

Radio's Premier Management & Marketing MagazineSM

RADIO INK

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Vol. X, Number 7
Mar. 27 - Apr. 9, 1995

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Radio's Premier Management & Marketing MagazineSM

Vol. X, Number 7 March 27 - April 9, 1995

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Not sure if you should attend this year's NAB convention in Vegas? Let our NAB '95 Radio Guide help make your decision easier. Viva Las Vegas!

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Cover photo and computer graphics by Gary Bankhead

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Editorial Offices:
224 Datura Street • 7th Floor
West Palm Beach, FL 33401
Phone (407) 655-8778
Main FAX (407) 655-6164
Editorial Dept. FAX (407) 655-6134
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Circle Reader Service #105

How To Celebrate Your 75th Birthday



I discovered during a recent call to the Association of National Advertisers that they were aware of many upcoming events for TV's 50th anniversary, but had no idea that this year marked Radio's 75th anniversary. As an industry we need to take every opportunity to raise worldwide awareness of Radio. So I hereby declare this the beginning of celebration season! From now through the end of 1995 each of us needs to make a BIG deal about Radio being 75 (born Nov. 2, 1920). Here's how *Radio Ink* will make sure this special occasion is noticed:

1. *Radio Ink* will publish a special commemorative issue to celebrate Radio within the industry. This collector's edition will cover Radio from an industry perspective.

2. I am writing the biggest book ever published on Radio, "Blast from the Past, a pictorial history of Radio's first 75 years." It will be a 300-page coffee-table gift book, containing more than 500 historic photos covering Radio from the '20s through the '90s. It will be out in August.

3. I'm asking all stations to create and air their own Radio spots to promote Radio's 75th anniversary and make people aware of Radio. No begging for advertising ... just awareness spots in your station's own style and format.

4. For the best spots produced by

local stations, *Radio Ink* will award the first place winning station a table for 8 (value \$2400) at the big Radio Hall of Fame 75th anniversary weekend celebration October 27-29. There will also be prizes for Major Market, Large Market, Medium Market and Small Market categories. Plus, the winning spots will be pressed on to a special *Radio Ink* Compact Disc and distributed to all of our subscribers so you can pick the ones you like and air them. (Details to follow).

5. The top Radio producers in America will be contracted to also provide spots to celebrate Radio's 75th. Dick Orkin's Radio Ranch in Los Angeles is the first signed. Others will follow. We'll include them on the CD for you to air on your stations.

6. We have been working with others in the industry, and with a major TV production company, to develop a one-hour network television special celebrating Radio's 75th. It's being presented to a major TV network soon, and if accepted, could mean more exposure for Radio. If it occurs, I encourage all stations to promote it, showing Radio's power. If we can force this program into the top-rated TV slot, Radio will look great! Promotion spots for the show (if it's signed) will be included on the CD.

7. We have contracted with a mint to create a special commemorative coin to celebrate Radio's 75th. A portion of the net proceeds will be donated to The Radio Hall of Fame on behalf of *Radio Ink*. These coins will be collector's items.


8. We are working with an industry supplier to create an air check of Radio's first 75 years. This will also be on the CD. We're also working on creating a special 75th anniversary bumper sticker which will be stuffed in the commemorative issue and be made available to stations.

9. The Radio Hall of Fame has created an official Radio's 75th logo. Since they've done so much to make this anniversary special, I believe this should be the industry's official logo. We'll make

logo slicks available to you in the *Radio Ink* Radio's 75th anniversary issue so you can use them on all of your correspondence and promotional materials for the rest of 1995.

10. The Radio Hall of Fame is holding a special 75th star-studded celebration in October in Chicago. They have been out in front on this celebration and will be a focal point thanks to **Bruce DuMont**, president of the **Museum of Broadcast Communications**. "Radio's 75th Anniversary Weekend" will include a two-hour live Radio broadcast of the Radio Hall of Fame induction ceremony on October 29 hosted by **Tom Snyder**, **Tom Joyner** and **Susan Stamberg**, and featuring **Rush Limbaugh**, **Paul Harvey**, **Larry King**, **Gary Owens**, **Vin Scully**, and more. Plus there will be a Rock 'n' Roll Radio Reunion on Saturday night, October 28, featuring **Dick Clark**, **Dick Biondi**, **Casey Kasem**, **Cousin Brucie**, **Wolfman Jack**, and others. *Radio Ink* would like you to buy tickers, fly to Chicago, and take an advertiser as your guest. Tickets will sell fast. Call 800-860-9559. You can also air the two-hour broadcast. **WGN**, **WBBM**, **WRKO**, **WABC** and others have already agreed.

11. We will run anniversary ideas your station can use, along with updates in future issues of *Radio Ink*. The rest is up to you! We encourage **RAB**, **NAB**, local and state broadcast groups and all stations to get involved.

Radio's first and only opportunity to celebrate our 75th birthday should be huge, showing our pride in Radio. Please make Radio's 75th a big deal in your community by creating special Radio promotions, advertiser seminars, programs, mall displays, packages, etc. If you let us know, we'll publicize your events. Radio is 75 and we're proud of it! Let's show the world that we can throw one tremendous celebration. 

Eric

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World Radio History

PEOPLE IN INK™

The 1995 Country Radio Seminar in Nashville was crammed full o' Country. 1) Donning their hats and boots, performers of the CRS New Faces Show entertained and struck a pose with host/comedian Jeff Foxworthy (4th from left in front). 2) Foxworthy also took a moment to share a joke with some of the members of new group Western Flyer. 3) Bringing his own crowd was ABC's MOBY who did his show live from Opryland's Pickin' Parlor. With MOBY were l-r: sidekick Deborah Richards, singer Hal Ketchum, ABC's Mark Edwards, WKHX-FM Atlanta's Johnny Gray and singer Terry McBride. 4) McBride also showed up at the Artist Radio Taping Session where he was interviewed by Brian Norton of Jones Satellite Network. 5) Another famous McBride, Martina (2nd from left), kicked off the week at Westwood One's "Acoustic Country." Hanging out with Martina l-r were Westwood's Ed Salamon, WSM-FM Nashville's Cathy Martindale, RCA Records' Tommy Daniel and Westwood's Pam Green. 6) And posing at the President's Forum: Marketing in the Year 2000 were l-r CRB's Robin James and Lynn Kite, Infinity's Mel Karmazin, panel moderator Erica Farber, singer Wynonna Judd, Tower Records' Russ Solomon and WB-Reprise/Nashville's Jim Ed Norman.

Having fun of another kind were the kids who made it to the launch party at Manhattan's Wondercamp for Radio AAHS' new magazine and music service. 7) Standing with Radio AAHS' mascot AAHSIE™ was VP of Fun Jimmy Freeman and a young fan. 8) Jimmy also took the mike during a group wave with some kids (and one grown up kid) at the party. 9) Taking a breather were two Radio AAHS fans who checked out the new mag. 10) And proudly wearing their Radio AAHS T-shirts were l-r Children's Broadcasting Corp's (CBC) R. David Ridgeway, Warner Music Enterprise's Larry Lieberman, CBC's Jim Gilbertson, Doublespace/Radio AAHS Magazine's Jane Kosstrin-Yurick and Jimmy's mom, Carol Freeman. Oh, and if you look real hard you can make out Bugs Bunny in there.

— Shawn Deena

SEND YOUR "PEOPLE IN INK" PHOTOS

to: Shawn Deena 224 Datura Street • 7th Floor, West Palm Beach, FL 33401



READER LETTERS

I'd Like To Thank ...

Now that many people have called and written to express their comments about the *Radio Ink* Radio Wayne Awards, it is obvious that *Radio Ink* has indeed endeared itself to the Radio community.

You are congratulated for developing a format for recognizing those of us in the industry for our work. Please accept my heartfelt thanks for not only the award ... which is significant, but for continuing your work in giving us all some form of measurement to register our efforts.

Frankly, the nomination was sufficient distinction, but I am deeply honored to receive the Radio Wayne award because of whom it represents.

**H. Roger Dodson, VP/Training
RAB
Dallas, TX**

Much Ado About PBS

Your item supporting PBS [Jan. 16, 1995] surprised me. A public, noncom-



mercial station in my market began selling corporate IDs.

Corporate IDs turned into IDs with slug lines. IDs with slug lines turned into 10-second live reads. Then, 10-second live reads turned into 15-second reads, which included the sponsor sell line, plus the phone number. In 1995, I expect to hear live 30-second spots on this "noncommercial" station.

**Amy Waggoner, GSM
KQRS-AM/FM & KEGE-FM
Minneapolis, MN**

In response to your Jan. 16 editorial on PBS and CPB ("What if *Newt Nukes PBS?*"), I think you'll find disagreement among the broadcast ranks. Newt Gingrich's proposal may not be so bad.

Contrary to your suggestion, important public interest programming will not be sacrificed. As an example, Michigan Gov. John Engler's 1/17/95 State-of-the-State address was carried live in central Michigan by two PBS stations and three other stations (25,000-watt Gladwin com-

mercial station WGDN-FM, commercial news/talk station, WSGW-AM Saginaw, and Midland's 100,000-watt religious, non-commercial WUGN-FM). Believe it or not, there are stations that believe in serving their communities.

Scan the cable channels and you'll find diversity and some quality educational programs. The quality PBS-type educational and news-oriented programs will find a home. In keeping with the law of supply and demand, low-rated programs should be eliminated. If the federal government would eliminate tax-supported competition, you would have healthier free-market stations, enabling broadcasters to invest more in serving their communities. With the increasing pressures of additional broadcast competition, coupled with added government fees, I am sure that most in the broadcast industry would agree that the government does not need to be in the business of taxing the public to compete with the private sector for viewers or listenership.

Sell the public stations to the private sector, or require 100 percent of PBS operational revenue to be gained through private donations. That will force local PBS affiliates to offer programming that will truly stand the test of public interest, and Newt's goal will be met, as well.

**Steve Coston
WGDN-AM/FM
Gladwin, MI**

For what it is worth, you have my full support. It would be a national tragedy to lose the treasure that is public Radio.

Newt's nuking of CPB/PBS would also count Native American Radio among its kill. What a shame, since these unique stations serve to preserve the language and culture of the nation's first inhabitants — a much-maligned group if ever there was one.

As is theirs, yours is a noble effort.

**Michael C. Keith
Attleboro, MA**

ADDRESS ALL LETTERS TO

Reader Letters, c/o *Radio Ink*, 224 Datura Street • 7th Floor, West Palm Beach, FL 33401. Or fax to 407-655-6134. Each letter should include your full name, address and telephone number, and may be edited for clarity or space.

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Foreign Ownership To Be Feared or Revered?

by Michael H. Bader

Mention Rupert Murdoch's name in Washington and the specter of alien ownership jumps out immediately. Murdoch is a United States citizen, so the knee-jerk reaction is wrong. But what of foreign reaction to a United States citizen owning a local station, say in Marseilles, Ottawa or Beijing? How do they feel about us?

OK it seems in Australia where Clear Channel announced recently that it will own and operate a batch of Australian stations. It will own two in Sydney, two in Melbourne, one in Brisbane, one in Canberra, the nation's capital, plus a string of others in regional centers. It will also own Australia's largest rep firm.

Apparently the Australians don't fear alien influences over their airwaves as the Americans do over U.S. facilities. United States policy has been uniformly against any alien domination of American airwaves since the enactment of the Communications Act in 1934, and in earlier times, too. The reasoning for the United States ban on alien control is purely and simply fear that the public will be badly influenced by aliens.

The Australian situation is phenomenal. Most other nations will not allow foreign control of their broadcast stations. Most share the United States' fear of alien influences. Some are a little lenient — Canada, for instance, will permit 20 percent alien ownership, or 33-1/3 percent of a parent of the licensee (this seems to track the United States closely, our limits being 20 percent of the licensee or 25 percent of a parent). Mexico, on the other hand, is absolutely opposed to any alien ownership. Switzerland proclaims a policy allowing ownership by anyone, including aliens, but the grant of a "concession" is a difficult process for anyone. There are reports of U.S. ownership of varying degrees of former U.S.S.R. stations. There is no clear picture of widespread foreign ownership of stations, however. Hong Kong has allowed some U.S. ownership for years, but the Peoples Republic of China is adamant against foreign ownership.

But what of the future? Will international initiatives allow outright U.S. citizen ownership of foreign stations? The

answer seems to be controlled by our own policies.

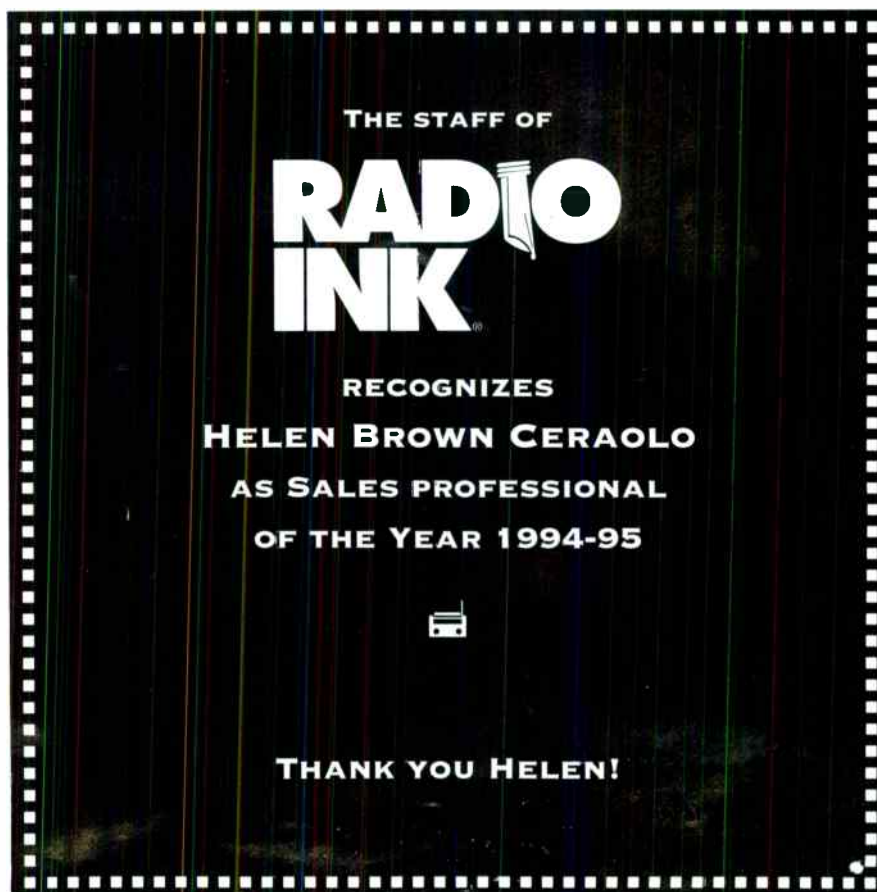
The United States is legislating and negotiating in favor of globalism, of multinational companies, and of the broadest intertwining of economic and monetary interests. NAFTA, the peso bailout, any number of U.N. initiatives, and a host of other governmental moves prove that this nation is embarked on a policy change, so the question is naturally posed by United States Radio licensees, How about us? Will the U.S. "lighten up" so that foreign nations will allow a United States company or citizen to own and operate stations in Serbia or Colombia? How much? How controlled? How financed?

The United States government and United States businesses hint at the answers: We are moving to a policy of accommodation that may help.

The U.S. government answer is a typical one today ... let's study it. The FCC has initiated a proceeding to examine how foreign interests can acquire greater interests in United States stations and telecommunications facilities. Initially, the main concern is the telephone/satellite/nonbroadcast arena. There, foreign companies have long been allowed their 20 percent or 25 percent United States investments. MCI, for instance, sold 20 percent of its stock to British Telecommunications last year. Sprint is trying to cut a similar deal with German and French telecommunications companies. Other deals are in the making with oriental companies and/or administrations.

The FCC is studying "the best way to regulate foreign access to the U.S. communications market in order to promote

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global competition." It is moving cautiously and is clearly pointing to an overriding policy of reciprocity ... you let us in, we let you in. That's about what the United States demanded of Great Britain in the MCI matter, and it's what is holding up approval of the Sprint/German-French deal.

What are the prospects for Radio, putting aside the mega deals for the telephone companies? Not immediately good, it would seem, since the Administration has gone to Congress with the following strongly worded statement:

"We would not ... move to lift the restriction with respect to broadcasting at this time. The Administration believes that we should not be too hasty in lifting restrictions on the amount of foreign influence over, or control of, broadcast licensees due to the editorial discretion of broadcasters over the content of the transmissions."

That's the view of the NTIA head, **Larry Irving** (he's Assistant Secretary of Commerce.)

The Chairman of the FCC tracks the NTIA position, and adds that a little allowance ought to be given for aliens

who want to perform satellite newsgathering functions for their overseas nations. That deserves some liberalization, in the view of FCC Chairman **Reed Hundt**.

Vice President **Al Gore**, however, could be read as favoring a broader approach. He told the G-7 conference in Brussels last month that "we have come to a point where protection is counterproductive," but he was mainly speaking of economic protection. The vice president stressed the reciprocity theme. But he did not, according to published reports, say no to Radio or television ownership liberalization.


So, just how valid is our national concern over aliens controlling the editorial content of our Radio or TV stations? We seem to have a modest amount of foreign material on the air now. It comes in unlimited amounts from border stations. True, much of it is in Spanish or French, but a considerable amount is in English. We collect information and program matter abroad, and our neighbors throughout the world collect it from us. We have such interesting anomalies as the free flow of CNN from Iraq and the availability of more and more information to our overseas

news bureaus in what once were hooded studios in Moscow or elsewhere behind the Iron Curtain.

