

# The Wirthlin Study: Radio Connects On An Emotional Level

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# RADIO INK

RADIO'S PREMIER MANAGEMENT & MARKETING MAGAZINE™

Entercom's David Field:

*"We Can Move The Needle"*



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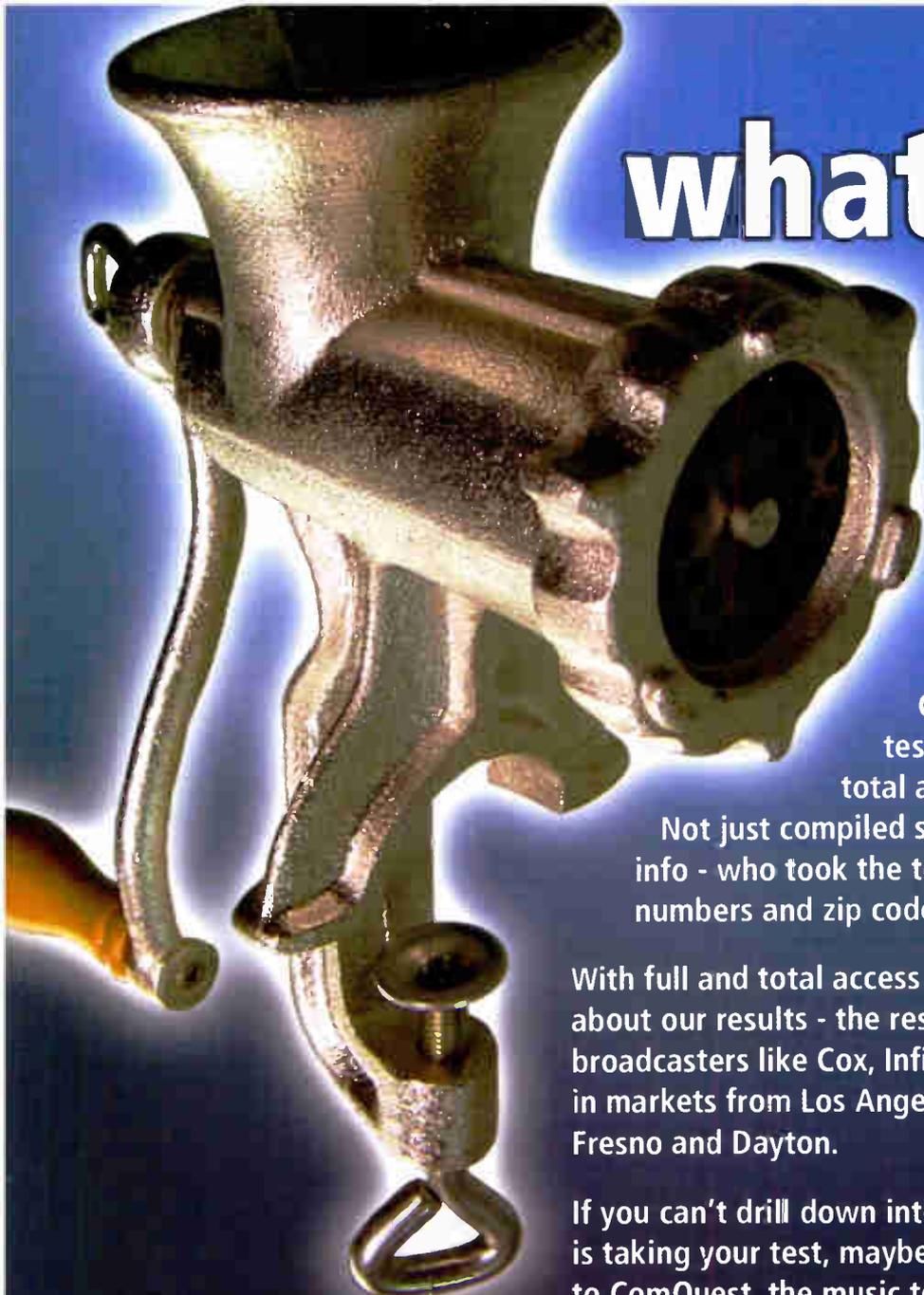
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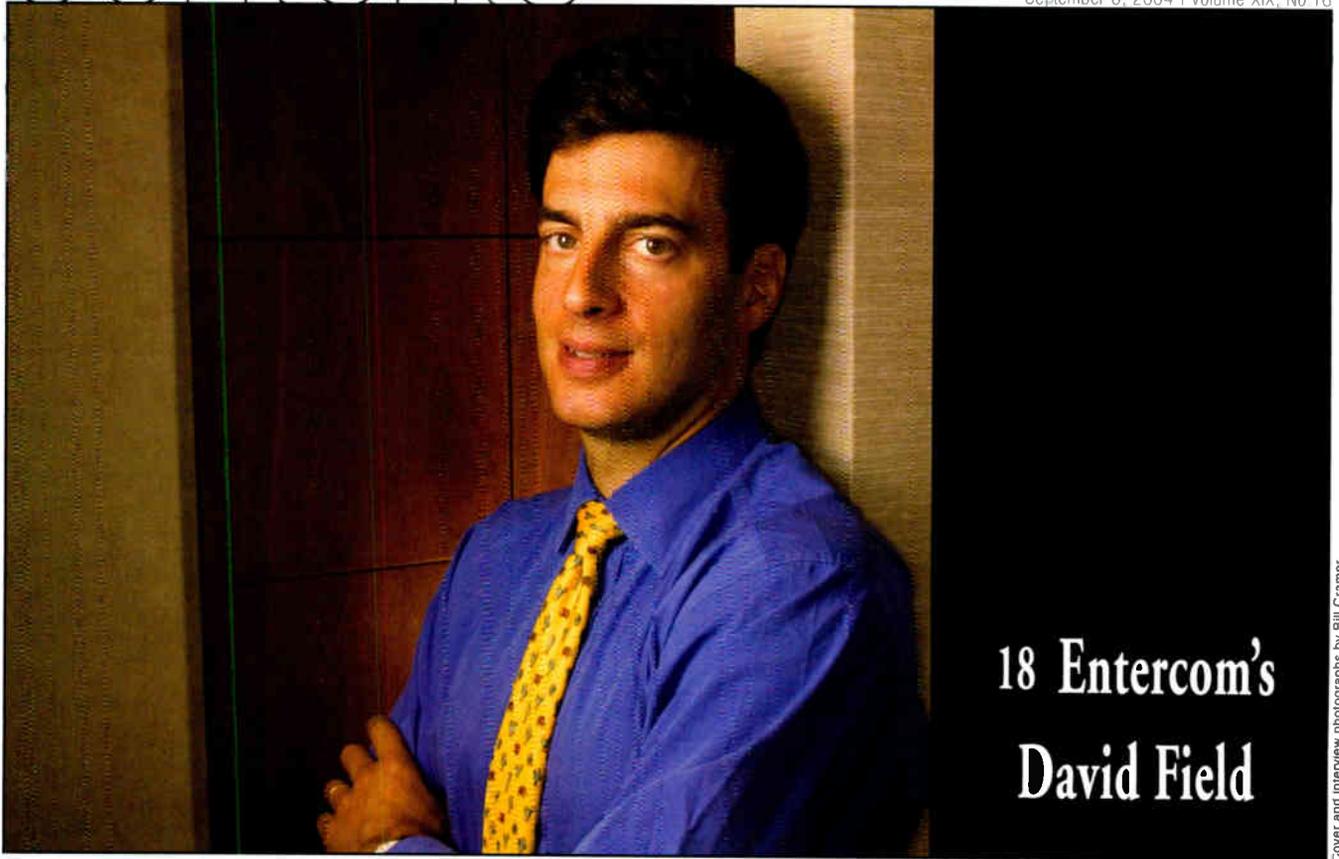
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## 18 Entercom's David Field

Cover and interview photographs by Bill Cramer.

## Feature

### 14» The Wirthlin Study

The Radio Ad Effectiveness Lab recently released the long-awaited Wirthlin Worldwide study. Beyond some expected information, the study has insightful news about consumers' perception of radio — data that could affect the foundations of our industry.

### 18» "We Can Move The Needle!"

Entercom's David Field, vice chairman of the NAB Radio Board of Directors, is working to make a difference in radio as he and his stations work to make a difference in their communities.

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

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### IDEA TICKER

**33,729**

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

### Coming Next Issue:

- » Pre-NAB Vendor Guide
- » David Kennedy interview

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# Charting Radio's Future

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Wednesday / October 6

## Programming Executive Super Session

Moderator:



**Erica Farber**  
Radio & Records

Programming Executives:



**John Dickey**  
Cumulus Media



**David Gleason**  
Univision Radio



**Tom Owens**  
Clear Channel Communications



**Pat Paxton**  
Entercom Communications



**Mary Catherine Sneed**  
Radio One

**Navigating  
New Waters  
Together**

Thursday / October 7

## FCC Breakfast

Event sponsored by:



**Jonathan Adelstein**  
F.C.C. Commissioner



**Kevin Martin**  
FCC Commissioner

Thursday / October 7

## Group Executive Session

Group Executives Include:



**Judy Ellis**  
Citadel Communications Corporation



**David Field**  
Entercom Communications, Inc.



**Chesley Maddox-Dorsey**  
Access.1 Communications



**Mark Mays**  
Clear Channel Worldwide



**Peter Smyth**  
Greater Media Inc.



**Jay Mitchell**  
Small Market Radio Newsletter



**Tom Taylor**  
inside Radio

Co-Moderators:

Event sponsored by:



Thursday / October 7

## NAB Marconi Radio Awards Reception, Dinner & Show

Hosted by:

**Bob & Tom**



The Bob & Tom Show  
Premiere Radio Networks



Friday / October 8

## Breakfast with Charlie Cook

Political Analyst



Event sponsored by:



Friday / October 8

## Radio Luncheon NAB National Radio Award Recipient **Clarke Brown**

Jefferson-Pilot Communications



Event sponsored by:



**October 6-8, 2004**  
Manchester Grand Hyatt, San Diego, CA

visit [www.nab.org/conventions/radioshow](http://www.nab.org/conventions/radioshow)



## Wall Street, a.k.a. Mr. Wolfe

Friday morning, Harrison Hill Elementary, Mr. Wolfe's 6th-grade math class: We had a big test, and I didn't know the answers. I glanced to my right, I glanced to my left — and copied as many answers as I could. All three of us failed that test. Later, I was paddled in front of the class for copying. The humiliation, the F, and a glowing red behind taught me never to copy again.

Mr. Wolfe is needed desperately at the Radio Advertising Bureau. A recent headline in the RAB daily e-mail reads: "2000 Radio Scripts Now Online." I cringed when I saw that announcement. Copying other people's scripts is lazy. Encouraging it is bad for radio. Facilitating it is shameful. (I could almost agree with publishing successful radio scripts if RAB placed a bright-red warning that people should NOT copy the ads, but use them only to stimulate new ideas.)

The spot you copied may be creative, but it probably won't solve your clients' marketing challenges. Worse, it probably won't work for them. For too long, copywriters or AEs have grabbed a spot, changed only the name of the client, put

it on the air and watched it fail. How many more advertisers have to say, "I tried radio and it didn't work," before Radio finally teaches its people to write?

Today's busy account executive rushes in on Friday afternoon, bangs out a spot in 10 minutes (or copies one from the RAB database), gives it to Production and then begins planning Monday morning's explanation to the client of what went wrong. We are fools to think our average account executive is prepared to write radio copy.

We are in the business of words, but we do not study them. Functional illiteracy is the disease that's killing radio.

Radio groups are spending fortunes on research to refine their programming, yet they spend nothing to learn how to make ads work. Commercials are the lifeblood of our business. Doesn't it make sense for us to study them? The answers are available, but most broadcasters don't realize the nature of the problem: Closing the sale isn't the finish line; it's the start of the race.

Because of pressure to hit goals, today's account executives sell schedules they know

won't work. In addition, illiteracy is not just a problem with AEs. Most sales managers, GMs, market managers, regional VPs and group heads don't know how to write ads, either. We hide behind the idea that it's Someone Else's job. Hey, maybe when we locate the mysterious Mr. Someone Else, we can have him explain to Wall Street why we're not hitting our numbers.

Mr. Wolfe slammed my backside with a paddle when he caught me copying because he knew that I would be less effective in life if I were a copycat. Likewise, Radio is getting its behind paddled, and its glowing red rear is its pathetic share of ad dollars in the marketplace. The difference between us is that I knew my beating came as the result of copying, but radio has never quite figured out why it's being paddled. ☹

*Eric*

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### New At Radio Ink...

