs to the market-clustering process, and suddenly, the industry that had been an exciting place to earn a living no longer was fun. People doubled and tripled their workloads, budgets became tight, stations were criticized for sounding the same; and Clear Channel — with more than 1,200 stations in its portfolio — was chastised for draining the life from Radio.

In a world where perception often fronts for reality, Clear Channel — rightly or wrongly — has found itself stuck in a quagmire of rumor, myth and innuendo. Because Clear Channel was the big, new kid on the block, everything that was uncomfortable about the “new world order” of the Radio industry was laid at the company's San Antonio doorstep. In many circles, the Clear Channel name has become synonymous with arrogance, corporate greed and frugality, a stark contrast to the

bellwether image that had made the company a Wall Street favorite for years.

“Over the past few years, it became very fashionable to take a shot at Clear Channel,” concedes **John Hogan**, who last year was tapped to replace Randy Michaels as CEO of Clear Channel Radio. “We became a target for a lot of people who think that big is bad. We became the target of a number of special-interest groups who were opposed to deregulation, not just of Radio but of media in general, and we were painted with a very broad brush by some of those groups. The momentum of the negative spin surprised us, and we have worked very hard to get caught up and replace inaccurate gossip with real information.”

One of Hogan's responsibilities over the past year has been to help Clear Channel re-shape its negative image, or at least draw attention to the fissure between rumor and reality. Part of this strategy is to accentuate the positive aspects of the company's “decentralized” operating structure. He points to Clear Channel's active push to identify and train new salespeople, promote managers to new levels of responsibility within the company, develop new sources of nontraditional revenue, promote new business development at the national level, and give the company's managers — up and down the line — the latitude to be both responsible and accountable for their stations.

“We have to continue to innovate, to challenge ourselves, to be different, to think differently, to act differently,” Hogan » 30



says. "We also have to encourage our managers to do that in every one of their markets and, where it works, to shamelessly appropriate it for wherever it makes sense — and where it doesn't work, to learn from it and move on to the next great idea."

Ten years ago, Hogan was GM of WGST and WPCH in Atlanta, and says he was "looking forward to my golf handicap heading down. Back then when you got to be general manager, a big part of your job was shaking hands with the mayor, playing golf with clients, and generally trying to keep your one or two stations between the lines." It's a far cry from overseeing Clear Channel's 1,200+ Radio stations, dealing with the challenges and headaches — and a few of the pleasures — that go with it.

Radio Ink recently sat down with Hogan for a candid conversation about some of the misperceptions that still cloud Clear Channel's corporate image, and to discuss some of the steps he and other top execs are taking to transform the company into what he calls "the best-run company in Radio."

INK: Last year at the NAB Radio Show, a joke was going around: "What's the difference between Enron and Clear Channel? About six months." Can you find humor in that, or do things like that irritate you?

HOGAN: I had not heard that, and actually I think it's funny. Of course, it's probably a lot funnier today than it was 12 months ago. I hope I never lose the ability to laugh at myself or at ourselves as a company. It's certainly no secret to anyone that Clear Channel has been through a very trying period over the last 15-18 months. It's important to be able to maintain some objectivity, and to see how some people from outside the company might see us. That joke also is funny because — however things have appeared on the outside — internally, we have always felt pretty good about the company. We feel a lot better today than just about any time in recent memory. While some of our public relations, government and press issues remain to

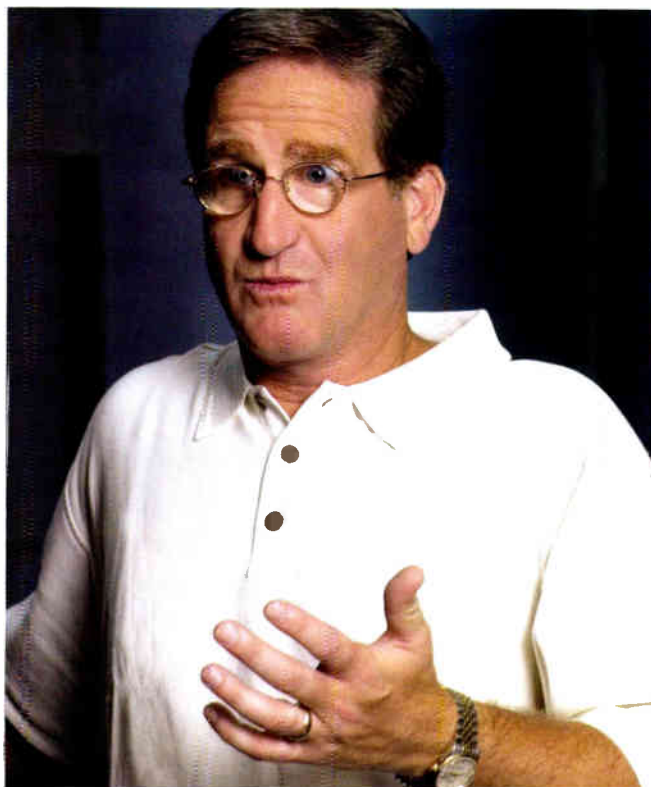
be solved, we have always known we were solid, even if other folks didn't.

Many people believe Clear Channel exemplifies just about everything that's wrong with Radio. Why do you think this is?

Because we are the largest owner of Radio stations in the country, we draw an awful lot of attention. Also, we have initiated an enormous amount of change over the years. If you go back to 1996, look at the industry then, and you look at what it is like today and look at what our company is like, the number of things that are different is striking. Clearly, many of the changes we made were difficult for a lot of people. That's the nature of change: It's hard. We took everything that was familiar and comfortable, things about which many people had developed a large skill set, and asked them to rethink everything they knew. An unfortunate side effect of consolidation — for Clear Channel and everyone else who has consolidated — is a lot fewer jobs. When we put eight Radio stations into a single location, there were seven receptionists unhappy with the new structure. People used to work under certain conditions. Under consolidation, those conditions have changed, many people were let go, and they're not happy about it.

The company also has earned the nickname "Cheap Channel." Is there some truth in this term, or is it just another cheap shot?

I'm not sure where the term comes from. I used it myself before I was a part of the company, and one of the things I can attest to is that they are anything but cheap. It is one of those myth-realities. There is no question that Clear Channel is willing to step up and invest any amount of money we believe will deliver a good return for us. Now, coincidental with that, there is a very, very high expectation that our people will have found the most efficient way to operate their Radio stations.



We have a fundamental belief that we are really a collection of small companies...local businesses run by local managers making local decisions, and they happen to have the resources of a big company.

Clear Channel really is an incredible American success story, and much of that success comes from the way that the company is very careful with money. But there is no doubt in my mind that the "Cheap Channel" label is misapplied.

Why is there such fervent criticism of dereg, and why does Clear Channel draw most of the heat in the Radio industry?

I don't know that I can give you a great answer. We own only 9 percent of the Radio stations in the country. The Radio industry is very unconsolidated, relative to other industries, so the constant criticism doesn't make sense to me. It's human nature to resist change, avoid the unfamiliar and to be wary of the unknown. And I have to tell you, we are in an area that is

uncharted — nobody has ever done this before. Now, I do think that there is a strong current in the country today, where big is bad. What's really unfortunate is that it's being applied to Clear Channel when, in fact, we have a fundamental belief that we are really a collection of small companies. We have 275 local businesses run by local managers making local decisions, and they happen to have the resources of a big company at their disposal. We can share best practices, we can share different systems and structures, but it's a strongly decentralized business model.

How do you respond when critics of Radio claim that consolidation has narrowed the choices of formats available to listeners?

It's a funny dynamic. There is a reason there aren't any » 32



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Zydeco formats outside the state of Louisiana — not enough people want to listen to them. The fact is, the number of formats available today is significantly larger than it was pre-Telecom. There were something like 35 formats in 1996. Today, there are more than 80. There are more distinct artists and songs on the Radio today than there were four or five years ago. Think about it: It's in Clear Channel's best interest to give the listeners what they want to hear. If we do that, they'll keep coming back.

One of the first things you did as CEO was to stop collecting payments from independent record promoters. What was your reasoning?

The primary catalyst was that we had very poor relationships with the labels. It was very apparent from day one that it was a dysfunctional relationship that was not working for us and not working for them. One of my goals initially was to understand that situation better, talk with labels, talk with artists, talk with our product team, and figure out how we could have a better relationship. One of the things we did was to discontinue the practice of independent promoters paying us for information.

Essentially, we needed to provide a different kind of leadership for the company, both internally and externally. I firmly believe that we have a better relationship today with every single label out there than we did 12 months ago, in part because we've discontinued the practice of independent promotion payment. More important, we've begun to talk with the labels directly. We've acknowledged that we each have challenges and, while we're not in the same businesses, our businesses intersect. We're much better off being candid about our challenges and what we might do together to solve those.

Clear Channel has been accused of stifling innovation and creativity by not exposing new artists on the Radio. Is this a bum rap?

It's not our job, our responsibility or our goal to break new music just for the sake of breaking new music. An entire other industry does that. Now, about 250 of our Radio stations are formally aligned with breaking new music. In those instances, we're very focused on making sure that we stay ahead of the curve, that we're looking for the next Big Thing, whether it's in Country, Rap or Rock. That leaves 800 stations where we're playing what hundreds of thousands — if not millions — of people

have told us through phone calls and research they want to hear.

Could Clear Channel have worked harder from the beginning to deflect some of the criticism?

In hindsight, Clear Channel probably underestimated the amount of attention and focus that would be placed on our company. The momentum of the negative spin surprised us, and we have worked very hard to get caught up and replace inaccurate gossip with real information. The more we do that, the

more we're starting to see change in the level of intensity and the tenor of the criticisms of Clear Channel.

While we're attentive to and responsive to the criticisms, it's my belief that we've begun to turn the tide. People are seeing the decentralized nature of our company, and they're seeing the impact we have on market after market. We're a long way from being accurately portrayed, but we are much further along than we were six or nine months ago.

» 34



TEAM CLEAR CHANNEL: 1) Rob Williams 2) Kraig Kitchin 3) Bill Gentry 4) Jeff Littlejohn 5) John Hogan 6) Stu Olds 7) Dave Crowl 8) Julie Anderson-Smith 9) Ed Krampf 10) Jerry Kersting 11) Peter Ferrara 12) Alene Grevey 13) Jay Meyers 14) Kimberly Cutchall 15) Bruce Demps 16) Omar Thompson 17) Lee Larsen 18) Charlie Rahilly

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Is it more important today for a station to sound local or to be profitable?

I am a passionate believer that all good Radio is local Radio. It's the nature of the medium to be personal, intimate, almost on a one-to-one relationship with a listener. Clear Channel and the Radio industry as a whole have remained pretty true to that belief. What has changed is the definition of what's local. If you look at the technological advances today — if you look at the speed of information, if you look at the exposure to the incredible amounts of information that the average consumer has — the local community has changed dramatically. Ten-year-old kids have access via the Internet to literally the entire world, so the whole notion of community and localism is fundamentally changing. Radio today reflects that, and it is in our best interest to be a resource for and a reflection of the communities that we serve.

How does the practice of voice-tracking play in this definition of localism?

Voice-tracking is one of those things that has been misunderstood. Simply put, voice-tracking allows us to import a voice, not the content. Most of our voice-tracking is done in-market. In other words, a person from one station will voice-track a shift on another station, or voice-track a shift

on the same station but in a different daypart. So the vast majority of voice-tracking — probably 85+ percent — is local in nature. In those instances where we employ someone from outside a market to provide a shift in a different market, they actually may work harder at being connected and resonant for the community in which they're going to be heard, because they're not there. They work much more closely with the program director, and they're more focused on getting it right, because they know they're not in that market.

How would you compare your management style with that of your predecessor, Randy Michaels?

First, I would say that Randy is one of the most unforgettable, character-type of people I know. He is a brilliant engineer, programmer and businessman; and his contributions were absolutely invaluable to us as we grew the company.

In the acquisition phase, Randy was great, but we have clearly shifted to a different phase in the company. Now it's all about how we make what we own work.

My style is very different from Randy's and well-suited to what the company needs today. I have a lot of respect



Ultimately, the general manager is responsible for everything that happens at his or her stations. Along with that responsibility comes accountability, and we made that very clear, as well.

for Randy and what he has done, but I've never felt that I needed to be Randy. First and foremost, I've been an operator for the last 24 years, and my style and experience is to

be in and around Radio stations. I know how they work, I know the people that make them work, and I know the energy and vibe that goes with a great Radio station. » 36

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Each year these media giants generously award hundreds of scholarships to Connecticut School of Broadcasting students through their continued support of the CSB Scholarship & Internship program.

This community service program in over 15 media markets is proven to promote diversity in our industry by providing an equal opportunity for all those with "Talent and Need" to study for a career in broadcasting, and the efforts of these companies and individuals should be applauded!

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With your 1,200+ Radio stations, how much operational control comes from San Antonio, and how much latitude do your local and regional managers have in running their stations?

Clear Channel has always been operated on a decentralized model. We place incredible importance on our local managers' running their business in an entrepreneurial, autonomous way. As we aggregated the Radio stations and brought in a lot of disparate cultures, experiences and histories, that line might have blurred. Some people may have been more comfortable or familiar with a centralized system, while others liked the decentralized structure. One of the very first things I did was to make it as clear as I possibly could to all senior managers — our general managers, product managers, sales managers — that the responsibility for running these Radio stations and running these markets resided in the market. Ultimately, the general manager is responsible for everything that happens at his or her stations, and that is a really good thing. Now, along with that responsibility comes accountability, and we made that very clear, as well.

Because of this, we're able to maintain an incredibly small corporate staff. Here in San Antonio, there are 14 people, including assistants. We really do push the responsibility out to the field,

and ask our managers to take advantage of the resources there so they can make the best decisions for their local markets. We help them, we offer whatever resources they need; but at the end of the day, they have to decide what is right, not us. And that's the way it should be.

How important are the people within the Clear Channel management structure?

In the last year we've created opportunities for senior management positions for about 80 people at the regional VP level. These are folks on the general-management side and the product-management side with responsibilities past their home markets. It's an incredible training ground, it provides invaluable experience, and it is a terrific resource for the markets in which they serve. The good news is that probably 98 percent of those have come from inside the company. It is a very diverse group of people, which has been important to us. We've bumped up people to the senior vice president level. Out of the 10 SVPs, six of them were RVPs this time a year ago. Our goal is to do everything we can to be the very best broadcasting company out there — to be the very best Radio group, not just the biggest. Being the biggest was relatively easy to do; that just took money and speed. What we want to be is the very best, and if we can do that, we

won't have to talk people into it.

What steps are you taking to bring new blood into the Clear Channel system?

We're trying to be very proactive in recruiting new talent and making sure we continue to feed the pipeline. We've charged all of our managers with making sure they are constantly current with their communities, knowing what's going on, and looking for really talented people to bring in. For example, we recently hired 100 sellers from around the country and completed our inaugural training class. It was an incredibly diverse crowd with lots of different backgrounds. The one common characteristic is that these 100 people had been qualified and then selected in certain markets. We took those 100 people to a six-week intensive training program in New York. That was really illustrative of how we're trying to do things differently. We're trying to go past just talking about it, to actually getting it into action.

At the end of the first quarter this year, CBS President/COO Mel Karmazin criticized the practice of cluster selling. Was that a jab at Clear Channel?

Mel completely misunderstands how Clear Channel Radio sells. We have dedicated sales staffs for about 95 percent of the Radio stations we own. We are strong believers in the importance and

value of having a team of sellers that is focused on an individual station. Every single day, we have people out there pitching their individual stations. Where and when it makes sense for our Radio stations to work together cooperatively or collaboratively, we will do it. But the notion that we are sending out a seller with four, five, six Radio stations and telling them to bundle it up and get it sold is just not accurate.

But you do operate your stations in a cluster mode.

Sure. There are enormous advantages to operating multiple Radio stations from a single location with single management. We think it's extremely important to have clear, consistent vision, direction and management in a market. I'd love to talk with Mel or anyone else about the benefits of operating as a cluster as well as our continued focus on selling our stations individually. If you look at the nature of many of our clusters, we have Radio stations that are formatically and demographically aligned. Look at Los Angeles: We have CHR, a Hot AC, an AC, and a nostalgia station. Demographically, those fit together pretty well. Now, the individual staffs of those stations are out there every day, competing for their share of the dollars.

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We're going to be judged by our actions. My goal is to make sure that we really walk the talk and that we demonstrate by our actions the commitment we have to our listeners and our advertisers and to our people.

But when an advertiser wants to reach females from 18-54 and wants us to work together, we'll do that. And that's smart. By having consistent promotions and coordinated efforts, by having a cooperative and collaborative effort, we'll deliver better results for an advertiser. I'll stand behind that all day and every day.

Most group operators claim they don't sell against other Radio groups, just other media. Are they blowing smoke?

In most markets, some dollars are specifically directed toward Radio, and Clear Channel — and every other company out there — will be competing against other Radio stations. Anybody who is not competing against other stations is not in the game. That said,

the future for Radio — our long-term growth — depends to some extent on our ability to grow the overall share of the Radio pie. Some of that will come from industry efforts and increased awareness of and continued effectiveness of Clear Channel and other broadcasters. Consolidation to some degree has helped with that. We can talk very confidently about our ability to deliver numbers that are as big, if not bigger than, television stations — certainly bigger than newspaper. We can do things we've never been able to do before.

Is Radio in danger of not being a primary medium to younger people, who are growing up with an abundance of entertainment and

information sources?

The first thing we're doing is to make sure that we don't think of ourselves as being in the Radio business. We're in the business of delivering information and entertainment. With the proliferation of news, information and entertainment outlets today, it would be crazy to think of ourselves as just Radio operators. Having said that, we're always looking for new talent, new music — in fact, the New Music Network that we started about 10 months ago has some 6,000 bands on it. We have a team of people who evaluate technological advances and opportunities so we can stay at the forefront. This is a very different time from what it was when we grew up, but the time when we grew up was very different from when our parents grew up. What we need to do is take a quick look back, see how much can change how quickly, and make sure that we remain flexible and — most important — be willing to change along with it.

Since Clear Channel has moved from a model of growth by acquisition to growth by operation, can you continue the revenue gains that Wall Street has come to expect?

Clear Channel has high expectations of growth, and it's part of the job of every one of our managers to find and develop business that will allow us to increase our revenues. NTR remains an integral part of how we grow our revenues; it allows us to extend our brand to increase the value of the Radio stations without having to add inventory. We continue to invest in salespeople; a critical part of our formula for success is that we have more and better people on the street. We're continually challenging our folks to look at the brands and the opportunities they have in-market, and come up with new and different ways of generating revenues. The advantage we have with 1,200-plus Radio stations is that we have a much bigger laboratory to harvest the intellectual capital of our » 38



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All About Philadelphia

Demographics

Ethnicity

White	73%
Black/African-American	17%
Hispanic	4%

Population, 2000

Age	Number	% of pop.
18-24	690,275	12%
25-34	1,007,435	17%
35-44	1,189,070	21%
45-54	1,096,520	19%
55-64	751,825	13%
65+	1,040,810	18%
Total 18+	5,775,935	100%

Income

Median household income	\$53,774
Mean household income	\$68,038

Education

Some high school (25+)	6%
High school graduate	36%
Some college	31%
College graduate	13%
Post-graduate	11%

Employment

Employed full time	53%
Employed part time	16%
Not employed	32%

With a metropolitan population of more than 6 million people, Philadelphia is the second largest city on the East Coast and ranks fifth in the nation. Located just 100 miles south of New York and 130 miles north of Washington, DC, this city of great contrasts is nearly equidistant from the American centers of commerce and government. This is where the U.S. Constitution was born, where the Liberty Bell rang with the first peals of American freedom, where Rocky Balboa declared he didn't want a rematch, where American Bandstand was born, and where W.C. Fields proposed for his epitaph: "Here lies W.C. Fields. I'd rather be living in Philadelphia."

Most Americans learn about Philadelphia at an early school age, as the city figures prominently in United States history. In the late 18th century when the U.S. was little more than some signatures scratched on a sheet of parchment, Philadelphia was the largest city in the Colonies and had been, until the Revolution, the second-largest in the British Empire. Because of its size and its centralized location, it was an obvious and convenient choice to convene the First Continental Congress — and to draft both the Constitution and the Bill of Rights.

Given its place in history, Philadelphia also is home to the first American zoo (located in Fairmount Park), the first public library (at the American Philosophical Society), the first American art museum (the Pennsylvania Academy of the Fine Arts), and the first U.S. Mint. While the city perhaps is best known for the Liberty Bell and Independence Hall, it also is home to the Philadelphia Museum of Art (Rocky ran up those steps every morning), eight professional sports teams, bifocal glasses, and the New Year's Day Mummers Parade.

The city isn't all history and landmarks. William Penn designed Philadelphia, the first planned community of the New World, as a city of neighborhoods, and his geometrically square blocks almost immediately took on distinct cultural and ethnic identities. Now, on any given weekend, residents can bargain for garlic and tomatoes in South Philly's Italian Market, walk past the restored colonial storefronts that line the streets of Germantown, purchase soft pretzels in Logan, and pass through the Chinese Friendship Gate marking the beginning of Chinatown at 10th and Arch streets.

Visitors to the South Street area will find restaurants offering a wide range of cuisine, including Greek, Spanish, Middle Eastern, Italian, French, and Mexican tastes. Old City, Philadelphia's original "hub," is the home of Christ Church, where Benjamin Franklin, George Washington and Betsy Ross worshipped. 2»

Statistics: Scarborough Research © 2003 • Photos and School/Shop Sources: Information courtesy of Philadelphia Convention & Visitors Bureau, Inc.

Philadelphia Market Stations

Station Listings: *Radio Ink*, © 2003. Ratings Source: The Arbitron Company, © 2003. Ratings used in this market profile are Monday-Sunday, 6:00 am to midnight, 12+, Average Quarter Hour Shares.

