

RADIO INK

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Looking Back On *50 Years*

Beasley Broadcasting Chairman/CEO George Beasley

Also in this Issue:

The **BEST**
Managers
In Radio

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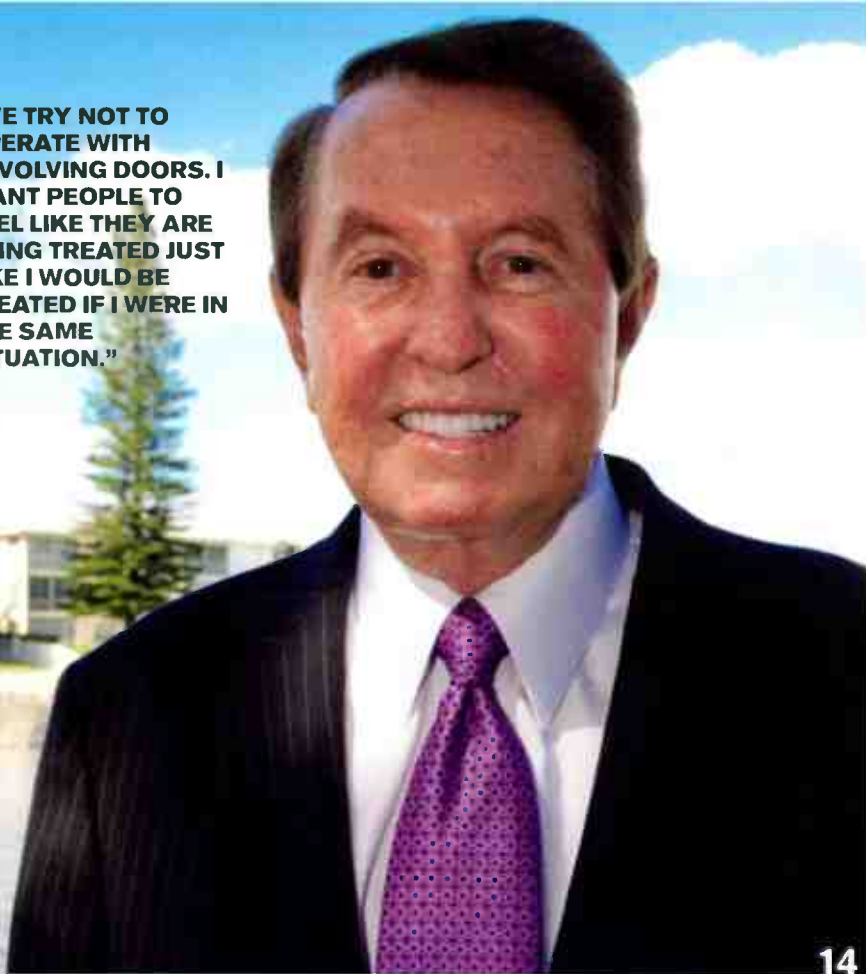
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Photography by Debi Pittman Wilkey

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Our Mission: Radio Ink's role is passionately to empower radio management to be more successful by providing free, actionable, reality-based ideas, inspiration, and education in a quick, easy-to-read, positive, pro-radio environment.

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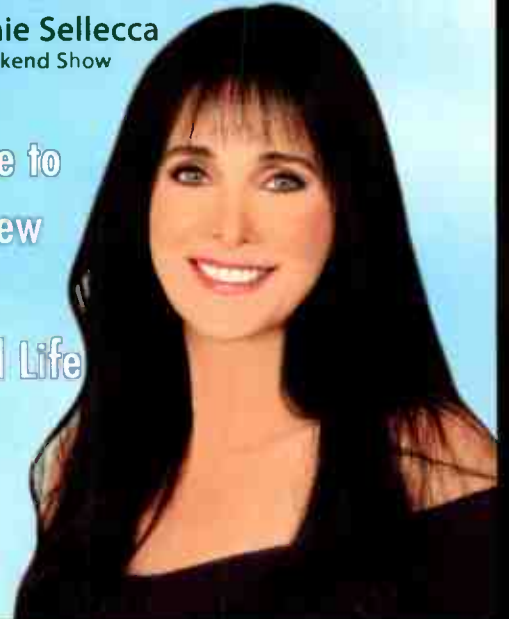
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The Pillars Of Great Management

Imagine the pillars of the Parthenon. Each pillar plays an important role in supporting the structure, and without them, the structure will crumble. The same is true of a great manager, whose philosophy must be supported on strong pillars to be successful. Though I strive to be better, I'm not a great manager, though I try to surround myself with people who make up for my weaknesses. But these are the pillars I think can help make anyone a better manager.



1. **Curiosity.** Businesses grow because of curious people who are always seeking new information about the market, the competition, the product, and new approaches. Curious people make great managers.
2. **Listening.** God gave you two ears and one mouth. Listen at least two-thirds of the time rather than pontificating your views. Listening to your team, who are on the front lines, will make your business stronger, as will listening to your customers.
3. **The Golden Rule.** Treat others the way you would want to be treated. Emulate the best managers you ever had, and don't repeat the bad behavior of the screamers.
4. **Be a servant.** Most managers think of themselves as gurus rather than servants. Great managers serve their staff, their customers, and their company. Thinking of yourself as a servant will change your attitude about how businesses need to operate.
5. **Sense of purpose.** People want to serve a business that has a bigger purpose. For instance, at Radio Ink, our mantra is to challenge and inform the people in radio. Strive to make a positive step toward that goal with every decision.
6. **Security.** Managers who are secure hire team members who are smarter and more talented than they are. Insecure managers hire people who won't challenge them.
7. **Communication.** Great managers allow open discussion and communication and make sure everyone knows what's happening. They continually reinforce the organization's goals, mission, and purpose.
8. **Accountability.** Managers fail their people when they don't demand excellence and hold them accountable. People grow when held to high standards.
9. **Mentorship.** Those willing to teach with patience are cultivating a better crop of employees for a bigger harvest.
10. **Change.** Good leaders force change for the sake of change. They continually shake things up and challenge the status quo.
11. **Humor.** People are more productive when things are more fun and less serious, and when their leader can poke fun at him- or herself.
12. **Example.** Show what you expect of your people in what you do yourself.
13. **Surgical decisionmaking.** When a destructive or incompetent employee is allowed to continue, respect is lost. Cut out the poison rapidly.
14. **Balance.** Yes, you're busy, but if you don't take some time for fun, for play, for relaxation, you'll burn out, and take it out on your people. Balance in life is critical and will make you and your team more productive.
15. **Healthy paranoia.** It's not negative thinking to consider the worst that could happen and be prepared.
16. **Fearlessness.** In Dave Ramsey's new book *Entreleadership*, he discusses how decisions made in fear are bad decisions. When they're sure, great managers make decisions that spit in the face of fear, even when everyone on the team thinks it's a bad idea. Listen, but be willing to make contrary decisions when it's necessary for the good of the enterprise. Has any seller ever told you it's a good idea to raise the rates?
17. **Recruiting.** The loss of great people can bring a business to its knees. A great manager has a back-up plan for every employee and is continually recording.
18. **Insulator.** In spite of demands from the corporate office, never lose sight of the fact that if you pass that negative pressure on to your people, you will make them less productive. Absorb the pressure, don't pass it on.

