

OFFICIAL HEADQUARTERS
RADIO'S 75TH CELEBRATION

RADIO INK



**RADIO &
DIRECT
MARKETING**

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OFFICIAL HEADQUARTERS

RADIO'S 75TH CELEBRATION



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Coming July 10!!

Radio Ink is celebrating 75 years of Radio! On July 10 you will receive a special commemorative issue of *Radio Ink*, The Official Publication of Radio's 75th Birthday. It will be packed with historic information about Radio ... from the beginning to the present. You can look forward to seeing some never-before-published photos and some outstanding memorabilia.

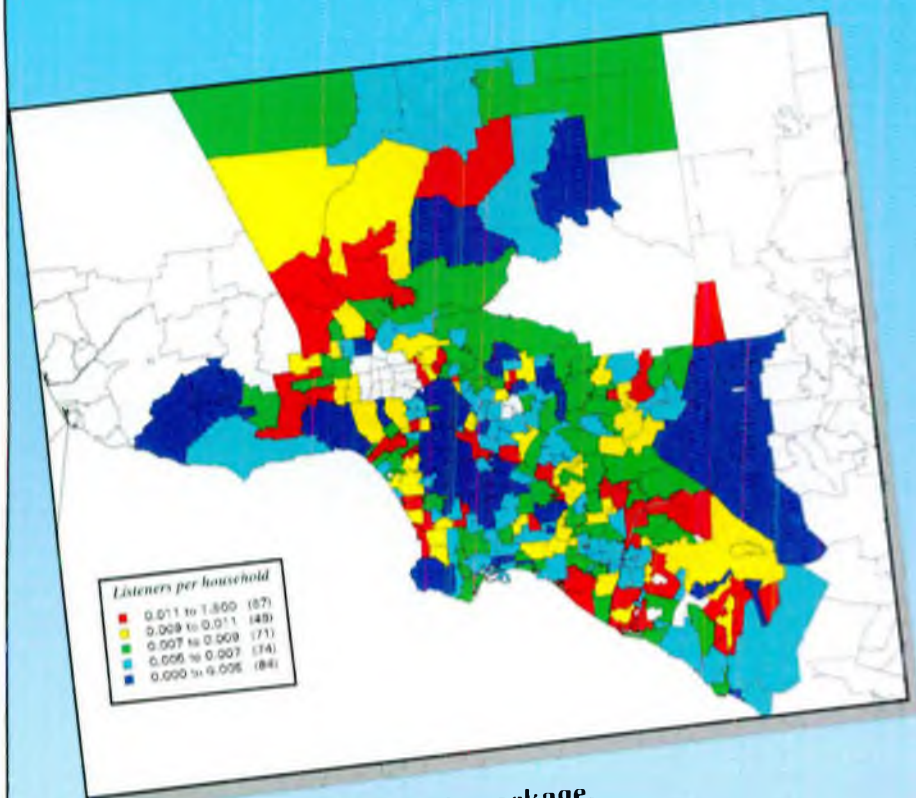
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◀ Stu Olds

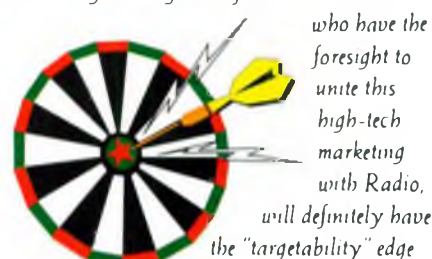
Katz Radio Group President Stu Olds discusses the loss of Infinity, Radio's resurgence, and the company's investment in sales training.

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▲ Radio & Direct Marketing

Smart Radio marketers are getting into direct marketing on the ground floor now. And those



who have the foresight to unite this high-tech marketing with Radio, will definitely have the "targetability" edge

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Cover photo by Murr Waldo

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Editorial Offices:
224 Datura Street • Suite 701
West Palm Beach, FL 33401
Phone (407) 655-8778
Main FAX (407) 655-6164
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Status: [Field]
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Entered: [Field] Priority: [Field]
Reviewed: [Field] Budget: [Field]
Good until: [Field] Total: [Field]
Product: [Field]
Promo: [Field]
Add Activity [] Notes []

Add Stations, Dates and Dollars

Station	Date	Dollars
WAAA	05/01/1994	2150.00
WAAA	05/08/1994	2150.00
WAAA	05/15/1994	2150.00
WAAA	05/22/1994	2150.00
Totals:	6 Weeks	\$12900.00

RIVER'S REQUEST
Demo: [Field]
Rank: [Field]
CRP: [Field]
CPP: [Field]
Type: [Field]

SCHEDULE
Import [] View [] Delete []

SCHEDULE SUBMIT
Demo: [Field]
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SalesSCAN for Windows
System Reports Switch Quit

SALES GOALS AND COMPANY PROJECTIONS

Year: [Field] Station: [Field] Act Exec: [Field] Company: [Field]

Month	Sales Goals	Sales Won	% Goal	Pending	Total	% Goal
January	\$20800	\$24000.00	115.2	\$0.00	\$24000.00	115.2
February	\$20800	\$24000.00	115.2	\$0.00	\$24000.00	115.2
March	\$20800	\$24000.00	115.2	\$0.00	\$24000.00	115.2
April	\$20800	\$24000.00	115.2	\$0.00	\$24000.00	115.2
May	\$20800	\$24000.00	115.2	\$0.00	\$24000.00	115.2
June	\$20800	\$24000.00	115.2	\$0.00	\$24000.00	115.2
July	\$20800	\$24000.00	115.2	\$0.00	\$24000.00	115.2
August	\$20800	\$24000.00	115.2	\$0.00	\$24000.00	115.2
September	\$20800	\$24000.00	115.2	\$0.00	\$24000.00	115.2
October	\$20800	\$24000.00	115.2	\$0.00	\$24000.00	115.2
November	\$20800	\$24000.00	115.2	\$0.00	\$24000.00	115.2
December	\$20800	\$24000.00	115.2	\$0.00	\$24000.00	115.2
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PUBLISHER'S NOTES

Beware of DBO



Like most people, I enjoy a challenge. I often do something just to see if I can do it. Financial rewards become secondary. Yet sometimes the grief-to-dollar ratio has to be explored. Is the challenge worth the effort, and if so, what is it worth?

Our industry has been putting our managers to the test of late, with duopoly and consolidation eliminating a lot of jobs and causing tremendous stress for those who still have them. For many the price has become too high.

As two, three and four stations are consolidated many managers are expected to manage all of the stations — increasing their workload as much as four times — with no additional compensation. The savings of eliminating two or three manager salaries is appealing to a bottom-line organization, but when is the cost too high?


The developing trend is clear... our industry is burning out some good people.

In addition to managing multiple properties, these managers are expected to oversee the merging of several corporate cultures — a situation which can be highly volatile. Plus many managers are being held responsible for consolidating new facilities which often includes con-

structing new buildings or space. That alone is a major undertaking to oversee.

Duopoly offers some tremendous cost savings, but at what price? What is the cost of forcing an individual to substantially increase their workload to the point where they don't even have time to think? What ways will we suffer by burning out good people? What are the repercussions for all four of the properties when two are winners and two are dogs?

Few managers are willing to say they can't do the job. Many are reluctant to ask for help, support or more staff. Few want to risk employment until they reach the stage of total exhaustion.

Now that we've been into duopoly for a couple of years, I'm seeing signs of defeat. I'm hearing the cries of managers who can't take much more. Will our newest industry acronym be DBO — Duopoly Burnout? Perhaps some honest corporate evaluation is in order. 

Eric

To reach me, write:
RADIO INK,
B. Eric Rhoads, Publisher
224 Datura Street • Suite 701
West Palm Beach, FL 33401
Phone: (407) 655-8778
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PEOPLE IN INK™

THE GATHERING

The Southern winds mystically brought some Radio folks together recently for a Florida affair that happened to be in *Radio Ink's* neck of the woods. Gracing our flash bulb were 1) the ex-president of *The Pulse*, now *Radio Ink*, **Jackson Dell Weaver** (l) with the be-goggled **Courtney Thompson** of **Broadcast Direct Marketing** (r) and his friend **Kimberly**. Doing the couple thing was 2) **Rhody Bosley** of **Bosley Associates Inc.** and **Research Director Inc.** and his wife **Robin**, while caught alone on a sofa was 3) **Kathy Hyde**, wife of the RAB's **George Hyde**. Bow-tied and smiling was 4) **CPM Group's Dick Downes** and his wife **Debbie**, and this issue's celebrity impression goes to 5) attorney **Barry Skidelsky** doing a ... er, a **Tom Jones** kinda thing.

TWO BRUCES

6) Celebrating his 20th anniversary in Radio, **Bruce Williams** broadcasted his **Westwood One Talknet Radio** show from **The Museum of Broadcast Communications** in Chicago recently. More than 100 listeners from Illinois, Michigan, Iowa, Indiana and Wisconsin made it to the windy city for the show. Sitting in for the broadcast was museum president and founder **Bruce DuMont** (r).

SIGN OF THE TIMES

Now proudly displayed on the office walls of *Radio Ink* is 7) the official logo for Radio's 75th anniversary. It's the first thing you see when you get off the elevator (just in case you didn't know where you were when you got here).

MORE FROM THE RAB

Just wanted to squeeze in a couple of extra photos from that fabulous RAB board meeting in San Francisco (May 22-June 4 "People In Ink"). 8) RAB's **Wayne Cornils**, **Allegheny Mountain Network's Cary Simpson**, RAB's new guy **Mike Muthleb** and **Sorenson Broadcasting's Dean Sorenson** share some laughs. 9) Presenting a thank you to **Pacific Bell** (represented here by **Carol Maxwell**) were l-r **Kaye-Smith Enterprises' Ray Watson**, **CBS Owned FM Stations' Rod Calarco**, **Douglas Broadcasting's John Douglas** and **Harris Classical Broadcasting's Dick Harris**. Ray, Rod and Dick allegedly shop at the same tie store.

SEND YOUR

"PEOPLE IN INK" photos to: **Shawn Deena**, 224 Datura Street • Suite 701, West Palm Beach, FL 33401



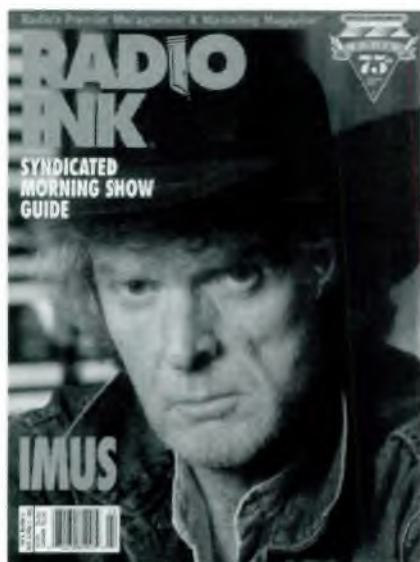
WE'VE JUST INVESTED IN OUR NUMBER-ONE ASSET.

One of the advantages of being the number-one billing sales rep firm in the radio business is that there's no shortage of great people who want to work for us. And, over the years, that's enabled us to cultivate and acquire the best sales managers around. Of course, a lot of companies would be glad to be in our situation. But the problem with resting on your laurels is you're doing just that — resting. And in this business, resting can have dire consequences. That's why the Katz Radio Group is putting its managers through the most comprehensive management training available — an ongoing customized curriculum taught by the Impact Planning Group, a collection of some of the brightest management professors and former CEOs around. Sure, multi-year training is a big commitment. But so is remaining the best sales rep. The Katz Radio Group — Banner Radio, Christal Radio, Eastman Radio, Katz Radio and KRG Dimensions.



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READER LETTERS



The Rest of the Story

Memory tends to fade events. It is true that back in 1971 some Cleveland Nationwide agents were calling for Imus' dismissal [reference to a comment made by Don Imus in the interview in *Radio Ink's* April 24-May 7 issue]. However, Dean Jeffers who was chairman of the company at the time and a firm believer in management's right to manage, stood behind Don Imus.

So, in other words, if we were a bunch of "tight-ass, right-wing crackpots," as Mr. Imus suggests, his ass would have been gone.

Steve Berger
Nationwide Communications

Late Payment Fees Solution

As a compatriot in the Radio business, I know you share my belief in the power of Talk Radio. It is powerful in its ability to keep you and me abreast of what is on the minds of our audience.

That's why I am writing to you now — to ask for your help in sharing an idea with your audience.

I talk to millions of people each week about the aggravations they face in their daily lives. Way up high on the list for many of them are the penalty and interest charges we have to pay for our so-called late payments to our lenders. I certainly can understand why. Under most current contracts, the obligation is not considered to be met "on-time" until the check is in the lender's hands. So, if something happens that slows down the

U.S. mail delivery of a payment, or equally frustrating, perhaps the lender sat on the check before posting it for one reason or another, the consumer's payment is considered late. That consumer will have to pay a penalty, or even worse, suffer harm to their hard-earned credit record.

The solution to this frustrating situation is simple — and the model already exists — federal income taxes.

When we pay our income tax, the postmark on the envelope is demonstration of a timely payment. Period. If the postmark says April 15, the government acknowledges that we made the deadline. I am proposing legislation that will require all lenders to uniformly accept the postmark date as an indication of a timely payment.

I have written to every member of the House and Senate asking them to co-sponsor the late payment legislation. I've been talking about this issue on my show and I have developed one of my monthly "Smart Money" syndicated newspaper columns to this issue. I know it isn't exactly world peace, or even the O.J. Simpson trial, but in my 20 years in Radio, I have found it is issues like this, the irritation and hassle of fighting an undeserved late payment fee, that will cause people to take action.

So, please, share my idea with your programming and news directors. Let's see if by working together, Talk Radio can get the chatter going on this issue.

If you or anyone in your audience agree with what I am trying to do, just send me a postcard. Please send it to Bruce Williams — Bruce, South Dakota 57220. Trust me, it'll get to me and I'll see to it that our friends on Capitol Hill get the message.

Bruce Williams
Talk Show Host
Talknet

On PBS & Strange Clients

I agree with Steve Coston's letter in the March 27-April 9 issue regarding PBS ("Much Ado About PBS"). It seems like a misuse of the medium, if not an outright abuse for them to keep using the public medium they've been entrusted with to tell us to put pressure on Congress to keep their millions coming.

Enough on PBS... I have long admired Chris Lytle and his sales techniques, but his article in the same issue ("Strange Clients: So Who's Calling on the Computer Dating Services?") was in my opinion a "real" loser. I have been in the business for 36 years having observed teenagers throughout the duration and they can do enough to permanently mark and scar their bodies without we in Radio and TV telling them where to have it done. Chris, I hope we who consider ourselves Radio and TV professionals aren't so hard up that we have to dig many of these advertisers up. Having been married for almost 33 years, I wouldn't know about the computer dating service, but I understand that sometimes love needs a little shove.