Station	Format	Owner	Sp '03	Phone	URL
KYW-AM	News	Infinity	7.4	215-238-4700	www.kyw1060.com
WBEB-FM	AC	Jerry Lee, David Kurtz	6.6	610-538-1239	www.b101radio.com
WDAS-FM	Urban AC	Clear Channel	6.6	610-617-8500	www.wdasfm.com
WIOQ-FM	CHR	Clear Channel	5.5	610-667-8100	www.q102philly.com
WUSL-FM	Urban	Clear Channel	5.4	215-483-8900	www.power99.com
WJZ-FM	Smooth Jazz	Clear Channel	4.4	215-508-1200	www.wjz.com
WUGL-FM	Oldies	Infinity	4.0	610-668-5900	www.wogl.com
WXTU-FM	Country	Beasley	4.0	610-667-9000	www.wxtu.com
WPHI-FM	Rhythmic CHR	Radio One	3.8	215-884-9400	N/A
WYSP-FM	Active Rock	Infinity	3.8	215-625-9460	www.94wysp.com
WPHT-AM	Talk	Infinity	3.6	610-668-5800	www.thebigtalker1210.com
WMMR-FM	Rock	Greater Media	3.3	610-771-0933	www.wmmr.com
WPEN-AM	Adult Standards	Greater Media	3.2	610-667-8500	www.wpen.com
WIP-AM	Sports	Infinity	3.2	215-922-5000	www.610wip.com
WMGK-FM	Classic Rock	Greater Media	3.1	610-667-8500	www.wmgk.com
WSNI-FM	Soft AC	Clear Channel	2.7	610-668-0750	www.sunny1045.com
WPLY-FM	Alternative	Radio One	2.0	610-276-1100	www.y100.com
WMWX-FM	Hot AC	Greater Media	1.7	610-771-9690	www.mix957online.com
WPTP-FM	Hot AC	Beasley	1.6	610-667-9000	www.phillypoint.com
WPST-FM	CHR/Pop	Nassau	1.3	609-419-0300	www.wpst.com
WDAS-AM	Gospel	Clear Channel	1.2	610-667-8500	www.wdasam.com
WTHK-FM	Classic Hits	Nassau	0.8	609-419-0300	www.945thehawk.com
WKXW-FM	Talk	Millennium	0.8	609-771-8181	www.nj1015fm.com
WEMG-AM	Tropical	Mega	0.9	215-426-1900	N/A
WHAT-AM	Talk	Inner City	0.7	215-581-5161	N/A
WJBR-FM	AC	NextMedia	0.5	302-765-1160	www.wjbr.com
WABC-AM	Talk	ABC	0.4	212-613-3800	www.wabcradio.com
WFIL-AM	Christian Talk	Salem	0.4	610-828-6965	www.wzzd.com
WFAN-AM	Sports	Infinity	0.3	718-706-7690	www.wfan.com

About Radio Ink's Market Profile

More than 1.5 billion dollars in national, regional, local and network Radio advertising is placed by the marketing directors, advertising executives, media buyers and planners who read each issue of *Radio Ink*. Advertising executives have told us of a need to know more about the markets and the stations to enable them to make Radio buys beyond the numbers. They have told us they need to know more about station promotions, talent, events, programming and merchandising. If you want a list of upcoming markets, or have interest in being included in an upcoming market profile, please contact us at profiles@radioink.com.

[from previous page] Then there's Washington Square, nestled between the west side of Society Hill and the southern end of Independence National Historical Park; and Antique Row, a collector's haven for everything from vintage clothing to fine furnishings.

Over the past 20 years, Philadelphia has experienced a construction boom and a cultural renaissance. Glass and steel mark a skyline once defined by bricks and bells, and this year, the city is celebrating the 10th anniversary of its state-of-the-art convention center. Possessing more than a dozen institutions of higher learning, most major-league sports, and a new civic leadership that's aggressively drawing new commerce to the region, Philadelphia is a city where 6 million people — as well as W.C. Fields — want to be living.

Leisure Activities (past 12 months)

Gardening	49%
Swimming	37%
Casino Gambling	31%
Bicycling	26%
Photography	25%
Sewing/crafts	24%
Free weights/training	22%
Bowling	22%
Running	19%
Adult continuing education	19%

Events Attended/Places Visited (past 12 months)

Any casino	44%
Professional sports event	35%
Live theater	31%
Philadelphia Zoo	18%
Nightclub	18%

Colleges and Universities

Philadelphia, reflecting William Penn's philosophy, has an important and long tradition of excellence in education. The William Penn Charter School was established in 1689, predating the U.S. Constitution by 100 years. Today, the Philadelphia region annually graduates more than 50,000 students, including more than 3,000 MBAs and 1,000 PhDs. Since 1970, 15 faculty and graduates of institutions in the Philadelphia region have earned the Nobel Prize. **Arcadia University, Burlington County College, Chestnut Hill College, Drexel University, Haverford College, Holy Family University, Immaculata College, La Salle University, Philadelphia University, Saint Joseph's University, Temple University, University of Pennsylvania, Villanova University.**

Source: Philadelphia Chamber of Commerce, © 2003

Sports

Philadelphia Phillies (Major League Baseball)
 Philadelphia Eagles (National Football League)
 Philadelphia 76ers (National Basketball Association)
 Philadelphia Flyers (National Hockey League)
 Philadelphia Charge (Women's United Soccer Assoc.)
 Philadelphia KiXX (Major Indoor Soccer League)
 Philadelphia Phantoms (American Hockey League)
 Philadelphia Wings (National Lacrosse League)

Philadelphia Business

The greater Philadelphia region sits at the center of business activity along the Eastern Corridor. Key industries include biotech/pharmaceutical, telecommunications, education, insurance, legal and business services, manufacturing, tourism, health care, retail and life sciences. The top 10 employers in the greater Philadelphia region are:

University of Pennsylvania, DuPont, Verizon, Merck & Co., United Parcel Service, Vanguard Group, Christiana Care Health System, Tenet Health System, Virtua Health, Temple University.

Source: Philadelphia Chamber of Commerce, © 2003

Station Profiles: Greater Media — Philadelphia

Market Manager: Richard D. Feinblatt, Sr. VP and VP/Radio, Greater Media Inc.
610-660-6937, rfeinblatt@greaterphila.com. URL: www.greaterphila.com
1 Bala Plaza, Suite 339, Bala Cynwyd, PA 19004
VP/DOS Don Braun; Chris Kirchner, NSM; Matt Cowper, NSM
Group Owner: Greater Media Inc. Rep firm: Katz Media

Greater Media Covers Greater Philadelphia

Greater Media's Philadelphia Group features legendary stations, renowned personalities and a commitment to growth through serving the community. State-of-the-art facilities and a positive work environment ensure that 93.3 WMMR, 95.7 WMWX (Mix 95.7), 102.9 WMGK and 950 WPEN provide the highest quality on-air product and best results for its advertisers through effective advertising and marketing solutions.

When Philadelphians want to rock, they turn to heritage rocker 93.3 WMMR, a Philadelphia institution since 1968. WMMR features outstanding "Exclusive Audience" numbers (#1 men), innovative promotions and marketing, low spot loads, targeted audience (#1 A18-49 and M 18-49) composition.

Classic Rock 102.9 WMGK is consistently top 6, Adults 25-54, males and females. It also features very strong qualitative numbers and has some of the lowest spot loads in the market.

Mix 95.7, a fun, upbeat music-intensive radio station targeted to women, plays the best mix of the '90s and today. Mix 95.7 is the only Philadelphia station targeted to W 25-44 in the market, and it is #1 in W 25-54 audience composition.

950 WPEN is the Adult Standards station in the market, with strong ratings though the day. Its exclusive format also features Phillies Baseball and targeted specialty programming on the weekends (real estate, financial, medical, food & dining).

Additionally, Greater Media's nontraditional revenue division, Greater Media Marketing, provides national companies with local marketing solutions from corporate sponsorship and event marketing to consumer sweepstakes and grassroots promotions. Turnkey marketing programs have a direct impact on area businesses.

WMMR 93.3 FM

FORMAT: Rock TARGET: Men 25-54
RANK: #2

Program Director: Sam Milkman
Line-Up: 5:30-10a, *The Philly Guys* (Mike Missanelli, Joe Conklin, Vinnie the Crumb); 10a-3p, Pierre Robert; 3-7p, Razz; 7p-12m, Frank Lario.
93.3 WMMR has rocked Philadelphia for more than 35 years. 'MMR rocks 24/7 with the best new and older Rock, from artists such as Pearl Jam, Led Zeppelin, Staind, Ozzy, Nirvana, AC/DC, Nickelback, Van Halen and Aerosmith. MMR also has a brand-new local morning show hosted by three well-known Philadelphians; and the best-known Philadelphia radio personality, Pierre Robert, hosts middays. General sales manager is Paul Blake.

WMWX 95.7 FM

FORMAT: Adult Top 40 TARGET: Women 25-54
RANK: #6 (tie)

Program Director: Gerry DeFrancesco
Personality Line-Up: 6-10a, Glenn Kalina with Linda Love; 10a-3p, Brian Murphy; 3-8p, Joe Mama; 8p-12m, *Boogie Nights* with Charlie Maxx
Mix 95.7 is a personality-oriented Adult Top 40, positioned for Philadelphia's young females who have grown out of the CHR life group, yet are not quite ready for a Soft AC environment. Mix 95.7 features a musical variety of today's hit artists, such as Christina Aguilera and Matchbox Twenty, mixed with pop music from the '90s. The upbeat environment includes an on-air personality line-up of all-local Philadelphia radio talent. When the sun goes down, Mix 95.7 lights up the market with *Boogie Nights*, a dance show featuring The Sound of Philadelphia. General sales manager is Becki West.

WMGK 102.9 FM

FORMAT: Classic Rock TARGET: A 25-54
RANK: #5 (tie)

Program Director: Buzz Knight
Personality Line-Up: 5:30-9a, John DeBella; 9a-2p, Debbi Calton; 2-7p, Andre Gardner; 7p-12m, Ray Koob.
Classic Rock 102.9 WMGK, the only Classic Rock station in Philadelphia, features legendary morning man John DeBella, peppering Classic Rock with news and current events. Debbi Calton serves up *Noontime Nuggets* lunchtime requests, followed by Andre Gardner with his *Beatles Breaks*, 5:00 *All Request Attitude Adjustment* and *Class Reunion* features. Ray Koob in the nighttime delivers the best Classic Rock to adults 25-54. Ed Sciaky hosts the award-winning *Sunday with Springsteen*, and Michael Tearson hosts *Saturday Morning Sixties*. General sales manager is Gregg Quisito.

WPEN 950 AM

FORMAT: Adult Standards TARGET: A 50+
RANK: #3

Program Director: Bob Craig
Personality Line-Up: 6-10a, Andy Kortman; 10a-1p, Bob Craig; 1-3p, *The 950 Club* featuring Bill Webber, Ed Hurst, and John Carlton; 3-7p, Mike Bowe; 7p-12m, Steve Ross or Kim Martin. Phillies Baseball and St. Joe's College Basketball in season.
WPEN is the "Station of the Stars," playing the Great American Songbook that inspired such careers as those of Tony Bennett, Barbra Streisand, Johnny Mathis and the "Rat Pack" with Frank, Sammy and Dean. Frank Sinatra is featured 11a-noon, Monday through Friday. WPEN will be celebrating its 75th anniversary in 2004. General sales manager is Brett Beshore.

Success Stories Greater Media — Philadelphia

Market Manager: Richard D. Feinblatt, Sr. VP and VP/Radio, Greater Media Inc.
610-660-6937, rfeinblatt@greaterphila.com. URL: www.greaterphila.com
1 Bala Plaza, Suite 339, Bala Cynwyd, PA 19004
VP/DOS Don Braun; Chris Kirchner, NSM; Matt Cowper, NSM
Group Owner: Greater Media Inc. Rep firm: Katz Media

Thompson Dealership

Problem: Automotive group geographically situated on the outskirts of the Philadelphia Metro area needed branding and imaging to draw more business from Philadelphia-area listening audience.

Solution: Double-endorsement campaigns with legendary morning-show and powerhouse afternoon-drive personalities. Personalities drive specified vehicles throughout the campaigns. Both air personalities already had a huge following and audience credibility in the Classic Rock music format. Partnerships with the client are expanded for complete integration of client branding and imaging in both day parts.

Results: Endorsement campaigns in both AM and PM drive has been continuously renewed since their inception in the third quarter of 2002. The client has conveyed tremendous enthusiasm for the air-personality endorsements and expressed commitment to the station. Thompson Dealership has become a part of the fabric of the radio station's programming in both day parts. The client's relationship via the personalities extends to station promotional support and involvement in our annual events.

The Canadian Tourism Commission

Problem: The Canadian Tourism Commission often promotes travel to Canada without any way of measuring the results of specific campaigns. In spring 2003, it was interested in tracking the success of a marketing campaign on the radio.

Solution: Greater Media Marketing identified the target audience for Canada Tourism and created a consumer lifestyle promotion to generate leads on the station website. The contest, tied to www.wmgk.com, awarded a trip for two to see Bruce Springsteen live at the Bell Centre in Montreal, air transportation on Air Canada, and a hotel stay at the Fairmount Queen Elizabeth Hotel. Greater Media Marketing's graphics art department developed a web contest on www.wmgk.com, enabling Canada Tourism to track the success of the promotion through leads received on the website.

Results: The Canadian Tourism Commission was impressed with the final outcome: For a one-week promotion, nearly 700 people responded to the consumer promotion and registered for the chance to travel to Canada with only a few days notice. Shortly after the success of this promotion, the SARS outbreak happened in Canada, and the Greater Philadelphia Radio Group received a much larger piece of business to promote safe travel to Canada during the summer of 2003.

Tastykake

Problem: Tasty Baking Company, a Philadelphia owned-and-operated snack-food company is the home of Tastykakes, a staple in lunch boxes and dessert trays and a companion with morning coffee. Recently, Tastykake increased the amount of fruit in its fruit pies by 20 percent and needed to re-launch the product to propel sales and re-brand the product while highlighting its hometown image.

Solution: WMMR account manager Paula Decker created a multi-level program designed to deliver results beyond an advertising campaign. WMMR recently launched a new morning show, *The Philly Guys*. Additionally, WMMR had designed a station-branded recreation vehicle dubbed the "MMR-V." Decker tied the client's needs with the new morning show and the MMR-V. *The Philly Guys* were the implied endorsers of the new "Philly" fruit pie. Tastykake received tremendous on-air support of the new product, logos on the MMR-V, and live broadcasts from the MMR-V at multiple retail outlets featuring the Tastykake brand. Additionally, Tastykake was sampled at multiple events, and the broadcasts delivered listeners directly to the point-of-purchase.

Results: The program continues through October, and a full sales assessment will take place afterward. For Tastykake, *The Philly Guys* have created momentum and excitement that goes beyond a typical advertising campaign. Short-term results show increased traffic and increased product purchases at the retail level.

Wachovia Securities

Problem: Financial advisors Gary Kennedy and Lance Slater from Wachovia Securities needed a new and innovative way to stand out in a competitive environment and attract investors. They wanted a forum to educate prospective investors and to market themselves and their services to a broad and diverse audience.

Solution: WPEN-AM provided Wachovia Securities with a weekly one-hour program. Kennedy and Slater become radio hosts every Sunday morning for *Straight Talk with the Money Guys*. Supported by promotional mentions, *Straight Talk* reaches thousands of potential investors each week.

Results: Closing on its second full year, *Straight Talk with the Money Guys* has become a staple of WPEN's Sunday morning lineup. By utilizing a credible, informative, fun and enjoyable presentation, Kennedy and Slater have significantly grown their client base, finding a weekly average of five to 10 new qualified prospective investors. They have increased their business steadily each of the last two years, and now have two full-time sales assistants to help with the required follow-up.

Personalities: Greater Media

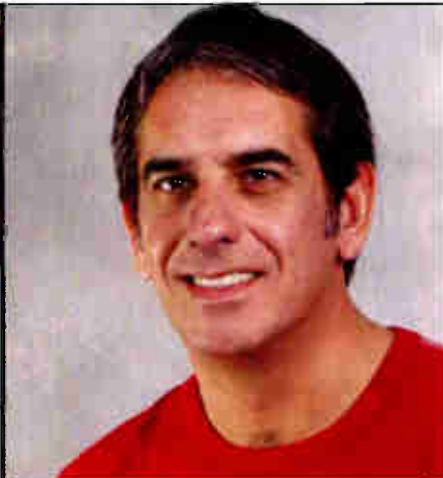
— Philadelphia

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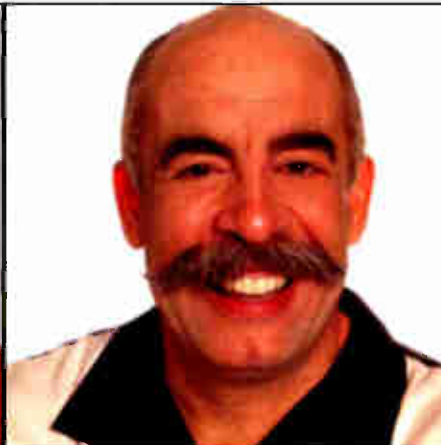
Mornings, 950 WPEN
Andy Kortman

Andy Kortman has been a member of the 950 WPEN family since 1988. In November 2000, he took over as host of the *WPEN Morning Show*, joining News Director Art Andrews and traffic reporter Randy Chepigan. Kortman is always up on the news of the day and employs a great deal of on-air spontaneity in reaction to these events, keeping the morning show on its toes. Kortman admits that, when he decided to pursue a career in radio, his dream was to be on WPEN. He says, "I felt that the music was an important part of the fabric of America."



Mornings, MIX 95.7
Glenn Kalina

Glenn Kalina — with Linda Love, Cheryl-Ann Kennedy and Kid Michael — brings listeners their morning traffic, news and, of course, today's best mix of contemporary music. Fun, fast-paced and music-intensive, Kalina's show never plays anything unfit for the entire family. His community-service work has earned numerous awards and raised hundreds of thousands of dollars through his "Kalina's Kids" charity.



Mornings, 102.9 WMGK
John DeBella

John DeBella is one of the most recognized names and faces in Philadelphia. His show is music-intensive, funny without the filth, and dialed in to Philadelphia. DeBella is joined on the air with newscaster Jen Posner and NBC-TV weatherman Bill Henley. Earning numerous local service awards and winning readers polls, DeBella also won a local "EMMY" Award from the National Academy of Television Arts and Sciences for *Philly Flashback '84*. He won the Gavin Media "Professional Air Talent of the Year Award" for 1986 and 1987; he was named *Billboard* magazine's 1988 "Air Personality of the Year" and won the Public Relations Society of America's "Drum-beater Award." He is currently a featured weekly guest on the local NBC-TV show *10!*



Mornings, 93.3 WMMR
**Mike Missanelli,
Vinnie The Crumb & Joe
Conklin (The Philly Guys)**

Mike Missanelli is a lawyer, a Pulitzer Prize-nominated writer, a teacher, magazine publisher and accomplished Talk radio personality. His quick wit and broad-based knowledge of today's topics give the guys in Philly what they want. Vinnie The Crumb, famous for his "Sports Rants," tells it like it is — from the heart and with a little edge. Joe Conklin is a man of 1,000 voices. His intimate knowledge of the city and its neighborhoods, combined with his uncanny impressions lampooning sports, politics and current events have made him a favorite since 1986.



Senior Vice President and VP Radio,
Greater Media Inc.
Richard D. Feinblatt

Rick Feinblatt was general sales manager of WMMR when Greater Media Inc. acquired it in April 1997, and he was promoted to director of sales for the Greater Media Philadelphia cluster. In January 1999, Feinblatt became senior vice president/general manager of the Philadelphia cluster. Two years later, he took on the additional responsibilities of vice president of radio for Greater Media Inc.



**Greater Media-
Philadelphia**

Our core value is that of people first. Our sales management team is committed to providing our account managers and support staff with the environment, tools and resources they need to get the job done. We believe we are in the helping business — helping our customers get results from effective advertising, marketing and promotional solutions. *Pictured: (front) VP/DOS Don Braun and (l-r) GSM Gregg Quisito of WMGK; GSM Becki West of MIX 95.7; GSM Paul Blake of WMMR; GSM Brett Beshore of WPEN.*

Promotions: Greater Media

— Philadelphia

Market Manager: Richard D. Feinblatt, Sr. VP and VP/Radio, Greater Media Inc.
610-660-6937, rfeinblatt@greaterphila.com. URL: www.greaterphila.com
1 Bala Plaza, Suite 339, Bala Cynwyd, PA 19004
VP/DOS Don Braun; Chris Kirchner, NSM; Matt Cowper, NSM
Group Owner: Greater Media Inc. Rep firm: Katz Media



102.9 WMGK Classic Rock Art Show

Every year, 102.9 WMGK showcases a never-before-seen collection of more than 200 pieces of original art and lithographs, as well as handwritten, autographed song lyrics from popular music's greatest songwriters. The 102.9 WMGK Classic Rock Art Show benefits the Elizabeth Glaser Pediatric AIDS Foundation. The month-long exhibit is free to the public, and all works of art are available to purchase via silent auction. Tom Petty is this year's Honorary Chairperson.

Photo: WMGK personality Michael Tearson poses with Renaissance lead vocalist Annie Haslam in front of Annie's original artwork.

93.3 WMMR Spring Break

It's becoming synonymous: March — Philadelphia — WMMR — Spring Break: "The Party of the Year!" The WMMR Spring Break Concert is the hottest beach party of the year — except that the temperature outside was 30 degrees! Top bands, sand, palm trees, volleyball courts, beach chairs, umbrellas, bikini contests, hot tubs, summer beverages and much, much more — all inside the Liacouras Center! It may be freezing outside, but inside it's hot and steamy.

93.3 WMMR Hard Hat Games

The WMMR Hard Hat Games™ is a competition focused on the construction industry. WMMR visits construction sites around the Delaware Valley for 60 days to promote the event. Potential contestants will go to sponsor locations and the WMMR website to register to participate. The eight individual events of the competition are geared toward fundamental aspects of construction work: The Hammer Drive, Wheelbarrow Race and Dry Wall Cut-out. Each event winner will receive a prize provided by a sponsor. The overall winner, decided on a points basis, will receive a vacation for two.