**Radio stations can now post their job openings online at our website!**



*Radio Ink attracts over 25,000 unique visitors to its website — and over 1,000 unique visitors to its job site.*

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Just go to [www.radioink.com](http://www.radioink.com) and click the jobs tab. The rate to post an ad is \$99 for one month or \$55 for two weeks.

**BONUS!** All ads post within one hour from your submission.

For further information, [www.radioink.com](http://www.radioink.com) or contact Eric Raskin: 800-610-5771 [Ericraskin@radioink.com](mailto:Ericraskin@radioink.com)

# Experience. Stability. Vision. *And Patricia Burkhardt.*

Susquehanna People

When Patricia first came to KRBE eight years ago, she had a strong background in business, but not specifically the radio business.

"It's been a fun eight years, and it's been interesting to learn about the industry."

Originally from Columbia, South America, Patricia had been raising her family in Houston when she decided to re-enter the workforce and put her accounting degree to good use. She's worked hard to learn the system and has seen how many different people play a role in every radio marketing campaign, from inception to final payment.

"Susquehanna is a unique company that works very hard to get to know its employees. I feel very fortunate to practice my career at a company that embraces diversity and helps people grow professionally."



*Patricia Burkhardt*

Senior Accountant/Credit Manager  
104 KRBE Radio  
Susquehanna — Houston



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# ON AIR

PEOPLE  
EVENTS  
LETTERS  
NEWS  
PRODUCTS  
& MORE

## FACETIME



**"NO, NO, KZ, THE KIDS WIN THE PRIZES!"** When KCBI in Dallas held its annual "KidZone Back to School Splash," more than 500 kids vied for free prizes at the water-park event. **KZ Rod**, shown here dispensing a winning ticket, hosts the *KidZone Radio* show each Saturday morning.



**Magic in Motor City:** Magic 105.1 FM in Detroit celebrated the 10th annual "Cruise on Woodward Avenue" with special broadcasts. In one, Magic and the Ford Motor Co. teamed to honor women in the automotive industry. (A) **Jim Harper** interviewed **Anne Stevens**, Ford's group VP for Canada/Mexico/South America. Harper also interviewed the woman in charge of design, engineering and development of small front- and rear-wheel-drive vehicles for Ford and Lincoln-Mercury: **Barb Smardzich** (E), known as "Ms. Mustang." Festivities continued with live "Cruise Party" broadcasts with (D) **Jim Harper** & **The Magic Morning Show** (l-r: **Linda Lancl**, **Mike Bradley**, **Cyndy Carty**, afternoon personality **Jim Paolucci**, and Harper); Paolucci (C) with traffic reporter **Kim Schmitz**; and weekend personality **Chuck Santoni** (B).

## Radio Disney Brands Apparel

**Radio Disney** and its subsidiary **Disney Consumer Products** have launched the exclusive debut at **Kohl's Department Stores** of Radio Disney-branded apparel designed for 7- to 16-year-old girls. Embracing the tagline "My Music. My Look. My Way," the new "tween" lifestyle apparel reportedly offers "chic, unique designs and stylish cuts, inspired by the energy and spirit of Radio Disney chart toppers." The Radio Disney apparel line is available, just in time for back-to-school.

"Music and fashion have always gone hand in hand," commented **Sarah Stone**, vice president of marketing for Radio Disney. "The Radio Disney clothing line is a logical next step and is part of our overall strategy to extend the brand in as many ways as possible. We feel we have successfully brought to life the fun, positive spirit of Radio Disney and the music we play."

**Note:** Co-branding like this doesn't have to happen only on a national level. Plenty of opportunities exist for radio stations and local retailers to sell exclusive station-branded merchandise.

## Newspaper Ad \$\$ Up 4% In Q2

Despite a circulation scandal that was revealed earlier this summer, the newspaper industry showed an uptick in Q2 ad revenues. Ad dollars were up 4.1 percent, to \$11.5 billion, according to the **Newspaper Association of America**.

"Although economic growth slowed somewhat in the spring, total advertising in newspapers grew a little faster than it had during the first three months of the year," NAA Vice President **Jim Conaghan** said in a statement. "Taken together, first- and second-quarter advertising expenditures have given the industry some positive momentum that we hope will carry through the remainder of 2004."

## Hispanic Population Grew 27% Over Last 5 Years

**BIA Financial Network** says that over the last five years, the total Hispanic population in the United States has grown by 27 percent, from about 30 million to over 38 million. The broadcasting industry has responded with an 86-percent increase in the number of Spanish-language radio stations, according to a review of the radio industry recently completed by BIAfn.

Between 1998 and 2003, the number of Spanish-language radio stations in the U.S. rose from 302 to 561. Today, approximately six percent of commercial radio stations program a Spanish-language format. Of the 561, 438 were in Arbitron-rated markets and 191 were in the 20 largest Hispanic radio markets in the nation.

"Despite the explosive growth in the number of Spanish-language radio stations over the past five years, Spanish-language radio is somewhat under-represented in the 20 largest Hispanic radio markets," observed **Lauren Butler**, director of media valuations at BIAfn.

## LETTERS...

**Are We In Extended Limbo?**

Roy Williams' article in the July 26th edition of *Radio Ink* ("Things Eric Won't Write") happened to pass my eyes at the right time. After 11 years in the business, doing as we've all done (everything!), I have gotten to the point where I give thought to leaving this part of the entertainment business altogether because of the exact points you touched on. Sad that at 30 years old, I feel burned out, huh?

How in the world does anyone expect super-creative personalities, programmers, salespeople, production people, etc. to perform at their peak when the environments we work in are totally counter to it? I love this business as much as any of my radio brothers and sisters, but it's tough to fire yourself up when the good ol' boys are at work, and time after time, opportunities to grow and move forward with your career are squashed because of someone else's "agenda." Somewhere, long, long ago, being good at what you did had meaning and held the promise of growth.

I may find trouble for myself with this note, but honestly, ask yourself if it matters. Until the powers that be remember what business we're in and how creative it truly is, it's nothing more than extended limbo with fading hope for most of us.

*RC Williams, KMOJ Minneapolis*

**"Commisery" Loves Company**

As someone who has been in radio sales for 16 years, I feel as though I have seen it all. Today as I commiserated on some topics — top-line growth, loss of experienced people, new-generation thinking — someone in the office handed me your article "Radio Is Adrift On Denial River" (*Radio Ink*, July 5). You hit four of those topics right on the head. It gave me comfort to know I am not just being negative about an industry I love. What can I, as a salesperson, do in my world?

*Mary Kaye Stuart, KEYI Austin*

**A Roy Williams Moment**

So there I was last night at the Prince concert in Atlanta. In the middle of one his classic hits, I had a Roy Williams moment. Prince was singing his classic hit from the Purple Rain album, *I Would Die 4 U*. With 20,000 thousand other people, I was mouthing lyrics we think we know. All of a sudden, my left brain turned on, and for the first time ever, I actually "heard" the lyrics. Who would have thunk it? The little guy in the purple jumpsuit — many people think he is a freak (although I consider him a musical genius) — is on stage delivering the message of Jesus Christ to 20,000 drunk partiers. Wild stuff!

*Chris Bell, Planet Jam*


 Charting *Radio's Future*

Join us at the  
**NAB Education  
Foundation**

**RADIO SHOW**  
*Career*  
**FAIR**



**Wednesday,**  
**October 6, 2004**  
Manchester Grand Hyatt  
San Diego, CA

**Event Schedule**

**NABEF Career Fair**  
10:00 am - 1:00 pm  
Edward CD, Level 2

**NABEF Career Seminar**  
**"Careers in Radio"**  
11:00 am - Noon  
Edward AB, Level 2

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call (202) 429-5498



**» QUICKREAD »** It's time to fire a sales superstar if his/her behavior is unacceptable (disruptive, combative, unethical). » First, advise the person to change behavior, while you check legalities that may be involved. » Without a change in behavior, institute preparations for firing the person; forge a relationship with the "superstar's" top five billing accounts, naming yourself as backup if the superstar is unavailable for any reason. » After the firing (at the superstar's desk — removal of personal effects only), meet immediately with each of those top accounts and begin over-servicing them. » Re-assign the rest of the superstar's accounts between TWO salespeople. » Eventually, when you see that the top accounts are solid, they may be re-assigned to other top reps. » The message to all your reps: Poison in, poison out!

## Poison In, Poison Out!

Raise your hand if it's time to fire your top-billing superstar.

Say what? Fire a top-billing superstar? No way!

But, what if said superstar is also a nightmare to manage? Under the heading "Unacceptable Behavior," this superstar...

- flaunts a prima donna attitude,
- chronically complains about everything,
- is infamously dishonest and unethical,
- repeatedly tries to sneak in unauthorized deals,
- bullies sales support,
- throws temper tantrums with monotonous regularity,
- is purposely and openly insubordinate,
- et cetera.

Mind you, the superstar couldn't have that kind of rap sheet without management's cooperation, right? But, to spare you any personal culpability and embarrassment, let's assume you inherited this jerk from a previous administration. In fact, early in the game, you made your position unforgettably clear:

"Look, you are my No.1 biller, but you are also my No.1 problem child. In fact, I spend more time managing you than all the other salespeople combined, and I have now reached the point where this situation has become absolutely intolerable. Get with program or you're out of here."

Well, guess what? Sometimes it's easier to turn around an entire cluster than it is to turn around a single individual. So, you finally decide to fire the superstar. Now, assuming you checked out the legalities, how are you going to

fire the person? Here is my methodology:

**1.** Weeks in advance, announce, in the interest of super-servicing your top accounts, you want to meet with each salesperson's top five billing accounts. Your real target? The Trouble-Making Superstar, hereafter called TMS.

**2.** To each advertiser you're meeting for the first time — given their relative importance to your billing — apologize for not taking the initiative to meet them sooner.

**3.** Additionally, inform TMS's accounts that, in the event TMS is not available to them for whatever reason, you are TMS's official backup.

**4.** Hand each client your business card after hand-writing your cell and home phone numbers on it.

**5.** Over the next few days, invite TMS's top five billing accounts to lunch, one-on-one.

**6.** Thereafter, do whatever you can to develop as close a relationship with each of those individuals as you possibly can.

**7.** Only when those relationships are fail-safe solid, fire TMS.

**8.** Conduct the obligatory exit interview at TMS's desk. Fired persons leave the building with personal effects only.

**9.** Wish the person luck.

**10.** Immediately, call TMS's top five billing accounts, requesting to see them ASAP.

**11.** Explain, leaving out proprietary details, that — just as there must be times when they have to make tough decisions — in terminating TMS, you had no other choice.

**12.** Further, explain that effective immediately — and until you can

find a replacement who can service the account as well as you can — you are the official account executive.

**13.** Over-serve TMS's accounts.

**14.** Replace TMS two for one. Rule of thumb: It takes two salespeople to replace one superstar's billing. Caveat: Neither salesperson is to get a single one of TMS's top five billing accounts.

**15.** When you have developed relationships approximating those on which TMS capitalized, it's time to introduce TMS's successors to each of those top five billing accounts: salespeople you are confident will do an even better job of servicing and selling those accounts.

**16.** Based on the same criteria, reassign TMS's remaining accounts to other salespeople.

**17.** Negotiate with the salespeople to whom you gave TMS's top five accounts: In lieu of your generosity, which accounts on their lists are they willing to release to the two new hires?

**18.** Continue your role as backup AE on TMS's former plum accounts.

**19.** Maintain, on a regular basis, your now "personal" relationship with those accounts.

**20.** Should TMS end up working for a competitor, help your salespeople rip TMS's liver out; it's payback time.

This method rids you of your No. 1 management problem, you will increase the top line, and as a bonus, you send a message to salespeople companywide: Poison in, poison out! ☠

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

EXPERIENCE

# "The Dave Effect"

Watch the Ratings Spike when Dave Hits the Air...

	BEFORE DAVE		DAVE'S HOUR
Grand Rapids WTKG #1 ON STATION	0.6	vs.	1.5
Jackson WFMN #1 ON STATION	3.7	vs.	8.6
Louisville WGTK	0.5	vs.	3.4
Nashville WTN BEATS RUSH & HANNITY	4.0	vs.	8.0

\* Arbitron Winter 2004. AQH share increase

## THE DAVE RAMSEY SHOW<sup>®</sup>

"Where life happens; caller after caller..."