Management is an incredible opportunity to place your stamp on things, to mold people and be a mentor, cheerleader, and challenger. It's a remarkable opportunity when done well. Those of us passionate about radio know that we can impact the lives of listeners, advertisers and clients with our radio stations, and it all starts with being an excellent manager. **INK**

B. Eric Rhoads
B. ERIC RHODS, CEO/PUBLISHER

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Radio Apathy

Something that isn't moving is probably dead. Motion is an indicator of life. So where is radio's motion right now? Where's its excitement? Where are we headed?

Few people support radio more strongly than me, and, frankly, I'm worried about it. The only real excitement I can detect in radio is that it has fallen in love with the Internet. I'm OK with that, but I'd like to point out that the online world doesn't require towers, transmitters, or licenses from the FCC.

Let's look at two characteristics the innovative leaders of the digital world all seem to have in common:

1. They tend to be college dropouts. Steve Jobs of Apple, Bill Gates and Paul Allen of Microsoft; Jack Dorsey, Evan Williams, and Biz Stone of Twitter; Mark Zuckerberg, Dustin Moskovitz, and Sean Parker of Facebook. Dropouts all. The list goes on and on.

2. They have no fear of failure. Online leaders experiment constantly because they see each failure as a necessary step toward success. These leaders know the truth about failure: It's an extremely temporary condition, a fleeting moment, nothing to be feared. Failure is motion, and motion is life.

In the October 22 edition of the *New York Times*, researcher Michael Ellsberg wrote, "Entrepreneurs must embrace failure. I spent the last two years interviewing college dropouts who went on to become millionaires and billionaires. All spoke passionately about the importance of their business failures in leading them to success. Our education system encourages students to play it safe and retreat at the first sign of failure ... Certainly, if you want to become a doctor, lawyer, or engineer, then you must go to college. But, beyond regulated fields like these, the focus on higher education ... is profoundly misguided."

The alumni list of Wizard Academy includes a number of university professors who have attended as students. Answering their questions and grading their homework has given me a feel for how they think. Generally speaking, professors are academics, guardians of the status quo, protectors of the style guide, champions of conformity and compliance. They always get excited when they see how many fun ways we've found to achieve better, faster results by breaking yesterday's rules, but they shake their heads sadly when we ask if our methods might ever be accepted into the mainstream of higher education.

Guardians guard the status quo, even when it is no longer viable. Radio's leaders make me feel like I'm talking to university professors.



Sigh. I'm honestly worried about radio. I mean it.

When it's alive and in motion, radio triggers delight. But there can be no delight without an element of surprise. Tell me, when was the last time your station did something new, surprising, or different?

Radio recoils from anything untested, unproven, or disruptive. If there is a recipe for boring, we've found it.

Predictability is death.

Who will be the Martin Luther who nails 95 theses to the door of radio's Wittenberg Castle Church? Are there any rebels, renegades, mavericks, experimenters, or lunatics left in radio? Is anyone willing to play with matches, run with scissors, or talk back to the teacher?

Predictability is death.

I have a challenge for you, if you're up to it: Do something radical and let *Radio Ink* know the result. Call it an experiment. Call it research. Call it a contest. Call it whatever you want, but for the love of God, *break format!* Do something that makes your listeners wonder what's going on.

Predictability is death.

Clubs have open-mic night. Why not bring it to radio? Crossword puzzles and TV mysteries fascinate people. Have you thought about serializing a radio riddle, with a new clue delivered each day until someone cracks the code and wins the prize? A new riddle would begin the next day. Formats that claim "We play anything" could live up to that slogan by turning the control room over to a different listener for an hour each day. Please don't tell me that "based on your experience" it wouldn't work, when we both know that your opinion isn't based on "experience" at all.

Predictability is death.

Will you do something surprising and different and a little bit nuts? E-mail the results of your experiment to edryan@radioink.com, even if it turns out badly.

Predictability....

Radio, please don't die. **INK**

QUICKREAD

▪ Something that's not moving is probably dead. Is radio moving?

▪ Failure is temporary. Predictability is death.

▪ Save radio: Break format, and do something radical!

Roy H. Williams is president of Wizard of Ads Inc.
E-mail: roy@wizardofads.com

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Do You Know Where Radio Is Headed In 2012?

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Michael Smerconish,
Dial Global-syndicated talk
show host



Eliot Spitzer,
Attorney, political
commentator, and former
Democratic politician



Shelly Palmer,
Host of NBC Universal's
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Larry Kudlow,
CNBC anchor and Cumulus
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AGENDA (Subject to change)

Tuesday, December 6, 2011
Harvard Club, New York

Continental Breakfast: 8:00-8:30 AM

Welcome and Opening Remarks 8:30-8:45 AM

B. Eric Rhoads, Chairman/Publisher, *Radio Ink*
Peter Smyth, Forecast '12 Co-Chair, Chairman/President/
CEO, Greater Media
Jack Myers, Forecast '12 Co-Chair, Chairman, Media
Advisory Group
Deborah Parenti, Vice President/General Manager, *Radio Ink*



8:45-9:30 AM
Opening Keynote – Michael Smerconish, Dial Global-syndicated talk show host
and Eliot Spitzer, Attorney, political commentator, and former Democratic politician



Session 1: 9:30-10:10 AM

Economic Forecasting: Revenue Expectations for 2012

Experts focus on economic predictions, the impact of the 2012 elections, how radio revenues will be affected, and the platforms and initiatives where those revenues are most likely to come from and grow.



Moderator: Peter Smyth, Chairman/CEO, Greater Media, Inc.
Mark Fratirk, VP, BIA/Kelsey Group
Mark Gray, President/Katz Radio Group

Jack Myers, Media Economist, Chairman/Media Advisory Group
Marci L. Ryvicker, Managing Director/Equity Research, Wells Fargo Securities, LLC

Break: 10:10-10:30 AM

Session 2: 10:30-11:10 AM Prospects for Radio as an Investment in 2012: Wall Street or Main Street?

A panel of leading bankers and equity investors considers the near- and long-term future of the radio industry and what it will take to expand, as well as the future for IPOs, private equity and debt financing, and privatization options over the next 12 months. Who's investing today – and what are the hot buttons that will make or break a deal in today's environment?

Moderator: Drew Marcus, Founder & Managing Partner, Sugarloaf Rock Capital, LLC



Blair Faulstich, Managing Director/Providence Equity Capital
Jeff Kilrea, Managing Director, CIT Group
Anna Magliocco, Director/Head of Broadcast Coverage, Deutsche Bank

Session 3: 11:10 AM-11:50 PM Close Up On Revenue Initiatives – Does Local Make 'Em Loyal? Or Is Bigger Better?

A close-up look at the myriad of revenue streams. Where is the greatest potential for growth, and what are the best ways to capitalize on it? Does national programming provide better quality and bigger returns? What is the role of digital? How does radio in the local marketplace compete – and/or take advantage of broader national resources as well as social media marketing platforms? These and other compelling issues are explored.



Moderator: John Gehron, COO, AccuRadio
Traug Keller, SVP, Production, Business Divisions/ESPN
Michael Weiss, President, Sales/CBS Radio
Chris Bell, President, Triton Digital Applications & Services Division



12:00-1:15 PM **Luncheon**
12:00-12:15 PM
Lifetime Leadership Award Presentation to Jerry Lee
12:15-1:00 PM **Keynote**

Larry Kudlow, CNBC anchor and Cumulus Media-syndicated radio host



Session 4: 1:15-1:55 PM Political Money: How to Maximize Radio's Potential for 2012 Dollars

The 2012 elections should be the most expensive in history. There will be more money on the table, and more competition for it by more media, than ever before. The impact of issues/potential money from Capitol Hill – and where the experts see it coming from – makes this a panel you can't afford to miss.

