

The PulseTM

RADIO'S MANAGEMENT WEEKLY

of Radio

Volume IV, Number 4 March 10, 1989

Sterling Group Stations Go On The Block

Sterling Communications, headed by Larry Patrick, has put their remaining four stations on the block. WSSL AM/FM, Greenville, South Carolina and WJDX/WMSI, Jackson, Mississippi are being handled by Gary Stevens.



Gary Stevens

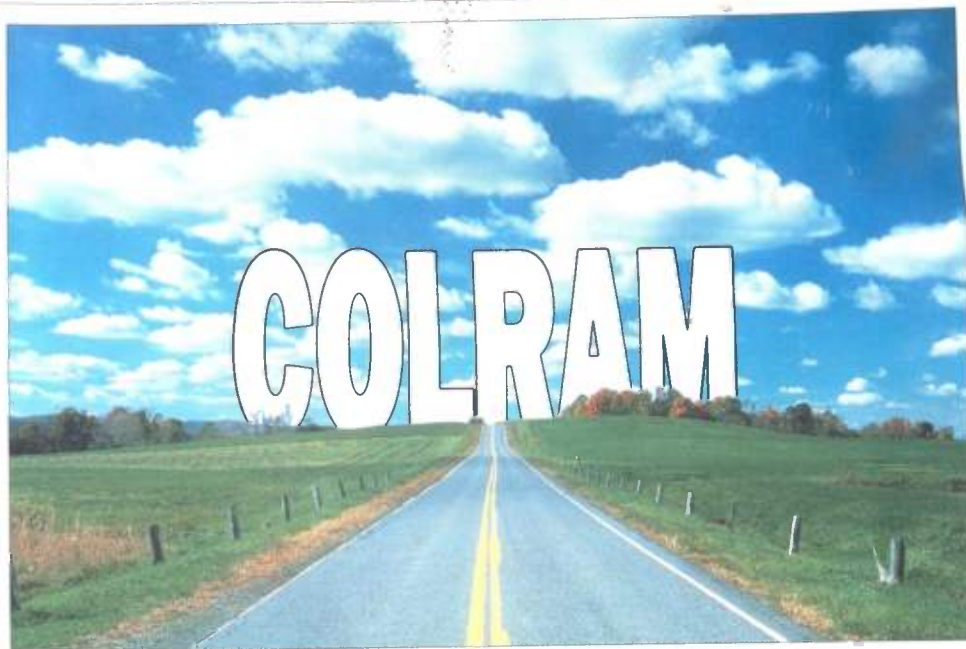
The stations are worth, industry sources say, between \$24 and \$26 million. On gross revenues of about \$6 million the stations generate \$2.3 million in cash flow.

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New AM Interference Proposals Are Market Driven

After years of cramming the AM spectrum with more and more radio signals, the FCC appears to be considering reversing itself and allowing broadcasters a method for reducing interference. Under the floated proposals, which the Commission is evaluating, AM stations essentially would be allowed to negotiate with other potentially interfering facilities to reduce power, change patterns, or even go dark.

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The Road To Better Radio Research

Beginning with the Summer 1986 survey, Arbitron introduced the daypart diary, a design that featured heavy black lines drawn across the page to separate different time periods. Based on the analyses of listening trends since 1986, Katz Radio Group maintained that the layout of the daypart diary caused an artificial reduction in reported PUR estimates, concentrated in the hours surrounding the daypart breaks.

And so begins the next step on the road to better research.

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Pulsemaker Interview:

Rhody Bosley Of Arbitron

"Arbitron Data, In My Opinion, Cannot Be Manipulated. It Is, However, Susceptible to Good Marketing."

Live! We've Got

With over 1,500 newspeople in 221 bureaus worldwide, the Associated Press covers virtually every major story as it happens. But we don't just cover the hard



Everyday you get
Today in History.

newest release to the latest on the royal family. It's anything and everything interesting.

The Flip-Side Side Of Life

Newspower's features bring your listeners the lighter side of the news. Take Segue (SEG-WAY), Newspower's inside look at show biz. It's a daily package of

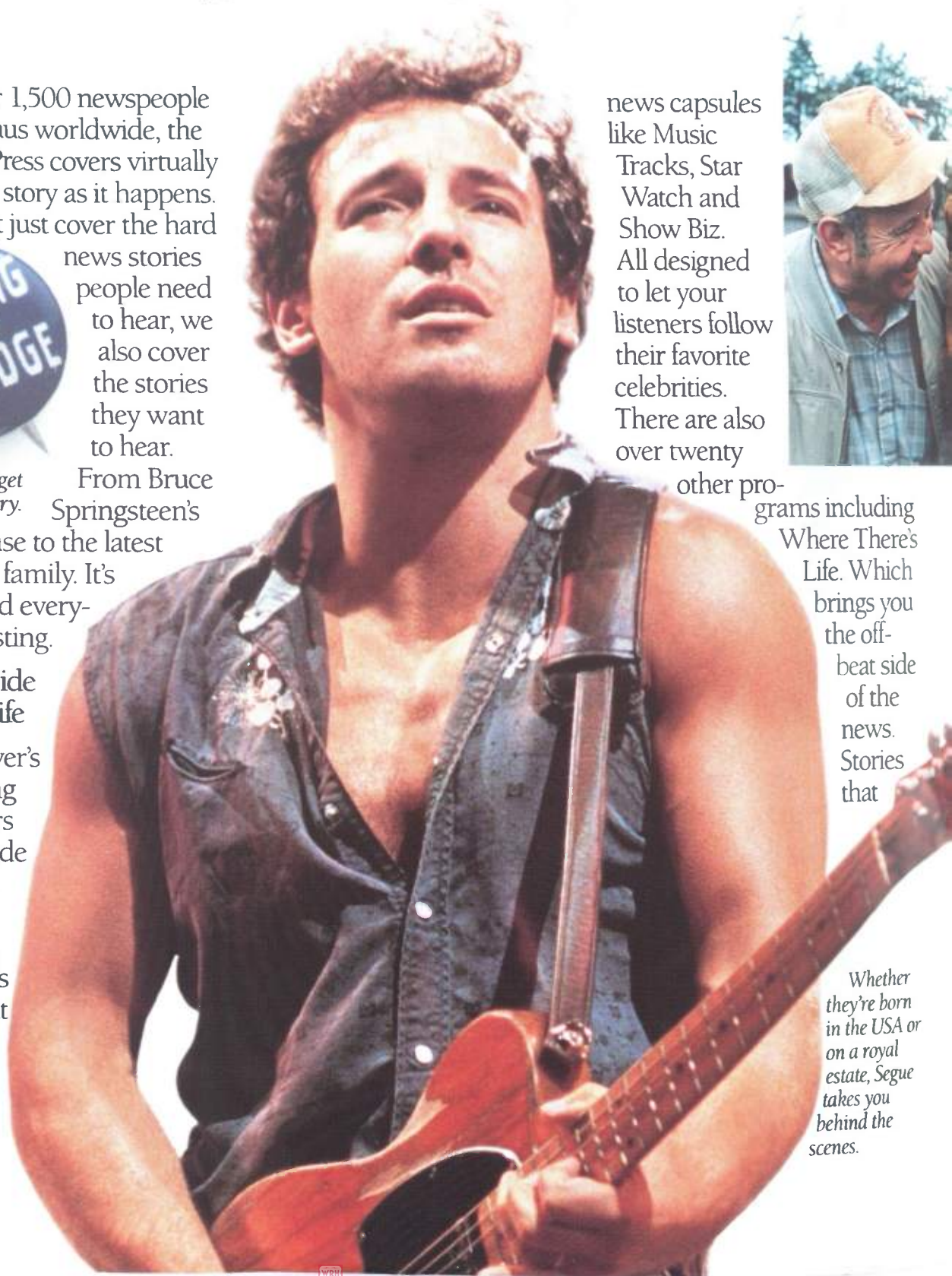
news stories people need to hear, we also cover the stories they want to hear.

From Bruce Springsteen's

news capsules like Music Tracks, Star Watch and Show Biz. All designed to let your listeners follow their favorite celebrities. There are also over twenty

other programs including Where There's Life. Which brings you the off-beat side of the news. Stories that

Whether they're born in the USA or on a royal estate, Segue takes you behind the scenes.



Power Another

News Sitting on the Couch



Opening Wall Street will keep commuters tuned in all morning long. And the Sunriser reviews major farm market trends and follows their impact from the commodities market all the way to the supermarket.

For the newest developments in health and fitness, there's Feeling Good. Plus throughout the year there are special programs that offer Christmas gift suggestions, tax tips and more. But whether it's big news or small, it's sure to be news both you and your listeners can use.

in more advertisers. And more advertising dollars, too.

So if you want the power to attract more listeners and more



Our Wall Street coverage stacks up with the best.

Where's There's Life features stories that make listeners squeal. make people roll their eyes, shake their heads and remember there's a flip-side of life.

Information That Counts

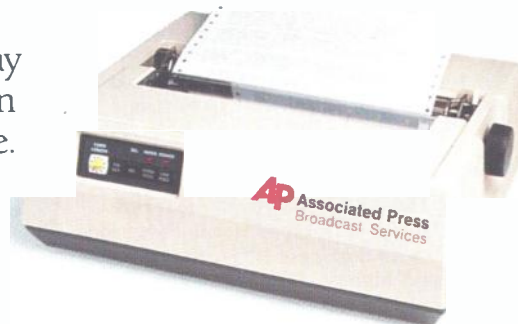
Newspower's agriculture and business reports give listeners the latest economic news from around the world. Features like



It's Not Just Good News. It's Good Business.

Every week, Newspower delivers over 500 ready to sell programs like Sports Quiz, People in the News and Today in History. And every one can be sold without AP clearance. Which means that Newspower can create over 1,200 new commercial breaks and adjacencies each week. Providing the programs that are sure to bring

advertisers, call Rosie Oakley at 1-800-821-4747 and ask about Newspower. It's the best way to get more out of the news.



Associated Press Broadcast Services

20.8 Share 12+!

"It's the jump of any daypart I've ever seen in my six years of programming the station. **Open House Party** is the hottest show on the Coast for the entire weekend!"

Leslie Frantz, WAFB-FM/Mobile

FIRST BOOK

17.8 Share 12+!

"Hearing it on my own station blew me away. Instant street talk. It's the best thing on the FM dial in the State of Connecticut. Any major market PD who doesn't grab it will regret it!"