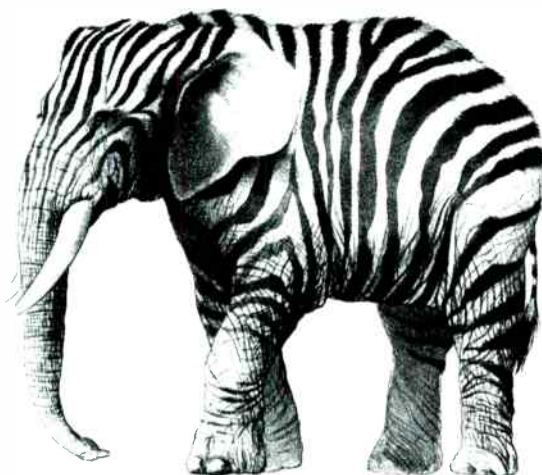
Supposedly the Australian experience will do much to defuse our national concern about alien influences over editorial content. While not exactly the best place to test the matter, Australia is a foreign nation and it does have its own culture, laws, politics, trade practices and other characteristics to project abroad. And we have our share. So, let us say that **Lowry Mays** persuades the new Australian Clear Channel stations staffs to "talk American," to propagandize, to influence that nation, one may end up saying, "So what, mate? ... we can handle it."

Let us say that that happens. What's wrong with a similar approach in this country? Will it espouse communism or Castroism or Catholicism? If it does, so what?

Setting aside the validity of this concern, what if the United States is presented with a foreign policy which does allow reciprocal U.S. entry into its local stations ownership? Will the U.S. then follow its indicated course of reciprocity and allow the foreign company to buy a United States station?

Perhaps the Australian experience will define our future course of action. It's a first, and deserves close observation.  *Michael H. Bader is a member of the law firm of Haley Bader & Potts P.L.C. in Arlington, VA., specializing in telecommunications law. He is also a broadcast station owner. He may be reached at 703-841-0606.*

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Neil Sargent Named TM Century President/CEO

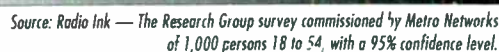
Neil Sargent, former senior vice president/affiliate sales of Westwood One Radio Networks, is "coming home" to TM Century as its new president and CEO. Sargent had been senior vice president of programming for TM Century prior to joining Westwood in 1988. **Marjorie McIntyre**, chairman of TM Century, says, "We are delighted to have obtained an executive of Neil's stature and background. His network and syndication experience brings a national overview that will aid him greatly as he faces the challenges ahead of us. His Radio station management background gives him the ability to truly understand our customer's needs."

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



What do you expect to have on the books before a month starts?

And, what other tools do you use to make your month?



Beth Murphy, GSM • WSIX-FM/WYHY-FM • Nashville, TN

At WSIX, we have grown accustomed to entering nine months of the year at 100 percent of budget with plenty of inventory to sell. At WYHY and in the other three months on WSIX, we need to go in with at least 75 percent local and 80 percent national to hit budget. If we start a month with less than 75 percent to 80 percent of our budget on the books, it is difficult to stimulate demand at that point by lowering price. If a month is off to a slow start, our best options are to use creative promotional tie-ins selling an idea, creative copy with a "hook" good enough to bring about a decision, or to sell nonspot promotions that don't utilize commercial inventory. Pacing eight weeks out is critical to us in knowing whether we're approaching a month with a reasonable chance of going in where we need to be. We stimulate demand by pricing to encourage early decisions, using goals for selling direct business to push demand and increase price as we approach the month. ☞

Joe Borenstein, NSM • KYKN-AM/KSLM-FM • Salem, OR

We like to have 85 percent to 90 percent of our goal on the books by the first of the month, both individually and as a station. Any less, and it's going to be difficult to reach goal. If we're behind, or just to make goal, sometimes we contact advertisers who are not on the air and offer them a special one-month schedule of "overstocks." This is basically our unsold air time that we'd rather get something for than run a PSA or a promo.

We also try to focus in on any key trade shows or events in the area to get additional advertisers involved. After the 10th of the month, we try to forget about the month we're in and move on to the next one. A few additional orders will trickle in for that month, but not enough to make a major impact. It's important for a sales staff to not get caught up in something that's a lost cause. Focus on the positive and move on after the 10th. ☞



Kathy Gonzales, GSM • KKBQ-AM/FM • Houston, TX

I like to be able to add an additional 25 percent more revenue within the month. That is not to say I like to enter the month at 75 percent of budget ... I like to go into the month as close to budget as possible, with inventory left to sell and those revenues going directly to the bottom line. Working within the month, every month, trying to make budget will drive you crazy. It's like living paycheck to paycheck. However, while dealing with the short term with the left hand, the right must continue to deal with the long term. Setting up future months cannot be put aside ... ever. It's the only way to get ahead, and actually be able to enter your months as you need to, not just as you want to. Planning ahead, accurately monitoring pending business, understanding the market and its pacing, knowing what orders to say yes and no to, and most important, saying no when necessary, are all helpful tools in assuring that you not only make your month, but your year. ☞

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Circle Reader Service #112

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Results

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CASE STUDY



Dwight Case

A show you're airing is making questionable claims. What do you do?



Catherine Moreau, GM • KHJJ-AM/KGMX-FM • Lancaster, CA

We have always made a practice of prescreening guests and their books or products for any locally produced talk shows. Skepticism seems to be a genetic attribute for any good news or talk Radio person. Our PD, Andy Vierra, thrives on that trait. He trains the talk show producers how to spot borderline potential guests. If they do get on, the host of the show is sure to add his or her own dose of "buyer beware" skepticism. Whenever we are approached to sell half-hour or hour blocks of time, we always insist on a tape in advance before agreeing to take the client (and they always seem to want to be on the air that Saturday).

Several years ago we were approached several times about paid programming concerning the lotteries to get into the wireless syndicate. We were uncomfortable with that and decided to stay away from it. On the other hand, we welcome all opportunities and approach them with an open mind. Overall, our disclaimers provide protection to the station, but we will always question those things we feel are irresponsible and not allow them to air. Radio has great opportunities with infomercials, yet we reserve the right to pick and choose. ☎



Sue Bahner, Station Manager • WDCW-AM • Syracuse, NY

A station's responsibility is to serve its listeners well, and to abide by established guidelines for advertising. To that end, upon the first inkling of doubt about the appropriateness of the advertising, I would contact the program's host to determine the veracity of the claims. Inasmuch as the station would also be potentially liable for the false information being furnished, clarification would be the first step ... and if the ensuing information indicates that there is need for concern, it would seem logical to ask the client to re-word the ad, and explain the reason for the request.

The station's adherence to truth in advertising far outweighs the potential of an advertiser who perceives the station as censoring. It is our responsibility to guard against false information being presented to our listeners. The trust factor that is built up between station and listener should be guarded at all costs. In a litigious society such as we have today, one needs to be extremely careful about the claims being made for products advertised on the station.

Cancellation of a contract should be the appropriate action, if no solution is forthcoming from the advertiser regarding the offensive ad. Sometimes, the problem occurs because the copywriter did not know the rules — and an explanation is all that is needed to obtain compliance. ☎

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500 hours, half the price

The Eventide VR204 4-channel digital logger is the perfect answer. It costs less than half the price of a fully optioned Eventide VR240! The high density DDS2 drive of the VR204 can actually record more than 500 hours, divided among up to 4-channels, on a single DAT tape. That's twice the record time of our original models.

Built-in hard disk

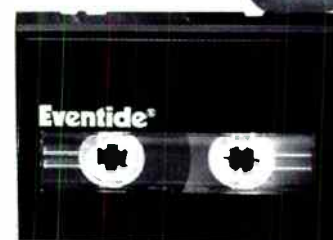
The VR204 is a single drive machine, yet it can play and record simultaneously. That's because it features an ingenious built-in hard disk memory module that keeps recording even if the tape is playing back an

earlier segment (or if the tape runs out). When the tape resumes recording, the content of the hard disk is transferred to tape, maintaining the completeness of the taped log.

Two-way compatibility

There's also a play-only model, the VP204, which is ideal for the GM's or PD's desk or for the group's main office. And both the VR204 and VP204 can playback any of the 24 channels recorded on an Eventide VR240.

Keep an accurate audio record of everything that goes out on your air. Keep track of the competition as well. Contact your broadcast dealer or Eventide for the full story on the economical VR204. Because without an Eventide digital logger, you really don't know what you're missing.



**Now record
500+ hours on
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by Sharon Crain,
Ph.D.

Resolving Conflicts

How to Make Lemonade from a Lemon

Conflict is built into the basic structure of stations. Since each department has a specific set of goals that often conflict with those of other departments, a system of checks and balances is created.

We need to take two basic steps to resolve conflicts productively and at the same time reduce our stress level. The first is to change our mind-set. We need to come from the viewpoint that conflict is not a competitive battle, but rather a creative opportunity. The second is to learn and use a process that will allow us to produce very positive results from conflict situations.

Research indicates that each of us has a favored style that we habitually use when we are confronted with conflict. That style is based on two dimensions of our behavior—our level of assertiveness and our level of cooperation. Notice which styles you use most.

What's Your Style?

Competing Style — High Assertiveness and Low Cooperation. The driving force of this style is win-lose and is based on the ability to dominate. It is also characterized by an unwillingness to listen and attempts to prevail through power.

Accommodating Style — Low Assertiveness and High Cooperation. The driving force here is to satisfy the other side even when you think they are wrong. It is characterized by sacrificing your concerns and giving in to their desires.

Avoiding Style — Low Assertiveness and Low Cooperation. The driving force is to get rid of the conflict. It is characterized by side-stepping, postponing or withdrawing from a threatening situation.

Compromising Style — Medium Assertiveness and Medium Cooperation. The driving force is to find an expedient solution that both sides can live with. It is characterized by taking the positions of both sides into consideration and exchanging concessions, or finding a middle ground position like splitting the difference.

Collaborating Style — High Assertiveness and High Cooperation plus High Innovation. The driving force is to find a better solution than a simple compromise where both sides lose something. It is characterized by the belief that when both sides share the common goal of win-win the result will be a desirable solution for both.

Since our habit patterns cause us to use only one or two styles, we want to increase our skill and flexibility so we can use the style that will produce the best result for each situation.

Step By Step

When we have an important issue with our customers, our co-workers or in our personal lives, we must learn and use the process of collaboration for resolving our conflicts. With the following step-by-step process, both sides can deal with each other in a logical, nonhysterical manner, while smoothly moving toward a win-win solution. Here are the steps:

Step 1: Susan communicates an intention to collaborate to Joe. Joe communicates an intention to collaborate back to Susan.

Step 2: Susan communicates her specific conflict points and the rationale for her position in a concise and logical manner. Joe listens to understand, takes notes and may interrupt Susan only to clarify.

Step 3: Joe presents Susan's conflict

QUICKREAD™

- While most managers have the desire to resolve conflicts well, we lack both the skill and tools.
- Research indicates that each of us has a favored style that we habitually use when we are confronted with conflict.
- Since our habit patterns cause us to use only one or two styles, we want to increase our skill and flexibility so we can use the style that will produce the best result for each situation.

points and rationale back to Susan in a manner that satisfies Susan that Joe really understands. Susan monitors Joe's presentation for true understanding and accuracy and "signs off" that she is satisfied.

Step 4: Joe now communicates his response to Susan's conflict points and adds any other points he may have along with his rationale. Susan listens to understand, takes notes and may interrupt only to clarify.

Step 5: Susan presents Joe's conflict points and rationale back to Joe in a manner that satisfies Joe that Susan really understands. Joe monitors Susan's presentation for true understanding and accuracy and "signs off" that he is satisfied.

Step 6: Susan and Joe creatively explore new solutions together until they find one that will be win-win.

Step 7: Susan and Joe implement their solution with an agreement to correct and improve for increased workability.

When you see the almost magical results of using this process in your station, you will know it really is possible to make lemonade from a lemon.

Dr. Sharon Crain is an industrial psychologist and a pioneer in the field of biofeedback to manage stress. She may be reached at 602-483-2546.

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At the 1995 NAB show, there's one place to go for all the answers: Computer Concepts, booth 2503. You probably know us as the makers of DCS, the industry's leading on-air hard disk system. But now Computer Concepts has proven digital solutions for every facet of radio station operation.

To make it easy for you to get the answers you need, we've set up six separate hands-on demonstration areas in our NAB booth this year. Each one is dedicated to a particular on-air or production situation, and equipped with the latest hard disk solutions from Computer Concepts. Every product is backed with the dedicated service and support for which Computer Concepts is known.

For straight answers about digital systems for every radio application, come straight to booth 2503.

If you're not planning to attend the show, call Computer Concepts at 800-255-6350 and we'll fill you in on what's new and what's best.



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Fax: 913-541-0169



by Rob Balon

Get Real

Don't Overestimate the Average Listener's Product Knowledge

One of the most critical mistakes broadcasters make is to overestimate the product knowledge of the average Radio listener. This is because the listener they generally encounter usually bears little or no resemblance to anything that's "average." In fact, these people more often than not fall into what might be termed the superlistener category. They are extremely visible. They come to remotes. They call the station frequently. And they enter various contests, generally giving what all broadcasters crave the most: frequent positive feedback.

There's only one problem. Research shows that such superlisteners make up about 1 percent of the total available audience. The rest is composed of people who — even though they may listen five to six hours a day (at the high end) — usually don't have the slightest idea of what Radio is all about.

Top-Of-Mind Awareness

In the course of conducting market research for hundreds of stations during the past few years, we've come to realize

there's a shocking lack of familiarity with the finer points of Radio stations among most listeners. A few of the comments we've heard include: "Oh, I like the station with the funny guy. You know, K-something." "Oh yeah, I like that Rock station. I don't know the numbers." "Yeah, I used to listen to KAAA, but it seems like they're playing the same song every five minutes these days."

Each of these comments is enough to make a PD's hair stand on end. During many focus groups, I've seen PDs who have wanted to jump through the mirror and strangle the person who made the "same song every five minutes" comment. "For God's sake," the PD would reply (generally for the sake of the GM), "I've got that record in a five-hour rotation."

Confused Listeners

Listeners make comments like this because they're confused. They listen to four or five stations, and probably hear the offending song on all of them. But for lack of knowledge, they attribute the five-minute label to your station. It means, at least for that listener, that your station hasn't done a good enough job of differentiating itself from the competition. The implication is clear: If your station has a lot of listeners who can't differentiate your station from the competition, the chances for significant ratings "wobbles" or even consecutively bad books increase.

We often lose sight of the real world of ratings and shares because many of us live in a fantasy world where listeners hang on every word we say and are familiar with our contests and promotions, not to mention the smallest nuances of our programming.

These are listeners who have their

diaries clutched in their hands as we sweep them through the quarter-hour. These are listeners who really hear the difference now that the station has added another recurrent during the middays. In short, it's a world in which a linear relationship exists between the smallest things we do at the station and an immediate movement in Arbitron.

Reality Rules

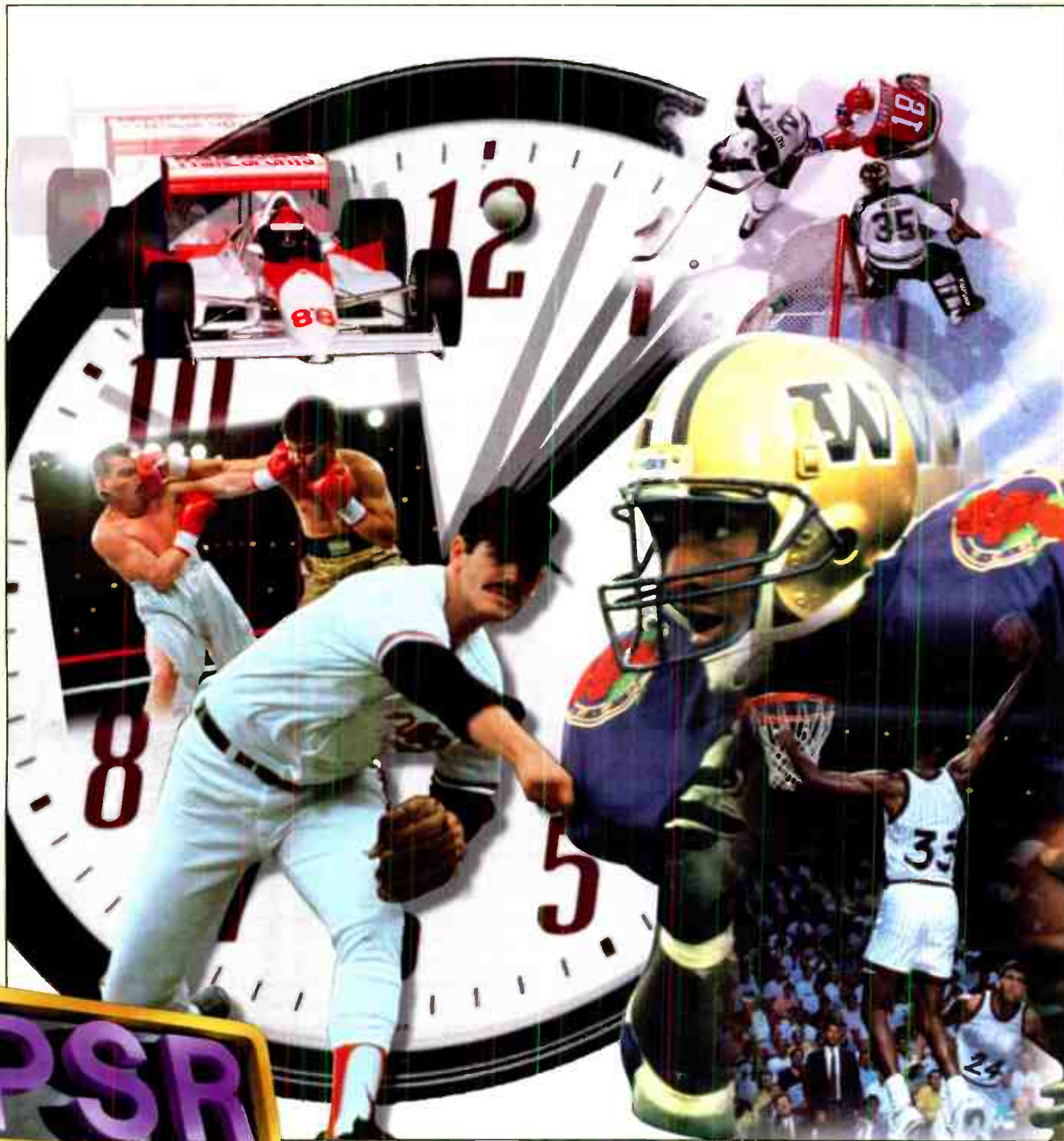
Taking this fantasy Radio world one step further, we might even hear this conversation ... Scene: Breakfast — typical American household — two upscale 30-somethings engaged in casual discussion. Woman: "So what do you think of that new station, 96.5?" Man: "Well, my main problem is that they stop down too many times an hour." Woman: "Yeah, if they stopped down less, they'd have an easier time with their guaranteed music pitch." Man: "And they have an annoying tendency to come out of the last stopset each hour with a power gold." Woman: "Oh, I know what you mean. I think they've got entirely too many titles in their library ..."