Moderator: Thomas P. O'Neill III, Founder/CEO, O'Neill & Associates
Patrick McGee, VP/Political Sales & Strategy, Katz Media Group

Session 5: 1:55-2:40 PM Digital Media Economics 2010-2020: What Radio Can Learn From the Internet Business Model!

What can the traditional radio business model learn from the Internet business model? What does radio, as a media business, need to look like by the end of the decade to enhance growth over the years to come? And what is the best business structure in today's environment to ensure radio's future as an integral part of the expanded media world?

Moderator: Jack Myers, Media Economist & Chairman/Media Advisory Group



Mitch Davis, Co-Founder & CEO/Live Gamer
Tom Burgess, CEO/Clovr Media
Jonty Kelt, CEO, Group Commerce

Break: 2:40-3:00 PM



3:00-3:15 PM
A View from Washington
Gordon Smith, President/CEO, NAB

Session 6: 3:20-4:00 PM Case Study Live – The Role of Radio in American Express' "Shop Small" Movement



Moderator: Jeff Haley, President and CEO, RAB
Lou Paskalis, VP/Global Media, Content Development & Mobile Marketing, American Express
Khartoon Ohan, VP/Integrated Media, Clear Channel Connections



4:00-4:40 PM
Keynote – Shelly Palmer
Host of NBC Universal's Live Digital with Shelly Palmer and United Stations Radio Networks' Shelly Palmer Digital Living Daily.

Session 7: 4:40-5:30 PM Leadership Speak-Out



Lew Dickey, Chairman/ President/CEO, Cumulus Media
David Field, President/CEO, Entercom Communications Corp.
Doug Franklin, President, Cox Media Group
Jeff Smulyan, Chairman, Emmis Communications Corp.
Peter Smyth, Chairman/CEO, Greater Media, Inc.

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5:30 PM **Closing Remarks**

5:45 PM
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World Pacific History

Left to right: Brad Beasley, Bruce Beasley, George Beasley, Carolina Beasley and Brian Beasley.



Photography by Debi Pittman Wilkey

Beasley Broadcast Group Celebrates 50 Years

An interview with Chairman/CEO George Beasley

{By Editor-In-Chief Ed Ryan}

Beasley has been a recognized name in the radio industry since 1961, and there is no doubt that name will remain a viable franchise in our business for decades to come. Four of George and Ann Beasley's five "kids" — Caroline, Brad, Bruce, and Brian — are involved in radio, and four of the couple's 17 grandchildren have radio jobs. And, as of this writing, there are five great-grandchildren, born with radio in their blood.

It's been 50 years since Beasley Broadcast Group went on the air with a 500-watt AM daytimer in Benson, NC. Today, the company is public, with 646 employees and 42 stations in 11 markets. And it was all started by one man, 50 years ago.

With five kids in tow, a desire to send them all through college, and a \$12,000-a-year salary as a high school principal, George Beasley decided it was time for a change. His uncle Robert H. Epperson, who happened to be an engineer, charged his nephew \$1,000 to do the paperwork and the engineering, and an application was submitted to the FCC. Eventually, the government awarded George Beasley a license to build that AM daytimer, and WPYB was born.

Beasley says, "I looked at it as: 'You have got one opportunity. You either make it or you don't.'" He entered the radio industry at age 29 and started on a 50-year journey that took him from the small town of Benson all the way to Los Angeles — where he would face down one of the biggest broadcasters on earth.

EXPANDED BEASLEY COVERAGE

Digital subscribers, [TAP HERE](#) for additional editorial on the Beasley anniversary, including audio, video, and more interviews with the Beasley family.

1960s

1961: George Beasley builds his first radio station, WPYB-AM/Benson, NC



1966: Sells WPYB, buys WFMC-AM in nearby Goldsboro, NC



1969: Leaves job as high school principal to pursue broadcasting full-time

1970s: Purchases additional stations in Virginia, Kentucky, Georgia, South Carolina, Alabama, and Ohio



1976: Enters first top radio market with purchase of WDMT-FM/Cleveland. Four of the five Beasley children begin working in the radio business

It was a family affair from the very start.

George's wife, Ann, was a vital part of the company's early success, writing checks and approving logs while trying to keep up with the kids. At the time Ann had recently given birth to the couple's fourth child and would soon be expecting their fifth. About those busy times, she says, "I just went along with the flow, but I really enjoyed it."

George Beasley says, "I think the fact that I had a decent name in the community may have made it a little easier for me to garner some success. At least people knew they were doing business with someone they could trust." Beasley kept WPYB-AM for about six years, sold it for a profit, and moved on to the big city: Goldsboro, NC.



Tap [HERE](#) to listen to our interview with Ann Beasley, or go to www.radioink.com/annbeasley

It was in Goldsboro, Beasley says, that things really started to take off: "WFMC-AM was a more powerful signal and a much better market. When I moved to Goldsboro and had the larger market, we were selling for much higher rates. It was a situation where I learned very early that no matter how much you bill, if you don't control expenses, you're not going to do very well."

The Benson-to-Goldsboro transition was also the beginning of what would be a continuing business plan for Beasley Broadcast Group: Buy a station, run it for a while, then sell it and use the money to buy another station and grow the company. But that was at a time when the rules were very different: An owner couldn't sell a station until they'd held on to it for three years. "We would keep it three years, build it out, sell it, and then use some of the proceeds to buy into a bigger market," Beasley says. "That's when I really started to take off. I did well at that station in Goldsboro. It was just a short while before I was able to parlay some of the profits into another market."

As the years went on, the company began to add more markets, moving in to Lenore and Fayetteville, NC, and Augusta, GA. And then the radio industry discovered the crystal-clear sound of FM. "I really didn't get into FM until the '70s," Beasley recalls. "We had the first black-programmed FM in eastern North Carolina in the late '70s, WOKN in Goldsboro. That was a pretty good success story in itself. In the '80s, we began to purchase stations in Evansville, IN, Kingston, NC, and Myrtle Beach, SC — we had some stations that really were Class C stations that had not been built out. There was a unique opportunity in the early '80s for that type of station, to build it out, put it on a tall tower, and do well with it. We took advantage of that opportunity on several occasions."

As the company expanded and became more successful, the character of the man who started it all never wavered. Danny Highsmith, VP/GM of Beasley's Fayetteville cluster, recently celebrated 40

years with Beasley Broadcast Group. "Back in the mid-'70s I'd been named GM in Fayetteville," Highsmith says. "George would visit from Goldsboro every two weeks to sign paychecks and accounts payable. Often he would call me and ask if I could meet him in Newton Grove, NC, which is a very small town about halfway between Fayetteville and Goldsboro. It had not been very long since George served as principal at Meadow School, which is close to Newton Grove. When I would meet him, we would get together at a drugstore. We would sit in a small booth, he would sign the checks, and often a schoolchild would come into the drugstore and say, 'Well, hello, Mr. Beasley!' As I recall, George would always speak to the kids, calling the boy or girl by name. Frankly, I thought it was special that he remembered the names of the children at the school."

Webster James was a longtime manager for Beasley Broadcast Group in North Carolina, and he says, "I worked for George longer than any other broadcaster for three reasons: honesty, character, and integrity. These are the three characteristics that George always exhibited while I was working for his company. George allowed me to make mistakes and learn from them. I will never forget the day I made a \$50,000 mistake. I called George, and he listened to me explain why and what I had done. As I sat on the phone in silence, he finally said, 'Thank you for telling me.' I asked why he wasn't mad, and he simply said that he knew I would never let it happen again. He explained that we all learn from our mistakes. I have received calls over the years asking me if I thought Beasley was a good place to work. I have said before and I'll say again: George Beasley and the Beasley Broadcast Group represent the best of broadcasting."