Stef Rybak, PD - KC101/New Haven

WELCOME ABOARD KRBE-FM HOUSTON, KQKS-FM Denver, POWER 99 Atlanta, POWER 105 Pittsburgh, POWER 108 Cleveland.

NOT ANOTHER COUNTDOWN OR ONE-DEMO DISCO SHOW

Open House Party is the live Saturday and Sunday CHR all-request party show delivered live by satellite. There's never been anything like it before.

We're the best of what great CHR is all about; multi-demo all hit music, great talent and production, and a live excitement and bigness that makes you the national CHR Superstation in your market!

It's great entertainment that "cuts through." Host John Garabedian along with Lisa Lipps do great phones. Fun contests, and hot guests build those quarter hours. Superstars like Samantha Fox, Paula Abdul, Jay Leno, Guns N' Roses, Bobby Brown, and even Robin Leach.

TOP-RATED ON WXKS-FM

After a year, Open House Party continues to dominate in Boston with the second highest AQH share 18+ of any daypart on top rated WXKS-FM!

"It's the biggest show in CHR today, and the only long form syndication we carry. Live excitement and big sounding weekend party fun is what it consistently delivers my station," says PD Sunny Joe White.

FIRST 6 MONTHS - 33 CHRS PARTY

It's a CHR masterpiece. Unlike trendy dance shows, the music doesn't lock you into a potentially unhip "disco sucks" positioning.

Through our toll-free 800 lines, we reflect the listeners' weekend music preferences in real time while the show airs.

Saturday features up tempo all-demo "party music" while Sunday is a more conventional CHR mix of what your listeners request as they wind down the weekend.

YOU SOUND LIKE YOU'RE BROADCASTING COAST TO COAST

Just ask Power 108 PD Steve Kelly about the crowd of listeners gathered in front of his station in downtown Cleveland waiting for *New Kids On The Block* the night we had them on.

All our stations have similar stories. Like WZPL-FM GM Roger Ingram having a client ask how he got such big stars to come to the station New Year's Eve.

Unlike all other syndication, this show is designed to sound like it comes from your studios. It's live, and your call letters are always the first words out of music.

BEST BARTER IN BUSINESS

You keep eight minutes per hour... we only use 2 1/2. This means plenty of time to run your regular station promos, big time music sweeps, and no revenue loss.

LOCK IT UP NOW

Get *Open House Party* on your station now! Maybe we'll be crowing about 50-100% share increases in your Spring book. For info and availability in your market, call **Brian Beecher or Sam Kopper at Superadio now, (617)266-2900.**



Open House Party™

The **Pulse**™
RADIO'S MANAGEMENT WEEKLY
of Radio

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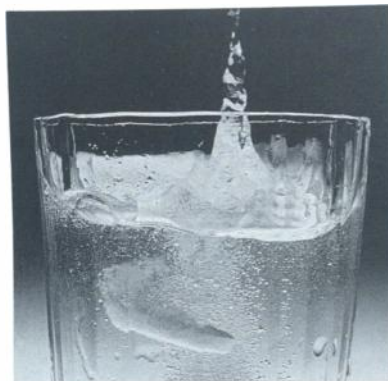
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Meet Yogi The Cab Driver

It was two weeks before Christmas. I had just flown into O'Hare. It was late and I was dog tired. All I wanted was to get to my hotel room and get to sleep.

I walked out of the airport, bags in hand, and braced myself against the brutal cold. In front of the building was a lineup of about fifty cabs, all ostensibly waiting for a fare. The first eight or so in line didn't seem to really want a fare because, when I approached, they looked away, with no apparent interest in driving in that weather, at that time of night. They were just marking time.

Suddenly, a man wearing a red Santa cap approached me (Swell, another lunatic. Why me?) and said, quite enthusiastically, "Let me take your bags sir, you've had a long flight. But you're lucky because you've found the best cab ride in Chicago".

For starters, the cab was decorated on the inside like a Christmas tree. Tinsel hung down over the doors from the ceiling and he had actually gone to the trouble of hooking up battery-operated tree lights, which were blinking in various colors.

I took a seat inside while he loaded my bags into the trunk. The radio was playing and the 'jock' came on the air and said "Welcome to the best cab ride in Chicago! You're in Yogi's cab. You'll have such a great ride in this cab, you'll want to take it where ever you go in Chicago. Just call."

When the driver got in, he said "I'm Yogi, the best cab ride in Chicago. The ride to your hotel will be about 20 minutes I'll entertain you along the way, we'll have a great time." Another tape was put in and Yogi was, again, "on the radio."

I laughed all the way to my hotel and was so energized and in such a good mood when I got there, I didn't want to go to sleep. So I called the colleagues I was meeting and had them come down for a cab ride around Chicago with Yogi at the helm. (Just ask Dwight Case about the kinds of things he's subjected to.)

My experience with Yogi reminded me of some basic lessons we all know but sometimes forget. At the airport he greeted me and **went out of his way to get my business**, while the other cabbies just sat there and sulked. With his hat and cab decor, **he made himself stand out**, making his cab more attractive, proving it's

the little things that make a difference. Yogi had a good sense of empathy; he knew I was tired and knew how I wanted to be handled and made me feel welcome. **His enthusiasm didn't let up** and eventually I was caught up in his energy. **He loved his job** and was thankful to have it ("13 years") and he let me know **he was proud of his profession** and was having fun with a job that others consider menial. **He provided exceptional service and never said a bad word about anybody.** Yogi never stopped promoting himself and constantly reinforced his 'slogan'— "The Best Cab Ride in Chicago." When I left, I believed it.

Here was a guy who took a job as a cab driver and made the BEST of it. He loved the radio and recorded his own "radio" tapes in his cab when he was waiting in lines and traffic. He promoted his cab better than some of us promote our radio stations. His enthusiasm and confidence was better than that of many sales people we have on the street. For Yogi, the end result of his encounter with me was that he had a client who used his cab repeatedly, loved every minute of it and was willing to pay extra for the experience.

Sometimes we get get swallowed in the maw of meetings and day-to-day operations and we lose sight of some of the principles that make us and our businesses first-rate. In the end the principles Yogi practiced are exactly the same as those which keep our customers and listeners coming back for more.

The basics. Easy to forget. It took a cab driver in Chicago to remind me.

Eric Rhoads
B. Eric Rhoads

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Sterling Group Stations Go On The Block

continued from cover

Greenville is the 68th Arbitron market with 1988 radio revenues of \$19 million. "Whistle," WSSL (5Kw, Unlimited, Directional-Nights @ 1440 Khz), simulcasts a successful country format with WSSL-FM (100.5 Mhz, 100 Kw @ 1280' HAAT).

With about \$12 million in annual radio billings, Jackson is the 112th Arbitron market. WJDX (5 Kw-Days/1 Kw Nights Directional @ 620) is an oldies/AC outlet while, "Miss 103," WMSI (102.9 Mhz, 100 Kw @ 1800' HAAT) is Country.

The stations were acquired from Key Market in 1986 along with WKJN, Baton Rouge, Louisiana for \$24 million. WKJN was recently sold for \$6 million.

New Am Interference Proposals Are Market Driven

continued from cover

If a market received adequate service, under this proposal, a station could buy an interfering station, sign it off the air and expand their coverage pattern.

Previously, all existing signals were protected on a first come basis. This is the first time the FCC has proposed a system where stations would negotiate among themselves to resolve signal interference. Some industry observers feel this could lead to more big-buck operations dominating regional AM frequencies.

BIA Back With Another Directory

Broadcast Investment Analysts (BIA) in Washington D.C. has announced The Ownership File, the latest in their series of broadcasting investment directories. The Ownership File reports all pertinent information on the ownership of radio. Included are names, addresses and phone numbers for owners throughout the country.

Priced at \$125, The Ownership File is part of Investing in Radio, BIA's five-volume reference guide. For more information call (703)478-5880.

WBUZ 'Picked On' In Renewal Process

Henry Serafin, owner of WBUZ in Fedonia, New York is claiming that the FCC's denial of his license renewal is "...because we are small & can't fight back." His 250 watt station (@1570 Khz) is one of two stations serving northern Chautauqua County and with rates around \$7 he claims he can't afford to fight back. At 62 years old he would like to sell the station, which he acquired in 1974, and retire.

The FCC has unanimously voted to revoke his license on grounds that he conducted fraudulent contests, discriminated against minorities and mislead the Commission.

Serafin says he doesn't understand why he hasn't gotten more support from other broadcasters in his fight with the FCC. "This kind of thing could happen to anyone," he says.

Pulse Quote:

"Give me the freedom of a tight strategy."

Norman Barry
Ogilvy & Mather

STRESS CRIB



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News/Radio Ink

Radio Ink™

Sarasota's WHVE (Tampa-St. Pete) continues to be rumored moving to some sort of Urban format from the current jazz format. HEAVY 102 sounds good to us but we hear it'll be HOT 102.

KBRD in Seattle is all but guaranteed a great book for some time to come as long time Bonneville EZ station, KSEA shifts to AC. That gives Seattle 5 or 6 AC stations splitting up 12 to 13 percent of the audience.

And this just in from the MULLAH WATCH DESK: As mentioned last week, the fact that Salman Rushdie is on Cat Stevens' hit parade is causing consternation on many radio stations that played his music. The latest furor is in Los Angeles where KFI-

AM Talkradio is a house divided. Outspoken Tom Leykis announced a public burning of Stevens' records and the station apparently got behind the idea by scheduling promos for the event throughout the broadcast day. Geoff Edwards, another host on the KFI crew pronounced the stunt "a lunatic idea" and "facist" and refused to play the promos. What's more, he is alleged to have said, to the effect that "if this station wants to do something like that, I'm outta here." Lo and behold, the station suspended him. But, shortly before Edwards' press conference, an announcement was made that the KFI and Edwards "were talking." No word on the resolution at press time. Latter-day Savonarolas, take note.

Patrick To Head New Group

Larry Patrick, currently Chairman of Sterling Communications, has formed a new group, Legend Communications Corporation. With plans for acquiring up to six stations in the next year, Legend's first purchase was WBYO-FM, serving the Reading, PA market. Currently a religious station, WBYO is licensed to Boyertown, Pennsylvania.

Patrick hopes to announce the purchase of two midwest Class C FMs in the next few weeks.

The Sterling stations are being sold (see separate article).

Pollack Media Under New Leadership

Tommy Hedges has been named President of Pollack Media Group. Founder Jeff Pollack will now assume the position of Chairman/CEO.