Ken Jones
KTLR-FM/KHYI-FM
Terrell, Texas

Don't Forget The Little People

Thank you for a great magazine, full of new ideas and old ones we should all never forget.

I am the owner of a company in the process of purchasing our first small market Radio station. I have been in television for the past 20 years, and am just getting back into Radio, which is, and always will be, my first love.

How about some more articles about small market Radio. It is the backbone of our industry, and remains the closest link Radio has to the people it serves. I would like to hear from several successful small station owners about their operations. How about "A day in the life of a small market Radio manager." This would be interesting to everyone, big and small alike.

Thanks again for keeping us up-to-date on the industry we love.

Ross Becker
BASIX Communications
Westlake Village, CA

ADDRESS ALL LETTERS TO

Reader Letters, c/o *Radio Ink*, 224 Datura Street • Suite 701, West Palm Beach, FL 33401. Or fax to 407-655-6134. Each letter should include your full name, address and telephone number, and may be edited for clarity or space.

CASE STUDY



Dwight Case

What has been the most unexpected development since taking over your duopoly?



Robert Neil, President • Cox Broadcasting • Atlanta, GA

When we acquired WHQT, the station had been through several format adjustments, seeking its niche in the highly competitive South Florida Radio marketplace. It was moving into an Urban Adult Contemporary format, and at that time Cox had no stations that programmed any form of Urban Radio. The staff of the station was understandably skeptical about our commitment to the format, and market rumors had everyone convinced we were going to go Country. We also had the added strain of not being able to get WHQT co-located with our other two stations (WIOD-AM and WFLC-FM) for nearly six months. Our South Florida management team conducted numerous meetings with the WHQT staff between the time the swap was announced and actually moving them into our facilities. We found that until we could get those folks into our building, reassure them that Urban AC was our long-term plan for that station, and get them over the "stepchild" syndrome — a good deal of stress was created.

The lesson is clear. Get your new staff members in with your other properties as fast as possible, make them feel like real team members and get into your game plan for the station as quickly as possible so they see your commitment to a plan for the new station. ☐



David Gingold, President/COO • Barnstable Broadcasting Inc. • Waltham, MA

We have operated a duopoly (two Class C FMs) in Memphis for a little over two and a half years.

What we didn't expect was just *how* long it would take to gain the full combination of expense savings, programming success and increased revenue performance. We also did not expect the eight- to nine-month period of operating the stations from two separate locations prior to combining them at one site to be as difficult for our management as it was.

Lessons learned? Not to take our existing success in a market for granted or assume that our capabilities in running one property successfully will automatically transfer over to the second property. View a second property as a standalone in evaluating its needs and future. Then, only afterwards, brainstorm and act on different ways of how your existing operation can work in coordination with the second station to reduce expenses, increase sales and strategically support programming directions at both properties.

Lastly, I would not go into any new market duopoly situation with a preconceived plan on how to do it. We started out with one GM in Memphis. Today we operate quite successfully with two separate GMs, sales departments and programming departments. ☐

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Circle Reader Service #109

Contests, Events & Promotions

How to Manage Risky Business

by Barry Skidelsky, Esq.

Contests, events and other promotions can help build station audiences and profits; but, unless well-planned and managed, they can be risky business or worse. Government regulations, civil liability (i.e.: lawsuits seeking awards of monetary damages) and proprietary interests are three key areas deserving careful attention.

Governmental regulations vary from one state or other jurisdiction to another; and, although a detailed comparison of the many different regulations or laws involved is beyond the scope of this article, the following should be helpful.

On both the national and local levels, lottery and tax laws must be complied with (e.g.: withholding reporting requirements for prize winners), as must FTC and local fair trade laws, which generally protect consumers against being misled or deceived.

The FCC

The Federal Communications Commission, the primary federal agency with authority to regulate broadcasting stations, has also focused on station contests, and promotions which tend to adversely affect the public interest.

For example, the FCC has imposed substantial fines on stations for not conducting contests as promoted. To ensure compliance, stations must fully disclose and follow all material contest rules and terms, allow participation without any purchase or other consideration; and, the announced prize must be available for the winner.

The FCC also frowns on contests or broadcasts which frighten the public (e.g. Martians are invading, nuclear terrorists are downtown, etc.); and, which may needlessly jam telephone lines or divert police, fire and other public safety services from true emergencies.

Also consider and comply with FCC rules regarding hoaxes, station and sponsorship identification, payola and the recording or broadcasting of telephone conversations.

Avoid treasure hunts or other contests which may lead to trespassing or destruction of private property in pursuit of a prize; and, stay away from contests which require participants to travel to a specified place in a very short time, as they can cause traffic violations or result in personal injury and death.

In one case, a broadcaster was held responsible for the death of a bystander when a car was forced off the road by a teenage listener to the station, which had offered a prize to the first contestant who found a station disk jockey from on-air clues given as to his location. A court held that the station created an unreasonable risk of harm, because it was foreseeable that the station's teenage listeners would disregard traffic safety laws in responding to the contest.

In sum, stations and other promoters of contests and events are likely to be held responsible when unreasonable risks result. However, where participants or spectators are or should be aware of ordinary and normal risks inherent in an event, they may be said to have assumed the risk of injury.

For example, injury to a participant in a skiing contest or contact sport, or to a spectator or bystander in an off-limits or dangerous place, may not result in civil liability.

Insurance & Written Agreements

Fortunately, most problems arising in station sponsored contests, events and other promotions can be addressed through planning and the use of insurance and other written agreements.

Such preventative measures include the use of a written policy statement, which requires that all contests be cleared in advance with the station's GM.

Good planning also means, in part, that when you promote outdoor events, you should inspect the premises in advance; and, eliminate, or at least provide adequate warnings or post notices about possible hazards.

Whenever there is a risk of injury in a station-sponsored promotion, it is also good practice to require that participants read and sign a written release beforehand. By signing, the participant expressly assumes the risk of injury and any liability to the station may be limited.

A release should contain clear and concise language, which is easily understood and plainly describes the claims being waived. In addition to claims for physical injury, stations may also be subject to claims for invasion of privacy and commercial misuse of a name, picture or voice. A signed release can go far to help reduce the likelihood of litigation of such claims.

A release should also include a statement of "consideration" to ensure a binding effect (rather than being considered merely a revocable license). Offering a chance to participate and/or win a prize may be sufficient. Lastly, releases signed by minors (generally persons under the age of 18) should also be signed by the minor's parent or guardian.

Another useful written agreement is an acknowledgement by a contest winner that the prize has been received and that he or she is satisfied. Prize substitution can result in problems.

A good general liability insurance policy is also desirable; but, careful review is necessary to ensure coverage under particular circumstances. For example, if the station is participating with others in promoting an event, it may be found to be a joint venturer, resulting in an unintended extension of liability or a denial of insurance coverage. Check with your insurance agent and secure any needed special policy or rider.

Ask Questions

Ask yourself lots of questions, such as what can go wrong or who will have control of the event? If responsibilities are split among various parties, make sure that you use one or more written agreements which clearly define the

SOLD!

Barry Skidelsky is an attorney and consultant who specializes in Radio. He may be reached at 212-832-4800.

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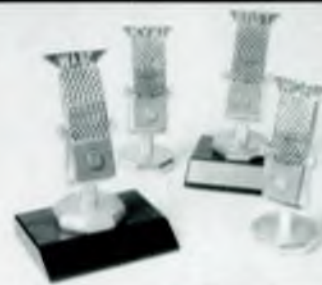
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FORUM

How do you train and develop a talent pool?



Ernest Jackson Jr., VP/GM
KMJQ-FM
Houston, Texas



Tim Farley, PD
WRVA-AM/WRVH-AM
Richmond, VA



Bob Dellert, GM
WIOZ-AM/FM
Southern Pines, NC

Developing and holding on to a diverse talent pool has become an increasingly critical issue for broadcasters, particularly in light of the increase of duopolies in recent years. As Radio stations look for new sources of revenue (nontraditional), many stations find themselves looking for people with nontraditional skills as well. In many markets with Radio associations you'll find broadcasters putting aside their competitive interest to join together in joint sales training programs.

There is also a trend among broadcasters to look more to nontraditional sources of training. This includes training salespeople as "franchise" owners, marketing specialists and new customer development specialists.

As Radio continues to grow its overall advertising share the issues that have been important in the past (how can I sell more Radio spots?) must now take a back seat to the issue of: How do I position my Radio station to move our customer's product, create new retail opportunities and increase our customer's market share? That is where the real challenge is for all of us.

The traditional well for talent is drying. Satellite delivery of syndicated programs and digital automation are among the factors contributing to the process. Frankly, PDs don't help when they insist on force-feeding listeners a sterile air product replete with lines supporting the latest and greatest marketing buzz phrases. They don't nurture talent. They stifle it.

Look for great people. Listen to the morning show at smaller stations in the same market or one nearby. In some smaller markets, you may be able to share talent. Network with your state broadcasters. They have the same problems.

Look outside the industry too. Check local colleges, high schools and tech centers. Seek out people who are hungry for success, intellectually curious, highly adaptable and who can communicate. A sense of humor is vital.

In our current line-up we have a former governor, ad agency rep, stockbroker, AP print reporter, prison counselor, aerobics instructor and two structural engineers. If your well is drying, do what adventurous pioneers have always done: find a new one.

Identifying new talent is the single biggest challenge we face. At times we find the answers are already on the payroll.

We group air staff in three categories A through C. "A" announcers are qualified to work any daypart and production. "C" board ops are given the opportunity to develop their skills part-time in the less desirable dayparts. We hire at the C level and give them the opportunity to advance as their skills develop.

In sales we take virtually the same approach. We use our sales assistant position as an entry level opportunity for those with "potential" but limited sales experience. They set appointments, ride on sales calls, and write proposals and follow-up letters, getting first-hand experience while developing the skills needed as an AE.

Another talent source is an internship program. Our interns range from college students looking for classroom credits to high school students interested in a summer job.

IF YOU WOULD LIKE

to respond to a Forum question, call Shawn Deena at 407-655-8778.



by Sharon Crain,
Ph.D.

High Performance

It's in the Coaching

Employee development is key to achieving high performance and has become one of the most important aspects of a manager's responsibilities. This means as coach, managers need to diligently watch for the slightest sign of a performance problem and be ready to take corrective action.

Attacking a performance problem head on becomes easier if we have a process to follow that we feel comfortable with and that we know works. Before we get to the process, we need to understand that how each problem is handled will depend on the cause of the problem.

For example, if you discover the performance problem is the result of an employee's unwillingness to perform to the highest level, you have a discipline issue. If you determine the employee is willing, but is lacking the knowledge to perform to the max, you have a training issue. If you learn that the performance problem is based on circumstances which are beyond the employee's current experience or judgment level, you have a coaching issue.

While both discipline and training issues may be your responsibility, by far the coaching issue carries the most importance for ongoing high performance.

6 Steps to Resolution

Once you have determined the cause, you are now ready to begin using the following coaching process with your employee:

Step 1 Begin your meeting by stating factually what you have observed happening (the problem) as compared to what needs to happen. Direct your focus to the problem and the solution — not

the person. Be very specific in your explanation. For example, "Jack, I'm aware that in the last two months we have had eight specific situations where customers have complained about mistakes in their billing. This problem needs to be corrected so we are 100 percent certain that the numbers we send to our customers are correct."

Step 2 Develop facts. Ask questions that identify specifics like, "What is the major cause of all these inaccuracies?" Actively listen and paraphrase, such as "So, are you saying that a miscommunication with the sales department is a basic problem?" Don't argue — but restate your facts, if necessary at the end of your employee's explanations.

Step 3 Establish ownership of the problem. "Do you see that we can't allow this problem to continue?" "Do you see that you need to take immediate action to correct it?" Don't move on with the discussion until you really believe ownership has been taken.

Step 4 Ask your employee to generate solutions within a specific time frame. For example, "What are some actions you could take to correct this situation within the next week?" Or, "What steps do you need to take with the sales department to be certain the problem will be fixed by next week?" Your challenge is to ask the right questions without falling into the trap of giving solutions. Allowing your employee to generate alternative solutions forms the core of the coaching process where learning and development take place. This step also allows you the opportunity to assess your employee's judgment and problem-solving skills.

If your employee comes up with poor solutions, your coaching question might

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- **As coach, managers need to diligently watch for the slightest sign of a performance problem and be ready to take corrective action.**
- **Attacking a performance problem head on becomes infinitely easier if we have a process to follow that we feel comfortable with and that we know works.**
- **While both discipline and training issues may be your responsibility, by far the coaching issue carries the most importance for ongoing high performance.**

be, "Do you see any downside to your solution?" If the answer is "no," you can ask a leading question like, "Looking at your solution from the sales department's point of view, do you think they would they be cooperative?" This approach allows your employee to think through relevant issues with your direction. The next time a similar problem arises, they should be able to correct it on their own.

Step 5 After you agree on the best solution, ask your employee to "confirm" his or her understanding of the solution back to you by asking, "So we are both on the same mental track, what is your understanding of the steps you are going to take and the date by which you will have the problem corrected?"

Step 6 If you are in agreement with your employee's understanding you now want to "affirm" success and your positive relationship in the future. For example, "I feel very good about this meeting." "I have every belief that your solution will work and you are well prepared to prevent such problems in the future."

Dr. Sharon Crain is an industrial psychologist and a pioneer in the field of biofeedback to manage stress. She may be reached at 602-483-2516.



by Chris Lytle

People Problems? The Solution is in the System

The solution to people problems is simple, but not necessarily easy. It requires changing your management mindset and coming at the problem from a different direction. Here's the background.

Several years ago I inherited \$5,000 from my great aunt Gertrude's estate and promptly invested every penny in a seminar for small business owners.

During the seminar the speaker uttered three sentences that completely changed my point of view — and dramatically altered my approach to sales training and management consulting. These three sentences returned my \$5,000 investment tenfold, and they're yours for the price of this magazine.

But, if you internalize them, they will force you to change your approach to management, and not every manager wants to change. (You've been warned.)

1. There are no *people* problems.
2. There are only *management* problems. And
3. Most *management* problems are *systems* problems.

The simple solution to people problems, then, is to quit defining your problems as people problems. This frees you of the need to psychoanalyze and coun-

sel every imperfect employee.

That should give you more time to concentrate on the vital task of managing. Part of that time can then be spent designing systems for your people to work so that they can become successful.