EXPANDED BEASLEY COVERAGE

Digital subscribers [TAP HERE](#) for additional editorial on the Beasley anniversary, including audio, video, and more interviews with the Beasley family.

Movin' On Up

In the '70s, BBGI entered Cleveland, its first large market. "I think we paid less than \$200,000 to get in there," Beasley says. "A broker called me and said, 'I have three FMs for sale. I can put you in San Diego, Cleveland, and Rochester, all three for \$1 million.' I had to make a decision as to whether or not I wanted to gamble on any of them. I decided to gamble on WDMT-FM in Cleveland. The station was licensed to Cleveland, but there was a tall hill that we could never get across for years. When an airport closed, we were finally able to build a tall tower and do what we needed to do. We could cover Detroit, but we couldn't cover Cleveland — it would shoot right across the lake. It was a super-powered station, but it didn't cover what we needed it to cover."

BBGI kept WDMT into the '80s, once again selling for a profit. George Beasley had his eye on bigger things. Cheesesteaks, anyone?

Late '70s: Company growth continues with the addition of stations in Texas and Arkansas

1988: BBGI headquarters move to Naples, FL. Company enters market No. 2 with purchase of KRTH-AM & FM/Los Angeles for \$86 million

1996: BBGI sells WDAS for \$103 million, then the second-highest price ever paid for a Philadelphia station

1980s

1990s



1980: Beasley Broadcast Group expands into Florida, adding WPOW-FM/Miami and stations in Southwest Florida

1993: BBGI sells KRTH-FM to Infinity for \$117 million, at the time the highest price ever paid for a standalone FM. BBGI purchases WDAS-FM/Philadelphia to create the company's first duopoly

By 1983, the FM cat was all the way out of the bag, and Philadelphia's WXTU became a Beasley Broadcast Group property at a hefty price of \$6 million. "I remember going home and telling my family, 'We are either going to be good radio people, successful radio people, or we are going to be going into another business,'" Beasley says. "When we bought that one, it had a .4 rating. We changed the format to disco, and it fell to a .3. The only business on it when I closed was the ABC Network, and darned if they didn't cancel on me two days later. I was really stuck between a rock and a hard place.

"As luck would have it, there was no country station in Philadelphia, and there had been articles written saying country radio would not work in Philadelphia. I came to the conclusion that country would be a niche format there and that I could carve out my own little niche, be satisfied with it, keep my expenses down, and make a decent return on the investment. We did that in March of 1984, and we've been doing it ever since."

Beasley Vice Chairman Allen Shaw has done two tours with Beasley Broadcast Group, including a stint as EVP/COO from 1985 to 1990. "Most of what I know about doing radio acquisitions, I learned from George," Shaw says. "His ability to spot a good deal in a good market is amazing. He is a brilliant negotiator and a highly creative deal-maker. He is a tireless hard worker who easily keeps abreast of all the latest digital technology.

"George works as hard to get the right things done for the Beasley Broadcast Group as anyone half his age. He is always positive, happy, and enthusiastic about the radio business and instills that enthusiasm in everyone in the company and everyone he encounters outside the company. He is very public service-minded and gives his time freely to many charitable organizations. He's a lot of fun to work with and to be around. He came from humble beginnings and has achieved exceptional success. He's earned everything he has."

KATZ RADIO GROUP
HONORS

BEASLEY BROADCASTING GROUP
ON ITS 50TH ANNIVERSARY

CONGRATULATIONS ON FIVE DECADES OF EXCEPTIONAL RADIO BROADCASTING AND DEDICATED INVOLVEMENT WITH THE COMMUNITIES YOU SERVE. WE LOOK FORWARD TO THE NEXT 50 YEARS.

KATZ | RADIO GROUP

1990s

1996: The Telecom Act relaxes ownership rules, and Beasley begins to build clusters, starting with WKIS-FM and WQAM-AM to complement WPOW-FM/Miami

Late '90s: Beasley begins assembling portfolio of AM stations in top 50 markets, responding to spiraling value of FMs and anticipation that HD Radio on AMs could increase their value. Buys WAEC-AM and WWWE-AM in Atlanta, then stations in Boston, West Palm, and Philadelphia

Rolling The Dice

The 1980s brought good times for the radio industry, and BBGI was humming along, making money and upgrading stations, when something big caught George Beasley's eye. "I made the decision to roll the dice," he says. "We put a bid in on K-Earth [KRTH] in Los Angeles." \$86 million later, Beasley Broadcast Group owned an AM and an FM in the number two radio market. "The price we paid was the most ever paid up to that point," Beasley says. "My plan was to sell off the AM and keep the FM."

BBGI got \$24 million for KRTH-AM, bringing the investment in K-Earth down to \$62 million. Things were going well, until a big bad wolf decided to crash the party. Beasley says, "We were the only oldies station in L.A. CBS Radio has always done oldies very, very well. They came at us head-on [with KODJ-FM]. We were in a battle with them for two or three years." David Van Dyke was GM at KODJ, and he says, "We understood George was going to do everything he could to protect the brand and the ratings." In one promotion, KODJ tried to give away \$1,000 four times a day. Van Dyke says, "To protect their brand — and I have to believe George was instrumental in this decision — KRTH came right back and guaranteed a \$1,000 winner every hour of every day between 6 a.m. and 8 p.m. They gave away \$14,000 a day for eight weeks, which crushed us."



Tap [HERE](#) to listen to our interview with Dave Van Dyke, or go to www.radioink.com/vandyke

Beasley says, "I remembered that when I bought the station, a guy by the name of Jim Kefford told me that if I ever got in trouble with this format, there was a man by the name of Bill Drake I should call. He said, 'Nobody knows rock 'n' roll as well as Bill Drake.' I called Drake and met with him.

"Bill told me exactly what we had to do. The guy was uncanny in telling me where we were going to be. It was almost like I'm sitting there in a daze, wondering if this guy really is telling me the truth or if he's just shooting me some junk. I found out that he knew what he was talking about and was able to deliver what he said he would deliver. Within six months, we were back ahead of CBS and never looked back. Thank God for Bill Drake."

BBGI held on to KRTH for about five years, ultimately selling it to Infinity Broadcasting in 1993 for \$117 million. (Infinity and CBS merged in 1997, and K-Earth now belongs to CBS Radio; the former KODJ is now CBS's adult hits KCBS.) "It was a terrific investment for us," Beasley says. "It could very well have been a disaster when CBS decided to launch a direct attack on us."

Shortly after the KRTH experience, Beasley picked up WDAS in Philly for \$26 million, with no intention of selling — until Scott

2000s

2001: BBGI caps its first year as a public company with \$113.5 million acquisition of Centennial Broadcasting, adding clusters in New Orleans and Las Vegas

Feb. 11, 2000: Beasley Broadcast Group completes its IPO



Ginsburg came along with \$103 million burning a hole in his pocket. After that sale, the rules of the game changed completely.

With deregulation in 1996, the floodgates opened for many owners, including Beasley Broadcast Group. "When we sold WDAS, we bought another station in Philadelphia, Wired [WRDW]," Beasley says. "During consolidation, we had one station in Miami and bought two more. We owned one in Fayetteville and ended up buying three more FMs. We bought more stations in Coastal Carolina, in the Greenville-New Bern market. We have five FMs there. Later on down the line, we bought Las Vegas."