NOW HEARD ON OVER 200 AFFILIATES AND GROWING!

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A 90-SECOND DOSE OF FINANCIAL REALITY



NOW HEARD ON OVER 75 STATIONS

Listen to a demo @ [www.daveramsey.com](http://www.daveramsey.com)



# The Wizard of Ads

By Roy H. Williams

**QUICKREAD** » A radio ad should be exactly as long as it takes to say what needs to be said. » Use 60-second ads when your message is complex, when you must include persuasive details or explanations of an unfamiliar offering, or when you have a generic commodity and you want people to like you. » Use a 30-second ad when your product or service is clearly understood and you're making an easy-to-understand offer. » Use 15-second ads when you have a powerful, simple message or you're in a business category where no one else advertises. » Use mentions for top-of-mind awareness in a crowded marketplace, or you want to add frequency to your 30- or 60-second message.

## :60s, :30s, :15s or Mentions?

Shakespeare would argue for 15-second radio ads: "Brevity is the soul of wit." W.C. Fields would suggest :60s: "If you can't dazzle them with brilliance, baffle them with bull." I agree with both.

When people ask the best length for a radio ad, I always think of Abe Lincoln's answer when asked how long a man's legs should be: "Long enough to reach the ground." In other words, a radio ad should be exactly as long as it takes to say what needs to be said.

### Use 60-second ads when:

1. ...your message is complex. Better to write a :60 that makes your message clear than a :30 that leaves doubts and questions.
2. ...you need to include specific details for persuasion. Specifics are always more believable than generalities. Close the loophole. Answer the question lurking in the listener's mind, but don't bore your audience by answering questions no one is asking.
3. ...you're in a business category that's new and not easily understood. If you first must create the realization of need before you can sell your solution, it can easily take 60 seconds.
4. ...you need to "baffle them with bull." If you sell a generic commodity and your strategy is for people to buy from you simply because they like you better, you're going to need a world-class creative team. These ads are, without question, the hardest of all ads to write. But they can also be the most entertaining. These are the times when your production people can shine like the sun. Inspire them, but don't instruct them. Buy them food, give them praise, remind them that they're geniuses and, yes, everyone misunderstands them but you. Production people live to create ads like these, but you have to give them time, encouragement and freedom — and maybe beer.



### Use 30-second ads when:

1. ...your product or service category is clearly understood and you're making an easy-to-understand offer. Say it plain. Say it straight. Eliminate all but the most essential adjectives and adverbs. Replace clichés and predictable phrases with unanticipated wording. Focus on verbs, and use as many as possible. Make one point per ad, but make it powerfully in the script. Don't write a weak message and then try to compensate for it with powerful delivery (vocal inflection, dramatic music, sound effects). The '70s are over.

### Use 15-second ads when:

1. ...you have a powerful, simple message. Don't screw it up by blah, blah, blahing for 30 seconds when you can say it more powerfully in 15. Sadly, many ad writers fall into the trap described so eloquently by Blaise Pascal: "I have made this letter longer than usual because I lack the time to make it shorter." At least 25 percent of the :30s on most stations would really work better as

:15s. But most stations aren't willing to sell 15-second ads at a price that makes them attractive. Even more difficult is training ad writers how to uncover the vital message that can be powerfully communicated in 15 short seconds. Tight, powerful ads are hard to write, but definitely worth the effort.

2. ...you're in a business category where no one advertises but you. When simple name recognition will likely be enough to make customers think of your name when they need what you sell, don't be an idiot: Buy :15s and mentions.

### Use mentions when:

1. ...you sell a commodity in a crowded marketplace and your strategy is to go for Top-Of-Mind-Awareness. (Radio stations should fund a TOMA study every two years. You'll be amazed at the impact a "marketplace snapshot" will have on advertisers.)
2. ...you merely want to add additional frequency to a schedule that is delivering barely-sufficient frequency of your 30- or 60-second message. But don't fool yourself by calculating a reach-and-frequency analysis that lumps the mentions into the same schedule as the :30s and/or :60s. The schedule of the full-length ad must deliver sufficient frequency on its own. Mentions are merely gravy. Like gravy, they're really not worth much when there is insufficient meat on the plate.

The most common mistake is allowing the budget to dictate the length of the ad. Never try to squeak by with :15s and mentions when you really need :30s and :60s. Sacrifice reach, not ad length. Buy a less expensive daypart or a smaller station. Make your message exactly as long as it needs to be. ☒

Roy H. Williams is president of Wizard of Ads Inc. and may be reached at [Roy@WizardofAds.com](mailto:Roy@WizardofAds.com).



# Cult Branding

By B.J. Bueno

» **QUICKREAD** » No progress will be seen in Radio without change. » We are the first super-communicated society in history — all communicated, all connected. This changes the rules. » Industry control freaks are going to face a very scary proposition: The consumer is in control. » Industries today must be open to more than one interpretation on how to solve their problems. » Today, we are looking at the fragmentation of demographics; those numbers are real people. » Try something "that ain't been there before." Adopt change!

## Old Rules? Going... Going... Gone

The radio group too set against change is dead already. The funeral will be a mere detail. But as Charles Kettering would say, "The world hates change, yet it is the only thing that has brought progress." That is what today is about: CHANGE — taking old rules and changing them. No progress will be seen in Radio without it.

People who are frightened of change are failing quicker than ever. Trends such as time compression are erasing the lines of "natural" change. Ideas — from financial tips to fashion and technology — travel the world like lightning. Kids in India know what kids in Michigan think is cool. We are the first super-communicated society in history. In essence, we have reconstructed the Tower of Babel, speaking one language — all communicated, all connected. This changes the rules. Industry control freaks are going to face a very scary proposition: The consumer is in control.

All bets are off as we are living in a most ambiguous time.

**Am·big·u·ous:**  
**Open to more than one interpretation;**  
**Doubtful or uncertain.**

That is right. Industries today must be open to more than one interpretation on how to solve their problems. The average person is in contact with 1,500 products daily. People who go shopping could run into nearly 35,000 products and brands. About 50,000+ thoughts cross the normal human mind daily. And there are 500 TV channels available.

We have previously talked about the fragmentation of all media, which means marketers can no longer reach mass audiences. Today, we are looking at a proposition that's even scarier for traditionalists: the fragmentation of demographics. Marketers who insist on basing all their conclusions on age and race are failing to recognize that those numbers are real people.

At one meeting, I was told about a great research project, in which the store (it will remain unnamed) decided to advertise to Hispanics in the Spanish language to encourage purchases of computers. The company was amazed when Hispanic people showed up and bought lots of computers!

Doesn't that sound stupid? Of course they wanted computers. Don't they have families they want to e-mail? Don't their kids do homework? Don't they to belong to the human race? This kind of company thinking rationalized that success as: "Oh, we just over-indexed." This is the kind of thinking that must go away.

### Numbers are not people.

Albert Einstein once said in his accented English: "Is not that their answers are

wrong; is that their questions are not big enough." Today, businesses don't ask big enough questions. We are desperately trying to make the old rules play in our favor, but they won't.

In an article, *Wired* writer David Ewing Duncan expands on the change of the day: "Sequenom has industrialized the SNP [single nucleotide polymorphisms] identification process." In understandable English, it means that a healthy human can be screened for a full gamut of genetic disease markers, so we'll soon see multi-disease gene kits, "available at a retailer near you." Another change. Change — scary, yes, but it's still a wonderful thing.

Humans have survived by adaptation, breaking habits that were no longer conducive to survival. Industry will do the same.

"Stability is a dead fish floating downstream. The only kind of stability we know in this country is change."  
— Henry Ford

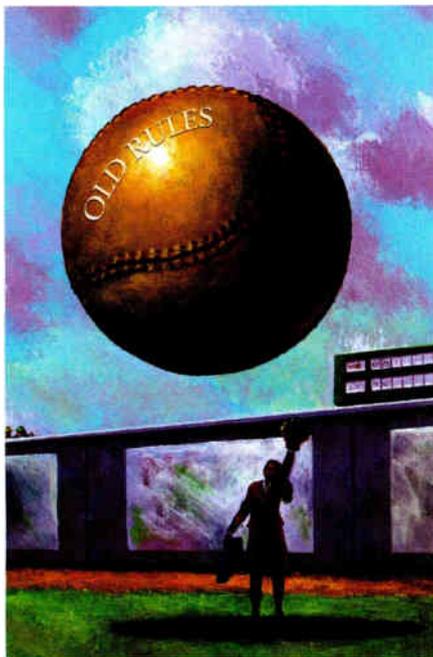
### PUT SOMETHING IN

Draw a crazy picture,  
Write a nutty poem,  
Sing a mumble-gumble song,  
Whistle through your comb.  
Do a loony-goony dance  
'Cross the kitchen floor,  
Put something silly in the world  
That ain't been there before.  
— Shel Silverstein

We don't want to be the dead fish floating downstream. Try something "that ain't been there before." Adopt change.

Onward! ☛

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



Out of the park!

# The Wirthlin Study: Radio Connects On An Emotional Level

Despite the introduction of myriad new personal media devices, radio continues to be seen by consumers as a one-on-one, emotion-driven experience, causing listeners to believe that both the medium and its advertising are more relevant than television and newspapers.

That's just one of the key findings in the long-awaited Wirthlin Worldwide Study, released last month by the Radio Ad Effectiveness Lab. The study demonstrates how radio advertising affects consumers in ways that are different from television and newspapers, and suggests how radio broadcasters can use the medium's inherent emotional hook to form a consumer bond between the audience and the advertiser — in other words, to get listeners to buy a client's products or services.

"The information in this study explains the special connection that radio has with its listeners," observes Radio Advertising Bureau President/CEO **Gary Fries**. "It reveals how that one-on-one relationship extends to Radio's advertisers when the medium is used properly."

"The study documents radio's strength beyond the basics of an advertising medium, and supports the supposition that radio can, and does, motivate consumers in a uniquely personal way," adds **Owen Charlebois**, president of Arbitron U.S. Media Services and chairman of RAEL.

## *The purpose of the study was two-fold:*

- To quantify the perceptions that consumers associate with radio as a medium, and to contrast those perceptions with the values for television and newspapers; and
- To contrast perceptions of radio advertising with those for television and newspaper.

The report explains that the study's results are most understandable by examining how perceptions of radio ads compare to those for

TV and newspaper, then burrowing into perceptions of general media for greater understanding. Participants were asked to respond to a battery of questions that compared advertising of two media (such as radio vs. television or radio vs. newspaper), using a list of statements similar to this: "I feel that their ads are directed more toward me personally."

Respondents then were asked to rate that statement on a scale of 1 to 7, where 1 meant "associate more with television (or newspaper)" and 7 meant "associate more with radio." Averages then were computed for each question. Average scores above a value of 4.0 represented

statements associated more with radio, while any scores below 4.0 would be associated more with the other medium.

As can be seen in Figure 1 [p. 16], those responses associated more with radio (vs. television) include "Ads make me feel more connected to my community," "I feel that the ads are directed more toward me personally," and "Advertisements in this medium are reliable." Radio's local nature also shows up in the higher ratings for the statement "I get more exposure to advertisements for local products and services."