Calling his company the largest radio consulting company in the world, Pollack said, "Tommy has proven himself to be an invaluable

part of our expansion. His new title reflects his importance to the company."

Prior to joining Pollack, Hedges was five years with KLOS as Program Director and ten years in Boston with both WBCN and WCOZ.

Pollack Media consults with more than 90 stations worldwide.

The Word From Mount Olympus:

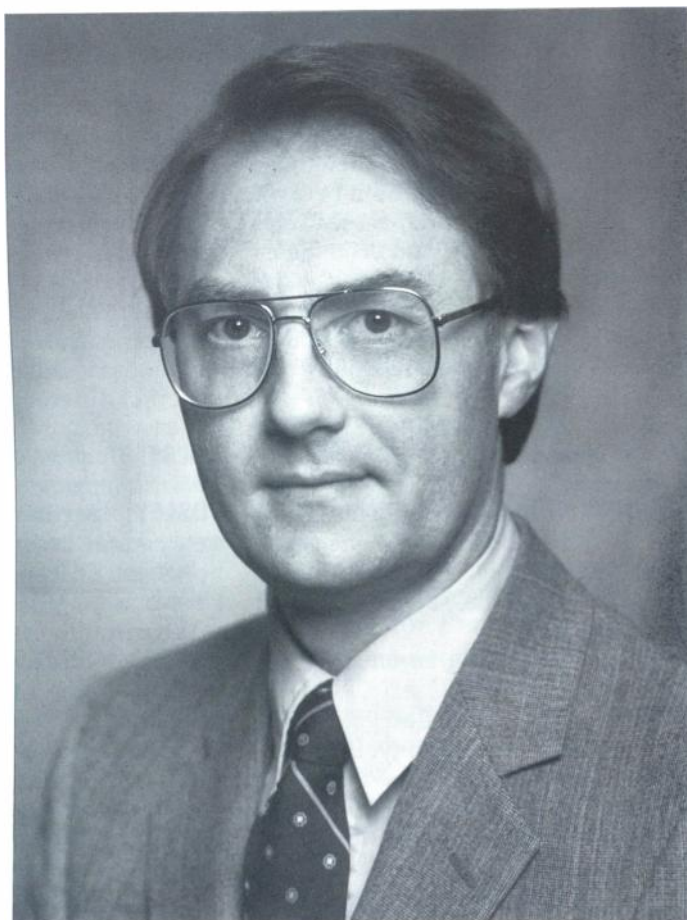
An Interview With Rhody Bosley Of Arbitron

Radio research can be cold and hostile terrain. Many of us think of Laurel, Maryland, the home of Arbitron Radio Research, as the Mount Olympus of the business. From there, Arbitron issues radio report cards to 260 markets in America, report cards that have become increasingly complex and sophisticated.

Sometimes it is difficult to keep in mind that there are people behind all of this data—people like Rhody Bosley, Vice-President of Sales & Marketing—with a radio background; people who have sold radio time, used ratings services, have even done an air shift or two. Bosley has done much to improve Arbitron's attitude, which was often perceived as arrogant. We wanted to find out more about this easily-liked man behind the cool demeanor of Arbitron.

PULSE: What is your background, Rhody?

BOSLEY: I started managing a classical music station in Baltimore, WBAL-FM, which is now WIYY. I then became General Manager of WITH-AM/FM in Baltimore. And



then I went up to WMMR in Philadelphia. I was a rock and roll animal for four years, as General Sales Manager.

PULSE: What made you get into the research side of the business?

BOSLEY: Well, my job had come to an end at Metromedia in 1984 and it was time to seek a new opportunity. I happened to call my Arbitron rep and asked him if he knew of any opportunities. He said, 'Yeah, I think I do'. He called Bill Livek (head of Arbitron at the time) who, you know now, is the President of Birch, and Bill hired me.

I was hired as VP of national radio sales and then I became Vice President of Sales and Marketing, which was Livek's position. I got that job less than three months after I arrived.

PULSE: How long has Arbitron been in the radio ratings business?

BOSLEY: Arbitron has been surveying radio stations since 1964.

PULSE: How did they get started?

BOSLEY: They started out with television in 1949, and then expanded to a national service. And then merged with another company in 1955. Radio became of interest to them, and they did a test in 1964 and it became a regular service shortly thereafter. Nielson, by the way, had been measuring radio in the 40's using radio meters. They attached a meter to the radio in the living room, because, before TV, that's where listening took place.

PULSE: Did Arbitron put Pulse (the Pulse research company) and Hooper out of business?

BOSLEY: No, they probably put themselves out of business, in the sense that they weren't in a position to compete with the service Arbitron was offering.

PULSE: What was Arbitron doing that was so much better?

BOSLEY: Well at the time, of course, I wasn't with the company. But going back into the history, the thing that made the difference was the diary. One of the services was a telephone recall and the other one was a door-to-door interview.

By the way there's an excellent book by Mal Bevelde (former chairman of

When Radio Stations Clearly Identify Themselves To Their Audience, They Do Better Jobs Of Letting The Audience Know Who They Are

The Electronic Media Rating Council) which has a superb history of radio ratings, going back to the original Crosely service, which was a telephone recall service. It went out of business too. In fact all of the radio research firms (with the current exception of Birch) that have used telephone technology through the course of history have gone out of business.

PULSE: Is Arbitron involved in cable viewing research?

BOSLEY: Well, we do have cable data that comes from our collection of television data. But as such, we have no specific different methodology for cable.

PULSE: In your experience can a radio station manipulate the ratings?

BOSLEY: Arbitron data, in my opinion, cannot be manipulated. It is, however, susceptible to good marketing.

When radio stations clearly identify themselves to their audience, they do a better job of letting their audience know who they are. For a radio station to get all the credit it deserves, they should make sure they have their station information package back to us on time and up to date. If they are using a slogan and we don't know that they are using it, how can we credit them?

PULSE: Do you encourage your radio

stations to visit Laurel for diary reviews?

BOSLEY: Yes, I think they should. The first thing they can get out of a visit is a sense of communion with their audience. In other words, these are real people writing down their listening patterns. One of the things that is a startling realization is that their audience isn't always what they think it is, and they can actually get a sense of audience by going through the diaries. They get to know their audiences' ages, where they live, etc. They get to see what other stations they listen to, and what time of day a particular person is listening. But what is really helpful is the "comments" section. About 50% of the diaries have comments in them.

PULSE: If a station comes back and goes through the diaries and has a problem, how do you address it?

BOSLEY: Well, we take the question that the subscriber has and we investigate. Then we give them a written report responding to their question. If we made a mistake we say we made a mistake and if we didn't, we explain the procedure was that was used and why. At any time a subscriber can question us on any procedure we use.

PULSE: Have you ever had any situation where a book has had to be reissued?

BOSLEY: Oh yeah. It happens maybe once a year.

PULSE: Arbitron has been accused of being arrogant, rude, insensitive, etc. Do you think that is still true?

BOSLEY: I'm sure there are some who think that's still true, but we work very hard to try to avoid that image.

PULSE: Is that something you were aware of when you came to Arbitron?

BOSLEY: Interestingly, I was aware of it once I arrived at Arbitron. I wasn't aware of it previously because my Arbitron rep never treated me that way and I never treated my Arbitron rep that way. It's always a two-way street in interpersonal relationships. We have worked very hard at our service and in training our sales people not to come off arrogantly, but to be working for the station's benefit.

PULSE: Do you think the basic method

that you use to calculate the payment the station makes, it's average share in the market, is the correct way to charge for your service?

BOSLEY: It's better now than it's ever been.

PULSE: What about a situation where a station starts a contract with a 12 share, and three years into a five year contract they're down to a 3, still paying a rate based on a 12 share?

BOSLEY: Well, remember they are based on the total survey area at the time the contract goes into effect. If the station goes up we don't charge them more, if it goes down, we don't charge them less. We're looking at the situation where the broadcaster is saying, 'I know my business is either going to be consistent or go up, so I know I'm fine.' I mean, who plans to go down?

PULSE: Has Birch pushed Arbitron into making changes in the reporting and product lineup that you wouldn't have made otherwise?

BOSLEY: Birch brought attention to some areas that customers were interested in, which Arbitron may not have moved on. For example: continuous measurement. The fact that the advertising agencies said "Look, we'd like to get more measurement, we want it from Arbitron."

PULSE: Can two firms survive in this business, Birch and Arbitron?

BOSLEY: Actually Arbitron has had a competitor throughout its entire history. Prior to Birch, 1978 was the banner year. There were six companies measuring radio: Arbitron, Birch, Media Stat, RAM, Pulse and Audits & Surveys. They have come and gone since then.

PULSE: What do you think Arbitron's single biggest weakness is today as a research company?

BOSLEY: That's a very good question. Probably not having the availability to radio stations of its single-source qualitative data.

PULSE: What do you think is your single biggest strength?

BOSLEY: Our biggest strength in my opinion is the fact that the diary is an excellent data collection instrument.

PULSE: Give us your thoughts on radio

A Arbitron Data, In My Opinion, Cannot Be Manipulated, It Is, However, Susceptible To Good Marketing

qualitative.

BOSLEY: Well, as radio station audience value gets closer and closer, qualitative takes on a greater strength because stations are looking for differentiators. "What can make my station different from somebody else's?" And some of the things that can [make that differentiation] are additional socio-economic information and additional product usage information. Qualitative, by the way, has a very large range of meanings. It can mean lifestyle information, or it could mean disc jockey acceptance in a market.

Qualitative is nothing new to radio. I started selling with qualitative in 1970. At that time it was like RAB information they had gotten out of magazines, and Bureau of the Census data. There's a lot of stuff around.

PULSE: Can Arbitron be the benchmark for qualitative?

BOSLEY: Well, should that decision be reached, I think we'd want to make sure that [we're capable] before we made that decision. I think that's one of the things that has held us back is the fact that the broadcaster, at this point, has not decided in his own mind, what qualitative is. The broadcaster hasn't decided to what kind of questions he needs answers.

PULSE: Do you see though anything on

the horizon for a replacement of the diary?

BOSLEY: Well, there are other instruments that we've looked at. We've looked at passive metering, which has its own set of problems.

We've looked at what, in essence, is a hand held calculator that could take in the data electronically. That was a really fascinating approach where the individual keeps a hand held calculator and puts all the listening entries in during the course of the week, and then it is collected it by telephone.

PULSE: What's the drawback to it?