That was also a time when there was a lot of love for profitable radio companies. They were throwing off huge margins, and that caught the eye of Wall Street. So in 2000, Beasley Broadcast Group went public. "It was a decision we made only after we considered all of the aspects involved," Beasley says. "I truly thought as a public company, we would be more adept at operations with the audited financials that you have to have, and that bank financing might be easier to get. There were a lot of factors that were unknown factors, and a lot of factors that were known factors.

"When I measured all of them, I made the decision that it was something we wanted to do. We made the decision with our eyes wide open. I've learned not to second-guess myself on situations like that. There are times that I might say that I wouldn't do it, if I had to do it all over again. Then there are other times I would say I wouldn't trade anything for the experience. It was a wonderful experience, and I learned a heck of a lot in the process."

Now What?

The economy has been flat for several years, and the funding sources that once fueled the rapid growth of radio are extremely limited. What does that mean for the future of the Beasley Broadcast Group? The boss says that at some point, the company will grow again. "It will be on a disciplined basis," Beasley says. "We are paying down debt. As our leverage gets lower, if the time comes and we see something that we need to add, then we will. I expect the company to continue to grow, but again, on a very disciplined basis. I don't want to see the company ever take on too much debt again."

In researching Beasley Broadcast Group for this feature, we discovered something somewhat unusual in today's radio world: Employees tend to be lifers. As noted above, Fayetteville Market Manager Danny Highsmith has been with the company for over 40 years. Bruce Simel, who runs a cluster in New Bern, has been with BBGI for decades. There are similar stories in many of the company's markets, and George Beasley believes that's because he's created a caring environment.

"They know they are not just numbers in this company," he says. "They know that they can talk to the CEO, the CFO, or the COO of the company any day, any time. There is an open line of

2004: KSTJ-FM becomes the first commercial station in Las Vegas to convert to HD Radio, and the first in the nation to use datacasting for navigation purposes

2006: BBGI launches an interactive division

2011: Ground broken for Appalachian State University's George G. Beasley Broadcast Complex



2003: BBGI is first broadcaster to put HD Radio on the air in Miami, Philadelphia, and Fort Myers-Naples

2005: KSTJ broadcasts the first public demonstration of an HD Radio multicast on a commercial FM during the NAB Convention

2009: The company launches its iRadioNOW application; WXTU/Philadelphia hosts its 25th Anniversary Show

2011: Beasley Broadcast Group celebrates 50 years of growth and success in radio broadcasting

communication to these people. I think they feel comfortable working with us. We do have a number of people who have been with us for quite some period of time. You are right. We try not to operate with revolving doors. I want people to feel like they are being treated just like I would be treated if I were in the same situation. They know that we expect a full day's work out of them. We know that we are all working with the same focus in mind, and that is to produce solid results for our shareholders at the end of the day. We all know what our charge is. We go out, we persevere, and we try to produce."

George Beasley turns 80 in April of 2012. He still goes into the office every day and still loves what he does. His kids are ready to run the company, there is no doubt about that. So why not relax, sit on the porch in Naples, FL, and sip lemonade for a while?

"I'm as committed to this company today as I was the day I started it, 50 years ago," he says. "I would like to hang in here for

another 50 years, but obviously that's not going to happen. At some point age does become a factor. I enjoy work. I enjoy my family. I enjoy the business. I enjoy keeping up with what's going on in our business. It's my life. I am very happy with it."

George Beasley wants people to think of Beasley Broadcast Group as a company that's stayed in business for 50 years, a company that cares about its people, and a good company to work for. He wants employees to be proud to say, "I work for Beasley Broadcast Group." **INK**

EXPANDED BEASLEY COVERAGE

Digital subscribers, [TAP HERE](#) for additional editorial on the Beasley anniversary, including audio, video, and more interviews with the Beasley family.



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LERMAN SENTER SALUTES GEORGE BEASLEY AND THE BEASLEY FAMILY

for 50 years of industry leadership, integrity and truly impressive
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RADIO'S BEST MANAGERS

It's safe to say that being a manager in radio has never been tougher. Staffs are dwindling, technological breakthroughs have drastically increased competition, and big revenue gains for radio are a distant memory. You must innovate to win. If you make it as a manager today, there is no doubt that you possess superior leadership capabilities — skills that include the ability to drive ratings and revenue, create community inside and outside your building, increase your digital presence (and figure out how to monetize it), and hire and motivate a great team. And that's just before 9 a.m.

Our 2011 top GMs can brag that they demonstrate all of those skills on a daily basis — and that they were all nominated by their employees in the building or by ownership in the home office. Both those groups realize the need to recognize the people

who have kept the ship steady in very rough waters. Rarely does a manager get the recognition he or she deserves. Top managers are usually busy recognizing and rewarding their own people. But who rewards them?

Our list stretches from New York City to unranked Rockford, IL. These are the best managers radio has to offer in some of the biggest clusters and some of the smallest towns. They could be running multiple stations with massive staffs or single stations where they still take an airshift. But they're all great leaders, and they all have different perspectives on how they've gotten to the top and how they plan to tackle the challenges they will face in the year ahead. And nearly every manager we interviewed attributed his or her success to one thing: the people on their team.



Market No. 1
New York
DEON LEVINGSTON
VP/GM, WBLS
ICHC Broadcast Holdings

"We are a family-owned standalone FM station in the number one market in the country and we consistently beat our direct competitors in ratings and revenue," says Levingston. "We don't have the money to outspend our competitors, and we definitely don't have their resources, so we have to be creative and everybody has to wear a lot of hats." Levingston believes the number one challenge for today's GM is reinvention: "Our industry is changing so fast that you have to work hard to stay relevant and on top of the advances. Growing and creating revenue will also be a major challenge for radio managers in 2012. We have to start creating more new revenue and stop chasing the same 8 cents. I think a major challenge for radio managers in 2012 will be the same challenge most of us have every year, and that is balancing our time between family and work."

On his success, Crowley says, "My daddy used to say, 'A title and a token will get you on the subway, but hard work will get you where you want to go.' I work really hard, don't count the cost, and will pitch in anywhere, any time I can help." He asserts, "Vision is the single most important attribute to make a leader relevant in the workplace today. The ever-changing environment we exist in can be so distracting and pressure-filled that the roadway has to be in sight at all times. It's the GM's job to keep that focus clear and centered and communicate it to all, without exception. Of course, acquiring that vision can be a Herculean task, and I'll say that it can be gut-wrenching when you do 'see' the future, and it's very different from the present. But that is the GM's lot."

Market No. 1
New York
JERRY CROWLEY
VP/GM, WOR
Buckley Radio



Market No. 1
New York
DON BOULOUKOS
SVP/Market Manager
CBS Radio

"I hire good people and let them do their jobs," Bouloukos says. "They take ownership and pride in their positions and responsibilities. They win and — seldom — lose as a team." He believes strong GMs must "lead by example and have knowledge about all aspects of station operations, and have the ability to hire a talented and experienced staff to manage the various departments of the stations and cluster."