Strong Systems

If you have weak people, you need strong systems. You might want to repeat those three sentences over and over like a mantra until they sink in. Once they do, you'll never utter words like, "I can't find good salespeople." You'll say instead, "I need a system for recruiting and selecting the best people I can, and then I need to design systems that the people I hire can work successfully."

The problem might not lie solely in your hiring system. Perhaps your compensation system needs a look.

"I can't attract good people for the money I'm willing to pay them" is another way to reframe the problem.

Can you see the power in redefining the problem as a *management* problem or *systems* problem rather than a *people* problem? Admittedly, there's a downside.

The downside is that this kind of management makes you more accountable. That can be uncomfortable. Since there are no people problems, you can't blame poor performance on your people. But successful managers don't place blame; they address problems.

It's easier to change a system than it is to change a person. I often hear this complaint from GSMS: "I can't get my veterans to develop new business. They're in a comfort zone."

Managers often take this personally, as if they were not strong enough leaders to get their people to change. They de-

fine the problem as "my will against the salesperson's will."

Lack of new business development from the top biller appears to be a people problem. It's not, of course. There are no people problems. There are only management problems. And most management problems are systems problems.


Lack of new business development is not a reflection of your ability as a motivator. It is a direct outcome of the compensation system. If there were consequences for not developing new business, then your veterans would be developing new business. But if they get paid the same whether or not they develop new business, then the compensation system is driving their behavior.

Change the system and you change the behavior. Yes, you'll take some heat for it, but that's what managers do.

As a group, sales managers are way too hard on themselves. It's a lot easier to persuade a client to buy advertising than it is to convince a salesperson to sell it. Many sales managers define their problems in terms of what they can't get their people to do. The result is that they feel ineffective as managers when salespeople don't do what they want them to do.

Repeat After Me

Before you throw up your hands in frustration over your "people problems," repeat this mantra:

There are no people problems. There are only management problems. And most management problems are systems problems. Then get to work on the systems that will help you get the people and the behavior you want. 
Chris Lytle, president of The Advisory Board Inc., is an instructor at The Leadership Institute for Managers. He may be reached at 800-255-9853.

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- **There are no people problems. With that as a management philosophy, your approach to certain issues changes.**
- **Getting good people and getting people to do what you want them to do are management problems, not "people problems."**
- **Changing systems is easier than changing people. Look at your compensation system to see if it's creating behavior you don't want.**



by Mark Ramsey

Is Your Marketing Working? It's Worth it to Find Out

What if you evaluated your stock portfolio the same way you evaluate the effectiveness of your station's marketing: once a month using three-month rolling averages? Imagine buying a stock. You buy a lot of it. And then you wait. And wait. Is it going up? Down? Who knows? By the time you find out, it's months later and you could have lost or gained a fortune and never known. If you were losing and knew it, you could have sold some shares and cut your losses. If you knew you were winning, you could have added to your investment.

In the movie business, the multimillion-dollar efforts of a studio's marketing department are evaluated based on the awareness of the moviegoing public for the film. If folks know the movie's out there, the marketing department has done its job. This is measured continuously among frequent moviegoers nationwide. At any given point in time, the studios know the awareness of their films in the heartland. If it's low in Peoria, they can boost advertising expenditures there. If it's through the roof in L.A., they can pull back. What if you knew this much about your marketing?

Wouldn't it be nice if you knew early on whether anybody was seeing your TV? Was anybody getting your mailer? Did they get a telemarketing call? Have they seen your outdoor? Why wait months until the Arbitron report card comes out? Arbitron offers a great service, but it's not designed to answer these kinds of questions.

Spotting Trouble & Opportunity

Today, an increasing number of stations are making use of research designed

to spot trouble and opportunity early. You're nuts if you don't do this. Here are some ways to get started.

1. *Add On To Your Call-Out.* If you do regular call-out, then you already have the opportunity to gather regular feedback. Isn't awareness for your station's marketing and perceptions as important as listener feelings on the currents? Your call-out should include questions like: What station, if any, sent you something in the mail? and What station plays your favorite music? Be careful, however. To be valid and accurate, these questions need to be asked not just of the folks who listen to your station and qualify for your music research, but also of listeners who don't tune your station in, but are in the right age target. Don't make the mistake of asking a group of core listeners to your station: Who plays your favorite music? or What station do you listen to more lately? What do you think they're going to say? It may be comforting, but it's not accurate.

2. *Spend Your One-Study-A-Year Dollars Differently.* Many stations do one big perceptual or strategic study per year. Depending on the situation, it might make much more sense for you to spend your research money differently. Instead of one big perceptual study, consider doing one small one per month. What you gain in frequency may more than make up for what you lose in depth. Nowadays things change much too frequently to wait patiently for an annual study. Besides, the best reason we do these studies once per year is because we've always done them once per year.


3. *Go With A Syndicated Service.* For a higher cost, at least one syndicated service is available (through Strategic Radio Research) which can measure listen-

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- In the fast moving world of marketing, you need to cut your losses if you're spending on a dud, or add to your investment if it's making a dramatic impact.
- An increasing number of stations are making use of research designed to spot trouble and opportunity early.
- Adding on to your call-out research, spending your one-study-a-year dollars differently and going with a syndicated service are some of the ways to avoid trouble and spot opportunity.
- What is the real worth of market intelligence? For my money, it's priceless.

ing behavior, perceptions, and marketing awareness on a monthly — and even weekly — basis. Before you evaluate the high price tag and immediately discount this option, keep in mind the value of the information you will receive with an unprecedented frequency.

What is the real worth of market intelligence? What is it worth to know that the competition is succeeding or failing before they do? What is it worth to know that your new morning show is not catching on? What is it worth to know that your TV is not breaking through, but that your competition's TV is? What is it worth to have a good night's sleep, knowing that the station is going to be OK months before Arbitron tells you so?

For my money, it's priceless. 
Mark Ramsey is president of NOVA Marketing Group, a media research and marketing consulting firm based in San Diego. He may be reached at 619-291-9322. His E-mail address is: mramsey1@aol.com



by Cliff Berkowitz

The "Vote" Promotion Campaigning for Ratings

In just over a year it will be time again for another presidential election. The election gives Radio a tremendous vehicle for promotion.

This promotion incorporates mimicking the campaigns of the candidates and turning them into station slogans. Your on-air presence should be packed full of "campaign slogans," most of them adapted from ones being used in the real campaign. For example: "For a brighter future, vote for 97X," "More jobs, less taxes, vote for 97X." You get the point. Lawn signs are an integral part of any political campaign, so of course they should be a part of yours. Keep them simple and easy to read.

In addition to all this nifty verbiage and signs, there is a killer outdoor, on-air promotion that goes with it. First you need to get a car to give away. It's got to be something flashy like a Camaro, Corvette, Miata or Porsche. This is also a perfect promotion for client involvement. This promotion requires a couple of computers. The most simple of PCs will do. Then you need to build a good looking "Voting Booth." Then create a 9 digit number, make it as random as possible.

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- Presidential elections afford tremendous opportunities for promotions.
- Incorporate all the current hot political verbiage into your promo liners.
- With the use of a couple of computers, a "Voting Booth," and a sexy car, you've got a killer book promotion that mimics the political gamesmanship of election time.
- The promotion affords an excellent opportunity for client involvement and possible complete liquidation.


For everyone's protection, only the GM and PD should know the number. Then you need to have a simple program written into which you enter this secret 9 digit number. All the program has to do is display the word "Wrong" for an incorrect guess and "Correct, you are a winner" for a correct guess. Be sure to make the program tamper-proof. One of these computers goes into the control room. The other goes into the voting booth and is taken on the road.

How It Works

Here's how it works: After heavily teasing the promotion for a couple of weeks, you come on as "the only candidate giving the constituency the chance at a brand new car, instantly, or only candidate willing to buy your vote with a brand new car." Every day you take the car and the voting booth out to high visibility, highly populated places such as the malls and give everyone who comes by a chance to win the car instantly by letting them enter their guess at the secret 9 digit "Ballot Number." Those of you doing this in cooperation with a client or trading the car for mentions should have a sign set up next to the car saying where it came from or who is sponsoring it. Then several times a week you should set up at the dealership or client(s), drawing large crowds for them. On the air each hour let listeners take a shot at the car. Have them call in with their best guess at the 9 digit ballot number. Here's where your production director works his/her magic. Utilizing lots of production values, and computer sfx, enter their number into the computer. Have the computer confirm the acceptance of the number with a vocal

response: "Your 97X secret ballot number has been received, good luck." Then tell your contestant to stay off their phone and that you'll be calling them back within 20 minutes, possibly with a brand new car. The reason for the delay is to give the jock the opportunity to carefully and without distraction enter the number correctly. And in case you get a positive response from the computer, this affords you the opportunity to verify it with the PD or GM. The delay is also necessary for the next phases of the contest.

The odds of guessing a 9 digit number are a million to one. This allows you to control how long you want the promotion to run. When you are close to where you want it to end, move into phase two. In phase two you make it easier to get a winner by telling on-air contestants how many digits they got right. In order to do this the PD must be very accessible. During the 20-minute delay, the jock must contact the PD to find out how many digits the contestant got right. After about a week of phase two, move into phase three. In this phase you will have a winner in less than a week. In phase three you make it even easier by telling the contestant not only how many digits they got right, but how many are in the right order. Once you move into phase three, the outside portion of the promotion should end because at that point a winner is very likely and you want your winner on the air.

It's a lot of work, but it can be extremely successful. The political verbiage will be flying whether you tap into it or not, you might as well ride its coattails.  Cliff Berkowitz is president of Paradigm Radio, a Radio promotions and marketing consultancy. He may be reached at 707-443-9842.

Does utilizing local TV personalities add to Radio's programming?

Carl Widing • KINK-FM • Portland, OR

Using a local TV personality certainly can enhance Radio programming, but the following steps must be taken to ensure success. 1. *Topics covered are relevant to the market and audience.* Spending five minutes talking about hockey on a music intensive 35-44 predominantly female station is obviously not the best way to woo and excite listeners. 2. *Make sure the profile of the TV personality's audience fits the listener's profile.* 3. *The personality actually listens to your station.* 4. *The exchanges aren't forced.* Whether it's an exchange with the morning show host (s) or a taped bit make sure it sounds natural. 5. *Establish a benchmark.* If a bit is worth cultivating into a regular feature, do it on a regular basis. 6. *Brevity.* Leave listeners wanting more. 7. *Bring listeners up to speed.* Always introduce guests with their full name, local TV station ID or slogan, and title. Make sure that you control the direction of the exchange. Assume that listeners did not hear the bit aired last week, otherwise you could risk being "too inside." 8. *Recognize benefits to all parties.* The Radio station gains depth, the TV personality gains exposure, the TV show may gain with ratings and the listeners (hopefully) will be amused, entertained and enlightened. ☺



Wes McShayne • KOEL-FM • Oelwein, IA

I think it can be a benefit but it's all relative to the image and the professionalism of the TV personality. If you've got someone who has been in the market for a little while and is seen as very much a pro in their field, I think it can be very beneficial to your programming. And that of course is relative to your format. We use one of the local TV weather folks to do our weather and I think it makes it more official. We get a lot of nasty weather out here and when we need to be serious these guys can add a bit of credibility to our weather presence. But if you put a raw rookie straight out of meteorology school, who can't talk, on the air then I think you're going to have the opposite effect. Whether it be a TV news anchor or sportscaster, they have to be good and sound like they know what they're talking about, then sure, it can add something. It also helps if the personality listens to the station because it helps to have some rapport. ☺

Dave Michaels • WKMI-AM/WRKR-FM/WKFR-FM • Kalamazoo, MI

I would have to say that it really depends on the kind of news you want for your Radio station. Are you looking for someone to do your news? Your sports? Your weather? Sports and weather I can understand... weather more than sports. But news? No way. With the weather, you can give the image of trustworthiness by using the local weather guy. The guy that everyone watches every night on TV doing weather for your morning show. Or the local sports person doing your local sportscast. That's a possibility.

But for news itself, you really need to have your own news personality. Not only for credibility but for the local aspect as well. If you're going to do news, do it right and have an in-house talent. Remember, TV gets more out of the deal than Radio anyway. You mention the TV station every time you introduce their talent on your news or weather. Do you get mentions on the TV? If you do, then you've got a better deal than most stations using TV personalities do. ☺

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by Holland Cooke

Make Money While Helping Others Tie Your Station to a Worthy Cause

There's been lots of buzz lately about "cause-related marketing," sometimes referred to as "passion branding." The principle: tie your product to a worthy cause, sharing values with consumers, rather than making just another sales pitch.

Proponents suggest that doing so cuts through the clutter of our ad-saturated society. And a Roper survey found that 52 percent would pay 10 percent more for a socially responsible product, and 67 percent actually consider a company's social performance when deciding what to buy.

More Than Bargain Burgers

Perhaps the best-known success story is McDonald's. All along, founder Ray Kroc knew he was selling more than bargain burgers. His vision was a culture of community involvement. Example: Ronald McDonald House.

Remember how American Express got behind the Statue of Liberty restoration? They raised \$1.7 million for The Lady, and stimulated a 25 percent increase in card use.

How about Ben & Jerry's? The up-

scale Vermont-made ice cream attained its remarkable success without much paid advertising at all. Not just delicious, it's ice cream that stands for something.

And the hottest new twist is popping up everywhere. Have you seen Julie Andrews on TV, singing about Arthritis Foundation brand pain reliever? "And while you're helping yourself, you're also helping find a cure, and that helps us all."

If you're in the East or Southeast, look for VFW Premium Coffee on supermarket shelves. It's private-labelled by tea maker Tetley, who expects to sell a million American flag-adorned cans this year.

American Red Cross just started selling bottled water and logo'd designer watches; swimwear is on the way. Also coming soon: a line of sturdy, stylish World Wildlife Federation outdoor clothing.

Marketing experts say this is just the beginning.

Why it's happening: Charitable donations are down. Meanwhile, foundations' expenses are going up just like everybody else's. So, many are cashing in on an underexploited asset: the equity of

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- "Cause-related marketing" is big. The principle: tie your product to a worthy cause, sharing values with consumers, rather than making just another sales pitch.
- Why it's so popular: Charitable donations are down, while foundations' expenses are up. So, many are cashing in on the equity of their respected names.
- This trend suggests two powerful opportunities for Radio: one, you can help do-gooders and help yourself in the process; and two, you can make the most of your own brand — your call letters.
- If you want to think bigger, look into pre-paid calling cards, or offering your own Visa card. Getting a piece of that action could be big bucks.

their respected names. And in the last few years, foundations have been recruiting executives with marketing backgrounds, rather than the fund-raisers they've traditionally wooed.