The problem with Radio today is that the above scenario — as humorous as it may be — reflects a sort of wishful thinking on the part of the broadcast community. All of us routinely give lip service to the fact that we are aware of how little our audience knows. Yet many stations program and market as if the couple above were typical listeners, and as if quarter-hour maintenance were still the order of the day.

Rob Balon is president/CEO of The Benchmark Co. in Austin, TX, which specializes in open-ended perceptual research for Radio. He may be reached at 512-327-7010.

QUICKREAD™

- One of the most critical mistakes broadcasters make is to overestimate the product knowledge of the average Radio listener.
- Because of the way the ratings system is structured, it's imperative that listeners have a clear idea of what each Radio station offers, not to mention its call letters.
- All of us routinely give lip service to the fact that we are aware of how little our audience knows. Yet many stations program and market as if quarter-hour maintenance were still the order of the day.



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by Chris Lytle

Strange Clients

So Who's Calling on the Computer Dating Services?

It seems like yesterday when morning drive was dominated by "traditional" Radio advertisers such as department stores, car dealers, tire stores, and TV and appliance dealers.

It used to be you could call on a banker who could make a decision. Now it seems that it takes a board meeting in another state to render a decision for anything.

And unless your market is different, every Radio sales rep who's left our business now owns his or her own advertising agency that specializes in putting clients on television.

Who, then, are Radio's new advertisers?

Body Piercing ... and Other High-Margin Businesses

On Monday morning, Feb. 6, 1995, I heard two commercials back to back that startled me. The first was for the Center for Cosmetic Dentistry. It prom-

account executive from Results Radio in Madison, WI, heard them on the Radio recently while on a ski trip. Perhaps tattoo and body piercing places should advertise on TV. Radio's theater of the mind might make the ads too compelling. Imagine what an OES schedule for body piercing could do in your market. Now when your client says that nobody responds to Radio ads, you can say: "Oh, yeah? What about that ring in your 16-year-old's nose? Proof that Radio works."

Twenty years ago, dentists and dating services weren't on the air. They weren't even on anybody's account list.

Even Vermont Teddy Bears rated a page in Interep's "Radio Success Stories IV" book, so it wouldn't hurt you to stop and think about the next big Radio category for your station.

Advertising or Marketing?

Even if they don't want to advertise, professionals must market themselves. And the personal computer means almost anyone can start an information-based business without a lot of start-up capital.

What do information-based and service-based businesses have that today's retailers don't? In two words — higher margins. Wal-Mart and other discounters have done a great job of driving down the margins of the retailers that used to make up the bulk of Radio's advertisers.

Reality Check

How many categories have the "category killers" killed? Inc. magazine: "Between 1989 and 1992 more than 60,000 retail businesses closed their doors."


QUICKREAD™

- **Get cash in advance from the body piercing places, but don't ignore professional services and the new entrepreneurs who can start a business with personal computers.**
- **A quick look at the new business categories on the station will tell you if your salespeople are building new business.**
- **With the margins of retailers squeezed, service businesses offer new hope.**
- **Do a reality check. How many categories have the category killers killed in your market?**

This is nothing to be afraid of. Radio's sales are up. But understand that the need to prospect and discover new businesses with the potential to generate higher margins, and an ability to afford Radio, is an ongoing challenge.

Look at your station's logs. How many advertisers do you have on the air that weren't even in business five years ago? And look at your logs from five years ago. How many of those advertisers are still on the air — or even still in business?

Got any local office supply stores on the air? Got any local office supply stores still in business? Only 6,000 remain nationwide, down from 13,300 just a few years ago.

Peter Drucker said, "Whom the gods would destroy, they first grant 40 years of business success." Chances are your biggest client 10 years ago is not your biggest advertiser today. So who's calling on the computer dating services?  Chris Lytle, president of The Advisory Board Inc., is author of the Radio Marketing Master Diploma Course. He may be reached at 800-255-9853.

Chances are your biggest client 10 years ago is not your biggest advertiser today.

ised a better smile. What that means to you, the ad implied, is the ability to attract a better partner and even be more successful in business.

OK. But the very next ad was for a business called Cupid Inc. Cupid Inc. is a computerized dating service. Their slogan: "Sometimes love needs a little shove."

Imagine the full-sing jingle!

But don't imagine the full-sing jingle for the tattoo and body piercing place in Bozeman, MT. Pam Crawford senior



EVERYBODY WANTS TO RULE THE ROOST!

What holds true in nature sometimes carries over into the corporate world. It seems every company aspires to be the fastest, the biggest and the best. It's a desire to be number one, to rule the roost. Here's how you do it.

Prospector™ **is** your new business development tool. It finds you new clients. GridONE™ **is** yield management. It maximizes your revenue. SalesSCAN™ **is** sales force automation. It makes your sales staff more efficient.

You need more than ratings analysis alone. TAPSCAN delivers more.

Ongoing enhancement and innovation ensures that your TAPSCAN systems always keep you ahead of the competition, and will always give you results worth crowing about.



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205-987-7466



by Bob Keith

Category Killers Creating Monster Revenues

Main Street used to be a friendly place where the founders of businesses worked behind the counters of their stores, and everyone got along.

Then came the monsters of Main Street — "Category Killers." Category killers are large national chains of mass merchandisers like Wal-Mart, K-Mart and Toys R Us. It's been estimated that Wal-Mart will cause three local stores to go under when it opens, drowning them in a sea of low prices. Main Street will never be the same. Category killers leverage volume buying power into low prices in pet supplies, lawn and garden, health & beauty care, pharmacies, sporting goods, music and video, shoes, appliances, hardware, automotive, and children's and infant's needs.

Good Clients

News flash. Category killers make good clients. Each category killer represents \$5,000 per store in new ad revenue. I have two clients who generate more

than \$150,000 annually through their efforts with a single chain.

News update: These stores need help. I know of one instance where a store manager was so determined to participate in a local Radio station promotion (he had no media budget), he used his office budget to purchase a copier on credit, then returned it for cash to pay the station. He never intended to make copies; he wanted to make cash!

That station didn't know how to implement a vendor program. They do now, and are reaping the rewards.

You can too. Begin by identifying a local decision-maker (district/store manager) who can authorize vendor purchases and in-store displays. A vendor program is really about real estate. Ten thousand people per week shop K-Mart. Vendors want that foot traffic, and the impulse sales that go with it. You must be able to secure in-store displays.

Next, create an understanding with the trade (the retailer) for working together. It must be a partnership. They

give you display, and you sell it to the vendors in exchange for financial consideration. No display, no vendors, no program — simple!

Use the midway (front of store) or volume aisle for vendor display. For example, a store (district) may have problems promoting video, need additional lawn and garden sales, or need help introducing a new pharmacy. As long as it is willing to buy and display a vendor's product(s), you will be able to secure vendor dollars and promote the category.

Next, secure a vendor prospect list from the trade, complete with names and phone numbers. You will need two prospects for every one you hope to sell. When selling a vendor program with in-store real estate secured, you will close one in two vendors, or 50 percent.

DSD Vendors

DSID (direct store delivery) vendors are good prospects because their products are purchased locally, and turn

25 ▶

E-Z UP Instant Shelters Every Station's Favorite :60

Start to finish, this sturdy, steel-frame, fabric top shelter takes less than :60 to set up. No ropes. No tools. Nothing to assemble.

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We Do Custom Graphics



QUICKREAD™

- "Category killers," the monsters of Main Street, are actually large national chains of mass merchandisers, like Wal-Mart and Toys R Us.
- Category killers make good clients. Each category killer represents \$5,000 per store in new ad revenue.
- Radio stations can reap the rewards of a vendor program with a category killer by, first, identifying the local decision-maker (district/store manager) who can authorize vendor purchases and in-store displays.
- DSD (direct store delivery) vendors are good prospects because their products, such as candy, snacks, beverages, cookies and crackers, are purchased locally and turn quickly.

quickly. DSD items include candy, snacks, beverages, cookies and crackers.

Next, get SKUs, quantities, and prices from the vendor. The trade will want to know exactly how much product they have to buy and display, and at what prices.

For example, say the vendor is Pepsi™, and it wants to sell-in four pallets (quantity) per store of 12-ounce twelve-pack (SKUs) cans at \$2.49 each (trade's price). Now, it's up to the store to accept or refuse these pallets.

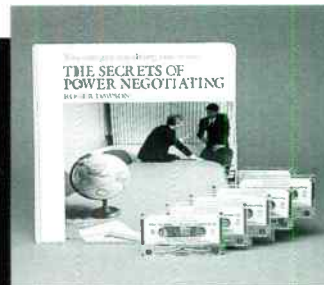
Beware of co-op. Sometimes corporate will use co-op funds for other purposes. Find out if the vendor has incremental funds. These funds are unencumbered.

The trade's participation should include reducing their mark-up on promoted items to enhance sell-through for the vendor. A low price leads to higher sales. If the vendor sells the product in on-deal (sale), the trade should pass the TPR (temporary price reduction) through to the consumer. Factor in the cost of POP (point of purchase) displays, and keep your station's call letters off. It can work against you if corporate sees them. Some stores will pull all promotional materials when they know corporate big-wigs are in town.

Category killers are the wave of the future. Learn to work with them, before your competitors do.

Bob Keith is president of Keith Vendor Concepts, a sales and marketing firm specializing in new business development. He may be reached at 415-922-7275.

Invest in Your Private Seminar in Power Negotiating The Secrets of Power Negotiating by Roger Dawson.



Six audiocassettes with 24 flash cards and workbook.

In the radio business you must negotiate daily, and most successful radio executives will tell you that your ability to negotiate well is the most important personal skill you can have.

Roger Dawson, who was the hit of the NAB Los Angeles show, is the world's leading expert on Power Negotiating. Thousands of people pay \$495 each to learn about Power Negotiating at his public and corporate lectures.

By listening to this cassette program in your car you'll learn how to:

- ◆ Get full rate card and still have the other side think they won.
- ◆ Apply the five most critical issues in any negotiation.
- ◆ Match your negotiating style to the personality of the other side.
- ◆ Use 20 negotiating gambits that will give you total control of the other side.
- ◆ Learn how to resolve conflict smoothly.

Warranty: If you and your salespeople are not easily able to sell at full rate card within 30 days of listening to this program, send it back for a complete refund!

Special Offer: Through this Radio Ink promotion only, you get the 6 cassette album *Secrets of Power Negotiating* with 24 flash cards, comprehensive workbook and a free copy of Roger Dawson's 296 page book *Secrets of Power Persuasion*. All for only \$65 plus \$3 shipping. CA residents add applicable sales tax. To order call 1-800-YDAWSON (932-9766) 8A.M.-5P.M. PST.

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Circle Reader Service #121



by Holland Cooke

Focus Group on Rush Limbaugh ... In Cyberspace

A couple weeks ago, I posted the following on the Internet:

"Your opinion please! I'm a media consultant writing a piece for managers of News/Talk Radio stations. If you'll take just a moment to email me your responses to four quick questions below, I will incorporate your feedback into my recommendations to Talk Radio's powers that be. Question 1: Other than the Rush Limbaugh show, what do you like best about the Radio station Rush is on? Question 2: What do you like least about the station Rush is on? Question 3: Is Rush on the station you listen to most? Question 4: Regarding another station you also listen to: What do you like best about that other station?"

My goal? A focus group in cyberspace. After all, Limbaugh has arguably been the engine of AM Radio's

renaissance. But what does the rest of Radio sound like to 20 million dittoheads? Not surprisingly, they weren't shy. Here are some highlights.

Q&A

Question 1. Other than the Rush Limbaugh show, what do you like best about the Radio station Rush is on? "Most comprehensive morning news coverage." "The best part (besides Rush) is the hourly news broadcasts."

These responses were typical of many, which suggest that listeners can be trained to also use the station as a handy news appliance even though they might think of it as a Talk station. And many responses imply that Rush plays well alongside good shows of any ilk, not just other conservatives. "Generally I don't listen to WABC except when Rush is on, but when I do, what I like best is Ed Koch's show." "Dr. Laura Schlessinger is fantastic on KFI." "Even though I am conservative, I like listening to different people's views."

Question 2. What do you like least about the station Rush is on? Several respondents raised technical issues. "Poor quality sound." "Crummy reception during the day and I lose them altogether after sunset because of power reduction."

One thing that came through loud and clear: Talk Radio isn't the wallpaper many music FMs are. It's up-front, and its listeners are particular. "The local hosts are poor and their weekend programming is weak." "They dropped the local Talk show with a liberal host, who gave a nice counterbalance, and a chance to air differing opinions."

Question 3. Is Rush on the station you listen to most? What we're fishing

for: How — other than Rush — do these Rush fans use Radio. And how they might recall their listening habits if Arbitron sent a diary. "I listen to it only for Rush. I am generally a Rock/Hard Rock listener and a college student." "No, Rush is not on my local NPR station." "I used to listen to this station exclusively, but recently another station in the area has changed to all Talk with a conservative format. I listen to Rush now and then switch to the new station."

Question 4. Regarding another Radio station you also listen to: What do you like best about that other station? "Jazz!" "I like the morning show on PLJ. They're silly and I can listen to the music. Also, they have news and traffic updates." "It broadcasts Rush on one-hour delay, so if I miss part of his program I can pick it up later." "It's a Christian Contemporary music station." "At the moment, that station is KPIX-FM, simply because they are covering the OJ trial wall-to-wall."

Conclusion? Interesting! But, as with data surfaced in face-to-face focus groups, don't initiate sweeping changes based on comments like these. But do be curious. Try to hear your programming differently, the way "they" hear it. I've never come away from any of the many focus groups I've observed with all the answers. But every time I've felt I had a better handle on "the questions."

Holland Cooke is a Washington, DC-based programming consultant specializing in news/talk and full-service AM. He may be reached at 202-333-8442.

For a free copy of Cooke's full report on this study, send a self-addressed, stamped, business size envelope to Cooke at 3220 N Street NW, Washington, DC 20007.

QUICKREAD™

- People on the Internet were asked what they like best and least about the Radio station Rush is on, if Rush is on the station they listen to most, and regarding another station they also listen to, what they like best about that other station?"
- Responses suggested that listeners can be trained to also use the Talk station as a handy news appliance. And many responses implied that Rush plays well alongside good shows of any ilk.
- One thing that came through loud and clear: Talk Radio isn't the wallpaper many music FMs are. It's up-front, and its listeners are particular.
- As with data surfaced in face-to-face focus groups, don't initiate sweeping changes based on the comments alone. But do try to hear your programming differently, the way "they" hear it

The owner's spouse calls you complaining about a tune you're playing — now what?



Adam Goodman, Program Director • WZMX-FM • Hartford, CT

If I were told Michael McDonald (Suzanne McDonald's husband) was on the phone with a complaint about the music, I'd probably think it was the former lead singer of the Doobie Brothers before I would think it was Suzanne's husband.

Michael tries to remain as nonRadio as possible and if he called regarding any Radio topic (which he has never done) I'd gladly welcome the input. Being a former research director, I've learned to use any & all comments as listener research. Since most of the people we see day to day are Radio people, any contact with 'regular' people can be useful.

We also forget that spouses, girlfriends, boyfriends, acquaintances, etc., can be useful in a lot of ways. Whether we like it or not, our decisions will never be as objective as someone who isn't in the station every day. Any information can be useful, it's the way it's used (or not used) that determines its effectiveness. ☎

Eric Mark, Program Director • KMRO-FM • Oxnard/Ventura, CA

You have two choices: live with it and smile or put on your boxing gloves and pack your bags (just kidding). I suggest that you be very diplomatic about it. Find out the reason behind the complaint. It might be legitimate. When talking with your GM's spouse be very attentive, take notes and thank the spouse.

There is a factor you need to know: Does the spouse fit the targeted audience? Usually not. They tune in because that's where their spouse works. When you go to the GM, be very diplomatic and explain the call. Let's say the GM agrees with their spouse. Then defend the song if it's a hit; if not, kill it. It's not worth the hassle. Say the GM disagrees, explain how you hope their spouse understands that you do what's best for the station even if we personally don't like it.

Remember, the GM is the one who hired you. It's not a losing fight, but it could be, if you put your gloves on. ☎



J.J. Duling, Program Director • WOLL-FM • West Palm Beach, FL

Years ago, I actually had a GM's wife call me on the late-night show from a party, demanding I play a certain song immediately or she'd tell a certain GM type "about my behavior" and have my job. I calmly explained to her that by doing what she asked, I'd be violating the policies laid down by her husband and that I'd be in big trouble if I followed her order. I was scared to death the next day that he'd really let me have it — he never mentioned it.