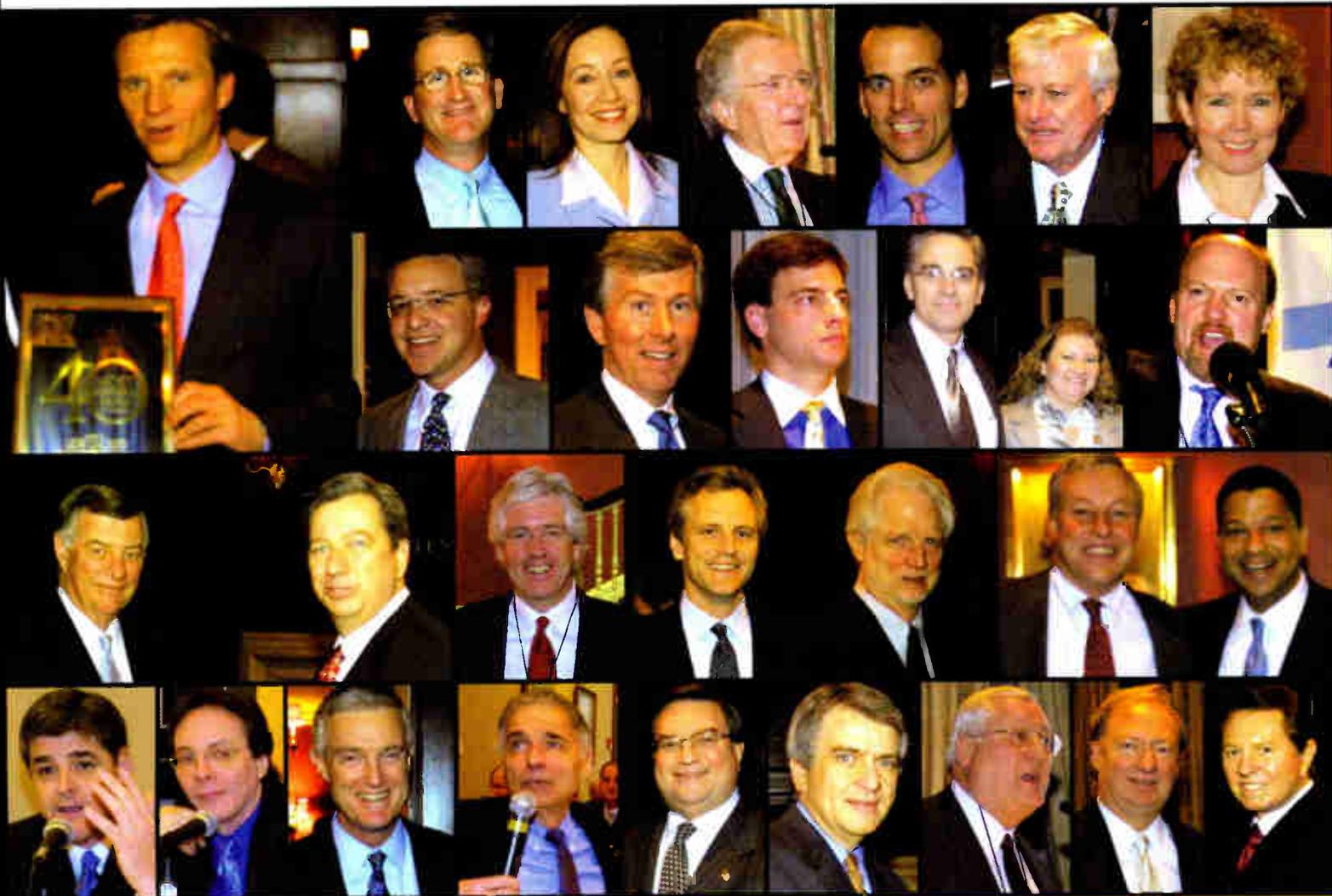
The pattern, the report's authors conclude, is significant: "When compared to » 16



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December 6 & 7, 2004

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# Key Findings Of The Wirthlin Study

Radio listening is a one-on-one, emotion-driven experience, and listeners believe that both the medium and its advertising are more relevant (compared with television and newspapers).

Consumers see television and newspapers as being designed to satisfy the masses, but radio is where they turn to get gratification of their personal wants and needs.

Consumers believe their radio programs carry ads that are appropriate for them as individuals, and listeners are therefore more ready to react at an emotional level — if the advertisement is well suited for that program's context.

The ability of radio advertising to make personal, emotion-driven connections with listeners helps explain why radio can be so effective when the advertising is done well and placed appropriately.

television ads, radio ads are seen as being more personally connected to the consumer.”

As noted in Figure 2 [below], consumers see radio advertising as being more connected to them as individuals, and more relevant overall, than newspaper advertising. A theme of personal relevance appeared in such comparisons as: “...directed more toward me personally,” “do a better job of reaching the people they are meant for,” and “have more impact on me.”

The Wirthlin study concludes that radio advertising is perceived as more relevant to the consumer, and more personally connected, than ads on television or in newspapers. Also, because of this more personal connection, radio ads trigger emotional reactions among consumers. Of course, this personal relevance for radio can serve as a double-edged sword, as this perception is both a benefit and an expectation. “Radio provides an ad environment that is conducive to reaching people at a very personal and emotional level,” the report says, “but if the ads are not reasonably relevant to the audience for that programming, they may be resented.”



Owen Charlebois, president of Arbitron U.S. Media Services, is also co-chairman of R.A.E.L.

messages that speak personally to the listener. The challenge is that consumers will be less relevant. This has some specific implications for the planning and creation of radio advertising:

- Radio ads, more than for other media, must be compatible with their surroundings. There is no one-size-fits-all ad for radio (at least not one that's effective), and format-specific advertising matters.
- Radio ads must speak to people at a personal level, not as a group. Consumers expect television and newspaper ads to try reaching a large population, but radio ads should speak to the individual.
- While radio can be used to provide synergy with advertising on other media, that doesn't mean that radio ads can simply duplicate the content or style of the other medium. Effective radio communication requires an approach that is more personal.
- Even a conscious effort to achieve “imagery transfer” — using radio ads to

## What This Study Means For Advertisers

1) *The personal nature of the Radio medium is reflected in the expectation that Radio advertising is directed personally to the listener, and that Radio advertisers are “trying to reach me personally.”*

Why is this important? Consumer expectations that radio advertising will be more personally relevant presents both an opportunity and a challenge to advertisers. The opportunity is that the expectation creates receptivity to

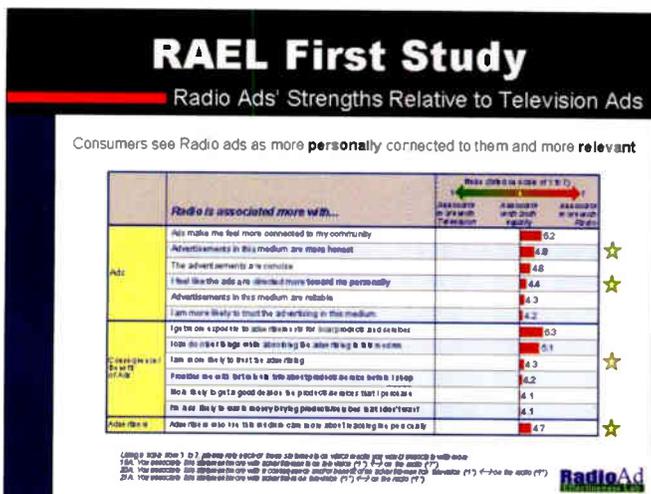


Figure 1

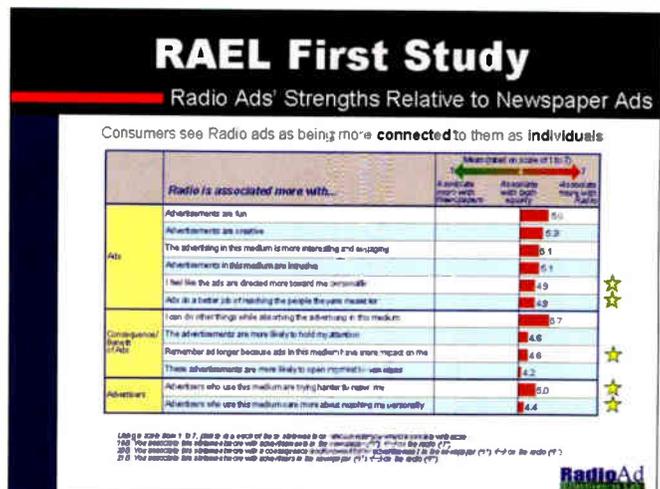


Figure 2

reinforce images from other media — should consider that consumers want and expect a more personal approach.

- Because radio ads work differently than those in other media, advertisers would be well-served by the use of more radio commercial pre-testing to make sure the message is appropriate to the medium.

2) *Radio reaches people at an emotional level at least as well as television, and much more than newspapers.*

It's widely acknowledged in the advertising community that it's no longer enough to present consumers with product/service attributes and benefits. To be truly motivating, advertising must include an emotional appeal. The tendency of radio listeners to interact with the medium on an emotional level represents a great opportunity for advertising to leverage that emotional receptivity.

This observation may also suggest something about "production values" in radio advertising. Elaborate production may be less important than having the right message — the right conduit into personal relevance and emotions.

These findings about emotion may come as a surprise to some; radio historically has not been thought of as the medium for emotional connections. But the consumers in the Wirthlin study made it clear that personal satisfaction, personal relevance and personal emotions are significant parts of their radio experiences — including their connections with advertising.

3) *Given how strongly people identify with "their" stations (and "their ads"), radio's ability to be effective and to generate excellent ROI shouldn't come as a surprise.*

The fact is, radio makes personal, emotional connections with listeners, and that's a very powerful environment for an advertiser.

### **What This Study Means For Broadcasters**

A) *Programming and advertising are part of the same experience for listeners.* Some of radio's power as an ad medium comes from listeners' belief that the ads will be relevant to them, and that sets the stage for personal, emotional connections. However, the flip side is that listeners expect ads to fit in with the programming, and when they don't, that dissonance can only hurt listener satisfaction.

B) *Therefore, the process of selling — of seeking new advertisers — must consider environmental compatibility.* Putting a dissonant advertiser on the air hurts both the advertiser and the programmer by clashing with listener expectations.

C) *Similarly, broadcasters who create ads for their clients need to be equally careful about context.* Being effective for each advertiser requires more than just running an ad — it requires harmonizing the campaign objectives with the consumer's listening experience.

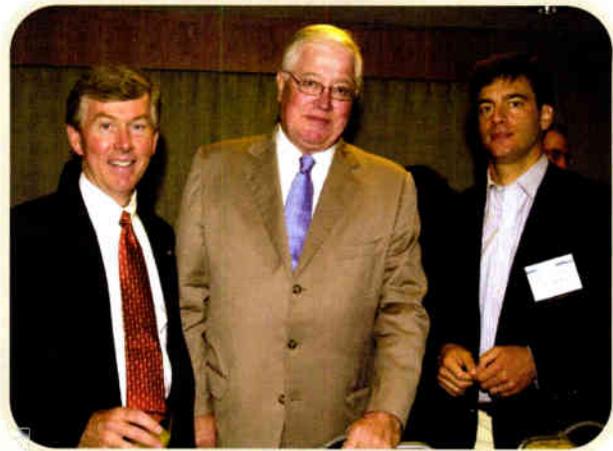
D) *Radio ads can, and should try to, reach people at a personal and emotional*

level. When creating ads for clients, broadcasters should heed the advice given to advertisers — ads must reach people individually, not just as part of "the public." Generic ads are anathema to radio effectiveness.

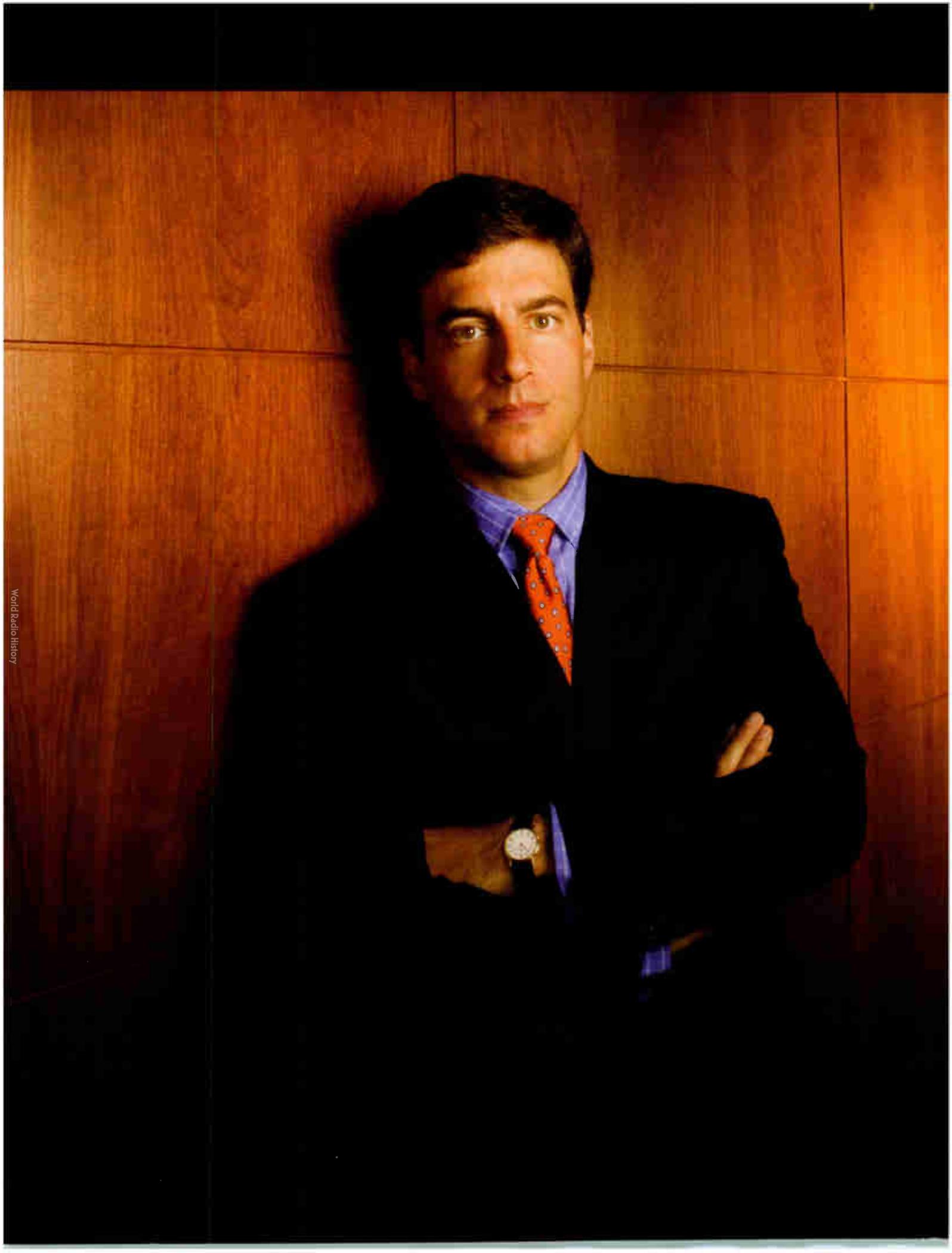
**The bottom line:** Radio ads should speak to individuals, not just to the general population. In addition, they must be compatible with their surroundings, which means that effective radio commercials must be just as targeted as the programs that contain them.