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by Eric Small

The Birth of New Technology Radio Controlled Signs & Billboards

New businesses based on "high-tech" often sneak up on us. Innovation can be the sum of technological progress in several seemingly unrelated areas. Someone puts breakthroughs in a few technologies together and suddenly a new kind of business is born. Cable television is a good example of business arising from the marriage of many new technologies.

Marrying Technologies

Electronic signs controlled by broadcast subcarriers may well become the latest business born from the marriage of new technologies. Recently great strides have taken place in electronic variable message signs. There are signs with character size from 1 inch to 2-foot tall giants. Costs have dropped, brightness now competes with daylight and reliability approaches maintenance-free. In addition to just letters and numbers, graphic capability of nearly a computer screen is becoming available at prices that do not restrict their use to Times Square or \$40 a seat sports arenas. And thanks to the new

RDS broadcast technology, reliable, wide area, addressable data transmission over FM Radio stations is readily available.

Real-Time Signs

Historically, promotion using affordable electronic message signs has been a bust. The signs are boring. They just repeat the same message over and over again. Even with eye-catching graphics, people quickly learn to ignore the signs because they have nothing new to say. In Radio jargon, electronic signs are a tune-out.

RDS offers a way to make electronic signs come alive in "real-time." Once a sign carries immediate information of interest, such as news and weather, people will pay attention to them. They will also pay attention to whatever commercial messages are interspersed with the news and weather.

Real-time information can also live up existing billboards. Some stations add artist and title NOW PLAYING to their promotional billboards. Technically this is not hard to do, and it greatly increases the "grab" of formerly "static" signs.

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- Electronic signs controlled by broadcast subcarriers may well become the latest business born from the marriage of new technologies.
- RDS offers a way to make electronic signs come alive in "real-time."
- RDS controlled signs are not restricted to self promotion. RDS technology can be used to independently control thousands of signs, so that unique messages may be sent to signs in different locations.
- In addition to self promotion and as an adjunct to air spot sales, controlling signs with messages unrelated to the station can generate revenue.
- If you want to get in on the birth of a new technology, now is the time to innovate applications for RDS controlled signs.

The applications of RDS controlled signs are not restricted merely to self promotion. Because the RDS technology allows for independently controlling thousands of signs, unique messages may be sent to signs in different loca-

22 ►

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PROGRAMMING FOR MANAGEMENT

◀ 20

Opportunities for Radio

This trend suggests two powerful opportunities for Radio.

Opportunity number one: Help do-gooders, and help yourself in the process. I know of several stations that have adopted local causes. The stations not only enjoy the exposure and image, but they also profit by aligning clients whose on-air schedules support the worthy cause. It's the "consultant sell" with a social purpose. And ad agencies can dig it. There's plenty of creative for them to produce.

Based on experience, I recommend the following guidelines:

1. Determine what your station/client stands for.
2. Know your listeners. What are their values?
3. Identify a cause or issue that links No. 1 with No. 2, about which you can become passionate, and about which listeners will feel you're sincere.
4. Commit long-term. Like an ad campaign, you'll need to build frequency and repetition. This is strategic, not tactical. Think multiyear, not quick results.
5. Critical, internal sell. Adopting a cause can be great for employee morale if your staff buys in.

Station opportunity number two: Are you making the most of your own brand? Your call letters are a respected local logo. And your transmitter and clients are an in-place distribution network. So heed the sermon your salespeople preach, and "sell yourself a schedule" on your own air, to promote a product bearing your station's name. Example: Rather than giving away cheapo T-shirts, many stations are now selling top-of-the-line sportswear sporting their logos. Listeners snap 'em up at station-sponsored concerts and other events.

Want to think bigger? Have you looked into pre-paid calling cards? And why not offer your own Visa card? Shop the idea around to your bank clients. Getting a piece of that action could be big bucks.

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

ENGINEERING FOR MANAGEMENT

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tions. This allows for easy insertion of different commercial spots to different groups of signs. For example, all signs can carry the same news, weather and time information; then, only the signs located in a particular fast-food chain will carry promotions for that day's specials. The same selective addressing to a drugstore chain could take place. Simultaneously, a much larger sign in the public area of a mall could be displaying news, weather, and promoting specials in the mall. In the event of an emergency, such as a weather alert, all of the signs can be instructed to carry the same message.

Additional Revenue

In addition to self promotion and as an adjunct to air spot sales, controlling signs with messages unrelated to the station can generate revenue. The best example of this type of revenue is highway variable message signs. Highway authorities and state departments of transportation are just discovering broadcast station subcarriers as a way to control these signs. In Europe, especially France, RDS has been employed for sign control for several years. Not having a means to control highway signs has delayed multimillion dollar projects. RDS is the ideal solution.

Mass transit offers a unique opportunity for RDS controlled signs. In Dallas, TX, 1,000 area buses are equipped with 3-foot long electronic signs facing the passengers. The signs carry news, weather, transit information, jokes, and commercial spots. The information is loaded into the signs via the subcarrier of a local FM station. This system has been operational for more than three years. A similar system has been in use in Providence, RI, for even longer.

Pioneers Needed

Right now, none of these applications are "ready to go." All of the pieces are available, but you cannot yet buy a system "off the shelf." If you want to get in on the birth of a new technology, now is the time to innovate applications for RDS controlled signs.

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



by Bob Pedder Jr.

The Art of Sponsorship Selling

From the Olympics to the Local Arts Festival

For New Business Development (NBD) departments that have been up and running for five years or more, and for markets that are increasingly seeing more competition from additional Radio stations entering the NBD arena — sponsorship selling is a viable and profitable next level.

Ownership of real estate tied to a particular property is the philosophy behind sponsorship selling. Who has the rights? Who can sell what to a potential sponsor? You can imagine the contract for Coca Cola's sponsorship of the Olympic Games. Well these same principles can be applied to your local arts festival. NBD departments should explore and exploit sponsorship opportunities. Our experience of selling an intangible product makes us uniquely qualified to represent sponsorship programs.

There is much that NBD departments can offer an event promoter or property manager. These items should become the basis of your sponsorship services. NBD departments can offer a feeder program of lower level promotional sponsors that can someday become major sponsors of the event, revenue-sharing options if the sponsorship rights that can be sold are valuable enough to generate substantial sales, remote in-store merchandising support programs, on-air promotional support as well as incremental on-air advertising through the sponsors promotional program, tie-ins to other cross-promote partners such as print, cable TV, and various interactive services, and in-kind programs from the client base of the Radio station. All of these services are the foundation of sponsorship services that should be presented to an event promoter.

Tricks of the Trade

Caution: These programs are typically high cost of sales opportunities. There are some "tricks-of-the-trade" that you can apply before venturing into sponsorship sales. Some GMs will at first glance see a \$50,000 gross with a cost of sale of \$30,000 as unattractive. Set up arrangements for billing options with your business department so that you can show the \$50,000 as \$20,000 to your station and \$30,000 as "pass-through" money. This pass-through money is for merchandising costs associated with the program and for additional media needed to satisfy the items in your sponsorship agreement with the event promoter. Always try to remember that NBD is selling in the opposite direction of the media sales side. Where with media sales you buy the spots and get some added value like a promotion on-air or otherwise, NBD is selling the promotion with a set list of fixed costs and then must offer perceived added value that sometimes also comes with fixed costs. This is why we always price our NBD programs using a promotional price strategy rather than a media spot rate strategy.

When developing an event sponsorship program you first must find an appropriate event. Pick one that is format compatible. Set up your meeting with the event promoter and present your sponsorship services from a local level point of view. Your efforts should be seen as increasing value to the property (the event). Present a promotional worksheet that has several items for which you need to negotiate access. If you get most of them, you can develop a fully integrated program that will seem attractive to a potential sponsor (manufacturer).

QUICKREAD™

- Identify an event that is format compatible.
- Prepare a worksheet that can list the items for negotiation with the event promoter.
- Be prepared to offer revenue-sharing for exclusive opportunities.
- Position your services as adding increasing value to the property (event).

I mentioned revenue-sharing previously. If you get access to many options on your worksheet, then you will either be asked, or feel obligated, or in the future be forced by competition, to offer a revenue-sharing option which might be something akin to an agency commission. On some programs I have offered as much as 30 percent on the net revenues as a rights fee back to the event promoter. It all depends on how profitable this opportunity can be for your NBD department and how badly you or your station want the event. Working from an exclusive advantage usually warrants a rights fee of some sort.

Items on your worksheet should include sampling, access to concession, signage, redemption, discount tickets, hospitality/VIP, access to stars/performers/spokespeople for remote appearances, logo attachments to property's print and other collateral, on-site promotional extensions (ie: stage announcements), access to sponsorship levels (ie: title, presenting, promotional, official product, etc.).

The bottom line to sponsorship selling is increasing nonspot revenue and protecting your market share of NBD revenues.

Bob Pedder, Jr. is director of the Greystone Alliance, a promotional service to the manufacturing community. He may be reached at 617-254-1230.

STU OLDS

PRESIDENT OF THE KATZ RADIO GROUP

As president of the Katz Radio Group, Stu Olds is chief executive officer and oversees the operations of the KRG's Radio sales subsidiaries — **Banner Radio**, **Christal Radio**, **KRG Dimensions**, **Eastman Radio**, **Katz Radio** and **Katz Hispanic Media**. Together, these companies sell more than \$650 million in Radio advertising each year.

Olds began his career with the KRG when he joined Katz Radio's Chicago office in 1977 after working as an account executive for **Leo Burnett**. He was named a vice president of Katz Radio in 1981 and was appointed vice president, manager of the Katz Radio Group Network in 1984. He assumed the presidency of the Katz Radio division in 1987.

In 1990, Olds was named executive vice president of the Katz Radio Group. In 1992, in addition to his responsibilities as executive vice president, he undertook the duties as general manager. Olds was appointed president of the Group and named to the board of directors in 1994.

Olds has a bachelor's degree in communications from the University of Wisconsin, and a master's degree in communications from the University of Oklahoma.

INK: What were the most startling revelations for you when you became head of the Katz Radio Group?

OLDS: Well, the very first issue I faced was the decision by Infinity to consolidate their representation under Infinity Radio Sales at Interep. This is not exactly how you want to start your new reign, by having a 30 million dollar client move away.

INK: Why do you think you lost them?

OLDS: It is interesting because the good news in that entire thing is that the two companies that have done this, **IRS** and **Shamrock**, both chose to stay inside of a traditional rep organization. The bad news is that we were not able to construct an arrangement that philosophically and financially met our long-term goals and objectives and those of Infinity or Shamrock. I think it is important because we really are committed to the station groups — like **Cap Cities/ABC**, **Viacom**, **Cox**, **Citicasters**, **EZ Communications**, **American Radio Systems**, **Jacor**, etc. — who, if you will, brought us to the dance. We didn't believe it was in those clients', and accordingly, in our best interest to divert people and financial resources to a standalone rep firm at the expense of the stations that we are in business with. I think what has happened has proven, for us at least, that we made the right decision. We've filled the holes and remain the number one, three, four, and five individually ranked rep company. We've held on to our share as the number one rep organization in the nation as an entirety. Our share loss due to Infinity is tenths of a point as opposed to anything larger than that. So, I think it has probably been a good deal for Infinity and also a very good deal for the Katz Radio Group.

WHAT WERE THEY THINKING?

INK: Can you share the thinking behind Infinity and Shamrock setting up their own individual rep firms?

OLDS: Well, I think you've got to separate Infinity and Shamrock first of all. Infinity is a 75 to 80 million dollar group and Shamrock is a 22 to 24 million dollar group. Infinity, unlike most of our major groups, didn't have singular representation in some of their KRG markets and wanted to make sure they had control of what the rep companies had to sell. Add to that some of the cost benefits and you have the basis for Infinity's decision. In the case of Shamrock, I really don't see any logic to it. I don't think they have the critical mass to make even the type of impact that Infinity would inside of an agency. I don't think they can staff it with the depth of sellers that Infinity can, or that clearly Katz, Christal, Banner or Eastman is able to inside of our companies. While Shamrock probably wanted to do it for some of the same reasons, and cost is one of them, I don't think they had the same critical mass for entering the business that Infinity had, or will be capable of having over the next couple of years.



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INK: Is this a trend? Are other broadcasters expressing interest in creating their own rep firms?

OLDS: I don't think it is a trend at all. I think we have a giant test going on right now and, over the next year or two, people are going to be watching to see what the success or failure is of Infinity and the Shamrock sales approaches. No one else has really expressed a sincere interest in doing it. If anything, most of our clients have said that we did the right thing. They are very happy to see that we didn't divert people and financial resources to standalone rep companies inside of our organization at the expense of the existing companies.

INK: How do the agencies look at this?

OLDS: I think for the agencies it would become a real concern if it did become a



Olds with daughters Whitney (l) and Morgan on "Take our Daughters to Work Day" this year.

trend. Agencies are more thinly staffed today than they were five or 10 years ago. Media departments do not have the same number of bodies that they once did, so they don't want to go back to a world where they are going to have 20 or 30 individual rep organizations trying to call on them. They like the traditional structure of having a Katz, a Christal, a Banner, an Eastman and the major players at Interop and CBS call on them. I don't think that you are going to see them encouraging the business to go in the other direction. The best evidence of

that is that the fastest growing segment of the Radio business, in terms of representation, is in group sales. Group sales today inside the KRG, between network, marketing, sports, farm and the like accounts for almost 23 to 24 percent of the total business that we do. I think you are going to see that trend continue.

INK: Everybody is talking about business being good. How is it on your side of the fence?

OLDS: Radio as a whole is enjoying a local and national resurgence that is probably unparalleled in the history of the medium. The interesting thing about it is it isn't just in terms of revenue growth, but the fact that Radio is being recognized as a primary marketing medium. I think this is happening because the sales and marketing efforts of individual companies, like the Katz Radio Group, Interop, and CBS, are investing people and financial resources to tell Radio's story in concert, with individual Radio stations, the RAB through RIEP, the NAB, the local sales organizations, trade organizations like Southern California Broadcasting Association, Detroit Radio Advertising Group, and many more. I think that it is a real positive story that is being told out there vertically to both advertisers and agencies.

Add to that the story that comes from improved product quality, directly attributable to expanded ownership rules, and I think you've got a really great formula for 1995 and beyond, and our business is reflective of that with the industry being up 22.5 percent in first quarter and with no end in sight to the double digit increases that we are currently experiencing.

INK: What about "national" becoming a commodity buy where buyers are connected to stations by modem?