"Our team is consistently challenging the norm to find innovative ways to connect with our listeners and deliver for our advertisers," says Ashlock. "Radio is a vibrant medium with unparalleled engagement, but consumers are bombarded with media options, and our team has successfully kept them connected through rich digital options, social media offerings — with daily talent commitment on Facebook and Twitter — fresh ideas for live events, and creative on-air integrations. A successful market manager does not operate a radio cluster, but an entertainment cluster. Second only to broadcast television in weekly come, we must fiercely and proudly represent our medium. We must be visionaries and willing to take risks to find new audience and revenue streams. And, above all, market managers must hire the right people, give them the tools to succeed, and empower them to make decisions. The top challenge of 2012 will be finding relevant, organic ways to naturally transition listeners between radio and our social platforms."

Market No. 2
Los Angeles
GREG ASHLOCK
Market Manager
Clear Channel Radio



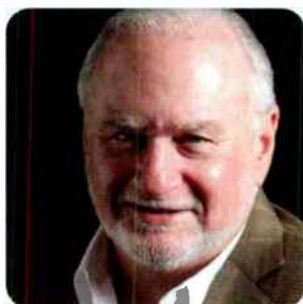
Market No. 2
Los Angeles
VAL MAKI
SVP/Radio Division
Emmis Communications

"I'm most proud of the way our team works together, and of their talent," Maki says. "When faced with a challenge or an opportunity, they say, 'In what ways might we — fill in the blank — solve a problem, enhance an opportunity, or grow a new stream of revenue?' We have a tremendous longevity among our team, and so our foundation is solid. From there, we can focus on how to further engage our audiences, serve them, and create capabilities that our advertisers want. We aren't spending time unnecessarily on creating basic processes or on problems due to poor communication, so we have time to spend on things that can grow. I'm proud of KPWR (Power 106) and its brand and position. We are here to grow its equity."

Walker says the first step toward becoming a successful GM is "to work for the right company that encourages strategic thinking and challenges you to do your best every day." He continues, "Secondly, finding and hiring the best people for your team who share your passion for the power of radio for both listeners and advertisers. Thirdly, allow and encourage everyone on staff to do their best." He says, "The top three opportunities for 2012 include taking advantage of radio's continuing huge reach, enhancing ancillary touchpoints with our audiences for our advertisers, and strengthening listener relationships through social media."



Market No. 4
San Francisco
DWIGHT WALKER
VP/Market Manager
Entercom Communications



Market No. 4
San Francisco
HARVEY STONE
President/GM, KBLX
iCBC Broadcast Holdings

"What makes me successful is that I love radio," Stone says, "and am excited to come to work with enthusiasm, as each day is different, fluid, and creative. After 40-plus years in the business, it never ceases to amaze me that I get paid for having fun. Being a standalone in the fourth-largest market presents unique challenges, and it takes a unique individual to not only exist, but to thrive and be successful. The people at KBLX are not only dedicated, but are driven to succeed. They come to work every day with a can-do attitude and are not deterred by stature nor intimidated by conglomerates! All of the department heads have been with the station a minimum of 20 years and are still hungry for success. The people working at KBLX make me proud and give me the energy to lead them in the right direction." Stone says the top three challenges for GMs in 2012 will be "staying focused on the product, staying connected to your audience, and staying ahead of the technological developments that can enhance the listening experience."



Market No. 5
Dallas-Ft. Worth
JOHN L. PEROYEA
RVP/Operations
Salem Communications

Peroyea says, "I am always available to my team members, our clients, listeners, and people within the community. I take the obligation of being a public trustee of our airwaves seriously and make it a point to serve the community, as well as put back into the community as often as possible. Everything I do to lead our team is done based on experience, and done in a highly strategic manner. Everyone knows where we are going and precisely how we are going to get there, in all areas of our operation." Challenges in 2012? "The stability of PPM audience measurement will continue to be a concern," says Peroyea. "Any surprise hiccups will cause great concern to any station. The economy of our great country is something many of us are concerned about. For example, my operations must stay ahead of the curve and still perform well in slow economic times. Therefore we must continue to create more and improved ways to beat the overall radio market, even during economic down times."



Market No. 5
Dallas-Ft. Worth
BRIAN PURDY
SVP/Market Manager
CBS Radio

2012 should be a banner year for political advertising, and Purdy says that is key: "It's imperative that we take advantage of a robust political year. The industry and our team need to do a compelling job of demonstrating to campaign committees and PACs that radio can drive opinion and voter activation better than any other medium." He goes on, "It's also critical that we rebound from a slower automotive category following the new-vehicle inventory issues of 2011. Our integrated programs have to be loaded with custom ideas that move the many new models available and take advantage of the new-vehicle pent-up demand. We need to continue growing our marketing specialist strategies. We have more access to decisionmakers than ever before. They need custom solutions using our on-air, online, and event assets to drive their business. There's no other medium that can build a brand and generate activation better than our radio brands and their assets."



Market No. 7
Philadelphia
NATALIE CONNER
VP/GM
Beasley Broadcast Group

Says Conner, "A GM/market manager who can balance the increasing demands to create branding opportunities with fewer resources and marketing dollars, be an event planner and concert promoter, all across new digital platforms and achieve revenue goals — whew! That's a successful GM/market manager. My staff describes me as part-day mom, batting coach, and shrink. Combine that with enthusiasm, a bundle of energy, and a determination to win each and every day — these all certainly factor in what I consider elements to succeed. I'm blessed to still love what I do after 30-plus years in radio. How cool is that?"



Market No. 7
Philadelphia
RUSS WHITNAH
VP/GM
Salem Communications

"Depending on interests and background, it is easy to spend too much time and focus in one area," Oxley says. "To truly lead, a GM needs to work diligently with every department head to make sure their organization is meeting and beating goals and developing and implementing a plan for future growth. I am extremely proud that our people never rest on their laurels. We have an incredible group of talented professionals that are always looking to find a way to improve." On 2012's challenges, he says, "One will be rising expenses, coupled with a struggling economy. I believe radio will outpace the broader economy, but increased confidence from the consumer is needed for significant growth. Two will be to continue to grow digital. Our industry must continue a strong showing in digital. Three is to continue to change and adapt our business so we can continue to grow. We cannot be static and expect to succeed."



Market No. 8
Washington, DC
JOEL OXLEY
Market Manager
Hubbard Radio

"The successful GM/market manager must be a motivator," Watkins says. "Flexibility, vision, and practicality are key in today's environment. One must be driven to success while providing leadership that supplies the natural invitation for staff to buy in to the business goals and objectives of the station. As the only standalone radio station in the Washington, DC market, we remain profitable and competitive while serving our community."



Market No. 8
Washington, DC
JIM WATKINS
GM
WHUR-FM
Howard University



Radio is
our heritage,
our future and
our passion.

Congratulations
George G. Beasley
Founder, Chairman & CEO
on our 50th Anniversary!

Cheers to BBGI *Radio INK* 2011 Top Managers!



Natalie Conner, VP/Philadelphia Market Manager
Kent Dunn, VP/Augusta Market Manager



Atlanta Boston Philadelphia Miami/Ft. Lauderdale
Las Vegas West Palm Beach Fort Myers/Naples
Wilmington Greenville/New Bern Fayetteville Augusta

Baker says what has made him successful over the years is “others — all of the people that I have known and worked with over four decades in the business.” About the challenges to be expected in 2012, he says, “The ability to positively affect and help clients reach their respective marketing goals, the ability to grow revenue in this present economic environment, and the ability to continue to hire and retain the best and the brightest, because of competition — not only within but also outside of the industry.”