"The Wirthlin report is just the latest stage in a succession of terrific reports that will give marketers much greater insight into how to make their radio most effective," concludes **David Field**, president/CEO of Entercom and a board member of RAEL. "We've all known for years how undervalued our medium is, and it's largely undervalued because you have a great number of marketing decision-makers who frankly just don't understand what radio is all about. This effectiveness research gives them volumes of information on how radio works and on the success of radio. That will be an enormous catalyst for these companies to put more money into radio and take advantage of not only our effectiveness but also our efficiency relative to the other choices." ☐

The Radio Ad Effectiveness Lab is an independent organization established in 2001. Funded by radio-industry companies, RAEL works with advertisers, agencies and radio broadcasters to further the understanding of how radio advertising works, to measure radio's effectiveness, and to increase advertiser and agency confidence in radio. During 2004 and 2005, RAEL is funding several large-scale studies about radio-advertising effectiveness and ways to maximize radio's return on investment (ROI). The full Wirthlin report can be downloaded at <http://RadioAdLab.org/reports.htm>.



At the conference announcing the Wirthlin-study results were (l-r) Susquehanna's David Kennedy, RAB President/CEO Gary Fries and Entercom's David Field.



## “We Can Move The Needle”

By Reed Bunzel, Editor-in-Chief  
Cover and interview photos by Bill Cramer

There's no question that Entercom is one of the jewels in radio's crown. Ranked fourth in terms of overall revenue, the company in recent months has picked up stations in Indianapolis, Buffalo, and Providence; and it is actively seeking additional acquisitions that fit the company's aggressive growth strategy. Meanwhile, Entercom's second quarter 2004 net revenues increased 6 percent to \$113.7 million. Same-station net revenues increased 5 percent to \$112.7 million, and free cash flow increased 5 percent to \$35.9 million (all vs. Q2 2003).

“We are very pleased with our second-quarter performance, as we delivered record-breaking financial results, including a 27-percent increase in net income per share,” said Entercom President/CEO David Field when the numbers were released in early August. “We also moved to create additional shareholder value by deploying a portion of our strong free cash flow towards a share buyback that we announced during the quarter.”

At the same time, Field noted “the acceleration of positive industry developments” and observed that “the industry is rapidly implementing electronic invoicing to improve and simplify the purchasing process for our customers, and the Radio Advertising Bureau has dramatically enhanced its business development capabilities over the past 60 days.”

Additionally, Field lauded Clear Channel's recently announced initiative to significantly reduce commercial inventories, as he stated, “Entercom has always maintained a disciplined, limited inventory policy, and we remain committed to this advertiser- and listener-friendly approach.”

But wait, there's more: The same day that he reported the company's Q2 numbers, Field also announced that Entercom would be accelerating the rollout of HD Radio, with plans to upgrade 80 percent of its stations over the next four years. “HD Radio will enhance our ability to

compete and win against a variety of new digital competitors,” he explained. “Providing innovative digital services for listeners and advertisers is a key part of our long-term growth strategy.”

Few would argue that Field has provided solid stewardship for the company that his father, Joseph Field, founded in 1968, when FM was still playing “beautiful music” with few, if any, commercials. Against this backdrop, the younger Field didn't immediately join the family business, opting instead to pursue a career in corporate finance. He received his B.A. from Amherst College, earned an M.B.A. from the Wharton School of Business, and worked as an investment banker at Goldman, Sachs & Co. in New York.

The broadcasting bug finally bit when Field was 25. He joined Entercom in 1987, when the company owned just a handful of stations and was generating under \$10 million a year in cash flow. He began as a general manager and worked his way up, eventually being named vice president of finance and chief financial officer. Field subsequently was named vice president of operations, essentially running the operations side of the company throughout the 1990s. In 1998, before Entercom went public, he was named president, adding the title of chief executive officer in 2002.

A strong believer in consolidation and the strength it brings to the radio industry, Field also believes that radio broadcasters have let intramural competition fester far too long, at the expense of long-range growth. “Historically,” he says, “we've been so focused on infighting in our business that we have not invested in our medium or focused on the long-term growth of the industry. But in the past year or two, we've seen a sea-change in thinking among broadcasters, focusing more broadly on the industry's prospects.”

Taking an active role in retooling the industry's priorities, Field currently serves as vice chairman of the National

Association of Broadcasters Radio Board of Directors, and he is a member of the Radio Advertising Bureau Board of Directors.

Field's life, however, is not all about broadcasting. Equally passionate about the environment, he is a board member of the Philadelphia Zoo and The Wilderness Society. "I am absolutely as passionate and competitive as anybody could be about our business, but that has to go hand-in-hand with being a responsible corporate citizen," he explains. "You need to be successful in all domains, not just in the bottom line but in your contributions in terms of how your people feel about the organization, in terms of your contribution to the community. We really do strive to keep a balanced perspective."

Following Field's lead, Entercom stations and employees are actively making a difference in their communities. In 2003, \$53 million was raised for charitable causes through fundraising activities, advertising and promotional support. One day each year, employees are given the opportunity to participate in a company-wide program called Make a Difference Day, which provides community-based charitable work that benefits a variety of humanitarian causes.

*Radio Ink* recently sat down with David Field to discuss radio's inherent strengths, the industry's pressing challenges and prospects, and the responsibility that companies have not only to their employees but to the communities in which they operate.

**National advertising is showing considerable signs of weakness, compared with other advertising-supported media. What is radio's greatest challenge on this front, and is radio doing enough to reverse this downward trend?**

I'm not sure radio is truly lagging. If you look at the macroeconomic statistics for this quarter, consumer spending is down, so it isn't just a radio issue — it's an economic issue. We're now seeing that television (excluding political advertising), newspaper, magazines, other media, also is softer. We may have been the first to reflect the mediocre consumer climate, but as we get more data from the field, it's pretty clear that the economic issues are more widespread.

Having said that, there is certainly ample opportunity for us to be more effective in growing our appeal to national advertisers, and there are several important initiatives under way to address this.

**Has the Radio Advertising Bureau been as effective as it might be in promoting radio effectively to national advertisers and agencies?**

Historically, we as an industry did not invest in marketing radio to Madison Avenue. Now the RAB is being transformed into a far more effective marketing engine. I have been very impressed with the steps that RAB is taking to put more senior-level marketing executives on the street, and to invest in other initiatives and marketing programs, inducing Fortune 500 advertisers to invest a greater share of their marketing budget into radio. With these efforts, we have a very real opportunity to move the needle in a meaningful way.

**You don't think the RAB has made as valiant effort in this area as they could have in the past?**

Not at all. Until now, they've had one [Executive Vice President/National Marketing] Mary Bennett. How many times have we lamented the fact that senior marketing executives and multibillion-dollar companies have never had anybody from radio call on them? These people know nothing about the radio story. We can offer so much to them as part of their marketing program, and now we have exponentially expanded our resources to talk to them in a meaningful way.

**How can radio best satisfy the concerns and needs of advertisers who increasingly look at return on investment and accountability as determining factors for placement of ad dollars?**

We are investing in significant effectiveness research in RAEL. Just last month, the Wirthlin Study was completed, with some terrific implications for radio. Other effectiveness research has been done, and will continue to be done, both generically and with test clients. Over and over, we're finding that radio is a remarkably effective, low-cost provider for reaching consumers — an extremely

potent combination. We will need to continue improving the industry's measurement tools so that advertisers can receive better and more-timely information on their radio advertising.

**What from the Wirthlin study can be applied to street-level sales efforts?**

The Wirthlin report is just the latest stage in a succession of terrific reports that will give marketers much greater insight into how to make their radio most effective. We've all known for years how undervalued our medium is, and it's largely undervalued because a great number of marketing decision-makers frankly just don't understand what radio is all about. This effectiveness research gives them volumes of information on how radio works and on the success of radio. That will be an enormous catalyst for these companies to put more money into radio and take advantage of not only our effectiveness but also our efficiency relative to the other choices.

**What message would you ultimately like to convey to advertisers on national as well as local fronts?**

There's no better place to be in any business than to be both highly effective and highly efficient. If we demonstrate that to customers, in turn driving additional demand for radio, we will also drive prices. The good news is we have huge headroom, as advertisers increasingly recognize the effectiveness of radio vs. newspaper and television, which — on a cost-per-thousand basis — still sell for two to three times what radio sells for. So the opportunity to raise prices and provide an efficient alternative is enormous.

**You are vice chairman of the NAB Radio Board Of Directors. What pressing issues face radio broadcasters?**

We have an active agenda for the next year. First, I want to salute the NAB for being such an effective voice for the industry and continuing to be on the front lines of both offensive and defensive battles in Washington. We have a satellite radio industry that is acting duplicitously to insert local weather and traffic content, and that needs to be addressed. We have potential low-power FM legislation » 22

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that is based upon a deeply flawed study; if it's enacted, it will cause substantial signal disruption for listeners across the country. This definitely must be addressed. And, of course, we have an indecency debate, which must be handled effectively.

**Most broadcasters agree that the industry should pay special attention to indecency, but they don't agree how. Should Congress and the FCC get tougher on this issue, or should the industry take charge?**

As a society, we have a legitimate concern over indecent content in the media, but I think it's absurd to distinguish between free radio and television vs. cable and satellite. In addition, we have meaningful First Amendment issues that should not be given short shrift. Broadcasters must maintain appropriate content standards, but I am concerned that cable and satellite operators will be held to a radically different standard and permitted to broadcast the most egregious content. That doesn't make any sense whatsoever. There are legitimate legal questions that can be raised here, but at the end of the day, if the government's intent is to eradicate certain content from the media, it cannot accomplish that by focusing strictly on broadcast radio and television.

**We're eight years into consolidation, and most of the major market activity is over. Looking back, has consolidation been a positive force on the radio industry, or have some unforeseen factors posed ongoing challenges?**

Consolidation has unequivocally been a positive factor in providing a stronger business model and platform for the industry. Our enhanced scale enables us to innovate and enhance the quality of our product for listeners and for customers, and to compete more effectively against other advertising vehicles. However, we have not always taken advantage of this. Sometimes, companies have taken short cuts that have enhanced short-term results at the expense of long-term appeal.

**Some critics of the radio industry contend that consolidation has led to less innovation and creativity in programming. Is there any validity to this?**

Not at all — it is pure, unadulterated garbage. There are critics with business agendas or political agendas that benefit from trashing the radio industry, and they have asserted a handful of myths, which have been picked up and repeated by certain reporters who have not scrutinized the validity of those assertions. The fact is, like virtually every other company in the industry that I'm aware of, all our stations are pressed today for innovation more than ever. New Entercom stations, such as the Mountain in Denver, the Lake in Buffalo, and the Walk in Greenville, exemplify our efforts to continuously develop compelling new programming.