BOSLEY: Computer illiteracy. Some people are frightened by technology; virtually everybody can deal with paper and pencil. Another factor is that they can be too precise. Listening levels tend to drop as you improve the technology.

PULSE: Tell us a little bit about Scan America.

BOSLEY: Scan America is a people meter, that also measures a household purchases. It also allows the advertiser to track the sale of the product.

Arbitron is able to measure who in the household watches what TV commercial, whether the household purchased the item. It can look at warehouse withdrawal to measure competitive pressure so that the advertiser knows whether the TV commercial produced results.

PULSE: Do you see the same sort of thing coming over to radio?

BOSLEY: I don't see as direct an application at this time, but I do see some possibilities for incorporating some of the information.

PULSE: If you had one thing to say to an average GM out there, what would it be?

BOSLEY: I don't want to talk to the average GM. I want to talk to the GM who really wants to know, as a battlefield commander knows, what's going on. Because that's the individual who is going is going to have ideas on how to expand his knowledge. And that's what we're in the business of doing: Helping them do a better job.



COLRAM: The Road To Better Radio Research

Editor's Note: If half the fun of a journey is getting there, then the newly introduced COLRAM diary by Arbitron means that we are having a good time. The Pulse wanted to take a look at the impact COLRAM diaries had on the fall '88 survey. We wanted to separate fact from fiction and find out how different formats were effected. So we turned to the latest Katz Radio Group analysis of Persons Using Radio (PUR) for some answers.

by Gerry Boehme, V.P./Director of Research, Katz Radio Group

In 1986 Arbitron began working with the COLRAM (Committee on Local Radio Audience Measurement) Diary Design Committee of the National Association of Broadcasters to develop a new diary, primarily to improve response rate. Their new design included heavier paper stock, bolder graphics and more concise, easier-to-read directions. The new diary also clarified instructions to report all types and locations of radio listening, in part by stressing the word "hear" in place of "listen" and by providing a separate column in which to note at-work listening.

In response to the controversy generated by the daypart diary, Arbitron tested a "soft" version of the COLRAM design that eliminated the bold daypart lines. After collecting favorable results for this design in major testing during Spring 1987, Arbitron and COLRAM concluded that the Soft Diary constituted an improvement over Arbitron's current diary. The Soft Diary was put into use effective with the Fall 1988 survey.

Based on their results, Arbitron expected Fall 1988 estimates to reflect higher response rates, an increase in away-from-home "at work" listening and heavier listening levels to radio. Arbitron found that Men 18-24 listening levels increased more than other age cells, and that the AOR and Easy Listening/Beautiful Music formats paced other stations in ratings growth.

The Katz Radio Group has been conducting detailed analyses of PUR trends over the past five years. Their

current study, based on just-released Fall 1988 Arbitron data, is particularly noteworthy due to the fact that Arbitron began using the new COLRAM diary design for this survey period. Comparison of the current results to past Fall data shows that:

RADIO LISTENING UP. Persons 12+ report generally heavier listen-

"The daypart diary artificially reduced listening levels in certain hours; the current Soft Diary returns PUR to more justified levels."

ing to radio, with the results varying by age cell. The largest gains occur in Men and Women 25-44, especially in comparison to 1985.

Arbitron's new diary design helps to correct problems in their previous version (the "daypart diary"). The daypart diary's influence on prior listening estimates makes it important to compare current estimates to 1985, as well as to 1986-1987, in order to accurately measure true, long-term changes in radio listening behavior.

JUMPS IN MIDDAYS. Major increases in midday and away-from-

home listening benefit certain formats, including Adult Contemporary, Gold, Soft and Classic Hits. Other formats may have gained actual listeners, but lost 12+ Average Quarter House share, due to their audience not expanding at the same rate as total 12+ PUR.

The Fall 1988 Results

Based on analysis of Fall 1988 results for 127 Arbitron-surveyed markets, there is clear evidence that radio's impact has increased over the years, especially during 6AM-7PM hours with 25-54 listeners. Three factors must be taken into account before drawing any conclusions, however.

1) Some effects are due to the elimination of the daypart lines in the diary. Comparisons to 1985, before the introduction of the daypart diary, highlight these areas.

2) The Soft Diary's emphasis on radio stations "heard" and "at-work" locations lead to more credit for these types of listening, which logically existed before but were not accurately reported under previous diary designs.

3) Changes in the population, including an older age skew and corresponding adjustments in lifestyles and in the workplace, also play a role in the long-term performance of the radio medium.

PUR Levels

Radio is reaching more people, and each person spends more time with radio than in the past. Radio now reaches 95.2% of all Persons 12+ Mon-Sun 6AM-Mid, up from 94.8% in 1987.

What's more, the average person now listens (time spent listening; aka TSL) for 23:10 (hours:minutes) per week, up one half-hour from 22:40 last Fall. Virtually all cells show cume and TSL growth, with listening gains concentrated in Men 25-64 and Women 18-54. Some TSL increases (Men 45-54; 1:13, Women 35-44 1:20 higher) are extremely significant.

Only Men 18-24 (-2%) and Teens (-4%) lose radio listening time in comparison to 1987. The decline in Men 18-24 contradicts Arbitron's earlier test results for the Soft Diary.

While some 1987-88 PUR increases are due to the elimination of the Daypart Diary, Men 25-44 (+5%) and Women (+2%-3%) also gain listening time in comparison to Fall 1985. More credit for away-from-home (primarily at-work) listening appears to be tied directly to gains in TSL for the 25-44 year old.

Day Part/Hour-By-Hour Listening

The elimination of the bold daypart lines from the previous diary results directly in significant listening gains

for the hours surrounding the daypart breaks. The Mon-Fri 9-10AM hour gains 7% over Fall '87, 10-11AM rises 9%, 2-3PM increases 12% and 3-4PM jumps 10%. Note that 9-10AM and

"The elimination of the bold daypart lines from the previous diary results directly in significant listening gains for the hours surrounding the daypart breaks."

10-11AM finish significantly higher than Fall 1986 as well, but comparisons to Fall 1985 show only marginal growth. The daypart diary artificially

reduced listening levels in certain hours; the current Soft Diary returns PUR to more justified levels.

The fall 1988 figures also point out another trend, however. While virtually all M-F 5AM-7PM hours show listening gains over 1985 as well as 1987, proving that radio is growing, the hours from 12Noon-5PM exhibit significant 1985-1988 increases, while 7PM-5AM hours decline. The increased influence of persons 25+ in both the Population and PUR estimates may be playing a role in these hourly PUR to more justified levels. As far as broad dayparts are concerned, Mon-Fri 6-10AM, 10AM-3PM and 3-7PM all show gains in comparison to Fall 1987 and Fall 1985.

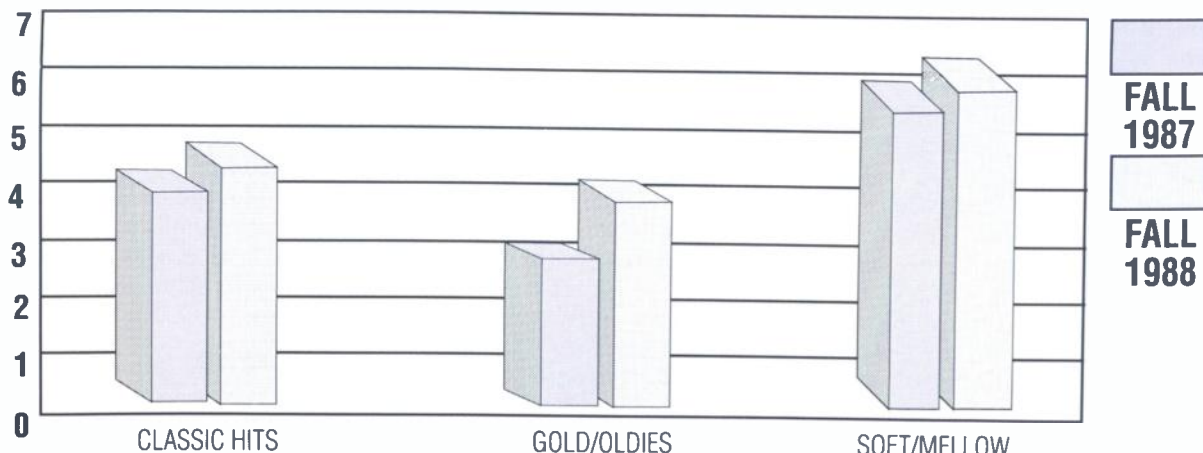
Format Performance

The significant PUR gains experienced by most age cells make some format comparisons difficult, since individual stations could gain audience yet lose share if their increases fail to keep pace with the marketplace as a whole. Given this fact, some formats do appear to benefit in

FORMATS POST GAINS '87-'88

12+ AQH SHARE

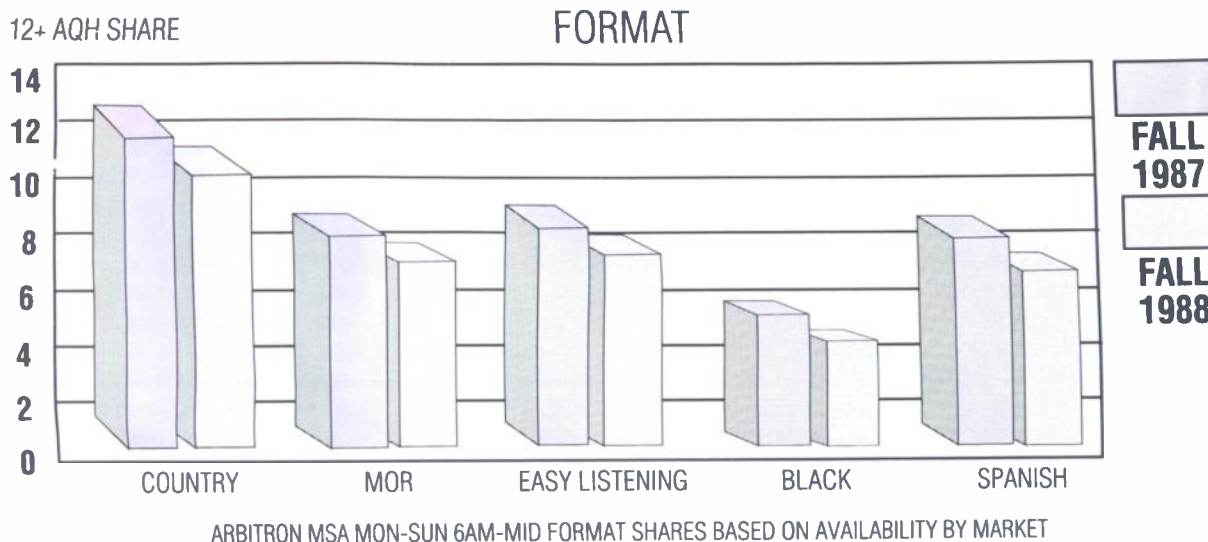
FORMAT



ARBITRON AQH PUR MSA DATA-127 MARKETS

6AM-MID

FORMATS EXPERIENCE LOSSES '87-'88



the current business environment.