OLDS: You know, it is interesting with the ability to hook up computers in direct link from agencies to our Radio stations — which is something that we have been in front of for the last several years because, obviously, that represents a real concern to everyone — I don't

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SIDELINES

◆ Leisure activities: **Golf.**

◆ Recommended reading: **"How to Win Customers and Keep Them For Life," "Beware, The Naked Man Who Offers You His Shirt," and "The Mirror Makers."**

◆ Mentor or role model: **Bob McArthur and Ken Swetz.**

◆ The most interesting person you know is: **My wife, Kim.**

◆ If you had 30 minutes to sit and talk with one person, whom would you choose? **My dad who died in 1990.**

◆ If you were granted one wish, what would it be? **That Butrum, Chires, Fortenbaugh, McCurdy and Press will all be with the company for my entire career.**

◆ If you could go back in time, where would you go? **I wouldn't. The best is in front of us.**

◆ Whom did you listen to on the Radio when you were growing up? **Larry Lujack.**

◆ What did you want to be when you grew up? **A trial lawyer.**

◆ What is your pet peeve with Radio? **National sales reps don't get the full professional respect they deserve.**

◆ The most embarrassing thing that ever happened in my career was ... **Having the time wrong for the first KRG party at the NAB in 1985, and missing the entire event by an hour.**

◆ What has been your most elusive goal? **Meeting the goals and expectations of 1700 client stations simultaneously.**

◆ Of what achievement are you most proud? **Dawn, Morgan, Whitney and Madison ... my four daughters.**

◆ As a listener, what is your favorite format? **Oldies.**

◆ What advice would you give someone who wants to get into Radio? **Get into a national sales training program, work hard, work smart, reach a little higher every day, and you'll find the sky's the limit.**



Radio Ink's 75th Anniversary of Radio Celebration Update

Radio Ink is proud to announce that NAB and BMI have joined as official sponsors of our anniversary celebration. We thank all three companies for their support.



Katz Radio Group

Make the best local Radio commercials celebrating Radio ... and win

Radio Ink is awarding a grand prize of a table for eight at the Radio Hall of Fame Radio Anniversary Weekend in Chicago (October 27-29). Plus winning stations in each of four categories (Major, Large, Medium and Small Market) will have their spot pressed on a CD and distributed to all *Radio Ink* subscribers. Criteria: Make a spot that celebrates Radio's 75 years and makes consumers and/or advertisers aware of Radio and Radio's creativity. Make a generic version that can be aired on any station in the world. Run these spots on your stations ... plus send us a cassette copy (for judging). All entries must be received by May 30, 1995. Send all entries to: Radio Spot Entry, c/o *Radio Ink*, 224 Datura St., Suite 701, West Palm Beach, FL 33401. More ideas every issue. Remember to celebrate Radio's 75th anniversary all year!

LAST CHANCE: WE ARE EXTENDING THE DEADLINE TO JUNE 16TH FOR ENTRIES!



The Official Publication of Radio's 75th Anniversary Celebration

INTERVIEW

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believe that is going to be happening. The reason it's not going to happen is that the sell out there is becoming more complex, not less. If you take a look at what is taking place in the world of Radio with duopolies, LMAs, IOVs, and the like, for an individual to sort out a marketplace today it's not just a rating and a rate. You have to have somebody in there who can actually walk you through and have the knowledge to explain the dynamics of the marketplace being sold. So, I don't think it is going to become just a rating and rate. In fact, if anything, I think the future of our business will be healthier and stronger than ever, because I guess that as Swetz once said to me, interestingly enough, 'The rep's job is to do the impossible.' The impossible in a more complex world today really requires reps to have more people with more knowledge, with more support staffing, and better structure and systems than they ever had before to separate and sort that world out. So, I don't think it is going to become computer to computer anytime in the near future.

MORE FROM THE REP

INK: A lot of broadcasters want to know how they can get more dollars out of their rep, and how they can get them to focus more on their Radio station.



Olds with daughter Morgan.

OLDS: There are a couple of things. One, our success as an organization has really been built on strong leadership at the operating level, having great sales management, very good sellers, and an infrastructure that supports that. I think what broadcasters have to continue to realize is that successful selling organizations are substance based. You can't provide quality performance-based representation with shortcuts that are camouflaged in acronyms for the benefit of public relations. You really have to be able to identify, hire, grow and keep good salespeople and management talent that is committed to the high norms and expectations of the individual stations and the KRG companies. I think what they have to do is continue to demand excellence from the individual rep companies and that will provide them with the long-term success they are looking for.

INK: What about the influence of things like the Mercury Awards and the whole Creative Led Sell Push?

OLDS: Radio is, to me, a communicator's medium. It is local, very personalized, highly targeted and, obviously, can stir the imagination. I think as Radio becomes an increasingly important part of the media mix, advertisers will demand, and agencies will obviously follow and deliver, higher quality creative. I think the industry efforts through programs like the Radio Creative Fund's Mercury Awards, RIEP plus individual company efforts are all increasing the focus on Radio and its creative possibilities. This is very, very positive for Radio.

INK: What is Katz doing related to developing new advertisers for Radio?

OLDS: We have, as a company, made a tremendous investment in developing new Radio dollars going back to 1987. Today, we have six full-time new business development offices. We have around 25 people who are 100 percent dedicated to creating new revenue streams. We've supported these people with extensive vertical sales and marketing training. As a result, we developed in 1994 over 30 million dollars for KRG stations and are running, this year, substantially ahead of that. Without a doubt, new business will continue to be an important part of KRG as we go forward.

INK: Talk to me about the IPO that Katz is in the middle of.

OLDS: Financially strong, growth directed

companies with a quality depth of people have a huge advantage today and are going to continue to have a huge advantage in the future. Katz has successfully attracted DLJ, has successfully completed an IPO, and has seen almost 500 of our employees invest their own money in the company. I think what the IPO has done for us is reintroduce a sense of ownership. It has provided long-term financial rewards for our people and has really put the company in a position to find, attract, and keep good people for a longer career in the rep business. As a result of that, I think we will be a company with less turnover and more stability, and that, in a people-driven relationship business, results in improved productivity. And that is good for our clients and for our company. So, there is nothing but positives in the IPO.

INK: Talk to me about posting. YNR recently had a meeting to talk about accountability, and so on. Can you touch on this?

OLDS: We've been in front of this issue since early February when Gerry Boehme, who is our vice president and director of research, started talking about it. We came out with a very clear position in terms of what we think about the posting idea. We really oppose any kind of posting system for Radio that uses new ratings as the basis of awarding make goods. We don't believe it serves the interest of the advertisers, agencies, or our stations to judge the results strictly on the basis of audience numbers. We're more than happy to be accountable for everything that we sell, but the ratings methodology by itself does not stand up to the scrutiny that posting procedures would demand. So, we've been real clear about that.

INK: What if they decide to go ahead and do it anyway?

OLDS: Well, it is really a decision that is going to have to be ultimately enforced by our represented stations, and the groups as a whole have come out very strongly against any type of posting that uses new ratings going forward. The industry as a whole has stood firmly behind that.

WHAT ABOUT TRAINING?

INK: How is Katz addressing training?

OLDS: Training is, first of all, critical to keeping and growing exceptional sales talent. We invest over a million dollars a year in five primary training areas. The

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first being the KRG sales training program, which is an eight- to 10-week program for new hires. The second one is Miller Heiman Strategic Selling, which teaches people how to get to economic decision makers. We've put over 200 managers and sellers through that inside the KRG. The third area is the Impact Planning Group, which is our management development curriculum. In our business, historically the best seller has gotten promoted to become the manager and the next day is supposed to be able to manage a sales organization. What we made the decision to do is to try and give them the tools and the knowledge from which to manage people. The fourth area is our advanced marketing course, which teaches marketing from a brand manager perspective. It is about 13 weeks in length. We have put almost all of New York through that and that is paying huge dividends. The last area is we have selected individuals to attend special seminars focusing on leadership, consultative selling, and the like — a significant ongoing investment by the KRG.

INK: That is a tough investment to make.

OLDS: It is actually not a tough investment to make from the standpoint that national sellers, we believe, make a difference. If they are well-trained, extremely knowledgeable, work real hard, and they care, they are going to have a huge impact on our business. Some people in our industry believe that gray area sales don't exist. You only sell agencies what they want to buy. We don't accept that. We believe that stations have niches that are important to market segments and our job is to find a way to make that segment important to the advertiser. Sales professionals doing this make a difference in getting that done. When the business becomes just ratings and rates, then we've stopped hiring sellers and started to call clerks, salespeople, and we refuse to do that. This is why our investment is more than worth it to our organization.

INK: What are your frustrations with stations on a local level who are either your clients or not?

OLDS: There is a tendency in our business to call people partners. Our stations clearly are our partners, but I'd like to see



Olds with wife Kim.

more meat come into that meaning. I think as we go forward we're going to be doing more things in concert, like training, which we will be doing and facilitating together. I think we will be doing more new business development in concert as we go forward. I think we'll be doing more team selling with individuals at the stations as we go forward. I think you are going to see over the next several years that partnership in this business is going to be redefined, because I really think we are going to be in a much closer relationship with those stations that we are fortunate enough to represent.

INK: I would be remiss if I didn't touch on Radio's 75th anniversary and the fact that you were the first to jump on the bandwagon and become one of the official sponsors. Why do you think this is an important event?

OLDS: From our perspective, Katz is the single oldest most tenured rep company in the business. We started in 1888 in the newspaper business and have gone all the way from newspapers to Radio, Radio to TV and have continued to grow. I think for us not to be a participant and acknowledge this historic year of Radio would be a mistake. I think it should be recognized. When we're having such a great year together, locally and nationally, I think anything we can do to sing the praises of Radio ought to be done loud and clear, so we look forward to being part of *Radio Ink's* 75th anniversary celebration of Radio.



Coming July 10!!

Radio Ink is celebrating 75 years of Radio! On July 10 you will receive a special commemorative issue of *Radio Ink*, The Official Publication of Radio's 75th Birthday. It will be packed with historic information about Radio ... from the beginning to the present. You can look forward to seeing some never-before-published photos and some outstanding memorabilia.

OFFICIAL SPONSOR OF RADIO'S 75th BIRTHDAY

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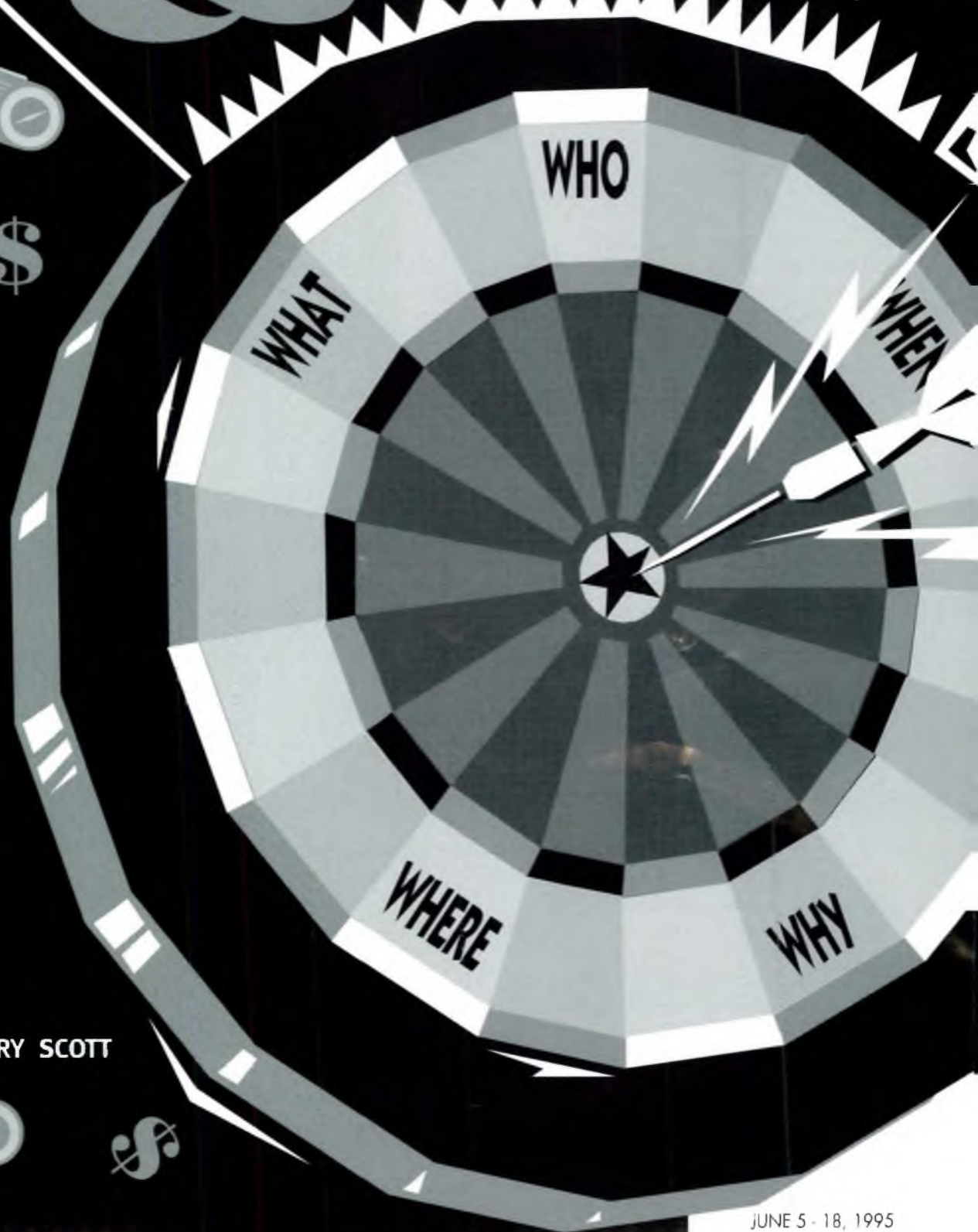
NABTM
BROADCASTERS

SPECIAL REPORT

Radio

DIRECT MARKETING

TARGETING THE FUTURE



BY ROSEMARY SCOTT

JUNE 5 - 18, 1995

With the evolution of technology, the information age is upon us with a vengeance. The ability to compile, assimilate, and manipulate massive amounts of information has awesome ramifications for broadcasters and advertisers alike. The fragmentation of electronic and print media within the past two decades has forced broadcasters and advertisers to redirect their marketing objectives. While most everyone agrees that mass marketing has gone the way of the dinosaur, positive opportunities have emerged for broadcasters and advertisers to tap into the frontier of our high-tech society, and consequently, direct marketing has become the buzzword for the '90s.

Exactly what is direct marketing? Quite simply, it is the ultimate form of high-tech selling. Its purpose is to identify specific buyers who have a need for your product, have the financial ability to obtain the product, and are willing to make a decision today. In short, the job of direct marketing is to ascertain who is buying, where they are, how they will purchase, why they need the product, and when they will make their decision. This is accomplished through the use of research which indicates demographic and lifestyle clusters, customer and prospect locations, media consumption information, advertising preferences, and buying patterns. By identifying the prospect in this manner, it becomes much easier to dominate consumer activity in any given industry.