Experiments such as Air America, Emmis' Red in St. Louis and Hubbard's FM 107 in Minneapolis, demonstrate that the industry remains a vibrant and dynamic source of new programming.

**Has radio effectively and efficiently restructured sales platforms to create the critical mass for advertisers as promised at the start of consolidation?**

The results have been mixed. The goal for restructuring sales platforms should be to leverage the collective strength of your station group to compete more effectively against other advertising media, to drive more revenues. But, more

often than not, the sales platforms have been used as packaging tools, which have undermined price integrity and not effectively developed business.

**Most radio managers maintain that the real competition is other media, particularly newspapers and cable, yet many salespeople still actively engage in selling against other radio stations. Does this activity hurt or help the radio industry?**

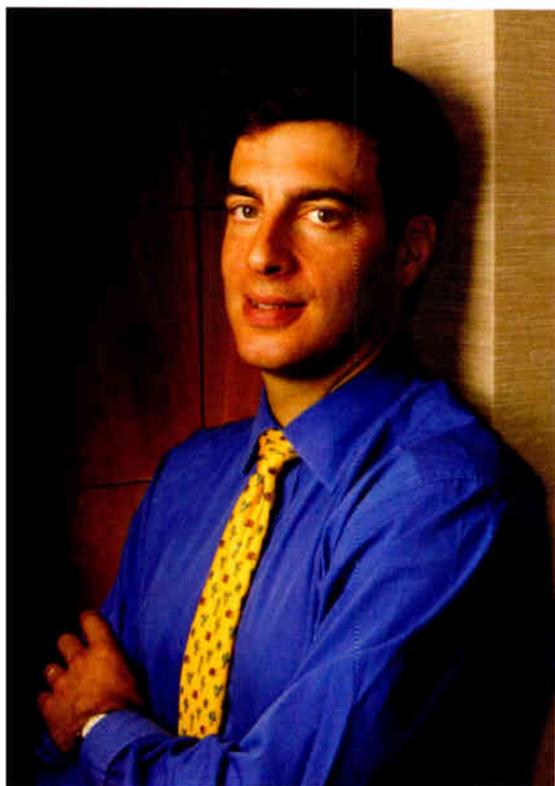
Wonderful, positive changes are going on in the industry's mindset. There's definitely truth to the suggestion that historically we've been so focused on in-fighting in our business that we have not invested in our medium or focused on the long-term growth of the industry. But in the past year or two, we've seen a sea change in thinking among broadcasters, focusing more broadly on the industry's future prospects.

**Can radio significantly grow its share of the pie without making major changes in the way it is sold on both the national and local levels?**

Do the math. If radio grows at 3 or 4 percent a year, even if your station gains share, you never achieve the success that we as an industry aspire to. If the industry is growing at 6 to 8 percent a year, however, it changes everything. That's a far healthier environment for all players to prosper. So it's really a no-brainer. If we put half as much effort into attracting advertising dollars into radio as we do on fighting among ourselves, we'd be in a far healthier industry, and we'd all be better for it. Having said that, we will continue to fight aggressively within the industry, and that's okay. It's a competitive business, and it always will be — but it should be a competitive 8-percent, top-line business.

**Is it naïve to think that managers working for different companies within a market could put aside their differences and promote the benefits of radio, not just their stations, to local or regional advertisers?**

We are strongly encouraging our markets to do just that: to work with other radio broadcasters through their local associations to compete for larger » 24



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**Recently, Clear Channel announced it was cutting spot loads in order to drive up pricing and reduce on-air clutter. Is this just a pipe dream, or can it really make a dramatic change in the way advertisers — and listeners — perceive radio?**

It may be one of the most important events in the industry's recent history. It is a decisive and bold move to meaningfully make the industry more advertiser-friendly and also more listener-friendly, which is terrific. It also will force their managers to make better business decisions. Here at Entercom, we've been adamant over the years to maintain a sustainable spot load of 10 to 12 units an hour on our stations. We're also looking at ways in which we can follow Clear Channel's lead, thinking how we can shorten commercial length where appropriate and clean up other clutter on our stations. It's not just the spot loads, as Clear Channel has pointed out; it's the promos and other intrusions on the air.

**Is it possible not only to sustain revenues but grow them 6 to 8 percent a year if you reduce the number of spots you run?**

That's the challenge — and it's not clear where that will end up. In many cases, creative directors can effectively deliver their message in 30 seconds or even less. In sports play-by-play, network, and news radio, :30s are used extensively. In other countries, including Canada, Mexico, Australia, New Zealand, and much of Europe, shorter commercials get the job done as the industry standard, so it's really not that great a leap to think in terms of :30s as the basic unit length for the industry in the future.

**Even if spots are reduced to :30s, won't companies have to sell more of them to make up the revenue difference?**

There's a fear that we'd have to add lots of :30s to make up for the reduction in :60s. To me, that's a non-starter. We all agree that 16 :30s is worse than eight :60s — but are 10 :30s worse than eight :60s? I think it's a lot better.

**Wall Street analysts have taken major swipes at the radio industry lately. Are radio stocks — and the radio sector in general — priced fairly, considering today's economic climate?**

There are a lot of really smart Wall Street people who analyze our industry both on the buy side and the sell side. But the current stock prices have plummeted to the point where they presume very little growth going forward, so there's a great opportunity, as we once again demonstrate the consistent growth of the industry, to see those stock prices rebound dramatically in the future.

**What must we see if prices are to make that kind of rebound?**

Investors must perceive that the industry has sustainable growth prospects in the 6- to 8-percent range, at which point the stocks move dramatically.

**Radio used to be "first into a recession, and the first out," but this doesn't seem to be the case with the latest "recovery." What's going on?**

I think it's quite possible that radio is merely reflecting a deteriorating consumer economy. Consumer spending was up just one percent in Q2, and radio was up low single digits for the same quarter — so is that a radio issue, or is that an economic issue? Clearly, July and August pacsings were underwhelming. We've seen a significantly stronger picture for September, but we just don't know.

Here's what we do know: We have an industry that has extraordinary strength in advertiser effectiveness and in delivering listeners at a low cost per thousand. We know that we have done a poor job historically in capitalizing on our core strength and that now, for the first time, we are making aggressive investments to harness the strength of the industry. If we maintain the will to work collectively to invest in industry marketing, and continue to make radio more compelling to listeners and advertisers, we know that we will have the opportunity to have the industry grow dramatically in the future. But if we continue to wait for the bell to ring and do business the old-fashioned way, we will find that radio will be a mediocre performer going forward.

**What do you believe sets Entercom apart from the rest of the pack — essentially, what makes your company unique in the radio industry today?**

We're very proud of what we've accomplished as a company in terms of the team and brands we have built, our financial performance, our acquisitions, and our culture. We truly believe we have created an environment where the best and brightest folks in the industry can be stimulated, fulfilled, rewarded, and challenged better than anywhere else. But having said that, there are a lot of good companies in this industry, and today's challenges and opportunities are really much more about the industry than about any of our individual companies.

**Since most of the larger-market consolidation has already been done, how do you sustain solid growth within a major group?**

Well, I'm not sure that's true.

Over the last few months, we have bought several stations in Indianapolis, we added a station in Buffalo, we entered the Providence market, and we continue to talk to lots of other companies. Consolidation in radio is not over.

**Will the next stage involve mergers of larger corporate players?**

There are still a substantial number of meaningful small- to mid-size companies that remain independent. Over time, we believe you will see more consolidation among those entities to create greater scale in a No. 3, 4 or 5 industry position.

**Should we understand, then, that Entercom currently is in major acquisition mode?**

There's no secret: We remain active in pursuing opportunities to grow our scale by making prudent, large acquisitions in larger markets. We've made three moves this year, and we would like to believe we'll continue to make even bigger moves in the future.

**To the point where you'd like to acquire another group of similar size?**

It would certainly be our desire to find a way to combine our platform with other forward-thinking, progressive companies

that believe additional scale brings additional capabilities and opportunities.

**Terrestrial radio is based on localism, but many critics claim that the industry is losing that local flair. How critical — really — is remaining local (and live)?**

We have several big cards to play in the media world. We have the ubiquity of our receivers — roughly a billion radios. We have many great brands. We are free. We have some great personalities, and we are local. Live and local — allowing for a few Howard Sterns and Rush Limbaughs — is extraordinarily important in terms of the medium's viability and growth.

**Radio arguably is not the first choice among younger demos for getting new music and lifestyle information. Is radio in danger of losing the ears of Generation X or Y? If so, how can we get them back?**

I don't think we're in danger of losing younger listeners. We'll have to share them to a greater extent than we have

before, with everything from video games to iPod downloads — you name it, it's there. Having said that, we still get an incredible number of passionate people listening to well-programmed stations that are targeted to the younger audience. The key is we'll have to continue to innovate and to rethink some of our formulae in order to stay in front and, perhaps, create our own trends. We have a ubiquitous and free distribution channel with local differentiation, and that's an extraordinarily powerful platform.

**What will be the most significant competition for radio over the next decade?**

Fragmentation. Do I fear X boxes or iPods? No. But we're living in an increasingly fragmented world that requires ongoing innovation to sustain the growing appeal of the industry.

**What do you see as radio's single greatest strength today?**

There's no single greatest strength; there are many. As I said earlier, we are a

ubiquitous, locally differentiated, free distribution channel with many terrific brands and personalities. That makes us incredibly powerful. On top of that, on the sales side, we have abundant evidence, formal and anecdotal, that we're an extremely effective advertising vehicle, and we're the low-cost provider. If somebody today invented what I just described, it would be the hottest new product launch in history.

**What is radio's greatest shortcoming?**

The failure to market ourselves properly to listeners and advertisers. We do a good job of marketing individual radio stations, but we do a lousy job of marketing the radio industry as an entity to listeners and advertisers.

**What do you see as radio's greatest challenge over the next 10 years?**

Innovation. Our opportunities are as great as ever, and our challenges are greater than they have been in the past. Our success going forward will increasingly rely on our ability to innovate. ☒

## David Field On Making A Difference

"As an industry, we have a lot of opportunities and a lot of challenges. I've spent more and more of my time over the last few years getting involved with a number of community issues. I have a great passion for environmental conservation and preserving and protecting the environment for many reasons. To that end, I've been on the board of The Wilderness Society for about 10 years, and I also joined the board of the Philadelphia Zoo because of their roles as stewards of wildlife and habitat preservation around the planet.

"I am very lucky and very privileged to be doing what I'm doing, and I believe I have an obligation to, in some small way, make a positive difference. We have a number of environmental initiatives within the company, one of which is to buy only hybrid vehicles as we turn over our fleet of cars and trucks. I drive a Toyota Prius, and I'm always looking for initiatives that can significantly reduce our impact on the planet. We have an over-taxed world that's becoming depleted, and that has profound implications for our children and their children. Part of being a responsible corporate citizen is to do whatever you can. Many companies can do a lot more — it's just a question of effort and caring.

"Another initiative we started long before initiatives were popular was Make A Difference Day. One of the truly great days on the company's calendar is when literally no one comes to work. You can come to work if you want, but everybody is invited to take the day off to work on whatever community project the station has picked. When you have 105 radio stations, and all employees go into their communities for even one day, you make a difference in a lot of people's lives.

"I am absolutely as passionate and competitive as anybody could be about our business, running an organization, and achieving excellence in how we operate. But that must go hand-in-hand with being a responsible corporate citizen, and we're building a workplace environment where people feel rewarded and spirited and passionate about what they do and with whom they work. You should be successful in all domains, not just in the bottom line but also in your contributions in terms of how your people feel about the organization, in terms of your contribution to the community. We really do strive to keep a balanced perspective."