Adult Contemporary formats, including Soft/Mellow, Gold/Oldies and Classic Hits, command higher shares than in any previous year. The PUR increases in 25-44 age cells and the increasing importance of away-from-home listening contribute to the uptrend. The listening probably was always there, it just had been unreported. Adult Contemporary, Soft and Gold formats all show significantly higher weekly TSL levels than in the past year.

AOR/Classic Rock, which showed the largest share gains in Arbitron's Spring 1987 test, does not fare as well in the actual Fall 1988 results. Slight share declines are no doubt due to the PUR losses in Men 18-24. Although the losses are small, these results do come as a disappointment to rock stations who were expecting major gains in this sweep period. Maintenance of weekly TSL levels over the past three reports leads us to believe that any losses in AOR share are due more to audience gains for other formats than to any real audience losses on rock stations.

Easy Listening/Beautiful Music sta-

tions also lost share, especially in comparison to 1987 and despite a weekly TSL gain. Like AOR, the Easy Listening drop goes against Arbitron's test results. Like other older-skewing formats (MOR, Big Band, News/Talk), the Easy Listening share declines appear to be related to sig-

"Radio is reaching more people, and each person spends more time with radio than in the past."

nificant PUR gains among 25-44 year-olds, affecting formats targeting these age cells.

Analysis also points out that many formats have gained in 35-44 concentration this time around. Increases in population for this age cell, combined with PUR increases, lead to a higher AQH concentration. AOR's gain in

35-44 percentage (7% in 1985, 11% in 1987, 13% in 1988) helps to explain why its overall listening shares have held up despite PUR declines in Men 18-24, a core AOR target.

Conclusions

Overall, the Katz evaluation concludes the results of Arbitron's new diary portray radio in a more realistic and very favorable light. PUR levels gain across the board; illogical hourly tune-in patterns caused by the old daypart diary have been eliminated. Away-from-home/at work listening estimates that were missed by previous diary designs are now justifiably credited to individual stations.

While station performance levels still fluctuate due to small samples and unusual listening patterns in each market, radio proves itself as an even more valuable medium that can deliver specific targets throughout the day and answer advertisers needs. It is also clear that, with the emerging importance of the 35-44 age cell and at work listening, future radio programming efforts will likely target these areas as sources of potential growth.

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by Renee Smi

Promotion Directors: More Than T-Shirt Kids

As Radio becomes more and more competitive, segmented and fragmented, the determining factor in the success of a radio station is marketing. Known alternately as Promotion Directors, Marketing Directors or Creative Services Directors, the people who once passed out tickets and T-shirts at the local mall now have control of their radio station's future.

"Promotion people are true marketers...the biggest collection of creative, resourceful, innovative people in the country," says Rose Polidoro, former Director of Creative Services, WNEW-AM/FM, New York and President of Rose Polidoro Enterprises, a marketing and promotion company based in Manhattan. "You have to stand up and fight the perception of 'the T-Shirt Kid.' The evolution of promotion has run parallel with the sophistication of Radio in general. Now that so many more stations cross format, GM's count on promotion to be the difference. As a

result, Promotion Directors must be more creative. They must know budgets, merchandising, research, marketing, public relations, advertising, sales and programming. They must be the most resourceful person at the station."

Erica Farber Viola, Executive VP/ Radio Development Director of Interep and Secretary, BPME, comments on the job's evolution. "The revolution in the job took place about ten years ago. The average Promotion Director was promoted from a sales assistant's job; the dramatic shift to a sophisticated marketing function has added financial implications in items of the bottom line. Their question has become 'What kind of goal are we trying to achieve?' The Promotion Director is now being judged on two new criteria: the ability to enhance audience and the ability to add profitability."

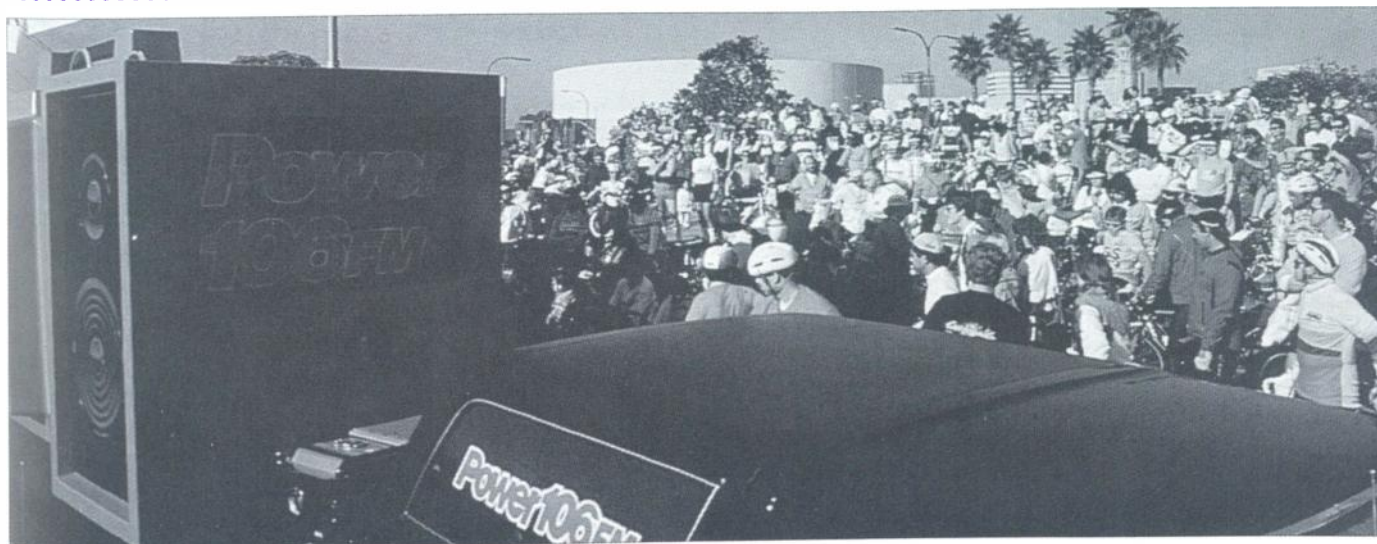
Spanning The Bridge

Are the days over when a Promo-

tion Director's primary function is to pass out t-shirts? One certainty is that management meetings are no longer behind doors closed to the Promotion or Marketing Director. Promotion Directors have now become legitimate department heads who can span the bridge between departments at the radio station.

Arnie Katinsky, PD at WGST-AM, Atlanta, reflects on the cyclical reality of the Promotion Director. "Twenty five years ago, when I first started in Radio, the Promotion Director was looked at with the respect that is now returning to the profession. Along the way, promotions got farmed out to programming or music departments. Today you have to be a professional. You must make a real contribution as a media expert no matter what size the market. Creativity is spurred on by lack of resources and is evidenced in an equally effective marketing plan."

Hal Stein, Marketing Director, WHWH-AM, Princeton and WPST-FM, Trenton acknowledges that making the station more visible in the marketplace is still the rule of thumb, regardless of the technique's sophistication. "I think it probably started in 1973 when the oil crisis hit. Business was in a crunch, including



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Radio. One of the ways to get more for your money was to use promotion to sell the station to advertisers and to the audience, thereby increasing revenues and ratings."

Stein offered some further advice: "Use marketing and research to bring a group of advertisers together in one promotion. Be result-oriented. In promotion, you must have the ability to recognize factors that can tie in with your station and increase the bottom line. The credo is visibility."

As promotion continues its sophistication as a position, it is no wonder that its evolution has included a station whose emphasis is entirely promotion-oriented. VP/GM Mike Kenney of WYHY-FM Lebanon/Nashville explains, "Promotion is very important and implemented as a team effort here at WYHY. There is a brainstorming session among departments heads to determine upcoming plans. While we do make long-term promotion plans, our uniqueness lies in our ability to aim and fire quickly and be successful in doing so. We try to remain on top of current events and promotional tie-ins with advertisers while keeping our long-term goals and marketing plan in mind. Creativity means spontaneity most of the time. We maintain two Promotion Directors who take the process from beginning to end because all the craziness is based on a serious, bottom-line business."

Gaining Ground

"We have redefined our jobs as marketing Promotion Directors," states John Wagaman, Senior VP/Marketing & Sales, Radio, Group W/Westinghouse Broadcasting. "The job is a lot more open-ended. We demand qualified, experienced people who can write a marketing plan and live by it. Creativity, intelligence, intuition and ability to brainstorm are all traits that make up a good Marketing/Promotion Director. He or she must be a good boardroom salesperson, understand all the departments and know what makes the station tick. They are heavily involved

with the General Manager in planning and budgets for audience and advertiser promotion."

If being at the forefront of the marketing effort is promotion's toughest role, introducing a new format to a marketplace is the toughest circumstance. Phil Rappaport, Promotion Director, WQCD-FM, New York comments, "You really have to understand the goals and objectives of your radio station and you must have complete knowledge of the format. With the introduction of WQCD-FM, there was no prototype for a contemporary jazz format, so in order to

"You really have to understand the goals and objectives of your radio station and you must have complete knowledge of the format."

promote, I had to investigate, listen to music, go to clubs, record companies, and talk to people. With this format, promotions take on a sophisticated light and have become more lifestyle-oriented with an accent on quality. I work very closely with other department heads."

It is a fact that there are more dollars going into promotion. Therefore, it is imperative that radio stations find ways to capture promotion dollars. As a result, the promotion director is a valuable commodity today and will become increasingly more valuable tomorrow.

The Next Step

Bert Gould, Director, Promotion WCBS-AM/New York and VP/Treasurer of BPME thinks Radio's future lies in marketing and promotion. "Marketing is the way

radio stations are going to succeed in the 90's. Engineers and Program Directors all know the same tricks. More efficient marketing is more effective. The sophisticated Promotion Director not only has to understand all the basics of marketing, he has to motivate advertisers who want more consumer awareness from their dollar. Before, a good Promotion Director could get away with a successful contest or two. Now, there's a lot more planning involved. Knowing how to attract an audience and enhance advertiser dollars with value added promotion benefits is where the Promotion Director must capitalize. The most creative, exciting and fun place to work is at a radio station," Gould continues, "as a Promotion Director you are integral. You control how the audience and advertiser sees your station by putting the face of the station forward."