STATE OF THE ART

Industry professionals talk about the benefits for advertisers and broadcasters to use direct marketing. Courtney Thompson, president/CEO of Broadcast Direct Marketing, says, "I think the most important advantages are that in today's competitive environment, nobody has unlimited budgets and nobody's in a position to be able to afford waste in their media, and this is where we come in. What we're able to do is to help advertisers identify not only which forms of media will be the most successful for them, but also how to utilize each of those forms of media."

Smart Targets™ is a program developed by Broadcast Direct Marketing, which goes beyond the traditional census tracts and block groups. It is quite literally, household-by-household marketing in which lifestyle is not defined by neighborhoods, but rather, by the activities which occur in each particular household. This innovative approach on the edge of new marketing technology is based on the premise that interests and product usage are extremely different in each household within the same neighborhood. (See Figure 1) "Basically what Smart Targets does is utilize a multitude of databases to create an individual picture of a household, rather than trying to define your neighborhood as the way you live your life," explains Thompson. "The other clustering programs were built during the mid '70s and very early '80s. Our system is much more current and what's most

important is that it was built ground-up. It starts with the household and plugs the information in, instead of starting with the neighborhood and then trying to deduce information as opposed to applying information that is real. This has proven to be a highly effective targeted marketing tool for both advertisers and broadcasters. Smart Targets helps advertisers move retail products, and helps Radio stations increase ratings and come as well. The combination of what Smart Targets has done and developed and produced has been really rather dramatic. Just to give you an idea, from one promotion to another, we've seen from 50 percent to 500 percent increases in results by integrating Smart Targets into the management of what our clients are doing."

Other direct marketing companies are making tremendous strides in the field of direct marketing as well. Paul Meacham, president/CEO of Eagle Marketing, talks about how direct marketing can help Radio operators effectively increase their ratings. Meacham says, "Direct marketing is the biggest media now used for Radio and TV stations around the country, especially Radio. Our Radio clients are very smart. They're using direct marketing not only to market themselves, but they use the information gathered through direct marketing to help better market their Radio stations, and tie them into this medium. What Eagle Marketing does is actually direct market for Radio stations to help them increase audience, and which therefore helps them increase Radio revenues. Eagle Marketing's complete and ultimate target is reaching and influencing diary keepers. When we do direct marketing, our marketing is targeted directly at diary keepers — not the

COURTNEY THOMPSON



	HOUSEHOLD 1	HOUSEHOLD 2	HOUSEHOLD 3
MARITAL STATUS	Married	Single	Married
INCOME (ACTUAL)	65,000 Working couples w/children, homeowners, medium home value	150,000 Single professionals, high home value, mail order buyers	200,000 Families w/younger children, above average rent & home values
MEDIAN INCOME	29,400	43,100	31,800
# OF CHILDREN	4	0	3
AGE - HOH	47	38	42
AGE (MEDIAN OF CHILDREN)	18.1	0	9.2
# AUTOS OWNED/LEASED	5	3	3
EDUCATION	College grad Some post grad	College grad & Post grad	College grad
EMPLOYMENT	White collar/service Mixed employment	Professional Managerial	Professional/Managerial Own business
INTERESTS	photography, TV sports, TV movies, leisure activities & hobbies	antique autos, water sports, leisure activities & hobbies	theme parks, summer home
PRODUCTS	4X4 trucks, do-it-yourself home, satellite TV dish, pets, house appliances, auto products & services, newspapers, mail order (gen. merchandise), cameras, economy autos, TV's, mail order (financial), vans & trucks	Import autos, scuba diving, home PCs, foreign autos, luxury autos, rental/lease financial services, savings, TV's, tapes, mail order (financial), distilled spirits, wines, low-calorie drinks, travel, bank cards, retail cards, magazines, CDs, records & audio, radios	Domestic autos, theme parks, women's apparel, VCR & video cassettes, home PCs, foreign/luxury autos rental/lease, cosmetics, CDs, records, audio tapes, low-calorie drinks, beer, distilled spirits, wines, newspapers, magazines, home dining

Figure 1

SPECIAL REPORT

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masses, but the people who fill out diaries for Radio stations in the Arbitron ratings — that's our game. The whole purpose is to help Radio stations to tangibly increase their ratings."

Reg Johns, president of Fairwest Direct talks about how his company is helping Radio gain exposure, increase ratings and revenue, and how to position themselves for success in the future. He explains, "Radio now is just starting to learn what targeting is all about, and it's using direct mail and/or databases, and/or telemarketing, to integrate with its own marketing efforts. When more and more information is understood about the consumer, then less and less appeal will be made on the so-called mass medium message. Mercedes Benz certainly just wants to find the people who can a) afford a Mercedes Benz, and b) are in the market for a Mercedes Benz. For anyone to walk into Mercedes Benz and say, 'I've got the names, addresses, and telephone numbers of all the people who want to buy a Mercedes Benz this year, and can afford it, and have good credit ratings,' that person will probably get the lion's share of Mercedes marketing dollars. For Radio to survive through all this, all it has to do is learn how to engage itself with the various forms of integration, and apply it to its marketing message. The days of just selling Radio spots are declining. More and more, Radio has to become more of a marketing entity, versus a just selling spot type entity."

Nancy Izor, president of Creative Media Management, talks about the growing pains of the direct marketing industry. She points out that direct mail worked well for Radio stations in the 1980s, and brings up the issue of ex-

pense. "Since I've been in the business, there have been six postage increases," Izor states. "What these increases have actually

done for us is force us to be smarter. I'm not sure we would have gotten as good at

targeting, had we not had these postage increases. The other thing that's happened with the broadcast industry, is that a lot of broadcasters have left the Radio vocation, either of their own accord, or in the case of duopolies, and have decided to work in the direct marketing business, so we have a lot of people who have good, solid broadcasting background. We brought our good broadcast knowledge with us, and now understand graphics. We made some mistakes, and it took us a few years to put all that together, but what it's done for the industry is incredible."

THE BELIEVERS

The advantages of using direct marketing for Radio are many. Direct marketing can enable Radio operators to build listener databases, map ratings information, align outdoor with direct mail for optimum reach and frequency, utilize interactive phone lines and special phone cards for listeners, develop 'listener loyalty' programs with special contests targeting their listener database, attract new listeners with cassette samplers mailed to a highly targeted demographic, and customize promotions and campaigns to specifically fit the profile of both the station and the listener. This vertically integrated marketing approach will virtually guarantee that advertisers will be able to reach the greatest number of a specific group or desired demographic for the greatest response possible.

Have innovative Radio operators been successful in their direct marketing campaigns? You bet! David Lykes, senior vice president of Tichenor Media System Inc., talks about the company's successful direct marketing ventures. He says, "We're one of the Radio pioneers in direct marketing. We believe in it and we know the success of it. For example, what we did with KELT and KCOR in Texas in the early '80s yielded tremendous results. We conducted the Texas Lottery, which was a Radio game where you had to listen to the Radio and listen for the lottery numbers that you received in the mail. In the mailer itself, there were discount coupons from the advertisers that were supporting the campaign, and it forced listening to the Radio station." He emphasizes the fact that it is the Radio station that makes direct marketing work for advertisers. There's a value to the

coupon, but the value is enhanced because the listener or recipient of the mail piece keeps that and is looking at it every day or several times a day because there's a chance to win \$25,000 or some big prize. Lykes declares, "It's a double-barreled attack, because it's focused on a target. We always use the rifle — not a shotgun." Lykes talks about another promotion done with TMS property WIND-AM Chicago, in which one direct marketing campaign called "Write Your Own Check" generated 150,000 unduplicated names. "The retailers are very interested in these people, because we know their name, age, sex, where they live, and we know that they listen to our station," Lykes explains. "We meld this all together into a dynamic marketing piece. We're not just selling Radio spots, we're marketing for the advertiser to the consumer. We believe in it, we're excited about it, and we know that it yields measurable results."

Other broadcasters have discovered the power of direct marketing as well. Jose Luis Munoz, general manager of KGBT-AM/KIWW-FM in the Rio Grande Valley talks about how direct marketing has helped the stations. Munoz says, "I feel that direct marketing has truly given us tremendous advantage. We've used it for our FM which we really brought up here, from a station that was in the sixth or seventh spot, and we took it all the way to the first spot in the market. It was done in one book only when we did direct marketing the first time. Not only that, but the response we got from our mailer was just phenomenal in what we call the bonus listener, when we got back 30,000 out of 100,000 mailers. Direct marketing is a proven winner for us. We've now been number one in the market for over two years."

Gary Kneisley, president/general manager of WNWV-FM Cleveland, talks about how direct marketing has helped him position the station in terms of image, and helped increase sales — the bottom line of the industry. He says, "We've been doing the newsletter for four years now. It reinforces the professionalism of the Radio station by having a piece this slick. There are essentially two purposes for the newsletter — one to create new listeners and the other is to work with the database of listeners who

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NANCY
IZOR

are an integral part of the Radio station and we want them to be touched by the Radio station frequently. We use a higher targeted mailing list for the newsletter — it's going directly to the listeners of the station. We're building the mailing list with a cassette mailer this year. Kneisley talks about the challenges of being a suburban station in a major market and believes that direct marketing has made "The Wave," a major contender. He explains, "This magazine basically becomes our media kit and we can use it when we walk into advertising agencies and time buyers and show them a very professional presentation. It's a great tool for selling. It's a lot of work on the part of the staff and it's a very expensive and time intensive project for any Radio station to undertake, but it's really paid off. It's definitely an image piece, and it has helped in positioning the station. Our Radio station is a suburban station, trying to play with the big boys downtown, and this puts us right in their league. We're no longer a little guy out in the boondocks — we're very competitive in the major market."

Matt Mills, VP/GM of WXXS-FM/WJMN-FM Boston, is another believer in direct marketing. He says, "Here at KISS 108 we've had direct marketing for

10 years through a city line. It's very, very successful for us. Not only is it a great tool for our listeners, but we go out and sell advertisers into our program and it's very rewarding from that standpoint. We purchased WJMN (Jammin' 94.5) last June, and now we're using direct market-

ing for that station as well. It has helped both ratings and revenue. For the past two years, we've had the KISS Club with roughly 120,000 members. The KISS Club was done through the direct marketing campaign, and we really utilize our database. We have quarterly newsletters that we send to our listeners, and special contests for them (only) to win cash prizes. So it's very beneficial not only to the audience, but to the station as well. Both our stations are very successful in Boston."

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DIRECT MARKETING — FRIEND OR FOE?

Judy Carlough, executive VP of marketing for the Radio Advertising Bureau, addresses the issue of how direct marketing may be putting Radio in jeopardy. Carlough says, "One of our strengths long has been our segmented audiences, which traditionally have given our advertisers great targetability. But the 'new targetability' offered by database-driven direct marketing dramatically surpasses Radio's vaguely identified audiences. For example: station X may deliver teens, but a database compiled by a computer retailer in conjunction with a software manufacturer might deliver an 'audience' of

teens who have purchased a video game worth over \$50 in the last 90 days. That's much more specific, and much more useful if you want to sell computer games." Carlough explains that since sales can be tracked directly to the database marketing effort, advertisers may be tempted to divert dollars from the traditional advertising budget into direct marketing campaigns, particularly in light of the fact that trackability and accountability are two areas in which Radio has never been strong.

What is the answer for averting this potential danger? Carlough believes that Radio stations should become partners with advertisers in their direct marketing objectives. How can this be accomplished? She says that Radio stations should defend themselves by building their own customized listener databases which offer advertisers the advantages of direct marketing in conjunction with Radio's unique ability to build image awareness, brand equity, to create and inform, and reach busy people in the office, driving, or enjoying recreation. In this way, Radio can offer advertisers an excellent opportunity to execute highly effective marketing campaigns. Carlough warns, "As long as we pay attention to what is working for our advertisers — like direct marketing — and understand its value, Radio can continue to evolve and remain useful and relevant to our advertisers. If we ignore these competitive trends, we're sealing our own fate." — RS

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SPECIAL REPORT

◀ 33

Clint Culp, VP/GM of KTXQ-FM/KRRW-FM Dallas, talks about the benefits of using direct marketing, and asserts that promoting the stations in this manner has proven to be a winning com-

bination. It gives people something useful and a reason to go back to that piece multiple times, and I think that's a good intent of direct marketing. With the return section, we are building a database for our Radio station. We obviously use it that way — the greatest help there is in the merchandising efforts with the clients to increase the rate or increase the amount of the buy for merchandising purposes. Advertisers were tied into this — they all spent money with us on it, and the dealer gave us the choice of those cars for the prize. I would definitely recommend direct marketing for Radio operators because it's a real good way to try and reach new listeners and increase the cumé of your Radio station.

THE FUTURE

What does the future hold for the Radio and direct marketing industries? Every marketer knows that Radio is a superior advertising medium because of its powerful targetability. It is one of the most effective media vehicles for advertisers to reach the greatest number of their target audience with an added value of overdelivering in other demos as well. As a frequency medium, Radio's strength is unsurpassed. Radio enables advertisers to reach the greatest number of a specific group or desired demographic, and if the advertiser commits to a realistic advertising budget, Radio guarantees that listeners will receive the message a satisfactory number of times to produce the greatest response available.

The Radio industry grew at an enormous 11.3 percent in 1994 to an estimated \$10.652 billion, giving Radio its fastest rate of ad revenue growth since 1985 when Radio revenue grew 11.5 percent. More good news for Radio operators is that the industry rounded out the first quarter of 1995 with an incredible 13 percent jump in combined local and national spot advertising revenue versus revenue levels for the same period in 1994. According to investment banking firm Veronis Suhler & Associates, Radio is expected to grow fastest of all measured media over the next five years at an annual compound rate of 7.1 percent.

Direct marketing is also one of the fastest growing advertising mediums in the country. In the United States, more than 184 million adults ordered from direct mail campaigns last year with a

catalog revenue of \$57.4 billion. Research indicates that Fortune 500 companies are investing more of their advertising budgets into exceedingly targeted marketing, and since Radio and direct marketing are such highly targeted formats, more money is being spent in these areas. In fact, Radio and direct mail are one of the best, most natural combinations that an advertiser could want, because of how targeted they are.

Meacham says, "The smart people out there are using direct marketing for themselves as well as a tool to be a part of that direct marketing craze or that direct marketing industry right now, to help them better control budgets. If their clients are using direct marketing, then the Radio stations should be able to offer them Radio advertising as well as the benefits of direct marketing, tied together, and most of our clients do that. It definitely gives Radio operators an edge on their competitors."