Bottom line: We're on the air for the audience. If put in that situation, keep your cool, be polite and respectful, but remember why you're in that studio or in that PD chair. Winning managers/owners understand that. If your GM or owner doesn't, you have to ask yourself if you should be working for them in the first place. ☎

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by Eric Small

Subcarrier Contracts

What You Should Know

The top of the list of most frequently asked broadcast subcarrier contract questions is, "How much should I charge?" The answer is, "That depends." Market size plays a big role, as do the station facilities. A class C station is worth more than B, and a class B is worth more than an A. And within a class, the higher antenna (better coverage) means more money. In my experience, a conventional subcarrier can command anywhere from \$300 per month in a smaller market to \$18,000 per month in New York City.

The Contract

The simplest kind of contract is a monthly lease for a fixed fee. However, "piece of the action" deals are common. The station is paid a percentage of the revenue derived from the subcarrier. Sometimes it is a simple percentage of the gross revenue; sometimes it is a fixed payment per subcarrier. Radio tuned to the station. The desirability of taking a piece of the action depends on your estimate of how successful the service

will be, how much you trust the subcarrier operator, and, a strong contractual provision allowing for an audit.

Generally, a shorter contract favors the broadcaster. The introduction of new technology or a changed regulatory environment may make a modification in a subcarrier arrangement desirable. Depending on the technology the subcarrier uses, changing stations may entail visiting each receiver to change carrier frequency. That encourages the subcarrier company to press for long contracts. Faced with not being able to get a short-term contract, you should include some escape clauses. Cancellation for nonpayment is an obvious one; sale or bankruptcy of the subcarrier service could be another; any change in FCC Rules affecting subcarriers might come in handy; and irreconcilable technical problems can also be included.

Protect Your License

This is important to discuss with your communications lawyer. With only one rarely used exception, a broadcaster

bears full responsibility for whatever is transmitted over the subcarrier. For a background music service, be sure that the operator has taken care of paying royalties on the music.

Things become more complicated when the subcarrier is a foreign language service. A contract between the station and a speaker of the language is the traditional way to handle this. When the subcarrier is carrying digital information, things get more complex. The station should be able to monitor and interpret everything that goes out. The only exception is if the service meets the legal requirements as a common carrier, and the FCC agrees. A lawyer is a must here.

A technical means of self-defense is that the station should always have an easy way to turn off the subcarrier quickly from the remote control point.

Technical Stuff

Subcarrier contracts either say almost nothing about technical matters, or they go overboard in agonizing detail.

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- The simplest kind of contract is a monthly lease for a fixed fee.
- With only one rarely used exception, a broadcaster bears full responsibility for whatever is transmitted over the subcarrier.
- When subcarrier contracts contain a lot of technical detail, it's usually to the detriment of the broadcaster.
- Subcarrier leasing can be a nice source of additional revenue for an FM station.

When detailed, it's usually to the detriment of the broadcaster. Saying nothing about the technical aspects is OK until there is a dispute, then the lawyers get a lot more money than if one had helped write the contract in the first place.

Some subcarrier contracts make a big deal about everyone complying with all applicable FCC Rules & Regulations. Too bad that since the deregulation of subcarriers in 1983 there haven't been many rules.

If the subcarrier is an audio service, like background music or ethnic broadcasting, then the following technical provisions will be fine.

- Subcarrier Frequency: 67 or 92 kHz
- Injection: No more than 9.5 percent; no less than 8 percent
- Deviation of subcarrier: 5-7 kHz.
- The generator supplied must be "clean."
- All harmonics must be at least 40 dB below subcarrier.
- All other products must be at least 60 dB below subcarrier.

In addition, be sure to specify where and how these parameters are determined. The safest way is to say "at the transmitter site using standard broadcast monitors." It's also a good idea, before signing the contract, to set up the whole system and make the measurements just to be sure that each side can actually deliver what they promise.

If the subcarrier is an RDS/RBDS service at 57 kHz, then the NRSC RBDS standard is available from the NAB. Include it by reference in the contract, and what's left to decide is how much injection to give the subcarrier and what portion of the signal to reserve for station use.

Typically RDS/RBDS service wants about 3 percent injection. A few ask for triple that. That's OK, except that you will no longer be able to add two conven-


tional subcarriers at 67 and 92 kHz; only one can be used.

There are also several one-of-a-kind digital subcarrier services around. Most are technically fine; a few are disasters. Here the services of an engineer and lawyer, preferably who know one another, are essential.

(Note: All subcarrier contracts are "custom" and need the attention of an attorney who is experienced in communications matters. Don't fall for the line, "It's a standard contract, everyone signs it." Even with a small market subcarrier contract worth upward of \$50,000 over

its life, a percent or two for a lawyer is cheap insurance.

A consulting or contract engineer can be helpful, but be sure they've had prior experience with subcarriers before committing a lot of money to them.)

Subcarrier leasing can be a nice source of additional revenue for an FM station; it can also be a major source of grief. The difference is almost always the quality of the leasing agreement. If it reflects the real world, then rarely are there problems later on. 

Eric Small is president of Modulation Sciences, Inc. He may be reached at 800-826-2603.

An offer to Radio Ink Readers

From John Schad, President, Smarts Broadcast Systems
P.O. Box 284, Emmetsburg, IA 50536

I Want You To Give Me A Call. Here's Why.

As President of SMARTS Broadcast Systems, I have been involved in the PC digital audio revolution since we installed our first system over 5 years ago.

It is my observation that the development during these five years has resulted in the greatest thing to hit the radio industry since the cart machine. But the fast pace of these changes has confused the present day buyer.

If you are making a decision on digital audio, you need to have some basic information. That's why I want to make an offer to every reader of this ad who is interested in digital audio or automation. **CALL ME AND I WILL PERSONALLY CHAT WITH YOU** about how this new technology can benefit your business.

I promise you two things. First, this is not a sales pitch for our products. This is an attempt to provide expert guidance in wading through the morass of information on digital audio. If we can mutually see that our products can be of benefit, we will send you our literature, and our sales reps can follow up. Secondly, we won't be degrading the competition. If my company doesn't offer a product that will benefit you, we can try to point you to someone who does.

If you are stymied by the digital world, I can talk to you from the perspective of an owner/manager (I used to own a radio station), or from the perspective of an engineer (when I owned the station, I was also the engineer), or from the vantage point of our current business which pioneered digital audio five years ago, and continues to develop the future of digital technology.

If computers themselves are a mystery to you, or if you don't know how computer-based digital audio can help your station operation, I can help you sort it out.

Call SMARTS toll-free at 800-747-6278. International customers can reach us at +712-852-4047. Ask to set an appointment to talk with me, John Schad. We'll find a time that works for both of us, and go from there. We want to learn from you, and you can learn from us. I don't want to bill myself as the "Dear Abby" of the digital world, but I can give you honest information. I look forward to hearing from you.

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INTERVIEW

SCOTT GINSBURG

Chairman & CEO of Evergreen Media

Scott Ginsburg is founder of Evergreen Media Corporation. Prior to forming Evergreen, he was co-founder of both Statewide Broadcasting Inc. and later, H&G Communications Inc., where he was also COO.

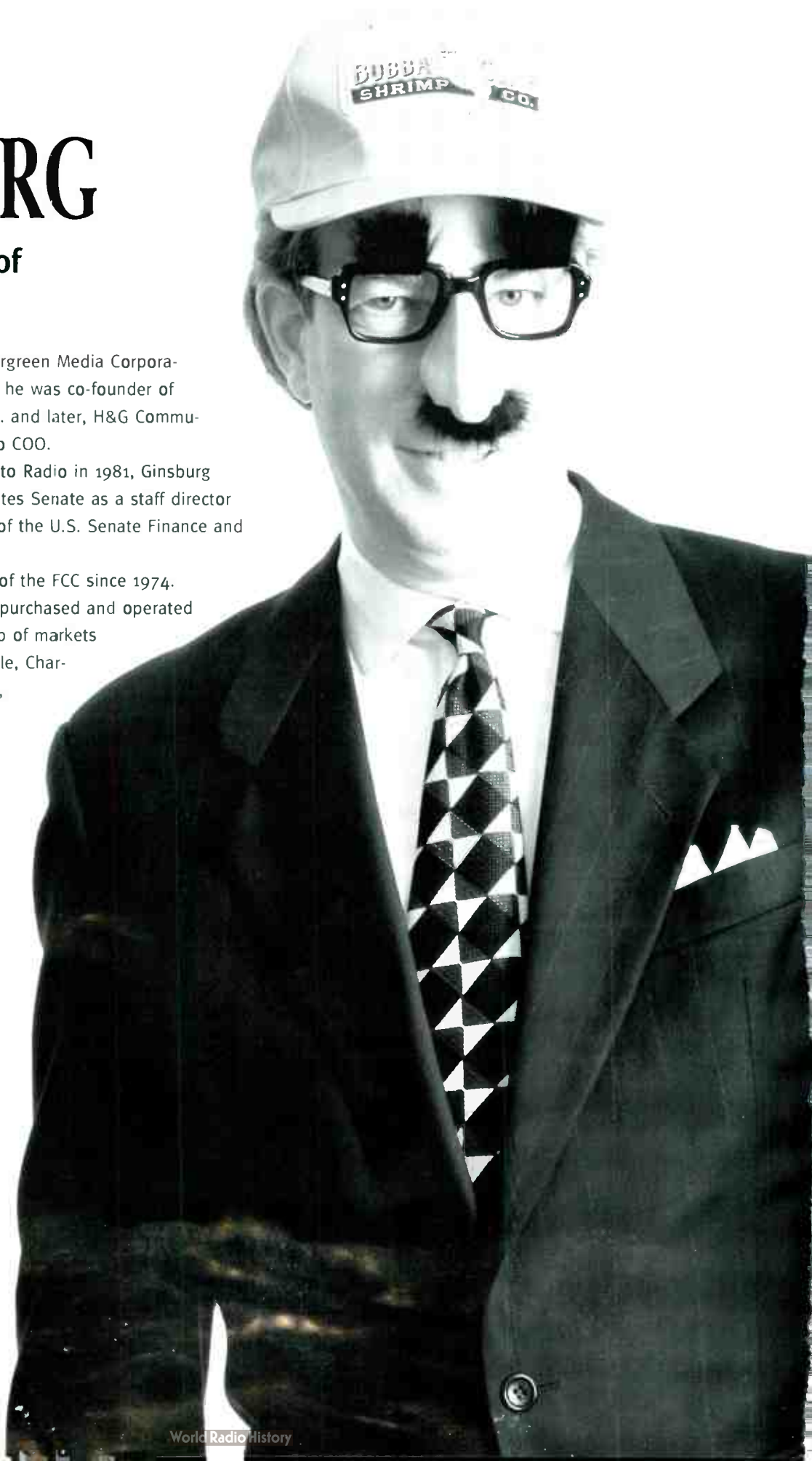
Before devoting his time fully to Radio in 1981, Ginsburg was employed by the United States Senate as a staff director and counsel for subcommittees of the U.S. Senate Finance and Labor Committees.

Ginsburg has been a licensee of the FCC since 1974. Between 1981 and 1995, he has purchased and operated Radio stations in a diverse group of markets including Tallahassee, Jacksonville, Charlotte, Honolulu, St. Louis, Miami, Houston, Detroit, Dallas, Washington D.C., San Francisco, Chicago, New York and Los Angeles.

In May 1993, Evergreen Media Corporation completed an initial public offering. In October 1993, the company completed a convertible preferred offering. Both issues trade on the NASDAQ.

Ginsburg is a graduate of Georgetown University Law Center where he received a Juris Doctor Degree in 1978. He received a bachelor's degree in political science from George Washington University, Washington D.C., in 1974.

He and his wife, Lynne, have two children: Drew, 13, and Laura, 11.



INK: How did you get started in Radio?

GINSBURG: I visited my first Radio station at the age of 12 and was quite intrigued. At 17, I spent a few months as a college disc jockey. Then, in 1974, I became associated with some family members and other people to purchase an AM Radio station in Ft. Lauderdale, Florida. WABF-AM. The most famous other investor was Bud Paxson. From there, I went through undergraduate and law school, and worked in the United States Senate from 1973 until 1981. At that time, the first Republican revolution overtook the Senate. I had been working for two Democrats and, basically, lost my position.

INK: What was your position?

GINSBURG: I was staff director and counsel to the U.S. Senate Labor Committee on Employment, Poverty and Migratory Labor and to the U.S. Senate Finance Committee on Social Security and Medicare.

INK: What was the most startling revelation that you took out of that experience?

GINSBURG: I learned that you can talk to anybody, and not to be afraid of anybody, and that the most powerful people in the world, be they from the legislative branch of the United States Senate or anywhere else, are totally approachable and very willing to share their experiences.

INK: How did that lead you back to Radio?

GINSBURG: I left Washington, D.C., in 1981, because I did not choose to become a lobbyist, or an attorney in private practice. I formed a business plan to get involved in the Radio business.

INK: Touch on some of the strategic plans that you had laid out?

GINSBURG: I had looked at the business plan, or what I could determine was a business plan,

for the major Radio groups which at the time were RKO, NBC, CBS and Group W. What became apparent was that they owned, by and large, major market Radio stations with their FM signals being of a superlative quality but, even more important, their AM stations were the landmark properties in each of the cities. Meaning that in effect they were either the 50 kilowatt clear channel or were the 5 kilowatt regional signals at the very low end of the dial.

INK: But very much heritage properties.

GINSBURG: Heritage properties that had been built over many years. And, as a technical facility, they were the best in the marketplace. From that I determined that the most appropriate business plan was to begin the collection of the best facilities available.

INK: That, at that time, was a fairly optimistic undertaking. How did you proceed?

GINSBURG: In the beginning, it was really a bootstrap operation. We didn't have any significant backing until the late '80s when we were able to invest in some major market properties that attracted the interest of a Merchant Banking Fund and some other funds and various money managers.

ACQUIRING BPI

INK: Let's talk about the recent acquisition of BPI. How did that come about?

GINSBURG: The BPI acquisition was a culmination of our discussing with many different Radio groups the opportunities that were available by forming an alliance. It became clear as we went through and talked to some of the best and largest groups in this country that, ultimately, Evergreen would have to either merge with a larger company or try to merge a smaller company into it. This was all with the idea of growing our presence in the nation's major markets.

INK: Now you have an extra FM that, legally speaking, you have to get rid of. Tell us more about that.

GINSBURG: In Chicago, Evergreen currently owns WRCX-FM and WLUP-FM. We are attempting to seek a one year waiver for the acquisition by Evergreen of WEJM-FM and WVAZ-FM so that we would, in fact, have four FMs, two of which are not currently permitted under the FCC rules.

INK: Wouldn't your intention be to hope that within that year something will happen in Washington that will allow you to

SIDELINES

◆Leisure activities: Travel, dinner and movies with neighbors, athletic activities, and riding my Harley.

◆Recommended reading: Technopop thrillers (Ludlum, Follet, Koontz) for airplane rides and W.B. Yeats before bed.

◆If you were granted one wish, what would it be? More — not less — traffic congestion.

◆Whom did you listen to on the Radio when you were growing up? I didn't listen to the Radio until I was 16; then, I turned on the Radio and found out that there were no personalities on local Radio in Sioux City, IA. Occasionally, I was able to pick up KOMA-AM and KAAV-AM for late evening programming.

◆What did you want to be when you grew up? Broadcaster and attorney.

◆What is your pet peeve with Radio? Negative personalities and any format which is defined as weather, traffic reports, sales promotions and 50 minutes of music an hour.

◆Of what achievement are you most proud? My family.

◆As a listener, what is your favorite format? News/information or high profile personality shows in the mornings, Rock 'n' Roll in the afternoon, Urban/AC at night and Top 40 on the weekends.

◆What advice would you give someone who wants to get into Radio? Associate yourself with the very best ownership, programming and sales/marketing organization in your community. Soon, thereafter, you will rent a U-Haul!

own more Radio stations in Chicago?

GINSBURG: Our posture for the FCC is that, if the current rules continue to apply, we would hold these Radio stations for no longer than a year and, again, if the rules continue to bind, we would seek to at least have one of these Radio stations purchased by a minority enterprise.

INK: What would you like to see in terms of ownership rule changes?

GINSBURG: My position is very clear. I fully support the Pressler legislation. Sen. Larry Pressler [R-SID] has introduced

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legislation that would permit Radio station national ownership limits and local ownership limits to be controlled, by and large, by the antitrust laws of this country. That would mean Radio would be looked upon, in context of all the media voices in the community, not just by virtue of how many Radio stations you own in a given market. For example, in Chicago, there are literally over 100 media voices when you count cable, Radio, newspaper and TV ownership. There is a wide diversity of voices in that city. Having three, four, five, or six Radio stations should not be a competitive is-

sue that would attract the attention of the Justice Department. We think that ought to be the way these acquisitions are looked at.

INK: So what can we do to move the FCC, and move Congress, in this direction?

GINSBURG: Really, there are a number of people who all are working in the same direction. The National Association of Broadcasters, the Radio Operators Caucus and a number of individual CEOs and group heads have come together in support of the Pressler legislation. I think that is an important milestone. We all agree that this is our ideal legislation. So support has to be garnered by first introducing as much evidence as we can into the records to support the Pressler legislation and, then, by lobbying our Representatives and our Senators to back it and to then favorably vote it out of committee. Vote for it on the House and Senate floor and, ultimately, enact it into law.

INK: How is this acquisition going to change your structure? Will you have to add more senior level management to be able to handle the additional acquisitions?

GINSBURG: Yes. We've committed to adding a senior executive at the corporate level to assist us with sales and marketing issues, and so forth.

INK: What about your operations?

GINSBURG: I believe that Evergreen will become stronger as an entity because of the acquisition. We will have a wider and more diverse group of cash flowing Radio stations. We will be entering New York, Detroit and Charlotte for the first time. We will have additional Radio stations in Chicago. So we will be able to have a broader base of revenue from a more diverse series of markets.