Mary Recchia, Director of Marketing at WOR Radio/New York comments, "The role of the Marketing Director has evolved from buttons and banners because of the new responsibility the competitive marketplace has afforded us. Involved in long range planning, developing promotional strategy and meeting marketing goals of the station overall. Intrinsically, this means bottom line sales and ratings goals. We're getting better at understanding the business of running a better radio station and are an integral part. I truly believe in this evolutionary process we will see the day when high calibre promotion or Marketing Directors will become General Managers."

With the marketing plan in place for a bright future in radio station promotions, today's challenge as Radio enters in to the 90's is to see just where the marketing savvy and promotional creativity of the Marketing and Promotion director will lead. The future of individual stations may depend on it.

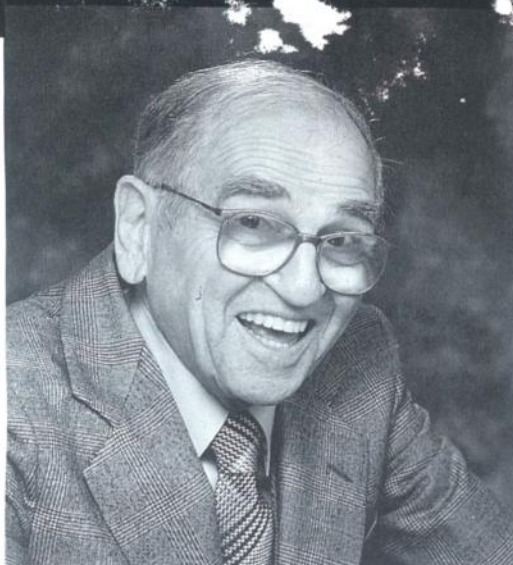
Renee Smith is a freelance writer based in Cresskill, NJ.



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Ordinary Employees..

To Deal With Them

Every manager knows it. In business, there are certain kinds of "people situations" that just have to be faced. Some of these require a familiarity with hard and fast legal requirements. Others, however, fall into those uncomfortable, subjective "gray areas," and often demand creative thinking, good judgement and plain common sense.

As everyone in the industry is so fond of saying, Radio is like no other business. We do things *differently*. In part, that difference is due to a wide assortment of employee types. There are the sales reps, fast-moving, urgent people with a drive toward accomplishment; on-air talent, full of all sorts of quirks and foibles; engineers and other technocrats, clericals, support staff—not exactly a homogeneous group. There are days when every GM looks at his station as a giant, behavioral Cuisinart. Understanding this human amalgam is a crossmember of Radio Management Philosophy.

A peculiar mix of unusual people requires managers in the broadcast media to deal with unusual situations and with common problems in unusual ways. The manager's creativity is tested due to a mind-boggling labyrinth of laws and regulations on Federal, state and local levels. They are never easy to understand—or remember.

The concept of discrimination, for example, has taken on a whole new meaning for managers, both in hiring and in employee benefits. Once, compliance to discrimination laws was simply a matter of balancing hiring practices for fairness to ethnic minorities. Equality of gender then became an issue and even though hiring and management practices

continue to change while society attempts to resolve ethnic and sexual disparities, interpersonal complaints of a sexual nature can cause panic in even the most experienced managers.

When he was with another station Jim Jacobs, now GM of WSYA in Montgomery, AL, was faced (at his previous station) with a woman who complained of sexual harassment by another employee. "The most important thing," says Jacobs, "is to get over the initial shock of the situation. These kinds of complaints tend to make us panic. We see the legal meter running and we see allegations to the FCC two months before license renewal."

Jacobs' experience helped him outline a simple procedure for handling such situations. "First, don't do anything right away. Stop. Take your time and think before reacting." Second, he recommends keeping all parties to the dispute as calm as possible. All principals should be listened to attentively with no indication of which way the manager might be leaning.

"In the case of this particular complaint, I brought both parties together in my office with a witness for an open discussion and I let them talk it out. I told them that they had to have a conversation, either privately or in front of me, and that they had to work together. I explained that my respon-

sibility was to the other 29 people who worked at the radio station. I told them that they had created an unhealthy situation and if they couldn't reach some kind of understanding I would have to eliminate the sources of disharmony. They worked it out."

In Radio, where a strong personality is usually a particular asset, managers are faced with a continuing series of sensitive situations and "special" employees.

How should radio station management deal, for example, with an employee who insists on strict enforcement of an indoor clean air ruling, particularly when there are a number of people who smoke a pack-and-a-half a day. What about the person who sees sexism everywhere, even if it doesn't exist? Or the top-producing sales rep who defiantly pushes the very limits of humane,



liberal management policies?

"In this business, you need a psychology degree along with business and broadcasting," says Craig Magee, General Manager of KIKK in Houston. "With a multitude of egos and talents, you can't handle everyone the same way."

Magee was faced with a Houston indoor clean air act that allows employees to designate their own work areas as either smoking or non-smoking. This caused a problem in the sales office area. Magee moved all the smokers to one end of the area, then installed over \$1,000 worth of special smoke vents and air filters. It was costly, but everyone ended up happy.

In Rochester, Suzanne McDonald, GM of AOR station WCMF seems able to keep an even keel through the stormy seas of employee relations. "I've found that a radio station's format helps to create an emotional common ground" by attracting similar types of people. According to McDonald, these similarities prevent the buildup of friction.

McDonald's parent company, Stoner Broadcasting, has equipped itself to deal with employee problems that derive from emotional stress or dependency on alcohol or other drugs. McDonald describes Stoner as "a pioneer" in this area as the corporation maintains a wellness program that provides confidential counseling and health-related services.

WSYA's Jacobs agrees with McDonald's approach. "We're a family," he says, "and we always have to keep in mind the common good." He believes in open and constant communication with all staff members, in letting them know where they stand.

Personnel problems are not confined to interpersonal friction. Laws and guidelines vary from state to state and even from city to city. This can become even more confusing for managers who move frequently. Today especially, managers find themselves struggling to implement a whole assortment of new employ-



Management needs to work with—not against "extraordinary" employees.

ment rules, regulations and entitlements. Many of these have yet to be clearly defined, and making them work is like trying to juggle in the dark. Health benefits are a clear illustration. Section 89, the new Federal law that prohibits companies from offering more extensive benefits to top executives than to lower-level employees, offers no guidelines for implementation.

"How Should Management Deal With The Top-Producing Sales Rep Who Defiantly Pushes The Limits Of Humane, Liberal, Management Policies?"

The State of Florida has passed 37 bills in nine years that require or clarify health benefits for employees. Seventeen of those bills were passed from 1959-1979. Of the more recent bills, many are mandated benefits that reflect the needs of the changing composition of the work force: maternity leave policies, day care, drug dependency, newborn children. Add these to all the existing regulations that deal with areas outside of health care, and it's clear that the regulatory climate grows more stormy with each

succeeding congressional and legislative session. The manager who is not informed could be headed for unpleasant surprises and a courtroom appearance.

It isn't hopeless. The regulations all appear in print and they can be read (if not necessarily understood). Accountants, lawyers and insurance professionals can help and often just one phone call can clarify a troublesome point.

Managers dealing directly with real live people and their problems require the most immediate application of skill, sense and judgment. They may realize there is less difference between radio stations and other types of businesses than they think. "Radio managers are becoming more like other business managers," says Jim Jacobs. "They are more aware of how to handle people properly." Experts agree that managers should not disassociate themselves from the staff. Give staff members a constant awareness of where they stand. When problems arise, do not react instantly, but show that you are taking action, even if it's just to say, "I'll think it over and give you an answer at 2 PM on Thursday."

It also helps to avoid building figurative walls between departments. Many successful managers have their people work across departmental lines, involving the program director in sales, or the sales staff in promotion. Varied experience seems to help. Good managers develop problem-solving philosophies, good attitudes toward employees, and personal concepts of fairness that shape their actions in all areas of life. No text, no seminar can teach how to resolve every conflict or confrontation. Empathy, a key ingredient, is both an in-bred and an acquired trait.

Radio is communication; both ownership and management have built businesses and careers on communicating with various publics. The effective, sensitive manager with extraordinary employees is also a great communicator within his own organization.

Selling Radio

by Michael Trudwell

Sales Biggest Trap: The Fence Sitter

As a young boy, I experienced two important lessons shortly after becoming brave enough to walk away from my mother's side. I had climbed up our wooden garden fence and was smugly viewing the world when a neighbor's little girl pulled me face forward off the fence. The humiliation and the consequent painful impact of my fall taught me that the key to staying on fences is to hold on tightly and don't move.

I held on to that veracity for several weeks. To my dismay, a new boy to the neighborhood gave me my next significant lesson about fence sitting. He had calmly strolled up to me and started to chat when he deliberately began gently pushing me backwards. As always, I just held on tighter and leaned my skinny frame into him. Imagine how surprised I was when he stopped pushing and stepped aside, and I, with a terrorized look, uncontrollably propelled myself past him, headlong on to the ground. Once again, I had agonizingly learned how easy it is to be removed as a fence sitter.

This second lesson taught me that a skillful, unexpected approach does unseat even determined fence sitters.

Unknown to me at the time, those

fence sitting lessons were the germination of an innovative selling system that has helped hundreds of salespeople convert fence sitting prospects into customers. All too often in the sales process, media buyers, business owners, company executives, and other purchasers learn to handle most salespeople by merely clutching tighter to their fence: it's called a stall, a "think it over," a "need to ask for more input," or some other successful phrase that prevents the decision from occurring. It is this inability to move buyers off the fence and to a decision, that keeps the majority of salespeople struggling in mediocrity. On the other hand, the superstars in sales focus on motivating all their prospects to quickly decide whether a sale is possible and then put their effort into only those prospects that have moved off the fence and into a positive relationship.