## KNOW THY SPONSORS!

By Sylvia Allen

Recently, as I was looking through the *Sports Business Journal*, I found an article entitled "Give your sponsors more than they expect." It was written for people who are selling sports sponsorships. The advice, however, is good for all of us. Here are the key points:

- **Build The Relationship:** These sponsors are your partners. Develop a relationship with them. Visit them on a regular basis, take them to lunch, drop them a note every once in a while. Essentially, show them you care and that their partnership is important to you.
- **Identify "No-Cost" Benefits:** There are many things that can be offered as additional benefits without additional cost. These can be VIP seating or parking at a free event, audio announcements on location, additional on-site signage, extra website space etc.
- **Propose Ideas:** Your sponsors can't think of everything. Help your sponsors develop an activation plan to leverage their sponsorship. The more you help them, the stronger the partnership.
- **Cross-Promote:** Bring your sponsors together; see if there are ways they can cross-promote each other. Tie into a non-profit for a cause-related marketing component to your event.
- **Return On Investment:** Try to give your sponsors a 3:1 ROI. What does this mean? If they give you \$10,000, you want to return \$30,000 in *Measured Marketing Value*. (No, you don't hand back the money — you give them value instead!)
- **Be A "Can-Do" Person:** Don't make it difficult for your sponsors to work with you. Once the sponsor has come on board, you become a customer service representative. Service them!

One final thought: Care about your sponsors. Remember, they are the fuel that drives your event engine. Many of them will become your friends for life!

Source: Sales consultant Sylvia Allen, ©2004. Call her at 732-946-2711

## Develop Your "Insiders"

Develop more than one internal "champion," a person inside an account who wants to see you make the sale and is willing to help you do so. People in organizations retire, are fired, are promoted, and/or fall out of favor. Be careful not to place all your eggs in one basket with just one internal champion. The more perspectives and insights you can get into the inner workings of an account, the better for both you and the customer.

Source: The Selling Advantage, © 2004

# Executive Summary

## A "Must Have" In Every Proposal

During my last market visit to Kelowna, British Columbia, I worked with the staff on proposal writing. As I scoped out the proposals about to leave the station, I noticed that something was missing. Sales reps often skip this item, which happens to be one of the most important elements to be included. One particular proposal was perfect except that it was missing the Executive Summary/cover letter page.

Here are a few reasons that prospects throw out radio proposals, and the executive summary is one of them:

- **The proposal doesn't follow a specified format.**
- **The proposal is full of station features and benefits.**
- **The template contains another customer's name. (Shameful!)**
- **The proposal has grammatical errors.**
- **The executive summary doesn't address customers' needs.**

The executive summary should always be right behind the "Header Page" (first page, which has the company's logo). There is a title, such as "Increasing UP traffic at your dealership" or "Moving those 50 extra Lay-Z-Boy recliners." The executive summary's length is predicated by the length of your proposal. Anything that's less than 50 pages (and I hope most of your proposals are) should have a two- to three-paragraph summary on one page.

The executive summary serves as a review of your needs-analysis call that determined the problem or opportunity for which you are presenting solutions. The executive summary is critical, in that it provides a review of what took place in your first meeting. If you don't take the prospect back to what you discussed when you did the "needs" call (we require our reps to be back within 72 hours to make the closing presentation), many things could have been forgotten or lost in the intervening days or weeks that it takes the rep to return with a proposal.

Here's a startling statistic: In an average week, the main decision-maker is called on or solicited by 28.6 salespeople. Every passing day, other reps are in the prospect's mind, selling some kind of product or service. You just can't afford to let much time go by. Remember that buying is usually based on

emotion and then backed by logic.

The executive summary should include a letter that is pragmatic and specific — it should not ramble on. Customer-focused, it allows you the opportunity to immediately engage the prospect with what you will cover in your proposal.

**Note:** If any objections are given at this point, always defer to the end of the presentation, because his/her objection might be covered in your proposal. If you try to overcome the objection at this stage, the customer is now in control of your proposal, and it can throw off the continuity of your presentation.

### Here's an example of a good summary letter:

Dear John,

Since our last meeting on Monday, August 21, 2004, I have shared some thoughts with our production department to develop a creative campaign to bring an additional 600 new prospects into your store. As we discussed, this is the number of customers that your furniture store needs over the next 12 months so that your salespeople can sell a minimum of 120 recliners, based on your 20-percent closing ratio.

The schedule I put together is based on achieving a frequency of 3 during the weeks we are on the radio station. This schedule is based on the \$40,000 dollars we discussed and based on your average sale of \$1,000 per ticket. Calculating your profit margin into our Equation for Success formula, and figuring a 20-percent threshold for your ROI, I think this is very doable, considering that your salespeople are well trained and can close a prospect.

I look forward to providing the continuous ideas needed to generate new prospects for your furniture store. The enclosed proposal contains various testimonials pertaining to the success of other businesses in Kelowna, so I feel confident that our expectations are in line with reality, based on your customer counts of the last two years.

**Note:** Make sure that you don't read this summary to the prospect. Instead, yellow-highlight the main points that are critical to the success of the proposal, and verbally summarize your points to the prospect. ☒

Sean Luce, head national instructor for the Luce Performance Group, can be reached at 281-496-6340 or by e-mail at [Sean@luceperformancegroup.com](mailto:Sean@luceperformancegroup.com).



## DEFINE YOUR OWN SUCCESS

By Matt Hackett

What's your definition of success? What must you achieve before you tell yourself that you have become successful? Are you already there, or do you still have some way to go?

Try this simple test. Go up to someone and, without preamble, ask a straightforward question: "Are you successful?" Chances are that the answer you will receive will be some variation of "What do you mean?" or "That depends on what you mean by success." All these answers (the kind that most of us would give) show that our natural reaction is to define our own success by the standards of others — to measure our success in comparison with those around us.

The main problem with defining ourselves in terms of others is that, if everyone in a community does it, growth is always limited. In theory, if everyone in a sales team defined their own success in terms of the sales volume of everyone else in the team, the team's total sales volume should constantly rise, as every individual strived to outdo the current person at the head of the pack.

But this doesn't often happen, because the theory depends upon all team members' defining their own success in terms of being "No. 1." In truth, the vast majority doesn't want or need to be No. 1. Constantly comparing ourselves to others allows us to rationalize our lack of achievement. If we're content not being No. 1, then as long as we're not last, we must be doing OK. In this environment, even being No. 1 need not be a stretch if those around us aren't constantly raising the bar.

Why are we so keen to define ourselves this way? Of course, there is an upside: Comparing ourselves to others avoids our having to compare ourselves to ourselves. Inside, each of us knows our true capability, even if we don't always admit it. In every action we take, we know whether we gave our best, whether we could have done more, gone further, tried harder.

*Matt Hackett is CEO of radioDCL. He can be reached at 866-723-4680.*

# Get Your Staff To Sell With Confidence

Has anyone ever said to you, "I can't sell anything I don't believe in"? Many people (including myself) agree with that sentiment — even those people who can't sell radio, but work as radio salespeople and/or managers. Now, that sounds jaded — but bear with me, and I'll explain that it's a fixable situation.

Have you or a fellow radio salesperson or manager ever said to a client, "Buy this news sponsorship (or other schedule) and we'll throw in a remote, or 20 free overnights, etc."? Have you or anyone you know proposed a 13-week commitment to someone just to get them on the station when you know that it's not enough exposure to get results? Have you ever built a schedule based strictly around a prospect's budget, rather than the frequency needed to accomplish his goals?

Ouch! Who among us hasn't done something like this? And yet, I truly believe in the power of radio. Could it be that it isn't radio we doubt, but rather our own ability to sell it or to know what to do with it to make it work for each client? That's the true problem. Everywhere I go, salespeople ask, "What works?" or "How much is enough?"

In an article entitled "Marketing 101" from a 1995 issue of *Entrepreneur*, author Gwen Sublette states that, in a study of 10,000 people to determine why folks patronize the businesses they do, price came in fifth as a consideration. The No. 1 factor was confidence! People patronize businesses they have confidence in. It works like this:

### Knowledge = Conviction = Confidence

That's what people really mean when they say they can sell only what they believe in; they are speaking of their confidence level.

Here's an example: Let's say that your sales rep Bob is one of those people who hate politics. He doesn't vote, has no need of an opinion, and therefore pays no attention to the subject. He probably couldn't tell you the name of his local mayor or state governor. Sharon, on the other hand, loves politics and has very strong opinions because she has researched the candidates and issues. Both Bob and Sharon are at a party and, as this is an election year, a huge political discussion breaks out. If Sharon did not start this discussion, she's in the middle of it, passionately putting forth her opinions. One might say she's actually "selling" her opinions and her candidate to the rest of the group.

The passion comes from her conviction, and the conviction stems from what she has learned.

She has confidence in her beliefs. Meanwhile, Bob is hoping just as passionately that no one will ask him his opinion, because he has nothing to say on the subject.

The message here is clear. Whatever problems your staff is experiencing in the sales process, most of the cures will come from education and exposure to the process. Test your staff at your next sales meeting about what they really know or don't know. As a one-time school teacher, I suggest you test your staff consistently throughout the year. Don't assume that two lessons on closing and one ride-along demonstration mean that they "get it." Find out whether they do, because it's the lack of confidence from a lack of knowledge that most often blocks achievement of the goal. That's also why some of our people don't perform good customer-needs analyses or ask for big money (or even consistent money).

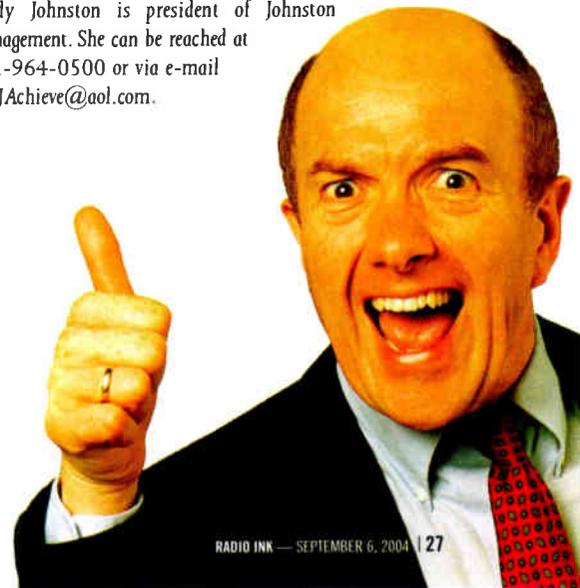
By the way, in case you were wondering, the No. 2 buying factor is quality, followed by service (No. 3) and selection (No. 4).

One more thing: If you or your staff actually throw in remotes, bonus spots etc., stop it now. At least stop using that term "throw in." Using those two words sends the signal that whatever value-added you're offering, you're really adding no value. If you continue to devalue your product like that, eventually the only thing you'll have left to "throw in" is the towel.

**Suggestion:** You can "include" additional things in your proposal.

Give yourself and your staff the best gift — perhaps a Christmas gift in September — knowledge about their product and sales methodology, and go forth in confidence! ☎

Sandy Johnston is president of Johnston Management. She can be reached at 402-964-0500 or via e-mail at [SJAchieve@aol.com](mailto:SJAchieve@aol.com).



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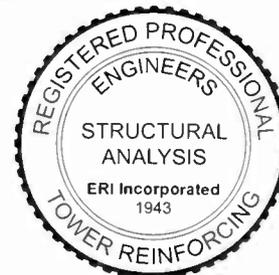
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We're looking for a dynamic leader with great communication and numerical skills. Our ideal candidate will have demonstrated ability to lead, manage, and train our local radio advertising sales team. Individual should have an outstanding personal history of developing new direct retail advertising business and NTR. Bi-lingual (English/Spanish) preferred.

Two years of sales management experience in the broadcast industry.  
An excellent working knowledge of computer and research tools a must.

Entravision Communications is an Equal Opportunity Employer (EOE).  
Women and minorities are encouraged to apply.

Salary: Commensurate with experience.

Send/Fax résumés to 500 Pilot Rd., Suite D • Las Vegas, NV 89119 • FAX: (702)434-0527

## BUSINESS MANAGER

**Boston Market**  
ShootingStar Broadcasting is seeking an experienced Business Manager for WNDS, its new television station acquisition in the Boston DMA. The position — responsible for all accounting functions, bank reporting and human resources — will be an integral member of the management team. BS degree in accounting, minimum of 10 years in accounting experience, and computer and technical skills are required. CPA and prior broadcast experience preferred.

E-mail résumés to:  
[jriccardi@wicksbusinessinfo.com](mailto:jriccardi@wicksbusinessinfo.com)  
EOE

## MORNING SHOW HOST

Our broadcasting group is looking for an experienced Operations Director/Morning Show Host for our Hot Country formatted station. We are looking for an energetic, creative team player who can run a clean show and be part of a great community. A lot of community involvement is required in this position, which consists of doing the morning show, production, remotes, promotional ideas and duties, and possibly some voice tracking along with keeping the public file current. You will be supervising the on-air staff, so good leadership skills are required. A broad understanding of radio broadcasting and programming aspects of the station are needed (ratings, research, format etc.) You will need to project an appropriate and professional appearance and demeanor. You must be willing to work required hours and more if necessary to meet deadlines etc.