102.9 WMGK Let Freedom Rock Fest

Every Fourth of July, 102.9 WMGK teams with the Camden County Board of Freeholders to present a free classic evening of live music and fireworks. Past performers have included Peter Frampton and Cheap Trick. Tens of thousands of families and Classic Rock fans jam Cooper River Park in Pennsauken, NJ, for what has become the largest event in South Jersey.

Photo: WMGK morning man John DeBella with WMGK afternoon personality Andre Gardner on stage at the 102.9 WMGK Let Freedom Rock Fest.

950 WPEN Dancing Under the Stars

It's hard to believe: For 25 years, WPEN-AM has presented swing music on the Philadelphia Waterfront. It has been a very popular, FREE attraction for thousands of swing dancers, of all ages, who look forward to their weekly dose of swingin' on Penn's Landing! The dancing happens every Thursday during the summer with a Big Band provided by WPEN. There are even free swing dance lessons available each week.



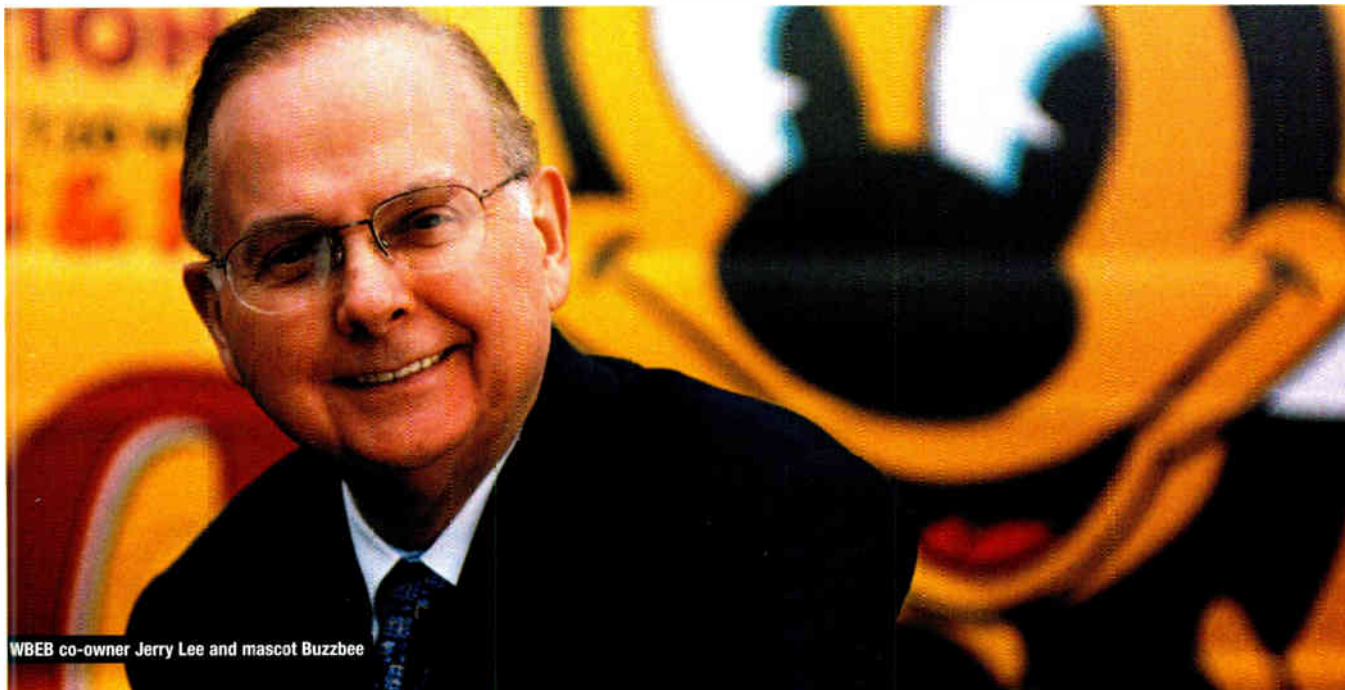
Mix 95.7 Mile of Meet

It's quickly becoming a Valentine's Day tradition: Thousands of single guys line Main Street in Manayunk while women do their shopping by walking past the line or simply driving by. If a shopper sees someone she likes, she can read his bio at the Mix 95.7 set-up. After the line-up, both the single men and women get together at a party at a neighboring pub and compare notes. Mile of Meet has already resulted in two marriages!



Station Profiles: WBEB — Philadelphia

Market Manager: Blaise Howard, VP/GM, 610-538-1239, Blaiseh@101-fm.com
10 Presidential Blvd., Bala Cynwyd, PA 19004-1120 Website: www.b101radio.com
Dir./Local Sales Agnes Fuller; Dir./Natl. Sales Dave Giordano; Mktg. Dir. Bonnie Hoffman
Sta. Mgr. Bill Boone; Chf. Eng. Chris Sarris; CTO Jeff Stuewe; Creative Dir. John "Oz" Gleason
Owners: Jerry Lee, David Kurtz • Rep Firm: McGavren Guild Radio



WBEB co-owner Jerry Lee and mascot Buzzbee

B101 Rings Bells In Philadelphia

WBEB 101.1 FM is an Adult Contemporary radio station broadcasting in the Philadelphia market. B101, as it is commonly referred to, is one of the country's highest-rated FM music stations. In an age of consolidation and media conglomerates, it remains the only locally owned, independent radio station in a major U. S. market.

B101 ranks nationally and is the Philadelphia market share leader for women listeners aged 25-54, according to Arbitron National Ratings. With groundbreaking programming such as the public affairs show *The Woman's File*, B101 has developed the largest and most loyal female audience in the Philadelphia market, far outdistancing the nearest competitor. Its strength with women listeners and its aggressive marketing tactics have propelled the station to the top of the overall ratings scale on a regular basis.

B101 has made a name for itself not only as a top ratings generator for women but also as a marketing pioneer in the industry. Twenty-two years ago, B101 became the first radio station ever to use a national celebrity as a spokesperson. The station continues to push for the next big idea every day.

B101 utilizes the Internet to give advertisers easier access to its audience and greater opportunities for revenue. The station also continues to make significant investments in research and development as a means to drive programming success and gain a deeper insight into its audience's mindset. It is this ability to use technological advances and

unconventional thinking that has continually given B101 a leg up on its competition.

When others have said an independent station can no longer be successful in a major market, B101 continues to beat the odds. Competing against huge media companies and radio groups, the locally owned B101 remains one of the top radio stations in Philadelphia and the country.

WBEB 101.1 FM

FORMAT: Soft Rock TARGET: Women 25-54
TARGET RANK: #2

Program Director: Chris Conley

Line-Up: 5-10a (M-F) *B101 Morning Show with Chris McCoy*; 10a-3p (M-F) Juan Varleta; 3-8p (M-F) Dan Blackman; 8p-1a (M-F) *Nightmoods with Mary Marlowe*; 8p-12m, *Saturday Nightmoods with Kaylen Cirillo*; overnights Jason Lee; weekends Dave Packer; weekends Scott Johnson

WBEB 101.1 FM (B101) is an Adult Contemporary radio station broadcasting in the Philadelphia market. Founded in 1963, B101 is credited with many industry firsts, including transformation of the FM band from an experimental, narrow-interest medium into the business success it is today, and pioneering the 24-hour music format. Owned and operated by David Kurtz and Jerry Lee, it is the only independently owned station that has enjoyed consistent Top 10 ratings for decades.

Success Stories WBEB

— Philadelphia

Market Manager: Blaise Howard, VP/GM, 610-538-1239, Blaiseh@101-fm.com
10 Presidential Blvd., Bala Cynwyd, PA 19004-1120 Website: www.b101radio.com
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Town Motors

Problem: Town Motors in Exton wanted to increase sales and gain a competitive edge.

Solution: In October 2001, B101 partnered with Town Motors to present a special "B101 \$500 Rebate" to anyone that purchased a new car from Town Motors. Town Motors ran this special sales event over two midweek days, supported by an advertising schedule for one week, on-air mentions, and a major website campaign featuring Town Motors on the B101 home page and a direct link to the dealer's website. The B101 promotion team was on-site to distribute the \$500 rebate certificates.

Results: Nineteen cars were sold as a direct result of the B101 \$500 Rebate program, and Town Motors chose to repeat the same B101 \$500 Rebate in April 2002. This time, Town Motors and B101 offered listeners a \$500 rebate toward the purchase of any new or pre-owned car or truck. The sales event was repeated mid-week over two days with the same advertising schedule, on-air promotions and website support. The second promotion helped Town Motors to sell an additional 18 new and pre-owned cars and trucks, increasing sales for Town Motors and giving them the competitive edge they needed.

Giant Food Stores

Problem: Giant Food Stores wanted to create "Top of Mind Awareness" about its new Giant Bonus Card and to sign up as many people as possible for this program (its goal was 40,000).

Solution: A Bonus Card Sweepstakes was instituted to launch the Giant Bonus Card, which offered savings not only at Giant Food Stores but also other area businesses. B101 has a heavily listener-interactive website. On-air promotions "sweetened" Giant Food Stores' advertisements, and listeners were sent to the B101 website, lured by station "rewards points" for answering trivia questions that linked directly to Giant's website and application for the Bonus Card.

Results: Over the five-week period, more than 60,000 people signed up for the Bonus Card; 23,000 people signed up for the Bonus Card through the B101 website. Giant Food Stores received more than 57,000 hits to their website from ours. Needless to say, Giant deemed this a huge success, and they have accepted every promotional program we have presented to them since then.

Valley Forge Military Academy

Problem: Valley Forge Military Academy & College in Wayne, PA, features an all-male college-preparatory boarding school and a two-year transfer college. The Academy wanted to reach a wider pool of parents and drive higher enrollment. It had previously used KYW, which targeted Adults 25-54.

Solution: In May 2000, a new agency presented to the Academy a marketing plan to communicate the VFMA message to a broad pool of parents. The Academy's primary target demographic was changed to Women 25-54 because research indicated that women were primary decision-makers regarding their children's education. Adults 25-54 became the secondary target demo.

Geographic targets were Philadelphia, New York City, and surrounding suburbs in North Jersey and Connecticut as well as Baltimore and Pittsburgh. Radio was recommended as the primary medium because of its cost-effectiveness and broad reach. The Academy would advertise in special "education" issues in August and November Sunday editions of *The New York Times* and *Philadelphia Inquirer*. Media flights were scheduled to coincide with enrollment decisions in July's pre-school season and the November grading period.

Six-week radio flights were placed, and B101 received 90 percent of the radio budget because it was seen as the market leader in reaching women in the Philadelphia market, second in reaching all adults. The station, considered to be promotionally oriented, added value to the client's schedule with the automatic hyperlink to VFMA.edu and the interactive "bonus link" on B101 website. KYW was recommended for its broad reach throughout the Delaware Valley and its ability to reach the Adult (male/female) segment of the client's target.

Results: By December 2000, the Academy informed the agency it had received 122 leads from B101. B101 has continued to be a must-buy for all its ensuing radio campaigns.

Cher Concert

Problem: Clear Channel Entertainment approached B101 to be the exclusive radio partner for Cher's Farewell Tour, scheduled in Philadelphia on June 22, 2002.

Solution: As part of our promotional program, we listed on our website the opportunity for our listeners to purchase tickets prior to the on-sale date, via the Internet. CCE initially provided 1,000 tickets for this advance sale; however, they sold out in the first 30 minutes, so another 2,600 tickets were added. In less than 36 hours, 3,600 tickets were sold only by our website; B101 did no on-air promotion support for this offer.

When tickets went on sale to the general public, CCE expected slow and steady sales, but the Cher tickets sold out in less than three hours. A second show was added for June 24. This time B101 supported the online advance ticket offer with a few recorded promos. Again, in less than 36 hours, 3,200 tickets were sold via our website, accounting for exactly half of total tickets sales during that period.

Results: \$60 average ticket price x 6,800 advance tickets sales = \$408,000 in revenue for CCE — an impressive ROI. CCE is looking forward to partnering with us for more shows.

Personalities: WBEB

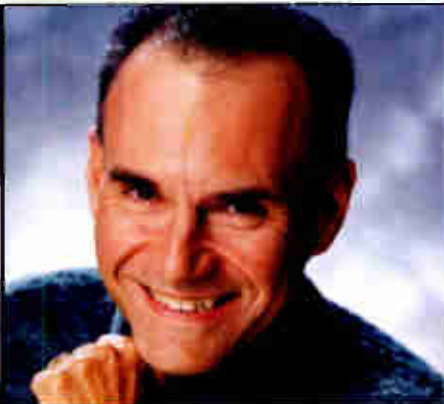
— Philadelphia

Market Manager: Blaise Howard, VP/GM, 610-538-1239, Blaiseh@101-fm.com
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Owners: Jerry Lee, David Kurtz • Rep Firm: McGavren Guild Radio



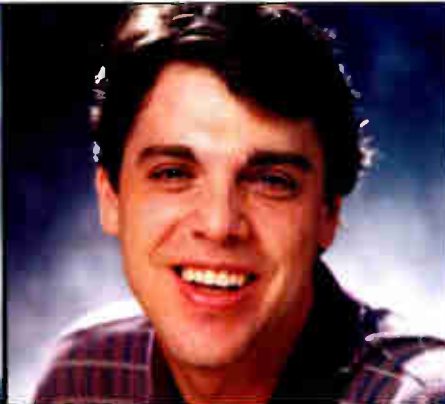
Mornings
Chris McCoy

"When I became a part of the B101 Morning Show in 1994, it was a dream come true! No longer would I have to suffer through the morning rush hour! It's just me and the newspaper-delivery people on the road at 4:30 am. I haven't enjoyed a radio job this much since I first got into the business. In the mornings, we play a ton of music and provide our listeners with the information they need to begin their day. I also understand what our listeners are doing each morning, because I'm a parent, too!"



Middays
Juan Varleta

"I feel like I have the best job in the world, and nobody has as much fun doing it as I do! It's a chance for me to hang out with a bunch of great people — namely B101 listeners. My aim is to make our time together a great part of the day for each of us. People always ask about my name: I was born and raised in Philadelphia. My dad was born in Chile, and he met my mom when he was a student on the Penn campus. I never intended to get into radio, but I got hooked in college. Philadelphia's the perfect place for that, because it has such a rich radio heritage, and B101 has always been such a big part of it!"



Afternoon Drive
Dan Blackman

"I have been B101's Afternoon Drive DJ since 1993. The thing I like best is that every day is different. The listeners are tremendous! They have somewhat followed my life, and there definitely is a genuine connection between the listeners and me. Some of my greatest memories include meeting people like Lou Gramm and Mick Jones from Foreigner and playing softball with my fellow co-workers — once with Pete Rose! The opening of the Constitution Center was wild, too! I love being a part of different communities and promotional events so I get a chance to meet and interact with the listeners."



Nightmoods, M-F
Mary Marlowe

Nightmoods with Mary Marlowe is a unique opportunity for B101 to share special times with you, our listener! It's a chance to share experiences, from what we enjoy about the Philadelphia area to our relationships. For Mary, being in Philadelphia is a very exciting opportunity. Tune-in to *B101 Nightmoods with Mary Marlowe* every Monday through Friday from 8 p.m. until 1 a.m. You can talk to Mary by calling our studio request line at (215) 263-B101.



Saturday Nightmoods
Kaylen Cirillo

"This is so exciting! When I moved in 1998, I never thought I'd return to Philadelphia or be part of B101 again. I had the wonderful opportunity of hosting *NiteLite* for nearly three years on The Bee, and I have been blessed to hear from many of you that used to join me for that nighttime program. Then came change... being in a marriage... then came Kaylen with a baby carriage. I am enjoying Mommy status. Hosting *Saturday Nightmoods* gives me the chance to be back on the air and keep my 'day job.' B101 is the best station to work for."



Overnights
Jason Lee

"I have been part of the B101 air staff since December 1994. I feel pretty lucky to have a job that I love so much. Personally, I like bowling and playing billiards; my favorite food is a good, sloppy cheese steak; and my favorite movie is *Airplane*. I love to see Tommy Lee Jones and Jennifer Jason Leigh on the big screen, although the person I'd most like to meet is Bob Costas."

Promotions: WBEB — Philadelphia

Market Manager: Blaise Howard, VP/GM, 610-538-1239, Blaiseh@101-fm.com
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Toys For Kids

B101 has been giving back to the community through Toys For Kids since 1996. This program gives toy-filled stockings to thousands of Delaware Valley kids who would otherwise go without. B101 has long believed in giving back to the community. What better way to do so than to partner with the Salvation Army of Greater Philadelphia — an organization dedicated to meeting the human needs of men, women and children in the community throughout the year.

Launched as Kids for Kids, B101's stocking-stuffer program reached out to the schools and the children of Philadelphia for help in making holiday dreams come true. That first year, B101 distributed empty stockings to thousands of children, parents and teachers, who helped to fill over 15,000 stockings. The program was declared a success, with donations totaling \$160,000.

Over the past six years, B101's Toys For Kids has become a beloved Philadelphia tradition. It has raised more than \$5 million in toys and donations, which were distributed by the Salvation Army. What began as a school-focused fund-raiser has grown into a movement that includes thousands of individuals, schools, corporations and community groups pitching in together every holiday season to help those who need it most.

Media and business giants have stepped up to do their part. This year, 2003, will be the third year that B101 has partnered with NBC10 and Boscov's. Sponsor Raymour & Flanigan has pledged its support for the fifth year in a row. Jevic Transportation joined the partnership in 2002 as the official trucking company of Toys for Kids.

No child should know need, especially during the holiday season. In 2003, B101, NBC10 and their partners will once again join to collect toys and bring more smiles than ever to the under-privileged children of the Delaware Valley.

101 Days of Summer

B101's community outreach program runs from Memorial Day through Labor Day. It is B101's goal during this campaign to partner with as many community, neighborhood and charity organizations as possible and assist them in providing quality family fun and entertainment! B101's B crew and loveable mascot Buzzbee enhance any event with interactive games, activities and, of course, great music!

Genuardi's Baby & Toddler Expo

This family-style exhibition show attracts 30,000+ people over a three-day period, when hundreds of vendors provide displays and samples of their newest and most innovative products. Although most show products are targeted at babies and toddlers, there is on-site entertainment for the entire family — due to the presence of B101's mascot "Buzzbee" and the B Crew.

Boo at the Zoo

This annual event is held the Saturday before Halloween at the Philadelphia Zoo. B101 is the Zoo's title sponsor for the safe trick-or-treating event, which attracts over 10,000 families in one day. The B101 tent enhances the event's interactive elements with the prize wheel, kick game and enter-to-wins for fun, free prizes and great Soft Rock. B101 air personalities read scary stories and tell jokes while local talents perform short holiday-related skits.

101 Days of Summer



Genuardi's Baby & Toddler Expo



Boo at the Zoo



Philadelphia Radio Works For Raymour & Flanigan

Raymour & Flanigan is a regional furniture retailer that operates 49 stores in six states. In 1997, the company entered the Philadelphia market by purchasing the Furniture Unlimited outlets. Today, Raymour & Flanigan owns and operates 14 stores in the market and is planning to open several more by the end of the year.

"One of the things that makes us unique in Philadelphia is our ability to deliver a customer's purchases in three days or less," says Laura Viscome, broadcast media director for the retailer. "Our entrance into Philadelphia began with three stores and a warehouse in Quakertown. From there, we added additional stores and warehouses throughout the Philadelphia area. Once we have enveloped a market, we are really able to maximize our delivery promise."

Delivering on the "three day" promise is where the company's heavy commitment to marketing comes in. "Raymour & Flanigan has a very strong belief in advertising," Viscome continues. "We believe in advertising when times are good as well as when times are bad, and advertising even more when times are great.

"Philadelphia Radio has been great,

because it allowed us to crawl and walk before we ran. We were able to put together effective marketing plans and utilize them to help us grow our business, to the point that we were then able to utilize television and other marketing outlets."

Viscome says Raymour & Flanigan uses a variety of stations, focusing on each station's ability to reach target consumers and negotiating schedules based on that. "We don't do group-wide deals, nor do we invest in stations because there's a good media trip at the end," she explains. "It's really old-fashioned Marketing 101."

Raymour & Flanigan's target consumer is a 40-year-old female making her second furniture purchase and budgeting a certain dollar figure for it. "That's where we have the greatest return on investment, and that's how our marketing is evaluated," says Viscome. "We're not judged on cost per point, although within the advertising industry, we have to utilize that to a certain point." Instead, she says, a campaign's effectiveness is evaluated via the number of qualified customers who come through the door. "We have a formula to

determine how many gross ratings points it takes in each market to drive a customer through our door," she explains.

Raymour & Flanigan calculates its formula through the use of "up-counters" in every store, allowing the company to conduct a post-analysis on each marketing campaign. "We have reports," says Viscome, "that tell us how many customers came through the door, how many of them actually purchased something, what the closing ratio was, what the average ticket sale was, and what our ad expense was. After analyzing that data, we look at our ROI and determine what was successful and what wasn't."

This "post-game analysis" tells the company that if "X" number of gross rating points run, then "Y" number of people will come through the doors. "We know our closing ratio as well as our average ticket sale," Viscome explains. "So we're able to determine anticipated sales figures before the campaign happens."

Viscome says she is very impressed with the effectiveness of the Philadelphia radio sales reps with whom she develops Raymour & Flanigan's marketing campaigns. "They really work with us to achieve our end goals," she says. "The Philadelphia stations do a great job trying to help us maximize our ROI. Once they understand that we're very systematic about how we buy, and that we don't buy particular stations because it's part of a group but because it makes good financial sense for the company, we're able to establish great relationships." ☐

"We are very fortunate to have a partnership with Laura Viscome and the team at R & F. They have a true understanding of the power and impact of radio. They have made a science of measuring their advertising to the point where they can actually project, based on GRP levels, how many consumers will come through the door. They challenge our reps to over-deliver and get R & F the best return on their advertising investment. We value our partnership with R & F not only for their financial commitment to our stations but because they are good people to do business with. I feel our business cultures are very compatible."