Market No. 10
Boston
TOM BAKER
VP/Market Manager
Greater Media



Market No. 9
Atlanta
RICK CAFFEY
CBS Radio



Market No. 11
Detroit
KATHY STINEHOUR
VP/GM
Radio One

“I am most proud of our commitment and connection to the city of Detroit,” says Stinehour. “We are located in the heart of downtown, fighting the fight, which enables our stations to connect with city and local communities. Our mission is to improve education for our children, and we do that by partnering with Detroit Public Schools on various mentoring and college-bound advocacy initiatives. The best general managers need to have a spark that truly connects with people. You must be honestly invested in the success of everyone around you. It’s never about you. Everything is about them, because when people are acknowledged and rewarded, they will be motivated. Motivated people can always make something out of nothing.”

*Kathy gave Radio Ink more secrets to her success.
Read them [HERE](#) or at www.radioink.com/stinehour*

“I am never content with what we have, market share, ratings, or revenue,” Kenyon says. “Always looking for ways to improve. ‘World-class performance’ is a key phrase used internally among our staff. A great leader needs to be able to think at 50,000 feet, but must also still have a strong handle on day-to-day business. I am most proud of the team effort that goes into making our cluster successful. As recently as a few years ago, the stations operated basically independently of each other. They now work together in all areas of the business.”



Market No. 11
Detroit
DEBBIE KENYON
SVP/Market Manager
CBS Radio



Bob Proud, SVP of Operations & Austin Market Manager

Congratulations Bob,
for being named one of the
Best Managers in Radio!

You make us so very proud.

From your friends and associates at Border Media

BORDER
media





Market No. 16
Minneapolis
MICK ANSELMO
SVP/Market Manager
CBS Radio

"I've been blessed with having talented people who are competitive and love playing at the highest level possible," Anselmo says. "Be on a constant search for the next talented person who plays with passion and determination in any of your departments. Challenge them in a positive way every day, and celebrate their successes. Creating and defining the future, setting expectations high, and enjoying watching people and the team reach a higher level than they sometimes thought they could. Doing better every day, applied to our business. Expect more, everywhere in your stations."



Market No. 36
Austin
BOB PROUD
SVP/Operations & Market
Manager
Border Media

Philips says "working at it every day" is the key to being a successful GM. He goes on, "Being open to new opportunities, building a sales force that is focused on developing new revenue streams, must be committed to our listeners and to our clients. Most importantly, be a 'difference maker' rather than an 'excuse maker.' I'm demanding, but supportive — I feel the people who push you the most are the ones you remember most. The ability to manage day-to-day, as well as foresee the future — keep one eye down and one eye out."

"I'm fortunate to have been in this career for a substantial number of years, in different markets, formats, and managerial capacities," Proud says. "In the process, I've gained the empathy to be able to examine problems from different points of view and to manage multiple, often conflicting priorities. It would be presumptuous of me to deem that there is only one way of being a successful manager. I know many of my peers with vastly different styles and skill sets who are tremendously successful. However, radio management is still an interesting mix of science and imagination, so the good ones are able to effortlessly toggle between 'spreadsheet mode' and 'people mode.'"



Market No. 21
Baltimore
BOB PHILIPS
SVP/Market Manager
CBS Radio



Market No. 39
Hudson Valley, NY
JASON FINKELBERG
General Manager
Palam Broadcasting

Finkelberg says, "I constantly challenge the staff to improve, and I work to create an environment where they feel like they can try new things without the fear of failure. Like all GMs, I have many demands on my time. I stay focused on the two things that matter most: revenue and ratings. I try hard to prioritize, based on those two factors. If something isn't going to generate revenue or grow our audience, then it usually goes to the bottom of the pile. Of course, having a killer sales staff has been awfully helpful. Everyone looks smarter with a good revenue stream."

Jason gave us a lot of details about his success. Read them [HERE](#) or at www.radioink.com/finkelberg

KLGA AM
KLGA FM
KWBG AM
WIXN AM
WRCV FM
WSEY FM
KBLR FM
KFMT FM
KHUB AM
WFAW AM
WKCH FM
WSJY FM
KROR FM
KSYZ FM
KHBT FM
KGFV AM
KQKY FM
KRNY FM
KBBK FM
KFGE FM
KLIN AM
KLNC FM
WHDG FM

WLKD AM
WMQA FM
WOBT AM
WRHN FM
WRLO FM
KKAR AM
KMMQ AM
KOIL AM
KOOO FM
KOPW FM
KOZN AM
KQKQ -M
WCMY AM
WRKX FM
WJBD AM
WJBD FM
WBCV FM
WGLX FM
WLJY-FM
WYTE FM
KQWC AM
KQWC FM

Great Local Radio isn't a corporate mandate.
It's a passion of each broadcaster in our company.
It's who we are.



Rhonda Gerrard
General Manager
Omaha Market

Congratulations
To One of Our Best GMs in Radio



Market No. 52
Hartford
SUZANNE MCDONALD
SVP/Market Manager
CBS Radio

thinking. You need to be brilliant at the basics of traditional radio, while at the same time leading the way to developing and monetizing new revenue streams.”

“I believe a successful GM must recognize that their success is a direct result of their team,” Gerard says. “The main ingredient is to hire smart, dedicated people, and then allow them to do their jobs while focusing on building and maintaining positive, performance-based, and results-oriented culture. It is not easy with fewer people doing more, but this staff has stepped up to take on more responsibility and has willingly grabbed hold of new concepts that are outside of their comfort zone and traditional realm of responsibilities.”



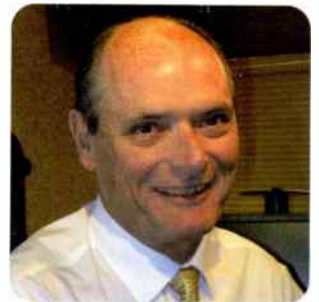
Market No. 82
Greenville, NC
LARRY WEISS
VP/GM
NextMedia

Says Weiss, “In order to be successful, a manager must use all the tools at his or her disposal. These tools include your programming and digital assets, your technical facilities, and, of course, your people. Organizational skills that will enable managers to implement a plan successfully are a must. A good manager must be open-minded enough to change gears when necessary and confident enough to take input from staff members without feeling threatened. The best managers are those who can leave their operations and never have anyone notice they’re gone — because they have properly trained and empowered their employees.”

Robertson observes, “The challenges of running a business have evolved so much over the past 10 years. Be a good listener but a decisive decisionmaker. Rely on all opinions, and never be afraid to seek help from people you trust, inside or outside your building. Come in every day knowing that it will present a new set of challenges and opportunities. I have been fortunate in my career to work only at winning stations with talented, highly motivated people. I have worked with so many talented people, and each has contributed to my management style.”



Market No. 74
Omaha
RHONDA GERRARD
GM
NRG Media



Market No. 86
Ocala, FL
JIM ROBERTSON
VP/GM
WOGK & WNDD, WNDT &
WNDN (WIND-FM)
Ocala Broadcasting

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**Mike Scott- DOS, Clear Channel
West Palm Beach**

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Market No. 90
Portland, ME
CARY PAHIGIAN
President/GM
Saga Communications

"While doing 101 little things correctly every day is key, the most important task is identifying, recruiting, developing, and retaining the right people," Pahigian says. "Just as critical is having the strength to remove destructive people from your organization, even if they are viewed as 'successful' — for example, a high-billing AE or popular air talent. The negativity they bring will hold your team back from true success. Making broader decisions for the organization as a whole is crucial. I love the industry and really see management challenges as growth opportunities."