We are the only locally owned radio broadcasting group in our area. As one of the top radio stations in southeastern Idaho, we value creativity and hard work. We offer health benefits and can offer above-average wages!!

If interested, please e-mail  
résumé, references and air check  
to: [loveradio@cablone.net](mailto:loveradio@cablone.net).  
We are an Equal Opportunity Employer.

## GENERAL SALES MANAGER - Midwest Market

We are looking for a general sales manager to lead, recruit, sell, and take charge of an underperforming sales staff at a multi-station radio cluster in a rated midwestern market. You will receive an excellent compensation package and earn stock ownership in our privately held, locally owned company. A candidate with successful sales management experience in a cluster situation is preferred.

Please e-mail all correspondence to:  
[radio5000watts@yahoo.com](mailto:radio5000watts@yahoo.com). EEO/MF



## HONORING THE GREAT COMMUNICATOR:

In this 1981 photo, NAB President/CEO Eddie Fritts (r) welcomes President Ronald Reagan into the National Association of Broadcasters Hall of Fame. NAB bestowed more honors on Reagan than any other individual. Besides his Hall of Fame induction, Reagan was awarded the NAB Lifetime Achievement Award, the National Radio Award, the Distinguished Service Award and the Spirit of Broadcasting Award.  
Photo courtesy of NAB.

**SEARCH YOUR ARCHIVES.** Pull the boxes from your storage closet. Radio Ink magazine is searching for old (or should we say mature?) photographs of people, stations or promotions to use on our Blast page.

All photos will be returned, but please be sure to LABEL them with identifying captions, including a return address and contact: name, Mail to: Mary Crowley, Asst. Editor, Radio Ink, 224 Datura St., Suite 1015, West Palm Beach, FL 33407.

## Events

### ARBITRON DATES

Fall 2004: Sep. 23-Dec. 15  
Winter 2005: Jan. 6-Mar. 30  
Spring 2005: Mar. 31-Jun. 22

### SEPTEMBER

Sept. 8-10 — National Assn. of Black Owned Broadcasters (NABOB) 28th Annual Fall Broadcast Management Conference, Washington, DC ☎ 202-463-8970.  
Sept. 9-13 — International Broadcasting Convention (IBC) Conference, Amsterdam. ☎ +44-171-611-7500 (London). URL: [www.ibt.org](http://www.ibt.org)  
Sept. 14-17 — Electronic Retailing Assn. (ERA) Convention, Las Vegas. ☎ 703-841-1751. URL: [www.retailing.org](http://www.retailing.org)  
Sept. 18 — TalenTrak 2004 air talent seminar in Cleveland (by The Conclave and Ohio Assn. of Broadcasters). ☎ 952-927-4487. URL: [www.theconclave.com](http://www.theconclave.com)  
Sept. 20-21 — IAB Advertisers Forum, New York: Interactive Advertising Bureau event for marketing/agency professionals URL: [www.iab.net/events](http://www.iab.net/events)  
Sept. 24-26 — Broadcast Leadership Training Program (NAB Educ. Found.), Washington, DC. ☎ 301-509-6754. URL: [www.nabef.org/BLT](http://www.nabef.org/BLT)

Sept. 27-29 — NAB Satellite Uplink Operators Training Seminar, Washington, DC. ☎ 800-521-8624. URL: [www.nab.org](http://www.nab.org)

### OCTOBER

Oct. 6-8 — 2004 NAB Radio Show (NABEF Career Fair, Oct. 6; Marconi Awards, Oct. 7), San Diego, CA. ☎ 800-342-2460. URL: [www.nab.org](http://www.nab.org)  
Oct. 10-12 — Kansas Assn. Broadcasters Convention, Overland Park [KC metro]. ☎ 785-235-1307. URL: [www.kab.net](http://www.kab.net)  
Oct. 13-15 — IEEE 54th Annual Broadcast Symposium, Washington DC. ☎ 212-419-7900. URL: [www.ieee.org](http://www.ieee.org)  
Oct. 15-17 — Broadcast Leadership Training Program (NAB Educ. Found.), Washington, DC. ☎ 301-509-6754. URL: [www.nabef.org/BLT](http://www.nabef.org/BLT)  
Oct. 19-20 — Indiana Broadcasters Convention, Indianapolis. ☎ 317-573-0119. URL: [www.indianabroadcasters.org](http://www.indianabroadcasters.org)  
Oct. 19-22 — Convergence: The Tour, American Press Institute, Reston, VA: Learn to build a converged news operation. URL: <http://americanpressinstitute.org>

Oct. 26-27 — NAB Board of Directors Meeting, Washington, DC. ☎ 800-342-2460. URL: [www.nab.org](http://www.nab.org)  
Oct. 26-28 — Streaming Media West, Santa Clara, CA: Digital audio and video systems' integration with eye on business value. URL: [www.streamingmedia.com/west/](http://www.streamingmedia.com/west/)

### NOVEMBER

Nov. 4-5 — Alaska Broadcasters Convention, Anchorage. ☎ 907-258-2424. URL: [www.akbroadcasters.org](http://www.akbroadcasters.org)  
Nov. 6 — Radio Hall of Fame live broadcast from Chicago, announcing 2004 inductees. URL: [www.radiohof.org](http://www.radiohof.org)  
Nov. 7-9 — NAB European Radio Conference, Lisbon, Portugal. ☎ 202-429-5360. URL: [www.nab.org](http://www.nab.org)  
Nov. 9 — 38th Annual CMA Awards, CBS-TV, 8 p.m.  
Nov. 12-14 — Broadcast Leadership Training Program (NAB Educ. Found.), Washington, DC. ☎ 301-509-6754. URL: [www.nabef.org/BLT](http://www.nabef.org/BLT)  
Nov. 27-29 — Canadian Assn. of Broadcasters Annual Convention, Ottawa, Canada. ☎ 613-233-4035. URL: [www.cab-acrc.ca/](http://www.cab-acrc.ca/)

### DECEMBER

Dec. 6-7 — Radio Ink's Forecast 2005, Harvard Club, New York City. ☎ 800-610-5771. URL: [www.radioink.com](http://www.radioink.com)  
Dec. 6-9 — Credit Suisse First Boston financial conference, New York City. URL: [www.csfb.com](http://www.csfb.com)  
Dec. 7-10 — UBS financial conference, New York City. URL: [www.ubs.com](http://www.ubs.com)  
Dec. 10-12 — Broadcast Leadership Training Program (NAB Educ. Found.), Washington, DC. ☎ 301-509-6754. URL: [www.nabef.org/BLT](http://www.nabef.org/BLT)

### 2005

#### JANUARY

Jan. 6-9 — 2005 International CES, Las Vegas. Consumer Electronics Assn. annual consumer technology event. URL: [www.cesweb.org](http://www.cesweb.org)

#### FEBRUARY

Feb. 10-13 — RAB2005, Atlanta. ☎ 800-232-3131. URL: [www.rab.com](http://www.rab.com)  
Feb. 14-17 — NATE 2005 (Natl. Assn. of Tower Erectors), Dallas. ☎ 605-882-5865. URL: [www.natehome.com](http://www.natehome.com)  
Feb. 24-26, 2005 — 2005 AWRT (American Women in Radio and Television) Annual Leadership Summit & Business Conference,

Washington, DC. ☎ 703-506-3290. URL: [www.awrt.org](http://www.awrt.org)

#### MARCH

Mar. 2-4, 2005 — CRS 36 (Country Radio Seminar by Country Radio Broadcasters Inc.), Nashville, TN. URL: [www.crb.org](http://www.crb.org)  
Mar. 2-4 — NAB Board of Directors Meeting, Washington, DC. ☎ 800-342-2460. URL: [www.nab.org](http://www.nab.org)  
Mar. 20-22, 2005 — NAB Futures Summit, Pebble Beach, CA. CEOs and technology trends. ☎ 800-342-2460. URL: [www.nab.org/conventions/](http://www.nab.org/conventions/)

#### AND MORE...

Apr. 16-21 — NAB 2005, Las Vegas. ☎ 800-342-2460. URL: [www.nab.org](http://www.nab.org)  
June 9-12, 2005 — Fan Fair (CMA Music Festival), Nashville. URL: [www.CMAfest.com](http://www.CMAfest.com)  
Sept. 21-23, 2005 — 2005 NAB Radio Snow, Philadelphia. ☎ 800-342-2460. URL: [www.nab.org](http://www.nab.org)  
Nov. 16-18, 2005 — World Summit on the Information Society (Second Phase), Tunis, Africa. URL: [www.itu.int/wsis](http://www.itu.int/wsis)  
Send events to [marycrowley@radioink.com](mailto:marycrowley@radioink.com).

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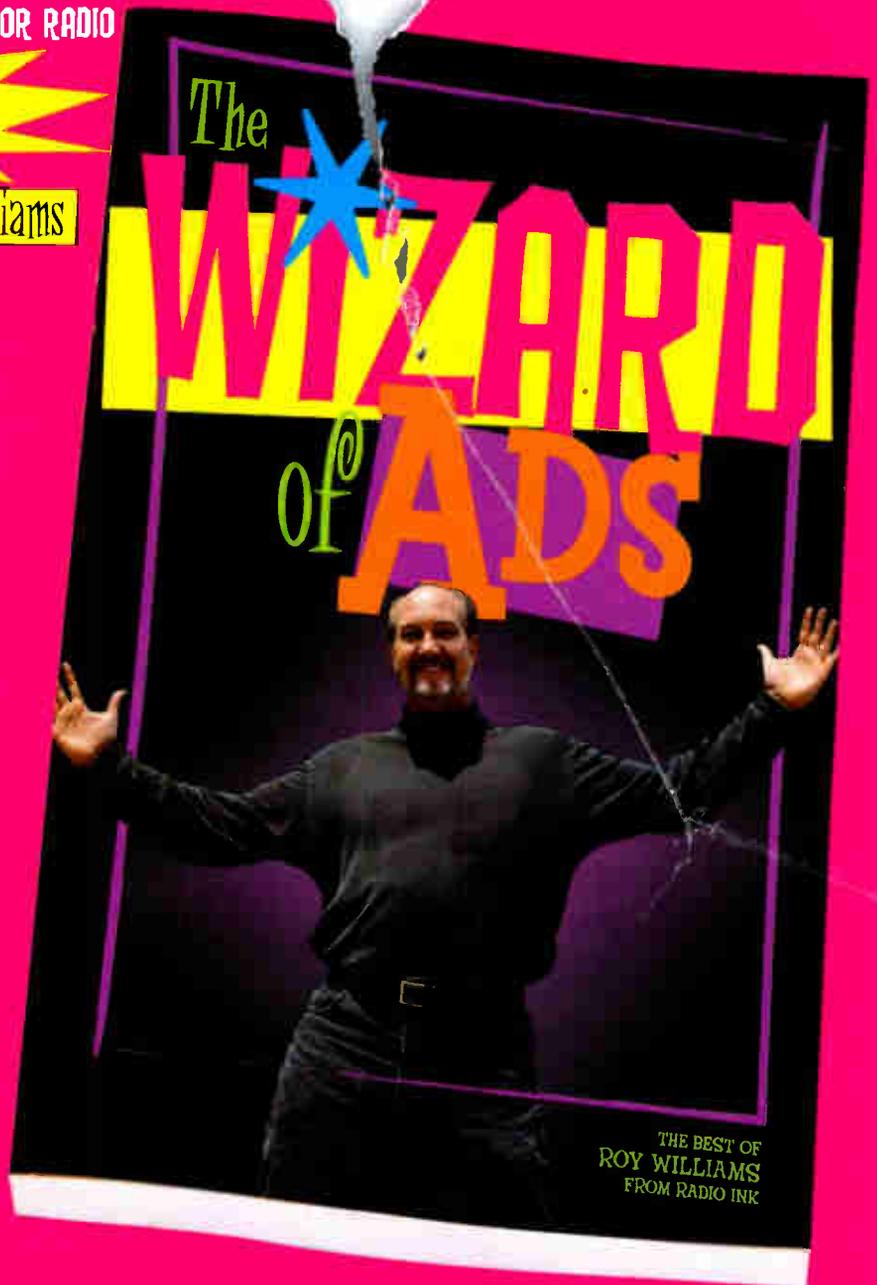
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