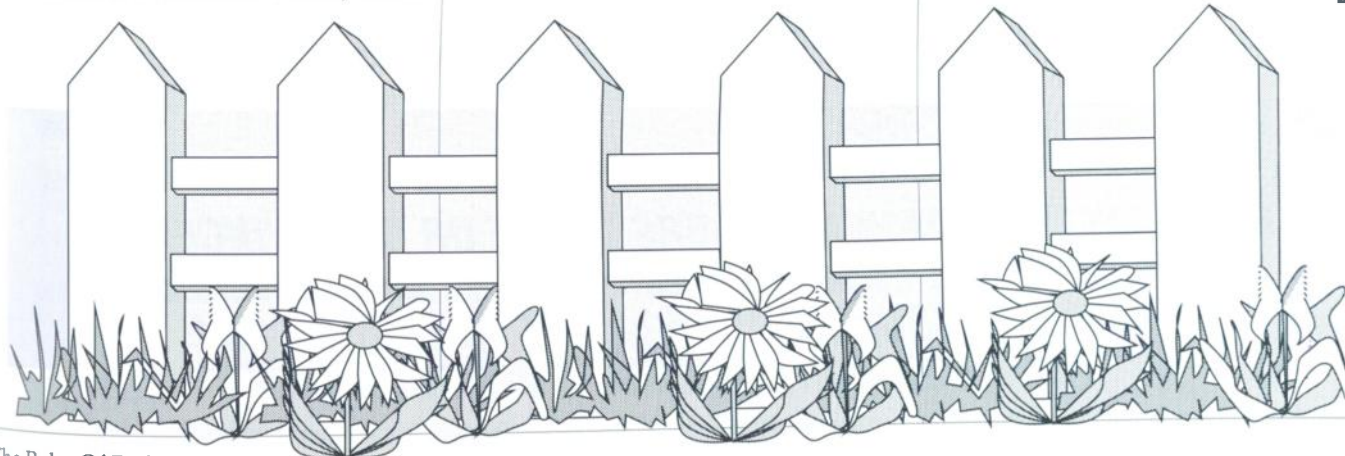
What further causes mediocre salespeople to fail is they are usually taught to convert these fence sitters into customers by offering lots of benefits, frequently, enough to "give away the farm." Ironically, more often than not, even the proverbial farm doesn't budge the fence sitter--and with good reason, too. Those who won't make a decision are immobi-

lized by the fear of loss and only rarely are they motivated by a desire to gain more. Hence, they hang on to their known position on the fence, rather than change for an "unknown" position, even when the unknown is potentially greater. (In most cases, if the buyer actually wanted more, they would have already sought it out.)

Because of my fence sitting experiences, our recommended approach is to gently push the prospect to abandon their desire to remain the status quo. Then the prospect must detail why there isn't any opportunity or why they actually want assistance. In either case, the salesperson gains valuable information and mentally can move the prospect off the fence.

A hypothetical situation: suppose an owner was gently pushed to concede that the competition is taking away their business. At that point, the owner would request help and the selling process could proceed. However, by trying to convince the owner that she could surpass her competition by changing stations, her first decision still must be "Am I ready yet?" (Most buyers don't really purchase to prevent their future losses, they purchase because they realize they have already lost business.)

As my youthful experiences taught me, the inveterate fence sitter can be moved using leverage as opposed to force. In selling to a fence sitter, use their determination to avoid loss by first getting them to defend their status quo. It will then be their own defense that wins the sale.



Calendar Of Events

March 12-14--West Virginia Broadcasters Association Spring meeting...Beckley, West Virginia. Info: (304) 344-3798.

March 13-14--National Association of Broadcasters Group Head Fly-In...Dallas, Texas. Info: (202) 429-5420.

March 15--International Radio and Television Society Newsmaker Luncheon with speaker John Malone, Pres./CEO. TCI...Info: (212) 867-6650.

March 16--Radio and Television Correspondents Association Dinner...Washington D.C. Info: (202) 828-7016.

March 22--NAB Radio Station Acquisition Seminar...New York, New York. Info: (202) 429-5420 or Paul Kagen Seminars (408) 624-1536.

March 22--Broadcast Pioneers Mike Award Dinner...New York,

New York. Info: (212) 586-2000.

March 23--National Association of Black-Owned Broadcasters Fifth Annual Communications Awards Dinner...Info: Ava Sanders (202) 463-8970.

March 24-25--Collegiate Broadcasting Group's 11th Annual Black College Radio Convention...Atlanta, Georgia. Info: (404) 523-6136.

April 9-12--Broadcast Financial Management/Broadcast Credit Association Annual Conference...Dallas, Texas. Info: (312) 296-0200.

April 29-May 2--National Association of Broadcasters Annual Convention...Las Vegas, Nevada. Info: (202) 429-5300.

May 2--Broadcast Pioneers Annual Breakfast at NAB Convention (see above)...Info: (212) 586-2000.

May 11-15--American Women in Radio and Television Annual Convention...New York, New York. Info: (202) 429-5102

May 17-21--Annual Public Radio Conference...St. Francis Hotel, San Francisco, California.

June 21-25--Broadcast Promotion and Marketing Executives Broadcast Designers Association Annual Seminar...Renaissance Center, Detroit.

Sept. 13-16--Radio-Television News Directors Association Annual Convention...Kansas City Convention Center, Kansas City, Missouri.

Sept. 13-16--Radio '89 Convention...New Orleans, Louisiana. Info: (202) 429-5300.

Oct. 5-8--Society of Broadcast Engineers Convention, Kansas City, Missouri...Info: John Battison (614) 888-3364.

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The Bottom Line

by Barbara Smith

Wall St. To Bush: "The Honeymoon Is Over"

Significant developments in Washington during the latter weeks of February finally caused the investor "tolerance bubble" to burst. The Dow averages suffered sizable setbacks across the board, with the Dow Industrials retreating eighty points and giving back some of the gains enjoyed since the beginning of the year.

As noted last week, the willingness of investors to accept higher interest rates and accelerating inflation had been evident since the increases began to appear early in the fall of 1988. Optimistic economists explained away the bad news and cited the trade improvements as proof that the economy was indeed healthy but in no danger of overheating.

The most positive economists represented the Republican point of view leading into the November elections. Other followers of economic statistics did not see those such indicators as totally positive. Federal Reserve chairman Alan Greenspan saw the numbers as inflationary. A schism became evident prior to the election, and intensified shortly after: While President-elect Bush reiterated his position on "no new taxes," the Fed chief warned of a tighter Fed policy to control inflation. Truly, this was a

test for investors. Predictably, they viewed the first half of the transition period with less-than-optimistic sentiment. President-elect Bush, while citing his resolve for no increase in taxes, did nothing to allay investors' fear that the budget deficit would expand further. If the Fed indeed acted to tighten, the costs of operating such a huge deficit would increase; the government would be competing with the private sector for funds to pay for its less-than-frugal habits of the past.

The period immediately preceding the inauguration saw two developments which were seemingly responsible for a change in investor psychology. President-elect Bush began to be perceived as a true leader, not just a President by default. He chose his cabinet and showed some resolve addressing the budget deficit. He announced his plan to cut capital gains taxes, while hinting that the government would not interfere with corporate takeovers by way of treating debt less favorably.

This of course, pleased investors. The market started the New Year with a fresh breath, but the optimism was short-lived. Negative factors including releases of economic statistics unfavorable to President Bush's

quasi-movement didn't help and the insidious S&L situation finally became the real "can of worms" that it promised to be all along. The government could no longer hide the deficit's price-tag. Not only would it beat the high end of the estimates, it would probably exceed them by about 20 percent. Additionally, rising rates and the Fed's resolve to fight inflation caused a real collision course to emerge. Investor confidence began to wane. The new President's inability to persuade a bipartisan committee to accept his nominee for Defense Secretary and the fact that the vote was exactly down party lines exacerbated the situation even further. Would this be an indication of things to come?

Investors reacted by sending a clear message to the White House. It was finally evident that the markets did not like the uncertainty and were not impressed by stronger-than-expected inflation numbers on both the wholesale (Producer Price Index or PPI), or consumer (Consumer Price Index or CPI) levels. Both numbers came in incredibly strong. America's trade gap widened as expected, but more significantly than anticipated. The Fed Chairman, who sat before Congress and called the new numbers "disturbing," indicated that the Fed was prepared to take action. It did.

The Fed raised the Discount Rate, and both the stock and bond markets sold off and ended the month on a very negative note.

A Sample Of Current Broadcast Stocks

Corporation	Stock Symbol	Exchange	52 Week High	52 Week Low	Close
CBS Inc.	CBS	NYSE	182 3/4	146	166 1/8
Capital Cities	CCB	NYSE	385	297	365 1/4
Scripps Howard	SCRIP	OTC	84	60 1/2	60 1/2
Viacom	VIA	AMEX	39 1/2	21 1/4	38 3/8
Outlet Comm.	OCOMA	OTC	28 1/4	15 1/4	28 1/2

The Pulse Of DC

by Michael H. Bader

Washington Counsel: Inside EEO

EEO is where it's at for broadcast executives. Make no mistake about it, the FCC, congress and the courts hold the lifeline of radio stations--their licenses--in some rather strong legal hands. EEO is the muscular structure of those hands.

Parity? Numbers? Top four jobs? On-air minorities? Females in management? Which is the most important term? The answer: Not one of the above. What counts is attitude...attitude of station ownership and management, attitude which filters down to all department heads and their employees.

Countless times in helping radio stations disengage from license renewal fights, or get licenses with little or no EEO performance, the lawyer finds a client who is at best disinterested, and, at worst, hostile to EEO. The lawyer hears more than one "free enterprise" speech when the license is on the line for this reason. All too often, the speaker is flirting with legal trouble, or, sad to say, very dumb.

The law of the land is clear: Broadcasters will not discriminate in hiring, and broadcasters will take exceptional steps to make equal opportunities for minorities and blacks to get broadcast jobs. The law gets more explicit all the time: One station just last month got a legal cloud on its license because it "failed to attract any potential minority candidates from either the general or minority referral sources." What is more, it "failed to include minorities in any of the applicant pools for the nine...hiring opportunities" it had that year.

That station was lucky. A Texas broadcaster got taken to court (very expensive) even after the FCC had okayed its EEO. The court reversed

the FCC and reamed it and the station: The result, an FCC license renewal hearing has just been ordered. (Very, very expensive, maybe fatal.)

Minority and female groups are active once again. Many radio managers thought the storm had passed. Actually, the licenses only recently came on line again, after seven years, with almost no renewal applications because the FCC had increased all licenses to seven years. Now that applications are being filed once again, the stations find themselves facing the same intensity of filing, and this time for many, there is a new and powerful alliance of petitioners: The National Black Media Coalition, traditional petitioner, is now filing jointly with the National Association for the Advancement of Colored People.