INK: Charlotte doesn't automatically appear to be one of those markets that Evergreen would naturally target to be in.

GINSBURG: I would agree with that, and I have dealt with that issue very directly both with the employees of the Charlotte Radio stations, as well as the management of BPL. Together, they have convinced me that Charlotte is the kind of market that has experienced explosive growth over the last few years and will experience more of the same over the next few years. The Charlotte market also has a high density of duopolies. As a result of market conditions and internal growth, there will be quite a bit of upside in the equity for the investors.

OWNERSHIP LIMITS

INK: Based on existing ownership limits, are you there yet?

GINSBURG: No. We currently have seven FM's and four AM's in Evergreen. We purchased another 11 Radio stations. In this situation, the composition is seven FM's and four AM's.

INK: Do you have available capitol to go after more growth?

GINSBURG: I think we either have the capitol now, or will have the capitol available as we go into the future.

INK: Will you try to acquire some other stations right away?

GINSBURG: Obviously, we will take a cautious approach to continued growth, but there are a couple of deals which we have been working on now for some time and will expect to complete them as well.

INK: Do you have any target markets?

GINSBURG: Yes. Boston, Philadelphia, Atlanta and Dallas.

INK: What is your criteria?

GINSBURG: We are looking for superlative technical facilities. We are looking for excellence in the people who are in the Radio stations and formats that are well-established in the community.

INK: How important are multiples and cash flow?

GINSBURG: We haven't set any specific guidelines on what the range should be. By and large, we have purchased anywhere between seven and 12 multiples depending on what we believe the upside potential will be as we move forward.

INK: Obviously, you're bullish on the Radio industry.

GINSBURG: I think the Radio industry is really just beginning to see tremendous growth. The last year or two has surprised just about everybody in the industry with how healthy it is. The fact is that I think the Radio sector will continue to be healthy. Our number one job, in my judgment, is to continue to peel away the dollars from the newspaper industry, which is a 45 billion dollar plus industry, and convert the growth of that sector into additional dollars in the Radio industry. As of the end of 1994, we are a 10 and a half to 11 billion dollar industry. Significant growth can be nicely accommodated in our targeted and efficient advertising medium.



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INTERVIEW

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BATTLING THE FCC

INK: Talk about your recent FCC battle.

GINSBURG: We stood up for our rights and the rights of our disc jockeys when the FCC arbitrarily and capriciously at tacked some of our Chicago-based broadcasts as indecent. Rolling quickly forward to the last chapter of that litigation, we were able to ensure that our licenses were protected, which is our first and most important obligation. We did not forfeit a single dollar in penalties. Number two, we were able to get the FCC to agree to publish more precise guidelines on what would be indecent broadcast. We await the FCC's actions because, if and when they should decide to publish some indecency guidelines, we believe it will help the entire industry.



L to r: Matthew E. Devine, Treasurer/CFO; Ginsburg; and James E. de Castro, President/COO.

INK: The legal response you sent the FCC was probably thicker than the New York City phone book. It pointed out double standards between TV and Radio.

GINSBURG: There is no question that there are two standards. That goes not just for indecency, but for things as obscure, but as important to morning shows, as using the telephone. All of us can recall at one time or another seeing Dave Letterman making phone calls to phone booths and strangers picking up the phone. That is an illegal phone call. If it had been done on the Rad — we would

end up with an infraction.

OPERATING PHILOSOPHY

INK: What would you say is the operating philosophy behind Evergreen, which has forged your growth?

GINSBURG: Our ability to find the very best broadcasters — management, sales executives, programming and promotions personnel, individuals in every department — in the communities and have them join our team. This has been the essence of our ability to grow.

INK: You have a unique corporate culture. If you walk into one of your Radio stations, it feels different than most. Though businesslike, it also seems as if it is a lot of fun. It is a very inviting environment.

GINSBURG: We have, in fact, a philosophy which is the smartest person in the room is the person with the best idea. By that, it means that everybody has an equal opportunity to share their experiences and, in fact, lead any given effort, whether it be a sales effort, a programming effort, a business effort, or a promotional effort. So, the opportunity for advancement is always inside one of our Radio stations.

INK: What are the hardest and most frustrating moments that you experienced and what mistakes did you make that you wished you hadn't?

GINSBURG: The most difficult problem in starting any business is the capitol formation. In the early days, I'll never forget going with the banker to our AM Radio station in Chicago explaining why we needed to borrow two million dollars to pick up this acquisition. The banker spent two or three days in the Chicago area trying to determine what would happen if one of our towers fell down. I was thinking to myself this entire time, listen you dummy, that has nothing to do with why you're lending me the money. The tower could fall and we could put it back up. The fact of the matter is that finding the right capitol, by that I mean the patient capitol, to build the company was my biggest frustration in the early years. In terms of the current issues, we have a publicly traded company where we have taken our capitol, or at least a portion of our capitol, from the public market. We naturally have become concerned with our day-to-day stock price. We have learned in the last year and a

half or two years that you can become overly concerned on any given day, or any given week.

INK: John Kluge said that one of the biggest, most damaging things in business is the quarterly statement in a public company, because people are focusing short term instead of long term.

GINSBURG: He was right about that. We have been able to overcome some of those hurdles. Although, I must say that I believe a quarterly financial review is a helpful thing in many instances. It is not helpful, in all instances, to long-term planning.

THE SYNDICATION BUSINESS

INK: You're into syndication now, syndicating Kevin Matthews and Jonathon Brandmeier out of the LOOP.

GINSBURG: We have some of the finest talent in America. At our Chicago station, WLUP-FM, Jonathon Brandmeier does afternoons there. Danny Bonaduce does the midday shift and, of course, Kevin Matthews handles mornings. Kevin is now syndicated in two or three markets. I believe we'll have more markets lined up soon.

INK: Is this syndication effort a serious project, or is this just kind of a toy?

GINSBURG: I would say that it is anything but a toy. With the kind of talent we have and their ability to attract ratings, I think it will succeed, and particularly with name brands like Kevin Matthews, Jonathon Brandmeier and Danny Bonaduce, who are able to attract a good deal of attention as their syndication begins to achieve ratings successes in other markets. It is a small effort that will turn into a very large effort over time.

A DOMINATING PRESENCE

INK: What should we expect out of Evergreen in the next five years?

GINSBURG: I think you should expect us to take full advantage — as we have in the past — of the rules of the game. We have seen the rules change from seven AMs and seven FM's to 12 and 12, to 18 and 18, and now 20 and 20. In the future, we will see the national ownership limits grow again. In addition, we've seen it go from one AM and one FM to the duopoly rules which allow you to own two AMs and two FM's. I believe those local rules will change as well. Then, you can expect Evergreen to become more dominant

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and more ever-present in each of the markets that we operate in.

INK: You are the fifth company in size right now ... Are you shooting for number one?

GINSBURG: I've always thought that Avis was a much better rental car company when they were in the number two position and "worked" harder because they "tried" harder.

INK: One of the things that I think people are concerned about is that companies like yours are going to gobble up the entrepreneurial opportunities in Radio. Do you think that is true?


GINSBURG: The fact of the matter is that when I first got started in the Radio business I was still visiting engineers who had acquired their broadcast license by some sort of competitive filing they had made at the FCC. They won their license in a comparative hearing. We were talking to the engineers who owned these licenses. After that, we talked to a lot of family businesses, the single station, mom and pop family operators that owned the signal. Today, all those acquisition op-

portunities have been taken advantage of by ourselves and by other operators. In order to buy major market properties, you now have to deal with significant entities, whether they are corporations, Merchant Banking Funds, or large multimedia companies. There are no easy ways to enter major markets. So, I would suggest that those entrepreneurial opportunities have already disappeared in the major markets. Evergreen's game plan is not to own every Radio station in every market in the country. I have no desire to do that whatsoever. We want to continue to focus in the large major markets and become a more dominant presence in those markets. So, I don't see us eating up any opportunities for the operators in the smaller- and medium-sized markets.

WHY DO IT?

INK: Scott, you've made more money than most. Why do you do all of this?

GINSBURG: It is a question that a lot of people have asked me, "Scott, why don't you simply take the money off the table and go enjoy the rest of your life? You're 42 years old. You have plenty of time to

enjoy the money." To those people I would say that I don't do this for the money. I do it for the pride of working with people like Jim de Castro and Matt Devine, [president and chief financial officer, respectively]. I do it because I think we have some of the best general managers in the business. I do it because I enjoy providing an umbrella under which we can build these local organizations and watch them thrive and provide an opportunity for individuals to create a broadcasting career inside of Evergreen Media. We very intentionally did not name this Ginsburg & de Castro Broadcasting, because we wanted it to be an entity that people could identify with that was beyond the names of either Jim de Castro or myself. Without question, we are important leaders in this organization, but we wanted this organization to have life beyond us, to have a code of conduct and a way of competing that would thrill a group of people to be here. Most of our people are not working for the money, either. Certainly, money is an important factor. They are working because they want to be part of the Evergreen team. 

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SPECIAL REPORT

is Vegas!

vision Management Conference/TVB Annual Marketing Conference, the NAB MultiMedia World, the Broadcast Engineering Conference, and the Broadcasters' Law & Regulation Conference. Our guide highlights all the Radio sessions (as well as some recommended Engineering, Law & Regulation, MultiMedia, and TV sessions). After all, Radio is not just about Radio. Many new technologies in other media will eventually change the Radio business. It's time to broaden your perspective.

There will be a number of technical sessions about DAB (Digital Audio Broadcasting) along with demonstrations at the Broadcast Engineering Conference. At the Broadcasters' Law and Regulation Conference you'll get information on Direct Broadcast Satellite (DBS), lotteries, contesting and EEO requirements. A must-see at the Broadcasters' Law and Regulation Conference is the session on renewals (which the NAB says may save your station). Also at this conference is a session for managers on upgrading your station, a session on acquiring stations, and one on how to avoid FCC fines.

We highly recommend attending the Multimedia World Conference to see what is happening in that arena. Check out the innovations in RDS, RBDS and subcarrier products. Check out HDTV and one of the many sessions on interactive TV. Finally, find out what TV is saying about Radio, the future of TV, and cross promoting on Radio and TV. In our May 8 issue we'll give you an overview of the new Radio equipment introduced at the convention.

Should you attend this year's NAB spring convention in Vegas?

If you're looking for an excuse to go to Vegas for a few days of fun in the sun ... go for it. And if you're looking for a good Radio convention you'll find NAB much improved.

Last year's NAB had the best Radio agenda that it's had in a long while. To NAB's credit they turned production of the Radio sales and marketing part of the show over to the Radio Advertising Bureau, with much of the program duplicated from the RAB's convention in February. This year, the RAB will again produce the sales and marketing part of the show, and again much of it will be duplicated from the February Marketing Leadership Conference. Word is that more Radio managers and owners will be present this year and that once again you'll find yourself bumping into other Radio people more frequently ... sort of like the old days ... before TV began to dominate the show.

The NAB spring convention really is an equipment show. It's the place to go if you want to see the latest "cool stuff." And the "stuff" is more important to your operation than ever before. There have been more innovations in Radio technical equipment this year than in the past 20. If you've been waiting to replace your equipment, now may be the time to make a change. Digital equipment has made it past the fear and reluctance stages ... and chances are it's a little more affordable, too.

RBDS AND HDTV AND EEO, OH MY

If you're still not sure whether you should attend the convention, let the accompanying guide help you. First you should know that the convention is really five conventions: the Radio Management Conference/RAB Sales & Marketing Conference, the Tele-

IN YOUR SPARE TIME

Shows and gambling are the big attraction in Vegas. Shows going on during the convention include the Oak Ridge Boys & Eddie Rabbitt at Bally's (April 7-19), Hall & Oates at Caesars Palace (April 6-9), David Copperfield at Caesars Palace (April 13-23), Sheena Easton at the MGM Grand (April 6-12) and Siegfried & Roy at the Mirage (April 13-May 9). Get your reservations early. The day you get into town may be too late.

The strip is fun to see but the romantics like to go downtown to Glitter Gulch. The lights are spectacular and the cab ride is short and inexpensive. Speaking of cabs ... plan on long cab lines. You could be waiting up to or over an hour, especially at dinner time and in the mornings. It's worth the investment to rent a car or better yet, to rent a car and driver. It may sound extravagant, but after you've been in line for a while, you'll wish you had.

Rental cars are available along the strip. You can rent a convertible and take some great drives around Vegas. There are some beautiful mountain drives. It's about a one-hour drive to Red Rock Canyon which is loaded with bright red rocks. It's an hour to Hoover Dam. And the Grand Canyon flights are breathtaking. If you can spare half a day or even take a full day, arrange a white water rafting trip. And don't miss Old Las Vegas located a couple miles out of town to the North. It's an old tourist attraction with gun fights and animals. It's a blast, even for adults. And snowskiing is also just an hour away.

Other attractions in Vegas include indoor skydiving, laser beam fights, bungee jumping, water slides, and the world's tallest tower, the Stratosphere. (It will not be completed by convention time but it's spectacular even under construction. Located at the east end of the strip near Vegas World, the tower will have dining at the top.) You can even get married by an Elvis impersonator.

Enjoy the Show!

NAB '95 RADIO GUIDE

SATURDAY • APRIL 8

1 p.m. - 5 p.m.

DIGITAL RADIO BROADCAST TRANSMISSION

This half-day seminar, presented by the Broadcast Technology of the Institute of Electronics Engineers (IEEE/BTS), is intended for the broadcast Radio engineer, or anyone who needs to understand the fundamentals of digital audio broadcasting. Topics include: digital communications fundamentals, source coding techniques, bit rate reduction (compression), digital modulation, error correction and mitigation of multipath phenomena. *Broadcast Engineering Session*

SUNDAY • APRIL 9

9 a.m. - 9:30 a.m.

KEYNOTE ADDRESS: FCC COMMISSIONER JAMES H. QUELLO

9:30 a.m. - 12 p.m.

THE ALL-DIGITAL RADIO STATION I: DIGITAL AUDIO BROADCASTING

Learn the latest on Digital Audio Broadcasting (DAB) and the various DAB systems to gain insight into the reality of transitioning to digital broadcasting. Plus, get updates from the EIA and NRSC DAB testing programs. *Broadcast Engineering Session*

1 p.m. - 5 p.m.

THE ALL-DIGITAL RADIO STATION II: DIGITAL AUDIO PRODUCTION

Explore the various types of digital production equipment from inexpensive enhancements to large editing systems. Discover how networking devices over a LAN can make even the smallest facilities more efficient. Learn how to select the best digital audio workstation for your facility. *Broadcast Engineering Session*

THE IMA MULTIMEDIA BOOT CAMP

Explore the basics needed to navigate the ever-changing environment of interactive multimedia. You'll gain a framework to help define and understand relationships among technology providers and distributors, and the creators and owners of multimedia content. Topics include a rapid ori-

entation to multimedia platforms, end user target markets, new and future technologies and key issues affecting market growth. *NAB MultiMedia World Session*

2 p.m. - 4 p.m.

*SMALL/MEDIUM MARKET IDEA SWAP

NAB's annual idea swap has become one of the spring show's most popular events. Everything from programming to cost-cutting will be up for discussion. Bring your notepad; you're going to take home a full list of moneymakers and moneysavers. *Radio Management Session*

RAISE RATINGS AND RATES WITH BETTER RADIO COPY

Writer/producer Ty Ford shows you how to write and produce spots that keep listeners through spot breaks, deliver results for clients, and improve TSL. This session covers working with the client, developing an approach, jump starting the creative process, writing copy, sound and production. *Radio Management Session*

3:30 p.m. - 5 p.m.

A PRIMER ON MULTIMEDIA AND THE INTERNET

In this overview of the Internet, including Mosaic and other related software, you'll learn how the Internet works, what its multimedia capabilities are, how to become an Internet service provider, and see demonstrations of various Internet services. *NAB Multi-Media World Session*

4 p.m. - 5:30 p.m.

RADIO OPENING RECEPTION

It's a great way to start off the convention. Stop by to see old friends and make new contacts ... everybody loves the opening reception. Don't miss it.

MONDAY • APRIL 10

9 a.m. - 10:30 a.m.

ALL INDUSTRY OPENING

10:30 a.m. - 12:30 p.m.

TVB WORKSHOP: 2001 ODYSSEY: ARE YOU READY FOR THE FUTURE?

Gain a perspective of what the broadcast

business will be like by 2001 from one of the industry's leaders. Learn how a station should position itself in the sales area, both nationally and locally, and with what tools. Find out what you can expect to see happen with cable, interactivity and mergers. *Television Management/TVB Session*

10:30 a.m. - 12 a.m.

RADIO DATA BROADCASTING: PRESENT AND FUTURE TECHNOLOGIES

Radio data broadcasting may provide new revenue opportunities for stations. RDBS and new developments in high-speed data transmission will allow broadcasters to use their spectrum in totally new ways. Learn about some of the ideas being proposed that could have a positive impact on your business. *Broadcast Engineering Session*

11 a.m. - 12:15 p.m.

*25 MANAGEMENT TECHNIQUES TO TAKE YOU TO THE TOP

Find out what happens when each of five top Radio station managers is asked to share his or her five favorite management techniques. Five different philosophies, five different styles: 25 different, but effective management techniques. Come pick the ones that are right for you. *Radio Management Session*

11 a.m. - 12:30 p.m.

DUOPOLY AND LMA DEALS: CREATIVE COMBINATIONS IN A COMPETITIVE MARKET

With the FCC laying the groundwork for new TV ownership and TV "LMA" rules, proposing new "minority and female ownership" and "ownership attribution" rules, and making adjustments to the Radio ownership and LMA standards, this session offers insights on how to best take advantage of these changing FCC regulations. *Broadcasters' Law & Regulation Session*

11 a.m. - 1:45 p.m.