Thompson says, "Why shouldn't a Radio station, instead of thinking of itself as a place that airs music and puts :30 and :60 spots between the music and talk, think of themselves as a marketing entity? Why shouldn't a Radio station be able to say, 'Let us help you with your direct marketing, let us help you with your interactive marketing, let us help you with database marketing, let us help you with all of your marketing objectives' instead of 'Why don't you buy some spots from me today?' The direction that I see in the future is that more and more Radio stations are going to realize that as time goes along, they're going to need to be more effective in solving the marketing challenges that their clients have ahead of them."

It is inevitable that this trend in advertising will proceed at a breakneck pace: that advertisers will continue to be smarter with their advertising dollars, and focus their concentration on reaching the customers who are going to buy. Smart Radio marketers are getting into direct marketing on the ground floor now. And those who have the vision and foresight to unite this high-tech marketing with Radio, will create a brave new world, indeed.

Rosemary Scott is a free-lance writer who specializes in media marketing, as well as a principal of Guy Scott & Associates, a San Antonio-based marketing/PR firm. She may be reached at 210-821-5054.



From top to bottom: Direct mail piece produced by Eagle Marketing for KTXQ (Q102) Dallas; KISS Club Card produced by Fairwest Direct for WXXS (KISS) Boston; Quarterly newsletter produced by Broadcast Direct Marketing for WNWV (The Wave) Cleveland; and direct mail piece produced by Eagle Marketing for Froggy 101 Pittston, PA.

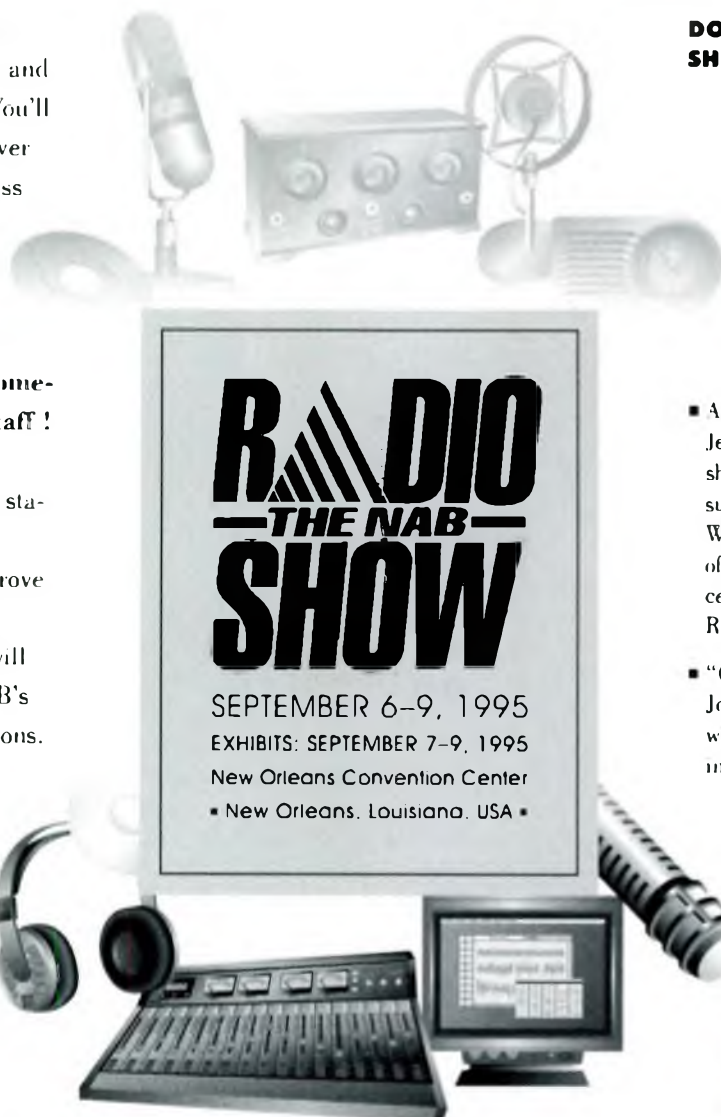


combination. He says, "What we always try to do is to not only get listeners attention with the direct mail piece, but also to give people a reason to listen to our stations with some sort of major giveaway. A lot of them have been automobiles and car stereos and such, but we also

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MOVERS & SHAKERS

★**Brian Purdy** has been named president of the Noble Sportsradio Network. He had been GSM at KEBQ-AM Kansas City, MO. 913-469-0404

★**Andy Bloom** has joined Coleman Research as executive VP. Bloom had been VP/Radio programming for Greater Media. 919-571-0000

★**Ben Hoberman** has become a member of Premiere Networks' board of directors and has signed a three-year consulting agreement with them. He was formerly president of ABC Radio. 510-838-7127 or 818-377-5300

★**Robert Dunn** has been appointed senior VP of affiliate relations for Westwood One Radio Networks. Dunn had been VP/GM of WHYN-AM/FM Springfield, MA. 212-641-2052

★**Michael Muthleb** has joined the RAB as VP/marketing in Detroit. He was formerly in sales and sales management with *Sports Illustrated*. 212-387-2166

★**Mark Erwin** has been appointed NSM of KMOX-AM St. Louis. Erwin was previously manager for Katz Radio Representatives. 314-444-3246

★**Ricardo Borges** has been hired as manager, marketing development for advertising sales, ABC Radio Networks. He had been regional marketing manager of the northeast and central regions. 214-776-4644

★**Dave Herring** has been appointed regional manager, affiliate marketing, small markets for ABC Radio Networks. Herring was formerly director of affiliate operations and in affiliate sales for Major Networks. 214-776-4644

★**Erle Younker** has been named director, major market affiliations for the Westwood One 24-hour formats. He had been northeast regional manager for formats and CNN. 212-641-2052

★**Jon Wilson and Caren Read** have joined Arbitron as AEs. Wilson had been broadcast licensing, senior representative, station relations at ASCAP, and Read had been field marketing director for Long John Silver's Restaurants, Atlanta. 212-887-1314

★**Jeff Steele** has been named AE for advertising sales, ABC Radio Networks. Steele previously worked in SM positions at Gannett and Bonneville stations. 214-776-4644

★**Jeff Boyet** has been promoted from sales representative to AE at WCBW-FM St. Louis. 314-487-1006

★**Michael Rose** has been named AE for McGavren Guild Radio/Los Angeles. He had been an AE for Eastman Radio/Chicago. 212-916-0524

★**Sheldrick Williams** has joined ABC Radio Networks as an affiliate marketing representative. Williams was the minority economic development representative for the Greater Dallas Chamber of Commerce. 214-776-4644



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"a cartoon for the ears, a fast-paced barrage of ad-libbed songs, stories and jokes." 310-277-6200

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•**"What's in the News"** is the latest feature from CBS Radio Network. The two-minute feature, hosted by Christopher Glenn, focuses on and examines one story from the day's news beyond the headlines. It replaces "Entertainment Update." Guess it's out with the old and in with the news. 212-975-3773

•**Prepaware** Now available from Winning Edge Productions & Software is AIRWARE™ for Windows, Version 1.0. The application is designed to aid personalities in prepping for their shows. It comes with an air-ready library of 1,200 calendar entries, 1,100 comedy entries, a promotional database and a format clock template. Add to that the ability to store Internet World Wide Web addresses and all you need is somebody to do the show. 804-227-3390

•**Videomarket** Broadcast Electronics helps answer questions about its AudioVAULT® Digital Studio Systems with a new video that features three stations in the country that use the system. "Digital Questions, Digital Answers" is a 12-minute video covering everything you need to know in an "infotainment" style and then some. To get the video call 217-224-9600

•**SW InterNetworks** The constantly producing SW Networks launched NetSpace last month, its on-line computer service that offers a veritable plethora of music and entertainment-based programming

and information. Already available is "The Fun House," chock full of stuff that will keep you on the superhighway for a while. 212-833-5656 or 8527. On the World Wide Web it's <http://www.swnetworks.com>

•**Techno Sports** The Sports Network has added coverage of international soccer to its expanding information base and introduces WENN and TECH a k a World Entertainment News Network and The Educational Consultant Helper. 215-947-2400

•**The Home Broadcast Company**, KHME-FM Winona, MN, and the *Winona Daily News* have formed a collaborative merger to create an electronic media service on Luminet and the Internet. One of its main features will be the Luminet Marketplace, a cyberspace mall. Says a Luminet project manager, Bud Baechler, "This initiative is a unique and unheard of partnership in the mass media. It's a great example of synergy." 507-454-4663

•**Music Multitude** Energetic Music is at it again with an additional three-disc package of :60s, :30s, and bumpers/stingers. The package includes 269 Hot Tracks from many styles including Rock 'n' Roll, Rap, Country, New Age, Funk, Jazz, Classical, Technical, Exotic, Dreamy, Positive, Retail and much more. Could there be any more? 800-323-2972

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Yvonne Harmon, CRSM

Executive Editor Emeritus/Los Angeles

Dwight Case

Managing Editor

Anne Snook

Editorial Assistant

Shawn Deena

Contributing Writers

Dave Anthony, Ellyn F. Ambrose,

Corinne Baldassano, Rob Balon,

Cliff Berkowitz, Ted Bolton, Rhody Bosley,

Bill Burton, Holland Cooke, Sharon Crain,

John Fellows, Dave Gifford, Bill Haley,

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Jack M. Rattigan, Walter Sabo, Eric Small,

William P. Suffa, Jack Trout and Guy Zapoleon

Art Director

Linda DeMastry

Assistant Art Director

Marianne Young

Press Photographer

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Production/Circulation Manager

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National Sales Manager

Chuck Renwick

Marketing Consultants

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

June 12-14—**ANA Interactive Marketing Seminar & Media Strategy**, Rye Brook, NY. 212-697-5950

June 12-14—**New Jersey, Maryland, DC and Delaware Broadcaster assoc. joint convention**, Atlantic City, NJ. 609-860-0111

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

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

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

July 12-14—**McVay Media Radio School**, Cleveland. 216-892-1910

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

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

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

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

Aug. 5-6—**Dan O'Day's Morning Show Weekend**, Dallas. 310-476-8111

Aug. 7-9—**ANA Creative Advertising, Promotion Strategy**, Rye Brook, NY. 212-697-5950

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

Aug. 17-19—**Morning Show Boot Camp '95**, Atlanta. 404-926-7573

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

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

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

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

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

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

Sept. 12-15—**Expo Central '95 Conference & Product Equipment Exposition**, Columbus, OH. 614-895-1355

Sept. 14-18—**International Broadcasting Convention Annual Meeting**, Location TBA.

44-71 240-3839 in U.K.

Sept. 15-17—**Maine Association of Broadcasters' 1995 Annual Convention**, Sugarloaf/USA, Carrabassett Valley, ME

Sept. 18-19—**ANA Interactive Marketing, Managing Brands for Success**, Nashville. 212-697-5950

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

Sept. 27-29—**ANA Creative Advertising, Promotion Strategy, Media Strategy**, Rye Brook, NY. 212-697-5950

Oct. 5-7—**Oregon Association of Broadcasters Fall Conference**, Bend, OR. 503-257-3041

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

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

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

Oct. 15-19—**EIA/CES Fall Conference**, Scottsdale, AZ. 202-457-8700

Oct. 18-22—**National Broadcast Association for Community Affairs Conference**, Seattle, WA. 602-325-0940

Oct. 28-29—**Radio Hall of Fame Weekend**, celebrating Radio's 75th anniversary and inductions into the Radio Hall of Fame, Chicago. 312-629-6026

Oct. 19—**Internat'l Radio & Television Society Foundation Newsmaker Luncheon**, New York, NY. 212-867-6650

Oct. 19-20—**Ohio Association of Broadcasters' Fall Convention**, Columbus, OH. 614-228-4052

Oct. 19-23—**International Broadcasting & Telecommunications Show**, Milan. 39-2/48-155-41 in Italy.

Oct. 25-28—**SBE Broadcast Cable & Satellite India '95 Exhibition**, Paragati Maidan, New Delhi. 317-253-1640.

Nov. 5-7—**NAB European Radio Operations Seminars**, Barcelona. 33-1-46-92-12-79

Nov. 6-10—**Managing Brands for Success, Media Strategy, Interactive Marketing, Creative Advertising, Promotion Strategy**, Rye Brook, NY. 212-697-5950

Nov. 12—**NAB Small/Market Mgrs. Roundtable**, Washington, D.C. 202-429-5402

1995 Arbitron Survey Dates

- Spring March 30-June 21
- Summer June 22-Sept. 13
- Fall Sept. 21-Dec. 13

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PROM FASHIONS

:60 PENELOPE'S BRIDAL BOUTIQUE

(sfx: phone ring) Male: Hello? Female: (happy) Hey, Jeremy. Male: (unexcited) Hi, Susan, what's up? Female: I was just wondering if you want to go with me to Penelope's Bridal Boutique? Male: (annoyed) Why would I want to go there? We're not getting married. Female: I know that. I just wanted to go pick out my dress for the prom. Male: (with a who cares attitude) I don't care what kind of dress you get. Female: (getting annoyed with his attitude) Well, I thought if we go together you can see all the great styles they have at Penelope's Bridal Boutique. That way we can co-ordinate what we are wearing. Male: (shocked) You want me to wear a dress? Noooo Way!!! Female: (laughing) Oh, you're such a typical guy. I'll go to Penelope's Bridal Boutique myself. (enlightened) In fact, I think I'll find someone more understanding to go to the prom with, too. (sfx: phone hangs up and dial tone fades into music under announcer) Anncr: Tag Jennifer Peterson, WJEN-FM/WJAN-FM Rutland, VT

**RADIO
INK**

HOME ELECTRONICS

:60 CURTIS MATHES

March comes in like a lion ... (sfx: lion roar) ... and out like a lamb ... (sfx: into flowery springtime bed) ... but in-between, it's Mathes Month at your local Curtis Mathes dealer. Take your pick for as low as 21 dollars per month ... 13" to 35-inch televisions, or wireless remote-controlled VCRs as low as 21 dollars a month! It's a Mathes Month special! Get free delivery and forget about those repair bills. Ask your dealer for details, but make sure to ask now during Mathes Month! Curtis Mathes makes it easy to bring quality home entertainment into your home. Choose from leasing, rent-to-own, 90 days same as cash, and no payment for 80 days plans. You can turn your family room into a family theater with Curtis Mathes and your very own Toshiba Premiere Home Satellite System. Let your easy chair become a front-row seat for the final four on TV. Ask now during Mathes Month at Curtis Mathes ... 2422 Wade Hampton Boulevard in Greenville, Main Street in Woodruff, and 483 West Main in Spartanburg! Richard Breen, WROQ-FM Greenville, SC