— **Donald Braun, VP/Director of Sales, Greater Media Radio-Philadelphia**

"Recognizing Raymour & Flanigan's commitment to education and community involvement, the *92.5 XTU Morning Show* launched the 'Raymour & Flanigan Teacher of the Month' campaign, saluting elementary school teachers throughout the Delaware Valley. Parents and students nominate a teacher for the award, which includes a commemorative plaque, a classroom pizza party and a Raymour & Flanigan gift certificate. The promotion creates station buzz, drives store traffic, and positions Raymour & Flanigan as a caring part of the community."

— **Dave Donahue, VP/General Manager, Beasley Broadcast Group-Philadelphia**

"Our stations worked with Raymour & Flanigan on strategic planning and marketing solutions in advance on a

quarterly basis. We also recognized the client's desire for branding opportunities and were able to fulfill this goal. The combination of on-air features and event marketing keeps Raymour and Flanigan a top-of-mind choice for our listeners."

— **Rick Feinblatt, Senior VP/VP of Radio, Greater Media Inc.**

"WBEB provided Raymour & Flanigan with the opportunity to tie-in a variety of cause-marketing events. These opportunities helped increase brand awareness and generated more exposure in the Philadelphia market. B101 also provided Raymour & Flanigan with a grassroots approach to get additional goodwill within the communities they serve. These tie-ins included trips to Disney World, Waterloo Gardens Spring Flower Show to benefit ALS, a ticket giveaway for a Broadway show, and the

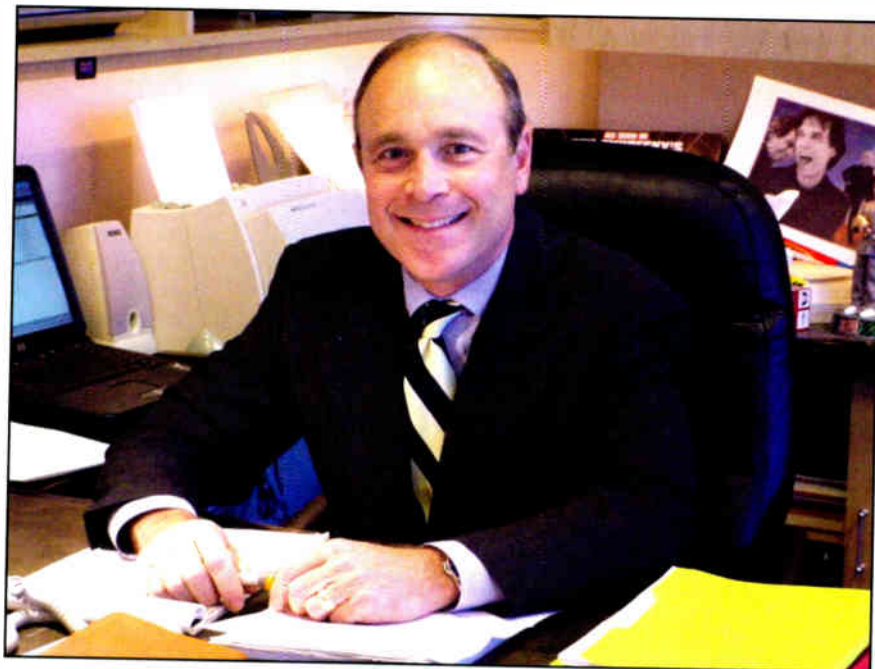
Toys for Kids Holiday Program."

— **Blaise Howard, VP/GM, B101 Philadelphia**

"Clear Channel Communications and Raymour & Flanigan Furniture have developed a program with The School District of Philadelphia. The "Exceeding Expectations" program provides funding for after-school reading and math programs and creates a year-long challenge to the district's K-12 students to raise their standards and exceed their own expectations. Students are encouraged to challenge themselves throughout the school year, and teachers are encouraged to nominate those students who have raised their efforts both in the classroom and in their communities."

— **Steve Gonzalez, GSM, Power 99 WUSL, Clear Channel**

Spotlight On The Philadelphia Radio Market



Rick Feinblatt: Set High Ethical Standards

Rick Feinblatt is senior vice president/VP of Radio for Greater Media-Philadelphia.

INK: How is the Philadelphia economy shaping up for the remainder of 2003 and for 2004?
I'm conservatively optimistic for the outlook for the remainder of 2003, and I would look for growth in the three- to four-percent range for 2004.

What is your primary function as a market manager in today's consolidated radio industry?

To establish the goals for our individual stations and the cluster, and to create and maintain a working environment conducive to meeting those goals.

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

Leadership is the ability and willingness to do what you would ask others to do for you. It's the ability to inspire others to meet and exceed their potential. A great leader sets a high moral and ethical standard for the

company, someone whose performance sets an example by meeting these expectations.

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

Someone we believe has high moral and ethical standards; someone who has broad interests and a passion for success; an individual who is motivated to advance his/her career and take advantage of the investment Greater Media has made in that person.

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

It's reasonable for an advertiser to expect to receive everything they were told they'd get. Their schedule should run with all their spots clearing in the proper rotation. Billing should be timely. A promotion should be carried out as agreed, with a written follow-up recapping the event. Advertisers have their own expectations. It's our job as marketing consultants to help set realistic expectations and meet them.

What one aspect about radio would you like to point out to advertisers or agencies?

Radio works — we get results for our clients. It's the best medium for localized, community-oriented promotions.

Richard Lewis: Stretch Your Talents

Richard Lewis is regional vice president/market manager for Clear Channel-Philadelphia.

INK: What aspects of the Philadelphia market make it different from other U.S. markets of its size?

Every area, including Philadelphia, has its own unique personality. This is a great radio market, with great people. It is a marketplace where people take chances and shoot for the stars. The feeling in this market is that it is just a really-big small town. People know each other here.

What is your primary function as a radio-cluster general manager in today's consolidated industry?

My function is to get people to stretch their talents and goals. It can be very easy to get into a routine, so every day I let people know they have the talent, and definitely the tools, to do outstanding work. I help them see the goal or dream, work out the idea and plan to make it happen, and then make it happen!

How would you define leadership — and the qualities it takes to be a great leader?

A great leader is someone who sees the big picture, develops a plan and helps the team get to where they want to go. I am a big believer in being on the front line — in the trenches with every member of the team — to help, encourage and push. A leader recognizes each individual's talents and contributions and helps people grow from their mistakes and their successes. A leader is someone who never asks someone to do something that they cannot do or won't do themselves.

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

I am always looking for people who can think "out of the box." Even if you hate that term, like I do, it's true. It's so easy to do the same thing the same way all the time; but real leaders, including account executives, are always challenging themselves, their ideas and the system to help our customers and our listeners. I love the U.S. Army's new slogan of "an army of one." It fits what we look for in Philadelphia perfectly!

What strength about radio would you like to point out to advertisers or agencies?

What I love about radio is how easily we can touch the lives of the community. Whether it's Clear Channel or another company, an idea this morning can be in

the ears, heads and hearts of most of the area's population by this afternoon. Nothing else has this kind of juice. When you plan ahead with radio, the possibilities are endless.



Dave Donahue: Dare To Dream And Achieve

Dave Donahue is vice president/general manager of Beasley Broadcast Group-Philadelphia.

INK: How is the Philadelphia economy shaping up for the remainder of 2003 and for 2004?

If local sales pacing is any indication of the local economy, we are very optimistic about the remainder of the year. Our local revenue is currently pacing significantly ahead of last year, and demand on the inventory remains strong. Most of our major product categories are performing well, as clients are generally moving forward with their promotional plans. At this point, there is no reason to believe this momentum won't continue into 2004.

What is your primary function as a market manager in today's consolidated industry?

Obviously, consolidation has forever changed our business. It has not, however, changed the way people listen to the radio or the core principles of leadership. Investors, analysts, industry publications and even advertisers speak incessantly about today's "consolidated" world. The thing to remember is that the people at a

radio station still need to dream, create and achieve the old-fashioned way. Most people still want a GM who will give them hope and help them reach farther and higher than they might have tried on their own.

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

Other than the typical and obvious qualifications, we like to search for nice people of a certain character at a point in their lives where achievement is important. None of this is brain surgery; many people out there are capable enough. What is never easy is bringing in the type of people we want to work with: people who will help grow our organization in the image we have of what we want to be. Everyone who identifies personal goals and aspirations with those of the organization as a whole makes a great place to work.

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

It is irrelevant for us to try to define or measure effectiveness if it doesn't meet the client's expectations. Once we understand their definition of success, an advertiser can and certainly should expect us to mobilize all possible resources to hit that standard. We try to differentiate ourselves by striving to make the advertiser's experience with us the most enjoyable experience that advertiser will have with any media.

What aspect of radio would you point out to advertisers or agencies?

Efficiency. Radio is unrivaled in reaching targeted consumers, unrivaled in quickly and effectively building frequency, and unrivaled in achieving results while being gentle with precious budgets.

Blaise Howard Drive Ratings And Revenue

Blaise Howard is vice president and general manager of B101 FM in Philadelphia.

INK: What is your outlook on the Philadelphia economy for the rest of 2003 and for 2004?

This year should end flat-to-down slightly for radio. My outlook for 2004 is optimistic. I believe that many companies will have to drive their profits by pushing the top of their line, instead of cutting cost. Cost-cutting has worked for the past two years; however, I believe we are



going to see the beginning of very aggressive advertising on the national level. 2004 will also be a big election year, and that should help drive demand.

What is your primary function as a market manager in our consolidated radio industry?

In today's consolidated market, B101 stands alone. We are the only independently owned major market station. My primary function is to drive ratings and revenue. We must put out the very best product and have the most professional sales staff. I strive every day to make our workplace fun and exciting. Last but not least, we serve the community in which we live.

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

We look for integrity, self motivation, a successful track record and "coachability."

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

"Effectiveness" is a word that has disappeared from the radio landscape. "Efficiency" is the language that the vast majority of clients speak today. I can't remember the last time a client or agency asked, "What is the best way to use your station to get measurable results for my company?" At B 101, our goal is to get results for our clients.

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

Radio is the perfect advertising tool. In order to get measurable results, a client chooses a demographic and buys a heavy schedule on the key stations that dominate the target audience. ☎

**Station Profiles:
Beasley Broadcast
Group — Philadelphia**

VP/General Manager: Dave Donahue, 610-667-9000
555 City Line Ave., Suite 330, Philadelphia, PA 19004
VP/Director of Sales: Natalie Conner
Websites: www.wxtu.com; www.phillypoint.com
Owner: Beasley Broadcast Group Inc.

Beasley Broadcast Group Inc. - Philadelphia

Beasley Broadcast Group has been a vital part of the Philadelphia radio community for more than 20 years.

Entering its 20th year as "Philadelphia's Country Station," Beasley's 92.5 XTU is one of the city's longest-lasting stations in the format. Home to "Today's Country and Your All-Time Favorites," XTU plays a bright mix of Faith Hill, Alan Jackson, Rascal Flatts and Shania Twain with such classic performers as Garth Brooks, Randy Travis and Alabama. With warm and friendly announcers, the largest country station in the Northeast is dedicated to growing the format and introducing a wider audience to Country music while satisfying the tastes of the station's longtime listeners. XTU welcomes artists to the studio for live interviews and performances and presents live music in clubs and venues on both sides of the Delaware River. The area's two largest Country-music-themed events, "The 92.5 XTU Anniversary Show" and "The XTU Philly Chili Cook-Off & Concert," have featured superstars including Tim McGraw, Martina McBride and Brooks & Dunn.

In October, XTU's sister station, 96.5 The Point, is celebrating the third anniversary of its Adult Contemporary sound. Led by the legendary Barsky, the station line-up includes well-known market favorites Kim Douglas, Ben Maxwell and Christine Taylor, as well as Chicago transplant Dave Cruise. The station features "Philadelphia's Favorite Music" and its playlist includes hits from Matchbox Twenty, Dave Matthews, Sheryl Crow, Bon Jovi and Jewel, among others. In three short years, the station has established a strong at-work listenership and has generated significant interest and buzz with its imaginative contests and promotions.

Both stations are locally programmed and backed by internally generated sales and marketing efforts. Led by market veterans, each sales team benefits from the services of a nationally recognized research group and an in-house retail-marketing department. Together, 92.5 XTU and 96.5 The Point deliver a compelling way for advertisers to reach the attractive Adults 25-54 demographic.

Each station has demonstrated a clear commitment to the public with strong promotional efforts to benefit local organizations in need. 92.5 XTU is a strong supporter of the Child Abuse Prevention Effort, the USO, area firefighters, and the Variety Club's efforts. The station has its own Compassion Fund at area children's hospitals. 96.5 The Point works with area food banks and is a supporter of the New Jersey State Aquarium.

Founded in 1961 by George G. Beasley, Beasley Broadcast Group is the nation's 17th largest broadcaster. Publicly traded since February 2000 (Nasdaq: BBGI), the group owns and operates 41 stations in 10 large- and mid-size markets. In the Philadelphia market, Beasley also owns Gospel-formatted

WTMR-AM and Money Talk Radio WWDB-AM. Beasley offers the Philadelphia community a variety of programming, marketing and promotions tailored to establish a strong local identity and a maximum appeal to its target audiences and its advertisers.

WPTP 96.5 The Point

FORMAT: AC TARGET: Adults 25-44
RANK: Not given

Program Director: Chuck Tisa

Line-Up: 6-10a, *The Barsky Show*; 10a-3p, Christine Taylor; 3-7p, Dave Cruise.

WPTP The Point signed on as a music-oriented station in November 2002. The Point plays "Philadelphia's Favorite Music" from such artists as Matchbox Twenty, Sheryl Crow, U2, Bon Jovi and Goo Goo Dolls. Appealing equally to men and women, The Point ranks among the top in concentration of audience and boasts a high qualitative profile. Point listeners have also proven tremendously loyal, making Point events and promotions very successful.

In March 2003, The Point welcomed market legend Paul Barsky. *The Barsky Show* team kick-starts the daily programming with a show that is funny, topical, laid-back, yet often outrageous. In just one rating period, Barsky increased audience in certain demos by as much as 170 percent and saw ratings increase in all demographics. Point promotions are community-driven and family-oriented. On-air contesting includes the \$1,000 Song of the Day, the \$10,000 Shopping Spree and the "Win A Dae-woo" car give-away.

WXTU 92.5 FM

FORMAT: Country TARGET: Women 25-54
RANK: #1

Program Director: Bob McKay

Personality Line-Up: 6-10a, Evans and Andie; 10a-3p, Leigh Richards; 3-7p, Cadillac Jack; 7p-12m, Kris Stevens

92.5 XTU is on the precipice of celebrating its 20th anniversary as a Country music station. 92.5 XTU plays "Today's Country and Your All-Time Favorites." XTU is the biggest Country station in the Northeast and is consistently rated in the top stations of the Philadelphia Metro. It boasts exceptionally high, exclusive cume and ranks among the highest in TSL as well.

Promotionally, XTU is aggressive, creative and on the cutting edge with station-produced concerts and signature contests, such as "The XTU Concert Jet" and "Download the Dough." The station is beginning its fourth year of partnering with the Philadelphia Eagles to produce *XTU Eagles PrimeTime Live*, hosted by XTU's morning team, Evans and Andie on Monday evenings. In 2002, 92.5 XTU was honored with a nomination for the prestigious CMA Station of the Year Award.

Success Stories
Beasley Broadcast
Group — Philadelphia

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Spirit of Philadelphia

Problem: The cruise ship *Spirit of Philadelphia* wanted to market the ship's dinner cruises and party facilities to the area's permanent residents, encouraging area families to plan evenings and special events on the vessel.

Solution: 96.5 The Point created special listener cruise parties, such as the "Dave Cruise Boo Cruise." The popular afternoon announcer hosted a Halloween cruise on the *Spirit*. On air, 96.5 The Point gave away tickets to the event; the station website linked to the ship's box office.

Results: *Spirit of Philadelphia* received a three-week on-air promotion on The Point, as well as links (and a pictorial recap) on the station website. The cruise sold out, and more events are planned for the coming season.

New Jersey State Aquarium

Problem: The Aquarium wanted to encourage suburban families to cross the Delaware River and visit the facility, located on the newly developed Camden waterfront, and to stimulate weekday attendance.

Solution: "96.5 The Point Days at the Aquarium." The Point crew sets up in the lobby with family games and prizes for an all-day Thursday event. The Point ties in other clients, such as daycare centers and martial arts schools, which put up informational booths and games to meet this concentrated target audience. The Point also distributes a souvenir book cover for the kids to color — aquarium pictures, city skyline, and station and client logos.

Results: The house was packed on a day that traditionally lags in attendance. "Our attendance was an increase of 76 percent from the same day last year," notes the Aquarium's Melanie Sole. "That is something we could not have done without the support of The Point."

Einstein Brothers Bagels

Problem: Einstein Brothers wanted to increase awareness of Einstein Brothers coffee, increase store traffic and create repeat business for the chain of bagel restaurants.

Solution: 96.5 The Point souvenir coffee mugs. The high-quality travel mugs, featuring the Einstein Brothers logo characters and The Point and *Barsky Show* logos, are available for free only at Point appearances. Listeners can take a mug to any area Einstein location for a 96-cent refill. Einstein Brothers received an exclusive promotion linking them to the station's high-profile morning show. The business receives on-air support throughout the day as well as a website promotion.

Results: The mugs brought attention to Einstein Brothers and its coffee and increased repeat business.

Hollywood Tans

Problem: Drive traffic to the local tanning salons in the post-summer/pre-holiday season.

Solution: During a four-week promotion, "Show Us Your Tan Lines," XTU's morning show hostess, Andie Summers, held a creative-tan competition at the station's Saturday-night dance party at Montana West nightclub. Competitors tanned the station logo or call letters onto their bodies. XTU gave away salon visits during each week's event. All entrants received tickets to the station's Anniversary Show. The grand-prize winner won a Pocono ski trip and a year's worth of tanning services.

Results: "Show Us Your Tan Lines" produced increasing awareness of Hollywood Tans salons and its new "instant tan" offer. The weekly events, showcased on the morning-show website, created buzz for both the station's Anniversary Show and the weekly club nights.

92.5 XTU Anniversary Show

Problem: WXTU wanted to create store traffic, generate good will and sales opportunities for the station's advertisers, both national and "mom-and-pop."

Solution: The station created the "92.5 XTU Anniversary Show Ticket Run." Each year, the station celebrates its anniversary by producing the area's biggest Country concert. The all-day show features Country's biggest stars and draws 25,000-30,000 people. Show tickets are free but available only at XTU client locations during 92-minute "Ticket Run" appearances. Clients receive on-air mentions, website listings and crowds at their locations. At the show, client vendors set up booths advertising services or selling merchandise. Clients can also participate in the free, full-color souvenir program.

Results: XTU Ticket Runs are consistently sold out each season, drawing crowds of 300-1,000 at each stop. Booth sales at the event are at full capacity, and clients re-up a year in advance.

Merriam Theater

Problem: Merriam Theater wanted to sell individual tickets to its presentation of *The Full Monty*, a musical making its first Philadelphia appearance.

Solution: The station put on *The Half Monty*, a "talent and beauty" contest for men at one of the station's weekly dance-club nights. During the three-week promotion, 92.5 XTU turned over the dance floor to the guys, who shed their shirts, danced and preened for female judges, including the morning show's Andie Summers and Philadelphia Eagles cheerleaders. Every competitor won tickets to the show, and the grand-prize winner received prime seats, dinner and a station prize pack.

Results: The contest was so successful that the producers now recommend the promotion to their media partners in other markets.

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VP/GM
Dave Donahue

Philadelphia-born Donahue has been part of the Beasley family since 1985. After 15 years at WPOW Miami, WJHM Orlando and WKIS Miami, Donahue returned home in 1999 and took the reins of WXTU. A year later, after a call-letter change, WPTP was consolidated with WXTU.



VP/DOS
Natalie Conner

This Arkansas native has been a part of Philadelphia radio since 1990 as vice president and national sales manager for Beasley Broadcasting and as director of sales for BBGI Philadelphia since 2000.

PD, WPTP
Chuck Tisa

Tisa returned to radio to program 96.5 The Point. The market veteran has had stints at Y100 and the legendary and much lamented EAGLE 106. "I'm excited to have the opportunity to work with great pros like *The Barsky Show* and GM Dave Donahue, in the city where I grew up. Together, we're building a successful, great station with a talented line-up." Donahue says: "Chuck's music knowledge and overall intensity are driving forces behind what will no doubt be a huge station. Working with Barsky and him on this station has been a personally rewarding experience."



PD, WXTU
Bob McKay

McKay joined 92.5 XTU in 2000, after 17 years at WKIS Miami. He has the longest-running tenure of any program director in a top-10 Country market. "What distinguishes Bob," says GM Dave Donahue, is his ability to keep Country healthy in markets that are, by definition, not Country-friendly."



WPTP 6-10am
The Barsky Show

Paul Barsky is a market legend, celebrating his 10th anniversary as a Philadelphia morning show host. With his crew, Kim Douglas, Ben Maxwell, Nancy Tolino and Eric Camile, Barsky offers topical conversation, and outrageous phone scams. Barsky aims for the unusual in his contesting with listeners, who compete to discover the "Fat Guy in the Envelope" and "Name the Stray Dog In Nancy's Car."



WPTP MIDDAYS
Christine Taylor

Christine Taylor is a market favorite! MIDDAYS (10a-3p) on The Point are office friendly. Every week, Taylor selects an area business to receive free lunch on the next "Manic Monday."



WPTP 3-7p
Dave Cruise

Chicago-born Dave Cruise came to The Point from Milwaukee. Slightly goofy, always self-deprecating, he is rapidly becoming a favorite with Philadelphia listeners.



WXTU 6-10a
Evans & Andie

Scott Evans and Andie Summers waken the Delaware Valley with "Battle of the Sexes," "Acoustic Song Wednesday," "Live 92.5" and "First Caller of the Day." They broadcast live from New York at *Today Show* Concerts on the Plaza; and during football season, they interview players on *Eagles Prime Time Live*.