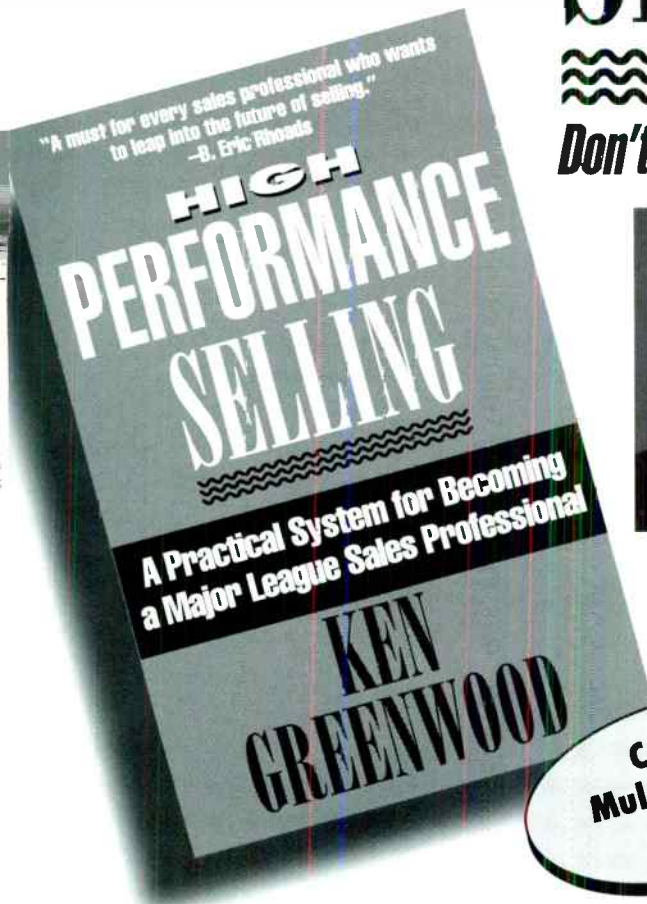
*RADIO PRODUCTION WORKSHOP

Led by the Radio industry's most sought-after production experts, this workshop, designed for managers of all market sizes, promises to further develop your production skills. *Radio Management Session*

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MONDAY • APRIL 10

12:30 p.m. - 1:45 p.m.

NEWSROOM TECHNOLOGIES

Radio news coverage in the year 2000. Concepts and technologies to position your news operation to compete in the next century. *Radio Management Session*

CONTESTS, LOTTERY AND CASINO ADS, PLUS STATION PROMOTIONS — WHAT IS AND ISN'T LEGAL?

Contests and promotions are at the forefront of stations' creative ways of gaining audience and advertisers. But which ones are legal and which might lead to an FCC fine? And what about the growth of Native American casinos and riverboat gambling? What bets are on — or off — for broadcast advertising? *Broadcasters' Law & Regulation Session*

LIBEL, PRIVACY AND NEWSROOM LAW FOR BROADCASTERS: RUNNING A COMPETITIVE STATION THAT COMPLIES WITH THE LAW

Each day stations make programming and news choices that run the risk of libel, privacy and other related claims. How do you avoid these mine fields? And how do you stay on top of your reporters' rights and restrictions? Get the latest on these critical issues. *Broadcasters' Law & Regulation Session*

2 p.m. - 3:15 p.m.

MANAGERS LOOK AT DIGITAL BROADCASTING

Is it the wave of the future or a technological boondoggle? Will it usher Radio into the 21st century or unduly strain our resources at the very time when we should be circling our financial wagons? This session brings you up-to-date. *Radio Management Session*

*MAKING SATELLITE PROGRAMMING SOUND LOCAL

You have a responsibility to your listeners (and to the FCC) to make your station sound and be as local as possible. How do you accomplish this when most of your programming is being beamed in via satellite from a location half a continent away? The answer may be simpler than you think. Tune in as successful satellite broadcasters tell you how they accomplished the impossible. *Radio Management Session*

SATELLITE DAB FORUM

Is satellite digital audio broadcasting on the way ... or isn't it? What's the FCC's agenda for resolving whether terrestrial broadcasters will have to compete with dozens of new audio channels nationwide? A group of ex-

perts and industry leaders offer their perspectives and expectations for the future. *Broadcasters' Law & Regulation Session*

BROADCASTERS AND TAXATION: COVERING YOUR ASSETS

Leading tax experts offer guidance on how to reduce taxes, avoid tax hassles and make the most of tax law changes. What's the "Multistate Tax Commission" and how is it affecting stations? Also, a "how to" guide on getting refunds on telephone long-distance excise taxes. *Broadcasters' Law & Regulation Session*

3:30 p.m. - 4:45 p.m.

*MANAGING PEOPLE NEW TO RADIO

They love Radio; they've still got the stars in their eyes and they want more than anything to work for you. Only one problem: they've never worked for a station before. How do you train a newcomer? This session answers this eternal Radio question. *Radio Management Session*

*BEST OF THE RADIO PROMOTIONS

These are the best, the ones that worked so well they were entered into a national contest ... and won. The winners are here to tell you how they did it and what they did that turned a simple idea into a world-class promotion. *Radio Management Session*

3:30 p.m. - 5 p.m.

PROFITING FROM MULTIMEDIA: INTERACTIVE TV PROGRAMMING

Learn the benefits of, and how to make money with, interactive television programming. Included will be proposed services and approaches to delivery of interactive programming, as well as technological requirements. *NAB MultiMedia World Session*

TUESDAY • APRIL 11

7:30 a.m. - 8:45 a.m.

FCC CHAIRMAN'S BREAKFAST

Participate in an open discussion with Reed Hundt on the most critical issues and regulatory developments for broadcasters.

9 a.m. - 10:15 a.m.

MEETING EQUAL EMPLOYMENT OPPORTUNITY OBLIGATIONS IN THE 1990S: DIVERSE STAFFS AND DIVERSE IDEAS

With the FCC reviewing and revising its EEO program and its related system of enforcing EEO rules, get the latest on how to avoid violating these "core" FCC requirements. What's the FCC's revised policy on

*indicates sessions designed with a special focus on the small market.

EEO? And what are the steps to take, each day, in recruiting and hiring minorities and women? *Broadcasters' Law & Regulation Session*

9 a.m. - 4 p.m.

RAB SALES & MARKETING SESSIONS

TVB ANNUAL MARKETING CONFERENCE SESSION I: FACT OR FICTION

Kevin Clancy, author of the well-known book, "Marketing Myths are Killing Business," will present 170 myths that are killing products, services and brands. He will steer you toward unconventional thinking and challenge many accepted marketing truths.

SESSION II: NATIONAL ADVERTISING: INTO THE NEW MILLENNIUM

A cross-section of major national advertisers discuss issues such as: the effect of affiliation switches on buys; how new technologies (i.e. split copy network) will impact the overall advertising landscape; and the value of advertising vs. promotional dollars.

12 p.m. - 1:30 p.m.

NAB/RAB RADIO LUNCHEON

Radio's big event, the NAB/RAB luncheon, will be a show stopper again this year. In addition to the keynote address, the 10 winners of the NAB Crystal Radio Awards will be announced and Gary Owens will be inducted into the NAB's Broadcasting Hall of Fame.

1 p.m. - 2:30 p.m.

PROFITING FROM MULTIMEDIA: ON-LINE INFORMATION SERVICES

Discover new business models for providing multimedia on-line services and how to make money with on-line multimedia services, including CD-ROMs linked to on-line services. Plus, explore the notion of creating on-line content "networks." *NAB MultiMedia World Session*

1 p.m. - 5 p.m.

RADIO REMOTE BROADCASTING: THE LATEST DIGITAL TECHNOLOGIES.

Radio remotes provide significant revenue opportunities for many stations. However, the quality of remotes often dissatisfies the client. In this session, discover how some new simple technologies can provide studio remotes at a very low cost. *Broadcast Engineering Session*

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TUESDAY • APRIL 11**2 p.m. - 3:15 p.m.****DEFENDING YOUR BROADCAST LICENSE — A RENEWAL WAKE-UP SESSION**

For all stations — Radio and TV — preparing for license renewal is a full-time, multiyear job. Get a "Berlitz" course on how to avoid renewal hassles and run a station that won't be the target of a "petition to deny" or "competing application." *Broadcasters' Law & Regulation Session*

3:30 p.m. - 4:45 p.m.**REGULATORY DIALOGUE**

Following an informal "Coffee Break/Ice Cream Social" with the FCC leadership, this session will feature the FCC Commissioners in a wide-ranging discussion of communications policy developments affecting broadcasters and other media. This is your opportunity to ask questions directly to the FCC Commissioners. *Broadcasters' Law & Regulation Session*

3:30 p.m. - 5 p.m.**PROFITING FROM MULTIMEDIA: ADVERTISING, MARKETING & PROMOTION**

This session focuses on the value of multimedia in the sales and marketing world, including diskettes, CD-ROMs and electronic kiosk marketing and advertising. *NAB MultiMedia World Session*

WEDNESDAY • APRIL 12**9 a.m. - 10:15 a.m.****UPGRADING YOUR RADIO STATION — A MANAGER'S GUIDE**

Whether it's a power increase, a move in the station site or main studio, or a change in your community of license, get the latest on your options and opportunities. Also, an update on the FCC's implementation of the expanded AM band and its progress on eliminating the "freeze" on some station upgrades. *Broadcasters' Law & Regulation Session*

9 a.m. - 10:30 a.m.**KEYNOTE: NED BARNHOLDT, SENIOR VP, TMO OPERATIONS, HEWLETT PACKARD**

Discover the impact of new multimedia technologies on the broadcasting and telecommunications industries and Hewlett Packard's views on key market segments being expanded by video servers and other new technologies. *NAB MultiMedia World Session*

9 a.m. - 12 p.m.**FUTURES SUMMIT: A VISIT WITH THE DAVID SARNOFF RESEARCH CENTER**

Join Jim Carnes, president and CEO of the David Sarnoff Research Center, for an overview of the groundbreaking work going on in their labs. Then experience live demonstrations of the cutting-edge technologies that will affect the future of television broadcasting, including DBS, HDTV, 3D TV, super servers and insertion billboards. *Television Management Session*

TECHNICAL REGULATORY ISSUES: RADIO & TV PART I

Discuss the latest FCC regulatory issues that are impacting the Radio and television industries, including reviews of FAA matters, spectrum issues, unattended broadcast operations, FCC inspections and RFR guidelines and all the major technical regulatory issues affecting broadcasters today. *Broadcast Engineering Session*

9 a.m. - 4 p.m.**RAB SALES & MARKETING SESSIONS**

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WEDNESDAY • APRIL 12

10:30 a.m. - 11:45 a.m.

AVOIDING FCC FINES — A COMMISSION RULE ENFORCEMENT PRIMER

How will the FCC be enforcing its rules throughout the rest of the '90s? What are the rules that are on the FCC's "most violated" and "most enforced" lists? Get the latest on avoiding FCC fines. *Broadcasters' Law & Regulation Session*

RADIO MUSIC LICENSING — RIGHTS, WRONGS AND RATE COURTS

With the addition of a BMI rate court, what are the ongoing and future developments in music licensing? How do broadcasters minimize music licensing fees and help prevent new assessments from other people in the music business? Get the answers you need. *Broadcasters' Law & Regulation Session*

1 p.m. - 2:30 p.m.

STATION ACQUISITIONS — BUYING AND SELLING STATIONS IN A CHANGING REGULATORY ENVIRONMENT

In this session, an array of experts — ranging from FCC officials to broadcast bro-

kers, financial analysts, group owners and communications lawyers — will offer their insights and advice. Learn how broadcasters can expand and maximize their holdings lawfully ... and according to sound financial plans. *Joint Broadcasters' Law and Regulation, Radio Management and Television Management Session*

2 p.m. - 5 p.m.

*RADIO STATION TOURS

Let luxurious buses take you to some of Las Vegas' top Radio stations. These tours are always popular, so sign up early. Seating is limited. *Radio Management Session*

3 p.m. - 5 p.m.

INTERACTIVE OPPORTUNITIES FOR BROADCASTERS

Produced jointly with the Interactive Television Association, this block of sessions will examine the interactive technologies available today for over-the-air broadcasters. A general overview will be followed by three breakout sessions on entertainment applications, advertising applications and using interactivity to build viewer loyalty. *Television Management Session*

THURSDAY • APRIL 13

9 a.m. - 10:30 a.m.

ROUNDTABLE SESSION: CROSS PROMOTING ON RADIO & TELEVISION

How do you promote Radio on a medium that's visual? How do you promote television on a medium that's aural. Similar questions, different solutions. Find out how you can make the paradox of cross-promotion work to your advantage. *Joint Radio Management and TV Management Session*

9 a.m. - 12 p.m.

RADIO RF WORKSHOP: MAINTAINING THE SIGNAL

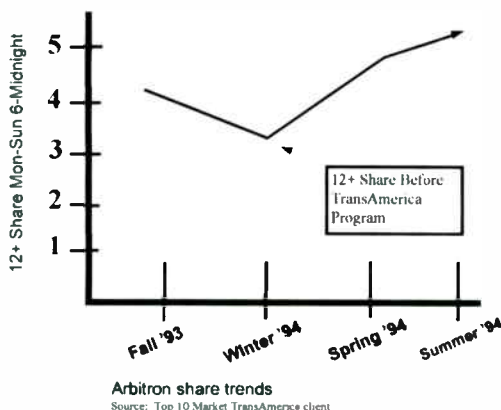
This session covers RF transmission systems. Discussion topics include AM and FM transmitters and antenna systems — the final link to Radio listeners. *Broadcast Engineering Session*

10:45 a.m. - 12 p.m.

*ROUNDTABLE SESSION: MONEymAKERS — WINNING SALES PROMOTION IDEAS

An NAB tradition. This annual exchange of sales promotion ideas is guaranteed to make money for your station. Prizes will be awarded for the most unique station promotions, so come prepared to share your ideas. *Joint Radio Management and TV Management Session*

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You Could Even Say It's **Visionary.**

Inside: Profile: Susan L. Solomon, President & CEO

Gary Fisher, V.P. Ad Sales & Affiliate Marketing discusses the SW Networks vision

Wave Makers

PROFILE

Susan Solomon,
President and CEO, SW Networks



SW Networks President and CEO Susan Solomon offers a curriculum vitae that includes a spectacular list of executive positions in entertainment, law and finance including independent concert promoter, A&R Director for Vanguard Records, law practice at Debevoise, Plimpton, Vice President of Business Affairs of CBS Productions and CBS Broadcast International, senior investment banker for MMG Patricof & Co., and Executive Vice President of the Andrews Group, Inc.

"It's been a fascinating journey," said Solomon of her diverse career.

"And now, as CEO of SW Networks, I have a tremendous opportunity to combine my legal, business and financial interests in a groundbreaking endeavor. I welcome the challenge, and am thrilled to be working simultaneously in the areas of multimedia communications and music."

With SW Networks releasing programming ranging from Alternative (staticTM) and Hard Music (Pure ConcreteTM) to Country (Country's Most WantedTM) and NAC (Smooth FMTM & Personal NotesTM hosted by Dave Koz), and developing programming ranging from Classical (Classic FM USTM) to Talk (Success RadioTM) Solomon is surrounded by a wide variety of sounds on a daily basis. "One of the wonderful things about this job," said Solomon, "is re-discovering music as a genuine, consuming *passion*."

Allowing radio listeners to rediscover *their* passion for music is at the center of the SW Networks concept. "They say you never *really* learn a foreign language until you travel to the country where it's spoken," said Solomon. "There are a thousand subtleties — cultural nuances, lingual rhythms — that have to be experienced to be understood. The same is true for any given musical genre. It's through direct experience — total immersion — that listeners come to fully participate in a given sound. In order to address this concept, we've made certain that each component of SW's programming carries its own genre-spe-

cific, readily identifiable pace, sound and mood. The overall feel of each show echoes the feel of the individual format, be it Hip-Hop, Alternative, NAC or Classical. By creating these 'aural terrains' we make it possible for listeners to immerse themselves in the genre — and to fully experience the music."

The concept of immersion is reinforced in the on-line component of SW programming. "I view the introduction of on-line services as a natural, evolutionary step for radio; telephone call-ins have been an integral part of the medium for

decades, and computer call-ins are a natural extension," said Solomon. "Of course, SW's on-line plans go beyond simple computer call-ins."

"SW's interactive, on-line services will serve as a complement to each of SW's programs. Our on-line sites are being designed with the sensibilities of each genre — when you go to SW's Alternative page you'll know *exactly* where you are, and the same will be true for every one of the genres we produce. Listeners and affiliate stations will be able to react to, and interact with, SW Networks' audio programming, thereby heightening the sense of listener 'belonging' that is inherent in the SW concept."

"I realize," said Solomon, "that the vision we have for SW is quite broad and ambitious. But given the extraordinary staff we have managed to assemble — including VP of Programming Corinne Baldassano, VP of Affiliate Marketing and Advertising Sales, Gary Fisher and the cyber-visionary who is busy constructing our on-line component, Gordon Gould — the success of that vision is already a *fait accompli*."

"Radio is about to experience a renaissance," said Solomon. "By following our niche-targeted approach to programming, and by closely tying interactive, on-line services to that programming, SW Networks will be in a perfect position to help define radio's next golden age."

Photo: Joan Marcus



Niche-casting In the 90's SW Style

In the 1920's, the first radio programs were created to drive sales of radio sets. Ever since that time the radio business, at both the station and national levels, has been content and programming-driven, as opposed to advertising sales- or technology-driven. The current renaissance in radio is no exception: all of SW Networks' research and pilot studies indicate that radio will be *even more* programming-driven in the future.

With the notable exception of FM's rapid ascendancy in the late 60's, technology-driven approaches to radio have met with little success. AM stereo, quadraphonic stereo, RBDS and co-channel synchrocasting all failed in terms of real impact. Programming has always been the indispensable soul—the ghost in the machine—of radio. Build the right programming, and they will come (or, at least, *come*.)