Market No. 114
Roanoke, VA
DAVE CARWILE
VP/Market Manager
Clear Channel Radio

"I think I am successful because I get to do my hobby for pay, every day," Dunn says. "I love what I do and can't imagine doing anything else. I think now it is more important than ever to be a 'people person.' I think with fewer people doing more, we as managers have to listen closely and try to anticipate problems in employees. I think being a part of our community is more important than ever as well. Our listeners need to feel we are a part of where they live. If we don't become a part of their lives, we are no better than an iPod or satellite radio."

Carwile's view: "Our industry has gone through turbulent times. The manager has to stand at the helm and navigate the ship, no matter how bad or how long the storm. It's a tough job. The GM has to build a culture of performance inside the building. Everyone is responsible for performance. There is no other option if you are planning to win. What makes me successful is that I believe in what I am doing. I just celebrated 18 years in radio. I still get excited about what I do and the dedicated people around me."



Market No. 110
Augusta, GA
KENT DUNN
VP/Market Manager
Beasley Broadcast Group

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Nick Martin
General Manager, Big River Broadcasting

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WQLT-FM/WXFL-FM/WLVS-FM/WSBM-AM



Market No. 146
Trenton, NJ
LORENZO CALDARA
Market Manager
Townsquare Media

Caldara says a successful manager will “respect and appreciate all of our people, not titles.” He goes on, “The belief that true respect is earned and cannot be demanded — that includes patience, focus, drive, a strong hand when needed, and a bit of humility to also understand that the professionals you have working with you may actually know a bit more than you do in their field of expertise.”

“Leadership is the key,” according to Allen. “You can tell your staff to go on more calls, or you can say, ‘I want to go and meet with your top 25 accounts and develop a relationship with our clients and discuss how radio can and will continue to help their business grow, and that I am dedicated to making it successful.’ This not only creates a culture of respect, but, more importantly, accountability by example. Engagement at every level. I stay involved in our weekly meetings with all staff, including promotions meetings and sales meetings, and hold weekly one-on-ones with my GSMs and OM to discuss strategies and opportunities and, most important, what threats may exist.”

Market No. 92
Colorado Springs
GLYNN ALLEN
Regional Market Manager
Clear Channel Radio



Market No. 192
Tupelo, MS
BRENDA AND SCOTT BEBOUT
WELO, WSYE, WWMS & WZLQ
Mississippi Radio Group

This husband-and-wife management team is making things happen in Tupelo. Brenda says, “I have a passion for radio that I want to communicate to our team. Hopefully, they see that in our sales meetings and programming successes. It is critical for anyone’s success that they are passionate about their lives and careers every day, and that it shows!” Scott adds, “Most of my guy friends know that Brenda and I work together, and sometimes they say, ‘I can’t believe you work with your wife.’ I love what I do, and I get to do it with the love of my life! What more could I ask for? Success also comes when your team senses in you that you really are interested in their lives, not just at the station, but in their personal lives as well.”

Read more about Scott and Brenda’s amazing radio story at www.radioink.com/bebout

“A successful manager must have the attitude that good is never good enough,” Lieble says. “Building an organization is a process of continuous improvement, and a GM must be able to provide the leadership necessary to create that winning culture. Also, the ability to change is a necessary attribute for successful GMs. Be firm and fair, but be flexible enough to be ready to change to meet the next challenge you encounter. Lastly, have high standards, and invest in training for your sales, programming, and interactive departments.”



Market No. 238
Columbia, MO
CARLA LIEBLE
Market Manager
Zimmer Radio Group

“To me, the most successful GMs in the business are the ones that come out of small markets and up through the ranks,” says Martin. “We’ve done it all — doing an airshift when someone calls in sick, sales, billing, traffic, copywriting, production, play-by-play, remotes, limited transmitter work. You name it, we’ve done it, and that makes for a well rounded manager who has a true understanding of what this business is, how it runs, and what it takes to succeed at it. I’m certainly not taking anything away from large-market guys. They operate on a different level and do a great job. But the most successful guys know the entire business from the ground up.”

Read more about Martin HERE or at www.radioink.com/nickmartin



Market No. 249
Muscle Shoals, AL
NICK MARTIN
GM
Big River Broadcasting

“In my humble opinion, the reason I’m successful is my ability to get down into the trenches and do whatever is necessary to make sure day-to-day operations, from programming to sales to engineering, create a product listeners and advertisers crave to be a part of and have in their daily lives,” says Day. “I do all this with an open door for my staff and not letting minor setbacks discourage me from presenting a desirable, effective product. I also work closely with advertisers, charities, and civic groups within our community to form relationship networks that benefit both parties.”

Kevin Day tells us more about his love for radio HERE or at www.radioink.com/kevinday



Whitesburg, KY
KEVIN DAY
GM
WTCW-AM & WXKQ-FM
TCW Broadcasting



Klamath Falls, OR
ROBERT WYNNE
President
Wynne Broadcasting

"Never ask anyone to do something that you are not willing to do yourself," Wynne advises. "The dirtiest jobs in a radio station are an important part of what makes the whole system work. I believe I am successful because of the tireless dedication to the radio business that I have built over the years. I am more concerned about our on-air product and our reputation in the community than I am about titles and personal benefits. We may be in a small market, but that is no reason to think small."

Wynne has many more successes; read about them [HERE](#) or at www.radioink.com/wynne



Rockford, IL
J CHAPMAN
Market Manager
WGFB, WNTA, WRTB & WXR
Maverick Media

"I'm very lucky to have such an experienced and dedicated staff," Jacobs says. "To be a better market manager, I read a lot of books on a lot of different subjects, 15 different magazines, and I go to several different seminars every year outside of the radio industry. I think many times managers get caught up in wanting to know what's going on in the radio industry, which is OK. But we really need to know what's going on in the minds of the consumers and the minds of business owners."

To read more about how Don leads his team to success, click [HERE](#) or go to www.radioink.com/jacobs



Sioux Falls, SD
DON JACOBS
Market Manager/VP
Results Radio/Cumulus

"In the last 25 years, the people at the two companies I have worked with have been some of the most driven, brightest, and most passionate people in our business," Chapman says. "When people like that are around, the team is very successful. The ability to focus the team and the individuals on the essentials that really determine your ability to achieve your goal is incredibly important. There are more distractions and challenges present now than ever — focus is critical."

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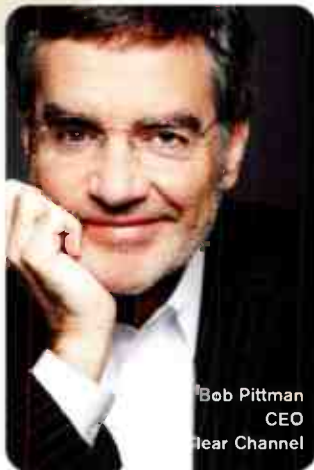
DENIMACHINE



JUMP INTO THE JEAN POOL In the early '80s, to supplement their income, jocks doubled as storm chasers. WABB/Mobile's "Coca-Cola Denimachine" was also used for WABB remotes and events around town.

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Coming December 5 In Radio Ink



Bob Pittman
CEO
Clear Channel

Changes are taking place in every market in the Clear Channel stable. Behind all the changes (with Clear Channel Radio chief John Hogan) is new CEO Bob Pittman, who was given the keys to the store in early October. There have been layoffs, and there have been new hires. There's a new programming strategy, and there is a big investment in digital. What is Pittman's vision for radio's largest company? Behind the scenes at Clear Channel with Bob Pittman in the December 5 issue of *Radio Ink*.

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