WXTU 10a-3p
Leigh Richards

Leigh Richards has been part of 92.5 XTU for 15 years — the longest tenure of any Philadelphia air talent! The native Philly gal's *Country Café* noontime request show is a major midday Philadelphia staple. She was honored with a 2002 Air Award: Best Midday Air Personality in Philadelphia.



WXTU 7p-12m
Kris Stevens

The most recent addition to the XTU staff, Kris Stevens is a highly motivated, creative young guy who loves to have fun. He's great with listeners on and off of the air, as one listener recently wrote, "I love Kris Stevens — he makes ya feel good every night."



WXTU 3-7p
Cadillac Jack

In his fourth year at XTU, Cadillac keeps it "floor-boarded" with *Car Tunes*, *Cadillac Classic Rewind*, and listener "On Board" requests. Nominated for CMA and ACM Air Personality of the Year awards, he's also the nationally syndicated host of Westwood One's *Stars of Country*.

**Promotions:
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Group — Philadelphia**

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Promotions : WPTP



Money for Nothing... Chicks for Free

WPTP's *The Barsky Show* kicked off Memorial Day weekend with a free breakfast concert starring Eddie Money at a local waterfront club. Listeners enjoyed a breakfast buffet, free Point T-shirts and the chance to win tickets to a sold-out Dixie Chicks concert. Barsky also awarded the \$10,000 prize to a listener who guessed the answer to "Name the Stray Dog in Nancy's Car."

Canned Film Festival

96.5 The Point teamed with General Cinemas and the Greater Philadelphia Food Bank to offer an ongoing Friday night film festival of classic films from the '80s, including *Top Gun* and *National Lampoon's Christmas Vacation*. Listeners bringing canned-food donations received a discounted admission ticket and a free Point souvenir T-shirt.



**New Jersey
State
Aquarium**

96.5 The Point partners with the New Jersey State Aquarium to host "Point Family Days at the Aquarium." At each event, The Point crew is on hand with games, Point prizes and souvenir book covers for the kids to color.

Promotions : WXTU



Toy Truck Parade/Toy Mountain

In this annual holiday event, XTU listeners decorate their SUVs, trucks, vans, 18-wheelers and fire engines, and parade them down the Schuylkill Expressway to Franklin Mills Mall. Admission to the parade is a toy donation for the kids of the Child Abuse Prevention Effort. Once at the mall, the toys are used to begin building "Toy Mountain," a collection campaign the station continues through the holiday season.

Anniversary Show

92.5 XTU celebrates its anniversary each year with a free concert featuring Country's biggest stars. In 2003, more than 25,000 people attended the all-day show to see Clint Black, Jo Dee Messina, Neal McCoy, Rebecca Lynn Howard and others. Vendor booths, autograph tables and a second stage — featuring local bands, karaoke and the XTU Colgate Country Showdown finals — keep the crowds entertained between acts.



XTU Compassion Fund

92.5 XTU and the Philadelphia Variety Club joined to create the XTU Compassion Fund, a discretionary fund for meals, cab fare or even phone cards for the families of children being treated at area hospitals. In its first fundraiser, an 11-hour radiothon, 92.5 XTU raised more than \$110,000.

Today Show

96.5 The Point takes listeners to New York to enjoy the live performances presented on the *Today Show*. Point listeners enjoy reserve room on the set to see such artists as Goo Goo Dolls, Sugar Ray, Alanis Morissette and R.E.M.



**Today
Show**

The XTU Concert Coach takes listeners into New York for live Country music on the *Today Show*. Winning listeners view the live broadcast from a special reserved area on the outdoor set and meet artists for autographs after the show.

**Station Profiles:
Clear Channel
— Philadelphia**

Regional VP/ Market Manager: Richard Lewis, 215-508-1200, richardlewis@clearchannel.com
440 Domino Lane, Philadelphia PA 19128. Website: www.clearchannel.com
DOS: Cassandra Banko; WDAS-AM/FM GSM: Tonya Murphy; WJZZ GSM: Scott Steward;
WIOQ GSM: Stephen Facenda; WUSL GSM: Steven Gonzalez
Group Owner: Clear Channel Worldwide • Rep Firm: Clear Channel Radio Sales CCRS

WDAS-FM 105.3

FORMAT: Urban AC TARGET: Adults 25-54
TARGET RANK: #1

Program Director: Joe Tamburro
Line-Up: 6-10a, *The Tom Joyner Morning Show*; 10a-3p, Patty Jackson; 3-7p, Gary Shepherd; 7-12mid, Tony Brown's *Quiet Storm*
WDAS is consistently ranked in the top three with women and adults, reaching more than 400,000 different listeners each week. We are a music-intense radio station. Core artists are Anita Baker, Luther Vandross, Whitney Houston, Teddy Pendergrass and many more, plus a mixture of music from the '70s, '80s, '90s and beyond. This combination appeals to the African-American adult listener by taking them back to enjoy sounds of their past, while also keeping them abreast of today's adult-oriented music trends. This balanced rotation provides an upscale, mature sound in music. **WDAS** is Philly's best for R&B and Classic Soul.

WDAS-AM 1480

FORMAT: Gospel TARGET: Women 25-54
TARGET RANK: Not given

Program Director: Neicy Tribbett
Personality Line-Up: 6-10a, Louise Williams; 10-2p, Neicy Tribbett; 2-6p, Ed Long; 6-7p, Tamlin Henry; 7-8p, religious block programming; 8-12mid, *The Light*
AMen is a trendsetter in the city of Philadelphia, as gospel music has been the backbone of African-American families for centuries. For more than 50 years, AMen has serviced the community with the best in gospel music, information and news. AMen's presence in the community can be documented during the civil rights movement, from countless church events — including the Gospel Music Workshop of America — to the historical Million Woman March along the Ben Franklin Parkway. Core artists include Rev. James Cleveland, The Hawkins Family, Shirley Caesar, Yolanda Adams, Mahalia Jackson and many more. AMen is Philly's most-listened-to gospel station.

WUSL 99.9

FORMAT: Urban Contemporary TARGET: Women 18-49
TARGET RANK: Not given

Program Director: Thea Mitchem
Line-Up: 5:30-10a, *The Dream Team*; 10a-2p, *Coka en la Casa*; 2-6p, DC Todd; 6-10p, *The Hot Boyz*
Power 99 is Philadelphia's mainstream Urban Contemporary station, playing a unique blend of Hip-Hop, contemporary R&B songs, Reggae, Gospel and classic "old school" jams. Core artists include Jay Z, Usher, Missy Elliot, Genuine, Ja Rule and Beyonce and BTK. Power 99 delivers excitement both on the air and on the streets with a fresh sound, cutting-edge entertainment, exciting personalities and the hottest artists. Power 99 is the first radio station to win the prestigious NAB Crystal Award for community service three times. Power 99 plays Bangin' Hip Hop and R&B.

WJZZ 106.1

FORMAT: AC TARGET: Adults 25-54
TARGET RANK: #4

Program Director: Michael Tozzi
Personality Line-Up: 5:30-10a, Becky Taylor; 10a-2p, Michael Tozzi; 2-7p, Terri Web; 7-12mid, Bill Simpson
WJZZ is an escape from ordinary radio for adults in their 30s, 40s and 50s. With a unique blend of smooth vocals and contemporary jazz instrumentals, WJZZ is more "smooth" than jazz. Core artists include Sade, Anita Baker, Phil Collins, Steely Dan, Stevie Wonder, Kenny G, George Benson, Dave Koz and more. WJZZ, a top-performing radio station with adults and women in the Philadelphia metropolitan area, is recognized as one of the most outstanding Smooth Jazz stations nationwide. Listeners keep coming back to the station because of our great smooth sounds, dynamic personalities and signature daily promotion "Vacation A Day."

WIOQ 102.1

FORMAT: CHR TARGET: Women 18-34
TARGET RANK: #1

Program Director: Todd Shannon
Personality Line-Up: 5:30-10a, *Chio in the Morning show*; 10a-12p, Lisa Paige; 12-1p, *12 Noon Workout with Donna Storm*; 1-2p, Lisa Paige; 2-6p, Logan; 6-7p, *Carson Daly's Most Requested*; 7-12mid, *The Freak Show*
Q102 has been Philadelphia's exclusive CHR/Top 40 radio station for the past 11 years. It is the most-listened-to music station in Philadelphia with more than 1 million weekly listeners 12+. Q102 is consistently #1 with Persons 12-24, Persons 12-34, Women 12-24, Women 12-34, Women 18-34, Women 18-44 and Women 18-49. Q102 reaches more women than any other radio station in Philadelphia with dance hits, pop hits, hip-hop hits and pop alternative hits. The station's core artists include Christina Aguilera, Justin Timberlake, Beyonce, 50 Cent and many more. Q102 is Philly's #1 Hit Music Station.

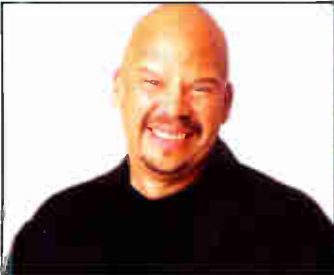
WSNI 104.5

FORMAT: AC TARGET: Women 25-54
TARGET RANK: #9

Program Director: Brian Check
Personality Line-Up: 8:30a-4:30p, Donna Rowland; 4:30-9p, Tom Cook; Late nights and weekends are talk-free.
Sunny 104.5 is the "newest" member of the Clear Channel family. It is a Bright Adult Contemporary station, playing an exclusive blend of hit music from the past. Sunny focuses on pop, rhythmic and soft-rock songs that are delightfully entertaining for contemporary women. Core artists include the Beatles, Carly Simon, Abba, Stevie Wonder, Barry Manilow, Chicago, Neil Diamond, Steely Dan, Elton John and more. You will hear music that is upbeat and friendly — no screaming or offensive DJs. Listeners tune to Sunny weekdays for the "stress-free workday."

**Personalities:
Clear Channel
— Philadelphia**

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**WDAS-FM Morning Drive
Tom Joyner**

The "Hardest Working Man in Radio" made headlines in the mid-1980s with simultaneous positions as morning DJ at KKDA-FM Dallas and afternoon DJ at WGCI-FM Chicago. His daily round-trips earned national publicity and high ratings, which continue today.



**WDAS-FM Afternoons
Patty Jackson**

Workaholic Patty leads her talents to numerous organizations and functions throughout the tri-state area. She keeps us informed with her *411 Hollywood* gossip all day, starting on the Joyner show.

**WUSL Morning Drive
The Dream Team**

The Dream Team includes Golden Girl, Dee Lee, Q Deezzy, Lebronda Upshur, Tiffany Bacon, Shantay and Dr. Luv. The dynamic team hosts a show that blends nonstop entertainment, a dash of education and a lot of music. The world-famous team dishes a double dose of all the gossip in the entertainment industry during *The Down Low* at 6:45 am and 8:45 am. Lebronda Upshur will keep you up to date and on time with the latest news. Just when you thought the show can get no hotter, *The Dream Team* gives you "Q-Dog in the Street," taking Power 99 FM live into the community.



**WUSL Afternoons
Glenn Cooper**

Glenn "Golden Boy" Cooper started in Philadelphia as host of the 6-10 pm show. Golden Boy then moved to afternoon drive, where his show was renamed *Gold in the Afternoons*. In 2001, he was appointed Power 99's program director.



**WIOQ Evenings
The Freak Show**

Q102's nights come alive with the high-energy and excitement of *The Freak Show*. The show is music-intensive while simultaneously highlighting fun and excitement with contests and unique features. At 9 pm, it's the *Philly Five Breakdown* — a recap of the day's five hottest songs.



**WUSL Evenings
The Hot Boyz**

MIkey Dread and Pooch Man are Power 99's newest on-air arsenal. The Hot Boyz speak directly to the audience and artists that define Hip-Hop music, while heating up feminine emotions throughout the area.



**WDAS AM Morning
Louise Williams**

Louise Williams' radio career has spawned such acclaim as "The Queen of Gospel Radio" in Philadelphia. Her unmistakable voice and sparkling rapport with listeners garner consistent high ratings.



**WIOQ Morning
Chio in the Morning**

Chio is the host of *Chio in the Morning*, ranked the #1 morning show with Women 18-49 in Philadelphia. Q102's Guru of Gossip, Angi, delivers the latest entertainment news in *Hollywood Dirt*, while Diego hits the streets daily to handle the morning show's outrageous tasks!



**WJZ Afternoon
Michael Tozzi**

Michael's show offers listeners great Smooth Jazz intertwined with interesting tidbits from his wealth of music information. Also, with *Listener's Choice at Noon* and *Smooth Jazz Sunday Brunch*, Michael gives listeners additional opportunity to enjoy "attitude with style."



**WIOQ Afternoons
Logan**

Q102's Logan plays "the hits" to get listeners through the drive home. The show is upbeat and funny, highlighting "what's happening" in the entertainment world, with the hottest gossip of the day.



**WSNI Afternoons
Donna Rowland**

Philadelphia native Donna Rowland brightens your workday on Sunny 104.5 FM in Philadelphia. Her charm and "sunny" personality make her the perfect midday host! Donna brings 16 years of radio experience to the new Sunny 104.5 FM. During 11 years at WBE3, she was the midday on-air talent as well as the music director. Besides sharing her middays with 240,000 Philadelphia listeners a day, Donna can be heard in Comcast and QVC commercials as well as the popular reality series *A Baby Story* on TLC.

**Promotions:
Clear Channel
— Philadelphia**

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 Group Owner: Clear Channel Worldwide • Rep Firm: Clear Channel Radio Sales CCRS



Jingle Ball: WIOQ

Every December, Q102 presents its yearly Jingle Ball, a vast array of popular artists in a five-hour mega concert. Previous artists have included Shaggy, Jay Z, Enrique Iglesias and many more. The Q102 Jingle Ball also hosts the VIP pre-party, when one of the hottest artists in the concert performs for an intimate crowd. The Jingle Ball is an event not to be missed by any Q102 listener!

**WUSL
PowerHouse**

The listeners of Power 99 FM are familiar with the radio station's reputation for putting on the best concert of the year with the hottest artists from across the country! Surprise appearances are memorable, and the comedy is market-wise. Performer after performer takes the stage to entertain this crowd and to make sure the power of Powerhouse is kept alive. Powerhouse is one of Power 99/WUSL-FM's largest station-promoted annual events. This birthday celebration concert provides Power 99 FM the chance to say thanks to our loyal listeners, who experience being a part of a legendary celebration.



**WJJZ
Smooth
Jazz Fest**

Smooth Jazz Fest is the biggest WJJZ event of the year. Every summer, WJJZ hosts the hottest Smooth Jazz artists in the country at this daylong event, which has featured such headliners as Dave Koz and Al Jarreau.

**WIOQ
Q Concert**

The Q102 Q Concert is the hottest concert of the summer. This five-hour mega concert features the most popular pop artists. Previous performers have included Britney Spears, *NSYNC and Destiny's Child.

**Promotions:
Clear Channel
— Philadelphia**

Regional VP/ Market Manager: Richard Lewis. 215-508-1200, richardlewis@clearchannel.com
440 Domino Lane, Philadelphia PA 19128. Website: www.clearchannel.com
DOS: Cassandra Banko; WDAS-AM/FM GSM: Tonya Murphy; WJJZ GSM: Scott Steward;
WIOQ GSM: Stephen Facenda; WUSL GSM: Steven Gonzalez
Group Owner: Clear Channel Worldwide • Rep Firm: Clear Channel Radio Sales CCRS



Unity Day: WDAS-AM/FM

Unity Day was created to unify the city of Philadelphia as city police and a group called "Move" polarized the City Of Brotherly Love. In response, WDAS created a celebration attracting approximately 20,000 people. Now in its 25th year, this phenomenal event attracts one million people! The celebration promotes unity among families and peace among people of all walks of life. Unity Day events and activities are created with a focus on family values, providing positive entertainment and information for all ages. The Unity Day celebration kicks off on Friday morning with the nationally syndicated *Tom Joyner Sky Show*, live at the Tower Theater. Later that afternoon, the Unity Day VIP reception highlights the positive weekend with community and political leaders, including the mayor. Unity Day Sunday on the Parkway features live entertainment stages, pavilions, children's area, a softball game and more. Non-stop music includes formats from classic R&B to Gospel, along with Jazz, Reggae and sounds of the world. The day concludes at the Unity 2003 Main Stage, featuring national recording artists. Last year's performer was the legendary James Brown!

**WUSL
Sistahs**

SISTAHS! A Celebration Of African-American Women is a one-day family event held at the First Union Spectrum, located in the Sports Complex in Philadelphia. SISTAHS! is devoted to accentuating the positives in African-American life. With this celebration, Power 99 FM honors the beauty, strength and heritage of the African-American woman during a day filled with an impressive mix of entertainment and information. SISTAHS! A Celebration of African American Women is an event that Delaware Valley families look forward to all year.

**WDAS-AM
Gospel Celebration**

Gospel music has been the cultural center of the African-American family for centuries. This spiritual means of communication continues to strengthen individuals, families and communities. Today, we have seen gospel artists integrate on the FM dial for listeners to enjoy alongside popular R&B sounds. Gospel music continues to provide a soulful sensation and can be heard daily on Philly's best gospel station, WDAS-AM, providing the best in gospel music for more than 50 years. In celebration of Black Music Month, WDAS-AM, WDAS-FM and Power 99fm along with Penn's Landing Corp. present a gospel-music concert series on Philly's waterfront. This summer, it was a tambourine-shaking, dancing, singing gospel celebration of contemporary and traditional gospel music — and the community was invited for free! The month-long event took place at the Festival Pier on Penn's Landing every Monday in June.



**WJJZ
Smooth Summer Nights**

WJJZ 106.1's Smooth Jazz Summer Night Concert Series is held every Friday night in August. This multicultural event is held at Philadelphia's Penn's Landing and attracts over 30,000 people during the month with an attendance of over 6,000 Smooth Jazz fans each Friday night. WJJZ's Smooth Summer Nights features contemporary Smooth Jazz artists, including Andrew Neuwirth, Gerald Veasley, Steve Cole, Doc Gibbs, and Spyro Gyra, just to name a few. Smooth, Latin, American and other flavors of jazz accent our Smooth Summer Nights Concert Series each week. This free concert series is really something special!

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► DAVID RICH, KGO AM 810
ABC Radio, San Francisco, CA

"First MediaWorks has allowed us to gather and process information quickly from our listeners regarding on-air programming, promotions and outdoor billboard campaigns. We do this with eListenerSuite and its online surveys and questionnaires, eliminating at times the need for costly focus groups.

The Online Site Administrator's ease of use has made it easy to get station staff, such as on-air producers, involved in updating the stations' Websites, giving us multiple sources of fresh content on a daily basis.

When it does come time to call in for customer support, regardless of the issue, being able to talk to someone who knows you and your station, instead of some random customer service rep, makes getting the job done right, quicker and easier. You don't feel intimidated or discouraged to call in for help, instead it's quite the opposite, giving you the confidence that anything you present to First MediaWorks can be accomplished."



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World Radio History

OES Cuts Through Listener "Memory Loss"

The most important thing you can do for your station's advertisers is to help them achieve results from their advertising. Nothing brings repeat advertisers on your station like the magnetic draw of demonstrable results. While there are many variables required to make advertising work, one of the most important — and often misunderstood or overlooked — factors is understanding the number of times a consumer must hear a message before being moved to action.

A most powerful weapon in any sales department's arsenal is the understanding and usage of Optimum Effective Scheduling. OES burst onto the Radio scene with the publication of Steve Marx and Pierre Bouvard's book, *Radio Advertising's Missing Ingredient*. The groundbreaking book provided a blueprint for packaging and scheduling advertising that is simple to understand, easy to explain to clients, and provides spectacular results.

What makes this approach truly revolutionary is that it applies some fundamental concepts of reach and frequency, and dramatically improves spot scheduling effectiveness.

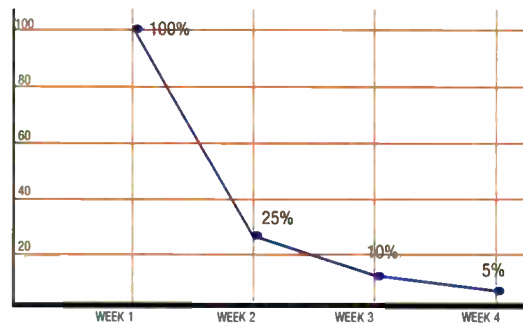
BEYOND REACH AND FREQUENCY

While reach and frequency are Radio concepts that have been around for a while, their usage can sometimes be misleading, especially when used to buy long schedules in the misguided notion that longer flights will reach more people.

Before *Missing Ingredient*, this interpretation of reach and frequency created an environment where a good spot schedule was one that conformed to the "frequency of three" rule. This rule is based on solid research, which shows that it takes a minimum of three exposures to something before the message sinks in. The traditional Radio approach gave an advertising schedule unlimited time to achieve that average of three. Hence, a month-long campaign with an average frequency of three was seen as effective for the advertiser as a week-long campaign with the same average frequency.

Marx and Bouvard used The Ebbinghaus Curve of Forgetfulness, a formula from a study done in 1885, to illustrate the importance of time in the equation of effective ad scheduling. Ebbinghaus found that, of the information learned in one week, 75 percent was forgotten by week two, 90 percent by week three, and 95 percent by week four. The point should be obvious: Advertising impressions made in week one of a schedule are 75 percent forgotten by week two, making a complete wreck of any kind of reach-and-frequency calculation based on more than a week.

As a result, any "rule of three" must take into account that 75 percent of advertising impressions will be lost in a week's time. This reality created the key element to optimum effective scheduling: a concentration of spot schedules into a single week. That spots need to hit the "rule of three" within one week is the key behind OES, and the point that makes embracing it most difficult.



This graph from Marx & Bouvard's book, *The Missing Ingredient*, illustrates how information retention decreases over time, supporting the contention that shorter, more frequent ad schedules are likely to stay in the listener's memory.