The real trick, of course, is to know what sort of programming to build. At SW

Networks: The Radio Picture Company, we are convinced that niche-programming is the perfect response to increasingly fragmented musical tastes. Our research studies indicate that audiences are increasingly willing to embrace the audio results of what's being called the "de-massification" of radio formats and programming.

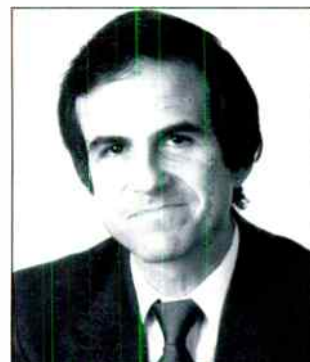
The dramatic success of niche-targeting is exemplified in the experience of three New York stations: Z100, WPLJ and Hot97 (WQHT). Three years ago, all three stations were pursuing relatively mass-market approaches to programming. As a result, all three were mired in a ratings slump: in the Fall 1992 ARB, the three stations accounted for a total of only 9% of the New York listening audience. The broad approach was yielding small, non-distinct, undifferentiated audiences.

Currently, the aggregate Z100/WPLJ/WQHT shares

approach 14% of the market, and each enjoys a top rank among their target demographics. This growth can be directly attributed to the exquisitely programmed, niche-targeted approach each has now taken toward different segments of the CHR universe. The fascinating caveat is this: Z100, WPLJ and WQHT all grew bigger by getting smaller, and more narrow in their programming focus.

De-massification drives local stations to distinguish themselves from the pack by super-serving a given age-sex cell in a specific musical genre. National networks can profitably respond to such trends in local radio by providing niche-programming that affiliates can seamlessly integrate into their bullseye-targeted programming strategies.

SW Networks' goal is to provide exactly the sort of niche-targeted music, news and talk programming that radio wants and that the modern listener demands.



Gary Fisher, Vice President,
Advertising Sales & Affiliate Marketing

Our high-tech delivery systems assist, complement and enhance, rather than drive, our strategy. We can place a world of resources at your disposal, as well as provide the plan that will help your station thrive and *grow*. In fact, at SW we won't even *ask* for your station unless we have a plan to help improve it.

For complete details on SW Networks: The Radio Picture Company's programming, our new proprietary digital technology and multi-media online opportunities—plus an evaluation of which SW Networks programs or formats might be right for your station, please call Ron Rivlin (East Coast) or Joyce MacDonald (West Coast) in SW Networks' Affiliate Marketing Division at 212-833-7320 or Fax us at 212-833-4994.



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Men's Wear
Cameras & Film

Hardware

DATES TO REMEMBER

6 Country Music Fan Fair
18 Father's Day

Teacher Day
21 1st Day of Summer

14 Flag Day
Graduation

NATIONAL

Dairy, Safe Boating, Fresh Fruits & Veggies, Rose, Pest Control Month

SURF'S UP

June is a big month to head for the nearest place featuring large bodies of water. Whether it's an ocean, pool, water park, or a hose in the backyard, staying cool is of most importance. Now is the time to talk to pool supply companies, swimwear companies and travel agents who book trips to the beaches. A recent survey shows that tropical beaches are the top destination choice for 75 percent of men, 66 percent of women and 85 percent of 21- to 34-year-olds. Everyone will drink plenty of soft drinks, beer, and have plenty of snacks on the trips. Most women will diet profusely before sliding on their new bikinis. There are many sales opportunities if you work fast!

SUMMER FUN

• "Travel & Leisure Expo." Host an expo featuring

boat dealers, travel agents, leisure destinations, rental cars, etc.

• "Summer Lake/Beach Patrol." Load up the van with soft drinks and sponsor prizes and head to the nearest body of water packed with listeners.

• "Super Sidewalk Sales." Encourage a strip mall to host sidewalk sales with snacks, cold drinks, and trip giveaways.

• "Beach Party." Bring in the sand and have a party with many clients in a hotel or large area. Have bands, food, prizes, and a volleyball tournament.

• "Concert Millionaire." A station employee will attend a concert and pass out cash to anyone wearing the call letters. You can have prizes from sponsors in envelopes and promote on the air the week before. This gives the station a good presence at the concert.

17 Tax Deadline Day
16 Easter
26 Professional Secretaries Day

NATIONAL

Alcohol Awareness, Home Improvement, Lawn & Garden, Keep America Beautiful, Prevention of Animal Cruelty and Stress Awareness Month

MAY QUICK FIX

• "Free Backyard Barbecue." Giveaway free barbecues from participating sponsors. Register in fun ways such as: pig impressions, inviting DJs over with a poem, or register at a location.

• "Go-Cart to Indianapolis." Block off downtown streets,

or a large client location and listeners (pre-registered) will race go-carts to win tickets to the Indy 500. (Contestants must sign release forms).

• "A Maid for Mom." Giveaway free maid service for Mother's Day, or have your DJs clean a listener's home for Mother's Day.

DATES TO REMEMBER

5 Cinco De Mayo
6 Kentucky Derby
14 Mother's Day
20 Armed Forces Day
28 Indianapolis 500
29 Memorial Day

NATIONAL

Mental Health, Barbecue and Photo Month, Pet Week

JULY

TARGET PRODUCTS

Picnic Supplies; Sporting Goods; Barbecue Supplies; Fast Food/Restaurants; Electric Utilities; Outdoor Furniture

DATES TO REMEMBER

4 Independence Day
16 Ice Cream Day
Christmas in July Sales

NATIONAL

Baked Bean, Ice Cream, Tennis, Peach and Hot Dog Month

AUGUST

TARGET PRODUCTS

School & Office Supplies; Fall Fashions; Luggage; Vision Centers; Computers; Book Stores/Colleges; Musical Instruments

DATES TO REMEMBER

Back to School
Summer Clearance Sales
11 Presidential Joke Day
16 Elvis Died
28 Commercial Radio Broadcasting Day

NATIONAL

Romance Awareness Month, Eye Exam Month

* Radio Ink assumes no responsibility for the viability of the promotions mentioned. Stations are advised to check with legal council regarding legality and possible lottery.

Sales Promotion Planner is compiled by Kim Stiles, creator of The Stiles System Radio Day Planner. She may be reached at 919-846-6449.

APRIL QUICK FIX

• "City's Largest Bunny Hop." At a client location have children participate for a charity donation. Have an egg hunt and games & prizes.

• "Bicycle Upgrade Sale." A bike shop gives discounts on new bikes to customers who donate old bikes to a children's charity.

• "Patty O'Furniture Giveaway." For St. Patrick's Day give away patio furniture. If your station is in a parade have the DJ ride on the furniture to display for a client.

DATES TO REMEMBER

1 April Fool's Day
2 Begin Daylight Savings
14 Good Friday



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Nothing else makes radio as fast or easy as having all your spots, sounders and sweepers start with your fingertip—**always on-line and ready** to play from hard disk. And **nothing else** makes your station sound as good or as exciting as touchscreen digital and creative talent with the **new Scott Studio System!**

Here's how it works: Six buttons on the left of the 17" computer touchscreen play what's on your program log. Scheduled spots, promos, PSAs and live copy come in automatically from your Scott System Production Bank and your traffic and copy computers. You see legible labels for everything, showing full names, intro times, lengths, endings, announcer initials, outcues, posts, years, tempos and trivia. Your jocks can rearrange anything easily by touching arrows (at mid-screen), or opening windows with the entire day's log and lists of all your recordings.

On the right, 18 "hot keys" start **unscheduled** jingles, sounders, effects, comedy or promos **on the spur of the moment**. You get 26 sets of 18 user-defined instant "hot keys" for your jocks' different needs.

Large digital timers automatically count down intro times, and flash at 60-, 45-, and 30-seconds before endings. You also get count-downs the last 15 seconds of each event.



The Scott Studio System is your **best** way to make the move to digital audio and eliminate troublesome carts. Each button on the touchscreen plays whatever you want instantly. All scheduled spots, jingles, promos and scripts come in from your traffic and copy computers.



The World's Fastest Playback!

Touch either of the two buttons at the top right of the main screen to see our "Wall of Carts" with all your audio **on-line!** Touch the sound, spot, jingle, promo, PSA or comedy you want and it plays **instantly**. Or, you can put it anywhere you want in the day's schedule. Audio is displayed any five ways you like.

The Scott System also gives you a "Make Good" button so it's quick and easy to reschedule missed spots or promos.

Instant Requests from Hard Drive

Our most popular option is 9 gigabyte disks with **1,000 songs** pre-dubbed for **free!** The audio quality of digital music from the Scott System hard drive meets or beats the best CDs.

And nothing could be faster than song requests from the Scott System! You also get five "Wall of Carts" with music that plays at a touch! Songs are displayed by title, artist, year, length, category, or any ways you like.

Live Copy On Screen

Live tags, weather, promo copy, music trivia, contest copy and winners' lists automatically pop up on your Scott System's screen.

The Best Digital Audio

When spots, promos, PSAs, or any other digital audio events are recorded, they're immediately playable in **all** your Scott System air studios. Nobody wastes time carrying carts down the hall or redubbing spots for additional stations.

One question you **don't** have to worry about with the Scott System is "What if it breaks?" The Scott Cart Replacement System comes complete with **every** spot and jingle stored **redundantly** on **two** hard disks with a **split-second** switch to the "hot standby" computer and its own backup audio outputs! You get touchscreen convenience, digital quality, and backup redundancy for no more money than cart machines and commercial carts.

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Scott Systems' graphic waveform editors work wonders with phone calls in the air studio and creative spots and promos in production.

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SHOE STORE

:60 MODERN SHOE STORE

(sfx: store door opens, bell rings, etc.) Bigfoot: Grunting, breathing, etc. Store Clerk: Hi, welcome to Modern Shoe Store, can I ... aaahhhh. It's Bigfoot! Bigfoot: grumbles ... I need shoes! Store Clerk: Well, you came to the right place ... Modern Shoe Store has all kinds of shoes ... Bigfoot: I need big shoes Store Clerk: Oh, well we've got big shoes here at Modern Shoe Store. Men's shoes to size triple "E" width. Bigfoot: Triple "E"? That's my size! Store Clerk: Sure. We've got brand names like Hush Puppy, Nunbush, Dexter, and New Balance sneakers in size 4 "E" widths. Bigfoot: Wow! I can play basketball again! Store Clerk: Right! And "Big" ... can I call you "Big"? Bigfoot: Grumbles ... Store Clerk: "Big" ... Modern Shoe Store has just added men's Rockports in hard-to-fit sizes. Bigfoot: Rockports! Hmmm ... Tag: Modern Shoe Store in Schenectady has men's dress and casual shoes, and sneakers, for all you "Bigfoots" out there. In a wide variety of hard-to fit sizes. And Modern Shoe Store does repairs, too. Tag.

Marty Brandon, WGY-AM/WRVE-FM
Schenectady

**RADIO
INK**

COMPUTER

:60 COMPLETE COMPUTER SOLUTIONS

(sfx: sound of phones ringing and hanging up) A lot of individuals and big businesses throughout Central Pennsylvania have told the computer mail-order houses and wholesale clubs to "Byte It." (into music) That's because more and more individuals and businesses have discovered "Complete Computer Solutions." Complete Computer Solutions in Camp Hill will match or beat almost any price on computers and computer software, including mail-order houses and wholesale clubs — with quantity discounts and wholesale pricing for resellers available! But that's not all — Complete Computer Solutions is Novell certified, offering service for most major brands of PCs and printers, 24 hours a day — seven days a week! What really sets Complete Computer Solutions apart is their personal attention to every customer, from the home computer and area networks, to the multistatewide area networks. So, tell those other guys to "Byte It," and call Complete Computer Solutions. In-house and on-site training available. Tag.

Stephanie Pedrick, WHP-AM/WRV-FM
Harrisburg, PA

**RADIO
INK**

AUTO REPAIR

:60 ACE MUFFLER

When you take the family on a five-day getaway to Wally World ... (whiny kid voices) Dad, are we there yet? Mom, Johnny hit me ... I'm hungry ... I have to go potty ... (fade down) The last thing you need is a problem with your car ... so, bring it into Ace Muffler today for an inspection before you go ... Ace is much more than just mufflers ... Ace Muffler's expert staff can repair your air conditioner and brakes, for a cool and safe trip ... Ace will also replace those worn-out tires and do that front-end work you've been putting off ... Don't spend your vacation waiting for a tow truck along the interstate — bring your car, truck or van into Ace Muffler before leaving town ... the knowledgeable staff at Ace Muffler will send you off to an enjoyable vacation ... Ace Muffler can't do anything about whiny kids ... but, they can make it a safer, more comfortable trip for everyone ... Bring your vehicle in today ... air-conditioning repair, tires, brakes, front-end repair and peace of mind — that's Ace Muffler, (location).

Kirk Marske, WXLP-FM Davenport, IA

**RADIO
INK**

DINER CARD

:60 DINER'S REVIEW CARD

Woman: (bluntly) Honey, that's it ... I quit. Man: (nervous) Wh-what do you mean — quit? Quit what? Woman: I've decided I'm not going to cook anymore. Man: But dear, we can't survive on my cooking alone. There's just so many frozen dinners we can eat. Woman: I just picked up a Diner's Review Card. With it, we can enjoy two entrees for the price of one at some of the finest restaurants in Rutland and Bennington Counties. Man: Wow! That's a great deal. Woman: And, I'll never have to cook again!!! Annr: Get your On The Town Diner's Review Card today, and start saving every time you go out to eat. The Dinner Card is just \$30 and the Luncheon Card is only \$15. Each card is good for a total of 12 separate occasions. Choose from either Rutland County or Bennington County restaurants. Enjoy dining at fine area restaurants like Casa Bianca, The Lilac Inn, Bennington Station, Theodore's Tavern at Cortina Inn. Sawdi's, Ye Olde Tavern, Your Belly's Deli and many others. Tag.

Jennifer Peterson, WJEN-FM/WJAN-FM
Rutland, VT

**RADIO
INK**

AUTO BODY & TOWING

:60 SHOCKEY AUTO BODY & TOWING

(sfx: people, classical music, etc.) Female: This has been such a fun ball. Maie: I'm glad you're having a good time, Cinderella. Female: When does the Limbo contest start? Male: Not until midnight. Female: Oh, no ... that's my curfew! You see, at midnight, my Camaro turns into a pumpkin. Male: OK ... whatever. I guess we'd better leave then. (end noise and music, bring up crickets and car unsuccessfully trying to start) Female: Oh, no! What's wrong with this darn car?! Male: Now, don't go into a tizzy, Cinderella ... We'll just call Dave Shocke's Auto Body and Towing on your car phone. Female: What's the number? Maie: 762-7106. They'll be here in a jiffy. Dave Shocke's Auto Body and Towing is Triple-A approved and on-call 24 hours a day! Female: 762-7106. Annr: It's no fairy tale ... when your car needs a tow, call Dave Shocke's Auto Body and Towing at 762-7106.

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

**RADIO
INK**

GAS TANK REPAIR

:60 GAS TANK RENU

Vc. 1: Hey ... your gas tank's leakin' ... Vc. 2: Oh, no ... you know how to fix it? Vc. 1: Sure, (kneeling) but I gotta find the hole ... gimme a match! Annr: Home repair jobs on automobile gas tanks can be tricky ... Vc. 2: Can you see it now? Vc. 1: No! I'm gonna get closer ... gimme more matches ... Annr: Gas Tank Renu uses a patented process to repair leaky gas tanks on any vehicle, safely and for good ... Vc. 2: Here, take the whole pack ... Vc. 1: (sfx: matches) I still can't see anything ... Vc. 2: You want a flashlight? Vc. 1: Nah, just throw me a lighter ... or better yet, a blowtorch. Annr: Gas Tank Renu offers a lifetime warranty. Vc. 1: OK, here it is ... I need a rag to stuff in the hole ... Hurry up, I'm getting dizzy from the fumes ... Annr: Bring your vehicle to Gas Tank Renu, if not for us ... (sfx: blowtorch) ... for your loved ones ... Gas Tank Renu, on Grove Street, 2 blocks south of Miller, off Moorish, in Swartz Creek.

Jim Anderson, WFNT-AM/WCRZ-FM/WKMF-FM
Flint, MI

**RADIO
INK**

COOKWARE

:30 THE HAPPY COOK

Man: Lighter fluid, charcoal, lighter fluid ... Woman: It is the belief of all men, dating back to the Stone Age, that only they know how to properly tend a barbecue grill. This Father's Day, stop by The Happy Cook. They have grilling baskets for burgers, chicken or fish and grilling grids for shrimp, scallops and veggies. While you're at The Happy Cook, as long as he's going to act the part, outfit him with barbecue utensils, apron and fire resistant mitts. (sfx: whoosh of fire starting) Man: (coughing) It's under control, honey (cough). Woman: The Happy Cook — Barracks Road.

Kathy Zaleta, WINA-AM/WQMZ-FM/WKAV-AM
Charlottesville, VA

**RADIO
INK**

HAIR SALON

:30 LAURIE'S MAIN STREET SALON

As great a man as Albert Einstein was, he'll always be remembered as the guy with the bad haircut. Now, just think about what a bad haircut could do to your image — and why you shouldn't trust your appearance to anyone but the professionals at Laurie's Main Street Salon. Laurie's is a full-service professional salon for men, women and children. They understand how important it is for you to look your best. Call 341-0744, or just drop by ... walk-ins are always welcome. Laurie's Main Street Salon, downtown, Stevens Point, where friendly service is always in style.