**RADIO
INK**

HEALTH CLUB

:60 WOODY'S WORKOUT

With the first warm breezes of spring in the air, thoughts turn to summer ... more to the point what you'll look like when it comes time for cutoff shorts and swimsuits. True to nature, winter was spent storing fat supplies, relaxing and ... reshaping your body — sure shoveling snow forced you into a weekly exercise routine, but spring is a time for melting! Woody's Workout in Harrisburg can help you melt away those unwanted pounds — by starting slow today, you can turn up the heat by summer, and turn heads with a better body. Woody's Workout features today's equipment, technologically designed for faster, easier and safer workouts. And, because Woody's is open all year round, 24 hours a day during Monday through Friday — come the fall season, you won't fall short of your goals. Call today 232-4700 for information for a better body, a better you, better health. 232-4700, for Woody's Workout, Amity Road in Harrisburg. Stephanie Pedrick, WHP-AM/WRVV-FM Harrisburg, PA

**RADIO
INK**

TRAVEL AGENT

:60 QUEST TRAVEL

(sfx: wind howling in beginning; then use music) Anncr: Listen to that wind! Man, it's cold out there. Let Quest Travel turn those howling winds into ... (use Caribbean vacation sounding music). Quest Travel can replace the wind and snow with sun and sand. Going on vacation? Planning a short weekend getaway? Quest Travel can take care of the arrangements for your vacation, business, school or club trip; whether it's foreign or domestic. From your boarding pass to your hotel and rental car arrangements, Quest Travel handles every trip in a friendly, professional manner. Air, Amtrak, cruises, tours — Quest Travel has over 50 years combined travel experience. So say good-bye to this (sfx: wind) and say aloha to this (vacation music)! Let Quest Travel put you where you want to be. Call 935-2500 and talk to a Quest Travel agent. Their prices are competitive and there's always something exciting going on. Check for possible last minute specials. Quest Travel in Kankakee, 935-2500. Julie Lambert, WKAN-AM/WLRT-FM Kankakee, IL

**RADIO
INK**

PIZZA DELIVERY

:60 DOMINOS

Moderator: We now continue the debate. The next topic is the budget deficit. Mister Perot ... you have two minutes. Perot: The deficit is very important to me. The solution is very simple. We need to get everybody in a room, lock the door, and we can have this whole problem solved in 30 minutes or less ... Bush: (laughing) Startin' to sound like a Dominos commercial, there Ross. Clinton: That was a cheesy remark, Mister Bush. Bush: What I want to know is how Gov. Clinton is going to deliver ... Clinton: Hold it right there! With the Dominos Pizza carryout special, you don't need delivery! Perot: All right! Now we're getting to the meat of the issue ... Clinton: Go to an area Dominos and you can pick up a medium pizza with one topping for just \$4.99 or a large one-topping pizza for only \$6.99 any way you slice it. It's a delicious new idea! Bush: But that doesn't address the deficit, Gov. Clinton! Frankly, I think the idea's a little crusty. (chuckle) ... Perot: Now let me get a little piece of the pie here. Gentlemen, it's very simple. Have the government buy 200 billion dominos carryout specials ... Richard Breen, WROQ-FM Greenville, SC

**RADIO
INK**

CARD SHOP

:30 LLOYD'S HALLMARK

(sfx: through entire spot, different cultural music is fading in and out softly, i.e., Indian, tribal, oriental) Woman: By studying the many cultures of our world we learn, and as we learn, although we may appear to have many differences, we also have many common threads that bind us together as one. We dream the same dreams and yearn for love and to be loved. Celebrate our differences and our common threads. Celebrate multiculturalism. Man: Common threads — a new offer from Lloyd's Hallmark Card and Party Shops, Fashion Square. Kathy Zaleta, WINA-AM/WQMZ-FM/WKAV-AM Charlottesville, VA

**RADIO
INK**

ARCADE

:30 PINBALL WIZARD

(sfx: off the top with pinball) That was then ... Pinball Wizard, is "Now!" ... (In hard with space alarm ... To echoey zap ... to heart-beat up loud & awed read) ... From a new dimension of electrical entertainment — the grand opening of Pin ... Ball ... Wizard ... (Pause for heartbeat) ... Corvette ... Freddie — Nightmare on Elm Street ... Maverick ... Star Trek — The Next Generation — The most extreme engineering advancements have allowed for the finest pinball — available for "you," at Pinball Wizard ... (Pause for heartbeat) ... And don't miss the latest innovations of virtual reality — Virtua-Fighter Two ... Virtua-Cop ... Virtua-Racing ... and more — the grand opening of Pinball Wizard, next to A&W on Lasalle ... "Feel" the magic. Robert Watson, CIGM-AM/CJQJ-FM Sudbury, Ontario

**RADIO
INK**

PARTY SUPPLIES

:30 PAPER PLUS

(music under "Pomp & Circumstance") Principal: And now, your valedictorian, Miss Julie Jalinski ... (applause) Julie: Thank you. Parents, teachers, students ... as we look to the future ... remember one thing ... (overly excited) ... my graduation party is going to be sooo cool, thanks to Paper Plus in Hagerstown ... (ooohs, aahs, and gasps) Principal: Uh, Miss Jalins — Julie: They've got everything — plates, cups, napkins — Principal: Uh, Miss Jalinski, please — Julie: Decorations, balloons — Principal: Uh, this is not — Julie: Everyone's invited! Principal: The appropriate time ... Did you say everyone? Say ... will you be serving those cute little cheeseballs and those adorable finger sandwiches and ... (ad lib and fade out) Anncr: Paper Plus, in the Foxshire Plaza — Dual Highway, Hagerstown. Jeff Wine, WCHA-AM/WIKZ-FM Chambersburg, PA

**RADIO
INK**

CARPET

:30 CARPET STORE

You are cordially invited to walk all over us. No. We're not wimps. We're the Carpet Store and we've got something for your piggies (sfx: pig). Not that kind of piggy. I meant your toes. Your toes are very important to us at the Carpet Store. Actually your whole body is. We want you to be comfortable at home or office. That's why we carry only the best carpet. Soft. Plush. Down right cushy. We also have custom-made blinds — so let the sunshine in or stay in the dark like a mushroom. And if you're too busy to come to us — shoot — we'll come to you. Just call 646-1571 and we'll tell you all about it. The Carpet Store behind the ITC Building in Tamuning. Deborah Rosario, KOKU-FM Agana, Guam

**RADIO
INK**



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WARW-FM has an immediate opening for an entry level account executive. The position reports to the Retail Sales Manager and is primarily responsible for developing and servicing direct and new business accounts. One to two years radio or related sales experience and computer skills a plus. College graduate preferred. Aggressive self starters interested in a career in radio sales at Washington's fastest growing station should contact: Sharon Mager, Retail Sales Manager, WARW-FM, 5912 Hubbard Drive, Rockville, MD 20852. WARW-FM is a CBS Owned property and an Equal Opportunity Employer.

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1-1/2"	1,433	2,572	
2"	1,872	3,360	
2-1/2"	2,291	4,112	
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Circle Reader Service #181

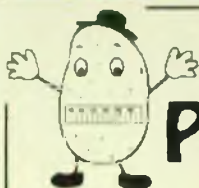


Rick Dees just bought some Hiney again. My Hiney is for sale in your market too! Call big red Hiney
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Circle Reader Service #182

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Circle Reader Service #184

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Circle Reader Service #185

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Circle Reader Service #186

SALES PROMOTION PLANNER

ideas you should start planning now

SEPTEMBER

Fall & Winter Fashions
Hunting & Fishing Supplies
Carpet & Floor Coverings

TARGET PRODUCTS

Home Furnishings
Heating

Beer
New Car Sales
Home Furnishings

DATES TO REMEMBER

4 Labor Day
17-23 Farm Safety Week

10 Grandparents Day
22 Business Women's Day
25 Rosh Hashanah

17-23 Singles Week
23 1st Day of Fall

NATIONAL

Self Improvement, Cable TV, Literacy, Baby Safety, Chicken, Piano and Rice Month

HOME & HEARTH

When fall hits, home furnishing begins. An important target is the 18-29 age group. They are forming households and still buying and building loyalty to styles, brands, and retailers. Forming householders are also more price conscious than any other group. Growth householders aged 30 to 44 are settling down. Their median incomes are above average, they are better educated and probably hold management and professional positions. Sixty-two percent of this age group owns their own homes. Growth householders are more likely to have remodeled in the past two years. The last group is the established householders aged 45 to 59 and they are in a position to upgrade their furnishings. Whatever your format or target demographic, there is opportunity to get this business. (Source: The Home Furnishings Market For Tomorrow, 1993)

EVERYONE IMPROVES

- "Remodel for Free." Customers bring in photos of a room they would like to have remodeled for free. The winner will receive the works. Tie in many vendors and sponsors.
- "Labor Day Gamblers Sale." Customers will draw a poker chip to determine their discount at the register.
- "Self Improvement Remote." Have a remote at a drug store, hair salon, or a health club, and set up booths with tips and free product and services.
- "Single's Survival Kit." For Singles Week give away dinners, movies, video rentals, club passes, dating services freebies, and condoms.
- "Football Frenzy." Have specialty items printed (Megaphones, footballs, fans, etc.) with station logo and a sponsor.

JULY QUICK FIX

- "4th of July Beach in the Street Party." Block off the street or a large outdoor location and bring in truckloads of sand for a big party. Have music, vendors, and a volleyball tournament. No time to organize? Tie in a charity and charge admission.
- "Thirsty Thursday's." Give away free cases of soft drinks, or sports drinks on Thursdays.
- "Light up the Night Sale." A car dealer stays open late with special deals on cars that have the parking lights turned on.

DATES TO REMEMBER

4 Independence Day
16 Ice Cream Day
Christmas in July Sales

NATIONAL

Raked Bean, Ice Cream, Tennis, Peach, Hot Dog and Parks & Recreation Month

AUGUST QUICK FIX

- "Player of the Week." As high school sports kick off, get a sponsor for a prize and cross promote with a television sportscast for this good community promotion.
- "Off with the Old, On with the New." To celebrate National Eye Exam Month, an eye care retailer gives discounts for the purchase of new glasses when old ones are donated to a homeless shelter.
- "A Good Sport." Sporting goods stores offer discounts to students with school IDs.

DATES TO REMEMBER

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

NATIONAL

Romance Awareness, Eye Exam and Catfish Month

OCTOBER

TARGET PRODUCTS

Heating; Ski Equipment; Furniture; Pet Supplies; Candy Vendors; Drug Stores; Fabric Stores

DATES TO REMEMBER

9 Columbus Day
14 Dessert Day
21 Sweetest Day
22 Mother-in-Law Day
31 Halloween

NATIONAL

Country Music, AIDS Awareness, Pizza, Popcorn and Car Care Month; Baseball World Series

NOVEMBER

TARGET PRODUCTS

Grocery & Turkey Sales; Toys; Clothing; Jewelry; Electronics; Major Appliances

DATES TO REMEMBER

3 Sandwich Day
4 Sadie Hawkins Day
7 Election Day
11 Veteran's Day
16 Great American Smokeout
23 Thanksgiving
24 Rustiest Shopping Day

NATIONAL

Diabetes Month

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

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

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Circle Reader Service #121



▲ Westwood One's Ed Salamon and twist king Chubby Checker goofed around recently after an interview. Apparently Ed had twisted himself into a frenzy and Chubby was attempting the heimtwist maneuver.

Now here's a way to open a rep company ... have everyone show up in kilts. Pictured in the Shamrock Radio Sales Clan are l-r: president Bob Turner, AE Beth Russell, Interep Chairman Ralph Guild, AE Bill Sickles and AE Anthony DeVito.



Variety Clubs International recently awarded Metro Networks and its president David Saperstein for their "leadership and unselfish commitment" to Variety Club and the children of Variety Club. The children's charity organization is made up of 55 clubs and more than 15,000 members worldwide. L-r: Variety Club Members Pat Fant, Gary Huddleston, Laura S. Rowe and John L. Nau III, and Metro's Saperstein. ▼



▲ Speaking of Salamon, dog George Escriva sent us a letter and photo asking for a new copy of our Feb. 27 Ed Salamon issue for his owner, GM Maggie Escriva of KWIC-FM Topeka, KS. Seems he ate it and now has to sell his milkbones to get the money for a new one. But get this, he found the information ... easy to digest.



directors." Well it's a good thing they didn't break under public pressure and stuck to their guns.

Martha Harrington, president of Interep's promotion marketing division, chaired the "Value-Added Radio Advertising and Promotion" Conference in Chicago recently. Actually she stood behind the podium but a chair was nearby. ▶

◀ The National Association of Radio Talk Show Hosts and Michael Harrison, editor and publisher of *Talkers Magazine*, have chosen currently controversial G. Gordon Liddy as the recipient of this year's Freedom of Speech Award which will be presented at the seventh annual Talk Radio Convention in Houston on June 24. NARSTH President Gene Burns says it was, "the single most difficult decision made by the board of



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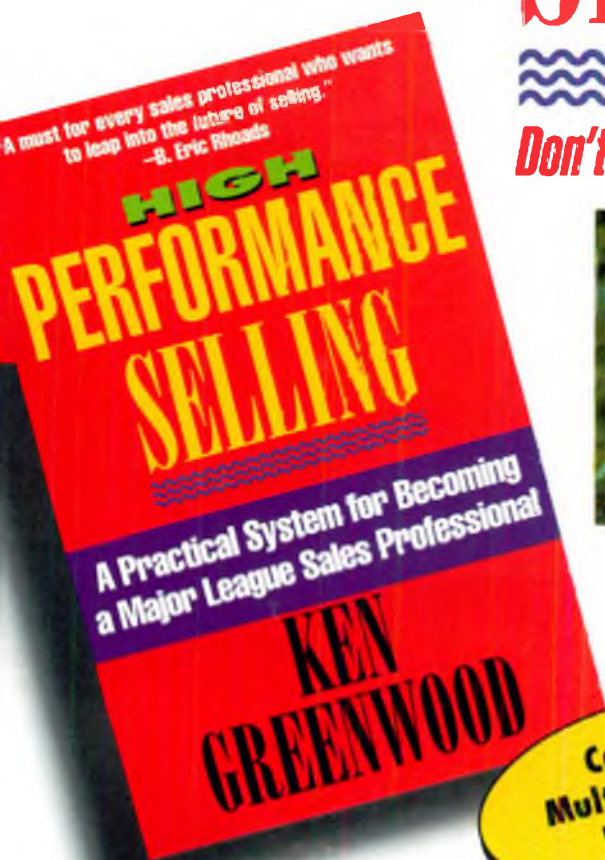
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