EFFECTIVE MEANS COST-EFFECTIVE

What makes it difficult is that buyers and agencies have trouble embracing a weekly spot schedule of what could be as many as 80 spots. Habit — and perhaps instinct — makes it seem that 40 (and certainly 80) spots over a month are more effective than the same number in a week. In addition, to a local advertiser used to having commercials

run every week of the quarter, condensing the schedule to two weeks a quarter may seem like a bad deal. OES shows us clearly and decisively that this simply isn't true.

Convincing a client to make the same cash outlay for a shorter time period is probably a tough sell, but the reality is that a significant body of research shows that it works. If your goal is to increase the effectiveness of your clients' Radio advertising spots, then OES isn't just an option; it's the only approach to spot scheduling that reliably works. ☑

Scott Musgrave is senior vice president and general manager of Arbitron Radio. He may be reached at scott.musgrave@arbitron.com.

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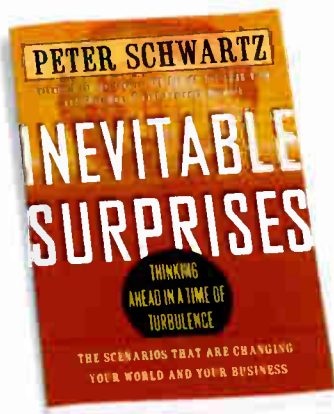
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Books That Could Make A Difference

Radio Ink's editorial staff reached into our book bag and found five books that could have a direct and profound effect on your personal life or professional career.



Inevitable Surprises: Thinking Ahead In A Time Of Turbulence

By Peter Schwartz

Gotham Books/Penguin Group, New York. 2003. Hardback; 245 pages

Global terrorism, shifting economies, mind-bending technology — today's world makes you feel all warm and safe, doesn't it? And the future is sooo bright and predictable! Well, Peter Schwartz says there are many things we **can** rely on. He says the future's devastating surprises are often predictable — inevitable because of their roots in today's driving forces — and it is critical to

understand those inevitable surprises when it comes to today's decisions. By imagining consequences, we can increase our abilities to respond and to see opportunities we otherwise would miss. Rather than denial ("it can't happen") or defensiveness ("nothing we can do except wait for it to go away"), Schwartz espouses developing strategies to deal with possible scenarios.

Schwartz is co-founder and chairman of Global Business Network, a research and consulting firm focused on scenario planning, and is a partner in the venture-capital firm Alta Partners. He also wrote the bestseller *The Art of the LongView* and co-authored *The Long Boom* and *When Good Companies Do Bad Things*. His roles have made him aware of "predetermined elements," forces that can be anticipated from early stages already at work. He distinguishes these inevitable elements from the merely likely.

One chapter reviews global population shifts — internal and external movements of populations.

Espousing a "Thoroughly New World Order," Schwartz also sees a subtle but pervasive reversal of cultural attitudes toward international laws. Other chapters cover "A Catalog of Disorder," another revolution in science and technology, and "A Cleaner, Deadlier World."

The final chapter, "Inevitable Strategies," recommends bullet-pointed preparations, mostly in building scenarios and creating a mindset of awareness. Schwartz's book isn't the swami's view in the crystal ball. In fact, the author raises a lot more questions than answers. Though we may want the comfort of concrete expectations, Schwartz is best at opening our eyes to the driving forces. — MC

Hug Your Customers: The Proven Way To Personalize Sales And Achieve Astounding Results

By Jack Mitchell

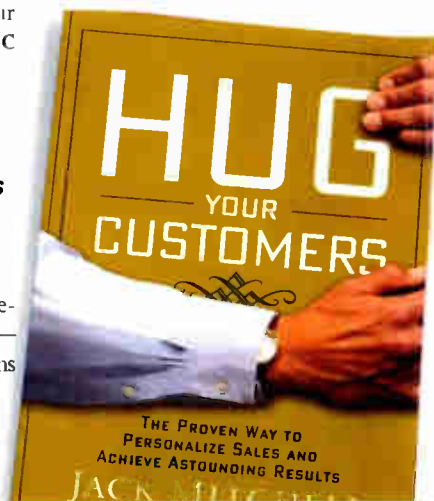
Hyperion, New York. 2003.

Hardback, 283 pages

Have you ever looked repeatedly at a plain, old word — "hug," for instance — and it begins

to look different? Jack Mitchell's book uses that word a few thousand times. By the time you finish reading the book, "hug" morphs into a Power Ranger for sales. Not a new concept, it's still one that strikes a chord in today's fast-paced, sometimes alien business world.

The CEO of Connecticut-based, high-end apparel firm Mitchells/Richard, Jack Mitchell and his family are in the business of showering their customers with attention, turning them into "family" and, not so incidentally, into rising profits. Mitchell can name his top 250 clients. Can you? Do you know your clients' kids,



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dogs and birthdays? Mitchells/Richard “huggers” — all employees — go the extra mile, not only avoiding customer problems but also producing sometimes-heroic solutions to last-minute calls for help. Mini-stories explain such situations as how he and his co-workers were able to obtain a perfectly fitting suit for the guy whose wife forgot to pack one for a funeral (he called from the plane; a suit was ready when he landed).

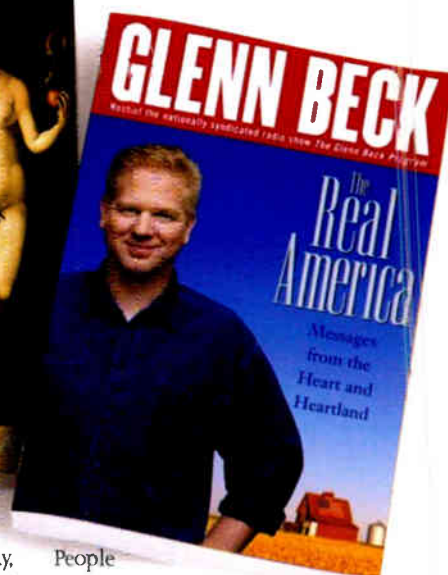
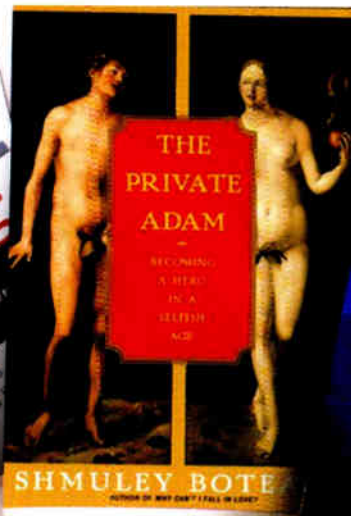
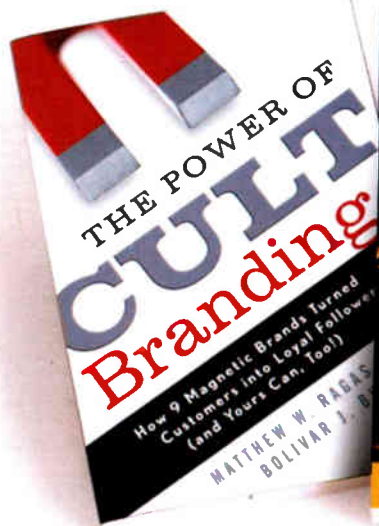
In this easy-reading book, Mitchell says that personal touches impress and satisfy customers of any business, guaranteeing customer loyalty. He applies the same philosophy to his employees and his vendors: hugs all around, forging relationship carrots in every direction. “Well, yeah, but how can you do this in a large business with thousands of customers?” you might ask. Mitchell and family have corralled technology to handle the necessary — and personalized — information about customers as well as employees and vendors.

“Hugging” is a culture of personal relationships, Mitchell says, and that culture must be accepted and implemented by every employee. The company mindset focuses on the customer and the little extras — the “hugs” — that turn a hard-leather business zone into fuzzy-slipper loyalty and long-time, profitable business. — MC

The Power of Cult Branding: How 9 Magnetic Brands Turned Customers Into Loyal Followers

By Matthew Ragas and Bolivar J. Bueno
Prima Publishing/Crown Publishing Group. 2002. Hardback, 224 pages

Like religious cults that can attract thousands of devoted disciples, is it possible for company brands to build legions of loyal followers? In a marketer's dream come true, can certain products — with the right combination of positioning and branding — take on magnetic characteristics and galvanize die-hard customers who become walking, talking viral marketers? Can your company harness the power of cult branding without blowing a fortune on advertising? According to authors



Matthew W. Ragas and Bolivar J. Bueno (a regular *Radio Ink* contributor), the answer is “yes.”

In fact, you need not look much farther than a Harley-Davidson rally, a Star Trek convention or a Jimmy Buffet concert to see the cult-branding phenomenon at work — thousands of passionate, faithful fans, spreading the good word and spending lots of money. Not all brands have the dash of edginess, the devoted fan base or the niche positioning to be cult brands, but those that do tend to share similar characteristics that make them successful — what the authors call “The Seven Golden Rules of Cult Branding.” Now you can learn first hand what these special brands did to set themselves apart and how to apply the Seven Golden Rules to your own marketing strategies.

The Private Adam: Becoming A Hero In A Selfish Age

By Shmuley Boteach
HarperCollins, New York. 2003. Hardback, 280 pages

From the strip-club aesthetics of MTV to the hell-bent competitions of reality TV, contemporary culture hits today's consumers with a daily barrage of lifestyles and behaviors — many of them dubious models at best. With these messages coming at us from virtually all corners of our lives, it can seem that our media-drenched society is sending an unmistakable message to us and our children: Shed your dignity, exploit yourself and others, and you'll be on

the path to glory.

It doesn't have to be that way, contends Shmuley Boteach, noted rabbi and host of Talk America Radio networks' *Shmuley Boteach Show*. In fact, Boteach says there's another way to live, another path to heroism. In *The Private Adam*, Boteach reminds us that in the Bible the figure of Adam is introduced twice: first as a figure in God's image, commanded to subdue and conquer the world, and then as a man created from dust, told to nurture the Garden of Eden. In this image of two divergent Adams — the aggressive public figure and the humble, private man — Boteach finds a parable for man's eternal struggle between ambition and altruism, self-promotion and self-sacrifice.

Boteach contends that society today is fixated on the dubious values of the Public Adam — the macho personality motivated more by insecurity than by honor — and that the result is a crueler and more soulless world. In contrast, he celebrates the Private Adam, the selfless man or woman whose struggle to do right is the stuff of unsung battles every day.

The Real America: Messages From The Heart And The Heartland

By Glenn Beck
Pocket Books, New York. 2003. 245 pages

“Everything that spills out of your television, your radio, the movies, your magazines — is to get you to buy something. That's the only reason that stuff exists...

People

are working on you 24 hours a day, seven days a week to find your needs, capitalize on them and fill those holes with meaningless junk...” That's the basic premise of *The Real America*, written by Premiere Radio Networks talk-show host Glenn Beck, who uses personal recollections and reflections to explain why Americans have become trapped in a box that other people have constructed for them, a box they have grown to believe is real, but which is nothing more than a grand delusion. In a wide-ranging discussion that roams from Madonna to Rush Limbaugh, Beck draws a parallel between what people have come to perceive as an America that fulfills their wants and needs, and a Real America. “The Real America is a place in our hearts,” he explains.

Beck urges all Americans to eschew what has become wrong with our mass-media world and revisit the individual qualities that lie within us. The underlying theme is that we Americans have a right to believe, to say what we believe, and accept that other people have the same rights. In the Real America, people trust each other, care for each other, and work hard to make a difference not only in their lives but also in the lives of others. In such a world, Beck insists, James Carville would not have a job. Of course, neither would many Radio talk show hosts. — RB

Radio Ink Announces Nominations Now Are Open For The 2004 Radio Wayne Awards

Radio Ink has opened the nomination process for the 2004 Radio Wayne Awards, which will be presented at RAB2004 next February in Dallas. The awards will be presented to Radio professionals in seven categories:

- » Streetfighter (Account Executive) of the Year
- » NTR Director of the Year
- » Sales Manager of the Year
- » Director of Sales of the Year
- » General Manager of the Year
- » Market Manager of the Year
- » Broadcaster of the Year

If you have a supervisor, colleague or employee who shows exemplary performance in his/her job — as well as outstanding commitment and dedication to the Radio industry — go to www.Radioink.com and submit your electronic nomination form today!

The Radio Wayne Awards were founded in 1992 by Radio Ink magazine to recognize those outstanding salespeople, managers, and broadcasters who personify the best in Radio. The awards were named in honor of "Radio" Wayne Cornils, who, besides being a small-market Radio broadcaster, served for many years as executive vice president of the Radio Advertising Bureau, as well as senior VP/Radio at the National Association of Broadcasters. Cornils



was one of those rare individuals who understood the tremendous power of Radio, and he spent his entire career promoting the industry's inherent values to broadcasters, advertisers and listeners. He died in 2000, but through the Radio Wayne Awards, his spirit — and his everlasting belief in Radio — lives on.

The nomination process begins this month and continues through Friday, October 31. Note: This deadline is firm; there will be no extensions.

Nominations can be submitted only through the electronic form, which is found on the Radio Ink website (www.Radioink.com).

Access the form directly at www.Radioink.com/RadioWayneForm.asp.

This year's nominees will be judged by a panel of Radio sales and management experts jointly selected by Radio Ink and the Radio Advertising Bureau. Award winners will be revealed at a special event during RAB2004. ☎



DIRECTORS OF SALES: Who Are They? (And What Do They Really Do?)

Radio has grown tremendously in the past decade, and the pressure on Radio groups to market their multiple properties and formats as efficiently as possible has never been greater. Over the past several years, the industry has addressed this challenge by bringing in a new level of management — the Director of Sales (DOS).

Jay Meyers, senior vice president at Clear Channel Radio, says the position of DOS became a necessary extension of the management process after consolidation introduced clustering to market operations. "The business went through a fundamental change following the Telecommunications Act of 1996, which allowed broadcasters to assemble more stations than ever before," he observes. "As more stations were acquired by individual broadcasters, that allowed Radio to compete with television and newspapers on not just a frequency basis, but on a reach basis, as well. By the very nature of the change, it altered the skill sets and types of management people who were needed to operate multiple stations."

The DOS is able to give the corporate person, as well as the market manager, a more global viewpoint of how the cluster is doing in the marketplace. "They have the pulse of all their stations, and on a daily basis, they are managing the global inventory," says Meyers. "Based on the market conditions, there are different levels of demand. Whereas sales managers are focused on their own stations, the DOS



David Kennedy

focuses on the entire cluster."

The DOS should have every quality of a great sales manager, says Meyers: "There are no perfect people, and different situations determine what you are looking for. If you have a very buttoned-up organization, where it has been hard to break through to the next level, then you need a DOS that is unbelievably creative and out-of-the-box." Conversely, Meyers points out that if the organization already has a lot of creative people, the DOS should be more analytical, to complement the existing management

team: "The situation dictates the qualities and characteristics that you need."

"We have implemented the position of DOS in markets with our largest clusters, as a means of orchestrating our sales efforts across our stations in those clusters," says David Kennedy, president/COO of Susquehanna Radio Corp. "The DOS has played a significant role in permitting our station managers to ensure that all sales staffs in those clusters were operating with the same sales vision and mission. The DOS can maximize performance by focusing on priorities at each station. It's much more effective than if the station manager had to be dealing with three or four GSMs."

Kennedy points out that the DOS must be someone who focuses on the goals of the company. "Our best DOSs are those who are evangelists for the vision and the mission of the company and the stations within that cluster," he explains. "They are terrific at



Jan Meyers

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World Radio History

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Marc Morgan

or hestrating talent. They bring all the skills and talents of various people to the table, and place them in just the right spot so they can be heard correctly and interact with those around them as best they can. The DOS will let them shine on their own, improvise, give them autonomy, and use their talents to the best of their ability."

Kennedy believes that the DOS should not be afraid to challenge sales managers and bring out their best. "Another thing, equally important," he says, "is that a good DOS focuses more on results than on process or methods. In other words, they must be able to recognize that different people can achieve outstanding results using different techniques and methods, and they shouldn't try to require uniformity (from their

GSMs); instead, they should take advantage of individual talents and skills."

Marc Morgan, executive vice president/COO of Cox Radio, says that job titles today "don't really mean the same thing that they did before consolidation, and especially 10 or 15 years ago. A DOS with five Radio stations in some cases is responsible for more revenue than entire groups generated 15 or 20 years ago. So the DOS of today could have significantly more responsibility than a GM of 15 years ago."

Additionally, the DOS must be able to coach general sales managers. "This is a bigger challenge than being a GSM," says Morgan. "They are not managing rookies, but high achievers who are highly paid, and that takes a different approach. Additionally, the DOS must have an ability to see the big picture. They can't have a micro-interest in one property; they must look for opportunities that can maximize the potential of the whole cluster. The mechanical skills are very important, but above that, they have to be highly organized and be able to juggle a lot of things. They must have a broader vision than they've ever had in any previous job."

While sales managers direct their account executives out

What Makes A Great DOS?

To learn more about the position of director of sales, don't miss "What Makes a Great DOS?" at the NAB Radio Show in Philadelphia. The session will be presented by Hispanic Broadcasting Sr. VP Mark Masepohl, VP/GM Domingo Lopez, and South Texas Regional Research & Marketing Director Rosemary Scott. "With the changes in our industry over the past 10 years, how do you prepare for the revenue challenges for the next 10 years?" asks Masepohl. "Having the best possible DOS is the key. What makes a great DOS? The truth lies in finding a manager who chases change and communicates successfully in every aspect of business."

on the street, the DOS is the strategic thinker who helps the general manager and "corporate" get a picture of "where we've been and where we are going," says **Dan Wilson**, VP/GM of Hispanic Broadcasting's San Antonio cluster. "Synergy is essential

in this position. The key is finding a DOS who can put together a sales management team with a great balance of skills and match the team to the stations. For example, they can be buttoned-up, good at time management, yet not especially creative, but they can hire managers that have creativity. They should complement each other."

Stressing the importance of adaptability, Wilson says that the key to keeping up with the constant pressures of change is to "be able to manage your own and others' expectations, and the DOS must be able to meet this challenge." ☒

Rosemary Scott, CRME, is the South Texas regional director of Research & Marketing for Hispanic Broadcasting Corp. Scott may be reached at rs139@aol.com. She is a regular contributor to *Radio Ink*.



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MLM Radio Networks, a company recently formed by former *Radio Ink* editor and radio general manager Ed Ryan, is experiencing great success in rolling out the original radio show *Dead Doctors Don't Lie*, hosted by Dr. Joel Wallach. Just this week, the program debuted in Tampa (market 21), Charlotte (market 37), Nashville (market 45) and Rochester (market 54). "We believe this is proof that this program is worth a shot, no matter what size your market is," Ryan says.

In addition to the new markets, stations that added the program two months ago, when MLM Radio Networks was formed — Watertown; Myrtle Beach; Ithaca; Columbus, GA; and Yakima, WA, are already receiving checks. Ryan says, "The checks are not big, but you have to start somewhere. We believe these

checks will grow. A year from now, they will be much bigger. It's important to get on board now, and let us build this product for you. The frequency of the program will pay off one year, two years and three years down the line."

How great would it be for you, as a general manager, to generate an additional \$10,000, \$20,000, \$30,000 or \$70,000 a year in sales from your listeners — and take ALL of it to your bottom line? It's happening for many stations that have carried this program for years.

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For more information, station success stories or a sample program, contact Ed Ryan, VP/general manager of MLM Radio Networks, at 866-225-0515 or via e-mail at edryan@mlmradionetworks.com.

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Stop Wasting Time & Get Back To Work!

Good time management for salespeople has been an obsession of mine for more than

30 years. In the last decade, I've been involved in helping tens of thousands of salespeople improve their results through more effective use of their time. I've seen some regularly occurring patterns develop — tendencies for salespeople to do things that detract from their effective use of time. Here are the four most common time-wasters. See if they apply to you or your salespeople.

1. ALLURE OF THE URGENT/TRIVIAL. Salespeople love to be busy and active. We have visions of ourselves as people who can get things done. No idle dreamers, we're out there making things happen!

A big portion of our sense of worth and our personal identity is dependent on being busy. At some level in our self image, being busy means that we really are important. One of the worst things that can happen to us is to have nothing to do, nowhere to go and nothing going on. So, we latch onto every task that comes our way, regardless

of importance.

For example, one of our customers calls with a backorder problem. "Oh good," we think, "Something to do! We are needed! We can fix it!" So we drop everything and spend two hours expediting the backorder. In retrospect, couldn't someone in purchasing or customer service have done that? And couldn't they have done it better than you? Didn't you just allow something that was a little urgent — but trivial — prevent you from making some sales calls? Wouldn't those potential sales calls be much better use of your time?

Here's another example: A customer hands us a very involved Request for Quote. "Better schedule a half-day at the office," we think. "Need to look up specifications, calculate prices, compile literature etc." We become immediately involved with this task, working on this project for our customer. In retrospect, couldn't we have given the project to an inside salesperson or customer service rep to do the legwork? Couldn't we have just communicated the guidelines to someone and then reviewed the finished proposal?

Once again, we succumbed to the lure of the present task, which prevented us from making sales calls and siphoned our energy away from the important to the seemingly urgent. Whenever we grab at any task, without regard to importance, we compromise our ability to invest our sales time more effectively.

2. THE COMFORT OF THE STATUS QUO. Many salespeople have evolved to the point where they have a comfortable routine. They make enough money, and they have established routines and habits that are comfortable. They really don't want to expend the energy it takes to do things in a better way, or to become more successful or effective.

This can be good. Some of our habits and routines work well for us. However, our rapidly changing world constantly demands new methods, techniques, habits and routines. Just because something has been effective for a few years doesn't mean that it continues to be so. This problem develops when salespeople are so content with the way things are, they have not changed anything in years.

If you haven't changed or challenged some habit or routine in the last few years, chances are you are not as effective as you could be. For example, maybe you

are still writing phone messages on little slips of paper when entering them into your contact manager would be more effective. This is a simple example of a principle that can extend toward the most important things that we do. Are we using the same routines for organizing our work week, for determining who to call on, for understanding our customers, and for collecting information? There is no practical end to the list.

Contentment with the status quo almost always means salespeople who are not as effective as they could be.