The NBMC/NAACP filings against stations in the south have shown a high level of knowledge and ability. All stations' EEO reports are studied. Those with low or no minority employment are targeted. Those with a level of employment which never increases can attract a petition. Currently, in Florida alone, more than thirty stations have provoked petitions.

So, it is a problem. It is a threat. It is a danger to the radio station. That being the case, what can be done?

Every broadcast executive should focus as much intense study and planning on EEO as he does on sales. Without the one, he has no other...no sales, no EEO; no EEO, nothing to sell. That is where the personal attitude comes in. If the GM is hostile, annoyed or lazy, he will evidence that attitude. If he makes no efforts, his attitude will be reflected in his staff. The result will be no EEO performance, or at best, tokenism.

One could discourse at length on this, but it is time for specifics. What must the owner or executive do to make EEO work?

1. Know the program. An amazingly high number of broadcasters don't know the EEO program. They don't know where it is. They don't know what it says, what goals it sets, what procedures it defines, and worst of all, the resources it should address. The radio owner or a manager must find it...usually in the application by which the station was purchased. It's in the public file. It directs the station to contact named resources every time there is a hire. It defines a lot of other EEO obligations, like hiring, promotions, training and so on.

2. Run the program yourself. Maybe Tisch can delegate this vital part of the program for CBS but most owners and GMs should not. This is lifeblood stuff, not contest rules or kilohertz control. The boss is the one who handles the main areas of concern, and this is one, if not the only one of its kind.

3. Don't trust all subordinates. There is a terrible tendency for department heads to avoid EEO. Lawyers see it all the time. The PD is so pressed with an air shift, format change and his ex-wife that he has no time to "do EEO" when he's replacing the morning man. Oops, person. Anyway, he calls his old friend who just got fired in Fargo, and hires him on the spot. This can happen with all levels of staff direction. The GM/owner must ride herd and see that all hands know the policy and carry it out.

4. Watch how it's carried out. The GM/owner ought to inspect each batch of letters to the "prospective resources of minority and female applicants," see that they get results, and, if they do not, try something else. Here again, experience shows that, after a long time of trying to get EEO resources to answer, and receiving none, the broadcaster stops sending the notices, but does nothing else. That is no time to stop. It's time to change.

EC Databank

NEW STATIONS: GRANTS

FL	91.9*	Vero Beach	2000 w, 298 ft	Central Ed. Bcstg, Inc.
GA	105.9	Lakeland	3000 w, 328 ft	Lakeland Broadcasters
ID	94.5	Hayden	3000 w, 207 ft	Media West
KY	105.7	Manchester	1200 w, 461 ft	Manchester Communications
NH	104.5	Conway	3000 w, 118 ft	Carroll County Broadcasting
NM	91.5*	Las Cruces	1000 w, -194 ft	Bd. of Regents NM St. Univ.
NC	93.5	Wadesboro	3000 w, 328 ft	Red Penny Broadcasting
OH	103.5	Lancaster	3000 w, 328 ft	Skyway Broadcasting Co.
SC	103.5	Greenwood	3000 w, 328 ft	United Community Enter., Inc.
TX	95.1	Friona	3000 w, 285 ft	Lois B. Crain
	96.1	Odessa	50000 w, 492 ft	Mid-Cities Corp.
UT	95.7	Delta	100000 w, 7 ft	TGWM, Inc.
WV	94.3	Fairmont	3000 w, 328 ft	Fairmont Broadcasting Co.

CALL LETTER CHANGES

(# applied for by new owner)

AR	new-101.3	Pine Bluff	becomes	KPBQ-FM	
CA	KLIP-1220	Fowler		KRGO	
	KMYT-97.5	Merced	#	KABX	
	KIAH-103.3	Ukiah		KUKY	
	new-89.7	Visalia		KARM	
CT	WNAQ-1380	Naugatuck		WFNW	
FL	WCKC-1490	Milton	#	WECM	
GA	WKRP-1500	Dallas	#	WDPC	
IL	WCLR-101.9	Skokie		WTMX	
KY	WVEZ-790	Louisville	#	WWKY	Mix
	FRMI-100.1	Winchester	#	WLFX	(requested)
MO	new-89.9*	Washington		KGNV	The Fox
NV	new-103.3	Las Vegas		KLTN	
NM	KNXX-1050	Los Ranchos de Albuq.		KMBA	
OH	WINW-1520	Canton		WRQK	
OH	WRQK-106.9	Canton		WRQK-FM	
	new-98.9	Upper Arlington		WKVE	
PA	WZMM-FM-107.5	Wheeling		KZMM	
SD	KPHR-93.9	Rapid City		KKMK	

5. **Be dynamic if there are no results.** Read those FCC quotes above, and then try to square them with your feeble defense that "no one answered when we sent the EEO notices." The FCC, and the courts, don't care. They expect results, not excuses. The GM/owner, therefore, has to find applicants... "attract" them, and the only way to attract anyone is to get his/her attention. If there are no applicants, reach out to colleges; to voc/tech schools; the state broadcasters associations; the NBMC and NAACP; church groups; newly ar-

rived minorities from Vietnam or Nicaragua; state hiring agencies; other stations; anyplace. If one does this, there are bound to be some applicants.

6. **Keep records.** To answer anyone's inquiry, the broadcaster must have records. Every time there is a position, a file is imperative on the position, and its contents must be thorough. Copy each letter to resource centers. Keep memos on phone calls. Clip the newspaper ads you place (EEO notice in bold type). Keep letters. The employment applications

themselves. Any documentation on efforts to derive minority and female applicants. One cannot answer an objection without such.

7. **Again, get the attitude.** We started with this advice, and we end with it. EEO is a highly visible process. It is emotional and powerful and dangerous and exhausting. So is license renewal.

[Michael H. Bader is a member of Haley, Bader & Potts, Washington, D. C. Bader owns radio stations in Maryland and Pennsylvania.]

FORMAT CHANGES

(# = change accompanies new ownership)

				FORMERLY	BECOMES
CA	Turkey	KTZR-1450		SMN Z-rock	spanish
	Fowler (Fresno)	KRGO-1220		"KLIP, jazz"	"news, ABC/MBS - talk"
	Los Angeles	KNX-FM-93.1		CHR	"KODJ, oldies"
	Merced	KABX-97.5	#	"KMYT, EZ"	oldies
	Sacramento	KXOA-1470		Tran-standards	business news
IL	Skokie	WTMX-101.9		"WCLR, AC"	"AC-oldies" Mix
KS	Wichita	KLZS-97.9		new age - AC	add PMN Breeze nights
KY	Winchester	WLFX-100.1	#	"WFMI, CHR"	"AC-CHR-oldies" Fox 100
MD	Bethesda (D.C.)	WMMJ-102.3		"AC, OL, RB, disco"	soft urban - AC
MA	Boston	WSSH-1510		soft AC /	Tran. - country
NM	Rio Rancho	KZKL-101.7		"KZIB, talk" oldies	"Kool"
NY	Buffalo	WWKB-1520		"oldies, Talknet"	"business news, Talknet"
OH	Archbold	WMTR-FM-95.9		"WHFD, AC"	oldies
	Dayton	WHIO-1290		"AC, talk"	"news, talk"
	Gibsonburg (Toledo)	WRED-95.7		new	Tran. 41 - soft AC
PA	Starview (York)	WHTF-92.7		rock	classic rock
SC	Spartanburg	WORD-910		adult contemporary	silent
TX	Gatesville	KHQS-98.3		country	religious contemporary
	Huntsville	KKNX-1400	#	country	religion
	Port Lavaca	KPLV-93.3		classic rock	"rock" V-93
UT	Bountiful (S.L.C.)	KLVV-99.5		"KBZE, new age"	adult contemporary
	Ogden (S. L. C.)	KKWY-97.9		"KKGB, Tran. N-29"	remains N-29 - CHR

NEW STATIONS: APPLICATIONS

(* non-commercial station, & reapplication, + competes with existing application)

AL	106.1	Hartselle	3000 w, 328 ft	Dorsey Eugene Newman
AZ	96.7	Williams	260 w, 1096 ft	Terry Cohen
AR	101.1+	North Little Rock	3000 w, 328 ft	Little Rock Radio, Inc.
	101.1+	North Little Rock	3000 w, 328 ft	North Little Rock Bcstg, Ltd.
CA	104.9&+	San Clemente	1580 w, 452 ft	Pamela McClatchey
	97.1&+	San Luis Obispo	950 w, 1568 ft	Peacock Broadcasting
ID	104.1	American Falls	3000 w, 328 ft	Axtom Communications Part.
IL	104.3	Pinckneyville	3000 w, 328 ft	O. L. Turner
MN	104.3	Spring Valley	1400 w, 472 ft	Radio Ingstad MN, Inc.
	102.5+	Wabasha	1940 w, 411 ft	Interstate Communications, Inc.
	102.5+	Wabasha	493 w, 781 ft	Radio Ingstad Minnesota, Inc.
MO	103.5	Poplar Bluff	50000 w, 492 ft	James M. Hunt

PROPOSED STATION TRANSFERS

(r = reorganization of existing ownership)

AL	WVRT-101.7	Reform	to Kudzu Broadcasting Part.
AZ	KATO-1230/KXKQ-94.1	Safford	r to Harry S. McMurray (P&M Bcstg, Inc.)
KY	WBPA-1460	Elkhorn City	to White Water Broadcasting, Inc.
	WBBE-1580/MMGB-103.1	Georgetown	to Kentucky Radio, LP
LA	KVCL-FM-92.1	Winnfield	to Winn Broadcasting Co., Inc.
MI	WTRX-1330	Flint	to David Lee Communications, Inc.
MN	KSTQ-99.3	Alexandria	to KSTQ, Inc.
MO	KJEM-FM-95.3	Seligman	r to KJEM-FM, LP
NC	WFTC-960/WRNS-95.1	Kinston	to Pinnacle Southeast, Inc.
OH	WDIG-950	Steubenville	r to Frederick J. Staffilino, Debtor in P.
PA	WBYO-107.5	Boyetown	to Legend Com. of PA, LP
PR	WFID-95.7	Rio Piedras	r to Century-ML Radio Venture
TN	WWYN-106.9	McKenzie	r to Plantation Media, Inc.
	WDIA-1070	Memphis	r to Regan Henry Communications Group, LP
TX	KYST-920	Texas City	r to Vel Communications Corp.
WY	KATI-1400	Casper	to University of Wyoming

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