Vance Edwards, WSPO-AM/WSPT-FM Stevens
Point, WI

**RADIO
INK**

SUPERMARKET

:30 ANGELI'S 24-HOUR FOOD SAVINGS

(sfx: moaning, jazzy sax up & under) Gumshoe: She asked if I wanted to win cash. I said, "Sure, who doesn't want to win cash ... bread, dough, lettuce, moola, scratch ...?" I asked, "How? Rob?" She said, "Who's Rob?" I winced. She told me to go to Angeli's 24-Hour Food Savings and pick up a Cash Card — no purchase necessary. I could win up to a thousand dollars. So, I says, "Say, what's the catch?" She looked at her watch ... said she had to go ... split, take off, vamoose — but that I could get complete details at the store. And, so can you. Bottom line? Get over to Angeli's 24-Hour Food Savings in Marinette and in Menominee, and win. Greg LeGault, WMAM-AM/WLST-FM Marinette, WI

**RADIO
INK**

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contact phone
numbers!

MOVERS & SHAKERS

★**Tim McNamara** has been elected president of the Portland (OR) Area Radio Council for 1995. He is currently GM of KXL-AM/FM Portland. (503) 261-1880

★**Kevin Czinger** has been named senior VP/corporate operations for BMG Entertainment North America. Czinger had been executive director in charge of media transactions for investment bank Goldman Sachs International. 212-930-4961

★**Dan Chambers** has been promoted from director of sales to VP and director of sales for D&R Radio/Los Angeles. 212-916-0524

★**Calendar Broadcasting** has promoted Lou Mahacek, Dave Cobb, Mark Allegretto and Marcia Millender. Mahacek, former WXBW-FM Pace, FL GM to VP of Calendar Broadcasting; Broadcast veteran Cobb to WXBW's station manager; Allegretto, to promotion/production director; and Millender to public affairs director/assistant production director. 904-994-5357

★**Interep** has appointed several VPs to McGavren Guild Radio. In Dallas, former senior AEs Francine Sherman and Nick Cassidy are now VPs of sales. New VP/regional managers include: in Boston, Mary Anne Kelleher; in Detroit, Cathy Moran; in Minneapolis, Kate Miller; and in Philadelphia, Charles Reilly. 212-916-0524

★**Constance Lloyd** has been named manager, Radio news operations for CBS News Radio. Lloyd was previously a CBS news Radio editor. 212-975-3774

★**Edward Abels** has been named GSM of WRKL-AM Rockland County, NY. He had been GM of Lukebox Radio and WWDJ-AM Hackensack, N.J. 914-592-1071

★**Ken Roberts** has been named GSM of KYNG-FM/KSSN-FM Dallas. Roberts was formerly GSM for Citadel Communications' four Radio stations in Salt Lake City. 214-716-7826

★**Lynne Wilson and Joel Burke** have new positions with Keymarket Communications. Wilson, formerly GSM of KEAN-AM/FM Abilene, Texas, has been named GSM for WOCY-FM Memphis. Burke, former PD for KJCE-AM/KKMI-FM Austin, has been named PD for WJCE-AM/WRVR-FM Memphis. 901-767-0104

★**Tom Tucker** has been appointed director of marketing for Metro Network's Minneapolis market. Tucker had been GM for KJJO-AM/FM Minneapolis. 713-621-2800

★**Eric Nordhoff** has been appointed Account Manager for 615 Music Productions. He was most recently an AE for WHCU-AM/WYXL-FM Ithaca, NY 615-244-6515

★**Cindy Loftus** has been named AE for Group W Radio Sales/Chicago. Loftus had been an AE for Unistar Radio Networks. 212-916-0560

★**Deborah Kane** has been promoted from national vendor director to director of strategic selling at Entercom. 610-667-1226 ext. 213

★**David Michael Papandrea** has been named suburban marketing director for McGavren Guild Radio/New York. He was previously GM of WLNA-AM/WHUD-FM Hudson Valley, NY. 212-916-0524

★**Penny Born and Helen Clune** have new positions as marketing consultants for WIII-FM and WLIP-AM Kenosha, WI. Born was with WRJN-AM/WHKQ-FM Racine, WI, and Clune was a marketing consultant with East Coast Radio in Ireland. 414-694-7800

★**Douglas Harris** has been appointed director of creative services for CRN International. Harris was previously a partner of Harris & Scott Creative Broadcasting Strategies. 212-682-6565 ext. 220/217

★**Michael Shishido** has been named midday air personality for KSSK-FM Honolulu. He is also the PD. 808-944-4356



Deborah Kane



David Michael
Papandrea



Douglas Harris



Michael Shishido

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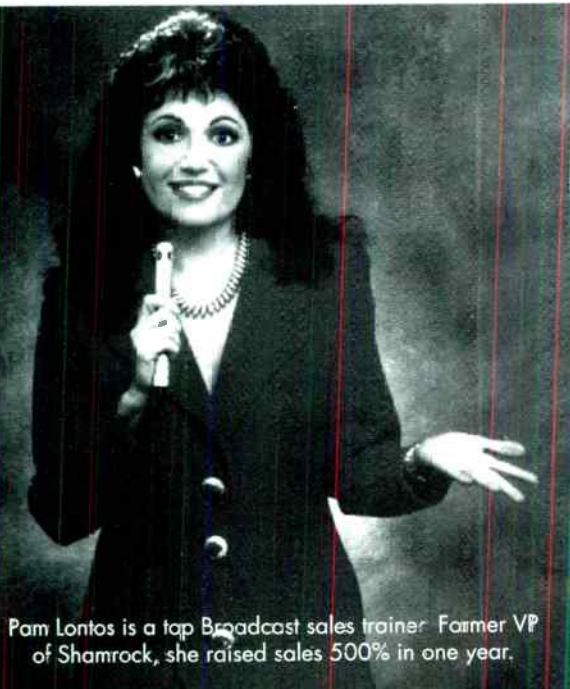
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-Catherine Moreau, KGMX/KHJJ, Lancaster, CA

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-Terrell L. Methany, Jr., KMVI, Wailukku, HI

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-Jim Livengood, KBUR, Burlington, IA

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-Zig Ziglar

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PRODUCT NEWS

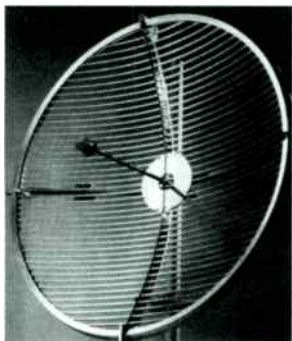
Kids Stuff. The latest offering from Radio AAHS® is the Radio AAHS Magazine and Music Service, produced by the Children's Broadcasting Corporation and Warner Music Enterprises. The package includes a four-color magazine jam-packed with fun facts, interviews, puzzles, illustrations and more. Plus a full-length CD with new recordings just for kids. Parents can check it out too. 800-340-7711.



Andrews News. Fresh from the factory is the IsoCrete™, a lightweight, stackable communications equipment shelter weighing in at a slim 25,000 pounds. Next up is the GRIDPAK® microwave antenna designed for the 820-960 MHz band but also suited for the 940-960 MHz band used for STL AM and FM broadcast applications. And last but not



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•**Radio construction.** New from Vincent M. Ditingo, former senior editor of *Broadcasting and Cable*, is "The Remaking of Radio." It's a comprehensive book of all the big changes — regulatory and economic — that have taken place in Radio in the last 14 years or so. You'll laugh, you'll cry. 617-928-2500

Pete's best. The SportsFan Radio Network wants everybody to hear this guy which is why they now have available the *Best Of The Pete Rose Show*, a weekly two-hour wrap-up of Pete's nightly show. It's Pete-mania. 212-875-8863



Steve Crowley's American Scene is the latest talk show to grace the airwaves courtesy of the USA Radio Network on Saturday Mornings. Described as "America's premier money advisor and commentator," Crowley looks to in-



form listeners on money, personal finance and personal success among other things. How about advising us on getting some of that cash in your hand? 800-829-8111

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•**Oldies but goodies** are what you're in store for with *The Country Company Oldies Show* from the Country Company. The two-hour weekly show will be hosted by New York Radio personality Steve Warren and will feature Country hits from 1965 to 1985 with some pre-'65 vintage selections. So if you want some classic Country call 800-827-1722.

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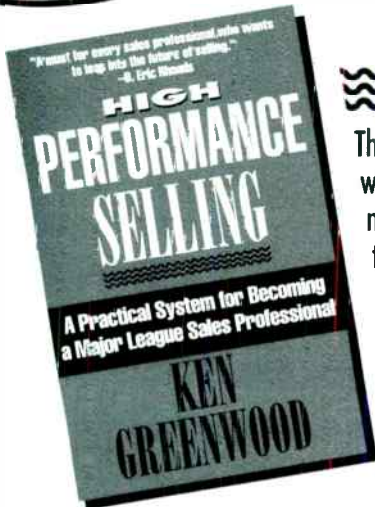
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1995

March 30-April 2—Associated Press Broadcasters Spring Board Meeting, Asheville, NC. 202-736-1100

April 3—AWRT 20th Annual Nat'l Commendation Awards Gala, New York. 703-506-3290

April 5—Internat'l Radio & Television Society Foundation Gold Medal Award Dinner, New York. 212-867-6650

April 6—RAB Radio Sales University, Casper, WY. 800-722-7355

April 6-9—Classical Music Broadcasting Association meeting, Washington D.C. 301-468-1800

April 7-10—Broadcast Ed. Assoc. Annual Convention, Las Vegas. 202-429-5354

April 10-13—Radio License Renewal Seminar, Louisville, KY. 202-429-5402

April 13-15—NAB Annual Convention, Las Vegas. 202-429-5335

April 19-20—Ohio Association of Broadcasters' Spring Convention, Cleveland, OH. 614-228-4052

April 21-22—Upper Midwest Communications Conclave PD retreat and TalenTrak, Minneapolis, MN. 612-927-4487

April 23-25—North American National Broadcasters Association Inter-Union Satellite Operations Grp., Barbados. 613-738-6553

April 26-29—NANBA 8th World Conference of Broadcasting Unions, Barbados. 613-738-6553

April 29-May 5—RAB Board of Directors, New York. 212-387-2100

May 8—The Peabody Awards Banquet, New York. 706-542-3787

May 9—Internat'l Radio & Television Society Foundation Awards Luncheon, New York. 212-867-6650

May 16—Radio License Renewal Seminar, Toledo, OH. 202-775-3511

May 21-24—Broadcast Cable Financial Management Assoc./Broadcast Cable Credit Assoc. 35th Annual Conference, Las Vegas. 708-296-0200

May 24-27—Native American Journalists Association Annual Conference, Bismarck, ND. 612-874-8833

June 1-3—44th National AWRT Convention, Beverly Hills, CA. 703-506-3290

June 1-4—Am. Adv. Federation Nat'l Advertising Conference, Tampa. 202-898-0089

June 6-11—National Association of Hispanic Journalists Annual Convention, El Paso, TX. 202-662-7145

June 7-10—PROMAX & BDA Conference & Expo, Washington, DC. 213-465-3777

June 12-14—New Jersey, Maryland, DC and Delaware Broadcaster assoc. joint conven-

tion, Atlantic City, NJ. 609-860-0111

June 14—Radio Mercury Awards, New York, NY. 212-387-2156

June 22-24—Virginia Association of Broadcasters Summer Convention, Virginia Beach, VA. 804-977-3716

June 22-25—Nat'l Assoc. of Radio Talk Show Hosts Talk Radio Convention, Houston. 617-437-9757

July 13-16—Upper Midwest Communications Conclave 20th anniversary/The Great Reunion, Minneapolis, MN. 612-927-4487

July 18—Radio License Renewal Seminar, Chicago. 202-775-3511

July 21-23—North Carolina Assoc. of Broadcasters Annual Convention, Asheville, NC. 919-821-7300

July 27-29—1995 Southwest National Religious Broadcasters Convention, Dallas. 318-783-1560

Aug. 16-20—National Assoc. of Black Journalists Annual Convention, Philadelphia, PA. 703-648-1270

Aug. 23-26—Asian American Journalists Association National Convention, Honolulu, HI. 415-346-2051

Aug. 24-26—West Va. Broadcasters Assoc. Annual Convention, White Sulphur Springs, WV. 304-744-2143

Sept. 6-9—Associated Press Broadcasters Fall Board Meeting, New Orleans, LA. 202-736-1100

Sept. 6-9—SBE Engineering Conference, New Orleans, LA. 317-253-1640

Sept. 6-9—NAB Radio Show & World Media Expo, sponsored by NAB, New Orleans. 202-429-5335

Sept. 6-9—RTNDA 50th Internat'l Conference & Exhibition, New Orleans, LA. 202-659-6510

Sept. 14-18—International Broadcasting Convention Annual Meeting, Location TBA. 44-71-240-3839 in U.K.

Sept. 20-22—NAB Libel Defense Conference, Tysons Corner, VA. 202-775-3527

Oct. 5-8—Audio Engineering Society Convention, New York, NY. 212-661-8528

Oct. 7-10—Assoc. of Nat'l Advertisers 86th Annual Meeting & Business Conference, Boca Raton, FL. 212-697-5950

Oct. 14-17—RAB Board of Directors, Boca Raton, FL. 212-387-2100

1995 Arbitron Survey Dates

- Winter Jan. 5-March 29
- Spring March 30-June 21
- Summer June 22-Sept. 13
- Fall Sept. 21-Dec. 13

FAX YOUR ORGANIZATION'S EVENTS TO:

Events Calendar, c/o Shawn Deena
407-655-6134.

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Radio's Premier Management
& Marketing Magazine

Editor-In-Chief/Publisher

B. Eric Rhoads, CRMC/CRSM

President, Magazine Division

Yvonne Harmon, CRSM

Executive Editor Emeritus/Los Angeles

Dwight Case

Managing Editor

Anne Snook

Editorial Assistant

Shawn Deena

Contributing Writers

Dave Anthony, Ellyn F. Ambrose,
Corinne Baldassano, Rob Balon,
Cliff Berkowitz, Ted Bolton, Rhody Bosley,
Bill Burton, Holland Cooke, Sharon Crain,
John Fellows, Dave Gifford,
Bill Haley, Ray Holbrook, E. Karl,
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Art Director

Linda DeMastry

Assistant Art Director

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Radio Ink is a positive Radio industry resource designed to continually educate readers by providing fresh, stimulating and actionable ideas in marketing, sales and programming along with refreshers on the basics. Content is 100 percent related to Radio, quick-to-read, with a no-bias editorial balance, giving equal emphasis to all formats, market sizes and geographic regions. All editorial material is geared toward building the success of our readers, their stations and the Radio industry overall.

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**RADIO
INK** 54

MARCH 27 - APRIL 9, 1995



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GRAPEVINE

Getting along. Making contact with Congress were members of the Radio Broadcasters of Chicagoland when they met with Congressman Henry Hyde (white-haired chap) recently. The gang got together to discuss pending legislation, maintain communication and sit at a really big table in suits. ▶



▶ *Radio Ink* bids a fond farewell to Laurie Peters, Westwood One's entertainment director of public relations and advertising, who has resigned from her position. She lent a helpful hand to the magazine during her time at Westwood and we wish her well in her future endeavors. Peters tells us she's not straying too far from the Radio industry, however, as she'll be doing free-lance work and will, therefore, continue to be in touch.



▲ Collective Soul. WRGX-FM Hawthorne, NY, recently was the Rock pit stop for Alternative band *Collective Soul*. As you can see the band put on their best grunge for their visit. L-r: Atlantic's Mark Fischer, *Collective Soul*'s Ross Childress, RGX's Reno, *Collective Soul*'s Ed Roland and RGX PD Steve Blatter.

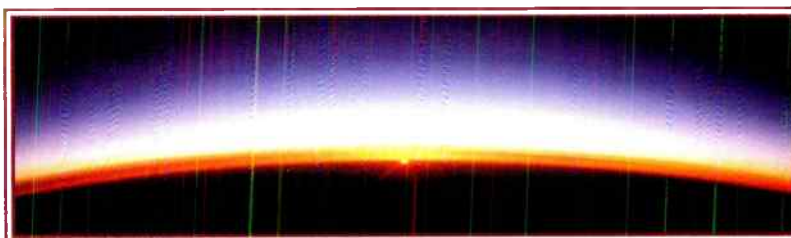
▶ Pancake party. WGY-AM Albany, NY's Don Weeks and members of his morning show gave out free pancakes to commuters and passers-by (with help of course from an International House of Pancakes Chef) in honor of, get this, National Pancake Week (Feb. 26-March 4). Says Weeks, "We hope to promote world peace through pancakes." L-r: WGY's John Emery, producer; Don Weeks; Weeks' man on the street, Rick McDaniel; and IHOP chef Mike Smith.



▼ Young and restless ... Justin Riley has done one thing most 13-year-olds in Yakima, WA, haven't done — he's had his own Radio show. As the story goes, he just hung around KFFM-FM becoming more and more involved until they decided to give him a show for a day. If only adults could get away with that.



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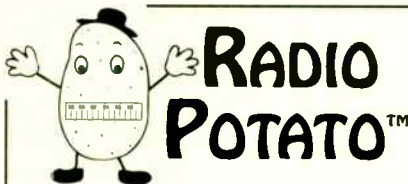
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Picture if you will ... two men gone loopy performing a bizarre stage act. Actually it's KFAR-AM Anchorage, AK, station manager Bud Foster (sans sleeves) in the early '40s with a Pancho Villa-esque pal at a remote doing a bit from the short-lived Radio show *Los Hombres Locos con Sombreros*.



SEND US YOUR OLDIES!

We're looking for old photos! (They will be returned.) Send them to: "BLAST," c/o Shawn Deena, 224 Datura Street • 7th Floor, West Palm Beach, FL 33401. Put your name and address on the back of each photo with "please return." Include a description of the photo and any people pictured.

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"Good Day, USA airs Monday-Friday, 5-9am. Owned by host Doug Stephan, the show is topical, fun and caller-driven. Daily features include Live Line with co-host Mary Beal and the Washington Reality Check with co-host Ellen Ratner. Good Day, USA can be partially or totally aired."

—Reprinted from Radio Ink.

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