3. LACK OF TRUST IN OTHER PEOPLE IN THE ORGANIZATION. Salespeople have a natural tendency to work alone. After all, we spend most of the day by ourselves. We decide where to go by ourselves, we decide what to do by ourselves, and we are pretty much on our own all day long. No wonder, then, that we just naturally want to do everything by ourselves.

In general, that's a positive personality trait for a salesperson. Unfortunately, when it extends to those tasks that could be done better by other people in our organization, it turns into a real negative. Instead of soliciting aid from others in the organization — thereby making much better use of their time — many salespeople

insist on doing it themselves, no matter how redundant and time-consuming the task is. The world is full of salespeople who don't trust their colleagues to write an order, to source a product, to enter an order in the system, to follow-up on a back order, to deliver some sample or literature, to research a quote, or to deliver a proposal.

While many of these tasks can be done better or cheaper by someone else in the organization, many salespeople don't delegate these tasks because they don't trust their backup to do it. Too bad. It's a tremendous waste of good selling time and talent.

4. LACK OF TOUGH-MINDED THOUGHT. Ultimately, time management begins with thinking. That means a sufficient quantity of high-quality "thought-energy" invested in the process. I like to say that good time management is a result of "thinking about it before you do it."

Good time managers invest sufficiently in this process. They set aside time each year to create annual goals, they invest planning time every quarter and every month to create plans for those times, and they plan every week and every sales call. Poor sales time managers don't dedicate sufficient time to the "thinking about it" phase of their job.

Not only do good sales time managers invest a sufficient quantity of time, but they also are disciplined and tough-minded about how they think. They ask themselves good questions, and answer them with as much objectivity as they can muster:

- » "What do I really want to accomplish in this account?"
- » "Why aren't they buying from me?"
- » "Who is the key decision-maker in this account?"
- » "Am I spending too much time in this account, or not enough in that one?"
- » "How can I change what I am doing in order to become more effective?"

These are just a few of the tough questions that good sales time managers consider on a regular basis. They don't allow their emotions or personal comfort zones to dictate the plans. They go where it is smart to go, do what it is smart to do. They do these things because they have spent the necessary quantity and quality of thought-time.

There are hundreds of other time-wasting habits. These four, however, are the most common. Correct them, and you'll be well on your way to dramatically improved results. ☐

Sales consultant and trainer Dave Kahle is also the author of more than 500 articles, a monthly e-zine, and three books. His latest book is *10 Secrets of Time Management for Salespeople*. See www.davekahle.com.

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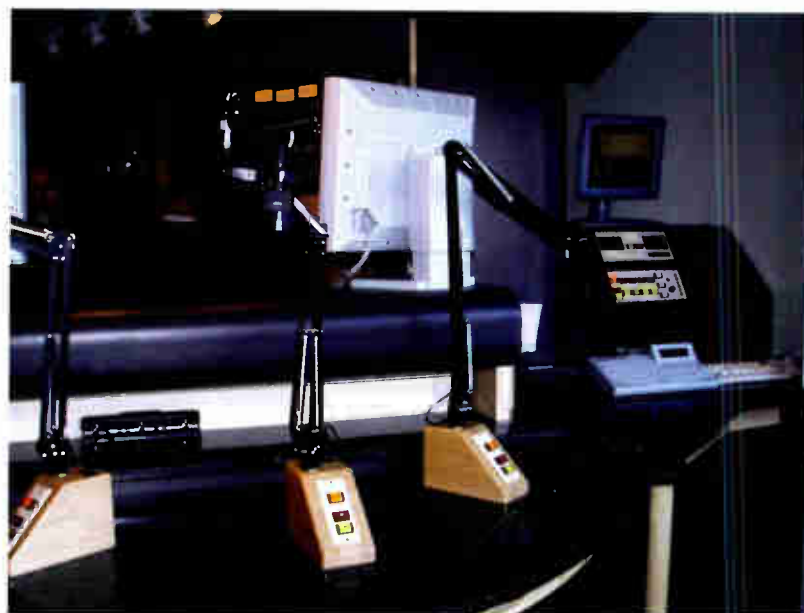
By Reed Bunzel, Editor-in-Chief

Consolidating an entire market cluster under one roof was one of many challenges facing a number of companies during the late 1990s, when Radio stations were being bought, sold, spun off and bought again at a feverish pitch. Greater Media-Philadelphia found themselves with four properties housed in three locations, an unwieldy situation that clearly would not allow for the cost-efficiencies promised by deregulation.

Prior to consolidation, Greater Media had owned two stations in the Philadelphia market: WPEN and WMGK, which were located in the company's current facilities at 1 Bala Plaza in the suburb of Bala Cynwyd. In 1997, the company picked up WMMR from CBS-Infinity. The following year, it closed on WFLN, which had gone through a number of owners before finally coming to rest in the Greater Media portfolio (where it was flipped to WMWX).

At that time, WMMR studios were in CBS-Infinity's downtown-Philadelphia broadcast plant, which also housed KYW AM and KYW-TV. Oddly enough, the facility for WYSP, another Infinity Radio property, was located in the same building as WPEN and WMGK, but one floor up. As negotiations for the purchase of WMMR progressed, both sides agreed that it didn't make sense for Infinity to have all but one of its broadcast stations out in Bala Cynwyd, and for Greater Media to operate a station from Infinity's downtown facilities. The two stations traded places, with WYSP moving into Philadelphia while WMMR took over WYSP's location in Bala Cynwyd.

"One Saturday, the studio stopped being WYSP and became WMMR," says Greater Media-Philadelphia Chief Engineer **Larry Paulausky**. "We had the studio-transmitter temporary link in place for both stations. We flipped the switch, and all of a sudden, we each started originating from what used to be the other's studio." The immediate challenge, Paulausky says, was that WYSP's studio space was fairly small, and as Greater Media was looking to add at



least one more property to its Philadelphia cluster, more space was clearly needed.

"We were lucky, because the space contiguous to WYSP's studios happened to be vacant," Paulausky says. "So we were able to grab space on both sides to make it large enough to handle what we wanted in support, programming and sales, and still have room to add one more station." That station was WFLN, which had its own facility in yet another Philadelphia location.

Greater Media elected to

consolidate all four properties into 1 Bala Plaza, not only because some facilities already were there, but also because the area is an emerging media location. In the building, there are three other stations besides Greater Media's; and in the neighborhood are a television station and a couple of other Radio stations. The primary reason, Paulausky explains, is the "nice STL shot to Roxborough, where most of the FM and TV transmitters are."

Greater Media execs gave the go-ahead to plan a build-out » 54

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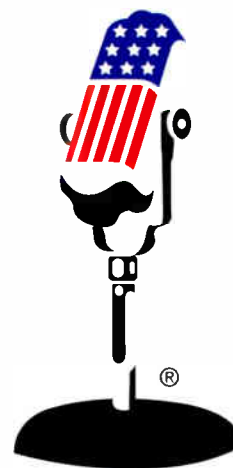
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of the company's Bala Plaza facilities. For designing the new space, Greater Media consulted Paul Elia, who at the time worked with Space Design Inc.

"We overhauled the entire third floor," Paulausky recalls. "We did not replace the consoles, but we did replace a lot of the equipment and a lot of the furniture. We also re-did the office space itself — the sales cubicles, the hallway, the common areas. The studios on the third floor were about 10 years old and were in pretty decent condition. We just wanted to clean them up and upgrade countertops, cabinet work, carpeting, wall covering, ceiling and lights."

Paulausky says the third-floor audio equipment didn't change much. "We kept the same consoles — we had Pacific Research BMX and ABX type consoles, and we fitted in digital ProTools and VoxPro workstations," he says. "Those weren't part of the process 16 years ago, so we had to arrange the cabinetry to support a lot of computer screens. We also added AudioVault to the third-floor stations, which used a mixture of CDs and carts until a couple years ago."

On the fourth floor, Greater Media generally duplicated what had been built one floor down. "We added more Pacific Recorders BMX and ABX-type stations, and we added AudioVault and ProTools," Paulausky continues. "At the time, there wasn't a digital platform that any of us felt comfortable with. We didn't really see the benefits, and the stuff didn't seem to be ready for prime time. So we decided to make a great analog facility, and that's what we have right now."

One thing Paulausky says he didn't adequately account for in the design was the amount of studio space required for the computer layout. "I didn't see it



Greater Media-Philadelphia Equipment Checklist

- Stations:
WPEN 95.0, WMGK 102.9, WMMR 93.3, WMWX Mix 95.7
- Boards/consoles:
Pacific Research & Engineering Inc. BMX/ABX
- Microphones:
AKG 414B-U/S, Sennheiser MD441
- Transmitter:
Broadcast Electronics FM-20T, Continental 316R-3B
- Antenna: **Electronics Research Inc. and Andrew**
- Traffic software: **Marketron**
- Music software: **RCS Selector**
- Remote equipment:
Telos Zephyr, Comrex Envoy, Comrex Vector, Tieline
- Telephone hybrid: **Telos 100 Digital**
- Speakers: **JBL 4412A**
- Cabinetry:
Pacific Research & Engineering Inc.
- Digital workstations:
Broadcast Electronics AudioVault, DigiDesign ProTools, Audio VoxPro
- Satellite links:
Starguide
- Chief engineer:
Larry Paulausky, 610-660-6939
- Engineering design consultant (Acoustics): **Kevin Miller of Miller, Beam & Paganelli Inc.**
- Architect:
Paul Elia, Space Design Inc. (Elia now works for Hellyer Berman Lewis Inc.)

coming," he says. "You have news and traffic computers, AudioVault, VoxPro; and the amount of screen real estate is very difficult to estimate. Even now, it's difficult to squeeze it in and make it look professional. When an air studio has a morning show with three or four people, they need eye contact with each other, but they all need to see these screens, too. It's difficult to get the sight lines to make it all work."

Additionally, Paulausky says, Greater Media went to great lengths to have sufficient back-up power. "We have a large emergency generator that could run our technical plant for at least a couple weeks," he explains. "All the technical plant electronic equipment is one large, uninterrupted power

supply, which is constantly monitored; and we have back-up air conditioning, especially in the master control area, where so many computers are running the AudioVault." The AudioVault system is highly redundant, as each air studio has two completely separate systems containing the same information. "They both come up on the faders in the console. There are two screens, two keyboards, and two mics. They could be in different states for as much connectivity as there is between them. We wanted the ability to say, 'Nothing will make us go off the air!'"

Spurred by licensing incentives offered by iBiquity, Greater Media has committed to putting IBOC on all its FM stations in the near future. "We're starting the process in Boston, and it probably will get to us around the end of this year or early next year," says Paulausky. "The consoles themselves probably won't be

changed at least for the foreseeable future, because their performance is quite good as an analog console, probably better than the performance of the IBOC system. The STLs are already digital-ready, and we have a routing switcher that can be converted to digital if we want to do that."

Still, Paulausky says that, at this point, there's not a compelling reason to have a digital studio facility: "If I were building a new facility from scratch, it probably would be digital, but I don't see the motivation to spend the money to take out what's already there and replace it with digital stuff. It wouldn't really add anything to our flexibility or our needs. Also, by the time the rollout of IBOC reaches the point where it's worth it for us to make them all digital, it probably would be time to do that anyway. So I think we're timed just about right." ☐



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WRITE BETTER E-MAILS

Do you know anyone who comes to work and doesn't complain about all the e-mails received — not just spam, but the sheer quantity of all messages that fill an in-box on a daily basis? If you're on the sending end of those e-mails, what can you do to make sure that yours get attention? Here are some ideas to get those messages opened, read and acted upon:

Make your subject line sing. Can you refine your message into those few succinct words that will compel the recipient to open your e-mail? Think of what would motivate you, and then do even better than that.

Get right to the point. Unless your e-mail is directed to a client with whom you already have a strong relationship, you should begin your message with the most important information. Never, ever start with a long-winded introduction that won't snare the recipient's attention in the first five seconds. Most people look for a reason to delete an e-mail rather than respond to it.

Stay on topic. Remember what Curly told Billy Crystal in *City Slickers*? "There's just one thing." Same thing in e-mail: You should communicate just one idea. Don't clutter it with stray thoughts or too many wide-ranging points. You don't want to lose your reader.

Offer directions. If you are asking recipients for something, give him or her directions. Don't ask them to visit your web page — there's no good reason for them to do this unless they get something in return. It doesn't have to be a free baseball cap, just some benefit for taking their time.

Don't assume anything. Just because you've sent an e-mail doesn't mean the recipient actually received it — or even opened it. A follow-up phone call usually helps reinforce the message.

Stay out of the trap. To many people, e-mail has become an easy way to avoid closer contact with people they want to avoid, or to simply save time. Remember the old adage: "Anything worth doing is worth doing well." This applies to all forms of communication — particularly e-mail.

Don't send an e-mail "string" unless it's absolutely necessary. Doing so shows that you assume the recipient has the time and interest not only to read the whole thing, but also to respond to it. It also signals a poor attempt to "CYA."

Source: *Selling Power*, July/August 2003

Singapore Airlines: Where Customers' Needs Come First

The food cart bashed my knee. As I grabbed my leg, I saw the flight attendant with the "hit-and-run" cart, heading down the aisle. Flying used to be an enjoyable experience — that's no longer true. On this trip, I was heading to Atlanta from Los Angeles on the final leg from Singapore. The knee-bashing occurred on a well-known airline, once admired for good service.

Only hours before, I had been flying on Singapore International Airlines (SIA) and enjoying the wonderful experience. SIA service is so superior that it leaves other carriers in its vapor trails. The positive experience on SIA makes the Air Passenger's Bill of Rights completely unnecessary.

How does SIA create this experience? It places the needs of passengers first, and offers service above and beyond the ordinary. Even in economy class, the experience is unforgettable. Pillows and blankets are placed on every seat. Once in the air, smiling attendants offer champagne or orange juice, and carefully avoid smashing passengers' body parts with their carts! Passengers receive a kit containing a toothbrush, toothpaste and special socks for the trip. At the beginning and the end of each flight, passengers receive hot towels to freshen up.

All classes enjoy first-class treatment. I don't think I ever saw a peanut or pretzel on this flight. Passengers are presented with a menu with meal choices. The food in economy is better than other carriers' first-class flights. After meals, attendants bring alcoholic beverages, juice or anything else you want — no charge.

One of the primary reasons Singapore Airlines provides superior service is because they hire only people who enjoy serving others. It does not take a rocket scientist to understand that the more time an organization invests in finding, hiring and training employees, the more successful the organization becomes. Because SIA has spent extra effort and energy in creating alignment between employees and the company, employees take pride in what they do.

1. STAFF TRAINING AND DEVELOPMENT. SIA's heavy investment in staff development and training, conducted in good times and bad, enables staff members to stay focused and to continuously upgrade performance. Training and development fight

complacency, and crew members maintain capability for handling demanding situations. Giving the airline a distinct advantage, the program demonstrates that continuous learning and development help people do a better job, which in turn improves their potential. Secondly, it allows SIA to stay ahead of its competition while other carriers are cutting back.

2. NO FEAR OF CHANGE AND INNOVATION. SIA is known for innovation. Instead of copying other airlines, it takes the lead. Instead of charging an entertainment fee, they give everyone a headset. Instead of charging for drinks, SIA gives them away along with free postcards and the necessary postage. SIA benchmarks other service industries, such as hotels and restaurants, to make its service more comfortable, convenient and creative.

3. CONSISTENT COMMUNICATION. With 27,000 staff members representing 25 nationalities, communication is critical. SIA relays important matters through newsletters and publications, holds regular meetings between management and staff, and maintains a "Staff Ideas in Action" program that moves new suggestions and ideas toward action and improvement.

4. RECOGNIZE, REINFORCE, AND REWARD THE RIGHT BEHAVIOR. Excellent service is a learned behavior requiring constant reinforcement and recognition. SIA rewards excellent performance with increased pay and promotions, but reserves its most prestigious award for superior acts of customer service. The Deputy Chairman's Award, given yearly to people who have managed customer situations with exceptionally selfless acts of service, is a badge of honor coveted by all employees. Winners and their families fly to Singapore for a special dinner. Information about winners and their families is published in the monthly Outlook magazine.

5. CUSTOMERS ALWAYS COME FIRST. SIA places a priority on quality service. All questions are answered and decisions are based on the customers' needs. The bottom line for SIA is not the plane, the seat or the destination. The bottom line is delivering exceptional service and personifying that service. ✉

Speaker and author Greg Smith is president and "Captain of the Ship" of a management consulting firm, Chart Your Course International in Atlanta. Phone him at 770-860-9464.

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JUST SAY "THANK YOU"

A recent Maritz poll shows that 26 percent of employees seldom or never are thanked by their supervisor for a job well done, while 29 percent receive occasional thanks and 35 percent are thanked frequently. In fact, co-workers are more likely to say "thank you" than supervisors — 34 percent of employees claim they receive a thank you from a co-worker on a daily basis, while 47 percent of employees do so frequently.

By contrast, the poll found that 34 percent of supervisors claim they praise those who directly report to them once a day, 37 percent praise them once a week, and 21 percent seldom or never praise their "direct reports." Interestingly, 40 percent of female supervisors, compared to 31 percent of male supervisors, praise direct reports once a day.

Source: Maritz Research, Sept. 2003

MANAGEMENT SECRETS OF ATILLA THE HUN

If Attila the Hun seems an unlikely candidate for the study of sales management, you're right. If he couldn't get one of his underlings to do what he wanted, he usually executed them. Still, his leadership principles can be valuable for any sales manager to learn and for any sales rep to follow. Just replace "enemy" with "competitor" or "prospect" as you read the following:

- » Even if you are king, don't expect everyone to agree with you.
- » If your enemy remains unreasonable even after you attempt to negotiate, save your energy, and find another way.
- » Never underestimate your opponents.
- » Don't assume that all opponents are enemies. Confrontation will occur inside and outside of your organization, but whether these opponents become enemies is often up to you.
- » Don't try to make everyone behave the way you believe they should.
- » Lose your temper only when you stand to gain by it.
- » Since your goal is to completely neutralize any enemy, never make an enemy of one who is unworthy of your total effort.
- » Seek to use your enemy's weakness to your advantage. If the enemy proves too powerful, retreat so that you may return to defeat him or her another day.

Adapted from Leadership Secrets of Attila the Hun by Wess Roberts. Source: The Selling Advantage, 8/28/03.

Introducing The Buyer Awareness Cycle

In my seminars, the most-requested research information that sales reps need to justify long-term schedules for their clients has been the "Buyer Awareness Cycle," or BAC. First, let me lay some pipe on why this research was initiated and how it has become a powerful tool for the industry.

The Radio Advertising Bureau has a "Business Survey" of 40 categories of retail business, and it shows the percentage of total annual sales by month for each category. This is a vital piece of research for broadcast sales reps, because it shows when purchases are actually made (by month). For example, the two biggest months for "Tire Dealers" are October and January, when 9.1 percent of business is done in each month. What this data does not show, however, is the point at which the customer starts his or her thought process in the purchase cycle — i.e., when the consumer starts thinking about a major tire purchase.

The "RAB Top 40" is a staple in my seminar handout materials. The survey takes into account something that is often forgotten when it comes to planning annual campaigns for clients, and that is how to figure the seasonality of their business. Selling a \$60,000 campaign to run at \$5,000 per month is a terrible disservice to the client, because the month-to-month business cycle can fluctuate drastically from the 12-month average. An effective campaign should flow according to the percentage of business that is done according to their market, and the RAB Top 40 is a valuable piece of research.

But there's an equally critical piece of information that sales reps can use to leverage prospects who say they just want to try the station(s) for a month and see if it works. That information is the Buyer Awareness Cycle.

The BAC 40

Methodology: Our research team at the LPG offices in Houston conducted this survey over the past three years. Typical consumers were interviewed by phone or in person for each specific product and service on the BAC list. At least 100 people were surveyed in each category. They were asked whether they had purchased any of the products or whether they had decided to

buy that product or service. If they answered, "Yes," they were asked just how long they thought about that particular product. For example, for Floor Covering purchases over \$500 (not including remnants), the BAC survey showed that the lead time — the time between the initial **thought** about floor covering until the consumer's **step** into the first floor-covering store — was an average of 6.2 months. This says that the consumer is in a thought process of 6.2 months, and that's the period when the consumer is most likely to be influenced by advertising, specifically through top-of-mind awareness, which is the strength of Radio and television.

Usage: You can match this information with the RAB Top 40's information on carpet stores, which says that the biggest month for purchases in the category is October. Now, use the BAC to back up six months to show the prospect that April is the time to ramp up for their biggest month, October if they indeed mirror the national average for purchases.

Here are some of the products/services and lead times on the BAC 40:

- »Stereo electronics (over \$350): 3.3 months
- »Snowmobiles: 3.9 months
- »Boats: 8.5 months
- »Furniture: 3.9 months
- »Spa/Jacuzzis: 5.1 months
- »Landscaping (over \$500): 3.4 months
- »Automotive new, domestic: 3.2 months
- »Automotive used, domestic: 2.6 months
- »Automotive new, foreign: 3.8 months
- »Automotive used, foreign: 3.5 months
- »Luggage/Baggage (over \$350): 6.7 months

The BAC does not match exactly to the RAB Top 40 as there was no definitive BAC data for such categories as life insurance and movie theaters. However, many categories match the products. The BAC should be mandatory research taken by your sales reps to their clients and prospects. For a complete copy of the BAC 40, e-mail Lynn@luceperformancegroup.com.

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

The editors of *Radio Ink*, "Radio's Premier Management and Marketing Magazine," have invited the top minds in radio, advertising and business to forecast the year 2004 in detail. This event is designed for station owners, group executives, Wall Street analysts, bankers, brokers, advertisers and managers.

December 9 - 10
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CLOSE-UP OF AWARD

RADIO INK PUBLISHER ERIC
RHOADS WITH LONEY MAYS

"The 40 Most Powerful People In Radio" Cocktail Party

Watch this year's "40 Most Powerful" receive their plaques. All attendees will be invited to attend this prestigious event, December 9, 5-7 p.m.

What will revenues look like in 2004? What new ad categories will increase; which established categories would decrease? **What is radio's largest-billing category, and will they use radio in 2004?** What are group operators anticipating in business, in operations, in sales? **Can we expect the next level of consolidation?** Who will merge? **Who will sell out?** How will the regulatory climate in Congress and the FCC impact the business? **Will satellite radio catch its stride or stumble?** Where will Internet radio go; will we finally see a business model? **What are America's biggest advertisers expecting?** Will 2004 be the year of High Definition Radio (HD Radio); how will its costs impact profits? **Are the economies of scale in consolidation unwinding as the winds of change target such companies as Clear Channel and Infinity?** What are the predictions for radio stocks? **How will the election year impact radio revenues and inventory?** What trends will influence industry direction? **Will radio-sector business boom now that the country is emerging from economic crisis?** If it booms, will it make revenues in the same way or in a significantly different way?



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NURTURE YOUR EXISTING CLIENTS

In a slow economy, fighting and clawing to gain new business is the wrong approach. Indeed, it can be counterproductive. What you should be doing is nurturing the clients you already have. Consultant Maribeth Kuzmeski suggests marketing to your clients:

- » **Create a memorable business experience.** "Wow" your clients by making the very act of doing business with you as much of an experience as, say, attending a football game. It's the experience that sells tickets — more business — plain and simple. Think about creating an experience around your main product or service. As an example, a health-conscious Kuzmeski client incorporates healthy food, videos, books, posters and seminars into his unrelated business offerings. He's providing an experience — a total healthy life plan that focuses on his clients' overall wellbeing.
- » **Create a "Play of the Week."** It pays to go above and beyond the call of duty with your clients. Encourage your salespeople to do something special for one of their clients at least once a week. This is the "Play of the Week."
- » **Tell clients what you do.** Do you assume that your clients already know all the hoops you jump through for them? By detailing the steps that go into the service you offer, not only do you justify your price in their mind, you also convey that you care enough to explain it to them, rather than just sending a bill.
- » **Use strategic alliances to provide better client value.** Form strategic alliances with other companies, and you not only gain a steady stream of referrals, but you also shore up your relationship with current ones by making it easy for them to do business with companies whose services they need — thus embedding yourself deeper into their lives.

There is nothing to be gained from sitting around waiting for the economy to improve. Taking action now to market to your clients is a good way to spark that essential passion that's been missing from your life.

Maribeth Kuzmeski is the author of Red Zone Marketing: A Playbook For Winning All The Business You Want; Facts on Demand Press, 2002.

Dress To Win:

The Haunting Of Herb Tarlek

It was 25 years ago that WKRP in Cincinnati and Herb Tarlek debuted. Thanks to Herb, we have learned not to do two things in our careers: Don't do a promotion that ends with your saying, "I didn't know turkeys couldn't fly," and never wear an orange polyester blazer with plaid pants. Since it was Herb Tarlek that warped our image for so long, the following advice is for the guys (we realize, as do the ladies, that we need the most help). However, if you are a woman professional and want to take your business image to the next level, pick up *Dress Smart Women* by Kim Johnson Gross.

Your specific market and clientele will always play a large role in the style that is best for you, but there are some business wardrobe guidelines that we could all use on occasion. First, never buy anything at full price; it will always go on sale. If you dislike department stores or find specialty shops too pricey, great online and catalogue sources exist, including Paul Fredrick, Jos. A. Bank and, believe it or not, eBay. A good tailor is your friend. Professional tailors make the most of your business wardrobe.

Finally, play it safe and buy conservative suits and trousers that won't be out of style next year. This means "worsted" wool suits and jackets in solid or pinstriped navy blue and charcoal gray, as well as pleated trousers in wool or gabardine. You can always use your dress shirts and ties to add some pop and personalize your own style.

SUITS AND SPORT COATS

- » Buy the best you can afford; quality will always look better and last longer.
- » "Worsted" wool does not wrinkle easily, can be worn year round and will last for years.
- » Two-button, three-button and even the occasional double-breasted are acceptable.
- » You need to dry clean a suit only occasionally. Just don't suffocate them in your closet.
- » Sports coats in gray, navy, brown, tan, olive and black provide a great deal of flexibility in matching shirts. The navy blazer is always good, but lose the gold buttons for now.
- » Seersucker or linen suits, as well as anything in beige, should stay in the closet in winter.

SHOES

- » Invest in well-made leather shoes (usually \$150+).
- » Take care of your shoes. Use cedar shoetrees, and

make certain shoes are always shined.

- » Black shoes = black belt; brown shoes = brown belt
- » Black shoes can be worn with nearly every suit
- » Dark brown and burgundy also complement navy/charcoal suits and trousers very well.
- » Penny loafers worn with a suit is always a bad thing

PANTS/TROUSERS

- » Flat fronts and no cuffs are in style today, but pleated and cuffed trousers are always safe.
- » Check that trousers are lined to the knee for increased comfort and longevity.
- » Save corduroys and cotton pants for casual wear.

SHIRTS

- » 100-percent-cotton shirts — that's all, including new "wrinkle resistant" choices.
- » Solid white or blue dress shirts are easiest to work with, but stripes and patterned shirts also look great with the right tie and jacket. Save light blue, peach and lavender for spring and summer.
- » Collar options include buttondown (primarily for sport jackets), point collar (good for an oval or round face), spread collar (popular now) and tab collar (more formal).
- » Short-sleeved dress shirts do not exist. [Repeat!]

ACCESSORIZE

- » Belt matches shoes; socks match pants.
- » Braces (a.k.a. suspenders) are never clip-on. The same thing goes for the tie-crazy man!
- » Full-length topcoats are the norm. Three-quarter length is iffy. Anything else is bad with a suit.
- » Unless you're in a sophisticated selling environment, leave the French cuffs, pocket squares and contrasting white collars to the boss.
- » Showing a little leg is never good. Buy "mercerized" socks in at least mid-calf length.

It doesn't take a lot to raise your professional image and have you feeling even more confident. You don't need to look as though you just walked out of *Esquire* magazine, and you don't have to spend a fortune. Just follow the guidelines above, always be comfortable with what you are wearing, and remember that simplicity is always the best choice. ☞

Gregg Murray is director of sale and marketing for West Virginia Radio Corporation and designer of wvRadioAdvertising.com. He can be reached at gmurray@wvRadio.com.



5 RULES TO BRING DEAL-MAKING SUCCESS

By Michael Craig

For more than 20 years, I've become involved with the money, strategy, risks and personalities involved in making deals. I've found that certain people and certain methods usually won, while certain strategies usually lost. Through these negotiations, I've identified the following five basic rules that substantially shape the success of a deal:

1. Focus on your strengths.

Concentrate on what you do best. The winner of a deal usually has a well-thought out plan and understands the subject of the deal, while the loser usually strays into an unfamiliar area.

2. Find value where others don't see it.

You can benefit by discovering something first, but be a good judge of value so you don't get stuck.

3. Don't get caught up in the wanting. Don't convince yourself you must have something. If you want something too much, you're likely to pay too much to get it. A dealmaker's greatest weapon is the ability to say, "No." If a seller recognizes that you want something too badly, you can become easy prey. This trap of excess desire contributed to many of the business collapses in the late 1980s.

4. Be innovative to make a successful deal. If you use innovative methods, you can find ways to profit where others can't. By using innovation in financing or selling, you can discover value or make a hidden value accessible.

5. Be aggressive. While being friendly can be helpful at times in closing a deal, usually it pays to be firm. If you feel something is worth negotiating for, it's worthwhile to get all that you can.

Adapted from The 50 Best (and Worst) Business Deals of All Time by Michael Craig (Career Press). Source: The Selling Advantage; 8/14/03. From www.rab.com

**COMING NEXT ISSUE:
THE BEST
PROGRAMMERS
IN RADIO**

Change Your Sales Behavior: Just Say "Yes!"

Some behavioral scientists suggest that up to 95 percent of our basic personality is formed before the age of five. To understand how we behave today, we must go back to that early period. In most cases, the first three words an infant understands are "mommy," "daddy" and "no" — not necessarily in that order. In fact, the first word a baby speaks frequently is "no," which delivers a strong case that most of our basic attitudes are more negative than positive.

A large number of Radio salespeople tend to think more often about what will go wrong during a sales call and how they will fail to get the order, rather than what's right and what their true potential is for success. To give you an idea of the effect of childhood negative programming, finish the following:

- Don't bite off _____.
- Don't speak unless you're _____.
- Don't talk to _____.
- Don't go where you're not _____.
- Children should be seen and not _____.

Now, can you think of a positive statement that you heard frequently as a child?

Let's look at each completed statement and how it may affect your Radio sales career:

Don't bite off more than you can chew. (I can't make my number this month, it's too high.)

Don't speak unless you're spoken to. (I have a problem making cold calls.)

Don't talk to strangers. (It's difficult using the phone to make appointments, and I am very uncomfortable in networking situations.)

Don't go where you're not wanted. (I should call on that account, but they are probably busy, plus it's almost lunchtime, I don't want to bother them; I'll come back later.)

Children should be seen and not heard. (I have a hard time making presentations in front of a group of people.)

Has your sales manager ever told you: "It's about time that you try to bite off more than you can chew"? How about "you are now old enough to talk to strangers" or "you can now be heard, not just seen"? Had we been told these things when our basic behaviors were developing, we would have less call reluctance, fear of failure and self-sabotage in our daily lives and career.

To change this, we must make sure that our

attitudes are positive, taking us closer to our goals and objectives. The good news is that positive new attitudes can be developed through the daily repetition of affirmations.

Essentially, an affirmation is a positive statement in the first person singular which describes the "you" that you want to become and the success you want to achieve. Every minute, on average, we make 11 comments to ourselves about ourselves, and they can be either positive or negative. Self-talk is almost like an "automatic guidance system" and can operate as a success mechanism or failure mechanism. You develop it by the things you say to yourself.

"The greatest discovery of our generation," said William James, one of the fathers of American psychology, "is that human beings, by changing the inner attitudes of their minds, can change the outer aspects of their lives."

Start using affirmations today. Write them down and carry them with you. Develop a schedule for saying them — first thing in the morning, last thing before you go to bed at night, immediately after lunch, or just before you leave the office. Say them over and over to yourself. You will soon find that they are a good way to keep your attitude up and your mind on positive thoughts. Here are some positive affirmations for any Radio account executive:

- » I am the No. 1 account executive at my station.
- » I enjoy using the telephone to make appointments.
- » I turn prospects into clients.
- » My creative, positive energy is released every time I am with a client.
- » Networking situations bring out the best in me.
- » Prospecting allows me to meet interesting people.
- » I am at my best when making presentations to a large group.
- » When I walk into a business, people are always glad to see me.
- » Every month, I make my number easily.
- » The phone is a valuable tool for my success, and I use it often. ☎

Peter Chimento is president of Cornerstone Business Development, which provides one-on-one coaching for Radio managers and account executives. He can be reached at 404-918-3759 or peterchimento@yahoo.com.



STOP PLAYING KING SOLOMON

By Valerie Geller

You're probably familiar with the Bible story where two women fight over which is the true mother of a baby. If you recall, King Solomon offers to solve the problem by slicing the child in half. On a strange level, this is not an unfamiliar dynamic to many program directors and executive producers at Radio and TV stations with interactive talk programming. For example, who decides, of the many talented interviewers and hosts you have on the station, which of your on-air talent gets to interview the "hot" guest?

Problem: Whether it is the PD, executive producer, or even the general manager, someone has to make the call; and everyone must agree and take direction from the final deciding voice. You don't want to run into "ask Mom, then if you don't like the answer, ask Daddy." I've seen it happen more than once: If a talent doesn't like an answer or decision, he or she will go up a level and take it to someone else. This causes a multitude of management problems. Try to avoid this by setting rules and systems in place and explaining the thought process before the situation occurs.

Guidelines: It makes sense to put the "hottest" guests/experts in morning or afternoon drive times, traditionally when most people are listening. If the producers and hosts cannot agree on who gets the guest, then the one with the biggest audience/daypart wins.

To appease the other hosts and recycle content for the audience, one way is to take three small but key sound bites from the interview with the high-profile person. These sound bites can serve as open-phone talking points for discussion for other shows. When the other show hosts air these "pieces" of the interview, it can be introduced with: "If you did not happen to catch this morning's interview with the Pope, here's a bit of what he said on our morning show." Then the host, through powerful Radio techniques (focus, engage, opinion, position and storytelling) can use those sound-bite comments as content to "spark" a unique discussion now. *Consultant and author Valerie Geller works with stations in 27 countries to create powerful Radio. She will host the 10th annual Geller Media International Producer's Workshop on Oct. 11 in New York. See www.gellermedia.com.*

From PD To Super-Exec:

Don't Be Afraid Of The Detours

All I ever wanted to be was a disc jockey, sitting behind a microphone, spinning records for a vast, unseen audience. So what happened? How did I stray to running three Radio groups, then building and selling two more Radio groups of my own?

During my college years, I was a DJ at Northwestern University's WNUR-FM, being named program director in my senior year. After graduation, I applied to Chicago's WCFL to be a disk jockey, but deemed not quite ready for the Chicago market, I settled for being the evening DJ at 50,000-watt WPTR in Albany. Six months later, WCFL called; PD Ken Draper needed an assistant—there was no air work involved—so in 1966, I took my first career detour toward "super-execdom."

At WCFL, I booked the air staff at local appearances, created and executed station promotions, and generally did a lot of grunt work; but through it all, I learned a lot.

I began to notice that rock albums by Jefferson Airplane, Jimi Hendrix and Vanilla Fudge were being purchased in record stores and listened to on home stereos, but generally not played on Radio. Playing the new rock albums on FM in stereo seemed like a great idea, so I flew to New York to meet with the Radio heads of NBC and ABC to sell them on hiring me as a group program director to install an Album Rock format on their FM stations. After long discussions, I was hired to program my idea on the seven ABC-owned FM stations.

Eventually, ABC's Hal Neal wanted to create the ABC Owned FM Stations Division as a separate operating unit, and asked me to head it as vice president. I protested that I was a programmer, not an executive, but he argued that successful Radio stations grew from great programming ideas and execution, that I was the only one who saw the great potential of Album Rock on FM, and that it was the only qualification I needed. He said I'd learn the rest of the job the hard way. I swallowed hard and took the job.

The transition from group PD to executive of a seven-station group operating in New York, Los Angeles, Chicago, San Francisco, Detroit, Pittsburgh and Houston was not easy, and I made lots of mistakes. I hired good and bad station managers, struggled with sales projections and expense


budgets, and had to learn corporate politics.

It wasn't as much fun as programming, but I found it challenging and rewarding in other ways. I began reading books on management and leadership and, over time, I got better as an executive. In 1976, when the ABC Owned FM stations were nationally the top group of FM stations in audience and profits, I was made president of the division.

When Neal retired from ABC in 1979, I left the company for a less-stressful job as executive VP of the Radio Division of Summit Communications in Winston-Salem, NC. What I learned the hard way at ABC really worked at Summit. My programming knowledge coupled with good sales, promotion, long-range planning and people skills, propelled the eight-station group to record profitability. In 1985, I joined the growing Beasley Broadcast Group as executive VP/COO. From George Beasley, I learned what entrepreneurial broadcasting was all about. He was acquiring two or three move-in FM stations per year, and programming again was essential for getting the move-ins up and running profitably.

In 1990, deciding to move to the ultimate level of being a super-exec, I sought venture capital to start my own Radio group. With Media Communications Partners in Boston, I started Crescent Communications, purchasing two FM stations in San Francisco, one in San Jose, two in Las Vegas and two in Albuquerque. We sold all the stations in 1996 for a great profit.

Taking an opportunity to build another group, I started Centennial Broadcasting in 1997 with three FM stations in Las Vegas and two in New Orleans. In 2000, we sold the group to George Beasley, who invited me to rejoin Beasley Broadcast Group as vice chairman and co-COO.

My advice to today's programmers is to keep all options open. Radio is still very much a product-driven industry. Any programmer with aspirations for management should not be afraid to make the transition. If you are fortunate to have just one person who believes you can become an executive, listen to them — they are probably right. 

Allen Shaw is vice chairman and co-COO of Beasley Broadcast Group. He can be reached at 336-794-7971.



PREPARING FOR THE FUTURE

According to Dr. Andrew Economos of RCS, these are the dominant issues affecting the Radio industry today:

- » Radio consolidation in America has created a major problem. Big companies with huge debt loads focus on reducing cost and increasing stock price, putting a heavy strain on staffing.
- » New media are continually introduced, competing with your stations.
- » Programming is pressed hard to handle more stations in less time. They need ways to handle basics faster with the same results.
- » The systems they use must be honed repeatedly.

Stations should be able to download music from a highly secure site containing all new songs from all record labels. There can be appropriate certification on each machine to create a safe, controlled environment. The transfer should be simple from labels to protected website to Radio station.

When Internet streaming stations finally enter the mainstream, new innovators won't be running them. Online stations will be navigated by experienced former Radio PDs and MDs. "Internet Radio is no different from terrestrial Radio," Economos says. "People with solid backgrounds in promotion and the chops to grab, hold and build listeners will win."

MYTHS ABOUT THE "MATURE" LISTENER

Katz Dimensions' new study, *Targeting the Mature Consumer Market*, identifies misconceptions that marketers hold about the mature consumer. Most prominent among the study's conclusions are:

- Mature consumers are employed and have tremendous financial power from a variety of resources.
- Mature consumers are living longer and are in better physical and financial shape.
- Mature consumers use their financial resources to secure a better life for themselves and for others.
 - 50+ consumers are influential and involved in their community.
 - The mature consumer market is brand-loyal, but open to trying new things.
 - Today's mature consumers are technologically savvy and have a distinctive relationship with the media. *The study is available in the Dimensions section of the Katz Media Group website at www.katz-media.com.*

Get Ready, Get Set For More Change

Dr. Andrew Economos is a household name to thousands in Radio worldwide as the inventor of Selector music scheduling. Now chairman of RCS Inc., Economos recently sat down with me to discuss some of his many provocative ideas about the future of Radio.

TZ: How will music be sold and distributed in the future?

AE: Well, it sure won't be on CDs much longer. They are a terrible medium, because as any consumer knows, CDs combine songs you want with ones you don't. Ultimately, the majority of music will be sold online, song-by-song, with a sliding scale where the most popular tracks cost more than others. We are at the very beginning of a bell curve where current users say, "I want to own my music on a CD or computer." Soon though, the mass of the population will enter that curve and won't care where the music is, as long as they can access it.

Can illegal downloading ever be stopped?

Two great American industries, music and movies, both need help creating a protection framework. Piracy is a constant struggle, but an ongoing discussion between artists and the public is needed to raise the perceived value of music.

Where do they start?

At some level, someone has to pay for labels' and artists' intellectual property. Terrestrial Radio pays ASCAP and BMI. Music Choice digital radio and Sirius satellite radio are great examples of subscription models. Apple Music and iPod consumers pay for each song. AOL Radio or Spinner feel like free services, but they are not. However, and this is important, all those business models work. The "download free" piracy model does not.

What will drive the bandwagon to protect artists and their songs?

New music. People always want the next batch of songs. You could have all the music in the world on your computer, but new songs will come out tomorrow. Evolving software solutions include unique song IDs for tracking the source of a downloaded music file, and encrypted file protection. Companies like Microsoft or Linux need to offer music protection encryption in their operating systems, too. Radio continues to play a critical leadership role in the music business.

What makes Radio stations successful today?

People can't explain why they like one station over another, but listeners are very discerning. When the music, the song sequence or the talk is bad, people hit scan or change the station. Radio used to "own" in-car listening. That's no longer true.

People often say content is king, but music rotation is equally important. Even the best songs burn out if not placed properly and packaged in a continuously changing and entertaining environment. Listener fatigue sets in faster than ever, and fighting it is Radio's ongoing challenge.

What do today's programmers want?

PDs and MDs ask for tools emphasizing simplicity and speed without compromising powerful programming techniques. Because many original Radio programming experts have moved into upper management, there are fewer mentors.

So what are Radio's biggest challenges?

Every day, Radio still must create fresh, relevant programming that makes sense and feels good locally. There is a strong attraction to hosted Radio formats, because they feature good songs more often and bad ones less often or not at all. Jocks are key, providing a connection to what's going on. People don't mind hearing someone tell them about the music. Wallpaper music channels often feel dull, as though nobody's home, so they fail — there's no companionship.

To stay in the game, you ask these never-ending questions: How do I capture the audience today? How can I keep it? How can I grow it? Those who do that best, in the least amount of time, will continue to win.

Is Radio's future still so bright you've "gotta wear shades?"

People love music. But many don't have the time to fetch it and own it. They just want to hear what they want in the easiest possible manner. Like millions of Radio listeners, I still enjoy the surprise element of Radio — you never know what's coming next. There will always be a large number of people who don't want to program their own music — so they just turn on the Radio. ☺

Tom Zarecki does public relations and marketing for RCS in New York, works a Sunday-morning DJ shift at WDRC-FM Hartford, and hosts the weekly Steppin', Out: The 12-Step Radio Show. Contact tomzshow@rcsworks.com or 914-428-4600, ext. 143.



OOOH! WHERE'S MY CHIROPRACTOR?
In this Dec. 15, 1956 photo, a young Elvis Presley swivels his famous pelvis, which TV programs at first refused to show. This was his final KWKH Louisiana Hayride performance before moving on up the pinnacle of fame. Photo courtesy of Joey Kent, Shreveport, LA.

SEARCH YOUR ARCHIVES. Pull the bones from your storage closet. Radio Ink magazine is searching for old (or should we say motion) photographs of radio stations or programs. All photos will be returned, but please be sure to LABEL them with identifying captions, including a return address and contact name. Mail to: Mary Crowley, Asst. Editor, Radio Ink, 224 Datura St., Suite 1015, West Palm Beach, FL 33401.

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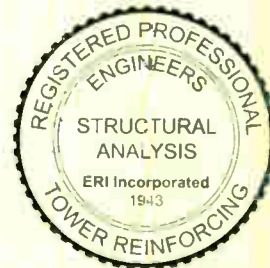
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